



AGENDA
GOVERNING BODY OF THE CITY OF
CLEARWATER, KANSAS
TUESDAY, JUNE 23, 2015 - 6:30 P.M.
129 E. Ross Avenue
Clearwater, Kansas 67026

Pursuant to Ordinance No. 917 and Section 2.08.010 adopted by the governing body and approved by the Mayor on November 24, 2009, members of the public are allowed to address the Mayor and City Council for a period of time limited to not more than five minutes.

1. **6:30 P.M. Call Council Meeting to Order**
2. **Invocation:**
Please remain standing after the invocation for the flag salute.
3. **Roll Call by City Clerk**

Mayor Burt Ussery	Laura Papish, Council President
Austin Wood, Council Member	Paul G. Clark, Council Member
Chris Griffin, Council Member	Ron Marsh, Council Member
4. **Approval of the Agenda**
5. **Public Forum**
6. **Consent Agenda** TAB A
 - a. **Minutes 6/9** P7
 - b. **Authorize the Mayor to Sign an Agreement with American Cell Tower**
 - c. **Authorize the Mayor to Sign an Agreement with TLC for the 4th of July Fireworks Show**

Action Required: Approve Consent items
Action Taken: _____

7. **Temp Notes – 135th ST Project & Lagoon Work** TAB B P14
Action Required: Approve items
Action Taken: _____

8. **Fire & EMS Draft Report** **TAB C P16**
Action Required: Receive and File
Action Taken: _____

9. **Library Budget Presentation** **TAB D P51**
Action Required: Receive and File
Action Taken: _____

10. **FY 2016 Budget Discussion**
Action Required: Receive and File
Action Taken: _____

11. **Claims and Warrants**
Action Required: Approve Claims and Warrants
Action Taken: _____

12. **City Administrator Report**

13. **Council Reports**

14. **Executive Session (if necessary)**

15. **Adjournment**

If you need any accommodations for the meeting, please contact the City Clerk's Office, 620/584-2311, or the KANSAS RELAY SERVICE 800/766-3777. Please give 48 hours notice.

<http://www.clearwaterks.org/>

TO: Mayor and Council
FROM: Justin Givens, City Administrator
SUBJECT: AGENDA NOTES
DATE: June 19, 2015

CONSENT AGENDA

Note: Council really only has a few hours per month to conduct city business. Therefore, I have introduced a "Consent Agenda" for items that are anticipated to draw no controversy or questions. The Council can then vote on all these Consent Agenda items with one motion. By eliminating time spent on simple items, Council can focus its energy on the matters that really need guidance and discourse.

However, if there is any item which any Councilmember or Mayor wishes to fully discuss instead, that item can be removed from the Consent Agenda and handled as a regular discussion item. The Consent Agenda does not foreclose further discussion if it is needed.

Item 6

- a. Review and Approve Minutes of the May 26, 2015 Regular City Council Meeting.
- b. It is anticipated that a final copy of the agreement with American Cell Tower will be available prior to the meeting. The Governing Body has approved of the project in form and directed staff to prepare the appropriate agreement. Legal Counsel from American Cell and the City of Clearwater has been in negotiations and a final agreement is being prepared.
- c. This agreement is for the fireworks display that is put on by TLC Fireworks. The cost of the show is \$5,000. The cost is offset by the revenue received from fireworks tent permits.

-----end of Consent Items

Item 7 Staff will present a resolution calling for the sale of temporary notes for street and lagoon work. The resolution will also call for an option to reissue series 2007 bonds. Those bonds have a higher interest rate and the city could realize cost savings by reissuing the bonds at a lower interest rate.

Item 8 Misty Bruckner will present a final draft for review and comment on the Fire and EMS Study that her group has been working on. No action is necessary.

Item 9 Scott Lucas, Library Board President will be on hand to present the requested 2016 budget for the Clearwater Library. The board will be requesting a 2.4 mill increase in there operating budget. Section 3.04.060 of the Clearwater City Code allows for a tax to be levied that does not exceed 4 mills. If the council was to go forward with the request appropriate changes in the Municipal Code could be required.

Item 10 Continued Budget discussions for FY 2016. Staff will have made changes based on council input from the Saturday workshop.

Item 11 All claims and warrants will be presented to the Governing Body at the meeting.

Item 12 A full City Administrators Report and Department Summary will be presented at the meeting.

Items of Note for the weekend include:

The Park Workday will be Saturday starting at 8:00am

Community Center Biscuits and Gravy will also be on Saturday starting at 7:00am

Budget Saturday, June 20th will be the Governing Body Budget Workshop. It will start at 8:00 am. The budget calendar is as follows:

- Council input (May/June/July)
- Council adoption of budget for publication (July 14; Fallback date of July 21if necessary)
- Publication submitted to newspaper (July 24)
- Actual Publication (July 30--must be at least 11 days prior to August 11)
- Public Hearing on the budget (August 11)
- Formal Adoption (August 11)
- Submission of adopted budget to County Clerk (August 15)

TAB A

**City of Clearwater
City Council Meeting
June 23, 2015**

TO: Mayor and City Council
SUBJECT: Authorize Mayor to Sign an Agreement with American Cell Tower
Authorize Mayor to Sign an Agreement with TLC Fireworks
INITIATED BY: City Administrator
AGENDA: Consent Agenda

Agenda Report Pending

Information will be provided at the Meeting

**MINUTES
CITY OF CLEARWATER, SEDGWICK COUNTY, KANSAS
CITY COUNCIL MEETING**

**June 9, 2015
Clearwater City Hall – Council Chambers
129 E. Ross Avenue
Clearwater, KS 67026**

Call to Order

The regular meeting of the City of Clearwater, Sedgwick County, Kansas, City Council was called to order by Mayor Burt Ussery on Tuesday, June 9, 2015 at 6:30 p.m., in the Clearwater City Council Chamber, City Hall, 129 E. Ross Avenue, Clearwater, Kansas.

Invocation

Mayor Ussery gave the invocation which was followed by the pledge of allegiance and flag salute.

Roll Call

The City Clerk called the roll to confirm the presence of a quorum. The following members were present:

Burt Ussery, Mayor; Laura Papish, Paul Clark, Ron Marsh - Council Members were all present.

Wood and Griffin was absent.

The following staff members were present:

Justin Givens, City Administrator; Courtney Meyer, City Clerk; Austin Parker, City Attorney; Others staff members present were: Jason Gearhardt, Police Chief, Jo Johnson, Police/ Court Clerk; Pam Riggs, Community Center Director; Beki Zook, Rec Director.

Others present: Jim Kohman, EBH & Associates; John Haas, Ranson Financial.

Approval of the Agenda

Givens moved to strike 6b because the contract for American Cell Tower was not ready and Item 18 because there was no executive session needed.

Griffin arrived to meeting

Papish moved, Clark seconded to approve the agenda. Voted and passed unanimously.

Public Forum

None

Consent Agenda

Marsh moved, Papish seconded to approve the minutes from regular council session on

May 12th and Resolution 7-2015. Voted and passed unanimously.

Consider Bid Proposals and Awards for Park Glen addition Temporary Notes

Bids were accepted at 11am on June 9th for Temporary Notes. UMB Bank was low bid.

Consider Resolution Authorizing \$510,000 in General Obligation Temporary Notes Series 2015

Papish moved, Clark seconded to adopt Resolution 9-2015 authorizing \$510,000 in General Obligation Temporary Notes Series 2015. Voted and passes unanimously.

PUBLIC HEARING – Consider Waiving of the Restriction on Location for the Sale of Cereal Malt Beverages at 117 E Ross St.

Marsh moved, Clark seconded to open a public hearing.

Mayor Ussery opened the public hearing at 6:40.

No one approached council for comment.

Clark moved, Marsh seconded to close the public hearing.

Mayor Ussery closed the hearing at 6:41pm

Consider a Resolution Waiving the Restriction on Location for the Sale of Cereal malt Beverages at 117 E. Ross

The city has received an application for a Cereal Malt Beverage License from A&R Perez Corporation doing business as Armandos Mexican Grill at 117 E Ross. Mr. Guerrero has recently re-opened the former Cancun Mexican Restaurant. Mr. Guerrero was the cook at the restaurant in Clearwater under the former owners.

It was determined at the time of the initial application that the location is approximately 50 feet from the Clearwater Public Library. While previous establishments have had licenses to serve Cereal Malt Beverages, it could not be ascertained if a waiver had been granted to those other establishments.

Papish moved, Clark seconded to adopt Resolution 8-2015 waiving the restriction on location for the sale of cereal malt beverages at 117 E. Ross. Voted and passed 3-1 (Griffin).

Consider a Cereal Malt Beverage License for A & R Perez Corporation dba Armandos Mexican Grill at 117 E. Ross

Marsh moved, Clark seconded to approve a cereal malt beverage license for A&R Perez Corporation. Voted and passed 3-1 (Griffin).

Authorize Staff to Solicit Bids for Waste Water Treatment Facility Phase I Improvements

In September of 2013, the City received an administrative order from the Kansas Department of Health and Environment stating that the Waste Water Treatment Facility was non-compliant with effluent discharge levels.

In November 2013, the City entered into a contact for services with EBH and Associates for services related to the mitigation of the administrative order including the study, monitoring and reporting to KDHE.

Subsequently to that agreement, EBH presented a report on preliminary findings to KDHE in April 2014. KDHE returned comments in May 2014, approving the approach to further define mitigation measures. In September 2014, EBH presented an update report proposing plan for installing a recirculation system and removing sludge from cells 2, 3 and 4. The plan for compliance was approved by KDHE in October of 2014.

In February 2015, the agreement between EBH and the city was amended to include design and construction of measures to improve the treated effluent from the lagoons. In May of 2015, a draft set of bid documents were submitted to the city and staff is now prepared to move forward with the release of the project to bid and move

Papish moved, Marsh seconded to authorize staff to solicit bids for the WWTF Phase I Improvements. Voted and passed unanimously.

