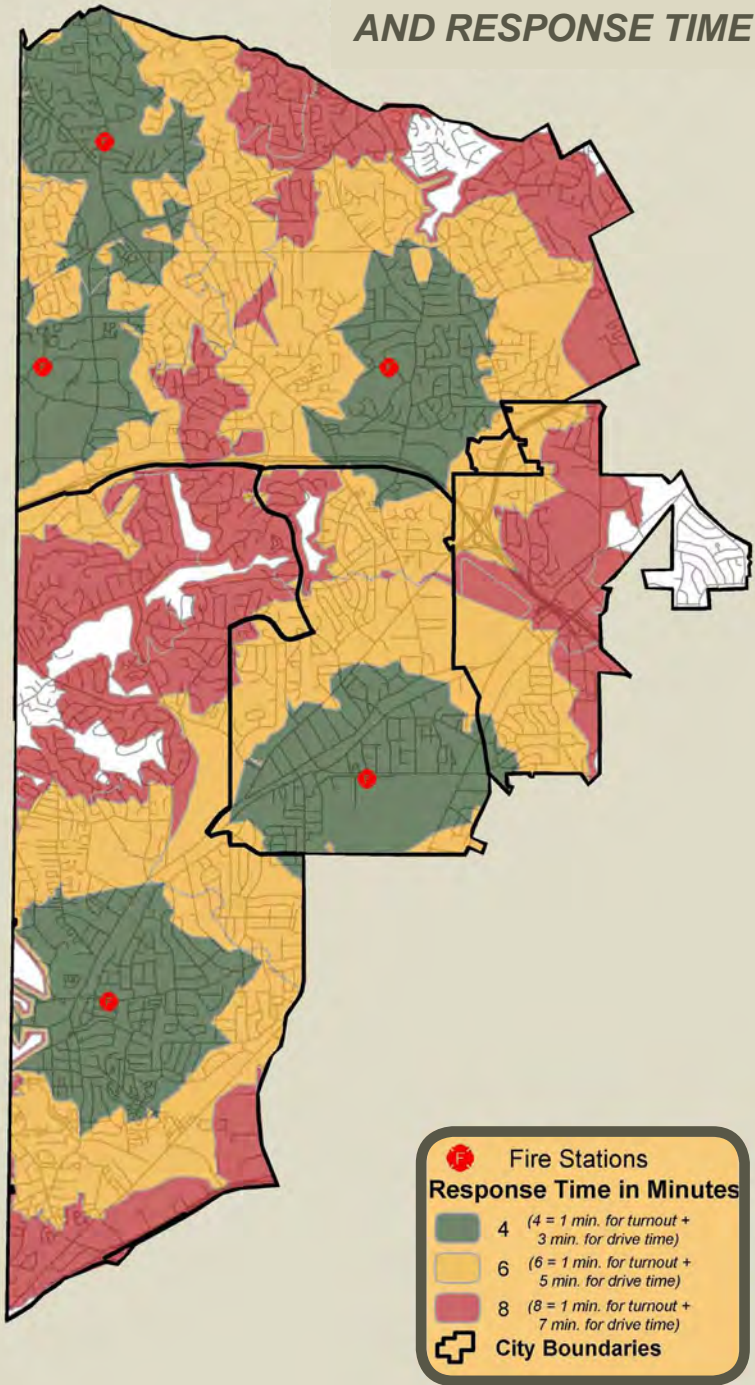


-161-

EXISTING STATIONS  
AND RESPONSE TIME



PARTNERING TO IMPROVE THE LEVEL OF SERVICE

Based on an adopted Intergovernmental Agreement, DeKalb County Fire and Rescue Services Department presently responds to the needs of your community while balancing the needs of a large County. The map to the left depicts the industry standard, critical 4, 6, and 8 minute response windows based on the existing fire stations. This map is built upon the existing road network, existing speed limit data, and 60 seconds for personnel turnout.

A North DeKalb Fire Authority could allow for more efficient response. It could add fire fighters or spread the same number of fire response vehicles over smaller coverage areas. The issue boils down to local control and meeting local citizens service expectations. A North DeKalb Fire Authority provides a higher level of service.

*By adding one station and relocating two of the existing stations in Dunwoody, we can increase the level of service in all five of the partner cities by increasing the number of residents and businesses that can be reached within the critical 4, 6, and 8 minute response windows.*

