

SARATOGA SPRINGS FIRE DEPARTMENT

CHRISTIAN MATHIESEN

Commissioner of Public Safety

EILEEN FINNERAN

Deputy Commissioner of Public Safety



Photo by Erica Miller

ROBERT WILLIAMS

FIRE CHIEF

PETER SHAW

ASSISTANT FIRE CHIEF

**60 Lake Avenue
Saratoga Springs, New York 12866**

ORGANIZATION

Profile

The Saratoga Springs Fire Department (SSFD) was formed in 1884 and is a fulltime paid Fire Department within the City of Saratoga Springs, New York. The Fire Department serves the City Of Saratoga Springs, which encompasses 29.07 square miles of residential, commercial, parks and recreation. Services provided by the Saratoga Springs Fire Department include: Fire suppression and investigation, paramedic level emergency medical services, hazardous materials response, specialized rescue, fire inspections, code enforcement, community fire education and prevention and community CPR instruction. The Fire Department also operates under the Saratoga County Mutual Aid plan which when requested, units will respond outside the City to assist in which ever manner that is requested.

CITY OF SARATOGA SPRINGS

Square miles – land 28.42

Square miles – water .63

Total square miles – 29.07

Population – 26,586¹

2011 Housing Unit Estimate by Structure²

Total Units 13,210

Single Unit 8,066

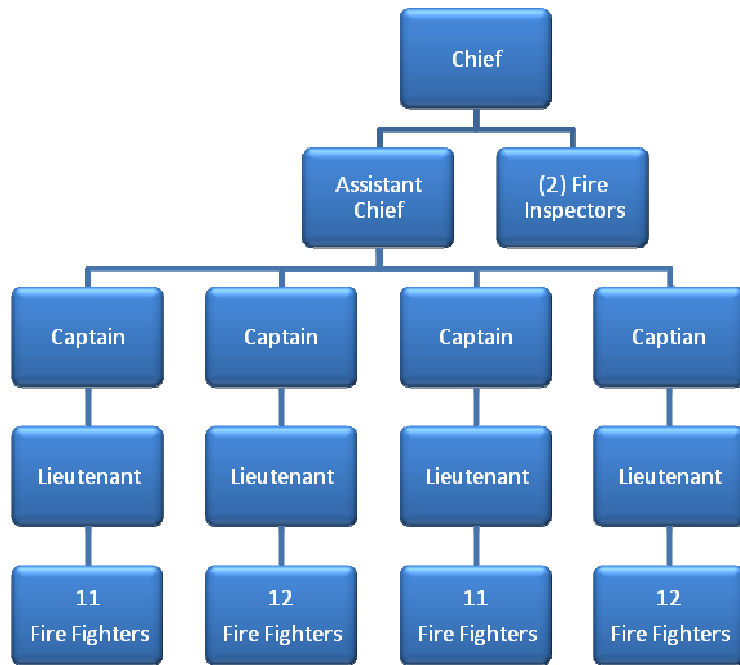
Two Units 899

Three or More Units 4,092

Mobile Homes & Other 253

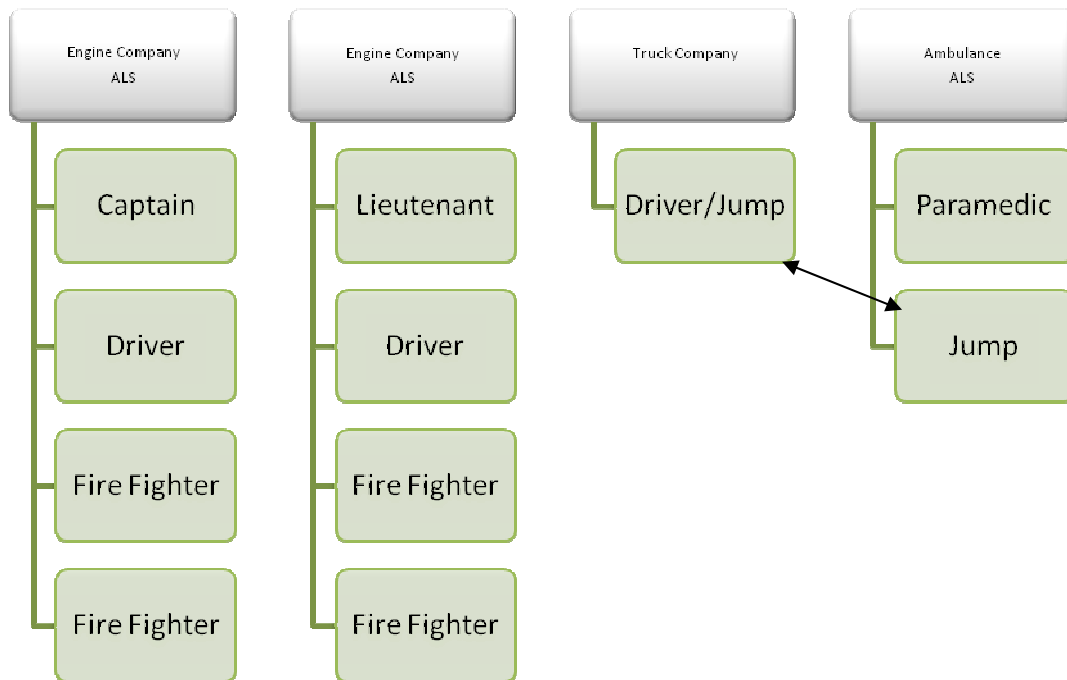
¹ Sources: 2010 *Census* & CDRPC Estimates

² Sources: 2010 *Census* & CDRPC Estimates



2013 Organization

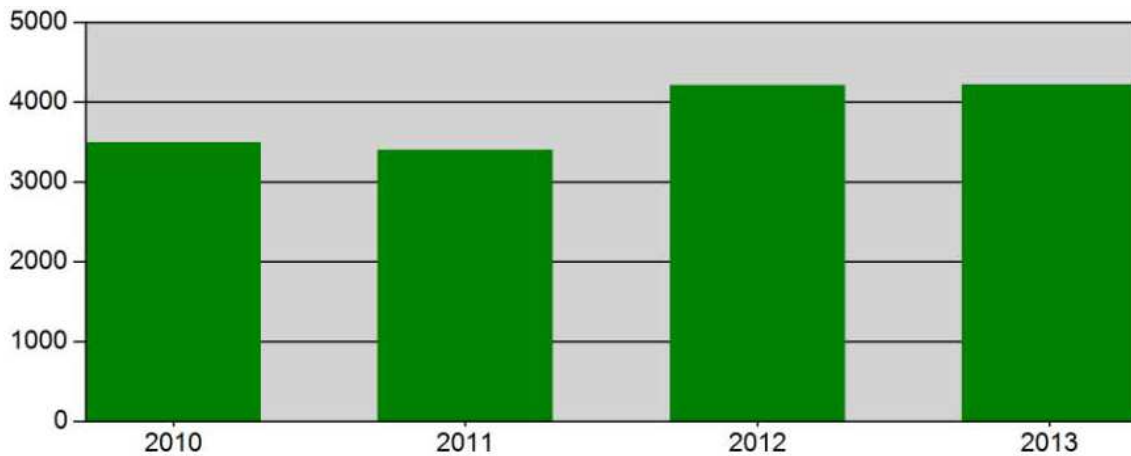
Apparatus Configuration



RESPONSE DATA – CALLS FOR SERVICE

In 2013 the Saratoga Springs Fire Department responded to **4220** calls for service. This represents a slight increase in calls for service over 2012. Of those calls:

	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>
Emergency Medical Responses	3088	3096	2253	2221
Alarm Activations	429	498	495	517
Good Intent and Other	318	238	189	151
Hazardous Conditions	124	93	161	171
Service Calls	165	144	261	143
Fires	77	103	141	123
Other	19	43		
Total	4220	4206	3402	3494