Approve and Authorize Staff to Post Chief of Police Vacancy

At the May 26, 2015 meeting staff noted that a vacancy announcement for the open Police Chief position would be prepared for comment at the June 9th meeting. Staff has prepared a draft announcement to review and comment.

Papish moved, Marsh seconded to authorize staff to post the Chief of Police vacancy. Voted and passed unanimously.

Mayoral Appointments to Chief of Police Search Committee

Mayor has requested the appointment of two council members to serve and a selection committee along with the City Administrator and as well as a member of the community to review applicants, hold preliminary interviews and present the Governing Body as a whole with a qualified candidate for consideration.

The Mayor has asked Chris Griffin and Ron Marsh from the Council, Aaron Tjaden from the community and a law enforcement representative selected by the City Administrator.

Clark moved, Marsh seconded to approve the Mayor's appointments. Voted and passed unanimously.

Authorize Staff to Issue Request for Proposals for Chisholm Ridge Addition

Staff is proposing to publish the attached Request for Proposals and distribute the announcement thru various trade organizations to encourage development and the construction of new homes in the Chisholm Ridge Addition. Thru the proposal process the City will be able to more accurately compare and consider options for new home construction. Based on the RFP, the City is not obligated to select any option and may if they desire follow up and negotiate with any entity providing a proposal.

Council discussed making one of the lots a playground. It was a consensus to not list the number of properties available in the RFP in case one of the properties that are ready to build on is a suitable site for a playground. Council to discuss further.

Marsh moved, Clark seconded to authorize staff to issue requests for proposals for

Chisholm Ridge. Voted and passed unanimously.

Budget Presentation – Police/ Court

Gearhardt and Johnson presented Police and Court budgets. Initial review of the budget did not indicate a request for increase in funds over last year.

Budget Presentation – Community Center

Riggs presented for the Community Center. The Community Center has been operating at a Level 2 facility but receiving funding for a level 1 from the Department on Aging. Riggs has applied for the increase funding but has been denied in the past. The difference is being paid out of the general fund.

Initial review of the budget did not indicate a request for increase in funds over last year.

Budget Presentation – Parks and Recreation

Givens presented the budget for parks and recreation. Initial review of the budget for the pool and park did not indicate a request for increase in funds over last year.

Zook was asked by Council to have the Recreation Commission present a list of projects they would like to see done in budget year 2016.

Claims and Warrants

Meyer presented the claims and warrants in the amount of \$57,272.79. Papish moved, Griffin seconded to approve the claims and warrants. Voted and Passed unanimously.

Administration Report

- Budget preparations continue. Council workshop is June 20th 8am
- Staff is continuing to review the personnel manual.
- Department heads will be reviewing budgeted expenditures as well as overall budget to determine 3rd and 4th quarter purchases
- Water rights were approved from the Division of water Resources for our water wells as well as the ball fields.

Public Works

- Staff has caught up on most of the mowing.
- Staff replaced the driveway entrance at the Liquor Store
- Staff repaired and replaced the brakes on the grader.
- Staff is in the process of upgrading the middle soccer field.
- Staff repaired a water leak at 9800 w. 103rd.

Park and Recreation

- The work on the baby pool as been completed and it was opened over the weekend.
- 19 home games scheduled Monday-Thursday for baseball and softball.
- BlastBall for 3 and 4 year olds, started and has 57 participants register for the 4 Mondays in June.
- The Recreation Commission will meet on Wednesday to discuss/ approve Director job description that was discussed with City Council last year.

Library

- Summer reading program is around the corner. The theme is Every Hero has a

Story for those in K-6th grades.

- Library Board will present 2016 budget request at the June 23rd meeting
- The Library did receive a \$1500 grant over the past two weeks. Staff is looking into ways to better process grant monies so that it does not affect the overall budgeted expenditure authority requiring the city to republish the budget.

Police

- Officer Harp was active during garage sales reminding citizens to secure cash boxes.
- Officer Patterson-Rickstrew and Jo Johnson completed a CPTED survey on the church of the Nazarene.
- A residential burglary/ bike thefts/ forgeries ring was stopped Wednesday in Clearwater
- Sgt. Luckner has been selected for advanced training at KLETC for administration and management. He will be at training the 12th thru the 17th.

Attorney

- Parker stated he would like an executive session for 45 minutes. To discuss consultation with an attorney for the body for agency this would be deemed privilege in the attorney/ client relationship being the City Attorney.

COUNCIL REPORTS

Wood has nothing to report

Papish has nothing to report

Griffin has nothing to report.

Marsh has nothing to report

Clark has nothing to report

Ussery has nothing to report

Executive Session

Griffin moved, Clark seconded to go into executive session for 45 minutes for consultation with an attorney for the body for agency this would be deemed privilege in the attorney/ client relationship being the City Attorney at 9:30pm.

Meeting was resumed with no binding action taken in executive session.

Adjournment

With no further discussion to come before the Council, Clark moved, Marsh seconded for adjournment. Voted and passed unanimously

The Meeting adjourned at 10:20 p.m.

CERTIFICATE

State of Kansas }
County of Sedgwick }
City of Clearwater }

I, Courtney Meyer, City Clerk of the City of Clearwater, Sedgwick County, Kansas, hereby certify that the foregoing is a true and correct copy of the approved minutes of the June 9, 2015 City Council meeting.

Given under my hand and official seal of the City of Clearwater, Kansas, this 23rd day of June, 2015.

Courtney Meyer, City Clerk

TAB B

**City of Clearwater
City Council Meeting
June 23, 2015**

TO: Mayor and City Council
SUBJECT: Consider a Resolution Calling For the Sale of Refunding and
Improvement General Obligation Bonds
INITIATED BY: City Administrator
AGENDA: New Business

Agenda Report Pending

A Full Agenda Report Will Be

Presented At the Meeting

TAB C

**City of Clearwater
City Council Meeting
June 23, 2015**

TO: Mayor and City Council
SUBJECT: Fire and EMS Study Draft Report
INITIATED BY: City Administrator
AGENDA: New Business

Background:

In 2015 the city initiated a study to be conducted by Misty Bruckner of the Hugo Wall School at Wichita State University regarding the sustainability of and options for Fire and Emergency Medical Services in the Clearwater Community.

Clearwater Fire & EMS provides services to the residents of Clearwater as well as certain areas outside of the city. Ms. Bruckner's draft report is the culmination of her research into current information on Fire and EMS services as well as considerations for future service delivery models.

Analysis:

The report provides background information on current staffing, service and call information as well as information on future service delivery models. That information and the financial impact to Clearwater residents is summarized on page 24 of the report.

The report summarized stakeholder engagement sessions with, Fire, EMS and the community as well as reviews Fire and EMS operations in Peer Communities and provides Management and Financial Models for the community to consider going forward.

Financial: There is no direct financial consideration for this item.

Legal Considerations: None

Recommendations/Actions: It is recommended the City Council:

- 1) Receive and File

Attachments: Draft Fire and EMS Study (33 pages)

DRAFT

**City of Clearwater
Fire and Emergency Medical Services
Management and Financial Assessment**

June 2015

Prepared by
Wichita State University
Public Policy and Management Center

Misty Bruckner
Director of the Public Policy and Management Center

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DRAFT

Acknowledgements

This study was conducted by the Hugo Wall School of Public Affairs, Public Policy and Management Center (PPMC) at Wichita State University (WSU) in collaboration with the representatives of the City of Clearwater.

The PPMC is an independent research body not affiliated with the City of Clearwater. This report was prepared by the research team. It represents the findings, views, opinions and conclusions of the research team only and the report does not express the official nor unofficial policy of the Hugo Wall School or Wichita State University. Information for this report was supplied by the City of Clearwater and additional sources. The accuracy of findings for the report is dependent upon these sources.

The PPMC would like to thank the staff of the City of Clearwater and the volunteers of the Fire and EMS departments, especially Fire Chief Marvin Schauf and EMS Director Donald Schauf, for their time and information shared and recognizes their commitment to service to the citizens of Clearwater. In addition, the PPMC would like to thank the many community partners, especially Sedgwick County Fire and EMS, who shared time and information to contribute to the project.

Background and Purpose

In response to the City of Clearwater request for services, the Public Policy and Management Center (PPMC, formerly Center of Urban Studies) at the Hugo Wall School of Public Affairs, at Wichita State University is assisting the City of Clearwater with an assessment of fire and emergency medical services to evaluate models for service delivery for the future. As economic and social influences impact the ability of primarily volunteer fire and EMS organizations, the assessment was conducted to provide the benefits and disadvantages of alternative models, including financial implications and feasibility. The PPMC, in cooperation with the City of Clearwater, was to provide neutral research, facilitation and evaluation services. The purpose of the consultation was to conduct a thorough assessment of fire and emergency medical service models for the City of Clearwater to determine a preferred structure for the future.

The City of Clearwater has operated Fire and EMS as volunteer organizations since formation. Dedicated individuals have provided an enormous amount of volunteer time to their community to protect and serve others in Clearwater and in the surrounding area. Clearwater Fire and EMS have different coverage areas, but both extend beyond the Clearwater city limits and include unincorporated Sedgwick and Sumner County. *(See Maps in Appendix for service maps.)* The sustainability of the volunteer system is the primary focus of the research.

PROCESS

In order to conduct a successful assessment, the WSU team completed the following activities: 1) Engaged stakeholders; 2) Researched best practices and peer communities; 3) Developed management and financial models; and 4) Created a written report.

