

"WE ALL GO HOME"

MAIN (317)736-3650 FAX (317)346-1228

City of Franklin Fire Department 1800 Thornburg Lane Franklin, In 46131 SERVING SINCE OCTOBER 8, 1880

Budget Request 2013

On behalf of the City of Franklin Fire Department we want to thank the council and administration for allowing us to present our budget requests and explanation for 2013. We feel this is the first time that we have been allowed to consider changes and expansion in service in many years and look forward to these possibilities. We have done so with 0% change to last year's budget.

100 Series

Our goals for the 100 series were three fold. The first was to reward the exceptional work of one of our administrators. The second was to organize our budget to capture the proper number of supervisors. The third was to propose an increase in staffing or request for more overtime to provide adequate coverage.

Line item 115.0 Civilian Inspector from \$38,000.00 to \$39,900.00 for 2013

We ask that our Civilian Inspector be rewarded for exceptional work this year. He has completed many life saving projects this year alone. He completed his lengthy survey on the City Hydrant System, completed a lengthy and trying task to open the expansion of the Masonic Home Residential area, and lead the charge to condemn the Red Carpet Inn. Our Civilian Inspector's work is superior and we compared his salary to other agencies. We found on average through a national level the average salary for his position was in the mid to upper \$40,000.00 range. We also noted on a local Salary Study that was to be the case. We ask that he receive a five percent increase to bring his pay closer to industry standard. Documentation of the Salary Study is provided.

Line Item 123. Paramedic Pay (20@3,000) to (16@3,000) for 2013

We ask that the Paramedic Pay be more accurate to reflect the actual number of Paramedics we have on staff.

Line Item 116.0 Lieutenant (6@48,950) to (9@48,950)

We ask to increase the number of Supervisors on shift from six to nine. This will ensure that we have adequate supervision on our apparatus. We currently provide two engines, an aerial device, and a battalion on all working incidents. However at our current state we do not have enough supervisors on our apparatus. This fundamental change will ensure we have adequate supervision and finish our organizational chart. Franklin Fire Organizational Chart is provided.

Line Item 119.00 Firefighter/EMT (34@45,778.76) to (33 @ 45,778.56)

Because of the proposed promotions this number falls to 33. But that is an increase request of one additional Firefighter.

We hope to capture one additional firefighter in 2013. This will help alleviate needs for overtime and for coverage during our growing numbers of vacation and leave as our department grows older and earns more compensatory time off. Our schedule at the present time has no buffer for any absence outside of pre-scheduled time off. If we have an injury or any other short fall to maintain our numbers we have to initiate overtime. We also are running below the industry best practices of four man crews. Industry Man Power Study is provided as well as reference to our organizational chart.

*If we are not in a position to grow our staffing, then we would respectfully request any further allowances to our overtime budget line item number 199.0.

200 Series

Line Item 225.0 Wearing Apparel from \$11,000.00 to \$20,000.00

This request is a dynamic issue with us and should be a year to year obligation. We are in need of seven sets of gear to stay on a proper replacement matrix. However with this increase we can also capture new Dive and Water Rescue Gear that is in desperate need of attention. We will spend close to \$14,000.00 for Fire Protective gear, and close to \$6,000.00 for our new Water Rescue Protective Clothing. Next year we will approach this line item with our needs and adjust accordingly. Our Gear Replacement Matrix is provided.

300 Series

Line Item 320.0 Travel and Training \$10,000.00

If any consideration to help us with this fund can be done, for example the commitment to an additional firefighter were to not materialize, an additional \$15,000 to this fund would allow us to complete our training for our Tactical Team in 2013. This would bring the total to \$25,000 for the 2013 budget year. This could also be a dynamic line item that we can adjust and present for consideration from year to year.

Line Item 331.0 Professional Services \$25,000 to \$27,500,000

This line item is used to pay for our Physicals and Medical Expenses. These usually increase overtime and we were informed of an increase from our contractors that this would happen. We request this increase to compensate for the higher medical costs. We have provided documentation of this notification.

Line Item 335.0 Utilities from \$467,500.00 to \$51,063

As with all departments the increase to our operational expenses is due to increase. We appreciate your consideration of this matter.

400 Series

445.0 Office Equipment from \$7,250.00 to \$8,000.00

This will allow us to upgrade some of our printers, fax machines, and other office needs.

446.0 Communication Equipment from \$5,000 to \$7,500

This request is to capture some new communications hardware. This money is targeted to improve our communications on our apparatus. We hope to install computers next year and possibly on our apparatus to help us communicate.