Incident Count 2010 – 2013

Fire Losses

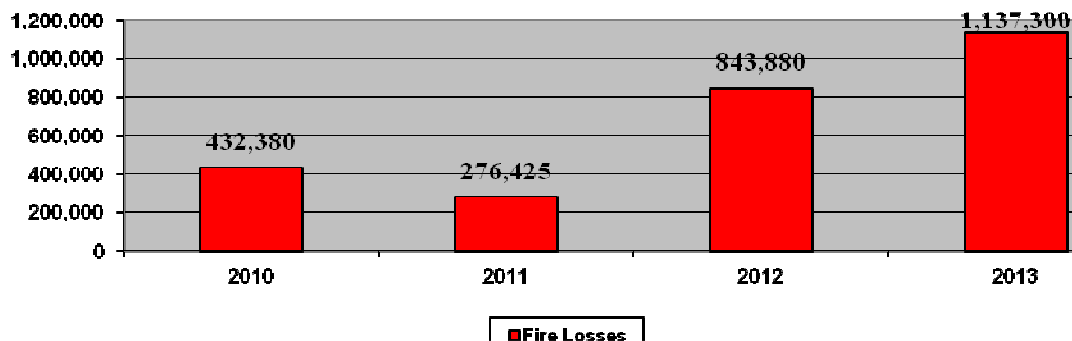
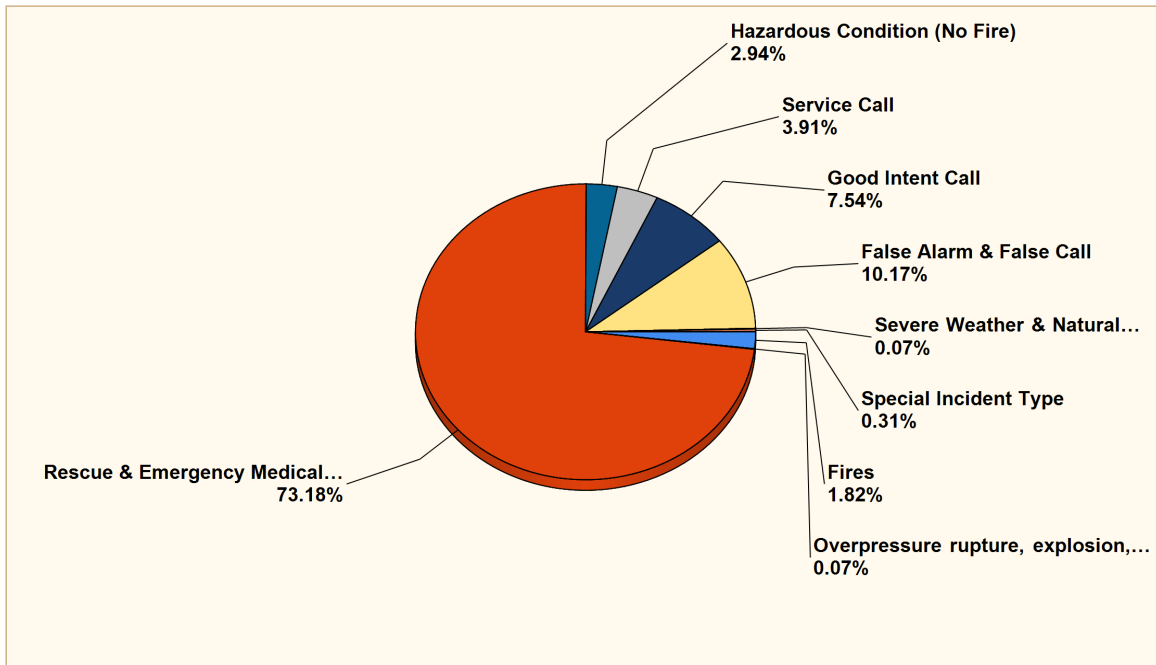


Photo by Erica Miller

The 106-108 Woodlawn Avenue fire that occurred on July 28, 2013. This fire resulted in a million dollar loss of the structure and its contents. It also displaced 28 residents. The fire was determined to be arson and the case is still open with no arrest at this time.



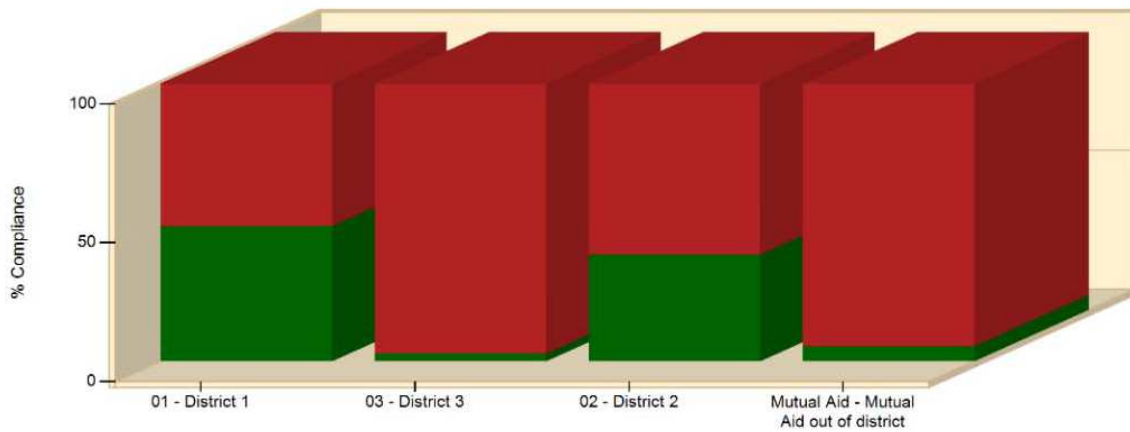
Call Breakdown by Type

RESPONSE DATA – RESPONSE TIMES

National Association of Fire Protection (NFPA) standard 1710 recommends a response time of 4 minutes, with 1 minute added for donning protective clothing or less for the arrival of the first fire apparatus and a response time of 8 minutes or less for the arrival of a full complement of fire suppression personnel. The Saratoga Springs Fire Department strives to meet all minimum standards as set forth by recognized organizations.

Given the size of the City and the location of fire stations, it is impossible to arrive at areas within the 5 minute standard. An example of this is District 3, known as the Eastern Plateau or East of the Northway. For many years the Department of Public Safety has recommended the construction of a third fire station to help in achieving the NFPA 1710 standards as well as American Heart Association standards for medical emergencies. In 2013 efforts were made to address the Eastern Plateau with a plan to secure property in the area for a future Emergency Services facility. As part of that effort the Fire Department published a report “Explanation and Clarification for Third Fire/Ems Facility”, which is attached to this report.