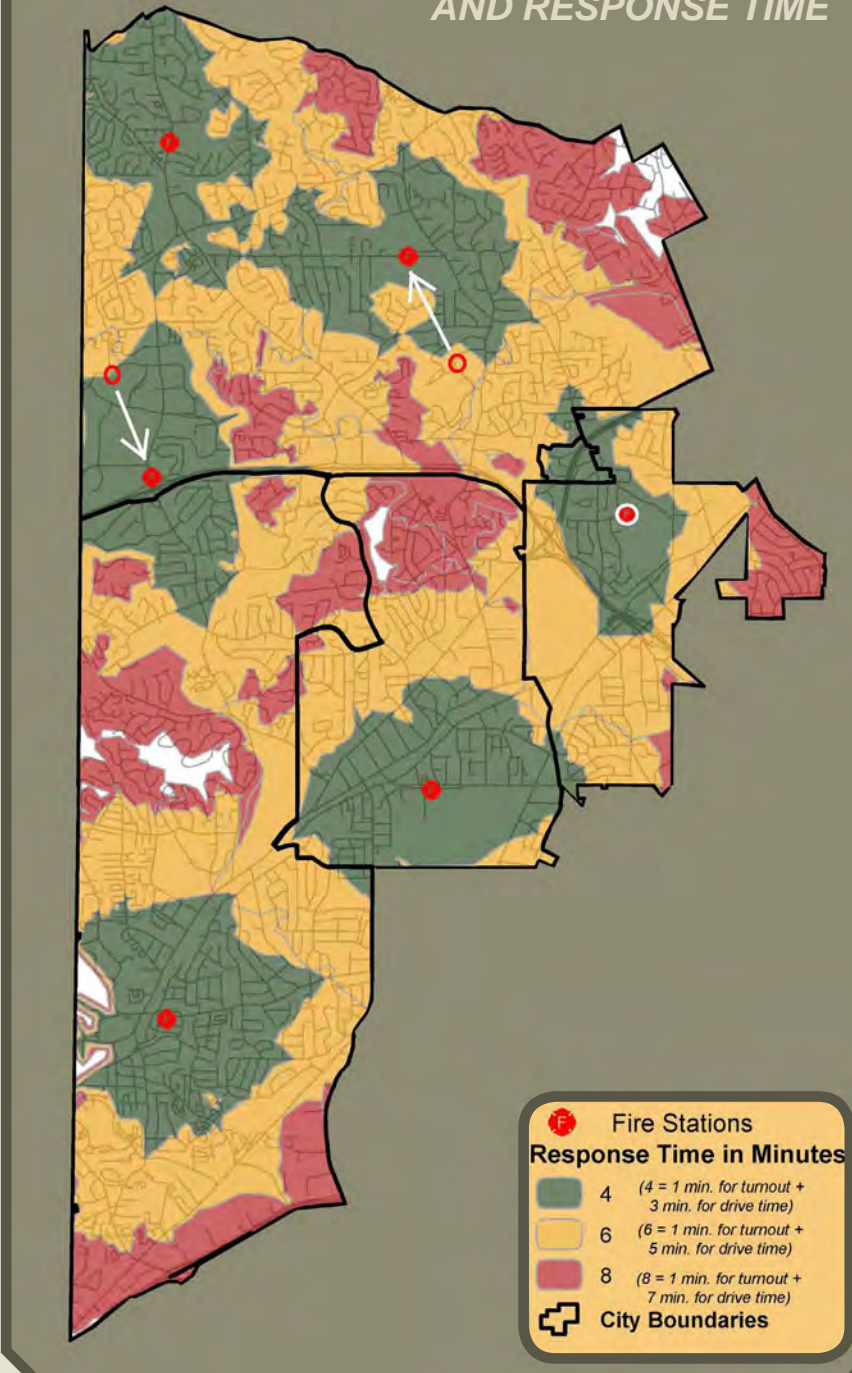
CREATING AN AUTHORITY AND A BOARD OF DIRECTORS

The cities of Brookhaven, Chamblee, Doraville, and Dunwoody could create the North DeKalb Fire Authority through OCGA § 36-75-1, *et seq.* This code section empowers the cities to create a ‘joint public safety and judicial facilities authority’ (“the North DeKalb Fire Authority”) for the management and operation of fire, rescue, and emergency medical services.

- To activate the North DeKalb Fire Authority, each city would need to:
- Adopt an Ordinance or Resolution declaring the need for such an Authority
  - Approve an Intergovernmental Agreement with the partner cities to activate the Authority

OCGA § 36-75-1, *et seq.* further empowers the partner cities to create a Board of Directors for the management the operations of the Authority. Each partner city would have equal representation on the Board of Directors and the positions of Chairman and Vice Chairman would rotate each year.

PROPOSED STATIONS  
AND RESPONSE TIME





REVENUE - FIRE PREVENTION MILLAGE

Residents and businesses presently pay a 3.29 fire prevention millage. Homeowners enjoy a 54% millage rate reduction for residential homesteads which lowers their effective millage rate to 1.51 mills.

Additionally, the Fire Marshal charges fees for plan review and inspections. Based on existing plan volume, a \$150,000 conservative estimate has been set for the district.

Without raising tax rates, the residents and businesses of Brookhaven, Chamblee, Doraville, and Dunwoody can invest the \$12,913,921 in fire prevention taxes they currently pay into the North DeKalb Fire Authority.

EXPENSES & CONTRIBUTIONS

The North DeKalb Fire Authority will need an initial infusion of capital to begin operations.

provide for the acquisition of capital, one option available to the partner cities would be through OCGA § 36-75-1, et seq. which allows an Authority to issue revenue bonds. Examples of necessary capital expenditures include the acquisition and relocation of fire stations, building new fire stations, and purchasing fire trucks and fire equipment.