449.0 Other Capital Outlay from 2,500 to \$4,500

This will allow us to gather more capital items on our list of improvements for next year to finish our weight room project.

Respectfully Submitted,

John D. Henderson Franklin Fire Department

OTHER SERVICES & CHARGES	Items	Total Estimate	Approved	Items	Change
PROFESSIONAL SERVICES 310.0 Postage 315.0 Dues & Subscriptions 320.0 Travel & Training 331.0 Professional Services	\$900 \$1,000 \$25,000 \$27,500	\$54,400		\$900 \$1,000 \$10,000 \$25,000 \$36,900	0.00% 0.00% 150.00% 10.00% 47.43%
COMMUNICATION & TRANSPORTATION 332.0 Communications	\$8,800	\$8,800		\$8,800 \$8,800	0.00% 0.00%
PRINTING & ADVERTISING 333.0 Printing & Advertising	\$900	\$900		\$900 \$900	0.00% 0.00%
UTILITIES 335.0 Utilities	\$51,063	\$51,063		\$47,500 \$47,500	7.50%
REPAIRS & MAINTENANCE 336.0 Building/Equipment Repair	\$20,000	\$20,000		\$20,000 \$20,000	0.00% 0.00%
RENTALS 337.0 Rentals	\$9,500	\$9,500		\$9,500 \$9,500	0.00% 0.00%
OTHER SERVICES & CHARGES 339.0 Other Services & Charges 340.0 Promotions, Special Events	\$500 \$2,500	\$3,000		\$500 \$2,500 \$3,000	0.00% 0.00% 0.00%
Total Services & Charges		\$147,663		\$126,600	16.64%

CAPITAL OUTLAYS	Items	Total Estimate	Approved	Items	Change
IMPROVEMENTS OTHER THAN BUILDINGS 416.0 Improvements	\$5,000	\$5,000		\$5,000 \$5,000	0.00% 0.00%
MACHINERY & EQUIPMENT 444.0 Machinery & Equipment 445.0 Office Equipment 446.0 Communication Equipment	\$17,000 \$8,000 \$7,250	\$32,250		\$15,000 \$7,259 \$5,000 \$27,250	13.33% 10.34% 45.00% 18.35%
OTHER CAPITAL OUTLAY 449.0 Other Capital Outlay	\$4,500	\$4,500		\$2,500 \$2,500	80.00% 80.00%
Total Capital Outlays		\$41,750		\$34,750	20.14%

TOTAL BUDGET

\$3,612,110

\$3,612,182

0.00%

(I) (We) hereby certify that the foregoing is a true and fair estimate of the necessary expense of the:

FIRE DEPARTMENT

(Name of Office, Board, Commission, Department, Institution, or Fund) for the calendar year 2012 for the purposes therein specified.

John Handarson, Fire Chief

Signature & Title of Officer(s) or Department Head

FIRE DEPARTMENT

(Office, Board, Commission, Department, Institution, or Fund)

CITY OF FRANKLIN for CALENDAR YEAR 2013

Replaces Budget Form 1 (1981)

1	Items	Total	Approved	Prior Yr.	Change
PERSONAL SERVICES		Estimate		Amount	<u> </u>
SALARY & WAGES					
111.0 Fire Chief	\$61,464			\$60,259	2.00%
112.0 Deputy Chief	\$56,067			\$54,968	2.00%
114.0 Captain (3 @ 51,486.63)	\$154,460			\$151,432	2.00%
115.0 Civilian Inspector	\$39,900			\$38,000	5.00%
116.0 Lieutenant (9 @ 48,949.56)	\$440,546			\$287,939	53.00%
117.0 Training Captain/Paramedic	\$0		[\$47,990	-100.00%
119.0 Firefighter/EMT (33 @ 45,778.76)	\$1,510,699			\$1,570,840	-3.83%
120.0 Head Investigator	\$48,950			\$47,990	2.00%
122.0 Admin Assistant/Payroll Coord.	\$33,635			\$32,975	2.00%
123.0 Paramedic Pay (16 @ 3,000)	\$48,000			\$60,000	-20.00%
128.0 Longevity (Grandfathered @ \$149,454.20 d	\$165,554			\$162,155	2.10%
City-wide @ \$12,800)					
199.0 Overtime & Holiday Pay	\$102,630			\$102,630	0.00%
		\$2,661,905		\$2,617,178	1.71%
EMPLOYEE BENEFITS					10.000
125.0 FICA	\$57,217	\$57,217		\$63,780	-10.29%
126.0 PERF	\$8,395	\$8,395		\$8,158	2.90%
129.0 Pension	\$519,462		1	\$509,276	2.00%
		\$585,073		\$581,214	0.66%
OTHER PERSONAL SERVICES					
132.0 Clothing Allowance	\$38,400			\$38,400	0.00%
144.0 Unused Personal Days	\$819			\$819	0.00%
149.0 E.I.P.	\$0			\$88,200	-100.00%
		\$39,219		\$127,419	-69.22%
			1	1	
Total Personal Services		\$3,286,197		\$3,325,811	-1.19%