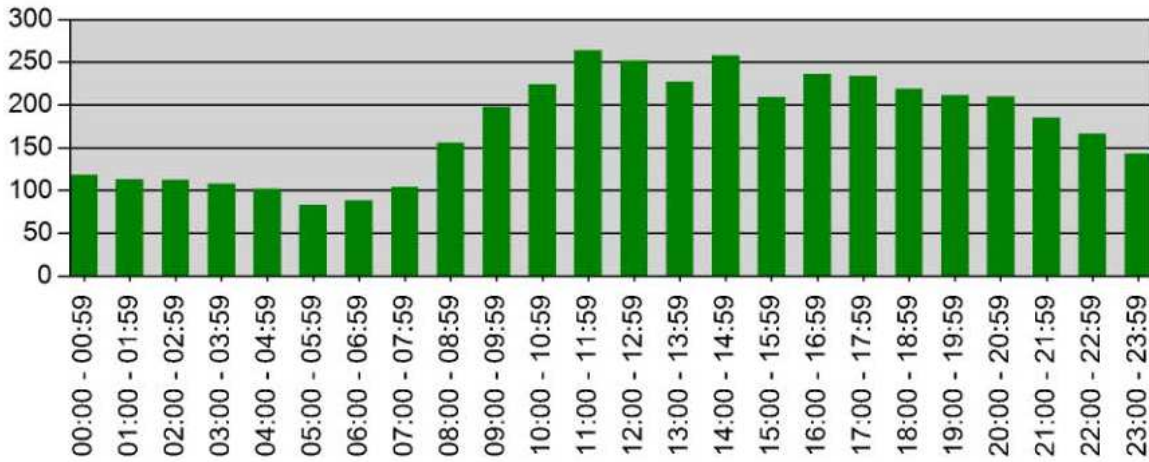
2013 Year End Report



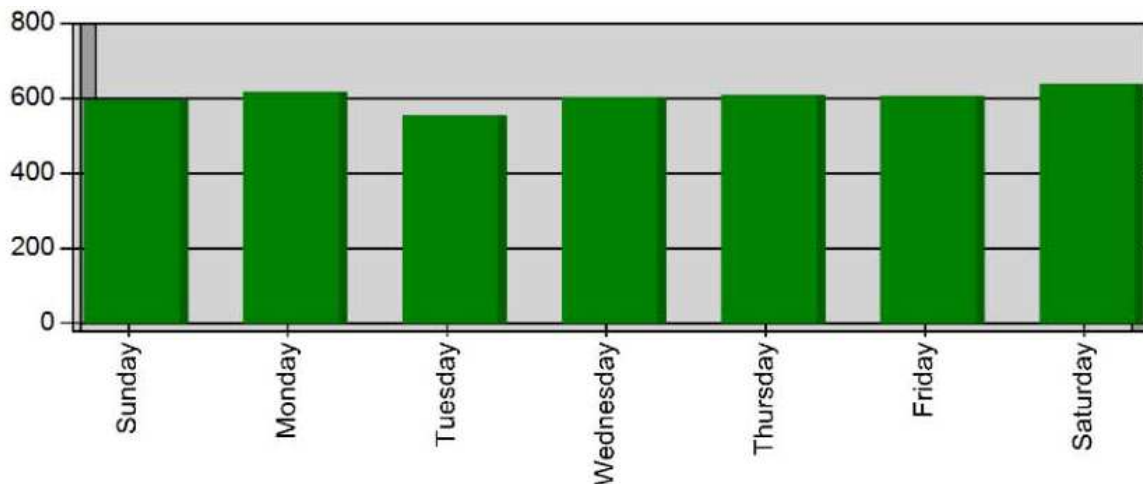
Percent Compliance with 5 Minute Arrival Time – includes all call types

District	AVERAGE RESPONSE TIME (Dispatch to Arrival)
District 1	4.25
District 2	4.55
District 3	8.32
Mutual Aid out of City	15:30

<u>Calls for Service by District:</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>
District 1	2422	2480	1959	1956
District 2	1539	1516	1262	1396
District 3	207	162	162	142
Mutual Aid Given	57	49	20	9



Call Volume by Hour of Day:

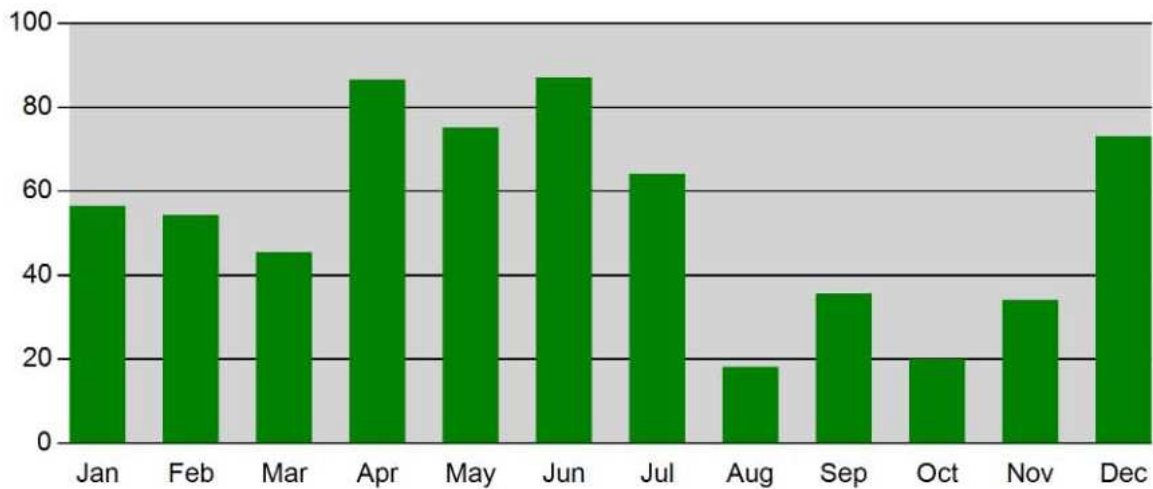


Call Volume by Day of Week:

FIRE AND EMERGENCY MEDICAL TRAINING

In 2013, the department provided 650 hours of Fire/EMS instruction. We continue to make every effort to improve our instruction, methodology and knowledge in firefighting and EMS operations. The Fire Department continues to offer opportunities to train municipal fire instructor (MFI) under Part 438 of the NEW YORK STATE FIRE TRAINING PROGRAM - MINIMUM STANDARDS. Having New York State qualified fire instructors as part of the fire department's training staff advances the quality of the fire instruction; and fire officers who

participate, guarantees quality of instruction, reduces the department's exposure to liability and improves the overall operation. Other not so obvious benefits include; greater safety awareness, thus reducing injury and/or injury potential, a greater level of preparedness through our building familiarization and pre-planning lessons, and standard operation through our SOG development.



Training hours per month

STAFFING

Saratoga Springs Fire Department has 58 full time career fire officers and firefighters. Of this number they include:

- 1 – Fire Chief
- 1 – Assistant Fire Chief
- 4 – Fire Captains
- 6 – Fire Lieutenants
- 46 – Firefighters
 - 38 – Paramedics
 - 6 – New York State Certified Fire Instructors
 - 7 – AHA CPR Instructors
 - 10 – Code Enforcement Officials

The fire department maintains a daily operational minimum of 10 firefighters. We typically respond to calls for service with 2 engines and a ladder truck with a driver to fire related emergencies, and 1 engine and 1 ambulance to emergency medical incidents.

2013 Retirements:

On February 25, 2013 Lieutenant Priscilla Barry retired after 21 years of service. Priscilla began her career as a firefighter on June 6, 1992. Prior to that appointment she was assigned as a dispatcher for the Fire Department. She served as a dispatcher 9 years. She was promoted to Lieutenant and served as the departments Fire Inspector and line officer on Group 1 until her retirement. She served a total of 30 years with the City of Saratoga Springs.

FIRE PREVENTION AND INSPECTION

The Fire Departments fire prevention and inspection office was eliminated in 2010 as a result of budget cuts. The department adjusted to the elimination by instituting a program called “Company Fire Inspection Program”. This program utilized fire engine crews to conduct inspections during morning hours. Inspections were prioritized to accommodate business’ needs and pressing life safety issues.

	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>
Total Inspections:	639	672	553	292
Total Violations:	18,243	12,566	1803	739
Total Active Occupancies:	1992	1814	1576	1505

POLICIES AND PROCEDURES ENACTED

The Fire Department continuously updates and publishes new Fire Department Policy and Procedures in an effort to provide the most effective and efficient level of service to the public. The following were published in 2013:

Volume 1

- Sect 101.02 – Turnout Time Standard “Updated”
- Sect 103.07 – City Fleet Safety Program “Updated”
- Sect 103.11 – Fire Pole Safety
- Sect 104.12 – Continued Medical Education
- Sect 105.10 – Union Release
- Sect 105.06 – Bereavement Leave (DIF)
- Sect 106.02 – Alarm Designation and Unit Response
- Sect 106.04.1 - Call Back Roster Procedures
- Sect 107.01 – Awards and Recognitions “Updated”

