

Madison Township Fire Department



2014 Five Year Plan

Madison Township Fire Department 2014 Five Year Plan

Purpose

The purpose of this plan is to provide guidance on an ongoing basis and assist in developing the goals and objectives of the Madison Township Fire Department. It is the intention to update this document as needed on an annual basis so that it reflects either the achievement of, or the failure to, achieve identified goals and objectives.

Specific goals and objectives contained in this document are developed based on the mission and value statements of the Department.

Our Mission

“The mission of the Madison Township Fire Department is to protect lives and property through education, prevention and incident stabilization.”

Our Vision and Values

We value and strive to improve relationships with persons inside and outside of Madison Township Fire Department.

One of Madison Township Fire Department’s top priorities is to deliver quality customer service.

We believe that appropriate education and training better prepares us to provide quality customer service.

Community growth and development helps to guide the services we provide and the manner in which we provide those services.

We believe it is incumbent on us to be good stewards by being fiscally responsible with the resources the citizens have provided us.

As members of a dedicated team of professionals, it is our responsibility to treat everyone with dignity and respect while providing the best service possible.

We utilize technology to enhance our efficiency, effectiveness and provision of additional services to our customers.

We value the ability to tell the difference between right and wrong and make decisions based on those differences without consideration of personal interests.

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Background

Madison Township is located in the southeastern corner of Franklin County, Ohio and is a suburb of Columbus. The Township covers 42.6 square miles and has a total property valuation of \$621,805,460.00. Within the boundaries of Madison Township are the City of Groveport, portions of the Cities of Canal Winchester and Pickerington, and portions of the Villages of Lithopolis and Obetz. Madison Township is home to 817 businesses covering an estimated 32,000,000 sq. ft. of warehouse space and 18 manufacturing and production operations. There are two public school districts, two private schools and one vocational school within Madison Township. These schools have a combined enrollment in excess of 12,000.

A review of the community demographics contained in Table 1 reveals the following:

- Like many communities and the nation in general, the population is aging. The number of households with individuals under 18 decreased by 1%, while the number of households with individuals over the age of 65 increased by over 5%. The median age increased to 38.6 and there was a 2.9% increase in the population over age 65.
- While the community is predominantly Caucasian, the percentage of African-American, Hispanic and Asian populations are increasing.
- The total number of housing units has increased and the majority of housing units are occupied by their owners.
- The number of married households and traditional “nuclear families” is decreasing while the number of non-family households is increasing.
- There has been an increase in the level of education of the residents of the community as evidenced by the increase in the number of people in the community with college degrees and a drop in both the number of individuals without a 9th grade education or completing a level of high school without graduating. While the number of high school graduates appears to have decreased, this is to be expected given the increase in the number of college graduates.

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Table 1 Community Demographics

Demographics	2000	2010
Population	21,243	23,509
Caucasian	19,471	19,653
African-American	1,029	2,574
Hispanic	254	552
Asian	196	401
Native American	102	43
Married-couple Household	60.4%	57.9%
Nonfamily household	25.2%	27.6%
Households with individuals under 18	38.3%	37.3%
Households with individuals over 65	20.3%	25.7%
Population over age 65	10.9%	13.8%
Median Age	36	38.6
Labor / Housing / Economic		
Individuals over age 16 in labor force	70.8%	67.9%
Individuals over age 16 not in labor force	29.2%	32.1%
Median Household Income	\$48,693	\$62,657
Total housing units	8,234	9,619
Owner-occupied housing units	78.4%	79.4%
Average household size of owner-occupied units	2.73	2.65
Renter-occupied units	21.6%	20.6%
Average household size renter-occupied units	2.43	2.63
Per Capita Income	\$20,477	\$26,612
Poverty level family	2.9%	6.8%
Poverty level individual	4.3%	1.2%
Total housing units	8,234	9,619
Educational Level		
Less than 9 th grade	2.9%	1.7%
9 th to 12 th grade, no diploma	12.4%	7.2%
High School graduate (including GED)	40.7%	39%
College no degree	22.2%	20.1%
Associate Degree	6%	8.8%
Bachelor's Degree	11.8%	14.7%
Graduate / Professional Degree	4.1%	8.5%

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There are currently 851 occupancies/businesses in Madison Township which the Fire Department is responsible for inspecting, in addition to in home daycares. Their break down by use group is presented in Table 2. In the latter part of the 2000 decade, the rate of new construction had slowed due to the “Great Recession of 2009”. Recently, there has been an increase in new construction as a result of the recovering economy and its emergence from the “Great Recession”. At this time, the Fire Prevention Bureau has in excess of 1.5 million square feet of new construction projects either under construction or proposed and it is expected that additional projects will continue to be proposed. These projects include three warehouses, a gun store with shooting range, a car dealership, a museum and an assisted living facility. Graphics 1 through 4 are the zoning and development maps for the Rickenbacker Area, the Cities of Canal Winchester and Groveport and the Village of Obetz.