SUPPLIES	Items	Total Estimate	Approved	Items	Change
OFFICE SUPPLIES 210.0 Office Supplies	\$10,000	\$10,000		\$10,000 \$10,000	0.00% 0.00%
OPERATING SUPPLIES 215.0 Operating Supplies	\$25,000	\$25,000		\$25,000 \$25,000	0.00%
REPAIR & MAINTENANCE SUPPLIES 221.0 Garage & Motor 222.0 Repair & Maintenance	\$28,000 \$43,000	4		\$27,021 \$43,000 \$70,021	3.62% 0.00% 1.40%
OTHER SUPPLIES 225.0 Wearing Apparel 228.0 Other Supplies	\$20,000 \$10,500	i .		\$11,000 \$9,000 \$20,000	81.82% 16.67% 52.50%
Total Supplies		\$136,500		\$125,021	9.18%

City of Franklin Fire Department

1800 Thornburg Lane, Franklin, IN 46131 P. (317) 736-3650 F: (317) 736-8967

www.franklin-in.gov

Administration: John Henderson, Fire Chief Jim Reese, Deputy Chief Mike Hodge, Traing Officer Jayne Rhoades, Administrative Assistant Bryne Parsifull, Fire Inspector

	i i		_	~-	33	*****	Mark Co.
	Station 23	**Sucity Hollan	Shawn Harvey	Jake Morrison	Jeff Shackelford	*	
Greg Nelson. Stift Canmander	Station 22	Lt. McElyea	Jamey Reed	Jon Sears	Jason Smith	Sobby Duhamel	
	Station 21	Tradition Day Bliefly	Bobby Duhamei	Joe Chastain	Brad Epperson	Tyler Sneed	
	Station 23	Lt. Schlangen	Kevin Kleffer	Leo Caplette	Josh Oakes	#	
tickard Lackbrook Shift Commander	Station 22	Lt. Bordenkecher	Mike Griggs	Andrew Tames	Crafg Lutz	Nathan Long	
3	Station 21	Milke Graig	Chuck Ridpath	Ken Ford	Ryan Plercefield	Nic Roll	
	Station 23	Lt. Hestand	Mark Hash	Travis Ramey	Jason Powell	+	
Capti Matticulb Shifticommoneer	Station 22	Lt. Anderson	Brian Reynolds	Daniel Kelly	Josh Snyder	Branden Throgmorton	-
	Station 21	* ************************************	Justin Lollar	Todd Bridges	Ben Marten	Jash Oliver	