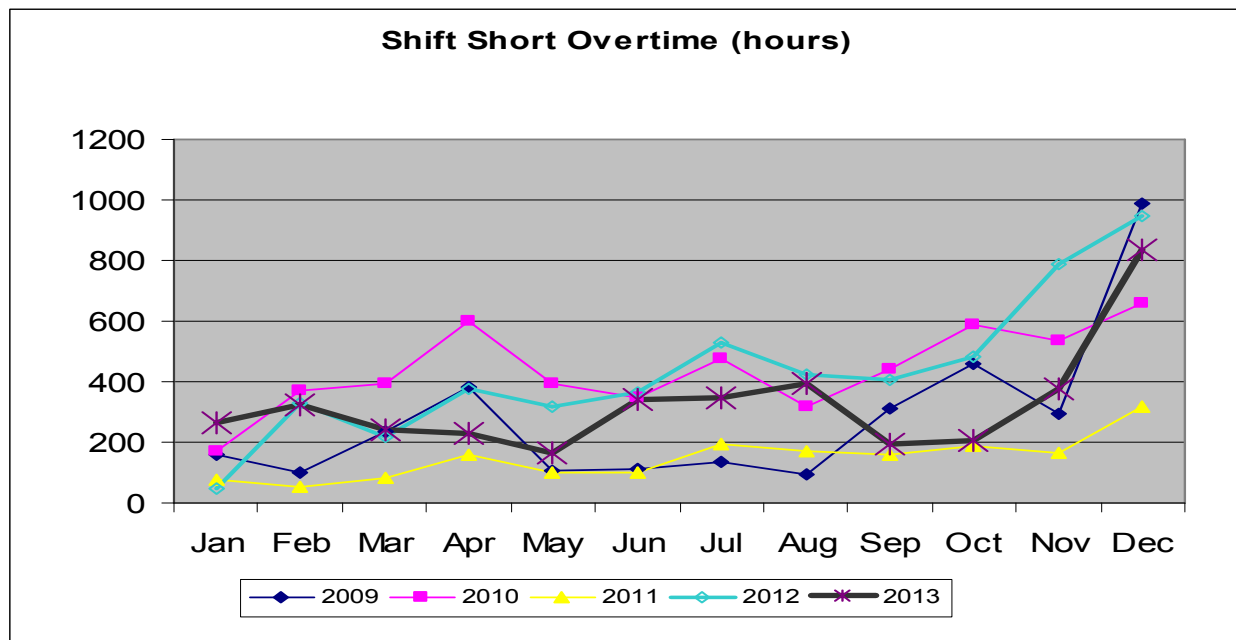
Volume 2

- Sect 201.01 – NIMS Course Requirements
- Sect 201.03 – Accountability System
- Sect 204.04 - Scene Safety
- Sect 204.12 - Emergency Escape and Self-Rescue System
- Sect 206.26 – CED/CEW Deployed Patients (Taser)
- Sect 210.07 – Responding to Violent Incidents

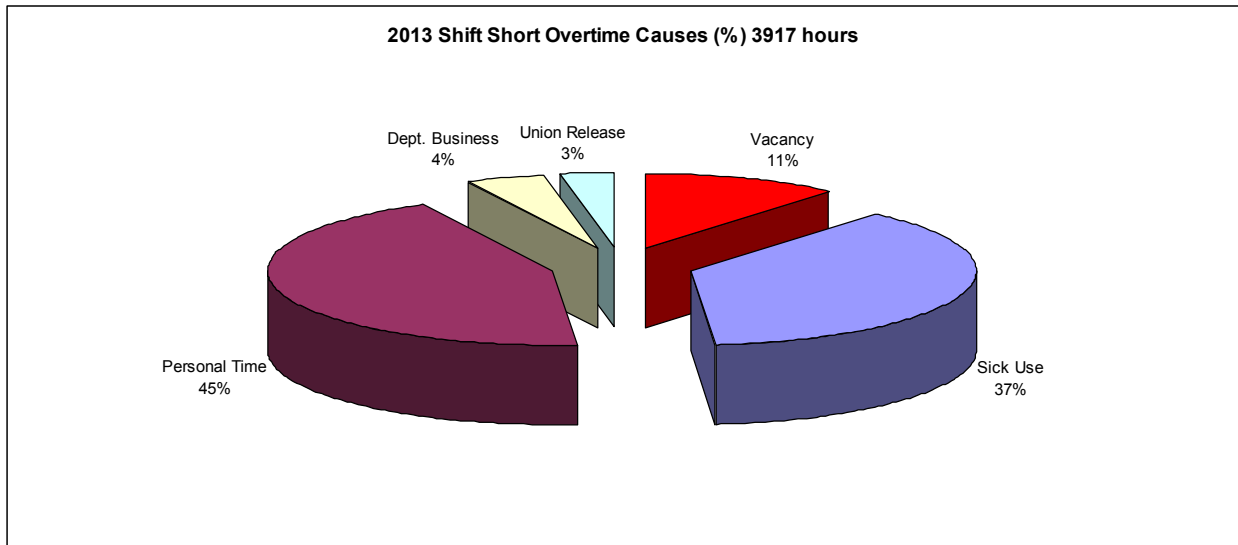
Volume 5

- Sect 502.05 – Engine Company Equipment

OVERTIME



This graph represents a five year comparison of overtime to cover shift shortages.



This pie chart represents the causes of all fire department overtime.

Despite an increase in minimum manning and the addition of the Ambulance service there was a 25% reduction in shift short ³overtime for 2013. Total overtime hours were reduced by 14.3% over 2012.

FIREFIGHTER COMMUNITY ACTIVITY



The Saratoga Springs Firefighters proudly showed their support for Veteran's as they hosted their 2nd annual Veteran's Day 5k. On November 11, 2013, the Saratoga Springs Firefighters held a 5k fundraiser for Operation Adopt a Soldier. Operation Adopt a Soldier (OAS) provides support to our military men and women currently fighting overseas and after they come

home. About 500 runners were part of the event and 100 percent of the money raised goes toward helping soldiers. Operation Adopt A Soldier founder Cliff Seguin Jr., and board member Tom Hatlee, accepted a check for \$5,989 from Saratoga Springs Firefighters that was raised at the annual Veterans Day 5K held at Saratoga Spa State Park. Representing men and women in

³ Shift Short is overtime that occurs to maintain minimum staffing

the service, Senior Airman Chris Greene with the Air Force Reserve, presented Firefighter Nicholas Colucci with a plaque thanking the firefighters for the donation from the event, which FF. Colucci leads as the race organizer.



Ambulance Report:

<u>CALL VOLUME:</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>
Emergency Medical Calls	3091	3140	2253	2221
Daily Average	8.46	8.60	6.17	6.08
Transports	2168	2172	0	0
Transferred to Empire	231	242	0	0
Transferred to Other Ambulance	23	17	0	0
Assist Empire with Transport	120	133	0	0
Transport Basic Life Support	1420	1387	0	0
Transport Advance Life Support	748	785	0	0

RESPONSE TIMES: (AVERAGE MM:SS)

Dispatch Processing		1:52	2:40	2:06
Turnout Time	1:16	1:25	1:07	1:22
Travel Time	4:00	3:51	3:21	3:23
On Scene Time	14:09	13:55	17:47	17:43
Total Out of Service Time	35:36	35:56	24:56	21:47
Average Response Time	4:32	4:46	4:08	4:14

<u>EMPIRE AMBULANCE</u>	<u>2013</u>	<u>2012</u>
Average Response Time (MM:SS)	8:40	8:33
Priority 1 Emergency average response time (MM:SS)	7:54	7:57
Priority 2 Non-emergency average response time (MM:SS)	10:14	9:11
Percentage Compliance with 8 and 12 minute response times	71%	79%

Group	Count	Pct
ALS Intercept	17	0.5
Cancelled	2	0.1
Cancelled En-route	19	0.6
Cancelled on scene	14	0.5
Dead at Scene	19	0.6
Lift Assist ONLY	142	4.6
No Patient Found	93	3
Patient Refused Care	215	7
SSFD Assist EMPIRE in Transport	120	3.9
SSFD Assist mutual aid Ambulance in Transport	7	0.2
Stand by	6	0.2
TOT EMPIRE	231	7.5
TOT Mutual Aid Ambulance	23	0.7
Treated ALS, Refused Transport	9	0.3
Treated, Transferred to Air Medical	6	0.2
Treated, Transported ALS	748	24.2
Treated, Transported BLS	1420	45.9
Total	3091	

DESTINATION HOSPITAL

Saratoga Hospital	2405
<i>Not Entered</i>	509
Albany Medical Center	31
Ellis Hospital	26
Samaritan Hospital	14
Glens Falls Hospital	11
St. Peters Hospital	5
Ellis Health Center	3
Veterans Administration Medical Center - Albany	2
St. Mary's HealthCare	1
Albany Memorial Hospital	1

2013 Year End Report

Billing Program Summary (Trip Date)