Based on cost estimates from industry professionals, the estimated capital expenditures to start the North DeKalb Fire Authority likely total \$18.5 million. Issued as a 30 year bond, the annual debt service would be \$970,009.

Each city would be responsible for a percentage of the bonds based on the digest capacity. Presently, our citizens and businesses directly pay for fire services. The debt service on the bonds would be covered through the annual revenue realized from the Fire Prevention Millage.

FUTURE ENHANCEMENTS

Once up and running, other adjustments could be made to relocate additional stations to more optimal locations or add other new stations and speciality equipment as funding becomes available.

Brookhaven

- 49,188 population
- 12 square miles
- Fire Stations: 1
- Revenue: \$3,547,193
- Maintaining the HOST credit

Chamblee

- 15,491 population
- 3.5 square miles
- Fire Stations: 1
- Revenue: \$2,094,860
- Maintaining the HOST credit

Doraville

- 8,330 population
- 3.6 square miles
- Fire Stations: 1 new station
- Revenue: \$1,111,675
- Maintaining the HOST credit

Dunwoody

- 46,267 population
- 13.2 square miles
- Fire Stations: 3; would shift 2
- Revenue: \$6,160,193
- Maintaining the HOST credit

North DeKalb Fire Authority

- 119,276 population
- 32.3 square miles
- Fire Stations: 6 (including 1 new and 2 relocated)
- Fire Millage Revenue: \$12,913,912
- Plan Review/Inspections: \$150,000
- Maintaining the current Fire Millage Rate
- Maintaining a HOST-like credit for residential

- ✓ 3.29 fire millage
- ✓ 1.70 credit for res.
- ✓ \$13 M in revenue

- ✓ 6 fire stations (1 new; 2 shifted)
- ✓ local control

Without raising taxes, partnering as the North DeKalb Fire Authority, our residents and businesses would continue to directly pay for fire services but their contributions would be invested differently resulting in a more efficient response time.

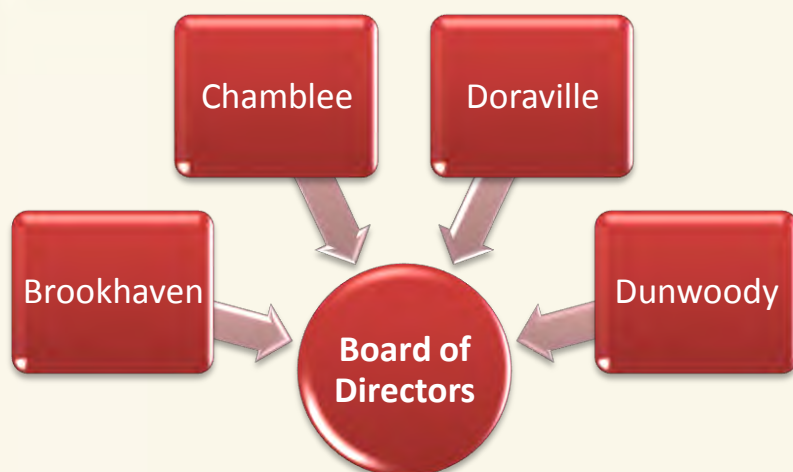
Partner City	Current Contribution	Personnel	Operations and Maintenance	Debt Service	Proposed Contribution
Brookhaven	\$3,547,193	\$2,978,257	\$302,494	\$266,442	\$3,547,193
Chamblee	\$2,094,860	\$1,758,864	\$178,644	\$157,352	\$2,094,860
Doraville	\$1,111,675	\$933,372	\$94,800	\$83,502	\$1,111,675
Dunwoody	\$6,160,193	\$5,172,157	\$525,324	\$462,713	\$6,160,193
Plan Review Fees	\$150,000	N/A	N/A	N/A	\$150,000
Totals	\$13,063,921	\$10,842,650	\$1,101,262	\$970,009	\$13,063,921

Note: The breakdown detailed in the chart above is an example of how the fire prevention millage paid by each city’s residents and businesses could be invested to cover expenses.

# BOARD OF DIRECTORS – AT A GLANCE

## NORTH DEKALB FIRE AUTHORITY

*Each city would be represented on the Board of Directors*



### LOCAL CONTROL

Each city would be represented on the Board of Directors, with the Chairman's position rotating annually amongst the partner cities.

The Board of Directors would be a seven member board with the Mayor from each city and three of the four City Managers. The fourth City Manager would serve as an Administrator, with the Administrator's position rotating amongst the partner cities in tandem with the Chairman's position.

### POWERS AND DUTIES

The Board of Directors will take on a more legislative-role while the Fire Chief handles the day-to-day operations of the North DeKalb Fire Authority.