A	В	C	D	E
1 Name	Date of Hire	DOB		DL#
2				
3 Richard Lashbrook	1/1/1978	10/23/1951		8947506735
4 James R. Reese	3/28/1981	5/6/1955		8941579788
5 Gregory P. Nelson	12/22/1985	9/15/1961		8915573360
6 Michael R. Craig	12/22/1985	9/29/1950		8941019841
7 Arthur F. Schlangen	1/3/1989	10/10/1959		8906090000
8 Jay L. Chrisman SR	5/29/1989	8/24/1954		8934819055
9 Jerry W. Anderson	1/5/1995	8/26/1970		8942742342
10 Mark A. Hash	2/4/1997	1/31/1967		8940582047
11 James M. Culp	2/4/1997	6/29/1970		8921257247
12 Kevin S. Kieffer	3/16/1998	3/2/1966		8906396648
3 Dennis W. Bordenkecher	4/13/1998	8/21/1969		8939657017
4 Harry E. Dougherty II	6/29/1998	8/24/1964		8938942287
5 Scott A. Holland	3/26/1999	3/27/1963		8915284511
6 Daniel P. McElyea	8/28/1999	4/7/1965		8939199994
17 Richard A. Hestand II	8/28/1999	9/26/1969		8926278305
18 Michael G. Hodge	3/27/2000	6/30/1971		8944514903
9 Brian C. Reynolds	7/20/2000	4/14/1970		8940233434
20 John D. Henderson	3/26/2001	8/26/1971		8935971693
1 Carroll E. Ridpath	8/13/2001	10/22/1975		420023616
22 Leo E. Caplette	3/1/1997,5/2003	5/10/1969		530125732
23 Randy C. Cox	6/19/2003	3/21/1968		530314038
24 Justin Lollar	4/5/2004	11/13/1973		420018055
5 Kenneth Ford	4/5/2004	4/12/1968		8923761171
26 Micheal Griggs	1/24/2005	9/2/1981		2410421876
27 Joshua Oaks	4/11/2005	7/22/1981		530202176
28 Joe Chastain	11/14/2005	9/3/1975		530198052
29 Todd Bridges	11/14/2005	5/7/1982		770034016
30 Tyler Sneed	11/14/2005	9/22/1982		530204528
31 Jamey Reed	9/5/2006	1/29/1977		660028509
32 Joshua Snyder	9/5/2006	2/12/1978		1020118617
33 Marshall Ryan Piercefield	9/5/2006	2/20/1974		290033639
34 Grant Nading	9/5/2006	4/29/1981		420042434
35 Jon Sears	10/30/2006	10/13/1977		890069159
36 Andrew Tames	1/8/2007	2/4/1983		620318635
7 Travis Ramey	1/8/2007	1/23/1979		420037625
38 Brad Epperson	6/25/2007	4/25/1976		530105776
39 Nicholas Roll	8/13/2007	10/11/1979		460290770
40 Joshua Oliver	1/14/2008	6/11/1982		490070837
	1/14/2008	2/17/1975		115005938
11 Ben Marten 12 Nathan Long	1/14/2008	12/26/1979		420036924
13 Robert Duhamell	6/21/2008	11/2/1973		530022657
	8/11/2008	2/24/1976	······································	420023286
14 Jason Smith	10/20/2008	12/15/1983		241061588
45 Shawn Harvey	10/20/2008	9/22/1978		560035513
46 Jason Powell	10/20/2008	7/31/1985		530259234
47 Jake Morrison	1/5/2009	1.0		
48 Craig Lutz	1/4/2010			
49 Jeff Shackelford	114/2010	1		

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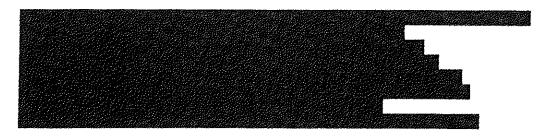
City of Franklin Fire Department 1800 Thornburgh Lane Franklin IN 46131 (317) 736-3650