December 2013

City of Saratoga Springs

Billing Period

Month	Claims	Gross	Contractual Allowance	Net Charges	Payments	Write-Offs	Balance
February 2012	174	98,674.20	29,676.07	68,998.13	53,529.66	15,468.47	0.00
March 2012	204	113,927.62	36,986.36	76,941.26	62,468.87	14,472.39	0.00
April 2012	196	113,196.96	36,907.78	76,289.18	66,028.24	10,185.94	75.00
May 2012	224	157,467.85	63,357.83	94,110.02	75,866.89	18,243.13	0.00
June 2012	214	144,181.00	54,142.07	90,038.93	72,360.29	17,678.64	0.00
July 2012	218	151,694.96	55,142.39	96,552.57	76,828.52	19,724.05	0.00
August 2012	220	156,735.42	58,345.81	98,389.61	73,384.40	25,005.21	0.00
September 2012	191	135,687.66	53,023.38	82,664.28	68,940.15	13,722.48	1.65
October 2012	208	144,563.58	57,360.82	87,202.76	70,928.24	15,924.52	350.00
November 2012	187	126,459.61	52,662.91	73,796.70	58,941.41	14,025.29	830.00
December 2012	218	146,285.67	58,836.60	87,449.07	69,200.16	18,316.34	-67.43
Totals for 2012:	2,254	1,488,874.53	556,442.02	932,432.51	748,476.83	182,766.46	1,189.22
January 2013	212	147,662.51	59,508.80	88,153.71	70,653.90	15,711.12	1,788.69
February 2013	187	130,195.63	52,847.63	77,348.00	60,420.27	15,524.53	1,403.20
March 2013	223	157,604.79	68,877.15	88,727.64	69,936.29	16,577.92	2,213.43
April 2013	161	113,497.57	42,305.51	71,192.06	48,395.49	19,936.20	2,860.37
May 2013	186	137,183.55	57,010.89	80,172.66	61,408.31	16,394.40	2,369.95
June 2013	200	142,185.51	61,334.42	80,851.09	67,064.97	12,222.42	1,563.70
July 2013	201	140,651.56	55,185.12	85,466.44	65,972.13	10,067.08	9,427.23
August 2013	193	139,450.00	49,107.27	90,342.73	62,036.14	19,061.13	9,245.46
September 2013	191	130,828.50	43,915.32	86,913.18	59,881.55	8,742.69	18,288.94
October 2013	180	136,161.00	38,724.28	97,436.72	50,704.97	3,790.00	42,941.75
November 2013	138	99,243.50	24,459.16	74,784.34	19,841.41	2,490.00	52,452.93
December 2013	175	121,012.50	38,070.83	82,941.67	5,225.31	1,245.00	76,471.36
Totals for 2013:	2,247	1,595,676.62	591,346.38	1,004,330.24	641,540.74	141,762.49	221,027.01
Provider Totals:	4,501	3,084,551.15	1,147,788.40	1,936,762.75	1,390,017.57	324,528.95	222,216.23

Station 3 Explanation and Clarification

Background

Fire and Emergency Medical services are a key element and basic infrastructure of any community. Saratoga Springs is no different in this respect. A well-equipped and properly trained fire department plays an essential role in attracting new residents and businesses to the community. It is more than population migration that underlies the need for fire and emergency services. It is also more than housing equipment or ambulance that defines the need for a station.

The Saratoga Springs Fire Department is dedicated to the protection of life, property and the environment for those who live, work, or visits our community. We will accomplish this by using well trained and dedicated personnel pledged to deliver the highest quality fire suppression & prevention, public education, advanced emergency medical services, which are capable of responding to all disasters, natural or man-made. This professional commitment to service is also put forth by promoting personal development within the department, while utilizing effective principles and practices of modern fire and life safety technology.

Simply stated this means protecting the citizens and visitors of Saratoga Springs by the best means possible. Your emergency becomes our emergency and we do our best to always be ready to assist you in your time of need.

Emergency service organizations provide a myriad of services to the community. Public fire protection services can include, but are not limited to, fire suppression, fire prevention, public safety education, emergency management, rescue, emergency medical service and transport of the sick and injured, and hazardous materials response.

Fire and Emergency services is more than responding to the call. It is careful planning; training; resource allocation; and strategic, proactive personnel deployment. Planning for what might happen instead of just reacting when something does happen. So while some may think the job of a fire department begins when the alarm sounds and the trucks roll out of the fire station, the fact is that continuous efforts are underway to plan where to place resources at the right places to be ready in a moment's notice as close to the emergency as possible. This placement of resources includes placement of fire stations.

The need for an emergency facility on the Eastern Ridge has long been a topic of discussion.

In 2007 a feasibility study was conducted by LaBella Associates, P.C. for a New Public Safety Center and Eastside EMS/Fire Station. This study concluded:

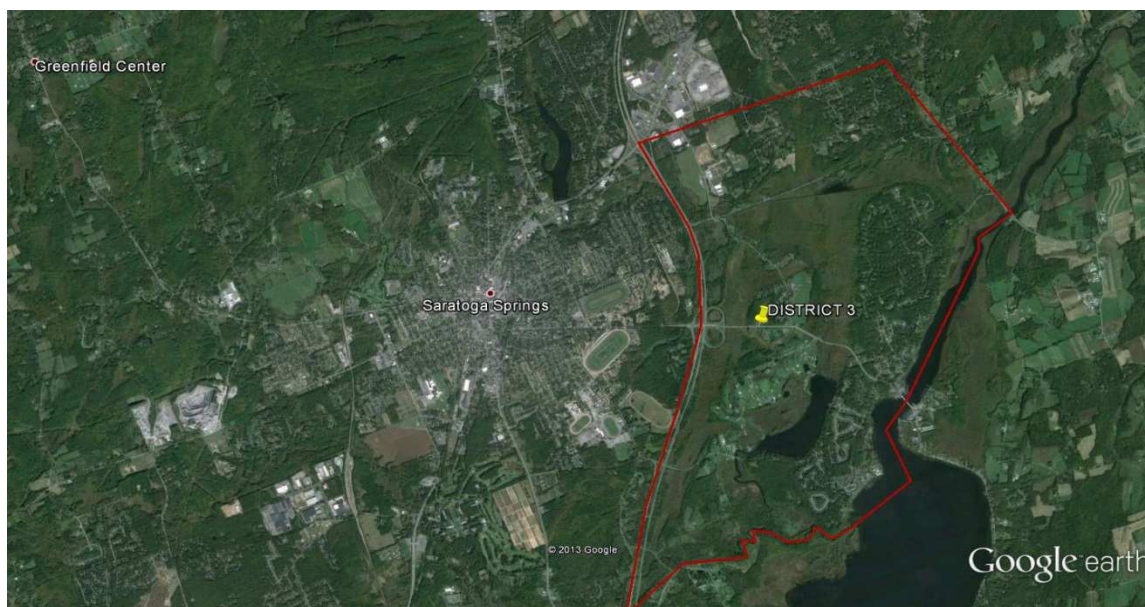
“The rapid growth of the areas east of the Northway and changes of the demographic profile of those living in the area have combined to often make timely and effective responses to medical emergencies and fire calls impossible”

District 3 – The Eastern Ridge

The Fire Departments District 3 is the area located from Interstate 87 Eastward to the City Line. It's the area often referred to as the Eastern Ridge. It is approximately 13 square miles and borders Saratoga Lake and I87. It includes a number of densely populated areas and residential complexes such as: Interlaken and Waters Edge; a large number of single family homes



scattered throughout the district and a number of new large mixed use buildings in a developing commercial area. In recent years the greatest growth has occurred on Weibel Avenue with the development of a number of commercial complexes and new multi-family units. There's a new project currently underway at that same location. District 3 accounts for approximately 12% of the City's population⁴ and has over 1600 households.