#### Board of Directors - responsibilities and duties:

- Setting the annual budget
- Making policy decisions
- Approving major capital purchases
- Approving contracts
- Personnel responsibilities for Fire Chief (including annual review and hire/fire by majority vote)

#### Administrator - responsibilities and duties:

- Interfacing with the Board and Fire Chief
- Preparing and presenting items to the Board
- Providing staff support to the Board

#### Fire Chief - responsibilities and duties:

- Day-to-day management and operation
- Personnel responsibilities

Board of Directors	Chairman	Vice Chairman	Board Member	Board Member	Board Member	Board Member	Deputy Administrator	Administrator
2015	Doraville Mayor	Chamblee Mayor	Dunwoody Mayor	Brookhaven Mayor	Brookhaven City Manager	Dunwoody City Manager	Chamblee City Manager	Doraville City Manager
2016	Chamblee Mayor	Dunwoody Mayor	Brookhaven Mayor	Doraville Mayor	Doraville City Manager	Brookhaven City Manager	Dunwoody City Manager	Chamblee City Manager
2017	Dunwoody Mayor	Brookhaven Mayor	Doraville Mayor	Chamblee Mayor	Chamblee City Manager	Doraville City Manager	Brookhaven City Manager	Dunwoody City Manager
2018	Brookhaven Mayor	Doraville Mayor	Chamblee Mayor	Dunwoody Mayor	Dunwoody City Manager	Chamblee City Manager	Doraville City Manager	Brookhaven City Manager

Note: The roles and rotation detailed in the chart above is only meant to be an illustrative example.

## REVENUE

## FACTS &amp; ASSUMPTIONS – AT A GLANCE

## NORTH DEKALB FIRE AUTHORITY

*Including a HOST-like credit for residential homesteads, revenues would cover expenses*

## REVENUES - FIRE PREVENTION MILLAGE

The Fire Prevention Millage is currently 3.29 mills and is levied against the total digest. Residential homesteads enjoy a “HOST credit” millage reduction. In 2012, the HOST credit was set to 54% which equated to a 1.7 mill reduction. The County sets the “HOST credit” on an annual basis and the plan for the Authority is to mimic the “HOST credit”

	Millage Rate	HOST credit	Effective Millage Rate
<b>Commercial</b>	3.29	N/A	3.29
<b>Residential</b>	3.29	1.7766	1.5134

For the County, the HOST revenue is invested in capital expenses. Although under current legislation the Authority would not receive back any HOST revenue, upon formation the Authority could set a HOST-like credit to ensure residential homesteads do not see a spike in their taxes. The partner cities could also petition for a legislative change to allow for the use of existing HOST revenues for capital in the same manner as cities receive now for use towards capital expenses.

	Total Digest	Commercial Digest	Residential Digest (HOST eligible)	HOST Credit	Net Revenue
<b>Brookhaven</b>	\$1,857,116,964	\$414,630,368	\$1,442,486,596	\$2,562,722	\$3,547,193
<b>Chamblee</b>	\$762,107,298	\$529,937,286	\$232,170,012	\$412,473	\$2,094,860
<b>Doraville</b>	\$374,966,610	\$306,315,468	\$68,651,142	\$121,966	\$1,111,675
<b>Dunwoody</b>	\$2,663,760,664	\$1,198,276,423	\$1,465,484,241	\$2,603,579	\$6,160,193
<b>Total</b>	\$5,657,951,536	\$2,449,159,545	\$3,208,791,991	\$5,700,740	<b>\$12,913,921</b>

## REVENUES – FIRE MARSHAL PLAN REVIEW / INSPECTION FEES

In 2013, the County began charging fees for fire-related plan reviews and inspections. The adopted fees are in line with those charged in surrounding counties. The intent of these fees is to cover part of the cost of the plan reviewers and inspectors completing the work.

The \$150,000 included in the preliminary revenue budget is a conservative estimate based on the volume of plans presently sent to the County for review.

**3.29** fire millage

**1.7** HOST like credit

**\$13 M** revenue

# EXPENSES

## FACTS & ASSUMPTIONS – AT A GLANCE

### NORTH DEKALB FIRE AUTHORITY

*\$18.5 Million / 30 year bond would provide for capital up front*

#### EXPENSES - CAPITAL

Examples of necessary capital expenditures include:

- Acquisition of existing fire stations
- Relocation of two existing fire stations
- Building one new fire station
- Purchasing fire trucks and fire equipment

Although the actual equipment would be based on the recommendation of the Fire Chief and the vote of the North DeKalb Fire Authority Board of Directors, the model assumes each station would be equipped with:

- Ladder or Pumper
- Quint
- SUV or Sedan
- Pickup Truck
- Uniforms and Equipment for all Personnel

#### BOND FOR CAPITAL COSTS

Capital could be paid for through an \$18.5 million, 30 year bond issuance.

The bond would be issued by the Authority and backed through the Intergovernmental Agreement with the cities pledging repayment of the bonds.

Repayment of the bond would be covered through the annual revenue raised by the North DeKalb Fire Authority.

# \$18.5 M / 30 yrs

#### EXPENSES - PERSONNEL

The salary and benefits of employees is the largest annual expense, accounting for 83% of the proposed annual budget.

The 163 personnel in the Authority include 24 at each of the 6 stations and 19 in administration. The exact mix of firefighters, paramedics, and EMT's would be based on the recommendation of the Fire Chief and the vote of the North DeKalb Fire Authority Board of Directors.

