VILLAGE OF DOWNERS GROVE REPORT FOR THE VILLAGE COUNCIL MEETING JULY 6, 2010 AGENDA

SUBJECT:	Түре:		SUBMITTED BY:		
		Resolution			
		Ordinance			
Partnership with Darien-		Motion			
Woodridge Fire Protection District	\checkmark	Discussion Only	James Jackson, Fire Chief		

SYNOPSIS

As discussed during the preparation of the 2010-2012 Long Range Financial Plan, staff explored a partnership with the Darien Woodridge Fire Protection District that addresses the combining of resources for emergency response. While many aspects of consolidation were researched during this study to ensure emergency response to the communities will not be compromised, the study examined the relocation of Village equipment and staff from Village Fire Station 1 (2560 Wisconsin) located within the Ellsworth Business Park to Darien Woodridge Station 2 (59th and Belmont).

STRATEGIC PLAN ALIGNMENT

The Five Year Plan and Goals identified *Exceptional Services and Communication*.

FISCAL IMPACT

NA

RECOMMENDATION

Staff recommends that no action be taken at this time.

BACKGROUND

Staff from the Village and the Darien-Woodridge Fire Protection District prepared the attached report regarding sharing of resources. The concept was to close Downers Grove Fire Station 1, taking Engine 1 out of service and running Ambulance 1, staffed by Downers Grove personnel, out of Darien Woodridge Station 2. Darien Woodridge would provide an engine, staffed with their personnel to respond to their district as well as the area formerly covered by Engine 1. Their engine would also be located at Darien Woodridge Station 2. The goal of this concept was to improve operating efficiencies and reduce potentially overlapping services.

To determine the feasibility of this concept, staff developed a Joint Operations Committee which was comprised of Chief Officers and firefighters from both Departments along with communication center managers.

A thorough analysis of the proposed operation revealed that there is a significant difference between the level of service currently provided by Downers Grove and Darien-Woodridge. Operating from one station as proposed would adversely affect operations from all Downers Grove stations and would reduce the level of service throughout the Village. The three areas of reduction in service are:

• Lack of sufficient service on the west side of the Village. The Darien-Woodridge Station 2 Engine is out of their district approximately 200 days of the year for training and call response. This leaves areas with reduced or no coverage to the west, northwest and southwest portions of Downers Grove for the majority of the year.

- Fire and EMS service levels on the south side of the Village may be compromised. Darien-Woodridge does not maintain minimum staffing on their apparatus operating from their Station 1 (75th and Lyman). Their staffing levels drop below minimums about 50% of the time. This will result in a reduction of service to those areas presently covered by Downers Grove
- Engine coverage on the west side of the Village may decrease. Under the proposal, Darien Woodridge will operate an existing engine from their Station 2. The Darien Woodridge engine is ten years old and the proposed change in operation will increase the call volume for this engine by 193% which will warrant replacement in the near future. Darien Woodridge does not have the funds available for apparatus replacement.

The attached report provides a detailed analysis of the proposed partnership, the impacts to service and a recommendation to not proceed with this proposed partnership.

ATTACHMENTS

Report from the Joint Operating Committee.





In July of 2009, a concept was brought forward that entailed the possible consolidation of services provided by the Downers Grove Fire Department and Darien-Woodridge Fire District.

In response to that conceptual idea, a Joint Operational Committee was formed amongst the two departments to explore and analyze the concept. This committee was composed of all Chief Officers of both departments, communications center managers and representatives from both Labor bargaining units. The main purpose of this analysis project was to focus on areas aimed at maximizing the effectiveness of processes and operations to support timely delivery of customer oriented and efficient public services in a fiscally responsible manner. A final report was prepared to analyze the feasibility of sharing resources between the Downers Grove Fire Department and Darien-Woodridge Fire District based on findings of this committee as well as independent research completed.

Specific operational areas addressed in the analysis include:

- 1) Existing performance metrics
- 2) Manpower deployment and staffing
- 3) Call volumes and characteristics
- 4) Apparatus and equipment
- 5) Tactical capabilities
- 6) Facilities
- 7) Communications compatibility including protocols, technology and dispatch
- 8) Staff competencies and training

After completion of this report and research, it is recommended by the Joint Operations Committee that the consolidation of Downers Grove Fire Department Station 1 and Darien-Woodridge Fire District Station 2 is not in the best interest of the communities served.

Operational considerations having an effect on customer service as well as fiscal responsibility can be cited to support this recommendation. Specifically cited

• Delayed response will exist to areas within Downers Grove as well as reduced or no coverage will be present to the west, northwest and southwest portions of the Village during training periods attended at Darien-Woodridge Fire Station 1 as well as time periods requiring the movement of companies to respond to calls within the jurisdiction of Darien-Woodridge.

- Delayed response and a decrease in efficiency will be realized if a working incident is taking place within the present still response area of Downers Grove Engine 1 or Darien-Woodridge Engine 621. With the elimination of an engine company, the second due company may need to be pulled from a department that is a farther distance away (under present conditions, Darien-Woodridge 621 is the automatic Aid Engine and second due unit in Engine 1's response area as well as Engine 1 reciprocating in the same manner).
- Two of the highest density call volume areas for Downers Grove would only be serviced by one medic unit and one engine company.
- The trade of an engine company for an additional ambulance will also impact all other communities surrounding the area due to the elimination of a resource that is relied upon. The need to request mutual aid assistance and the distance of where it is requested from will increase having a direct impact on response time not only for Downers Grove and Darien-Woodridge Fire District residents but all other surrounding communities.
- Darien-Woodridge Truck 619 which responds from 75th and Lyman and would be responsible for response to the southeastern portion of Downers Grove drops to a staffing level of 2 firefighters 50% of the time. This will result in a reduction of service to those areas presently covered by Downers Grove.
- With the implementation of the Belmont Road underpass project, there are concerns as to delayed response with the elimination of Downers Grove Station 1. A severe deficiency in coverage of the northwest side of Downers Grove will exist.
- Concerns with dispatch which will affect levels of service are also present. Timeliness in dispatch of units due to two separate facilities and frequencies being used as well as commonality in language, mapping systems and response are obstacles that can not be overcome due to fiscal constraints and operational differences.
- Response volume for Downers Grove Engine 5 is estimated to increase 31%, resulting in additional runs that are longer in distance traveled which in turn will increase wear and tear as well as maintenance required.

- With simultaneous call volume exhibiting the characteristics that exist, it is difficult to quantify the true availability of the 4th Medic unit placed into service as both entities will in essence be competing for the available resource.
- Costs of implementation will negate any realized savings.
 - Facilities costs are estimated at \$166,000.00.
 - Dispatch / Communications costs are estimated at \$15,000.00 initially with -- charges of \$605 to be required on a monthly basis.
 - Placing a 4th Medic unit for Downers Grove in service will cost \$220,000.00. (Current reserve Medic unit is over 10 years old and has over 100,000 miles logged)
 - In addition,
 - Darien-Woodridge Engine 621's call volume will increase 193% necessitating a replacement piece of apparatus to be purchased in the very near future and it is reported that funding is not currently available.

It is due to these reasons that the Joint Operations Committee is basing its recommendation. Further analysis and thorough documentation of these concerns are contained in the Operational Analysis Report.

This project allowed a great opportunity to learn a great deal about each organization and has opened many possible opportunities to be considered for the future. As a result of this project, several opportunities to improve in the areas of customer service, innovation and fiscal responsibility have been identified and will be further explored with implementation in the near future. Some of these examples are;

- Closest Unit Response- Further exploration of utilizing closest units or complementing present response patterns to certain areas of both jurisdictions for an improvement in response times and efficiency of service.
- Joint Training- Integration of aggressive joint training efforts between the two entities which will enable efficiencies to be developed in working together to provide the best possible customer service.
- Daily Operations- Opportunities to improve communications and relationships between the two entities both on a daily operational basis as well as for long term strategic planning.

In the future, members of both organizations will embark on possible projects related to these areas or will further refine them.

In closing, levels of public service such as fire and emergency medical service protection are quality of life issues and the final decision on what is in the best interest of the community will be dependent on what standards and expectations of service that are set by those who govern the community. Relevant data must be provided to give the baseline of what can be expected. The data provided in the Operational Analysis Report is hoped to have accomplished this goal.

Respectfully Submitted,

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Jeffrey Pindelski Deputy Chief- Operations Downers Grove FD

James Jac son Fire Chief

Downers Grove FD

-R.M

Wayne Messenger Fire Chief Darien-Woodridge F.P.D.





Operational Analysis Report For Consolidation of Downers Grove Fire Department Station 1 and Darien Woodridge Fire District Station 2

What is in the best interest of the people that we serve?