Stakeholder Engagement

The PPMC engaged fire and emergency medical service (EMS) stakeholders to identify issues, trends and influencing factors that currently impact fire and EMS, and future implications for operations. Information was collected on management structure, finances, response times, volunteer pool, equipment, supplies and other relevant information. Stakeholders in the City of Clearwater public safety, management and elected leadership were contacted, as well as Sedgwick County public safety officials. *(See Attachment A for list of stakeholder meetings.)* The stakeholder conversations allowed for identification of priorities for a model; advantages and disadvantages for the current and potential models; and review of relevant administrative data such as budget, response times, service deployment and standards.

Priorities for the Model

Through stakeholder conversation, four main priorities were identified for the EMS and Fire departments, which are:

1. Safety of the citizens: The primary focus for all stakeholders was to ensure the safety and health of the citizens. All were committed to providing the best service possible to protect citizens.
2. Safety of the volunteers: In addition, the safety and well-being of the people responding to the calls was another priority for participants, including proper training, equipment, and procedures.
3. Sustainability of the services: The main impetus for the assessment was concern over the sustainability of services with the largest concern directed at the decline in the number of volunteers and participation level. Investment in equipment, training and supplies was also identified as a sustainability concern.

4. Financial accountability: While assuring public safety is the purpose of the services, the assistance also must be provided in a financially feasible model for the community.

Data Analysis

1. Service Response for Fire

Number of Calls

From 2008-2013, the Fire Department responded to approximately 492 calls, or an average of 82 calls a year. The fire volunteers are responding to a call about every 4½ days, but peak time is early spring through early fall.

Types of Calls

The Fire Department responds to many different types of calls and that information is recorded manually by the fire volunteers. Of the 492 calls, more than one-third are non-structure fire responses, typically grass fires occurring outside of the city limits.

Table 1. Fire Call Types

Type of Call	2008	2009	2010	2011	2012	2013	Average
Nonstructure	30%	33%	36%	50%	37%	31%	36%
Structure	16%	7%	13%	14%	9%	12%	12%
Accident	22%	33%	26%	12%	20%	16%	21%
EMS	6%	7%	2%	4%	5%	6%	5%
Other	10%	9%	11%	13%	13%	18%	12%
HAZMAT	5%	3%	4%	2%	7%	13%	6%
Odor	2%	0%	0%	0%	2%	1%	1%
Alarm	9%	7%	8%	4%	7%	3%	6%

Time of Calls

During this timeframe, 59 percent of the calls occurred during the daytime, 6 a.m. to 6 p.m. Volunteers are less available during this timeframe due to work schedules and people leaving the Clearwater community for jobs. (See *Attachment B: Clearwater Daytime Population Change*) With volunteers leaving during the day for other commitments, there is a concern on the availability of personnel to serve the area.

Table 2. Time of Fire Calls

Time Frame	Average Number of Calls From 2008-2013	Percent of Calls
12:01am-6am	6	7%
6:01am-noon	17	21%
12:01pm-6pm	31	38%
6:01pm-Midnight	28	34%

Vehicles Used

For the fire department, information is also recorded on the type of vehicles used. From the data collected, Squad 71 is the primary (83 percent of all calls) vehicle used in response to calls. Privately owned vehicles (POV) are the next highest used vehicles (40 percent).

Table 3. Vehicles Used in Fire Calls

Use of Vehicles	2008	2009	2010	2011	2012	2013	Average
Total calls	83	69	84	92	87	78	82
# times vehicle responded to a call	1.99	2.58	2.48	1.90	2.00	1.97	2
Engine 71	14%	17%	8%	11%	9%	6%	11%
Engine 711	13%	17%	21%	17%	22%	8%	17%
Engine 712	4%	0%	5%	1%	3%	3%	3%
Tender 71	6%	12%	23%	21%	19%	29%	18%
Tender 711	10%	10%	8%	2%	0%	10%	7%
Squad 71	77%	91%	76%	88%	84%	83%	83%
Squad 72	25%	26%	27%	16%	21%	19%	23%
Boat 1	0%	1%	0%	0%	0%	0%	0%
Van 1	4%	29%	20%	8%	12%	15%	15%
Other (Usually POV)	46%	54%	58%	26%	30%	23%	40%

Response Time

Response times are difficult to accurately confirm since there are two systems used for emergency calls. Citizens may call Sedgwick County 9-1-1 dispatch, which then alerts Clearwater volunteers; or, a citizen may contact the Clearwater emergency services directly. While information going through Sedgwick County

dispatch is electronically generated (time of call, etc.), information from Clearwater is recorded manually. Coordinating these systems to ensure the best tracking of information may be a goal for the future. The average response time recorded manually by the fire department to be on the scene is 7 minutes, 31 seconds.

Sedgwick County Fire Responses.

Sedgwick County and Clearwater have a mutual aid agreement where Sedgwick County has a concurrent response to structural fires and “code blue” alarms. Information from Sedgwick County indicates that in 2013, Sedgwick County Fire responded to 20 calls in Clearwater and the township area. In 2014, Sedgwick County Fire responded to 16 calls, but no response time is available.

2. Service Response for EMS

Number of Calls

From 2009-2014, EMS responded to 1582 calls or about 316 per year. In 2014, the EMS responded to 312 calls, or slightly less than one call per day.

Types of Calls

In 2014, the volunteers respond to a wide variety of calls and the majority of the calls, 82 percent, occurred within the city limits of Clearwater. Of the 312 calls, 222, or 71 percent, resulted in transport for medical services.

Time of Calls

In 2014, much like fire services, 58 percent of the calls occurred during the daytime, 6 a.m. to 6 p.m. As stated, volunteers are less available during this timeframe due to work schedules and people leaving the Clearwater community for jobs.

Table 4. EMS Time of Calls

Time of calls	Number of Calls	Percent of Calls
12:01am-6am	35	11.2%
6:01am-noon	76	24.4%
12:01pm-6pm	102	32.7%
6:01pm-Midnight	91	29.2%
Total	312	100%

Vehicles Used

For the EMS department, information is also recorded on the type of vehicles used. From the data collected, the newer/primary ambulance is used for responses to 95 percent of the calls.

Response Time

The Clearwater EMS also records response times manually. From the data collected in 2014, the following information is the average response times for the primary vehicle:

Table 5. Average Times for EMS Services

Category	Average Time
In-Route Time	5:55
Transport Time	21:02
Open-Close Time	1:17:29

Sedgwick County EMS Participation

Sedgwick County EMS responds to a minimal number of calls each year in the Clearwater response area. In the previous five years, the number of calls have ranged from 4 to 18. Response times to the scene have been under 16 minutes 90 percent of the time. Since Clearwater has its own EMS service, Sedgwick County reimburses the community each year for EMS taxes collected by the County. On average, that amount Clearwater receives in reimbursement is \$9,100. (Source Sedgwick County Budget Office)

Table 6. Sedgwick County EMS Responses

	2010	2011	2012	2013	2014
Disregard	0	1	2	1	1
Refusal of transport	0	2	3	2	2
Transport	4	11	9	5	13
Cancelled	0	1	1	0	2
TOTAL	4	15	15	8	18

3. Volunteer Participation

The current volunteer model for both Fire and EMS poses a sustainability concern for three main reasons. First, there is a decline of volunteers for both departments. The fire department has experienced a decline in volunteers from approximately 22 in 2008, to only 13 current volunteers. Of those volunteers, fire leadership and volunteers expressed concern that there is an over-reliance on only a handful of those volunteers. Daytime availability is a specific concern.

The EMS services also is highly dependent on just a few volunteers. There are two volunteers that represent 55 percent of total participation of the volunteers from 2010-2014. In reviewing only 2014, these same two volunteers represented 67 percent of the participation, or a 12 percent increase in participation.

From the 2010-2014 timeframe, one of these volunteers was involved in 86 percent of all runs and the other was involved in 76 percent of all runs. In review of only 2014, there were only six volunteers participating in more than 5 percent of the calls, with the same reliance on the two main volunteers. A third volunteer responded to 10 percent of those calls during that timeframe, but that volunteer did not respond to any calls in 2014.

4. Stakeholder Issues

During the stakeholder interviews, several issues were identified as challenges for the departments. The following provides a brief summary of issues of consideration in developing the management models:

Sustainability of Volunteers

As previously described, the decline in the number and participation level of volunteers is the impetus for much of the concern of viability of current and future services. Heavy reliance on a few volunteers creates a vulnerability for sustaining the service and risk to the safety of the community.

Clearwater is not unique in the decline in volunteers, especially for fire services. In a 2014 report by the New York Times, it states, *“There are still more than twice as many volunteers as career firefighters. But the number of volunteers has dropped by*

around 11 percent since the mid-1980s, while the number of career firefighters has grown more than 50 percent, according to the National Fire Protection Association.” (See Attachment C for the full article, The Disappearing Fire Volunteer Firefighter, By Andrew Brown and Ian Urbinaaug, AUG. 16, 2014, New York Times)

Volunteer Fatigue and Recruitment

In conjunction, the heavy reliance on a few volunteers is strenuous to even the most dedicated servants. The commitment expected from those volunteers with the continuous need for response can create unrealistic demands and expectations.

Recruiting new volunteers and supporting current volunteers is critical for success of the current model. According to A.L. Rufer, “Keys to Recruitment and Retention,” Fire Engineering, August 2010, he defines three critical components to successful retention of volunteers based on his research: department leadership; volunteer training; and a formal recruitment and retention program.

In the 2004, the “*Blue Ribbon Report: Preserving and Improving the Future of the Volunteer Fire Service*,” several recommendations were made to support volunteer fire and EMS departments. (See Attachment D: *Blue Ribbon Report* for full excerpt.) Having a recruitment plan, training program, community partnerships, on-going evaluations, and incentive options are some of the recommendations.

Equipment Replacement

The EMS has a separate monthly billing to generate about \$25,000 for vehicle replacement. However, Fire does not have a similar equipment replacement fund. Creating a capital improvement budget for equipment replacement is a best practice in many communities to save for significant purchases. In addition, grants and state financial assistance may also be available for assistance for equipment replacement.