Table 2 Businesses in Madison Township by Use Group

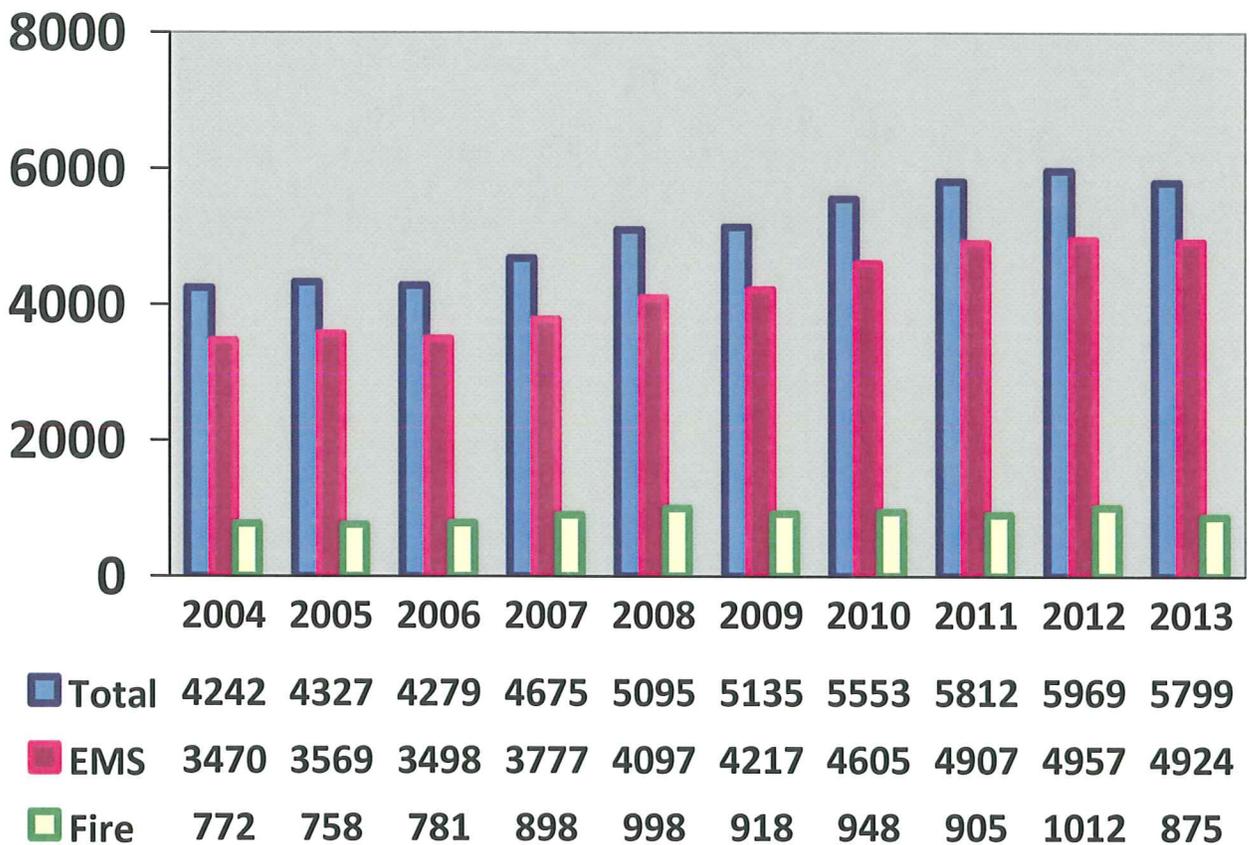
Use Group	Total
Assembly	143
Educational	36
Health Care, Detention & Correction	49
Residential	16
Mercantile & Business	423
Industrial, Utility, Defense, Agricultural & Mining	15
Manufacturing Processing	26
Storage	122
Outside / Special Property	2
Other	19

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Since 2004, the Madison Township Fire Department has seen just short of a 37% increase in the number of alarms responded to on an annual basis, as presented in Graph 1 below. Based on the run volume as of May 1st, 2014, the Department is currently on pace to respond to 6,139 incidents in 2014, which is an increase of 5.8% over 2013, and nearly 45% increase over 2004. Only twice in the past ten years has the Department seen a decrease in the number of incidents responded to from one year to the next. In one case, 2005 to 2006, this was a one year phenomenon and in the second case, 2012 to 2013 it appears this will be an isolated occurrence and is likely more attributable to and reflective of severe weather and an outbreak of H1N1 in late 2011 and early 2012 than a decrease in incidents.