Table of Contents

Purpose	3
ISO Implication Analysis	3
Staffing and Initial Alarm Assignment Analysis	5
Response Area and Call Volume Analysis	8
Future Projections	16
Response Time Analysis	16
EMS Response Analysis	24
Automatic Aid Analysis	25
Facilities Analysis	27
Communications Analysis	28
Training Analysis	30
Closing Statement and Estimated Timeline of Events	31

March 2010

Report compiled by Deputy Chief of Operations- Jeffrey Pindelski

Joint Operations Committee Members:

Darien Woodridge- Chief Wayne Messenger, Deputy Chief Dave Lambright, Battalion Chief Jay Worden, Battalion Chief John Maggio, Battalion Chief Thomas Mahn, Firefighter Steve Gorsky, Communications Manager Ed Milam

Downers Grove- Chief James Jackson, Deputy Chief Jeffrey Pindelski, Deputy Chief Bob Tutko, Battalion Chief Dan Mejdrech, Battalion Chief John Hardy, Lieutenant Dan Gilbert, Lieutenant James Werner, Communications Manager Jennifer Rizzo

Purpose

The main purpose of this analysis project is aimed at maximizing the effectiveness of processes and operations to support timely delivery of customer oriented and efficient public services in a fiscally responsible manner. This report is prepared to analyze the feasibility of sharing resources between the Downers Grove Fire Department and Darien Woodridge Fire District. Specific items of this project to be analyzed include the closing of Downers Grove Fire Station 1 (2560 Wisconsin), taking Engine 1 out of service and running a fourth Advanced Life Support Medic unit staffed by Downers Grove personnel out of Darien Woodridge Fire Station 2 (59th and Belmont). Darien Woodridge Engine 621 which responds from Darien Woodridge Fire Station 2 will service areas formerly covered by Downers Grove as well as areas presently covered by the Darien Woodridge Fire District. Response areas for Darien Woodridge Engine 621 and Downers Grove Engine 5 (6700 Main St) will also be analyzed as the project will necessitate a change to their response patterns.

Performance standards that are recognized as industry benchmarks (ISO, NFPA, AHA) as well as mandated requirements by law (IDOL) will be considered in this report. Although databases such as those published by the ICMA (International City / County Management Association) are sometimes referenced in analysis such as this, they have not been considered for this report since they do not set benchmarks or recommendations but are rather subjective in nature dependent upon the individual collecting the data. Levels of public service such as fire and emergency medical service protection are quality of life issues and the final decision on what is in the best interest of the community will be dependent on what standards and expectations of service that are set by those who govern the community. These decisions must be based on relevant data. This report will contain items that must be taken into consideration when making an informed decision on the level of fire services to be provided to the citizens of the community. Specific areas addressed in this analysis include;

- 1) Existing performance metrics
- 2) Manpower deployment and staffing
- 3) Call volumes and characteristics
- 4) Apparatus and equipment
- 5) Tactical capabilities
- 6) Facilities
- 7) Communications compatibility including protocols, technology and dispatch
- 8) Staff competencies and training

ISO Implication Analysis

Although elective in nature, ISO protection classification requirements and ramifications must be given full consideration when making decisions regarding the nature of projects of this type. The parameters set by ISO are a proven measurement of the fire protection potential of a community and have a direct impact on the ability to attract businesses to the community for reasons that are fiscal in nature.

ISO is an independent organization that serves insurance companies, fire departments, insurance regulators, and others by providing information about risk. ISO's staff collects information about municipal fire-protection efforts in communities throughout the United States. In each of those communities, ISO analyzes the relevant data and assigns a Public Protection Classification (PPC)— a number from 1 to 10. Class 1 represents exemplary fire protection, and Class 10 indicates that the area's fire-suppression program does not meet ISO's minimum criteria.

Virtually all U.S. insurers of homes and business property use ISO's Public Protection Classification in calculating premiums. In general, the price of fire insurance in a community with a good PPC is substantially lower than in a community with a poor PPC, assuming all other factors are equal.

A Community's PPC depends on:

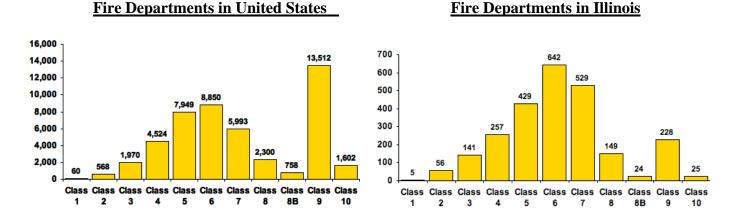
• **fire alarm and communications systems**, including telephone systems, telephone lines, staffing, and dispatching systems

• **the fire department**, including equipment, staffing, training, and geographic distribution of fire companies

• **the water supply system**, including condition and maintenance of hydrants, and a careful evaluation of the amount of available water compared with the amount needed to suppress fires

ISO's PPC program evaluates communities according to a uniform set of criteria, incorporating nationally recognized standards developed by the National Fire Protection Association and the American Water Works Association. So, the PPC program provides a useful benchmark that helps fire departments and other public officials measure the effectiveness of their efforts.

The Downers Grove Fire Department was last evaluated by ISO in October 1997 and received a score of 74.11% classifying it as a ISO Class 3 Fire Department. This score places the department in the top 3.4% of fire departments on a National level and top 4.6% within the State of Illinois.



Insurance premiums remain the same for private dwellings for ISO classifications of 1-7, the major differences in premiums are realized when commercial properties are taken into consideration. Commercial properties have different rates assigned by each classification category. Based on a 2004 study by ISO, the average difference in an annual premium for a commercial property located in a community with a class 4 rating as opposed to a class 3 rating is \$188 and the difference going from class 3 to a class 2 is a \$567 savings.

At the time of evaluation in 1998, minimum staffing was a total of 20 for 4 fire stations. This number translated to a score of 11.30% out of a recommended 15%. The addition of one additional firefighter per shift would increase the score by .5%.

Presently, the minimum staffing per shift since the implementation of the "Jump Company" concept equals 19 (18 firefighters + 1 Battalion Chief) which would in essence lower our score in this category by .5%. Consolidating Darien Woodridge Fire Station 2 with Downers Grove Fire Station 1 would allow the total daily staffing to increase to 21. Theoretically, this would improve ISO scoring in this category by .5% from the number obtained in 1997 and 1% over what we would achieve when presently evaluated. Since this number is being obtained from using an automatic aid department though, final ISO scoring for Engine company credit would be subject to losing at least a minimum of 10% scoring in several categories. Many variables such as dispatch procedures, training and station coverage will have an effect on the final ISO scoring. **Definitive answers on the effect that true assessment and reevaluation are performed by ISO.** It is estimated that it would take approximately 6 months after completion of pre-survey forms to receive a grading. This process has begun in February 2010.

The impact on the Public Protection Classification of the Darien Woodridge Fire District has not been analyzed but it is thought that it would be minimal since their existing resources and their respective distribution is not being changed. An addition of 2 available personnel for firefighting with the addition of Medic 1 may bolster their score for staffing in the fire suppression category but the full impact would not be realized until a formal ISO evaluation would be completed.

Staffing and Initial Alarm Assignment Analysis

According to the National Fire Protection Association (NFPA) report: U.S. Fire Department Profiles Through 2007, the median ratio for firefighters to 1,000 population for career departments within the United States serving populations similar to Downers Grove is 1.33. This number does not reflect a recommended rate or standard but is intended for comparison purposes. This number also does not take EMS service provisions provided by the Fire Department into consideration.

The current staffing of the fire department is 70 positions. Using 58,000 as the population, 70 firefighters equates to 1.21 firefighters per 1000 population. Proposed staffing of Downers Grove firefighters with the consolidation of fire station 1 would equal 1.15 firefighters per 1000 population. This number does not take the additional number of Darien Woodridge firefighters into consideration that would be available for Downers Grove emergency calls from staffing an Engine Company at the consolidated station (1.26 if factored) since they would be shared with the population also served by Darien Woodridge.

NFPA 1710 (Standard for the Organization and deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments) is the nationally accepted fire service standard that specifies the minimum criteria addressing the effectiveness and efficiency of the career public fire service delivery in protecting the citizens of the jurisdiction and the occupational safety and health of fire department employees.

Key points of NFPA 1710 which are paramount to be adhered to and must be considered when making any decision are as follows;

- 5.2.2* **Staffing**. The number of on-duty fire suppression personnel shall be sufficient to perform the necessary fire-fighting operations given the expected fire-fighting conditions.
- 5.2.2.1* The fire department shall identify minimum company staffing levels as necessary to meet the deployment criteria required in 5.2.3 to ensure that a sufficient number of members are assigned, on duty, and available to safely and effectively respond with each company.
- 5.2.4.1.1 The fire department's fire suppression resources shall be deployed to provide for the arrival of an engine company within a 4-minute travel time to 90 percent of the incidents as established in Chapter 4.
- 4.1.2.1 (3) Four minutes (240 seconds) or less travel time for the arrival of the first arriving engine company at a fire suppression incident and 8 minutes (480 seconds) or less travel time for the deployment of an initial full alarm assignment at a fire suppression incident.

