



Staffing Study



# Agenda

- Members' Input
- Changes in Volunteerism
- Changing Expectations for Fire/Rescue Services
- Growing Workload
- Changing Community
- Future Staffing
- Impact of Station Locations on Service Delivery





# Keep These in Mind...

## Considerations for Staffing in Small Towns?

- What Kinds of Emergencies Occur in Town?
- What Should We Be Able to Handle on Our Own?
- When Do Those Incidents Occur?
- Where Will We Get Personnel for Routine Calls?
- Where Will We Get Personnel for Larger Events?
- If We Increase Staffing, How Do We Keep the Call Force Engaged?



# Survey Conducted in Falmouth Fire-EMS



DISTRIBUTED TO ACTIVE  
MEMBERS OF THE  
DEPARTMENT.



HAD 45 RESPONSES  
MAILED TO OUR  
PROJECT TEAM.

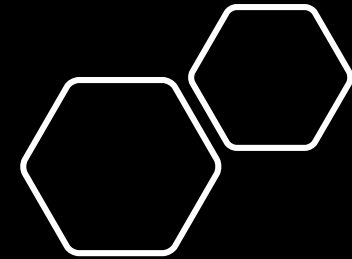
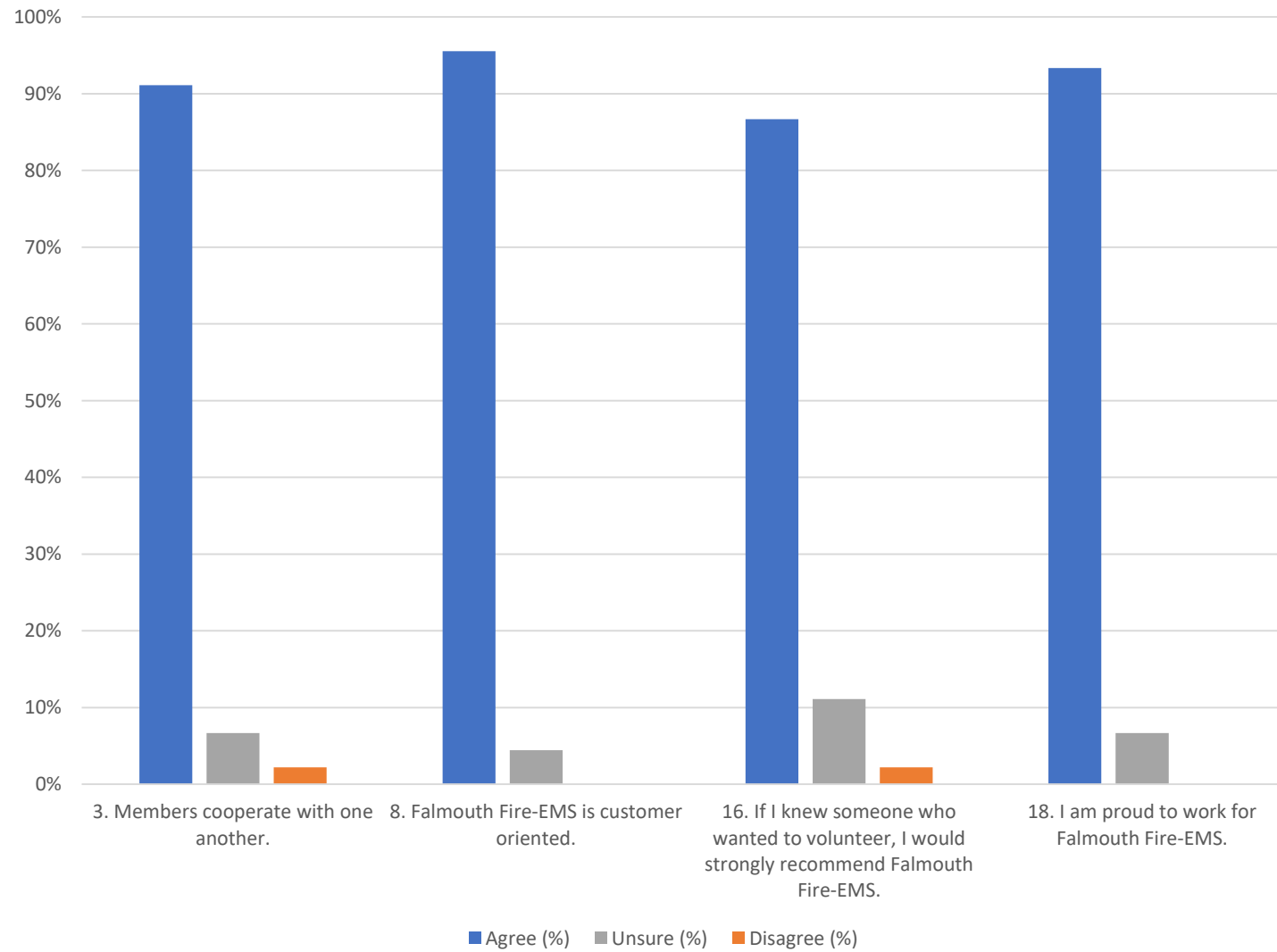