Graph 1

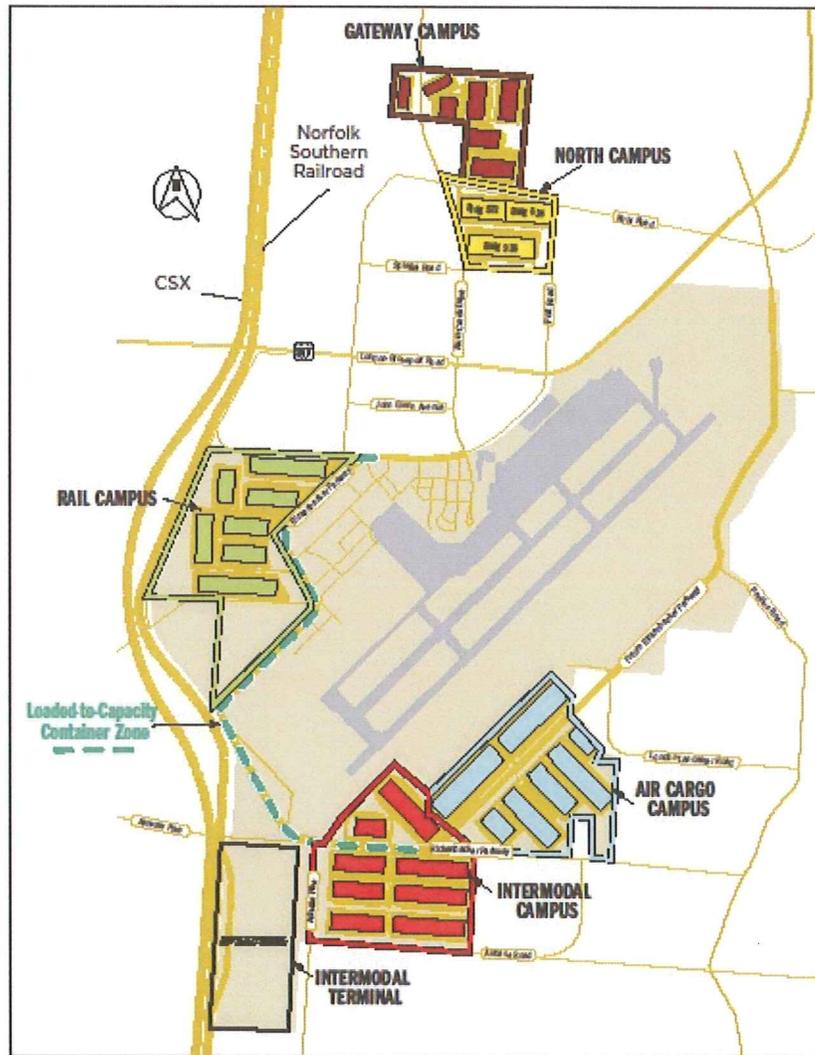
Ten Year Incident Trend



Graphic 1



MASTER SITE PLAN

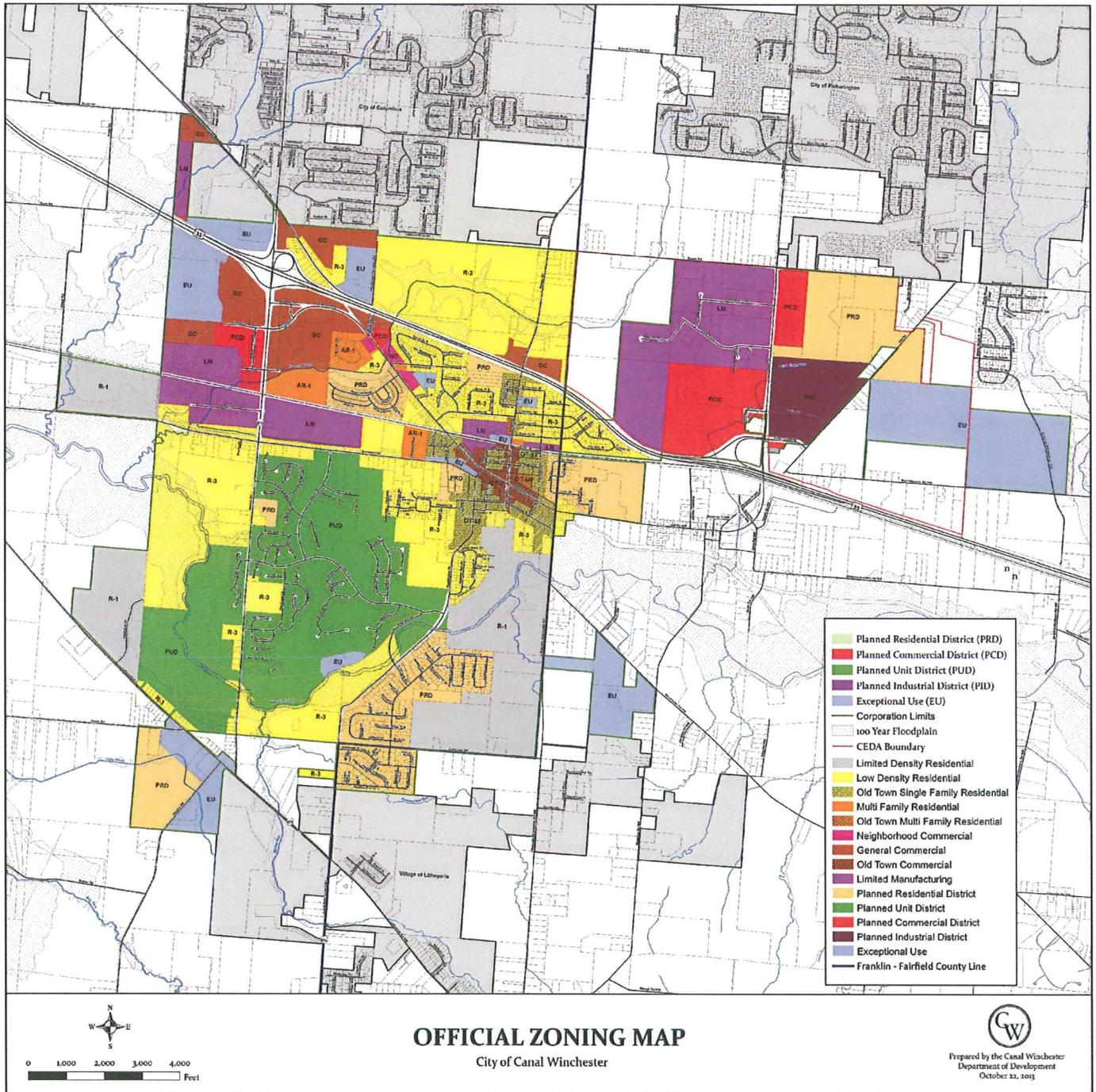


FOR MORE INFORMATION

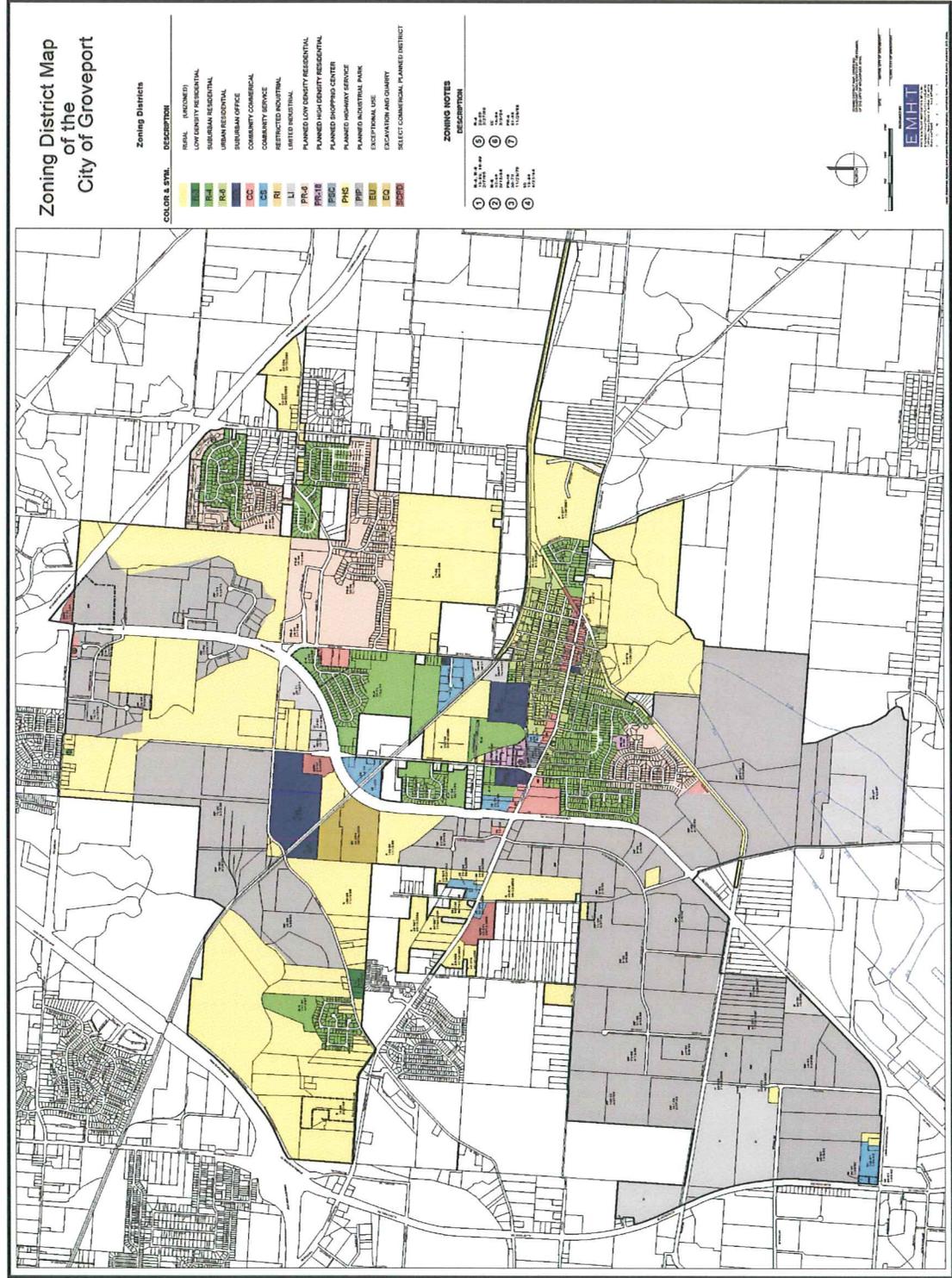
call 614.932.6000 or visit
www.rickenbackergip.com.