(4) Four minutes (240 seconds) or less travel time for the arrival of a unit with first responder with automatic external defibrillator (AED) or high level capability at an emergency medical incident.

Once on scene of an emergency incident, staffing must be adequate to accomplish vital operations on the fireground and are outlined in NFPA 1710 as follows;

- (1) Establishment of incident command outside of the hazard area for the overall coordination and direction of the initial full alarm assignment with a minimum of one individual dedicated to this task.
- (2) Establishment of an uninterrupted water supply of a minimum of 400 gpm for 30 minutes with supply line(s) maintained by an operator.
- (3) Establishment of an effective water flow application rate of 300 gpm from two handlines, each of which to have a minimum flow rate of 100 gpm with each handline operated by a minimum of two individuals to effectively and safely maintain the line.
- (4) Provision of one support person for each attack and backup line deployed to provide hydrant hookup and to assist in laying hose lines, utility control, and forcible entry.
- (5) Provision of at least one victim search and rescue team with each search and rescue team consisting of a minimum of two individuals.
- (6) Provision of at least one ventilation team with each ventilation team consisting of a minimum of two individuals
- (7) If an aerial device is used in operations, one person to function as an aerial operator and maintain primary control of the aerial device at all times.
- (8) Establishment of an IRIC consisting of a minimum of two properly equipped and trained individuals.

These parameters call for a minimum of 16 personnel to be on an initial full alarm assignment. The International Association of Firefighters Job Aid for initial full alarm assignments follows NFPA 1710 and recommends 15-17 fire personnel.

The NFPA Fire Protection Handbook, 20th edition (2008) recommends the following minimum numbers of firefighters/officers to do the job safely.

"Not fewer than 24 firefighters and two chief officers, one or more safety officers, and a rapid intervention team(s) should respond to high-hazard occupancies (schools, hospitals, nursing homes, explosive plants, refineries, high-rise buildings, and other high-life hazard or occupancies with large fire potential).

Not fewer than 16 firefighters, one chief officer, a safety officer, and a rapid intervention team should respond to medium-hazard occupancies (apartments, offices, mercantile, and industrial occupancies not normally requiring extensive rescue or firefighting forces).

Not fewer than 14 firefighters, one chief officer, a safety officer, and a rapid intervention team should respond to low-hazard occupancies (one-, two-, or three-family dwellings and scattered small businesses and industrial occupancies).

At least 12 firefighters, one chief officer, a safety officer, and a rapid intervention team shall respond to rural alarms (scattered dwellings, small businesses, and a farm building)."

According also to NFPA 1710;

5.2.1.2 The fire department shall be permitted to use established automatic aid and mutual aid agreements to comply with the requirements of Section 5.2.

Presently, on an initial full still alarm assignment in Downers Grove the following is provided;

2 DGFD Engine Companies	6 personnel
1 DGFD "Jump" Company	3 personnel
1 DGFD Medic Unit	2 personnel
1 DGFD Battalion Chief	1 personnel
1 Automatic Aid Engine Company	3 personnel
Total	15 personnel

With consolidating Station 1 with Darien Woodridge the following would be provided;

1 DAWD Engine Company	3 personnel
1 DGFD Engine Companies	3 personnel
1 DGFD "Jump" Company	3 personnel
1 DGFD Medic Unit	2 personnel
1 DGFD Battalion Chief	1 personnel
1 Automatic Aid Engine Company*	3 personnel
Total	15 personnel

* See Response Time Analysis for additional information.

The National Fire Academy has also set forth a recommendation that a ratio of 1 firefighter be available for every 50 gallons per minute of water that is required to operate in an offensive mode (sending crews inside the burning structure to combat fire as well as perform search and rescue operations) on the fireground. If this number can not be met, it is recommended that a defensive mode (no entry, only exterior operations to take place) be taken by crews on scene.

Case Study

A recent fire at 4735 Main St. (fire incident 010-0006) can be looked at for analytical purposes. The structure was a 2 story of wood frame balloon type construction roughly occupying a 40 ft. by 50 ft. footprint. Upon arrival, fire companies were confronted with heavy fire showing throughout the first floor and auto exposure to floor 2 was taking place on the D side of the structure. Using the information given, we can figure out the critical flow necessary to control and extinguish the fire using the critical flow formula set forth by the National Fire Academy consisting of length of structure multiplied by the width and divided by 3 for each floor of involvement.

<u>Length 50 ft x Width 40 ft</u> = 666.66 or 700 gallons per minute $\frac{3}{3}$

1st floor 100% involvement = 700 gallons / minute

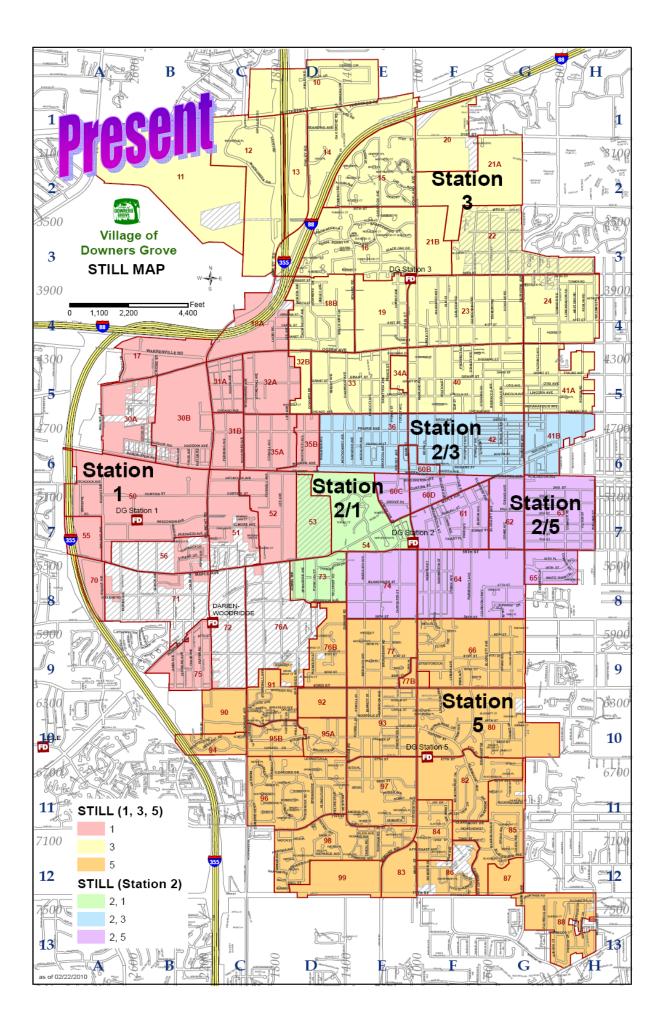
 2^{nd} floor estimated at 25% involvement due to auto exposure = 166.66 or 200 gallons/ minute Total flow needed to control the fire = 900 gallons / minute

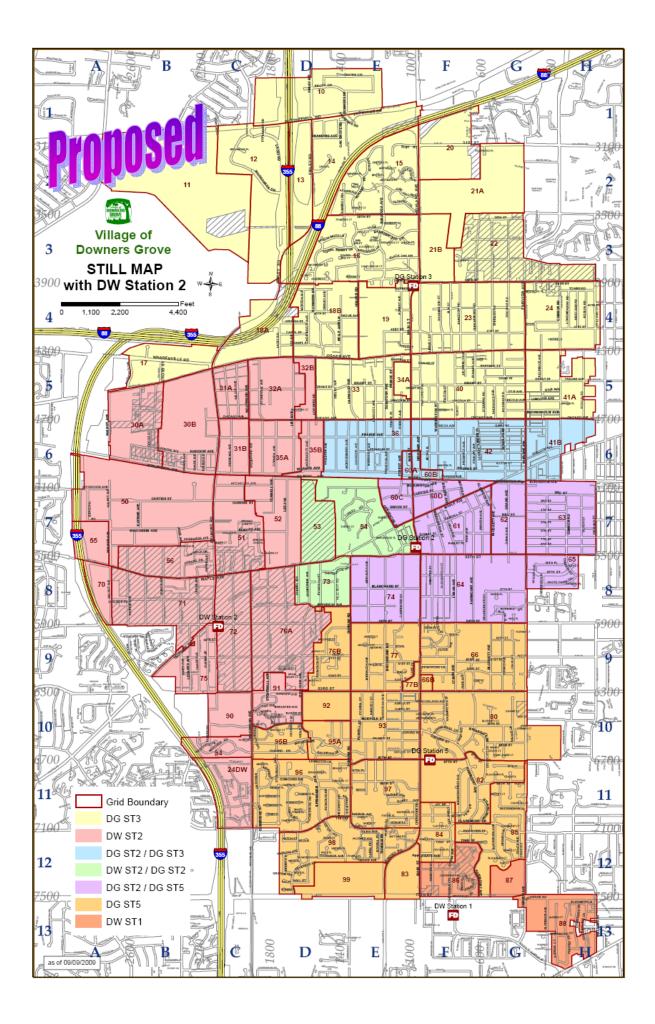
With 900 gallons / minute needed to control a fire, a minimum of 18 firefighters on scene are recommended to engage in offensive firefighting tactics using the National Fire Academy parameters.