Support from City

Cooperation among fire and EMS volunteers and city administration and city staff is another area for continued development. Identifying expectations of all entities involved and regular communication with the volunteers is important, especially for any future operation changes. In addition, exploring a long-term capital plan and funding for training are other important topics of support.

Training Requirements of Volunteers

Ensuring adequate training for the volunteers is critical for the success of the services. While EMS has more mandated training and education requirements, fire is less formal for continued training. Ensuring fire volunteers have adequate time

for training, exposure to latest techniques and advancements, and training on equipment is especially important. The National Volunteer Fire Council and the National Fire Protection Association have numerous recommendations, standards and resources for volunteer programs. Several articles and checklist are available on the websites.

Regulatory Requirements and Expenses

State and federal regulatory requirements and cost of supplies especially related to medical equipment, pharmaceutical supplies, protective gear and other expenses are a continuous concern for the departments. Ensuring adequate resources are available to meet these requirements and expenses is important.

Payment for Ambulance Transport

The issue on payment for ambulance transport was discussed by many stakeholders, including the volunteers. While there are some that believe a volunteer service should be a free service to the community, there are others that believe Clearwater is missing an available funding opportunity. In the PPMC research with surrounding communities, Clearwater is unique in not charging for ambulance transport.

On the national level, the average cost for an ambulance transport is \$415, but ranges from \$99 to \$1,218. (US Government Accountability Office. Ambulance Providers: Costs and Expected Medicare Margins Vary Greatly. Washington, DC: US Government Accountability Office; 2007.)

For Sedgwick County EMS, ambulance transport costs are tiered from \$400 to \$750, with an additional \$13 per mile charge. In 2014, the average charge for transport was \$666.28. The average collection per transport was \$310.15 for a gross collection rate of 46.55 percent.

One concern expressed regarding charging for ambulance services, was that individuals would not have medical coverage and have to pay out of pocket for the service. However, a national study indicates that is not accurate. In an article published, *"Reimbursement in Emergency Medical Services: How to adapt in a changing environment,"* (*Prehospital Emergency Care Journal, 2002*), revenues to an EMS system include subsidies from local governments, income from special event support, and reimbursement for transportation of patients. Of the transports, fifty-five percent of revenues for an average EMS system come from Medicare; 15% from Medicaid; 5% from private payment; and 25% from the commercially insured.

Based on 2014 data, if Clearwater decided to charge for ambulance transports it would have applied to 222 calls. If Clearwater went with the lowest rate charged by Sedgwick County of \$400 that would have been a billing amount of \$88,800. Using the same collection rate of Sedgwick County of 47 percent that would have generated an additional \$41,736 for Clearwater.

Table 7: Potential Ambulance Transport Revenue

Number of Calls in 2014	Amount Charged	Billing Amount Generated	Collection Rate	Potential Revenue
222	\$400	\$88,800	47 percent	\$41,736

While there is a significant opportunity for revenue, there is also a billing cost usually done by an outside firm that charges a percentage amount of the billing. There is also indirect cost of collecting the information and recording the information.

Peer Community Research

The PPMC researched alternative implementation structures for Fire and EMS from peer communities in the area. Specifically, the PPMC interviewed the following municipalities:

- Mulvane
- Harper
- Augusta
- Anthony
- Sedgwick County EMS on Andover, Valley Center and Derby models
- State EMS and State Fire organization representatives

The following is brief summary of the alternative models from each organization:

City of Mulvane, KS

City Administrator and Public Safety Director

- Mulvane has a Public Safety Director over police, fire and EMS.
- Fire and EMS were at one-time full volunteer departments (early 1990s).
- Mulvane went to a paid fire captain, but all paid EMS crew.
- The decision was made to address the training and certification demands for EMS and to retain trained employees.
- Mulvane still has paid leadership in the fire department, but uses volunteer firefighters.
- One advantage to the combination of a paid staff and volunteer firefighters is that it allows the paid leadership position to focus on the administrative tasks and recruitment and retention of volunteers.
- The decision was made to hire a Public Safety Director over all three areas to reduce turf issues among departments, provide adequate resources for professional management in a visible role, and ensure best use of coordinated resources.

City of Harper, KS Fire Department

- All volunteer force. Volunteers are paid per call. All volunteers receive the same rate of pay per call regardless of position. Burnout of volunteers is a serious problem impacting the number of volunteer responders. Their answer is to provide more incentives and financial support.
- There are seven EMT's on the Fire Department, this creates some overlap of medical services. One rescue truck is equipped like an ambulance, however the seven EMT's are not the primary medical responders; that task remains under the Harper County EMS response units. Butler County EMS trains the fire EMT's.
- There are no contracted services except for mutual-aid with nearby townships, cities, and some interaction across county borders (Kingman and Barber). Some equipment is given/shared by county EMS. A fire department member will drive the county ambulance to the hospital while EMT's/Paramedics work on the victim.
- The County charges for transport services.

City of Anthony Fire Department

- All volunteer force. Volunteers are paid \$12 per call. The fire department is all volunteers and has 25 volunteers and finding volunteers has not been an issue.
- Mutual-aid is contracted with three other townships and the service area covered by the fire department is the southern half of Harper County. The fire department does not handle EMS responses. EMS is covered by the county.
- Most calls occur during the summer (in response to grass fires and scheduled burns).

**City of Augusta
Public Service Department**

- Department of Public Safety includes police, fire and rescue but not EMS. EMS is provided by Butler County as a separate department. Staff is paid to work 12 hour shifts with three officers assigned to patrol (police) and two to fire as well as one dispatcher. There are 30 volunteer firefighters. Volunteers receive no compensation, but responding officers (off-duty) receive overtime pay.
- The decision for Augusta was that EMS requires a stand-alone department. The challenge is that nationally the number of fires have been decreasing and fire departments are taking over medical responses.
- The challenge of a joint EMS/Fire department is when there is a simultaneous demand for fire and EMS response.

Valley Center and Derby (EMS)

- Valley Center and Derby have a daytime EMS contract with Sedgwick County to provide for a 12-hour crew, seven days a week.
- The contract is to address community service demand, while still maintaining independence.

Andover (Fire)

- Andover Fire Department career personnel staff the station with one Captain and three firefighters working a 24-hour duty cycle and 48 hours off.
- The volunteers respond when available 24 hours a day, 7 days a week as well as required station time each week.

Management and Financial Models

The PPMC examined four primary alternative models that include: 1) Continuation of a volunteer structure; 2) Joint department with paid leadership and volunteer program; 3) Joint department with all paid staff; and 4) Contracting for fire and EMS services with Sedgwick County.

The following provides an overview of each model, including advantages and disadvantages, alternative implementation ideas and financial implications. There are numerous variations of these models that can be explored. These four provide distinct alternatives for consideration. The financial implications will also vary depending upon the options considered for each model.

Option 1: Continuation of a Volunteer Structure

The first option for consideration is to continue with the current volunteer model.

Advantages for this model include:

- Community support
- Limited personnel costs
- Commitment to fellow citizens and community pride
- Past success

Disadvantages for this model include:

- Declining volunteers
- Lack of volunteers during peak hours
- Over-reliance on a few volunteers (volunteer fatigue)
- Increase training and regulatory requirements difficult for volunteers
- Replacement costs of vehicles and equipment not addressed
- Increase cost of supplies for EMS not addressed

Alternative Implementation Ideas

While Clearwater could continue with volunteer system, there are some alternate implementation ideas.

- Paid Participation (pay per assignment)

Some communities provide financial incentives to encourage volunteer participation. However, according to a 2007 report by the United States Fire Administration, evidence indicates that volunteers are more easily retained if the motivation for volunteering is community service. If Clearwater is going to consider this alternative, providing enough financial incentives to actually make a difference will be important.

- Use of City Staff as Volunteers During the Day

Another alternative would be to use city staff (police or public works) to respond to calls during the daytime hours volunteers are less available. Human resource and legal issues would need to be considered for this model, but other communities have used. Training, resource allocation and fulfillment of primary role would be issues to consider for this alternative.

Financial Implications

The following provides an overview of the cost of the current system, plus an estimated amount for paying volunteers per response:

Fire:

- Current budget information: \$72,000 annual operations expense average from 2011-2015 for general fund.
- Contractual, commodities and personnel have been consistent.
- Capital replacement: No capital replacement plan for fire vehicles with a reliance on bond payments for vehicles. Average expense of \$17,927 per year, but does not include current or future needs.

EMS:

- Current budget information: \$48,000 annual operations expense average from 2011-2015 for general fund.

- \$12,500 annual expense average for capital improvements from 2011-2015 for capital improvements.
- Financial trends are consistent with no significant variations. Medical supplies have been the only fluctuation, but a minimal percentage impact to budget.
- The Emergency Medical Services \$2.00 monthly household fee generates about \$25,000 a year and is used for capital funds and expended each year.

Paid Response:

- For 2014, there were 320 EMS calls, involving two people, or 640 “responses”
- For 2014, there were 80 Fire calls, with an estimated average of four people, or 320 “responses”
- Total responses would be 960 at \$50 a response for a budget impact of \$48,000

Option Two: Joint Department with Paid Leadership and Volunteer Program

The second option for consideration is to create a joint EMS/Fire Department with a paid leadership position, while still utilizing volunteers.

Advantages for this model include:

- Provides position committed to addressing administrative issues, coordination, training program and availability during the daytime for peak hours.
- Opportunity to develop a volunteer recruitment program with a committed leadership position.
- Continue with tradition and pride of community volunteer system.
- Provides an opportunity to evaluate a new approach.