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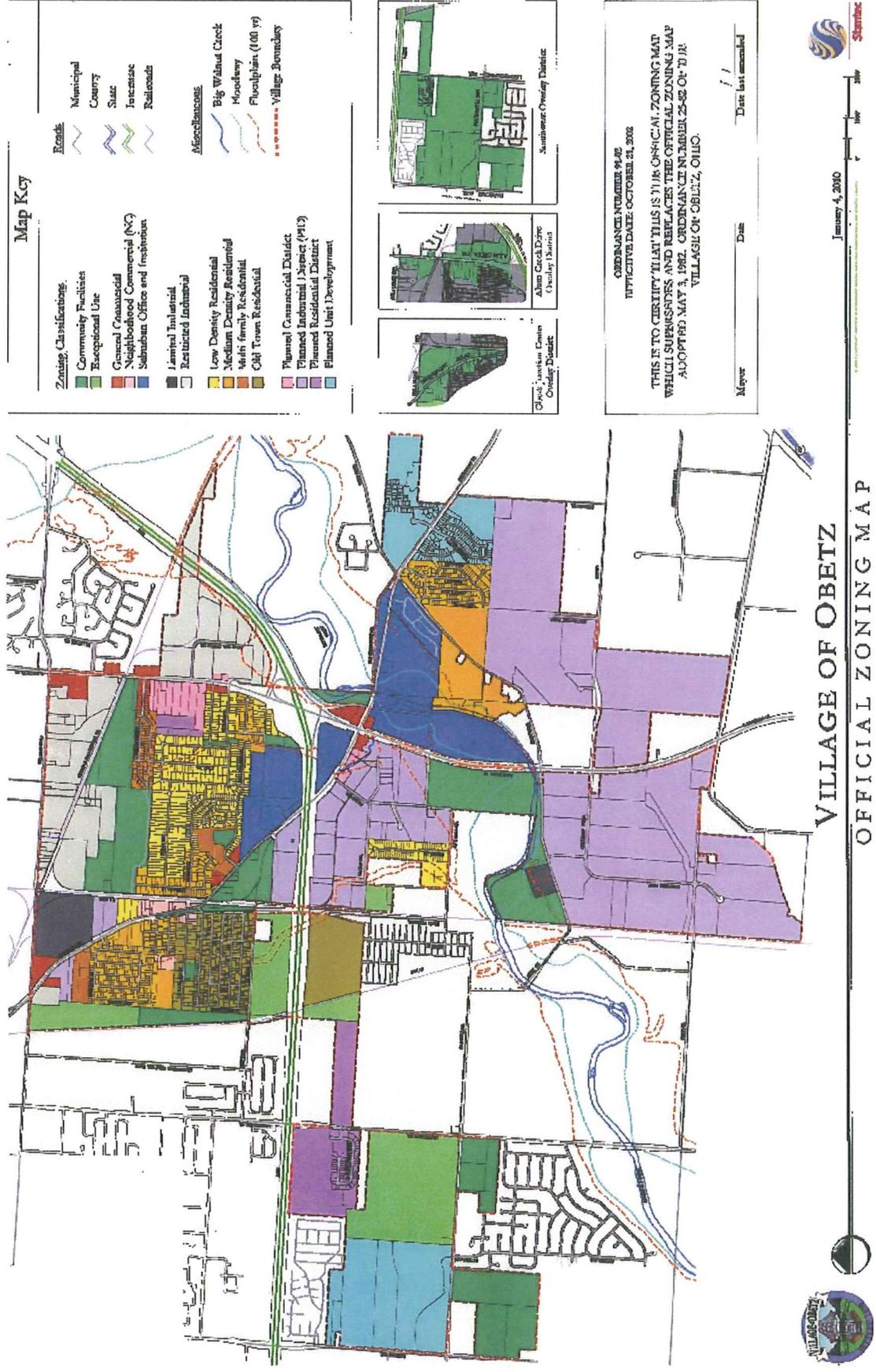
Graphic 2



Graphic 3



Graphic 4



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General

There are a number of areas which need to be discussed and addressed in general terms as they affect all areas of operation within the Department.

Staffing

Table 3 displays when personnel are eligible to retire based on the current retirement requirements and employee's date of hire and age. This table does not account for or give any consideration for issues such as employees entering the Deferred Retirement Option Plan (DROP), the amount of time that employees participate in the plan or any other factor which can impact on when any given employee chooses to retire. Of those eligible to retire, eight of them are officers including three lieutenants, all of the battalion chiefs, the fire marshal and the fire chief. Over the next eight years, the number of employees that will be eligible to retire will be similar to the current level of those eligible to retire. While this suggests that the current level of employees eligible to retire will remain relatively unchanged, this is likely not the case as there are several employees who will likely be retiring in the next 24 to 36 months.