On this particular incident, the initial full still alarm assignment consisted of 16 firefighters. An additional 22 firefighters arrived on scene within 24 minutes after completion of upgrading the incident to the General Alarm level.

Response Area and Call Volume Analysis

The first of the following two maps illustrate the present still response area for each fire station. The second map is an illustration of proposed changes to response if consolidating takes place. (Any response numbers listed in blue in the text following are actual 2009 numbers):





Darien Woodridge Engine 621 (stationed at 59th and Belmont) would cover:

Darien Woodridge Full Still and Target Hazard area	(289 responses)
Downers Grove Full Still and Target Hazard area	(339 responses)

Darien Woodridge Station 2 Still District (Sectors 13, 18, 19, 20 and 24) (238 responses)

Redefined Downers Grove Still District for that station (Grids 30A, 30B, 31A, 31B, 32A, 32B, 35A, 35B, 50, 51, 52, 55, 56, 70, 71, 72, 75, 76A, 90, 91 and 94) (779 responses)

Downers Grove Engine 1 Automatic Aid responsibilities to Lisle Woodridge. (12 responses). (Lisle Woodridge would lose an Engine Company on 12 of their Box Alarm Response Cards.)

The Medic unit assigned (DG Medic 1) to 59th and Belmont would cover:

Grids 30A, 30B, 31A, 31B, 32A, 32B, 35A, 35B, 50, 51, 52, 55, 56, 70, 71, 72, 75, 76A, 90 and 94. (462 responses)

Darien Woodridge Station 2 Still District (Sectors 13, 18, 19, 20 and 24) (178 responses)

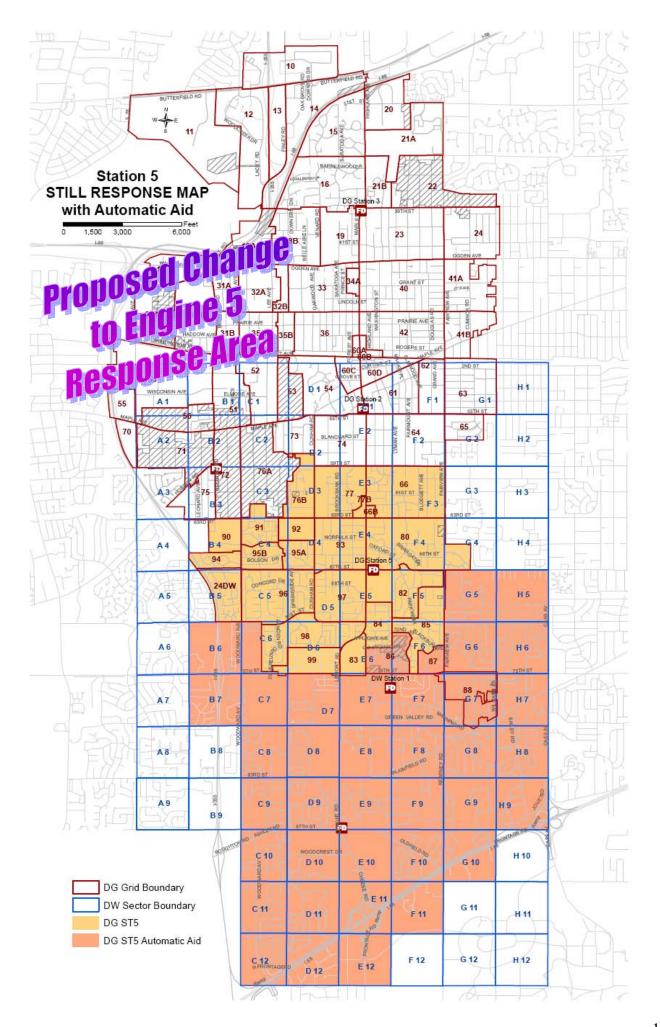
Downers Grove Engine 3 would cover:

Grids 17 and 18A in addition to the grids presently covered. (104 responses)

Downers Grove Engine 5 would cover:

In addition to what it covers currently, Engine 5 would also cover Darien Woodridge's district on all on level 2 alarms (AFA's, Vehicular Accidents) and higher. A level 2 response is a response that requires the response of 2 engines, 1 Truck, 1 Medic and a Battalion Chief) (364 responses)

• A working fire or full still response in Darien Woodridge would leave Downers Grove with only 1 Engine Company (Engine 3) to provide protection to citizens of Downers Grove since Engine 5 as well as 621 would be due. This one available unit would be positioned on the north side of the Burlington Northern railroad tracks leaving the south side of Downers Grove with only the Truck Company (200 gallon water tank) available for response. A response such as this that does not result in a working incident could also potentially take Engine 5 as far south as Interstate 55. As a result, the request for mutual aid assistance from other departments not involved in the actual incident will increase.



Downers Grove Medic 5 would cover:

Response to areas within the Darien Woodridge district when Darien Woodridge 614 is not available and they would be the closest medic unit. (129 responses)

Darien Woodridge Station 1 companies would cover:

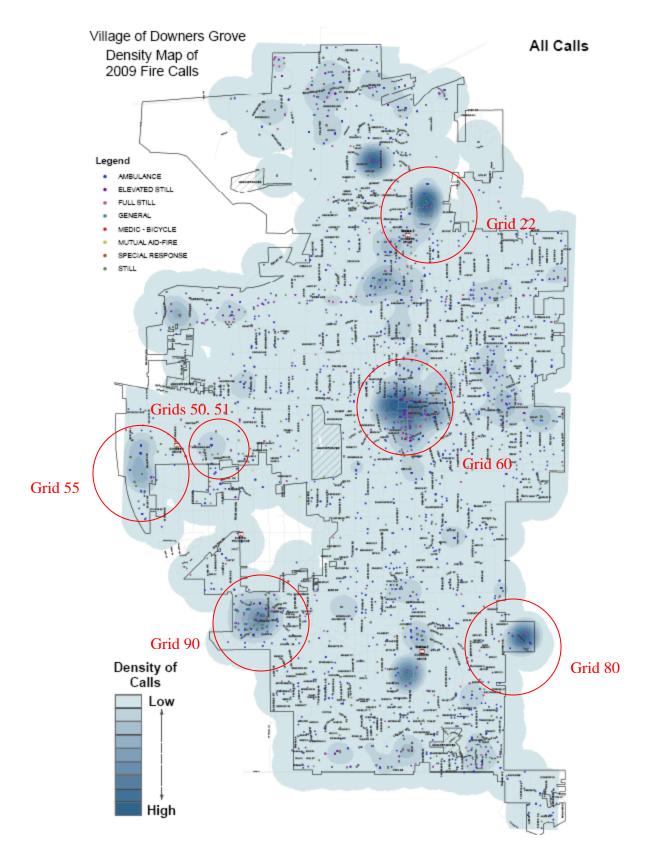
Downers Grove Grids 86, 87 and 88. (113 responses)

• It is important to note that Darien Woodridge will go down to a total of 2 firefighters to staff Truck 619 which is stationed at 75th and Lyman (Station 1). According to their statistics, this occurred 49.5% of the year in 2009. This truck occupies a station with a medic unit that always is staffed with 2 paramedics. This station would be the station responding to Downers Grove grids 86, 87 and 88. Current response to these grids by Downers Grove companies is approximately 1-2 minutes longer (see Response Time Analysis) but sends a total of 5 personnel as opposed to 4. It is also currently the policy of the Darien Woodridge Fire District to not send Truck 619 outside of district when staffing is below 3. This policy will change if project is implemented.

The following tables illustrate the impact that a change in response as mentioned could potentially present. These estimated numbers were calculated by using actual numbers from 2009. Call volume equals all units assigned to the station where response is broken down by specific unit.