CONSULTING TEAM WAS  
THE ONLY ONES TO SEE  
THE SURVEY RESPONSES.

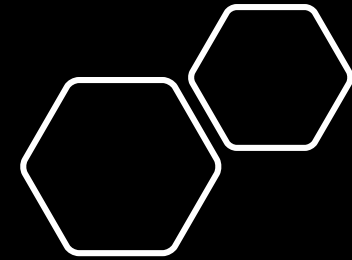
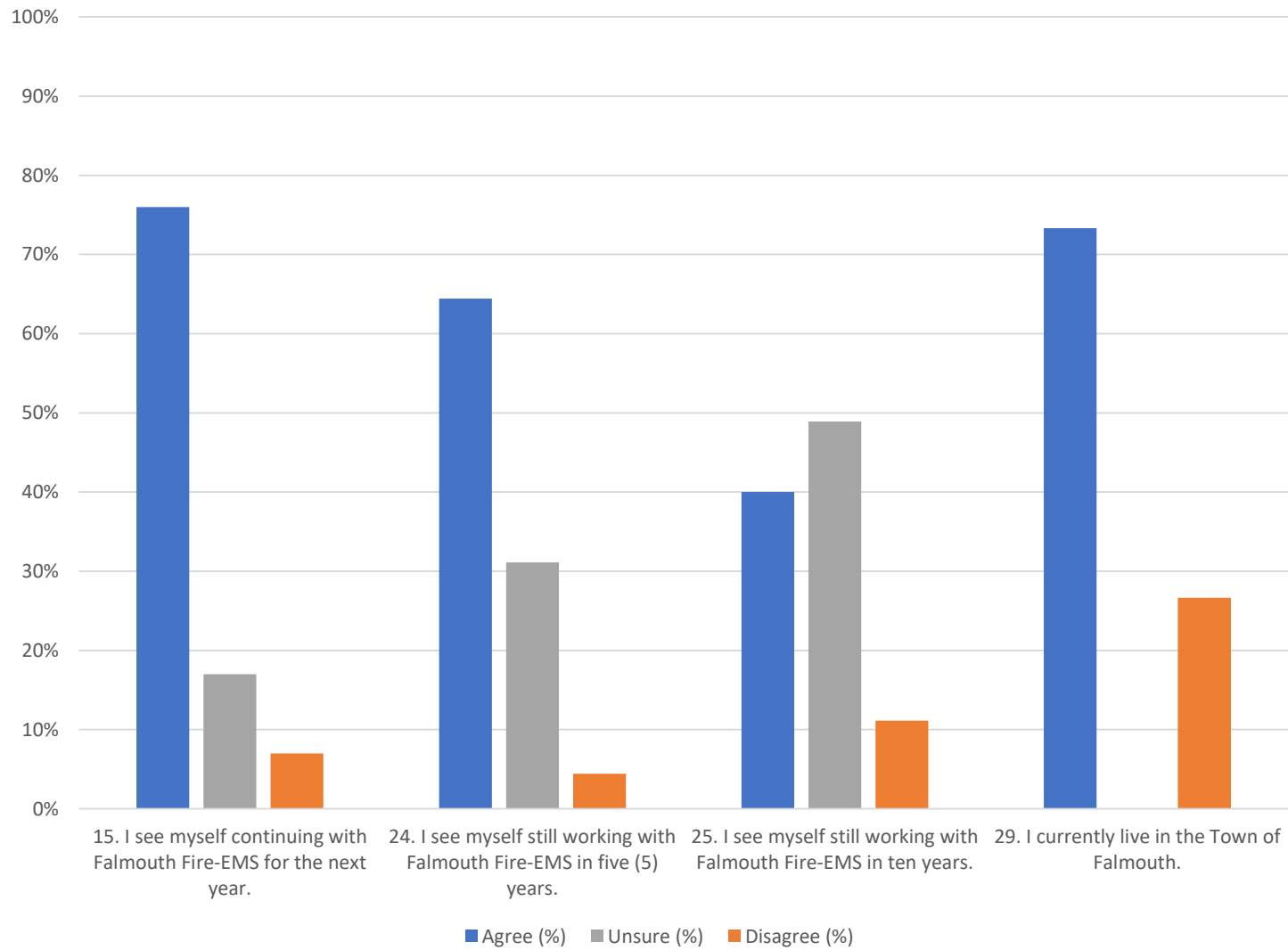