Disadvantages for this model include:

- Potential for response conflict if EMS and Fire are simultaneous.
- Does not address over-reliance on few volunteers unless recruitment plan successful.
- Marginally addresses lack of available volunteers during peak hours.
- Does not address increased training and regulatory requirements difficult for volunteers.
- Does not address replacement costs of vehicles and equipment.
- Does not address increase cost of supplies for EMS.

Alternative Implementation Ideas

While this approach is fairly straight forward, there are some alternate implementation ideas:

- Combine Police, Fire and EMS to be under a public safety director to supervise all areas, but likely an increase in personnel costs.
- Combine volunteer pools to be trained both for fire and EMS and provide financial support for training, which currently many volunteers serve both EMS and Fire (11 of the 13 fire)
- Provide payment for participation (*Funding per response as discussed previously.*)

Financial Implications

Director salary of \$50,000-\$60,000, plus benefits, for an estimated budget impact of \$75,000

Option Three: Joint Department with All Paid Staff

The third option for consideration is a joint EMS/Fire Department with a paid director and eight full-time staff members for 24/7 coverage.

The advantages for this option include:

- Ensures 24/7 coverage for community with a minimum of two staff depending on time of day of coverage.
- Ensures a sustainable management and deployment model.
- Provides more time for training of employees.
- Continues local control of operations.

The disadvantages for this option include:

- Financial impact to community.
- Loss of community volunteer support.
- Reliance on some type of volunteer assistance for leave time with a skeleton crew.
- Does not address the capital expenses or compliance/regulatory expenses.

Alternative Implementation Ideas

Alternative implantation plans may include:

- Maintain volunteer program during evening and weekends; only provide coverage during the day with paid employees which will reduce the financial impact.
- Hire a public safety director for oversight of Police, Fire and EMS, with combined paid staff and cross-training.

Financial Implications

Number of staff needed for full-time 24/7 coverage, \$45,000 salary and \$15,000 benefits, multiplied by eight member for a total of \$480,000 and a director at \$75,000 for a total costs of \$555,000.

Option Four: Contracting for Fire and EMS services with Sedgwick County

The fourth option is to contract for Fire and EMS services with Sedgwick County. The fire services would come under the Sedgwick County Fire District for 24/7 coverage with location of a limited fire crew in Clearwater (1.5-2 people 24/7), with related mill levy

increases. The EMS services would be a contractual amount for twelve hour coverage of a two-person crew during peak times for 7 days a week, with volunteers in the evening hours. However, Sedgwick County Fire would also be a potential medical responder if also providing services.

The advantages for this option include:

- Provide 24/7 coverage for community.
- Sustainable model of coverage.
- Ensures continuous training support for staff.
- Addresses changes in regulations, administrative reporting and other protocol impacts.
- Change in supply costs absorbed through a larger system or economy of scales, so less direct impact to Clearwater having to absorb.
- Provides funding for capital and replacement costs as part of a larger system (EMS capital would still be the responsibility of Clearwater and not included).

The disadvantages to this option include:

- Financial impact to the community.
- Loss of local control.
- Sedgwick County responders will leave City of Clearwater to respond to other calls, if the unit is the closest available responder, which could leave the City of Clearwater without nearby coverage at times.
- Change for community for ambulance transport charges.
- Still need some type of volunteer support.

Alternative Implementation Ideas

Clearwater could choose either Fire or EMS services from Sedgwick County; this is not a combined service requirement.

Financial Implications

- For fire services, Clearwater and the service area would become part of the Sedgwick County Fire District. The mill levy increase would be 5.488 for residents outside of the Clearwater city limits, or approximately on a house valued at \$150,000 about a \$95 per year increase. The mill levy increase would be 18.367 for Clearwater residents, or approximately on a house valued at \$150,000 about a \$317 per year increase.
- Clearwater currently receives reimbursement from Sedgwick County since Clearwater has an EMS Service. The reimbursement is approximately \$9,103 for 2015 and would be eliminated
- If Clearwater contracted with Sedgwick County for EMS, there would be an additional expense for services. In 2015, Sedgwick County added a full EMS crew at a total cost of approximately \$286,000 annually. That is for a 2-person crew for 12 hours all week with four paramedic. The cost could be reduce slightly by only having one paramedic per crew as an option for Clearwater. Sedgwick County EMS does charge for ambulance transfer services and cost range from \$400 to \$740 depending upon the level of care required. In addition, there is a \$13 a mile charge for transport.

Overall Financial Comparison

Chart 8. provides a financial comparison of the four main alternative models, including impact to the general fund assessed property valuation, and impact to a homeowner with an average home value of \$150,000. The estimates do not take into account delinquency rates and calculations are in general amounts. For budget purposes, more analysis would be require, but this provides information for comparison.

Table 8: Financial Comparison of Models

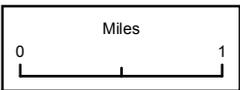
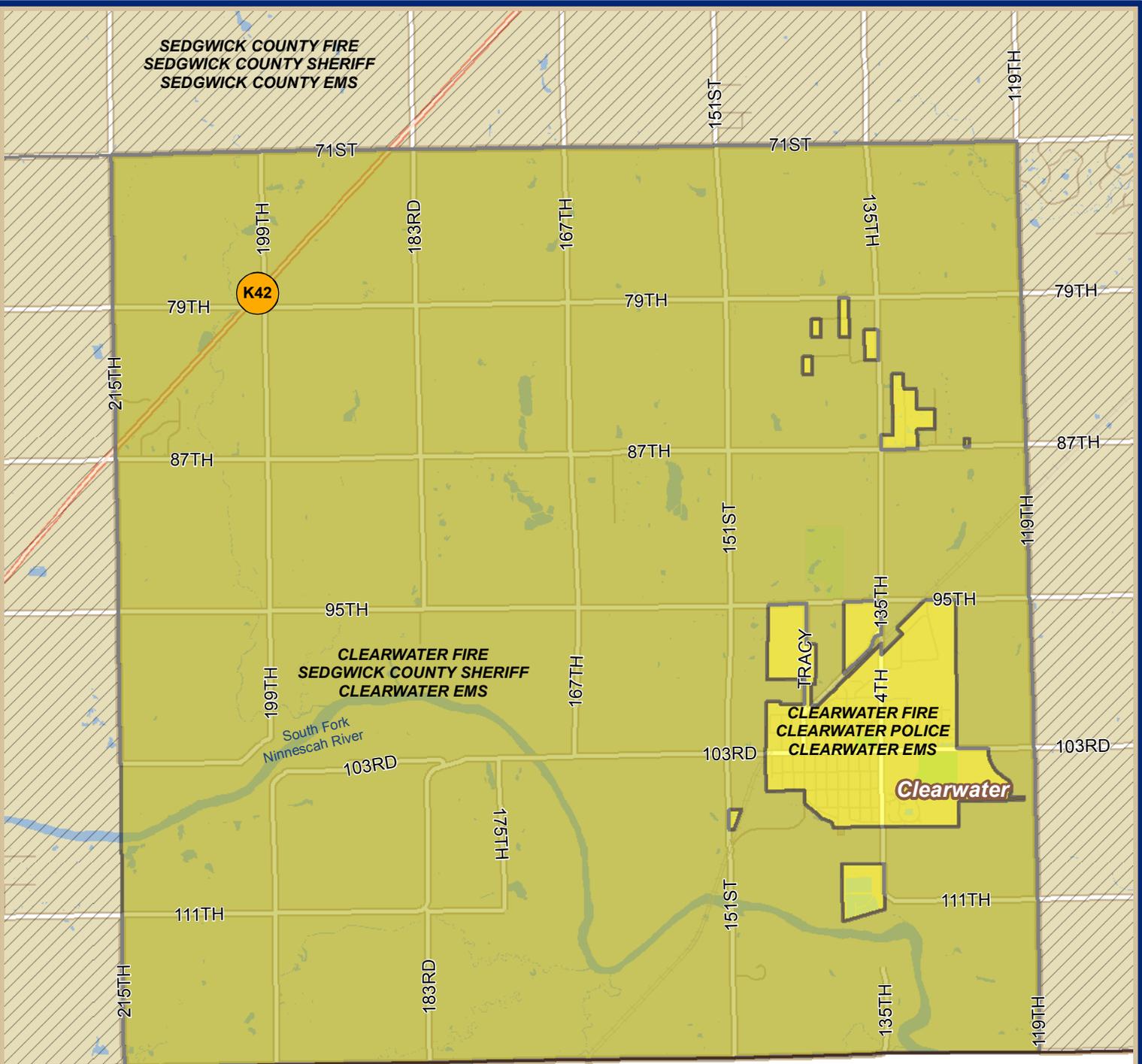
City of Clearwater: Estimated Financial Impact of EMS and Fire Service Options

	Current Situation	Option 1: Remain as Volunteer Program with Incentives (\$50 per unit run) x 960 a year	Option 2: Paid Director Position with Benefits	Option 3: Paid Full-time Staff of 8 (\$60,000 w/benefits) + Director	Option 4: Contracting with Sedgwick County Fire	Option 5: Contracting with Sedgwick County EMS
2015 One Mill Value	\$14,371					
Estimated Cost of Option		\$48,000	\$75,000	\$555,000	\$420,000	286,000
Current Property Tax Collection for General Fund in 2015 Certified Budget	\$776,077	\$776,077	\$776,077	\$776,077	\$776,077	\$776,077
Property Tax Collection Needed to Cover Option		\$824,077	\$851,077	\$1,331,077	\$1,196,077	\$1,062,077
Mill Levy Rate	54	57	59	93		74
Mill Levy Rate for Calculation	0.054	0.057	0.059	0.093	18.367 mills for City of Clearwater; 5.488 mills outside of Clearwater	0.074
Taxable Value: Impact to \$150,000 home (.115) 11.5% residential rate; which equals \$17,250 taxable amount	\$932	\$989	\$1,022	\$1,598	Sedgwick County Fire District Rate: \$95 a year outside of Clearwater; \$317 for Clearwater Residents	\$1,275
Annual Increase to Homeowner	\$0	\$58	\$90	\$666	\$317	\$343

Conclusion

The City of Clearwater has a challenge of addressing the long-term sustainability of Fire services and EMS for their community. Community safety, volunteer safety, regulatory issues and capital equipment needs, must be balanced with the cost to the community and citizens willingness to pay. However, the first and most important step has already happened by collecting data and starting the community conversation on the issue. Future discussions and thoughtful debate will be important to find the best alternative and approach for the City of Clearwater.