Fire Station	2009 Calls	Potential Call Volume	Potential Volume Increase/Decrease
DG 1	632	-	-
DG 2	1179	1179	0
DG 3	2002	2002	0
DG 5	1548	2041	32%
DW 2	686	1657	142%

Unit	2009 Response Volume	Predicted Response Volume (Increase/Decrease)
Engine 1	772	- (-100%)
Engine 3	1748	1644 <mark>(-6%)</mark>
Engine 5	1170	1534 <mark>(+31%)</mark>
DAWD 621	582	1708 <mark>(+193%)</mark>
Truck 2	840	840 (0%)
Squad 2	426	426 (0%)
Medic 1	-	712 (+100%)
Medic 2	1310	1087 (-17%)
Medic 3	1406	1294 (-8%)
Medic 5	1266	1067 (-16%)
DAWD		
634	104	- (-100%)



An alternative scenario suggested by Darien Woodridge is to have Downers Grove Engine 5 cover Darien Woodridge Full Still assignments and Target Hazard responses in place of Engine 621. This scenario would have Engine 5 responding to a potential 1,823 responses (increase of 56%) and would decrease Engine 621 to a potential 1419 responses equating to a 144% increase over the present response volume. Apparatus and fleet issues must be taken into consideration when analyzing call and response volume. Response volumes will be increased for both DG Engine 5 and DAWD Engine 621. Distances traveled will also increase for Engine 5 as it will be providing coverage to an area further from what it has traditionally responded to on a regular basis.

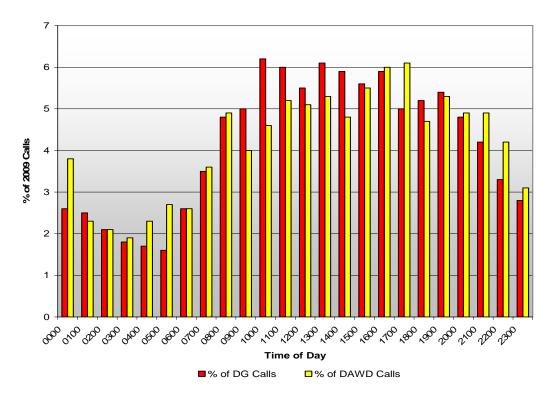
Darien Woodridge has expressed concern that they are having difficulties in the area of fleet replacement and maintenance at this time due to budgetary constraints. Engine 621 was purchased in 2002 with a front line life expectancy of 10 years. According to information from the District's 2009 annual report, it has approximately 63,100 miles as its odometer reading. Response volume for Engine 621 is estimated to increase by 193% if implementation takes place.

Placing an additional medic unit into service for the Downers Grove FD would eventually require the purchase of a new medic unit estimated at a cost of \$220,000.00 as the current reserve that would be placed into service has an odometer reading over 100,000 miles and is 10 years old. A new ambulance is estimated to take 9 months for delivery from the date that it is ordered.

A consideration to simultaneous calls for service must also be considered. Both departments exhibit very similar needs for resources during the same time periods throughout the day. Level of service may be affected detrimentally for both departments during certain time periods due the elimination of one engine company between the two entities.

Time of	DG	% of DG	DAWD	% of DAWD
Day	Calls	Calls	Calls	Calls
0000	137	2.6	94	3.8
0100	133	2.5	58	2.3
0200	115	2.1	52	2.1
0300	99	1.8	47	1.9
0400	93	1.7	56	2.3
0500	86	1.6	67	2.7
0600	140	2.6	65	2.6
0700	187	3.5	87	3.6
0800	258	4.8	119	4.9
0900	267	5	98	4
1000	332	6.2	113	4.6
1100	321	6	128	5.2
1200	293	5.5	126	5.1
1300	326	6.1	131	5.3
1400	317	5.9	117	4.8
1500	300	5.6	134	5.5
1600	314	5.9	148	6
1700	266	5	149	6.1
1800	281	5.2	114	4.7
1900	288	5.4	131	5.3
2000	258	4.8	119	4.9
2100	226	4.2	119	4.9
2200	175	3.3	102	4.2
2300	149	2.8	76	3.1

Time of Day Call Volume Analysis



Future Projections

Village projections for the future must also be taken into consideration. The impact of an addition or change to the Village can be clearly illustrated with the opening of the medical facility at 6840 Main St. In less than a one year time period of being open, the grid containing this property has become one of the highest densities for call volume in comparison to other grids. It is projected that call volume will increase to Grid 80 with future planned additions to Fairview Village. This grid is already one of the highest when considering density of calls as seen on page 14. Possibilities for expansion are also noted for Midwestern University as well as the Butterfield Road and Highland Avenue area which presently contains a good number of vacant buildings. Adequate resources must be positioned to deal with these changes when they take place.

Response Time Analysis

Response time is a calculated measurement used to determine fire department effectiveness in responding to emergencies. There is a direct correlation between response times to fires and the outcome of those fires on life and property loss.

Response times to EMS incidents are just as important. Generally, EMS response time parameters are based on recommendations issued by organizations such as the American Heart Association (AHA), American Medical Association (AMA) and American Association for the Surgery of Trauma (AAST). These organizations recommend the initial arrival of EMS within six minutes. According to the AHA, brain death begins to occur within four to six minutes after an individual stops breathing or sustains cardiac arrest. It is also indicated that a patient's chance for survival decreases 7 to 10% for every minute that passes without medical intervention in these instances.

NFPA 1710 also has a section with recommendations for EMS response and these are also consistent to the recommendations set forth by the above mentioned medical authorities. NFPA 1710 specifically recommends a response standard of 4 minutes for medical care.

ISO also sets requirements for the distribution of fire companies throughout an area or community protected. It is recommended by ISO that a first due Engine Company be within 1.5 road miles of the properties protected and ladder companies to be within 2.5 miles. ISO formulates response times in minutes based on a formula developed by the RAND Corporation. This formula utilizes 35 miles per hour as the average speed for a fire apparatus responding with emergency lights and sirens through average terrain, average traffic, taking weather into account and slowing down for intersections. ISO has adopted a 3.2 minute response parameter for an engine company and a 4.9 minute response parameter for a ladder company.

Initial analysis performed by the Response Subcommittee determined that the location of Darien Woodridge Fire Station 2 at 59th and Belmont was the better location for response when comparing it to the existing location of Downers Grove Fire Station 1 at 2560 Wisconsin. This can be debatable however when each affected grid is taken into consideration with regards to the type of occupancy, number of actual responses and population covered.

Using GIS mapping data outlining drive time, the most notable differences responding from Darien Woodridge Station 2 at 59th and Belmont as opposed to Downers Grove Station 1 are;

An increase in response time to DG Grid 55 (Cameo) of 1-2 minutes.

A decrease in response time to DG Grid 90 (Autumn Grove) of 1-2 minutes.

A decrease in response time to DG Grid 91 of 1 minute.

A decrease in response time to DG Grid 94 of 1-2 minutes.

Further changes that would be implemented regarding the response of Downers Grove Fire Station 5 (6700 Main St) and Darien Woodridge Fire Station 1 (75th and Lyman) would result in the following;

A decrease in response time to DG Grid 86 of 1 minute.

A decrease in response time to DG Grid 87 of 1-2 minutes.

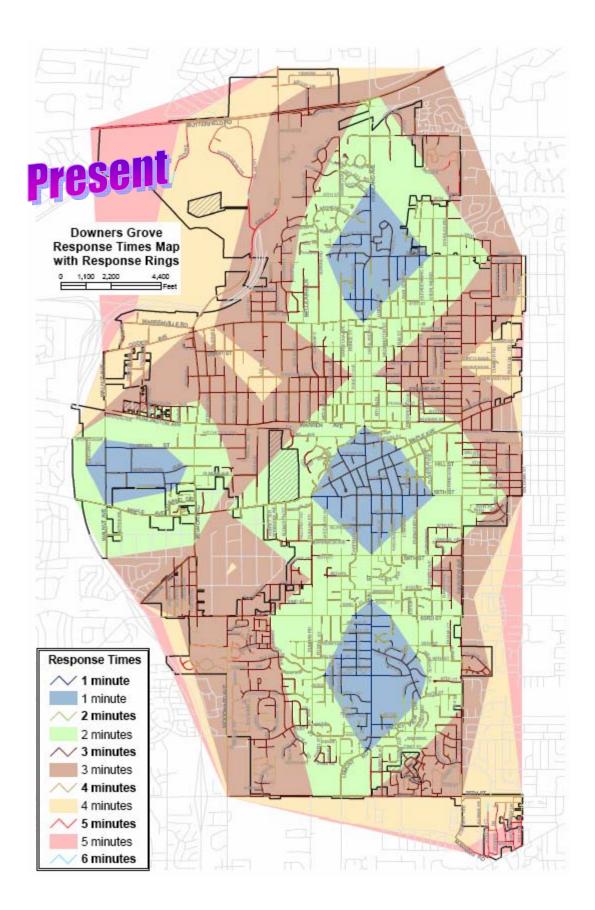
A decrease in response time to DG Grid 88 of 1-2 minutes.