The model assumes each station would include:

- Fire Captain and Lieutenants
- Fire Engineers
- Firefighter Paramedics
- Firefighter EMTs
- Firefighter I

Salaries are based on a previously conducted salary study with a 30% benefit load assumed for all positions.

# 24 per station

# 19 in administration

# 163 total personnel

## **Request for Proposal – DRAFT Technical Specifications**

### **PROPOSED NORTH DEKALB FIRE AUTHORITY**

The Cities of Chamblee, Brookhaven, Doraville and Dunwoody (The North DeKalb Cities) request qualifications from consulting firms for the purpose of evaluating the concept of a regional fire and emergency services partnership.

The North DeKalb Cities have agreed to issue this RFQ collectively so that a qualified firm can independently study the issues listed above and make recommendations for a potential implementation of a new fire and emergency services service delivery model.

#### **SCOPE OF WORK:**

The selected firm will evaluate the current level of service and governance model in force as of the day of the commencement of the study within the study area. Specifically, the qualified firm will evaluate the following existing conditions:

#### **Existing Conditions:**

1. Existing station coverage and response time capabilities
  - a. 4-6-8 minute response time analysis
  - b. 1.5 mile response time gap analysis
2. Condition of existing stations
3. Existing staffing analysis
4. Existing equipment deployments
5. Existing service delivery for outsourced ambulance transport
  - a. Response time analysis
  - b. Cost analysis
6. Existing revenue model
  - a. Source of funds derived from proposed service area
7. Existing expenditure model
8. Existing governance model
9. Future County capital improvement plans within the service area
10. Existing ISO rating analysis
11. Existing performance for dispatch of fire and medical calls

#### **Proposed Multi-City Authority Model Analysis:**

1. Analysis of proposed service delivery boundaries
2. Analysis of future station location coverage and response time capabilities
3. Analysis of future staffing
4. Analysis of equipment needs
5. Analysis of ambulance service options
6. Analysis of financial modeling to include revenue and expense estimates

## #J.4.

7. Analysis of future capital improvement needs
8. Analysis for potential ISO rating adjustment

### Recommendations:

1. Recommendations for multi city governance model
2. Recommendations for station locations and coverage area improvements
3. Recommendations for staffing model
4. Recommendations for equipment needs and future 10 year capital improvement plan
5. Recommendation for ambulance services service delivery model
6. Recommendation for 5 year revenue and expense budgets
7. Recommendation for financing equipment, capital improvements and operations for 10-30 year time frame
8. Recommendations for call dispatching service delivery strategy
9. Recommendations for lowering existing ISO rating



Dunwoody Fire Department - Big Picture Overview

	0.00280	66%	34%	Rates currently set annually by the County (last set July 16, 2013 for 2013)
Millage Rates	Fire Millage	HOST Reduction	Effective Millage	
Commercial	2.80	0.00	2.80	
Residential	2.80	1.85	0.95	

	Total Digest	Commercial	Residential	HOST Credit	Net Commercial	Net Residential	HOST Equalization
Dunwoody	\$2,608,773,117	\$1,133,006,376	\$1,473,596,621	\$2,723,207	\$3,172,418	\$1,402,864	\$2,039,860

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Total Budget Picture	
Total Revenue	\$6,615,141
Personnel	\$5,449,080
Debt Service	\$314,597
Operations & Maintenance	\$1,089,816
Total	(\$238,352) 20%

Personnel	
Admin Personnel	10
Station Personnel	72
Total Personnel	82
Personnel/Station	24
Annual Personnel	\$5,449,080

Capital	
Capital	\$5,726,500
Bond	\$6M/30 yr
Annual Debt Service	\$314,597

	Population	Existing Stations	Proposed Stations	Square Miles	Fire Tax
Dunwoody	46,267	3	3	13.2	\$6,615,141
DeKalb	691,893	26	26	271.0	\$47,542,978
as % of County	7%	12%	12%	5%	14%

Note  
Breakeven (millage rate) point is 2.95





41 Perimeter Center East, Suite 250  
 Dunwoody, Georgia 30346  
 P (678) 382-6700 F (678) 382-6701  
[dunwoodyga.gov](http://dunwoodyga.gov)

January 15, 2014

John McDonough, City Manager  
 City of Sandy Springs  
 7840 Roswell Road  
 Sandy Springs, GA 30350

***RE: Potential Partnership with Dunwoody for Fire Services***

Dear John:

Since incorporation, the City of Dunwoody has worked to improve public safety services for our community. We began with the establishment of our police department (in April 2009) and with your assistance, we joined Sandy Springs and Johns Creek in the Chattahoochee River 9-1-1 Authority (ChatComm) for emergency call-taking and police dispatch (in October 2011). Since joining ChatComm, we have been working to establish a software solution to improve the processing of our fire and emergency medical service calls.