SEDGWICK COUNTY FIRE
SEDGWICK COUNTY SHERIFF
SEDGWICK COUNTY EMS



Geographic Information Services
Division of Information & Operations
www.sedgwickcounty.org/gis

Date: 5/18/2015

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FILE: C:\GIS\GISdata_requests\WSU\ClearwaterESBs_Aplot.mxd

NAME: joseph

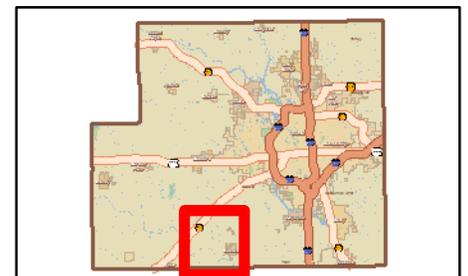


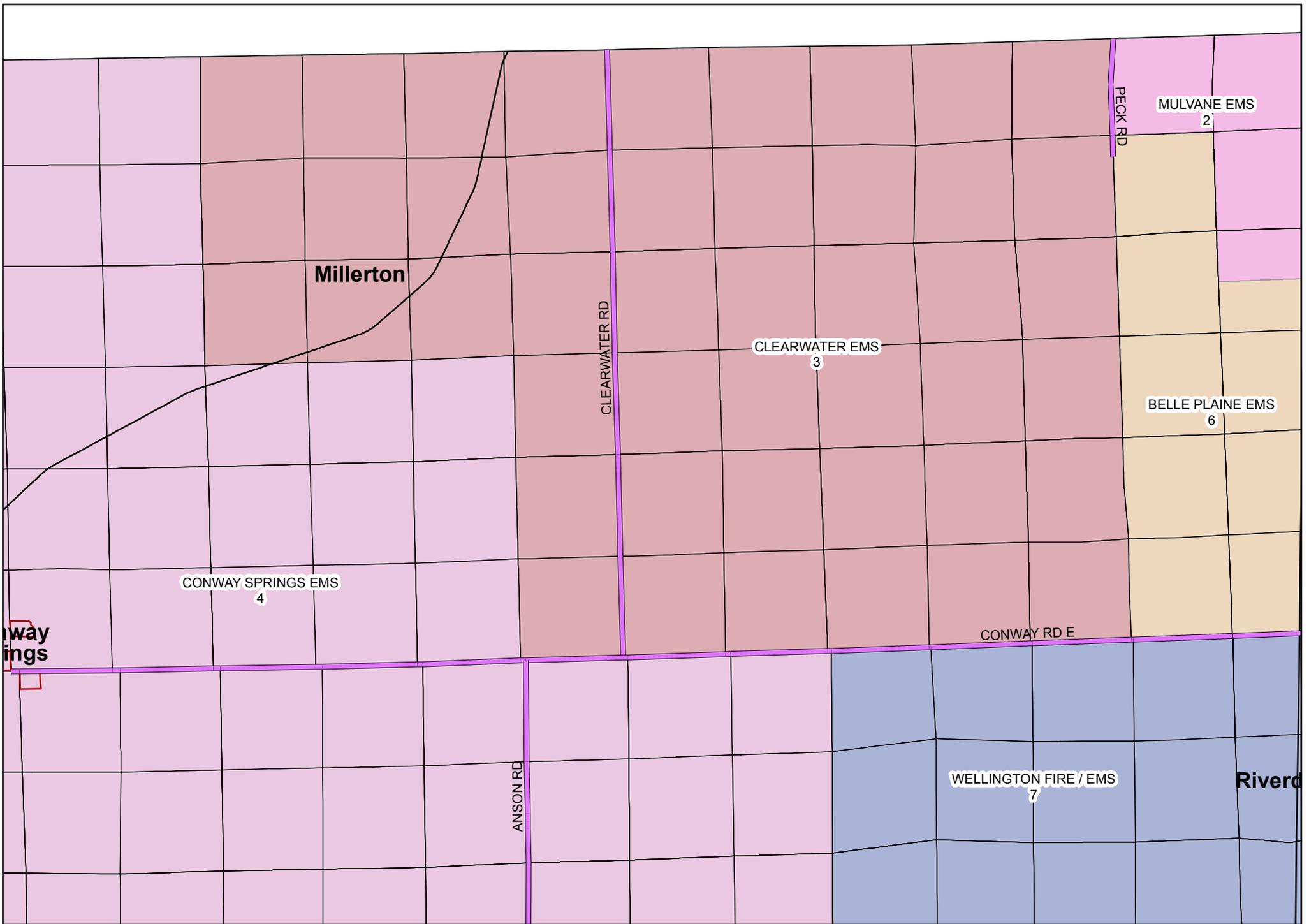
It is understood that the Sedgwick County GIS, Division of Information and Operations, has no indication or reason to believe that there are inaccuracies in information incorporated in the base map.

The GIS personnel make no warranty or representation, either expressed or implied, with respect to the information or the data displayed.

CLEARWATER FIRE, LAW & EMS BOUNDARIES

Sedgwick County, Kansas





Highways

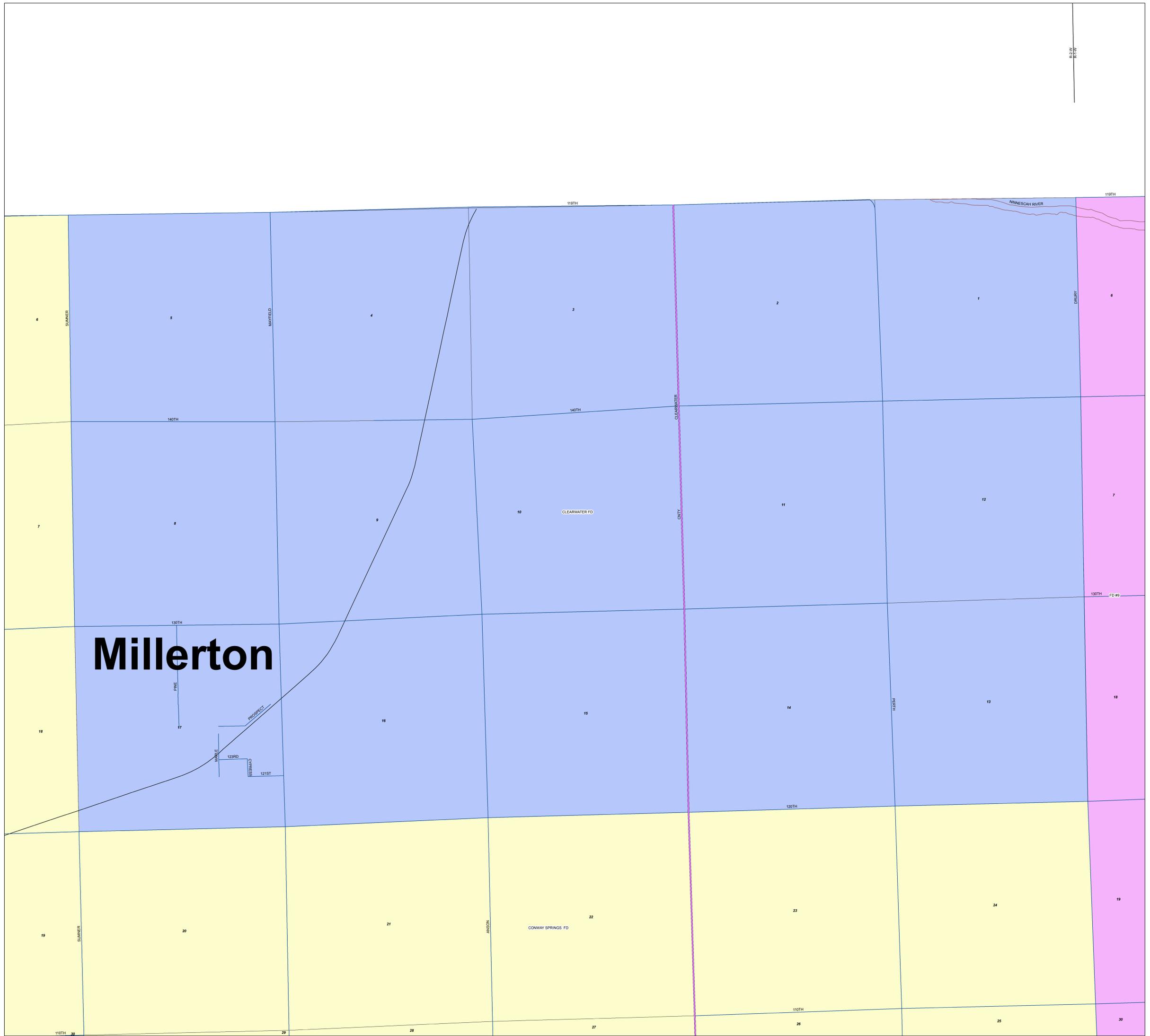
- Legend**
- STATE
 - Coplines EMS DISTRICT
 - BELLE PLAINE EMS
 - CLEARWATER EMS
 - MULVANE EMS
 - CITY
 - ARGONIA EMS
 - CALDWELL EMS
 - CONWAY SPRINGS EMS
 - NORWICH EMS
 - WELLINGTON FIRE / EMS
 - Scale:400
 - Railroad_Line