PROVIDING SUMMARY  
OF KEY RESPONSES  
RELATED TO THIS STUDY.

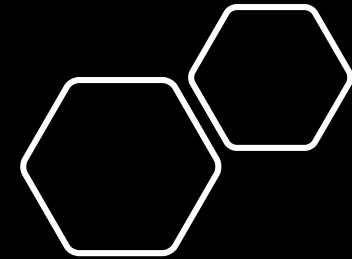
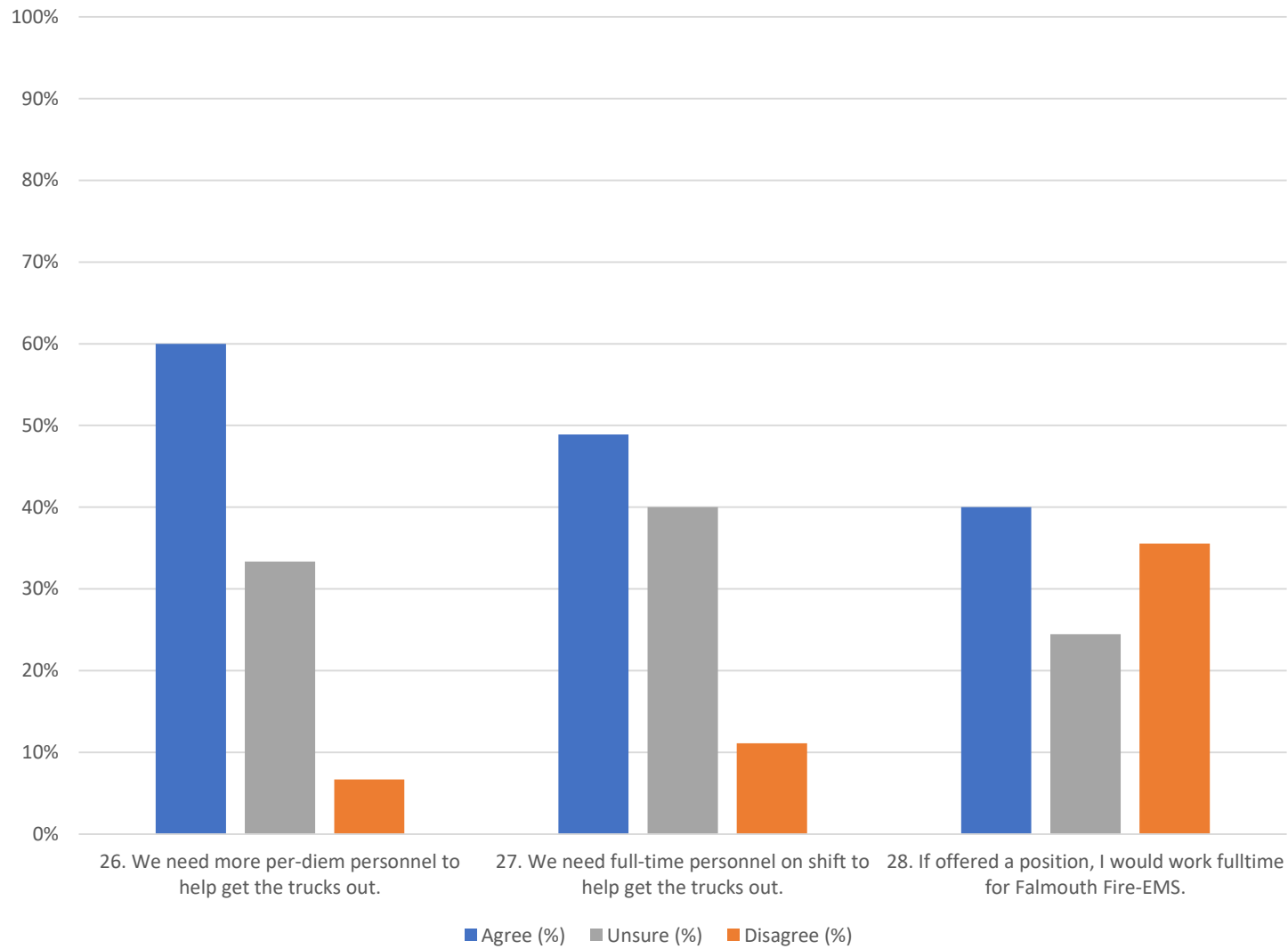
### FFEMS Members' Views on Service