With the number of employees who are eligible to retire, **succession planning** and the development of individuals to move into positions should be a priority. There have been several steps taken to begin preparing individuals for the assumption of new roles within the Department. These steps include the engagement and assignment of individuals in areas of responsibility and increasing the requirements placed on individuals to participate in the promotional process. If these retirements are extended over a period of several years, the Department will be in a good position to effectively deal with this transition by allowing for individuals to prepare to assume new roles.

Financial Considerations

Changes made by the Ohio General Assembly have had a dramatic impact on the Fire Department. With the passage of House Bill 66 by the 126th General Assembly (January 2005 – December 2006), tax reform in Ohio became a reality. This included a provision which phased out the Tangible Personal Property Tax (TPP) component of property tax. There have been several modifications to this phase out by subsequent General Assemblies. The net result of these changes to date has been the loss of a significant amount of funding, with an annual loss of \$503,167 in annual revenue.

In 2013, the 130th General Assembly modified the Homestead Exemption, an exemption in which the State pays a portion of the homeowner's property taxes. This was done through the inclusion of provisions in House Bill 59, the Bi-annual Budget, which modified future payments of the Homestead Exemption by eliminating or reducing the exemption in the future. The

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majority caucuses of the General Assembly believed that this would not result in reduced receipts for local levies and that from a fiscal perspective, it essentially amounts to re-arranging the chairs on the deck while eliminating a tax-subsidy in which non-property owners were subsidizing property owner’s property taxes and providing for a more “transparent” system of taxation. In theory, the net impact of this change should amount to nothing more than a reduction in one receipt category and a corresponding increase in another category. It remains to be seen whether this is actually the case.

Additional financial considerations include the continued granting of abatements to developers and businesses, with no provision for the replacement of fire levy funds forfeited as part of the abatement, as they expand or construct new facilities. The same concern holds true with respect to creation of Tax Increment Financing Districts (TIF) such as the one created by the City of Canal Winchester where a TIF was approved in early 2014 (See Exhibit A). An example of the impact these agreements have on the Madison Township Fire Department is provided in the case of the TIF created by the City of Canal Winchester. In April of 2014 the Department received notice and plans for a 145 bed assisted living facility which will include a “memory care” unit that is located in the newly created TIF, meaning that the facility will not pay the taxes due from current fire levies, rather these funds will be deferred to the City of Canal Winchester while the Madison Township Fire Department will continue to have to service the facility. In the past three years, similar facilities in the Township have experienced an average of almost 69 incidents per facility per year and are consistently among the facilities that most frequently require the services of the Fire Department. Information provided by the Franklin County Auditor’s office shows that for 2013 taxes payable in 2014 the Department forfeited a total of \$1,337,094.72 in property taxes.

Table 4

2013 Foregone Taxes

Type	Value
Tax Increment Financing	\$51,978.05
Community Reinvestment Area / Abatement	\$1,285,116.67
Commercial Activity Tax Loss	\$503,167
Total	\$1,840,261.72

Graph 2 presents the receipt history for the Department for the most recent five years. There was a slight increase in receipts in 2010, which is attributable to an increase in property valuations, increased collections for EMS Billing and the fact cuts to the distribution of the TPP cuts had not yet been put into effect. Graph 3 represents the actual expenditures of the Department over the

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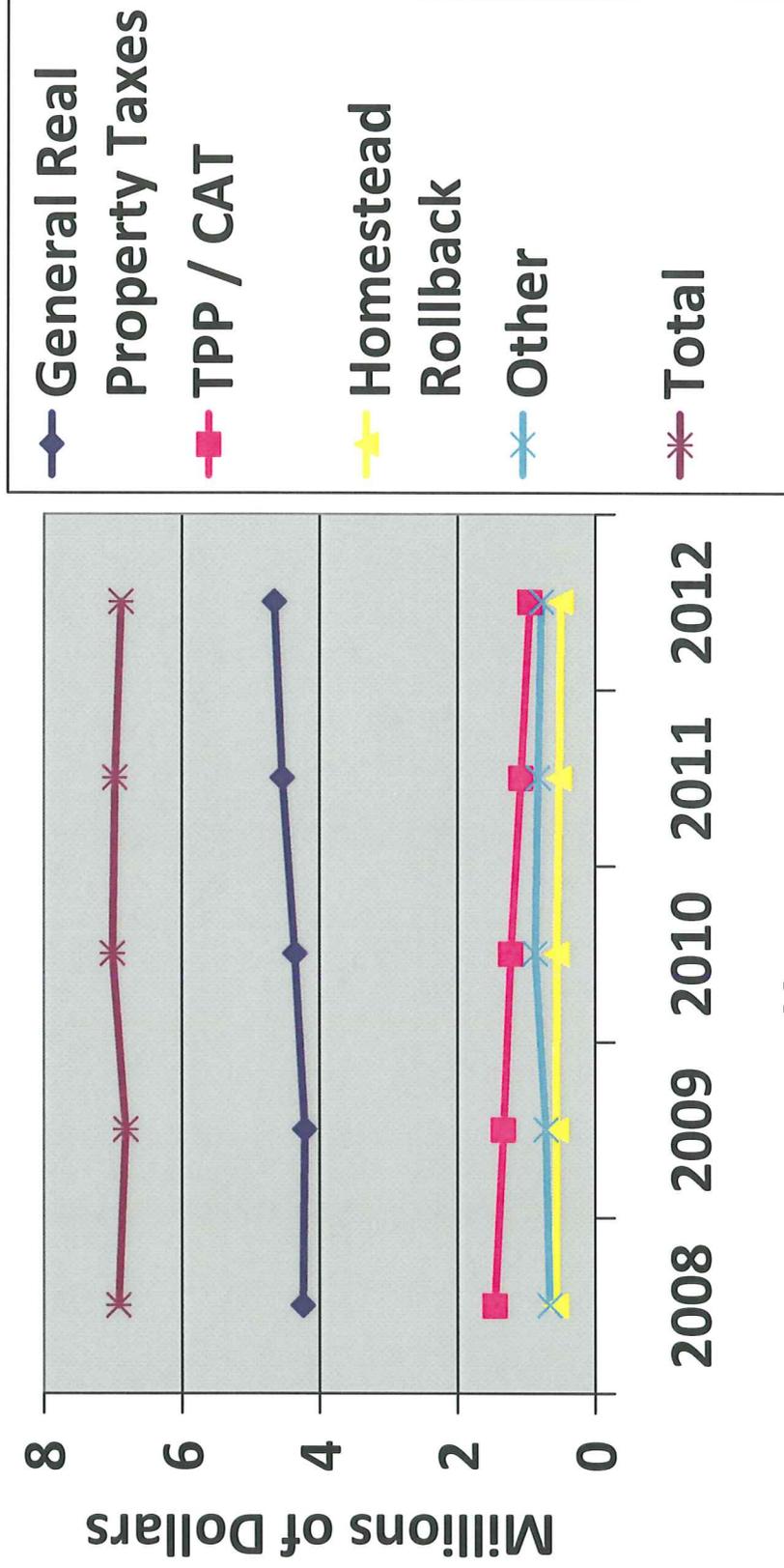
last five years and reflects increases and decreases based on the purchase of apparatus in both 2009 and 2012 as well as changes in operations. These changes included the transferring of some staff from 40 hour positions to 56 hour positions as well as the elimination through attrition of four 40 hour positions.