SUMNER COUNTY EMS MAP



1 inch = 6,348.1 feet

SUMNER COUNTY FIRE DISTRICTS



- | | | | | | | |
|-----------------|-----------------|--------------------|----------------------|----------------------|---------------------|------------------|
| — Corplines | Hwy_Type | — FIRE DISTRICT #6 | Fire_District | — CONWAY SPRINGS FD | — FIRE DISTRICT #10 | — OXFORD FD |
| — Railroad_Line | — CNTY | — ARGONIA FD | — ARGONIA FD | — CORBIN-CALDWELL FD | — MAYFIELD FD | — SOUTH HAVEN FD |
| — Rivers | — STATE | — CALDWELL FD | — CALDWELL FD | — FD #9 | — MULVANE FD | — UDALL FD |
| Roads | — US | — CLEARWATER FD | — CLEARWATER FD | — FIRE DISTRICT # 11 | — NORWICH FD | — VALVERDE FD |
| | — STREETS | | | | | — WELLINGTON FD |

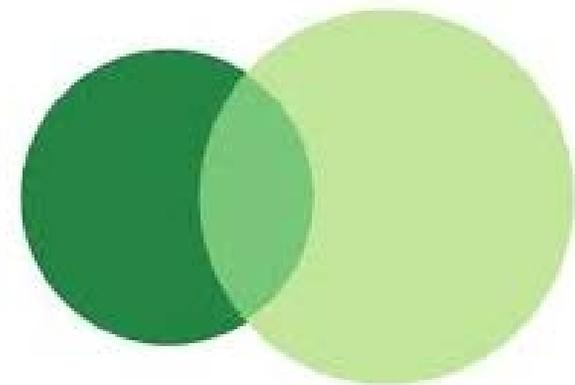
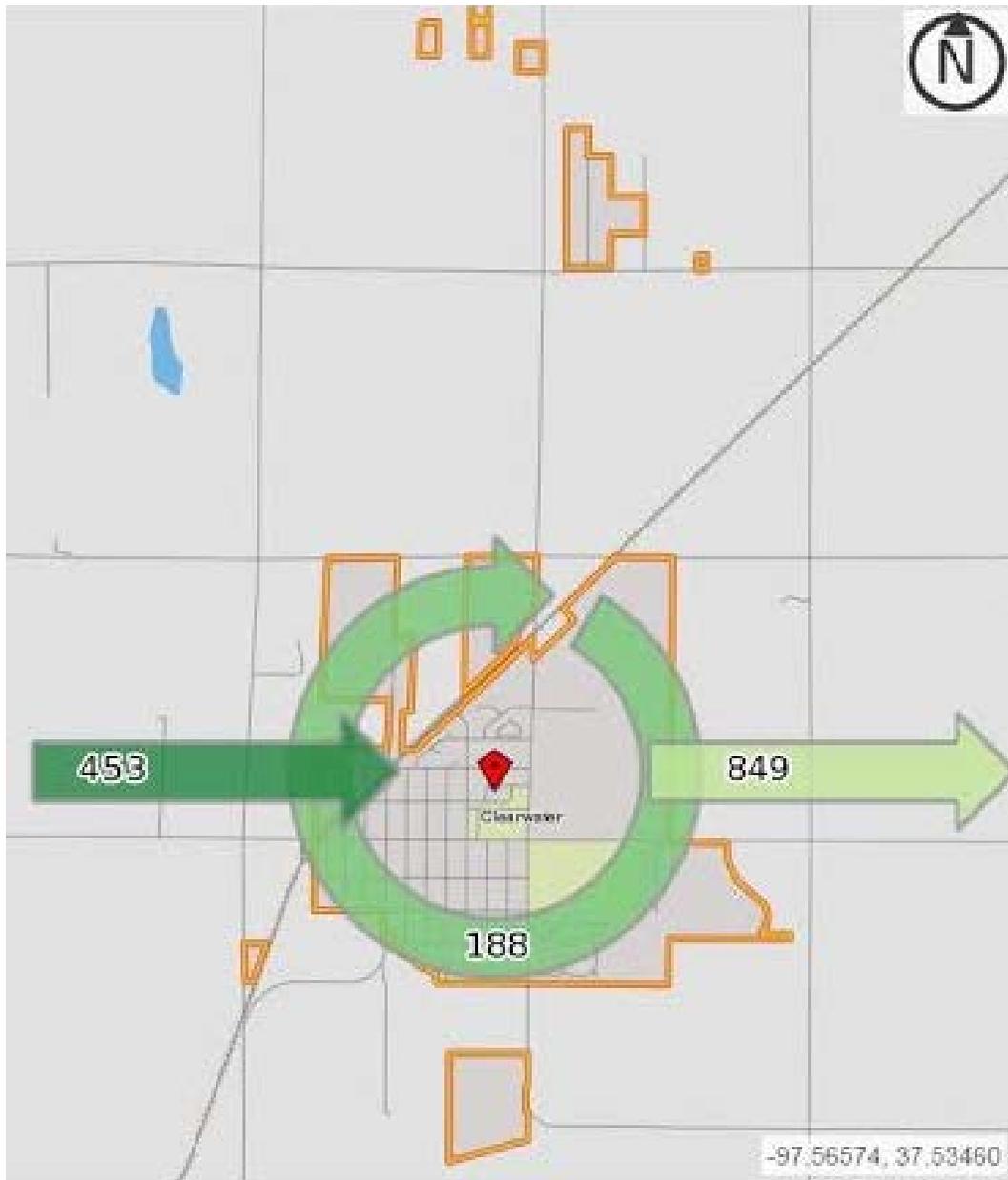
**DATE OF MAP:
FEBURARY 2009**



1 inch = 862 feet

Attachment A: Stakeholder Meetings

- Jim Heinicke, Interim City Administrator
- Interviewed Clearwater Fire Chief Marvin Schauf
- Interviewed Clearwater EMS Director Donald Schauf
- Collected information from Courtney Meyer, Clearwater City Clerk
- Interviewed three current City of Clearwater elected leaders
- Interviewed one former City of Clearwater council member
- Interviewed Sedgwick County EMS Director, Scott Hadley, on two occasions
- Interviewed Sedgwick County Fire Marshall, Dan Wegner, on two occasions
- Interviewed Clearwater former Chief of Police
- Interviewed Clearwater Public Works Director
- Conducted a focus group with Clearwater Fire/EMS volunteers
- Provided findings and review with Clearwater Fire Chief and EMS Director
- Conducted a findings review with Clearwater Fire/EMS volunteers



■ 453 - Employed in Selection Area, Live Outside
■ 849 - Live in Selection Area, Employed Outside
■ 188 - Employed and Live in Selection Area

**Inflow/Outflow Job Counts (Primary Jobs)
2011**

	Count	Share
Employed in the Selection Area	641	100.0%
Employed in the Selection Area but Living Outside	453	70.7%
Employed and Living in the Selection Area	188	29.3%
Living in the Selection Area	1,037	100.0%
Living in the Selection Area but Employed Outside	849	81.9%
Living and Employed in the Selection Area	188	18.1%

[Reset Highlighting](#)

The New York Times

The Disappearing Volunteer Firefighter

By ANDREW BROWN and IAN URBINA AUG. 16, 2014

In most places in America, when a fire breaks out, a volunteer shows up to put it out.

But the ranks of volunteers are dwindling. What was once an iconic part of American life is losing its allure, in part because the work — some would say the calling — is a lot less fun than it used to be.

There are still more than twice as many volunteers as career firefighters. But the number of volunteers has dropped by around 11 percent since the mid-1980s, while the number of career firefighters has grown more than 50 percent, according to the National Fire Protection Association. The allure has diminished because fund-raising now takes up roughly half the time most volunteers spend on duty. It's also harder to fit in volunteer work. The rise in two-income households often means that there is no stay-at-home parent to run things so the other can dash off for an emergency. Urbanization and the aging of the rural population are taking their toll as fewer young people are available to replace firefighters who retire.

Federal, state and local officials would like to attract new volunteer recruits. The stakes are particularly high because volunteers save not only lives but money — more than \$139.8 billion annually for local governments, according to the fire protection association. The time and training needed to become a certified firefighter have also increased. Federal standards enacted to save firefighters' lives have unintentionally created a barrier for volunteer service: It now takes hundreds of hours to be certified, and new firefighters often must cover the cost of training.

Other costs are also contributing to the dwindling of the ranks. Since the 1980s, the price of a single self-contained breathing apparatus has jumped to over \$5,000, from \$900. A fire engine costs \$400,000 more than it did 30 years ago. In surveys, firefighters consistently cite the endless burden of fund-raising, which takes up to 60 percent of their work time, as one of the biggest deterrents to staying on the job.

For decades, departments relied on benefit auctions, raffles and community bingo events to cover overhead. In recent years, however, departments have had to resort to adding fire taxes onto local property-tax bills, or charging homeowners and insurance companies for individual response calls. Others have merged with neighboring departments to cut costs.

Vincent P. McNally, a volunteer firefighter and an emeritus associate professor of political science at St. Joseph's University in Philadelphia, who has studied the decline of volunteer firefighters, said that too much is being asked.

"I fund-raise, I train and I go to fires," he recounted being told by one fire chief. "I can do two out of the three. You tell me which two out of the three you want me to do."

Firefighters' duties have also shifted. In many departments, a vast majority of calls are for medical emergencies, not fires. Much like emergency room doctors, volunteer firefighters are increasingly

serving as primary care providers. They are also routinely dispatched for water rescues, vehicle entrapments, hazardous material spills and drug overdoses.