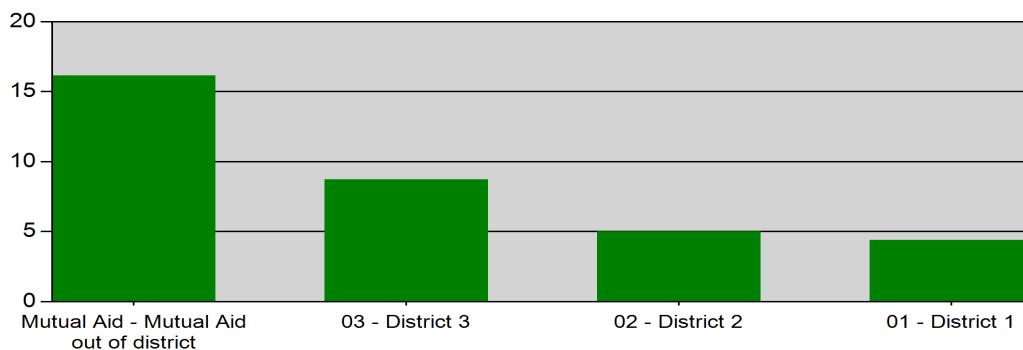
Geographical area for District 3 – Eastern Ridge – The pin indicates the proposed location of Station 3

Response Times

The most populated areas of the district are located at the far end near Saratoga Lake. Some of these areas are as far as 5 miles from the closet Fire/EMS facility. Due to the long travel distance, we have seen response times as high as 13 minutes. The average response time for District 3 including all areas to date is 8:43 (mm:ss). This is almost double the other two

⁴ 2010 Census

districts in the City and over two-minutes above any recognized standard. Although there is no Federal or State laws mandating response time standards. The American Heart Association's scientific position is that brain death and permanent death start to occur in 4–6 minutes after someone experiences cardiac arrest. Cardiac arrest can be reversible if treated within a few minutes with an electric shock and ALS intervention to restore a normal heartbeat. Verifying this standard are studies showing that a victim's chances of survival are reduced by 7%–10% with every minute that passes without defibrillation and advanced life support intervention. Few attempts at resuscitation succeed after 10 minutes. Another recognized standard is the National Fire Protection Association's (NFPA) 1710 (Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments). This standard recommends that on all EMS calls, a turnout time of one minute, and four minutes or less for the arrival of a unit with first responder or higher level capability at an emergency medical incident. This objective should be met 90% of the time. The Standard further recommends the arrival of an ALS company within eight-minutes for again 90% of the incidents. Of the 199 responses in District 3 thus far in 2013, only five or 2.51% are within the five-minute response time.



Average Response Time for Districts

Call volume for District 3 is up 18% in 2013 and has seen a modest increase since 2011. District 3's call volume is a small percentage of the overall City's total. However we do anticipate the call volume will continue to increase with the ongoing development and potential for development in this area. We need to be proactive and focus five to ten years into the future when gauging the districts need, not just what is occurring today.

The Facility

There has been much speculation as to the size of the facility and what will and won't be its function and its projected cost. The final design has yet to be determined; however the facility will be modest in design and construction. It will be large enough to accommodate 3 apparatus bays and up to 4 to 6 personnel. The construction cost of this facility is estimated to be approximately 3 million dollars. This projection is supported by the comparison of newly constructed facilities of similar size in the area. In 2011 Wilton Fire Department built a 3 bay



10,000 square foot facility costing 2.5 million. Malta Fire Department is beginning construction of a 12,450 square foot facility including 4 apparatus bays and a second story costing 3.5 million.

The Land

On August 30th an RFP was advertised to offer the sale of City owned property on Broadway and secure land in the designated area for the facility. This land sale and acquisition is expected to provide suitable land for the facility and at the same time provide upwards of \$575,000 towards its construction cost. Securing the land is of the utmost importance, obviously nothing can move forward until a suitable location is secured. In 2008 the City submitted an application as part of FEMA's Assistance to Firefighters Station Construction Grant. The application was rejected in part because the City had not secured land for the project. Although the funding source once offered in FY 2007-2009 is not currently available, Congress may at any time authorize future funding for this purpose; and having land dedicated for the facility may open up other opportunities to seek funding elsewhere.

Location

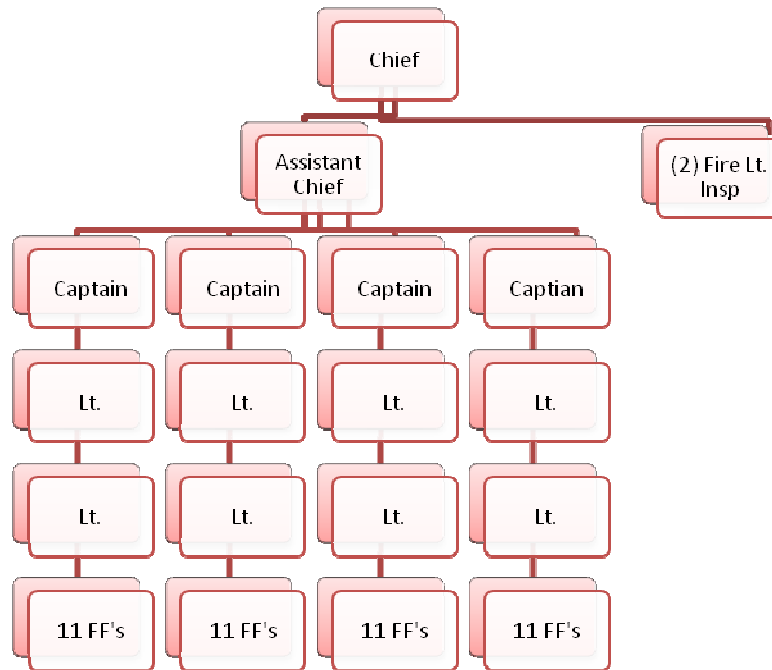
The proposed location is in the area between Exit 14 and the intersection of 9P, Meadowbrook and Gilbert Roads (See Map). This area was identified in the 2007 feasibility study as offering the greatest response capability. It's located in the center of the district and has easy access to I87, the City and the more densely populated areas in District 3.

Staffing

Staffing of the proposed facility is probably the one issue that is of the greatest concern. There have been a number of comments in this regard making claim that there would have to be 16 more firefighters hired in order to staff this facility. This is simply not true. There are a number of staffing options associated with the proposed station. Each staffing option is based on the services that will be provided and the resources needed to provide that service. For instance, do we staff two ambulances or one; or do we fill training position in anticipation of retirements or hire replacements after retirements? There's even a plan to consolidate Fire Prevention and Codes into a single division. Each scenario requires a different staffing model and each staffing model has a number of variables. Ultimately the City Council with input from taxpayers, firefighters Union and administrative staff will determine what staffing models work best and is affordable for the City. That said we have taken a comprehensive look at our current staffing;

the services we provide and the manner in which we deploy resources. We have developed a minimal staffing model that includes a 60 member department. Our current department staffing is 58. This staffing model maintains the same level of fire prevention and suppression and provides for one staffed ambulance.

Proposed Staffing



Station Configuration

Station 1	<ul style="list-style-type: none">• Quirt• Reserve• Ambulance• Captain• Staffing 6• Minimum 5
Station 2	<ul style="list-style-type: none">• Engine• Reserve Engine• Ambulance• Lieutenant• Staffing 4• Minimum 3
Station 3	<ul style="list-style-type: none">• Engine• Reserve Engine• Ambulance• Lieutenant• Staffing 4• Minimum 3

Equipment-Apparatus

The number of apparatus will remain the same; however it will involve the replacement of two or three apparatus in a shorter period of time than originally planned. We have one ladder truck overdue for replacement and an engine due in 2018. Our newest ladder truck is due for replacement in 2023. We would propose replacing the two ladder trucks and engine on an accelerated plan. The current ladder truck apparatus would be replaced by apparatus referred to as Quint⁵. If the accelerated replacement plan is not feasible we could manage under the existing replacement



schedule. Since we are proposing an expansion of service into an area that is under served, combining the three apparatus would have an excellent chance of getting funding through Assistance to Firefighting Grant (AFG) offered

by FEMA.

Cost

Cost projections including construction, operation, and equipment and staffing.