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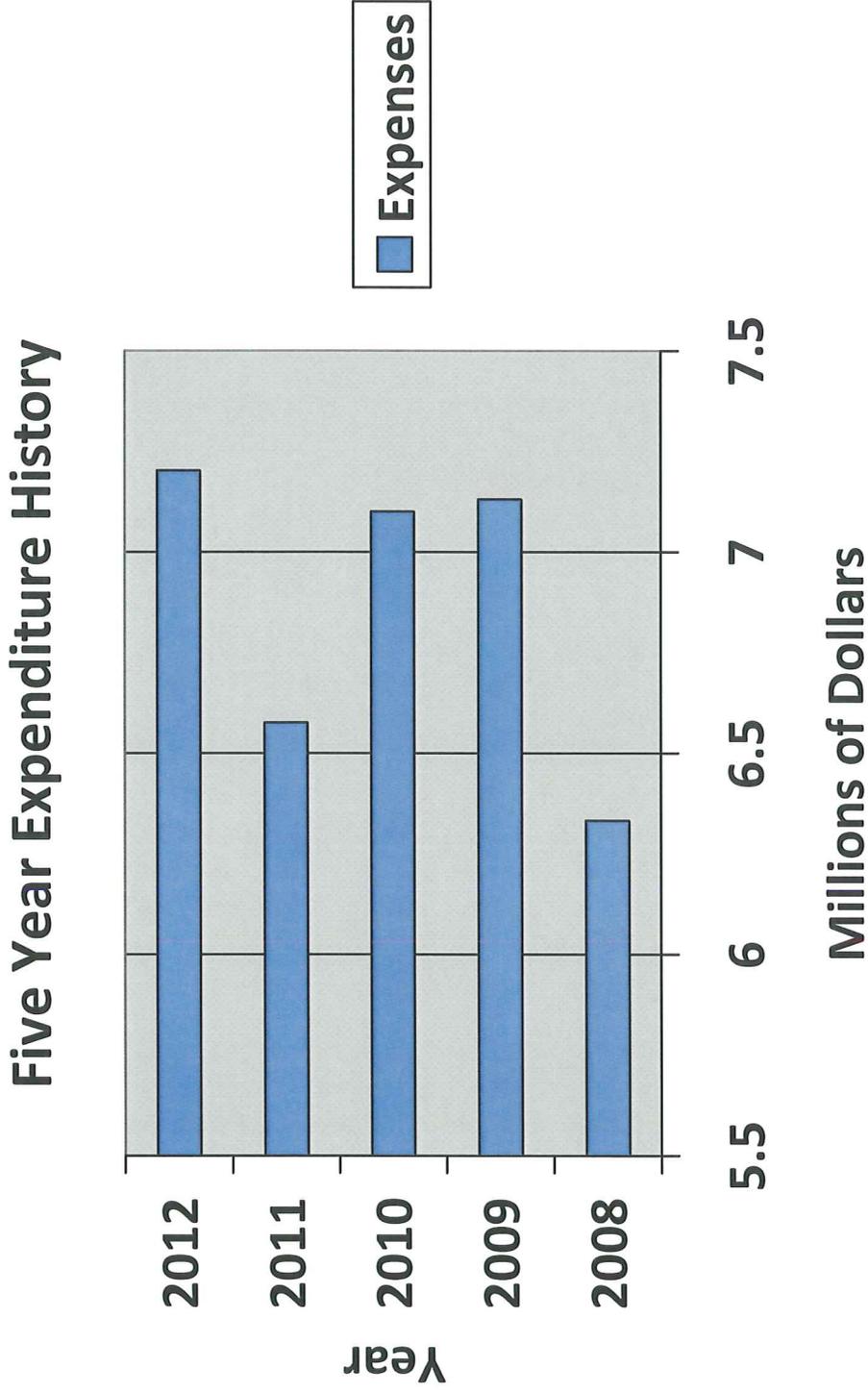
Table 3
Retirement Eligibility

Anytime	12
2014	0
2015	3
2016	1
2017	1
2019	4
2021	1
2022	1
2023	1
2024	3
2025	1
2026	1
2028	3
2029	2
2030	1
2033	2
2034	1
2035	2
2038	1

Graph 2
Five Year Receipt History



Graph 3



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Operations

The Affordable Care Act (ACA) of 2010 has already impacted the operations of the Madison Township Fire Department. In 2013, a limit was placed on the maximum number of hours that part-time employees were allowed to work in a week in order to ensure that the Act's requirement to provide employees working 30 or more hours per week with insurance is not reached.

There is likely to be additional incident reporting requirements placed on the Department in the coming years. There has been a revision to the National EMS Information System which we can expect to see Ohio implement at some time. While there is no such revision on the horizon for the National Fire Incident Reporting System, it does appear as though additional data points which are currently collected will be changed from "optional" to mandatory reporting. These changes will, at a minimum, require an update to our incident reporting packages, which is included in our annual maintenance agreements. There has also been an increase in the availability and reliability of incident reporting and fire management software that operates in the "cloud", eliminating the need to maintain a separate, dedicated file server for this purpose.