Since 1986, the number of fire-related calls for all firefighters, volunteer and paid, has dropped by more than 3.6 million. In 2012, only 5 percent of calls were for actual fires. But the total number of fire department responses has jumped by 167 percent in 26 years, largely because medical responses have gone up by 15.2 million.

Still, the work is dangerous. Last year, 97 firefighters died, according to the National Fire Protection Association, including nine who died when a fertilizer plant exploded in West, Tex. Thousands more are injured every year.

Meanwhile, state and municipal governments are trying different tactics to entice new recruits.

Municipalities in Florida, New Mexico, Minnesota and many other states offer stipends to volunteers to cover time spent training, the cost of travel and overnight or on-call service. Others have provided some pay for volunteers based on the number of calls they respond to, their level of training or the years they've served — or simply by the hour.

New York State grants volunteer firefighters property tax abatements, income tax credits and \$50,000 in death benefits if they die in the line of duty. Most states allow volunteer departments to provide workers' compensation, often through state-run programs.

"Benefits are important — yes, to compensate volunteers for their time, but also to show that the community values their service," said David Finger, the government relations director for the National Volunteer Fire Council.

Underlying many such recruitment efforts is an elemental question: Should volunteer firefighters be defined as public employees and afforded all the according benefits and protections?

Some states like California, Missouri and New Jersey have said yes, granting them things like taxpayer-subsidized pensions, college tuition assistance and life insurance benefits. And in a decision that could markedly increase the number of unionized firefighters in the state, Pennsylvania labor officials have granted many volunteer firefighters the right to organize.

After some volunteers argued that they should not be categorized as public employees because requirements of the new health care act could bankrupt small firehouses, the Internal Revenue Service ruled this year that volunteer departments are exempt from the mandate.

In the meantime, the burdens on firefighters continue to grow. Edward A. Mann, a volunteer chief in Pennsylvania, said that training requirements keep increasing partly because volunteers are now being called to do much more than just "putting water on fire." Terrorist attacks and improvised explosive devices, malfunctioning solar panels and wind turbines, ethanol and natural gas fires, and electric- and hydrogen-powered vehicle accidents — these are just some of the emergencies for which training is needed, said Mr. Mann, who is also the Pennsylvania State Fire Commissioner.

"Every time something goes wrong with that stuff, someone dials 911," he said, "and guess who gets sent

EXCERPT FROM THE 2004...

A Call for Action: The Blue Ribbon Report Preserving and Improving the Future of the Volunteer Fire Service

Chief John M. Buckman III, CFO
IAFC President 2001–2002
German Township Volunteer Fire Department
Evansville, Ind.

Recruiting and retaining quality personnel continues to be the most important element in the overall success of a volunteer or combination fire department. Therefore, it is important to look at developing the following:

- Programs designed to certify and credential volunteer and career firefighters as well as officer positions at the state minimum level (NFPA Firefighter I/Fire Officer I or equivalent) to improve individual educational levels, emergency scene proficiency and safety.
- A diversification plan that maximizes individual talent and skill in order to enhance the overall efficiency, safety and effectiveness of the department. It should also guide the educational growth of the individual while maximizing his or her potential and enthusiasm in a specific discipline(s) within the organization.
- Ongoing educational opportunities that reinforce minimum training standards, enhance awareness and reinforce safety precautions dealing with local target hazards.
- Training that is measurable and emphasizes safety, command, multi-company drills, multi-agency drills and multijurisdictional responses.
- Benefit programs that encourage long-term participation from individual volunteers. Programs could include, but are not limited to, workers compensation; health, accident and life insurance; and coverage that will protect the livelihood of the individual volunteer against lost wages.
- A housing analysis to document housing availability and, if necessary, contingent housing alternatives for retaining reliable and well-trained volunteers within a community. Those options may include, but are not limited to, subsidized housing, dormitories, low or no-interest loans or relief on property taxes.
- Adequate liability coverage to protect an employer from costs associated with injuries that occur while performing duties. This consideration may extend to policies that provide the employer with overtime coverage to fill the position of the injured volunteer.
- A recruitment program that ensures adequate staffing and delivery of emergency services.
- Appropriate recognition and award programs to identify individuals or team members because of their performance or commitment to the department and community.
- A promotional process that ensures fairness for all members within the existing rank structure. Promotional systems should replace the traditional method of electing officer positions. It should be based upon merit with appropriate performance, education, training, skills and experience.
- Partnerships with other community emergency entities working to maximize resources.
- Partnerships with civic organizations and local businesses to integrate the fire department within the local community.

- Training programs that provide all new recruits with basic firefighting skills and First Responder level training before they are allowed to respond to and perform on fire, medical or rescue emergencies.
- A physical assessment program designed to evaluate each member's physical ability to perform the activities and tasks required for every job description within the organization. This assessment should be performed at least annually.
- A written policy prohibiting drug and alcohol use with specific enforcement, discipline and follow-up procedures.
- An "Emergency Vehicle Operational Policy" to qualify each member as a driver/operator of fire and rescue apparatus.
- A process to check the status of each member's driver's license annually.
- Criminal background checks on all prospective members. Community Support Services are necessary elements to the overall image and success of the department and the well-being of the community. Departments should develop the following:
 - Fire prevention and education programs to educate at risk groups as identified by the USFA. Programs should direct educational, awareness, prevention and support groups to assist in reducing concerns.
 - Safety and accident prevention programs beyond the normal scope of fire prevention to augment identified needs of the community. Those programs could include, but are not limited to, drowning prevention; bike, rollerblade and car safety; and sponsorship of SAFE KIDS projects.
 - Practices that would prevent fire loss, injury or death based upon occupancy, construction, apparatus, water supply, available personnel, communication abilities and response capabilities.
 - An annual evaluation of water systems that affect local operations, including county, industrial and/or private delivery. Evaluations should include the capability of the water supply to deliver the required fire flows based upon existing occupancy as well as planned growth. Ensure that appropriate steps and procedures are in place to properly maintain supply.
 - Customer service programs that provide community feedback and satisfaction ratings.
 - The capability to complete investigations in an efficient and reliable manner involving police agencies where applicable.
 - Appropriate preplan documents, including target hazards, to provide timely and accurate information to incident commanders.
 - A partnership with the Local Emergency Planning Committee to work for a fire safe community.

The volunteer fire service is at a critical juncture in the United States. On one hand we have a positive can-do spirit, on the other hand we have forces that are creating ever-increasing challenges that attack that spirit. The needs and realities of the volunteer fire service appear to be moving in divergent directions, so when the spirit dies, all that remains is historic fact. It is imperative that local, state and federal government understand the challenges listed in this document, develop a problem solving attitude and be proactive in creating a new pathway that will allow the volunteer fire service to survive and flourish. The IAFC stands ready to work with all partners to lead this charge. This great country cannot afford to lose the rich legacy of the volunteer fire service.

TAB D

City of Clearwater
City Council Meeting
June 23, 2015

TO: Mayor and City Council
SUBJECT: Clearwater Library 2016 Budget Presentation
INITIATED BY: City Administrator
AGENDA: New Business

Background:

Scott Lucas, Library Board President will present the proposed 2016 Clearwater Public Library budget request. Traditionally, the city levies up to 4 mills for library operations as well as a separate mill levy for benefits of those eligible employees.

Analysis:

Section 3.04.050 exempts the city under constitutional home rule from state laws on funding libraries and Section 3.04.060 provides that the city may levy up to 4 mills for library operations. Any request above the 4 mills would require either an updated ordinance or a direct funding from the General Fund.

Financial: There are no direct financial considerations for this item. As budget discussion proceed the final mill levy of the Library as well as all other departments will be considered.

Legal Considerations: Review and Comment as necessary.

Recommendations/Actions: It is recommended the City Council:

- 1) Receive and File

Attachments: Library Presentation (5-pages)

2016 Clearwater Public Library Budget Proposal

Presented to the Clearwater City Council

June 23, 2015

What we've done

- Increased usage
- Summer Reading program recognized as the best in Kansas
- Invested in E-Books and other technology such as mi-fi
- Added computers with filtering
- Installed and maintained central computerized system
- Created new community programming options
- Many other initiatives

Current state

- One-third of the budget is supported by grants
- Supplementing summer reading with over \$8,000 in donations (two years in a row)
- Increased costs and requirements of technology
- Maximized staff and salary structure
- Institutional feel, not welcoming----doesn't meet today's patron expectations

- 6 directors in 6 years

Next Year's budget

- ❖ 70% towards salary and benefits
- ❖ Over \$4,000 in increased technology costs
- ❖ \$5,400 in renewals and subscriptions
- ❖ Another \$6,000 in operations
- ❖ Leaves less than 12% of the budget towards materials and programming

OUR VISION

- A public friendly library that supports changes in technology, promotes community activities, and welcomes all types of customers.

- HOW DO WE GET THERE?

Changes to Staffing and Personnel

- Additional staff person
- Increase work hours for Library Director
- Provide Health Benefits stipend for Director
- Offer more training activities
- Increase hours of library operation

- Replacing a director---again

Increased visibility

- Provide weekly preschool storytime
- Create additional programming and enhance current
- Work more closely with USD 264
- Work more closely with seniors
- Focus on creative interactions with the community--- including special events, literary challenges, and movies for patrons

A welcoming environment

Working with our current space...

- Remodel library space to be more inviting
- Upgrade furniture to be patron friendly
- Reconfigure office space to provide work space for staff
- Support staff technology
- Offer technology upgrades for patrons

- Create a community destination

We need your help

- ✓ 2.4 mill increase
 - ✓ 2 mills towards library improvements, staffing, and programming
 - ✓ .4 mill towards director benefits
- ✓ 2016-Phase 1 Renovation, added staff, additional programming
- ✓ 2017-Phase 2 Renovation, increased technology
- ✓ 2018-Additional programming, begin to rebuild Capital Improvement
- ✓ 2019 and beyond—support technology, community engagement