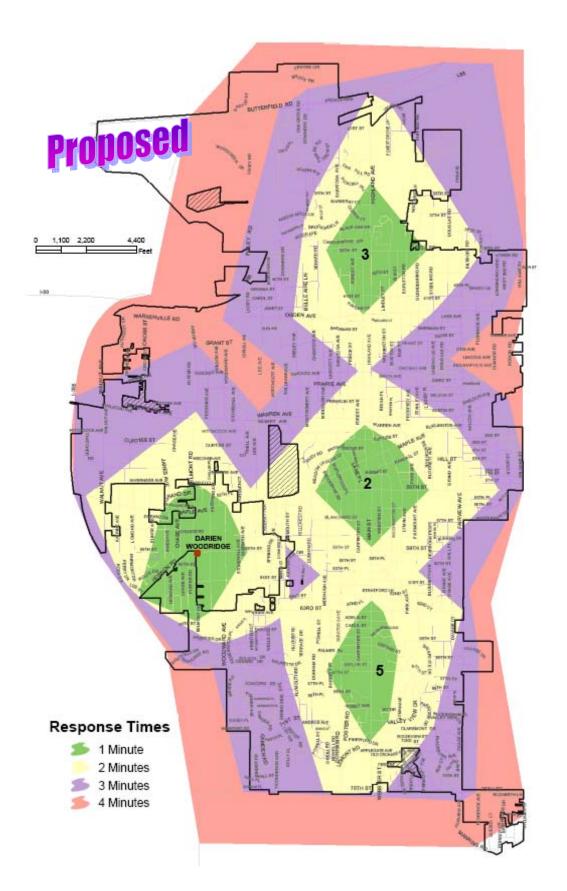
Grid #	Population	Residential Structures	Businesses	# Calls 2009	% of Call Volume	Avg. Response Time	Current GIS Response Time	Proposed GIS Response Time
17	0	0	22	88	1.64	6:16	4	4-5
18A	68	34	19	16	0.29	6:27	4-5	3-4
30A	4	2	15	15	0.27	7:43	3-4	4-5
30B	652	326	16	55	1.02	6:08	2-3	3
31A	414	207	17	33	0.61	6:23	4	4
31B	266	133	3	31	0.57	5:56	2-3	3
32A	272	136	9	9	0.16	7:08	4	4
32B	58	29	7	21	0.39	6:17	3	5
35A	432	216	0	22	0.41	6:19	3	3-4
35B	180	90	1	14	0.26	6:02	3	4
50	2	1	210	106	1.97	4:09	1-2	2-3
51	604	302	16	25	0.46	5:04	2	1-2
52	328	164	1	17	0.31	4:58	3	2-3
53	0	0	0	1	0.01	5:59	3	2
54	630	315	5	58	1.08	3:42	1-2	1-2
55	1250	625	0	115	2.14	4:08	1	2-3
56	552	276	4	22	0.41	5:06	2	1-2
70	840	420	1	23	0.42	5:22	2	2-3
71	538	269	21	18	0.33	5:25	3	1-2
75	386	193	2	6	0.11	6:37	3	1
90	1424	712	39	192	3.58	6:35	4-5	2-3
91	794	397	13	44	0.82	5:49	4	3
94	190	95	0	11	0.2	6:40	4-5	3
95B	468	234	0	16	0.29	5:17	3-4	3-4
86	1096	548	1	52	0.97	5:01	3	1-2
87	696	348	32	29	0.54	7:02	3-4	2
88	510	255	3	32	0.59	7:18	4-5	2-3
Totals	12654	6327	457	1071	19.85			

* (Avg. response times are calculated from the time that companies are dispatched to the time of first unit on scene.)

Implementation would improve response to 13 grids out of 27 affected. These 13 grids are predominantly residential in nature and consist of an estimated bedroom population of 7,194. Using 2009 call statistics, 465 or 43% of the calls to these grids would have had an improved response time.

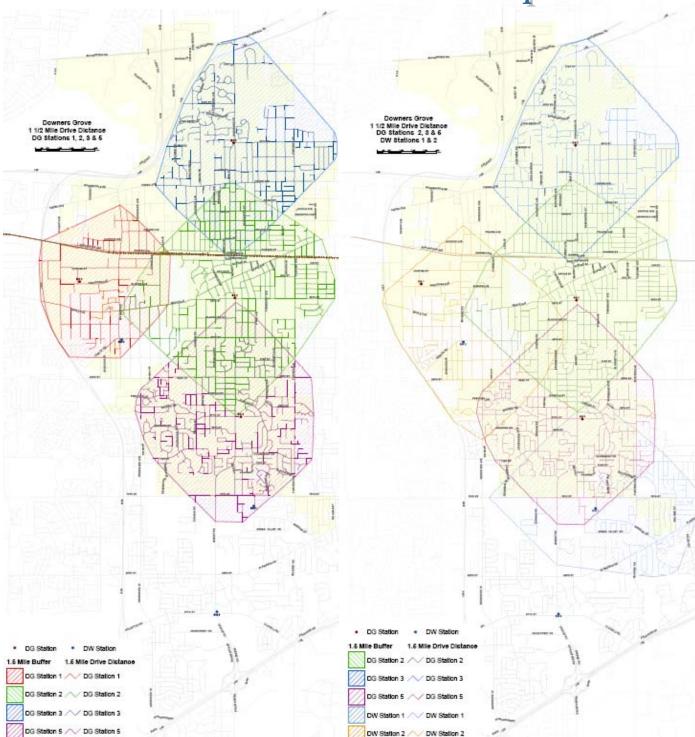
Looking at current response patterns, 10 of the grids affected would benefit by remaining the same. These 10 grids consist of a bedroom population of 3,684. One of the 10 grids however (Grid 50) contains more businesses (210) than all of the 13 grids that would be improved (151) if implemented. Grid 50 contains the Ellsworth Industrial Park which contains some of the highest potential dollar loss in the Village in the case of fire. Population of businesses is also not taken into consideration as these numbers were not obtainable. Using 2009 call statistics, 490 or 46% of the calls to the affected grids would benefit by remaining under the current used response parameters.



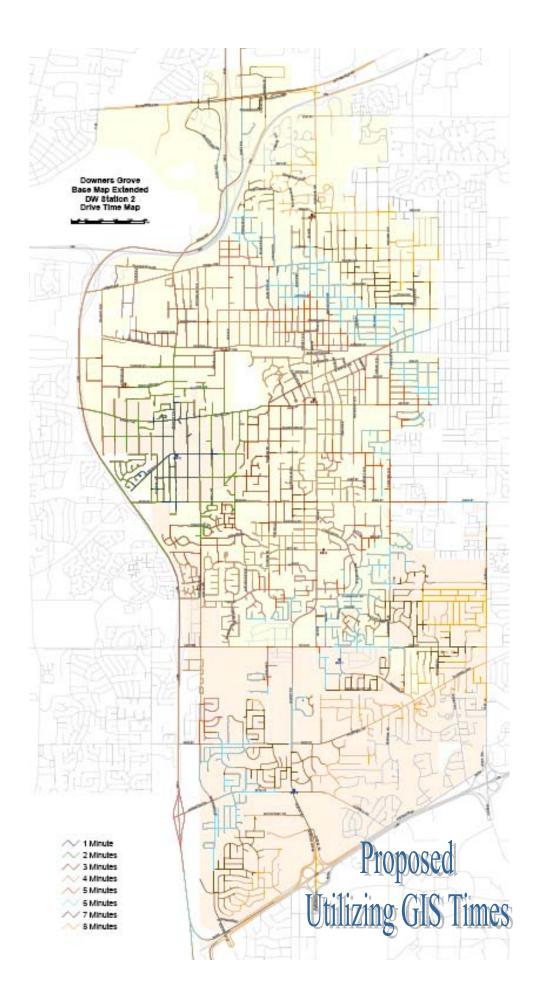


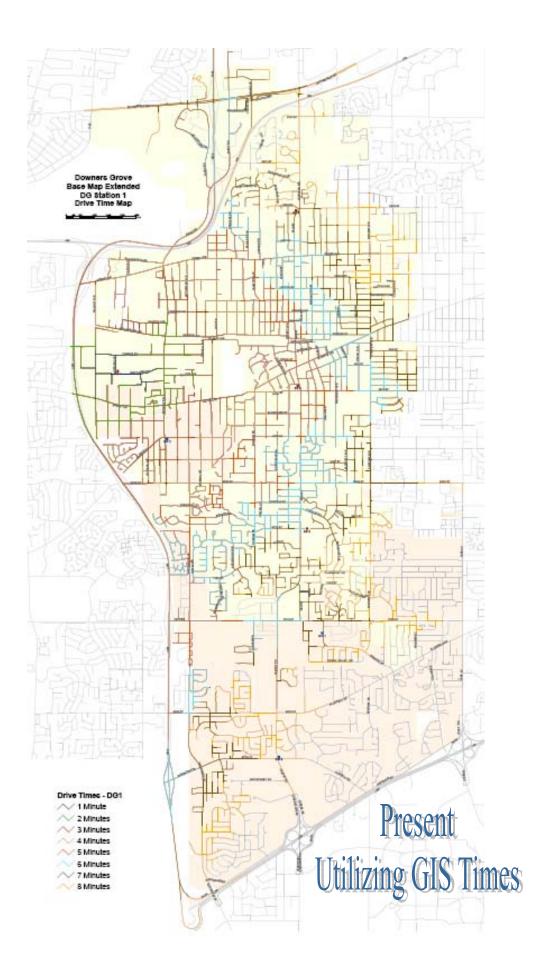
Present





As mentioned prior, the most notable differences if the plan is implemented will be in the time needed for the arrival of the 2^{nd} due Engine Company if the incident is taking place within the present still response area of Downers Grove Engine 1 since an automatic aid company would need to be pulled from a department that is a farther distance away (under present conditions, Darien Woodridge 621 is the 2^{nd} due Engine). The 2^{nd} due Engine Company has the responsibility of establishing a water supply and providing a back up line to support the first in Engine Company.