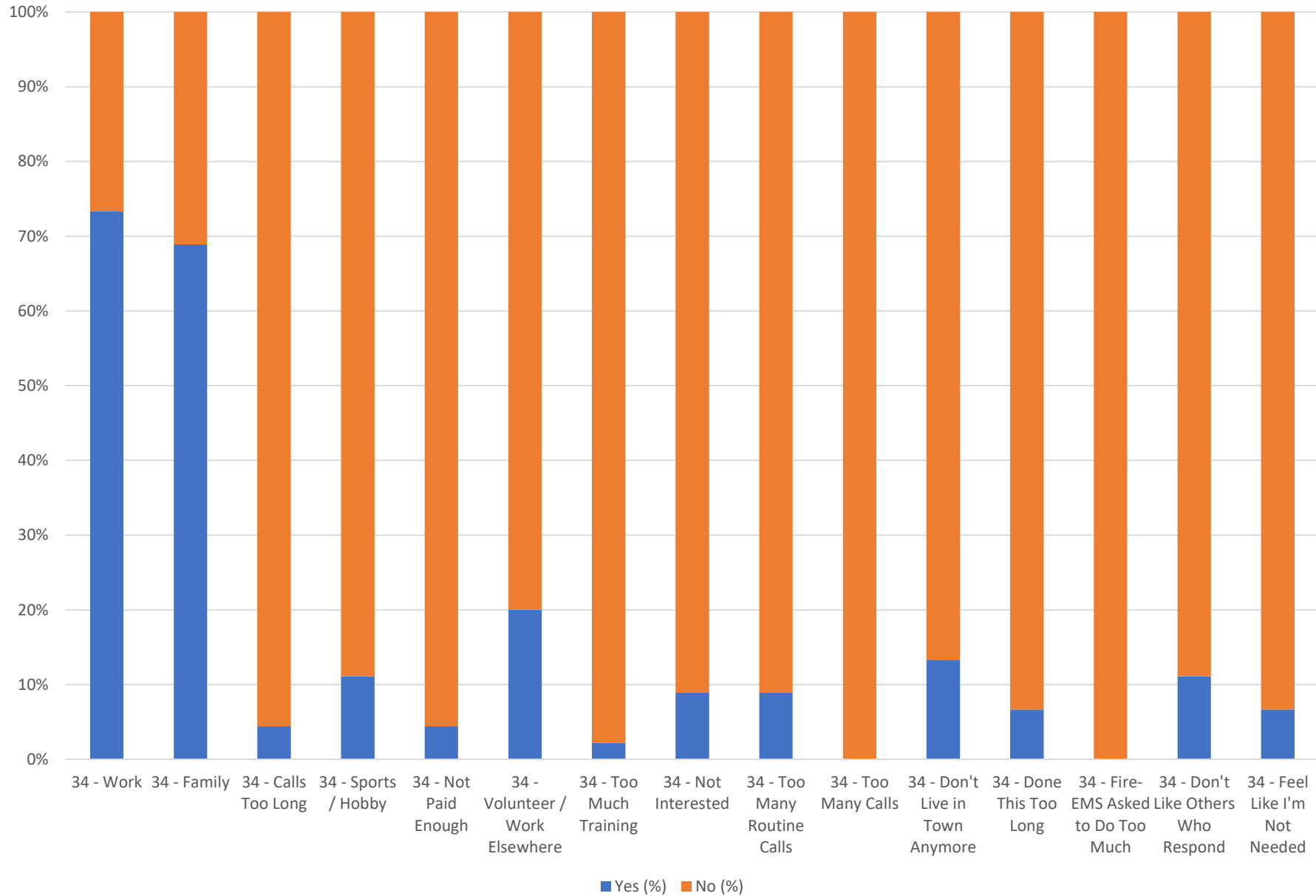
## FFEMS Members' View on Tenure and Membership