Summary

Beginning 2013		MINIMAL STAFFING - SCENARIO 4							Ending 2020	
58 Total Staff		2 Firefighters							60 Total Staff	
Personnel Cost	Station 3 Senario 4	2014	2015	2016	2017	2018	2019	2020	Comments	
	Training	\$ 21,000	\$ 4,000	\$ 4,120	\$ 4,244	\$ 4,371	\$ 4,502	\$ 4,637		Basic Training and Paramedic/Stipend
Personnel	\$ 135,746	\$ 139,818	\$ 144,013	\$ 148,333	\$ 152,783	\$ 157,367	\$ 162,088		Firefighters - Salary and Benefits	
Lieutenant Promotions	\$ -	\$ -	\$ 44,000	\$ 45,320	\$ 46,680	\$ 48,080	\$ 49,522		Additional Promotion Cost	
Protective Equipment/Clothing	\$ 6,000	\$ 1,200	\$ 1,236	\$ 1,273	\$ 1,311	\$ 1,351	\$ 1,391		Turnout gear/Clothing allowance	
Overtime	\$ 70,000	\$ 72,100	\$ 74,263	\$ 76,491	\$ 78,786	\$ 81,149	\$ 83,584			
Miscellaneous	\$ 26,500	\$ 27,295	\$ 28,114	\$ 28,957	\$ 29,826	\$ 30,721	\$ 31,642		10% of year one	
Facility	Construction Cost	\$ 15,700	\$ 33,866	\$ 145,595	\$ 409,490	\$ 427,753	\$ 373,016	\$ 368,333		Design and Construction bonding based on 3M
	Operational Cost	\$ -	\$ -	\$ 30,000	\$ 78,000	\$ 173,263	\$ 148,479	\$ 147,722		Apparatus, Fuel, Insurance, Maintenance
Totals Deductions	Other Savings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	Operational Savings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		SAFER
Totals	TOTAL EXPENSE	\$ 274,946	\$ 278,279	\$ 471,341	\$ 792,108	\$ 914,772	\$ 844,664	\$ 848,920		Additional Cost added to 2013 Budget
NOTES:										
Seven year projection of staffing, operational and construction cost. Projections include all identified cost for personnel, training and equipment as well as construction and operations.										
Personnel cost estimate for two new firefighter positions include family health plan and Tier 6 retirement, step and longevity increases and a 3% per year guesstimate.										
SCENARIO 4: MINIMAL STAFFING - 60 Total Uniformed Staff w/ NO consolidation of Fire Prevention and Codes, NO Training positions, (1) Ambulance and (14) per shift.										

⁵ Quint is a fire apparatus that serves the dual purpose of an engine and a ladder truck.

The lack of service and the growing needs of the Eastern Ridge as well as the growing needs for service throughout the City is driving the need to expand emergency services.

The plan presented meets the increasing needs of the City and addresses the lack of service on the Eastern Ridge while at the same time in a fiscally prudent manner

Q: There's a Fire Station just over the bridge, why can't they cover the area?

The Fire Station on 9P just over the bridge belongs to the Quaker Springs Volunteer Fire Department. The station was built in 2009 to provide enhanced response to the west end of their fire district. Prior to this station, any alarm in this area required firefighters to respond from Blodgett Road some 7 miles away with a travel time of 14 minutes. According to their published run data, they average approximately 90-100 alarms annually. Although I am sure many of their members are trained as EMT's, they do not respond to medical assist calls. The idea of using Quaker Springs Fire Department to cover calls on the Eastern Ridge is not a new one; it's been mentioned many times since the construction of the station as a solution to the City's lack of



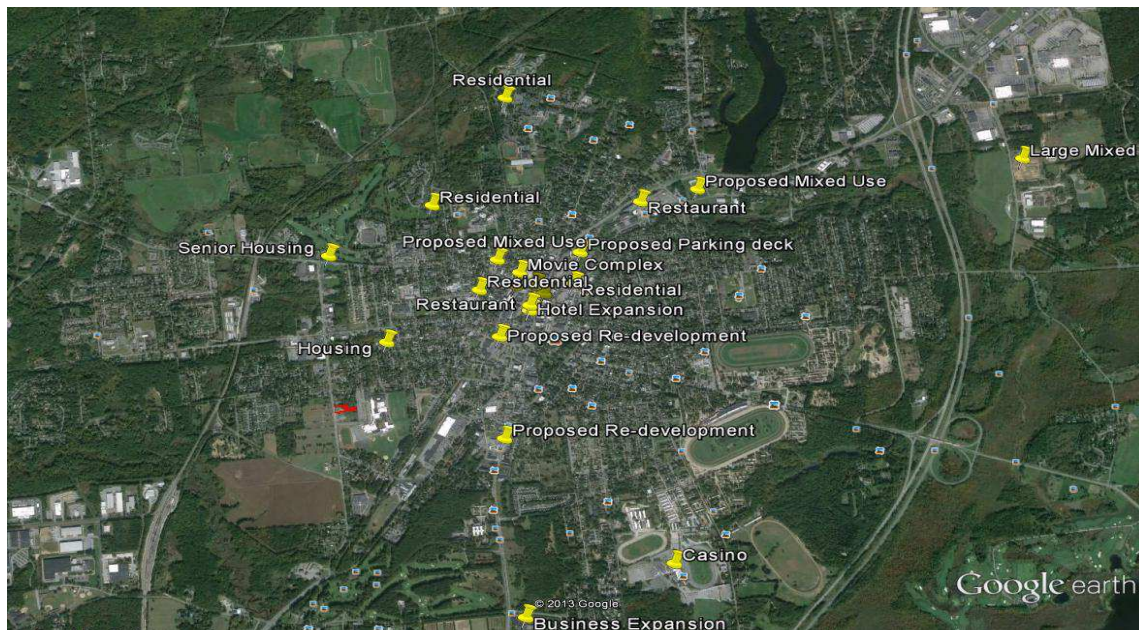
emergency service on the Eastern Ridge. To enter into an agreement with Quaker Springs Fire Department one would have to first identify the benefits of such an agreement and show how it would improve the serve to the residents of the Eastern Ridge. There are two primary concerns; response times and availability for medical emergencies. By nature Volunteer Fire Departments' response times are longer than career staffed departments. Since Volunteer fire stations are not normally staffed. When an alarm is transmitted personnel must first respond from

their current location to the fire station, then they wait for other crew members before they can respond to the call. Given this reality the City response times would be less. So there would be no benefit in reducing response times. Since Quakers Springs Fire Department does not respond to medical assist calls, there is no benefit in that area either. Furthermore the Quaker Springs Board of Fire Commissioners has removed this idea from any consideration as it is not possible. Simply stated, they do not have the resources, the desire or want to shoulder the responsibility of committing services to the City of Saratoga Springs. Nor should the City of Saratoga Springs expect a small Volunteer Fire Department to take on what is clearly its own responsibility.

<http://www.qsfd.com/>

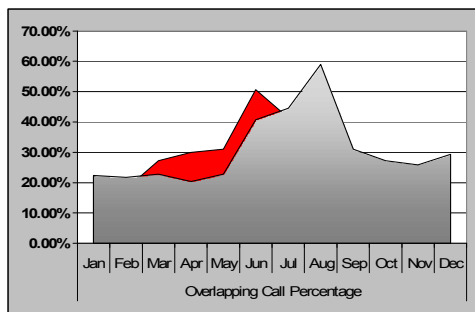
Q: The Eastern Ridge only makes up 4% of the calls; it doesn't seem worth the cost.

Many believe this facility is only being constructed for the residents of the Eastern Ridge.



Ongoing Development in the City

Although this is partly correct; the fact is that this facility is being constructed for the entire City. It's being located in the area of the City that is currently under served. We must remember that the City is nearly 30 square miles and even though much of it is wetlands and undeveloped, it still takes time to get from point A to point B. The City continues to see a pattern of significant growth. New projects are continuously being proposed or under construction. There are 23 proposed or underway projects in the City. Each of these projects will place additional demands on City resources, whether its water and sewer or emergency services. New commercial and multi-use buildings will call for additional inspections; new residents and visitors will increase the demand on 911 calls; and increased traffic will increase the number of motor vehicle accidents. A single senior housing project can increase the demand for service by one or two calls a week.



There has been a 34% increase in demand for service since 2008 and a 6% increase so far in 2013. As call volume increases so does the possibility of not having the resources available to cover the demand. In 2012 our percentage of overlapping⁶ calls reached 32%; in 2013 it has increased to 33%. What this means is that we are responding to calls throughout the City committing 100% of our existing resources 33% of the time. This causes our resources to

⁶ Calls that are going on simultaneously

have to respond outside their district which leads to significant delays. For example So far this year Station 2 covered 73 calls in District 3 because Station 1 was on a call. Twenty-three of those calls were for the Station 2 ambulance. Having a third station would help alleviate that situation and aid in keeping resources in their area of responsibility.

<http://www.youtube.com/watch?v=wFTuc3E7j4I>

Daily Operational Response Resources include:

Station 1 Engine



ALS – Paramedic

Station 2 Engine



ALS – Paramedic

Ambulance



ALS - Paramedic

This provides a total of 3 Advanced Life Support (ALS) units; 1 transport and 2 fire suppression. With the addition of an engine in District 3, we increase the number of ALS units to 4 and the number of engines to 3. Although this will not change the percentage of overlapping calls, it will reduce the possibility of not having the resources to respond to an incident.

