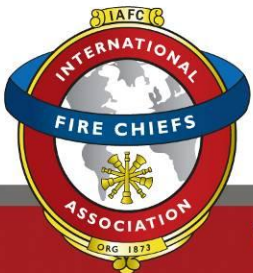


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Trends in Cooperative Service Merger, Consolidation and Closest Forces

Jeff Johnson, Chief (Ret.)
WFCA Chief Executive Officer
IAFC Past President



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- Automatic Aid
- Mutual Aid
- Closest Force
- Functional Consolidation
- Consolidation
- Merger-Amalgamation



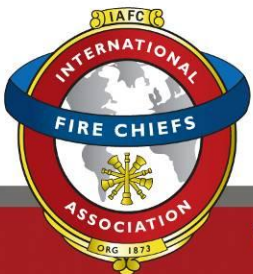
Economic Factors

- Increased pressure to cooperate
- Maintaining your own is a choice
- Choosing savings over control
- Successful models demonstrate success



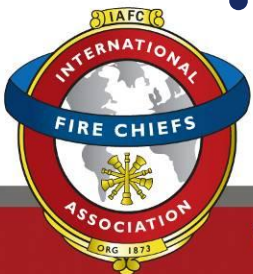
Opportunities raise questions

- Retirements
- Brown-outs, closures
- Staffing
- Community growth / annexation
- Seeking cost savings



Common Obstacles

- Turf
- Power
- Politics
- Control
- Labor group or Volunteer Assn.
- History



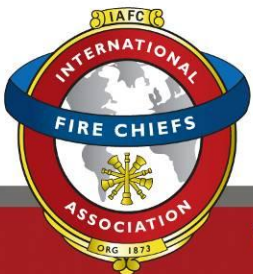
Only consider cooperative services if...

1. Operationally stronger
2. Financially stronger
3. Politically tolerable



Common Myths

1. It won't work here
2. Employees will get the best of...
3. Savings vs. Cost Avoidance
4. Can be done quickly
5. Once it's done, it's done



Timeless challenges

- Exceeding expectations of the community
- Developing a new culture
- Equity and subsidy
- Blending labor agreements
- Regional governance and taxation



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QUESTIONS?



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