Additionally, over the last few years, we have been researching options and methods by which we could improve fire services. Dunwoody is presently served by three fire stations - #12 at 5323 Roberts Drive, #18 at 4588 Barclay Drive, and #21 at 1020 Crown Point Parkway. Although the City has purchased station #12, based on an adopted Intergovernmental Agreement, DeKalb County utilizes all three stations, owns all equipment, and manages all the personnel that serve our community.

Based on our shared border and the success of the Sandy Springs Fire Department, I believe there may be enough economies of scale for a partnership between Sandy Springs and Dunwoody to be viable.

We would appreciate it if you and your staff could assist us by exploring this possibility. Specifically, we are interested to know if Dunwoody owned all three existing stations and you were to expand your service boundaries to include our municipal boundaries:

1. What additional staff and equipment would be necessary to provide services?
2. Given the proposed staff and equipment, what response levels would be possible?
3. What cost or fee structure would you propose to provide the aforementioned staff, equipment, and response levels?
4. If Dunwoody were to relocate some or all of our existing stations over time, which ones would you recommend relocating and to where in order to best serve a combined (Sandy Springs and Dunwoody) service area?

In case it proves useful, in our research into creating a Dunwoody Fire Department we have created coverage and response maps, looked into the personnel that historically served out of the three stations, modeled different staffing scenarios, pulled call data and equipment runs by station. I have enclosed that information for your review.

Michael G. Davis Mayor

Denis Shortal City Council Post 1  
 Jim Riticher City Council Post 2  
 Doug R. Thompson City Council Post 3

Terry Nall City Council Post 4  
 Lynn Deutsch City Council Post 5  
 John Heneghan City Council Post 6

**#J.4.**



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I appreciate your assistance in looking into this possibility and look forward to your questions.

Sincerely,

A handwritten signature in black ink, appearing to read "W.A. Hutmacher".

Warren Hutmacher  
City Manager

Enclosures: Research Documents for Dunwoody Fire Services

Michael G. Davis Mayor



Denis Shortal City Council Post 1  
Jim Riticher City Council Post 2  
Doug R. Thompson City Council Post 3

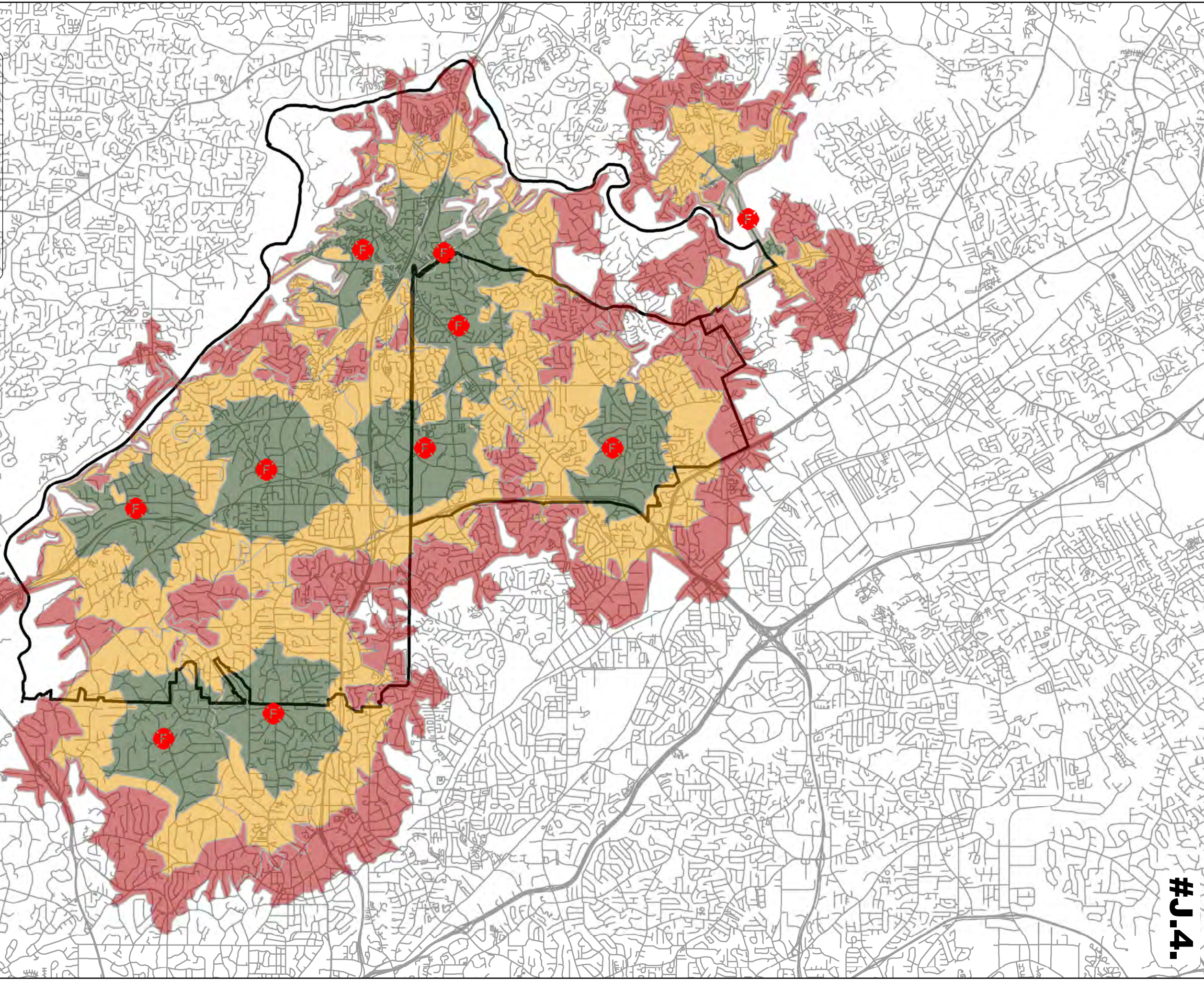
Terry Nall City Council Post 4  
Lynn Deutsch City Council Post 5  
John Heneghan City Council Post 6