Proposed Daily Operational Response Resources:

Station 1 Qunit Engine



ALS – Paramedic

Station 2 Engine



ALS – Paramedic

Station 3 Engine



ALS - Paramedic

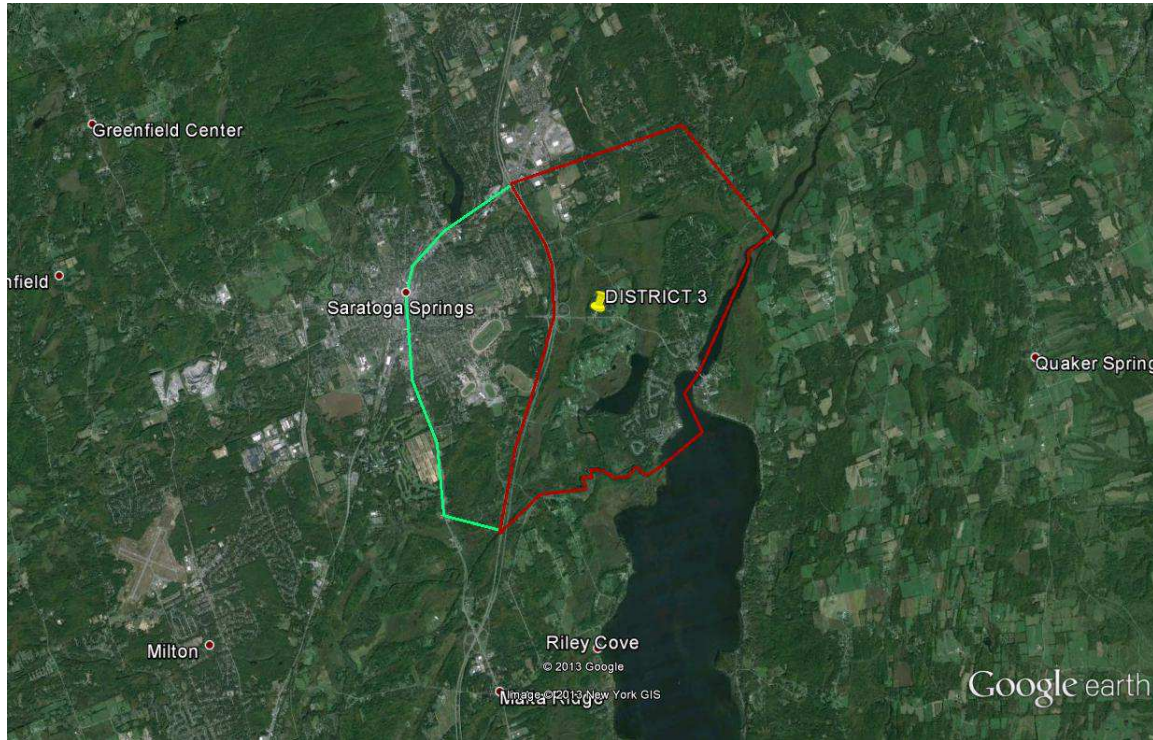


ALS - Paramedic

Another benefit of having an engine in District 3 is it will reduce the response time for the arrival of first⁷ and second⁸ due units to the entire Eastside of the City. Incidents occurring on the

⁷ Refers to either the first apparatus arriving on the scene of a fire or the area in which a company is expected to be the first to arrive on a fire scene. Often first-due apparatus are assigned specific duties

Eastside will no longer have to wait for the unit from Station 2 or West Avenue to arrive before having adequate resources to manage the scene. It will greatly benefit responses on I87. It is department protocol to send two engines to any incident on the Northway, this is because the second due apparatus is used to protect the scene by positioning the apparatus up stream for the incident and slow and divert traffic away from the emergency personnel working. Having a station closer to the Northway will result in setting up this scene safety measure much sooner.



Station 3 First-Due response area (red) and Second-Due response area (green)

The map above shows the first and second due response area for station 3. It clearly shows that this resource is not just for the Eastern Ridge and includes much of the East side of the City. This will result in a reduced second due response time and better resource management.

Q: Why not move Station 1 further out?

Building a new facility only to move current resources towards the Eastern Ridge would not accomplish a single objective or improve services. The land purchase and construction cost would double to accommodate our existing apparatus and staff. We would sacrifice response times for the core of the City and District 1. It would put us further away from areas of the greatest demand and increase the cost of fuel and maintenance on the apparatus. It's the classic robbing Peter to pay Paul. It will result in an increase in first due response times for the core of

⁸ Refers to the second apparatus arriving on the scene of a fire or the area in which a company is expected to be the second to arrive on a fire scene. Often second-due apparatus are assigned specific duties in support of the first-due apparatus

the City; it will do nothing to reduce second due response time; and it does nothing to add more resource capability to the City.

Q: Why not just an ambulance?

Putting just an ambulance on the Eastern Ridge will not address fire and other emergencies. Structure fires, motor vehicle accidents, fire alarms and hazardous conditions will continue to have response times outside acceptable ranges. Incidents involving a true life threatening emergency an ambulance will not arrive with sufficient personnel to provide adequate care. Since an ambulance is out of service for longer periods of time than an engine, it will be out of the district for a significant time each day. Furthermore, if the Fire Department was to staff a second ambulance in the Eastern Ridge it would require increasing staffing by eight to provide 24/7 coverage without sacrificing fire suppression capabilities. If the department were to do it without the additional staff, we would sacrifice our fire suppression capability. The graphic below demonstrates the capabilities of an ambulance vs. and engine.

Why Invest in Less?



Q: Why do a fire engine and an ambulance often respond to 911 medical calls?

I'm often asked why we send a fire engine along with an ambulance on every medical call. First, we do not send a fire engine on every medical emergency. Each time a call is made to the 911 center for emergency medical services (EMS), a decision is made based on the information gathered from the 911 caller. From that information the dispatcher prioritizes the call and assigns the resources based on a nationally recognized and medically approved protocol. Accurate and efficient resource deployment is critically important in order for us to manage our resources, so we use this system to help determine how many resources to send to which types of emergencies. We will send no more or no less the number of resources than are required under this protocol. When the situation is appropriate, we will send just an ambulance with two providers; and in many instances the protocol will require an ambulance and fire engine.

The typical staffing for Saratoga Springs Fire Department is two personnel on an ambulance and four personnel on a fire engine. Many people may not realize that all of our firefighters are also EMT's or paramedics, and each of our fire engines is fully equipped with Advanced Life Support equipment that mirrors an ambulance. This equipment includes cardiac defibrillators, advanced airways and cardiac, resuscitation and respiratory medications. So although different vehicles respond, all personnel are capable of providing advanced emergency medical care at the highest level allowed in New York State.

Decisions are always made based on providing the highest level of care and safety for the patient. Response times do play a role in the call and in many situations; a fire engine may be closer to the scene than an available ambulance. Also in many medical emergencies transport is secondary to treatment. Because of the ALS-Paramedic level of care we provide, we can initiate, treat and stabilize life threatening emergencies on the scene before the patient is readied for transport.

Regardless of the emergency or the responding vehicle, our crews arrive ready to help in your time of need. It may look like a lot of personnel at first, but as we get to work, it quickly becomes clear that in a trauma or serious medical situation there are many critical things that must be done in a short span of time.

For example, one paramedic may focus on securing the patient's airway and getting vital signs while another begins accessing a vein in order to provide medications. Still another paramedic is needed to connect, analyze, and interpret the victim's heart rhythm while yet another paramedic or emergency medical technician acquires pertinent information on the patient's history searching for a possible cause. This doesn't include the personnel needed to prepare the patient for transport to the hospital.

When the patient has been treated and is ready for transport to the hospital, three or four firefighters work as a team to lift and safely place the patient on the stretcher. This provides more stable and steady movement for the patient and provides a safer lift and transfer for the firefighters, reducing the risk of lifting injuries. Often, it takes many hands to accomplish a lot in

a short time and one of our goals is to minimize the on-scene time so we can get a patient en route to the hospital as fast as possible.

Although it may seem strange and for some a waste of resources to see a fire engine respond to a medical emergency, it is critical that the patient be provided the highest level of care throughout the entire course of any emergency in order to get the best possible outcome. At the end of it all, that's why we are here.