## FFEMS Members' Views on Staffing Needs



# FFEMS Members' Self-Reported Reasons for Not Responding to Calls





# Changes in Volunteerism



Demands on People's Time



Continued Reliance on Volunteer Hours



Demands on People's Time Increasing



Aging Community Impacts Availability



Skills Require Physical and Other Training – Lots of Hours

# Changing Expectations in Fire-EMS Services



Increasing Workload Overall



Medical Emergencies 60% of Workload



Cell Phones and 911



Activities Beyond the Calls



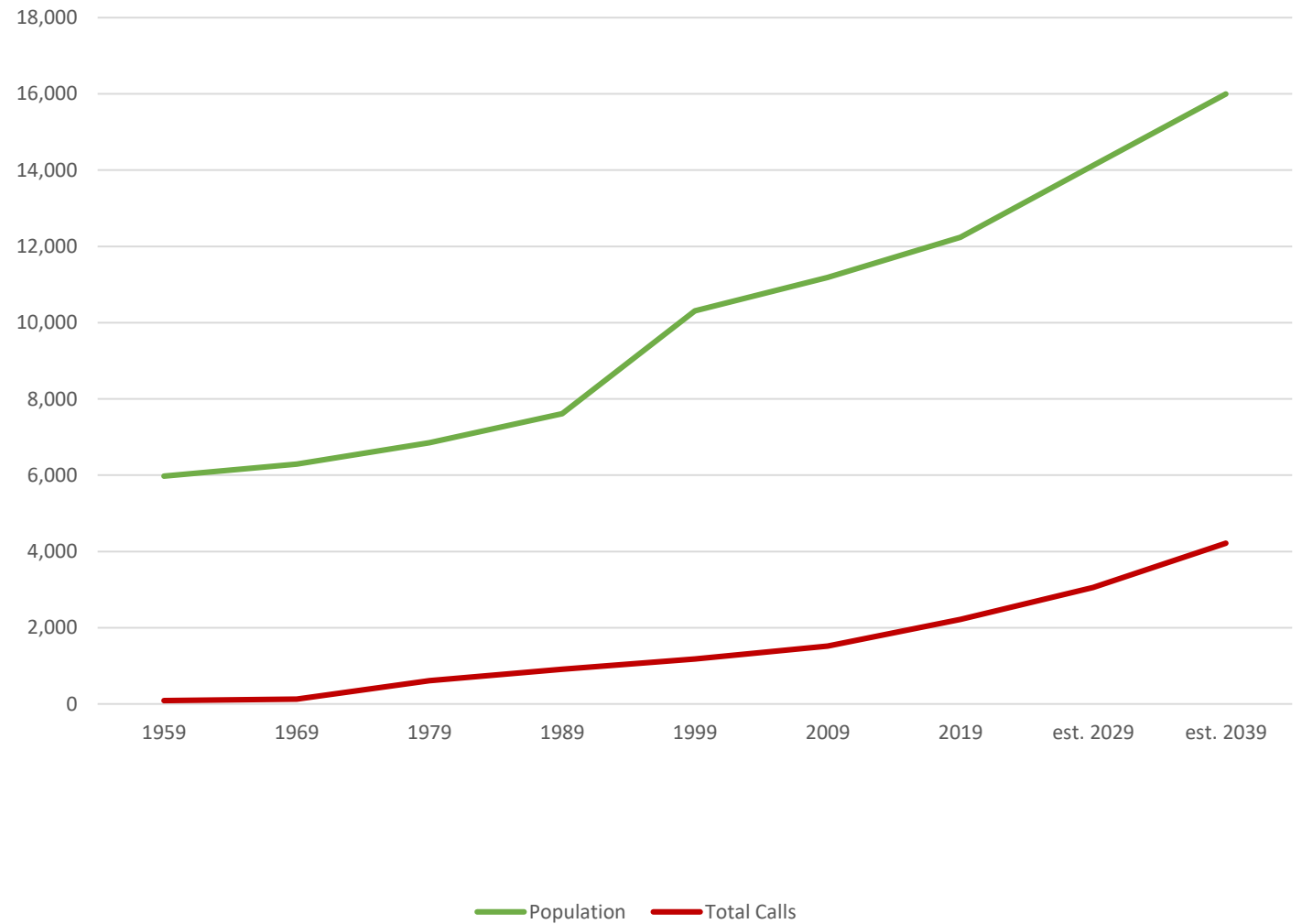
24-Hour Operation



Calls Increasing in Duration and Complexity

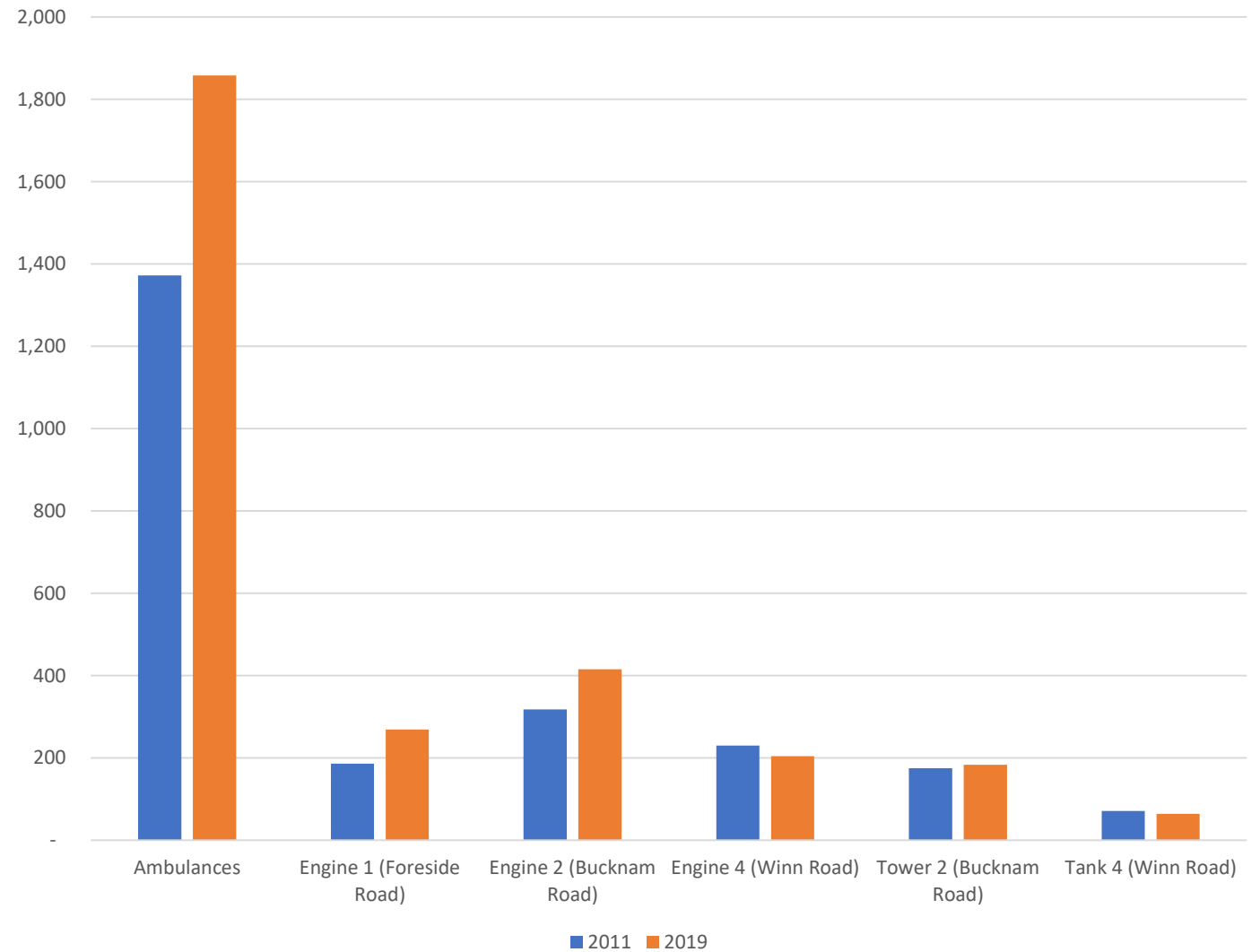
Call Volume  
Has  
Increased  
Significantly