Response Guidelines

DISPATCH

APPARATUS



ACCIDENT-PI

ACCIDENT-EXTRICATION ACCIDENT-VEHICLE FIRE

ACCIDENT-INVERTED VEHICLE

ACCIDENT-AIRCRAFT FD-ALARM RESIDENCE FD-ALARM STRUCTURE FD-CO DETECTOR

FD-COLLAPSE

FD-ELECTICAL/LINES DOWN FD-ELECTRICAL FIRE RESIDENCE

FD-ELECTRICAL FIRE STRUCTURE

FD-ELECTRICAL FIRE POLE FD-ELECTRICAL TRANSFORMER

FD-ELEVATOR FD-EXPLOSION FD-FIRE/DUMPSTER FD-FIRE/FIELD FD-FIRE/GARAGE FD-FIRE/GRASS FD-FIRE/OPEN BURN

FD-FIRE/RESIDENCE FD-FIRE/STRUCTURE FD-FIRE/TRASH

FD-FIRE/VEHICLE FD-GAS LINE CUT

FD-GAS ODOR/RESIDENCE FD-GAS ODOR/STRUCTURE

FD-GAS ODOR/AREA FD- GOOD INTENT FD-HAZMAT/CHEMICAL

FD-HAZMAT/LARGE OVER 25 GAL FD-HAZMAT/SMALL UNDER 25 GAL

FD-INVEST/ODOR

ENGINE, MEDIC, BATTALION

TWO ENGINES, MEDIC, BATTALION

ENGINE, MEDIC, BATTALION

TWO ENGINES, MEDIC, BATTALION

LADDER, TWO ENGINES, MEDIC, BATTALION

TWO ENGINES, MEDIC, BATTALION

TOWER, TWO ENGINES, MEDIC, BATTALION

ENGINE, MEDIC,

LADDER, TWO ENGINES, MEDIC, BATTALION

ENGINE, MEDIC

LADDER, TWO ENGINES, MEDIC, BATTALION TOWER, TWO ENGINES, MEDIC, BATTALION

ENGINE, MEDIC ENGINE, MEDIC

ENGINE, MEDIC, BATTALION

LADDER, TWO ENGINES, MEDIC, BATTALION

ENGINE ENGINE

LADDER, TWO ENGINES, MEDIC, BATTALION

ENGINE ENGINE

LADDER, TWO ENGINES, MEDIC, BATTALION TOWER, TWO ENGINES, MEDIC, BATTALION

ENGINE

ENGINE

TWO ENGINES, BATTALION

LADDER, TWO ENGINES, MEDIC, BATTALION TOWER, TWO ENGINES, MEDIC, BATTALION

ENGINE

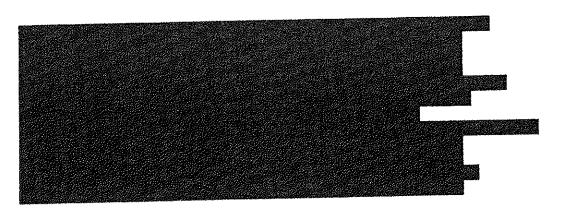
ENGINE

ENGINE, MEDIC, BATTALION ENGINE, MEDIC, BATTALION

ENGINE, MEDIC, BATTALION

ENGINE

REQUESTED APPARATUS FD-MUT AID REQUESTED APPARATUS FD-MUT AID/HAZ LADDER, TWO ENGINES, MEDIC, BATTALION FD-PROJ LIFESAVER ENGINE, MEDIC FD-RESCUE EMS LADDER, TWO ENGINES, MEDIC, BATTALION FD-ROPE RESCUE STANDBY ON STATION FD-SEVERE WEATHER TWO ENGINES, BATTALION FD-SMOKE/OUTSIDE IN THE AREA LADDER, TWO ENGINES, MEDIC, BATTALION FD-SMOKE/RESIDENCE TOWER, TWO ENGINES, MEDIC, BATTALION FD-SMOKE/STRUCTURE LADDER, TWO ENGINES, MEDIC, BATTALION FD-TRAIN DERAILMENT LADDER, TWO ENGINES, MEDIC, BATTALION FD-TRENCH RESCUE FD-WASH DOWN BOAT, ENGINE, MEDIC, BATTALION FD-WATER RESCUE ENGINE, MEDIC FDM-ABDOMINAL PAIN ENGINE, MEDIC FDM-ALLERGIC REACTION ENGINE, MEDIC FDM-ANIMAL BITE ENGINE, MEDIC FDM-BLEEDING ENGINE, MEDIC FDM-BURN ENGINE, MEDIC FDM-CARDIAC ARREST ENGINE, MEDIC FDM-CHECK OUT ENGINE, MEDIC FDM-CHEST PAINS ENGINE, MEDIC FDM-CHILDBIRTH ENGINE, MEDIC FDM-CHOKING ENGINE, MEDIC FDM-DECREASED LOC ENGINE, MEDIC FDM-DIFFICULTY BREATHING ENGINE, MEDIC FDM-DOA ENGINE, MEDIC FDM-DROWNING ENGINE, MEDIC, BATTALION FDM-ELECTRUCTION ENGINE, MEDIC FDM-ENVIRONMENTAL EMERGENCY ENGINE, MEDIC, BATTALION FDM-GUNSHOT ENGINE, MEDIC FDM-HEAD INJURY ENGINE, MEDIC FDM-HEART ATTACK ENGINE, MEDIC FDM-INJURED PERSON ENGINE, MEDIC FDM-LIFT ASSIST ENGINE, MEDIC FDM-MEDICAL ALARM ENGINE, MEDIC FDM-MENTAL/EMOTIONAL FDM-MENTAL/EMOTIONAL TRANS ONLY ENGINE, MEDIC REQUESTED APPARATUS FDM-MUTUAL AID ENGINE, MEDIC FDM-OVERDOSE ENGINE, MEDIC, BATTALION FDM-PEDESTRIAN STRUCK ENGINE, MEDIC FDM-POISONING ENGINE, MEDIC FDM-PSYCH DISORDER ENGINE, MEDIC FDM-SEIZURE ENGINE, MEDIC FDM-SICK PERSON ENGINE, MEDIC, BATTALION FDM-STABBING ENGINE, MEDIC FDM-STROKE ENGINE, MEDIC FDM-SUICIDE ENGINE, MEDIC FDM-UNCOUNSCIOUS PERSON ENGINE, MEDIC FDM-UNKNOWN



- *BATTALION SHOULD RESPOND WHEN ANY SINGLE APPARATUS RESPONSE IS UPGRADED TO A WORKING INCIDENT AND/OR ADDITIONAL APPARATUS IS REQUESTED.
- **BATTALION SHOULD MAKE AN EDUCATED DECISION ON WHETHER OR NOT TO GO ON MUTUAL AID CALLS BASED ON STAFFING FOR THE CITY.