EMS Response Analysis

The Downers Grove FD responds to approximately 3,300 requests for emergency medical service (EMS) per year. These requests constitute about 60% of emergency response. Currently the Downers FD handles these calls with the use of three advanced life support (ALS) ambulances Medic 2, Medic 3 and Medic 5). EMS response is also supplemented with two ALS engine companies (Engine 1 and Engine 5).

The Darien Woodridge Fire District responds to approximately 1,400 requests for EMS per year which constitutes about 57% of their emergency response call volume. They currently staff one ALS ambulance and supplement EMS response with 3 ALS fire suppression units (Truck 619, Engine 621 and Engine 631).

With implementation, it is estimated that 4,700 EMS responses will be handled by 5 ambulances between the two entities. Response to areas within the Darien Woodridge district when Darien Woodridge 614 is not available will be handled by Downers Grove Medic 5 and Darien Woodridge 614 will respond to Grids 86, 87 and 88 in Downers Grove.

Downers Grove EMS units ran 257 responses for a mutual aid ambulance in 2009. Downers Grove requested mutual aid assistance EMS to standby or respond a total of 88 (56 change of quarters standby, 33 responses) times in 2009.

EMS Calls By Grid

Yellow= Grids that would be covered by Medic 1 Green= Grids that would be covered by DAWD Station 1

Grid #	# Calls	Grid #	# Calls	Grid #	# Calls
Grid 10	48	Grid 36	100	Grid 74	29
Grid 11	5	Grid 40	77	Grid 75	1
Grid 12	30	Grid 41A	29	Grid 76	? DAWD in 2009
Grid 13	52	Grid 41B	37	Grid 76B	5
Grid 14	77	Grid 42	127	Grid 77	28
Grid 15	182	Grid 50	61	Grid 77B	8
Grid 16	42	Grid 51	10	Grid 80	203
Grid 17	63	Grid 52	9	Grid 82	103
Grid 18A	8	Grid 53	0	Grid 83	13
Grid 18B	26	Grid 54	35	Grid 84	8
Grid 19	142	Grid 55	104	Grid 85	53
Grid 20	20	Grid 56	19	Grid 86	35
Grid 21A	4	Grid 60A	17	Grid 87	15
Grid 21B	151	Grid 60B	30	Grid 88	27
Grid 22	11	Grid 60C	128	Grid 90	104
Grid 23	60	Grid 60D	110	Grid 91	23
Grid 24	44	Grid 61	57	Grid 92	29
Grid 30A	5	Grid 62	26	Grid 93	61
Grid 30B	32	Grid 63	60	Grid 94	10
Grid 31A	16	Grid 64	52	Grid 95A	5
Grid 31B	25	Grid 65	19	Grid 95B	12
Grid 32A	5	Grid 66	49	Grid 96	35
Grid 32B	9	Grid 66B	4	Grid 97	43
Grid 33	50	Grid 70	16	Grid 98	43
Grid 34A	14	Grid 71	11	Grid 99	33
Grid 35A	14	Grid 72	? DAWD in 2009		
Grid 35B	6	Grid 73	18		

Placing a fourth Downers Grove medic unit in service will change how calls are distributed amongst units. Response Grids to be covered by the fourth medic unit (Medic 1) can be referenced in the previous table. Projected changes in call volume can be referenced in the table below.

Unit	2009 Call Volume	Mutual Aid Responses	Projected Call Volume	Projected Mutual Aid Responses
Medic 2	1310	52	1087	52
Medic 3	1406	45	1294	45
Medic 5	1266	160	1067	83
Medic 1	0	0	712	77
DAWD				
614	1517	?	1517	?
DAWD				
634	104	?	0	0

EMS Call Distribution with 4th Downers Grove Medic Unit

As stated previously in the Response and Call Volume Analysis section, placing an additional medic unit into service for the Downers Grove FD would eventually require the purchase of a new medic unit estimated at a cost of \$220,000.00 as the current reserve that would be placed into service has an odometer reading over 100,000 miles and is 10 years old. A new ambulance is estimated to take 9 months for delivery from the date that it is ordered.

Automatic Aid Analysis

Since one engine company is being eliminated from the area, analysis of automatic aid provided must be considered. The biggest impact of implementation regarding response time will be realized if a working incident is taking place within the present still response area of Downers Grove Engine 1 or Darien Woodridge Engine 621. With the elimination of an engine company, the second due company may need to be pulled from a department that is a farther distance away (under present conditions, Darien Woodridge 621 is the Automatic Aid Engine and second due unit in Engine 1's response area as well as Engine 1 reciprocating in the same manner).

All response grids will be affected for the Downers Grove FD with the elimination of Engine 1 as it is due on all full still alarm assignments (fire alarm with life hazard or suspected working incident) throughout the Village limits. The substitution of Darien Woodridge Engine 621 will leave a deficiency of resources for 22 response grids which equated for 52 incidents requiring automatic aid in 2009. This deficiency will have to be subsidized by utilizing other fire departments which are located at a further distance from these grids which will result in a delay in arrival of second and third due units.

Darie	arien-Woodridge Lisle-Woodridge		(Dak Brook	1	Westmont		
Grid	Auto Aid Calls	Grid	Auto Aid Calls	Grid	Auto Aid Calls	Grid	Auto Aid Calls	
50	12	10	17	15	6	21B	12	
51	3	11		20	5	22	1	
52	3	12	10	21A	3	23	11	
56	2	13	5			24	4	
70		14	15			36	3	
71		16	4			40	7	
72		17	11			41A	2	
75	1	18A				41B	2	
76A		18B	1			42	14	
76B	1	19	4			53		
77		30A	1			54	4	
77B		30B	10			60A	3	
82	6	31A	6			60B	12	
83	1	31B	1			60C	7	
84	3	32A				60D	28	
85	5	32B	3			61	3	
86	5	33	5			62	3	
87	5	34A				63	11	
88		35A	1			64	1	
90	15	35B	2			65	1	
91	4					66		
92	1					73		
93	4					74		
94						80	10	
95A	1							
95B								
96	4							
97	1							
98	3							
99	5							

					Total Full Stills
Total	85	96	14	139	334

Box alarm response cards will also need to be adjusted for area departments. The Downers Grove FD will be required to revise resources requested on 25 Box Alarm response cards. 20 of the response cards will require an engine company to replace 621. 5 cards which are target hazard response cards, will necessitate the need to find a truck company to replace a truck company provided by Darien Woodridge (receiving a truck company as well as Engine 621 would leave the north end of their district with no fire protection if both are received.)

4 of 16 Box Alarm response cards would be affected from the Darien Woodridge FD necessitating the need to find an additional engine company to cover the gap created by not having Downers Grove Engine 1 available. Downers Grove FD will also no longer be able to provide both an engine and truck

company to working incidents in Darien Woodridge as this will leave only limited protection to the Village of Downers Grove.

The Lisle Woodridge Fire District will also be affected by implementation of this project as both engine companies from Downers Grove and Darien Woodridge are requested on 12 of their Box Alarm response cards.

In respect to Downers Grove, redistribution of areas covered by automatic aid will have to take place as well as possibly increasing areas covered by Lisle Woodridge, Lombard, Oak Brook and Westmont Fire Departments. Implemented changes would necessitate the need to rely on mutual aid assistance more. These changes will need to be agreeable through agreements reached between the entities involved.

Facilities Analysis



A walk through of Darien Woodridge Station 2 was conducted by Deputy Chief Bob Tutko, Facilities Manager Dann Fitzpatrick and Darien-Woodridge Battalion Chief John Maggio.