There has been a significant increase in the use of Opiate based drugs in Ohio. The Ohio General Assembly has approved legislation that allows for broader distribution of aerosolized Naloxone (Narcan) to individuals in public safety positions, as well as citizens, under certain conditions. The Ohio Division of EMS has acted regarding these treatments by expanding the scope of practice for all levels of EMT's to include the administration of aerosolized Narcan. The manner in which these patients are cared for by the Madison Township Fire Department will not be impacted as the current medical protocol allows for this type of administration of Narcan by Paramedics and all incidents have a Paramedic assigned to them.

Operations of the Madison Township Fire Department will continue to be impacted by ACA requirements related to "quality of care" issues and re-admission to medical facilities and the emergence of "Community Paramedicine". Community Paramedicine is the concept of utilizing EMT's and Paramedics outside of their normal roles to perform other health care related activities in underserved areas. There are several areas throughout the United States where Fire Departments have begun to provide homecare and are expanding into "Community Paramedicine Programs" to assist in ensuring that these "quality of care issues" are addressed and to provide other services. It is believed that as the "quality of care" is increased, there will be fewer complications and therefore, fewer patients returning to the hospital shortly after being discharged and that there will be a corresponding decrease in these patients being seen and transported by EMS for these complications. The emphasis will be on home care to prevent complications rather than just discharging a patient and allowing them to oversee their own follow-up care with no consequences for their actions. At this time, there is no provision in Ohio

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Law for “Community Paramedicine”. However, there is beginning to be serious discussions among stake holders in Ohio about pursuing “Community Paramedicine” and making it a reality in Ohio.

In the both the 129th and 130th General Assemblies, proposals were brought forward for the development of a “Stroke System” in the State of Ohio. The proposals have met with resistance by a number of organizations that have advocated for the development of a broader, more comprehensive “Time Critical Diagnosis Systems” (TCD) in Ohio, with the Ohio Fire Chiefs Association and the Ohio Hospital Association having issued position statements tying specialty care systems to the development of a broader TCD System. Time Critical Diagnosis are those diagnosis in which the amount of time from diagnosis to definitive care has a direct impact on patient outcome and include traumatic injuries, stroke, sepsis and STEMI Heart Attacks. Discussion of this concept continues at this time and should be monitored closely as the development of this type of system will have a direct impact on the Madison Township Fire Department in as much as the system will likely require transport of certain patients to specialty care hospitals.

There has been legislation drafted that would make revisions to Ohio’s Trauma Law. This issue is related to the development of TCD Systems as trauma is considered to be a TCD. The entities affiliated with the provision of trauma care in Ohio want to see changes made to the current trauma system and some of these are significant changes. Those who support the TCD System concept believe that any changes to the trauma system need to be included in the development of a TCD System.

In the discussion of the development of a TCD system in Ohio or alternatively, development of independent systems of care for time sensitive diagnosis, there has always been a component that involved reporting patient data, as there should be. This could place an additional reporting requirement on the Department. However, the leaders of Ohio’s Fire and EMS providers have been steadfast in their belief that the desired data currently exists and can be retrieved from the data currently being submitted to the Division of EMS. There is also a component related to the transport of patients with these diagnoses that will affect EMS. This, however, will be a minimal impact on the Department as we believe philosophically that patients should be treated at the most medically appropriate hospital and we already engage in this practice.

The technology and minimum requirements for equipment continues to make significant advances and changes. These advancements and changes result in increased safety for firefighters and the citizens that we serve. Recent changes include:

- New EPA emission requirements.

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- New requirements for seat belts and the ability to remain seated in the rear of medical units.
- New lighting requirements.
- The need to secure equipment within the crew compartment.

Several pieces of equipment do not meet these new requirements and while there is no mandate to replace when it no longer meets current minimum requirements, the combined gap between existing equipment and current requirements, serviceability, cost of service and reliability have resulted in the need to replace some of the current equipment. An outline of maintenance costs for each vehicle from 2010 through 2013 is provided in Table 6.

A replacement schedule for apparatus and other major capital items over the next five years is presented in Table 5. The amortized apparatus cost which represents the funds needing to be banked for the purchase of replacement apparatus assuming the proposals in this plan are implemented and a frontline service life of five years for Medic's and ten years for Engine's would be \$65,000 a year per medic and \$50,000 a year per engine. This means annual funding level for apparatus with this plan implemented will need to be \$275,000.

In 2013, Madison Township acquired property at 3232 Noe Bixby Road and held a series of meetings with the residents in the area to gather community input regarding how the property should be utilized by the Township in the future. One of the common suggestions was the construction of a Police / Fire Substation. The construction of this facility should be pursued with an additional medic being staffed and placed in service at this facility.

The City of Columbus has announced its plans to "civilianize" the Fire Alarm Office in the next few years. A timeline for this transition has not been put forward at this time. We do not expect a significant change in the level of service that we are receiving for dispatching services from the City of Columbus as a result of this change.

It has been announced that Ohio is converting to APCO Project – 25 (P-25) compliant digital radio systems, including Ohio's MARCS Radio System. We anticipate that the earliest we will have to be compliant with this standard is January 1, 2016. A number of our radios are digital and we are in the process of determining which ones are currently compliant and which ones will require an upgrade. We do know that we have 6 radios that are not digital and will require an upgrade.

The State is currently reviewing the fees charged for utilization of the MARCS Radio System. We do not currently utilize the system except for a disaster or State-wide response that we would be a part of. We need to monitor this situation to see what the final fee structure is that is put forward by the State. Currently all of our front-line radios are MARCS capable. This may

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change, depending on the final fee structure approved by the State. There has been some discussion of a fee structure whereby our annual fees would be in the neighborhood of \$20,000 for a radio system that we *rarely* utilize. If this were to be the case, we would likely choose to significantly reduce our MARCS capability.

The 129th General Assembly passed legislation that provided for the statewide development of the backbone necessary to begin the development and deployment of Next-Gen 9-1-1 in Ohio. While a timeline does not exist for this deployment at this time, it is anticipated that this will likely occur in the next three to five years.