INDEX

RESPONSES THAT ARE HIGHLIGHTED YELLOW, NOW INCLUDE THE BATTALION

RESPONSES THAT ARE HIGHLIGHTED YELLOW WITH RED TEXT, ARE NEW AND OR CHANGES IN APPARATUS RESPONSE DUE TO CURRENT PRACTICES.



Fire Department 1800 Thornburg Lane, Franklin, Indiana 46131 Phone (317) 736-3650 or Fax (317) 346-1238

August 3, 2012

To: Mayor Joe McGuiness, Clerk-Treasurer Mrs. Janet Alexander, Councilman Joe Ault

From: Chief John D. Henderson

Re: Civilian Inspector

Please accept this letter as the request for our increase in salary for our Civilian Inspector Mr. Bryne Pursifull. We would like to note that his exceptional performance this year with his knowledge and professionalism have stood out beyond all of our expectations. While completing a salary comparison we noted a discrepancy in his salary compared to neighboring departments of similar size and work load. His current salary is \$38,000.00. Our request is an increase to \$39,900. The request for his salary increase, beyond the proposed city-wide raise, is to simply try to bring his pay up closer to the industry standard. We thank you for your time and consideration for this proposal.

Respectfully Submitted,

John D. Henderson

Chief of Franklin Fire Department

John Henderson

From:

Jeremy Pell [jpell@wrtfd.org] Tuesday, August 28, 2012 4:06 PM

Sent: Tuesday,

To: Subject: John Henderson RE: Inspector Salary

Here are the salaries for 2012:

Fire Marshal	\$64,502
Captains	\$59,864
Lieutenants	\$54,420
Public Education Officer	\$54,420
Fire Inspector	\$49,471
3 rd Year Firefighter	\$49,471
2 nd Year Firefighter	\$45,807
1 st Year Firefighter	\$42,415
Admin. Assistant	\$36,721

We pay part-time staff an average of \$14.53 per hour.

Chief Pell 317-223-8339



From: John Henderson [mailto:jhenderson@franklin.in.gov]

Sent: Monday, August 27, 2012 4:09 PM

To: Jeremy Pell; James Sipes (sipesj@greenwood.in.gov)

Subject: Inspector Salary

Could I get the latest figures for your administrative personnel salary and fire inspector salary? Thank you, John

Gear Replacement Matrix

33 34	A Piercefield Powell		B 2/12/52007 10/29/2308
38 33	Powell Pursifull	10/2	9/2008
37	Ramey	2/11/2008	2008
38	Reed	2007)7
39	Reese		
6	Reynolds	7/29/2009	909
41	Ridpath	7/29/2009	900
#2	Roll	8-Apr	
43	Schlangen	9-Jul	
44	Sears		
45	Shackelford		
46	Smith	2009	4
47	Sneed	2008	3
4 8	Snyder	2/12/2007	007
49	Tames	Feb-08	8(
50	Throgmorten	Feb-12	12

Gear Replacement Matrix

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Steven M. Moffatt, M.D. Medical Director

Virginia A. Loewenstine, M.D. Associate Medical Director

324 E. New York St., Suite 300 Indianapolis, Indiana 46204

tel | 317.972.1180 fax | 317.972.1190

Offices Indianapolis, Indiana Fishers, Indiana Cincinnati, Ohlo June 4, 2012

John Henderson Chief Franklin Fire Department 1800 Thomburg Lane Franklin, IN 46131

Dear Chief Henderson:

Please accept this letter as notification of a rate adjustment for 2013. We strive to keep any increases to a minimum, but will be making a slight cost of living adjustment of 1.5% beginning on January 1, 2013. Agreements established for delivery of services in 2012 will be honored at our current rates.

We value you as a client, and look forward to continued service to you and your personnel. If you have questions, please don't hesitate to contact me at 317.972.1180.

Sincerely,

Steven M. Moffatt, MD

President and Medical Director