The Darien Woodridge facility is approximately 40 years old and is a brick structure with a shingled roof. According to BC John Maggio, the roof is about five years old and under warranty.

There are separate HVAC systems for the north and south sections of the facility. The HVAC system which serves the south section of the facility has been replaced recently and is in good working condition. The HVAC system serving the north section appears to be the original units. The north units are working, but require some repair work. The cost to replace this unit with a 90% efficient system would be approximately \$5,780.00

There are also separate heaters for the apparatus floor. The apparatus floor heaters are working but are older units. In the event these units fail, it is the recommendation of both Dann Fitzpatrick and John Maggio that these units be replaced with more energy efficient units. The cost to replace these units would be approximately \$8,350.00.

The facility receives city water but the sewer system is a septic system. The closest sanitary line to this facility is located on the opposite side of Belmont Road. In order to complete a sanitary system line to this facility would require Sanitary District fees of \$17,000.00, a contractor price to auger under Belmont Road to complete the "tie-in" is estimated at \$40,000.00.

The parking lot contains significant cracking which will have to be addressed. Sealing the driveway will not be sufficient to address this issue, re-paving of the facility would be required at an estimated cost of \$15,000.00.

The northwest overhead door has a concrete apron which is partially sunken and presents a trip hazard. Approximate cost to repair using a Village sidewalk contractor would be approximately \$2000.00.

Carpet throughout the facility is worn and should be replaced. Carpet replacement is estimated at \$10,000.00.

Facility Recommendations

After discussion between Dann Fitzpatrick and Bob Tutko it was determined that the prudent course of action would be to initially address the carpeting and the concrete apron.

Replacement of the carpeting will greatly improve the morale of the occupants, and replacing the concrete apron in front of the northwest overhead door will eliminate any trip and fall hazards.

Once it has been determined that this cooperative effort will be sustainable, the Village should then explore commencing with the additional upgrades as indicated.

It has also been noted that the fire station does not contain a fire sprinkler system which is recommended to be installed for the safety and welfare of the occupants. BC Maggio reported to DC Tutko that he received a quote of \$52,000.00 for this installation.

Cost Summary

1.	Carpeting	\$	10,000.00
2.	Concrete Apron	\$	2,000.00
3.	Parking lot paving	\$	15,000.00
4.	HVAC	\$	15,000.00
5.	App. Bay Heaters	\$	15,000.00
6.	Sanitary Sewer Line	\$	57,000.00
7.	Fire Sprinkler System	\$	52,000.00
Estimated Total			66,000.00

Communications Analysis

This section is based on information submitted by Downers Grove Village Operations Center Manager Jennifer Rizzo. More definitive answers obtained with the participation of Pleasantview dispatch may be necessary. Communications is the most vital component that needs to be considered if a coordinated and timely response is to take place.

Dispatching Calls

Both departments operate on different dispatch frequencies. The initial dispatch of calls will remain the same. Both centers will simulcast over each other's frequency. The center dispatching will immediately contact the other to confirm that they copied the call. This will be done by either a hot line (PLNC Circuit), phone or over the frequency itself. Each center has a different CAD system. Each center would be able to view the other's status screens, via an Internet connection.

Zetron Paging

In dispatching via Zetron it is not possible for either center to activate the Zetron Model 26 control panel of the other. Only one center can be on a Model 26 at one time. This is per United Radio who recently attempted to do this with Tri-State Fire. The only thing at this point is that the Model 6 Station Transponders can be linked to the same intercom or speaker system within each fire station. The only downside to this is that the speakers must be left on allowing all dispatches from both centers to be heard at all times.

Equipment and Cost

The Downers Grove Station 1 Model 6 would need to be moved to the Darien Woodridge Belmont station. Since the wiring from the previous Station 2 construction project still exists, the cost for this would entail installation only. Downers Grove Station 5 will need a new Model 6 for Darien-Woodridge calls and the estimated cost would be about \$5,000. This would also have to be duplicated at Darien Woodridge Station 1. There would have to be a monthly circuit cost that would be added for the installation of the Model 6 at Station 5 and Darien Woodridge Station 1. It is estimated that this would cost \$200 a month each.

A hot line or PLNC circuit to be used by both centers will need to be installed. Each center would have to pay a monthly cost for the circuit. Installation is estimated at \$500 and a monthly cost of about \$80.00.

There would be no cost for the Internet connection to either center.

All Downers Grove units utilize MDB computer terminals for response assignment as well as remote access for information specific to locations being responded to. Engine 621 will need to have this capability installed and the crews assigned will require the proper training.

There is concern as to which dispatch center would have priority to companies if multiple simultaneous calls occur as is common during storm situations. Additional dispatch personnel may be needed to handle response volume and complexity and would need to be evaluated.

Cost Summary

- 1. Model 6 Transponder for DG St 5
- 2. Model 6 Transponder for DAWD St 1
- 3. Monthly Circuit Cost DG St 5
- 4. Monthly Circuit Cost DAWD St 1
- 5. Installation of PLNC
- 6. Monthly Cost of PLNC Circuit DG
- 7. Monthly Cost of PLNC Circuit Pleasantview
- 8. MDB unit for Engine 621
- 9. Monthly Fee for Verizon Connection for MDB

\$ 5,000.00

- \$ 5,000.00
- \$ 200.00 / Month
- \$ 200.00 / Month
- \$ 500.00
- \$ 80.00 / Month
- \$ 80.00 / Month
- \$ 4,500.00
- \$ 45.00 / Month

Training Analysis (based on information provided by BC John Hardy)

Training divisions for both departments have met to develop a comprehensive training plan to meet the objectives of the Joint Operations Committee. Any plan put into place will be dependent upon date of implementation and what is developed by the Response subcommittee.

The training plan will need to focus on 5 areas:

- Response
- Vehicle familiarization
- Policy review and revision
- On going day-to-day training

Response Plan

Once a response plan has been approved, both departments will review the plan with their personnel.

Vehicle Familiarization

The training divisions will create a schedule that will allow companies to become acquainted with the primary response units of both departments. The primary focus will be with the companies that will cohabitate in the Darien Woodridge station.

Policy review and revision

MABAS 10 vs. MABAS 16 policies (Downers Grove is a member of MABAS 16 and Darien Woodridge is a member of MABAS 10).

Department and Operating policies

- Emergency Incident Operations
- IMS
- Firefighting Operations
- FF Operations in Non Protected Multi Story Structures
- Water Supply
- High Rise
- RIT
- Communications
- Mayday

Day-to Day Training

Develop a plan for both departments to work from the same daily training program. A plan for Darien Woodridge to integrate training with both the Downers Grove FD and Lisle Woodridge Fire District will also be required as a joint effort between these two departments has already been implemented and all three departments will be working very closely together.

Darien Woodridge will also continue its day to day training program and involvement with the Southwest United Fire District Training Academy and MABAS Division 10. According to information provided, Engine 621 reports to the training center at 75th and Lyman approximately 200 days throughout the year for multi-company training. This may leave a shortfall of resources during these time periods as there will be one less ALS engine company to rotate for coverage.

Closing Statement and Timeline of Events

All subcommittees reporting stated that a course of action could be undertaken to implement the concept of consolidating services between the two entities if deemed desirable. A six to nine month period was agreed upon as being sufficient to execute the implementation. An estimated timeline would appear as follows;

Estimated Timeline if Consolidation Plan w/ DAWD Implemented

February 15, 2010	Joint Operations Committee- Reports are due from subcommittees outlining obstacles, costs and time needed for each area.
February 16, 2010	ISO committee initial meeting
February 24, 2010	ISO committee meeting w/ ISO Field Rep- letter authorizing regarding to be completed and given to ISO $% \left({{\left[{{\left[{{\left[{\left[{\left[{\left[{\left[{\left[{\left[$
March 5, 2010	Draft of Operational Analysis Report to be completed
March 23, 2010	Joint Operations Committee Meeting to discuss report
April 1, 2010	Meeting with Union to discuss report
April 13, 2010	Meeting w/ Union to discuss any additions / adjustments to report and develop + and – sheet.
May 01, 2010	Final version of Operational Analysis Report to be completed
May 6, 2010	Meeting w/ all members of Joint Operations Committee and both Unions to discuss final report
May 17-21, 2010	ISO site visit to Downers Grove
June 30, 2010	IGA presented and signed
July 1, 2010	Implementation of parameters set forth in report
August – September	ISO report expected to be given
November 1, 2010	Execution of plan

This analysis is meant to provide the starting point of considerations when examining a project of this nature. Any service change will only be successful if the public affected supports the proposal. Levels of public service such as fire and emergency medical service protection are quality of life issues and the final decision on what is in the best interest of the community will be dependent on what standards and expectations of service that are set by those who govern the community. Relevant data must be provided to give the baseline of what can be expected.