**Response Time in Minutes**

- 4
  - 6
  - 8
- \*\*Time displayed includes 60 seconds for turnout**

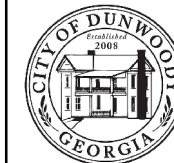
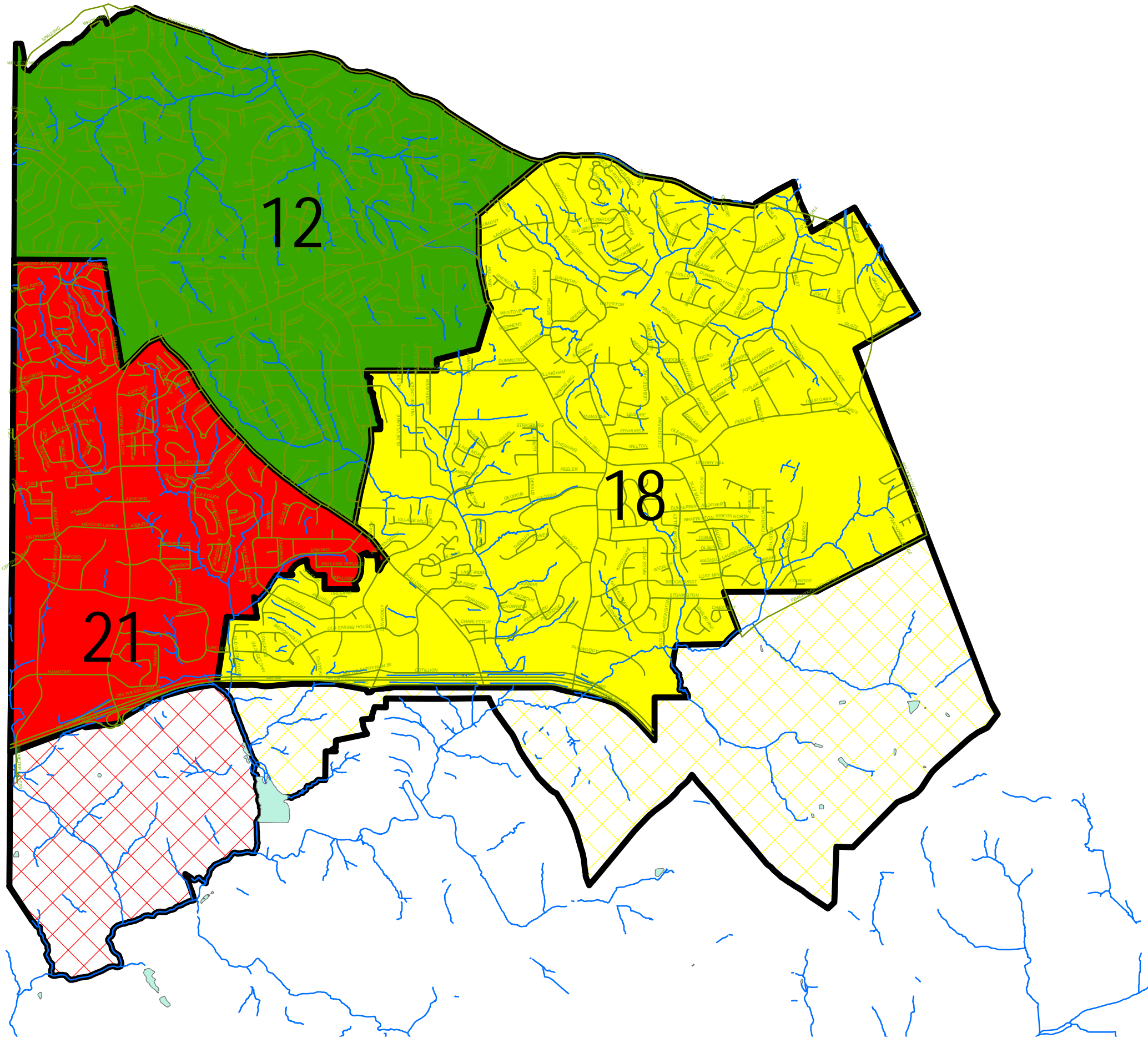
-  **City Boundaries**
-  **Fire Stations**



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**#J.4.**





CITY OF DUNWOODY

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Dunwoody, Georgia 30346  
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#J.4.