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Table 5

Projected Capital Purchases				
2014	2015	2016	2017	2018
Battalion 181 \$42,000	Medic 182 \$300,000	Engine 181 \$475,000	Chief 180 \$35,000	Medic 181 \$350,000
Life Pack 15 \$22,500	Life Pack 15 \$22,500	Life Pack 15 \$25,000	Opticom S. Hamilton Rd. \$51,500	Opticom conversion CW \$51,500
Ballistic Vests \$10,000	AED \$8,000	Hot Water Tank (181 & 182) \$20,000	Holmatro Tool Update	Turnout Gear (10) \$25,500
IV Infusion Pumps \$24,000	Turnout Gear (10) \$25,000	Turnout Gear (10) \$25,500	Turnout Gear (10) \$25,500	
EMS Toughbook \$3,500	EMS Toughbook \$4,000	Computer Work Stations \$10,000		
	Computer Work Station (1) \$1,000	Telephone System		
	Copiers	P-25 Compliance \$25,000		

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Year One (2014)
1. Develop of Master Plan Committee to include members, scope and purpose of committee.
2. Execute the equipment purchase plan identified for 2014.
3. Ensure continued statutory compliance with transport requirements.
4. Complete assessment of the need to upgrade existing radios to ensure P-25 compliance.

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Year Two (2015)
1. Execute the equipment purchase plan identified for 2015 to include placing an order for a new medic to be delivered in 2016.
2. Prepare for the civilianization of the FAO as needed to possibly include; contract revisions and possible template changes.
3. Determine the appropriate size and type of levy needed to continue operations at the current level provided, projected capital purchases and increase the proportion of the budget available for annual carryover.
4. Make any necessary hardware and programming upgrades needed to ensure that current radios are P-25 compliant.
5. Conduct an evaluation and assessment of converting the department's fire software programs to "Cloud" based software.
6. Complete the development of a Master Plan with a goal of adopting the plan in late 2015 or early 2016.

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Year Three (2016)
1. Execute the equipment purchase plan identified for 2016 to include taking delivery of the medic ordered in 2015 and ordering a new engine for delivery in 2017.
2. Complete the transition, making operational changes as needed, to a civilianized service from the FAO.
3. Complete any necessary hardware and programming upgrades needed to ensure that current radios are P-25 compliant.
4. Begin process to switch the department's fire software programs to "Cloud" based software, if that recommendation is made as a result of the assessment completed in 2015, with a target implementation date of January 1, 2017.
5. Adopt, if not already done, and incorporate the components Master Plan into the five year plan.

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Year Four (2017)

- | |
|---|
| <ol style="list-style-type: none">1. Execute the equipment purchase plan identified for 2017 to include delivery of the engine ordered in 2016, replacing the chiefs vehicle and installing an Opticom System on South Hamilton Road. |
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Year Five (2018)
1. Execute the equipment purchase plan identified for 2018 to include ordering a Medic for delivery in 2019.

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Table 6
2010 - 2013 Vehicle Maintenance Costs Planned / Unplanned

Engines & Command Vehicles													
Vehicle Year	1995 Pierce		2002 Sutphen		2005 Sutphen		2007 Tahoe		2001 Excursion				
	Planned	Unplanned	Planned	Unplanned	Planned	Unplanned	Planned	Unplanned	Planned	Unplanned			
2010	75.00	14,707.28	3,056.75	7,291.78	2,489.10	17,456.38	331.26	1,046.30	166.77	39.54			
2011	150.00	774.58	1,305.34	7,586.60	5,701.83	7,834.30	869.15	1,031.54	83.85	918.53			
2012	3,525.66	5,032.86	1,185.13	2,640.79	648.06	30,191.55	283.21	835.67	16.00	3,347.99			
2013		2,186.71		7,325.48	933.93	6,172.00	765.18	605.00	108.49				
Total	3,750.66	22,701.43	5,547.22	24,844.65	9,772.92	61,654.23	2,248.80	3,518.51	375.11	4,306.06			
Medics & Foam													
Vehicle Year	2006 Freightliner		2009 Freightliner		2012 Braun		2007 Freightliner (Foam)						
	Planned	Unplanned	Planned	Unplanned	Planned	Unplanned	Planned	Unplanned					
2010	2,354.73	13,642.89	524.23	1,539.66									
2011	1,721.02	10,356.01	3,505.89	4,262.94									
2012	2,436.26	7,975.38	748.29	4,585.12			349.70	323.77					
2013	2,147.06	5,129.27	468.50	4,397.92	640.98	14.18							
Total	8,659.07	37,103.55	5,246.91	14,785.64	640.98	14.18	349.70	323.77					

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Staff Vehicles											
Vehicle Year	2003 F-250		2004 Explorer		2005 Dakota		2008 Equinox		2007 Taurus		
	Planned	Unplanned	Planned	Unplanned	Planned	Unplanned	Planned	Unplanned	Planned	Unplanned	
2010	36.22	2,172.19	30.99	627.65	586.42	391.06	30.99		102.95	1,000.01	
2011		637.40	37.40	1,834.83	249.94		98.97	385.15	21.49	739.53	
2012	124.07		68.18	341.53	77.96		24.49	312.80	21.49		
2013				705.90		494.31			21.49		
Total	160.29	2,809.59	136.57	3,509.91	914.32	885.37	154.45	697.95	167.42	1,739.54	

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Recommendations

1. Identify the appropriate size and type fire levy needed for continued operations and the implementation of these recommendations and place it on the ballot in the Spring (Primary Election) of 2015.
2. Implement the capital purchase recommendations presented in this plan.
3. Construct a northern facility on Noe Bixby Road and staff and operate an additional medic from this facility.
4. In 2015, conduct an evaluation of Fire Department software that operates in the “cloud” to determine if this is a change that should be pursued. If it is recommended to convert from our current system to one that is “cloud” based, a timeline for this conversion should be included in the evaluation.
5. Maintain compliance of statutorily required treatment and transport of patients as required by Ohio Statutory Law.
6. Continue to monitor the situation and status of community paramedicine in Ohio and as this service is expanded, seek out opportunities to provide appropriate services of this nature needed by the residents of Madison Township.
7. Develop and adopt a Master Plan for the Department to include facility location(s), staffing, financing and costs related to both construction and operation.
8. Be prepared for the civilianization fo the Fire Alarm Office in the next few years and ensure that the changes associated with this civilianization will not adversely impact Departmental operations.
9. Be prepared for the deployment of a digital P-25 compliant radio system and continue to monitor the status of the fee structure for the MARCS Radio System.