Map of

# City of Dunwoody Fire Station Service Boundaries

December, 2009

## Legend

- Streets
- Streams

### Fire Station Service Area Inside City of Dunwoody

#### FireStaNum

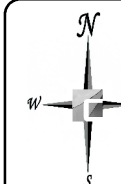
- 12
- 18
- 21

### Fire Station Service Area Outside City Limits

#### FireStaNum

- 12
- 18
- 21

- Lakes
- City\_Limits\_2009\_10\_01



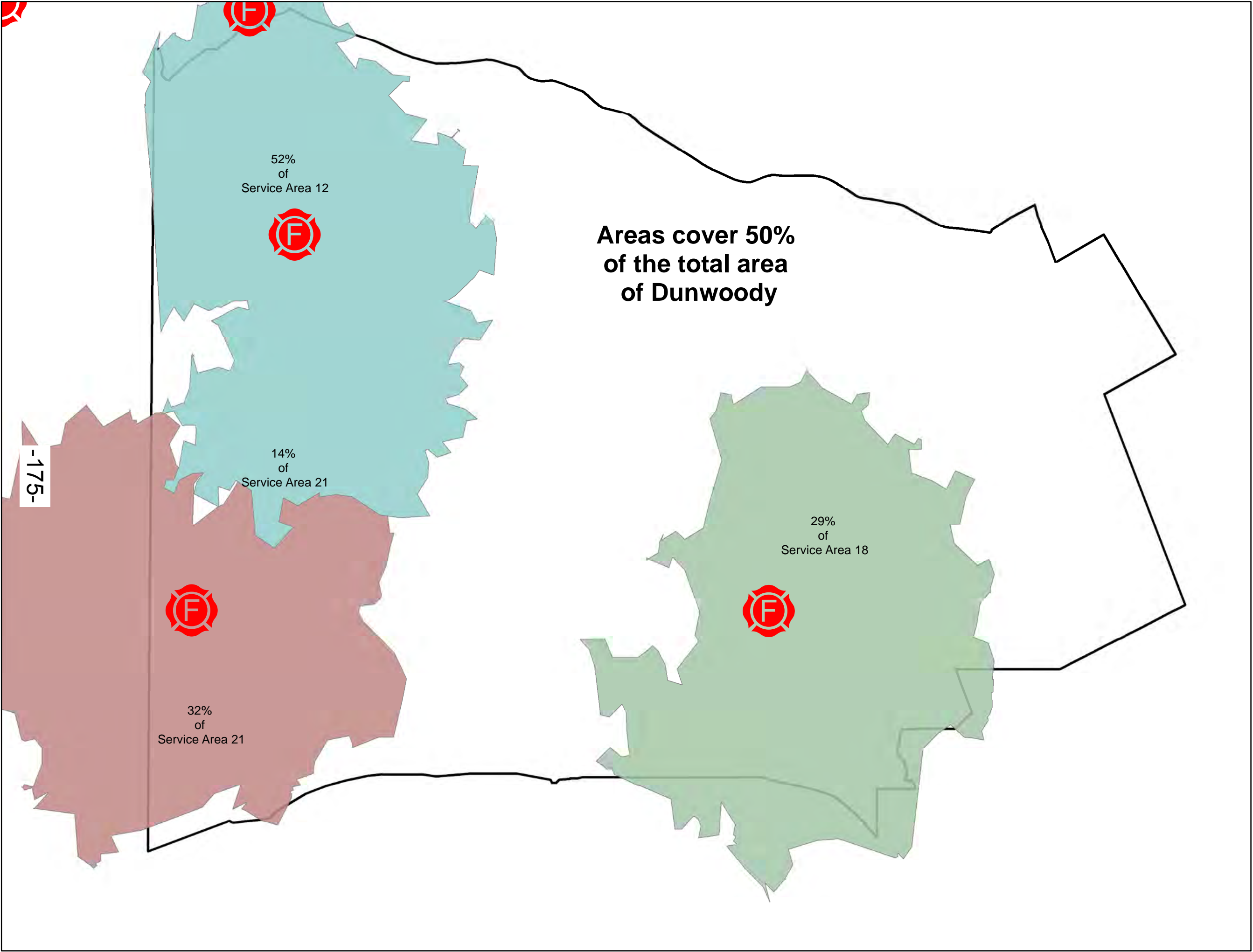
037501,500,250,000

Feet

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Notes:





**City of Dunwoody**  
41 Perimeter Center East, Suite 250  
Dunwoody, Georgia 30346-1902  
  
678-382-6850 ~ [www.dunwoodyga.gov](http://www.dunwoodyga.gov)

Map of  
City of Dunwoody  
Fire Department 1.5 Mile Radius  
Response Map  
Existing

February 2013

**Legend**

Fire Stations

**Fire Response Areas**

**Fire Stations**

18

21

12

**#J.4.**