Fire-EMS Calls & Population



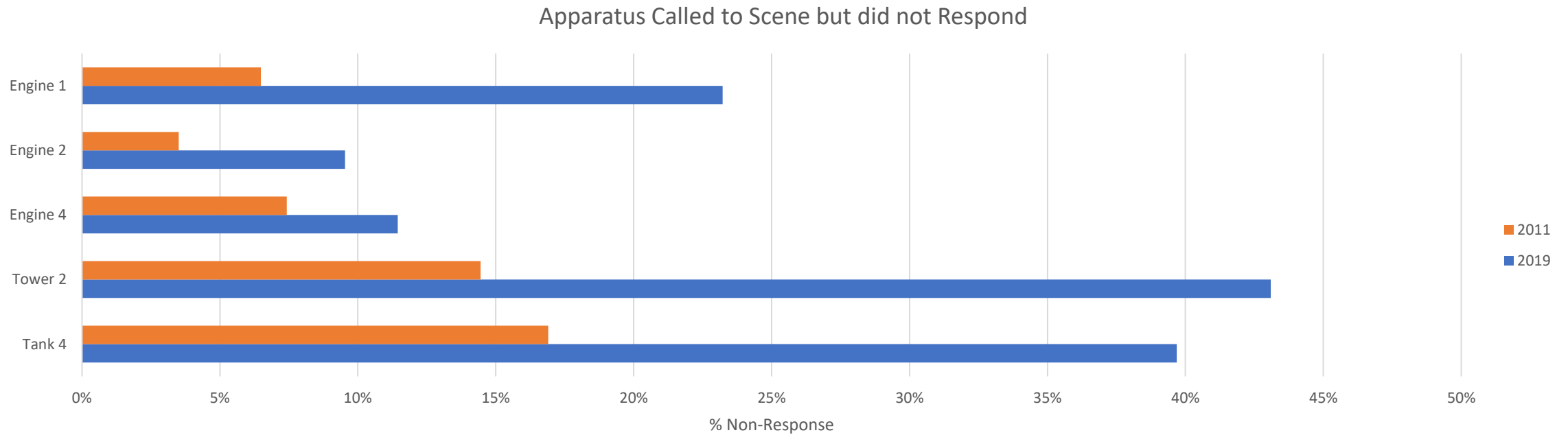
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FFEMS Unit Responses: 2011 v. 2019

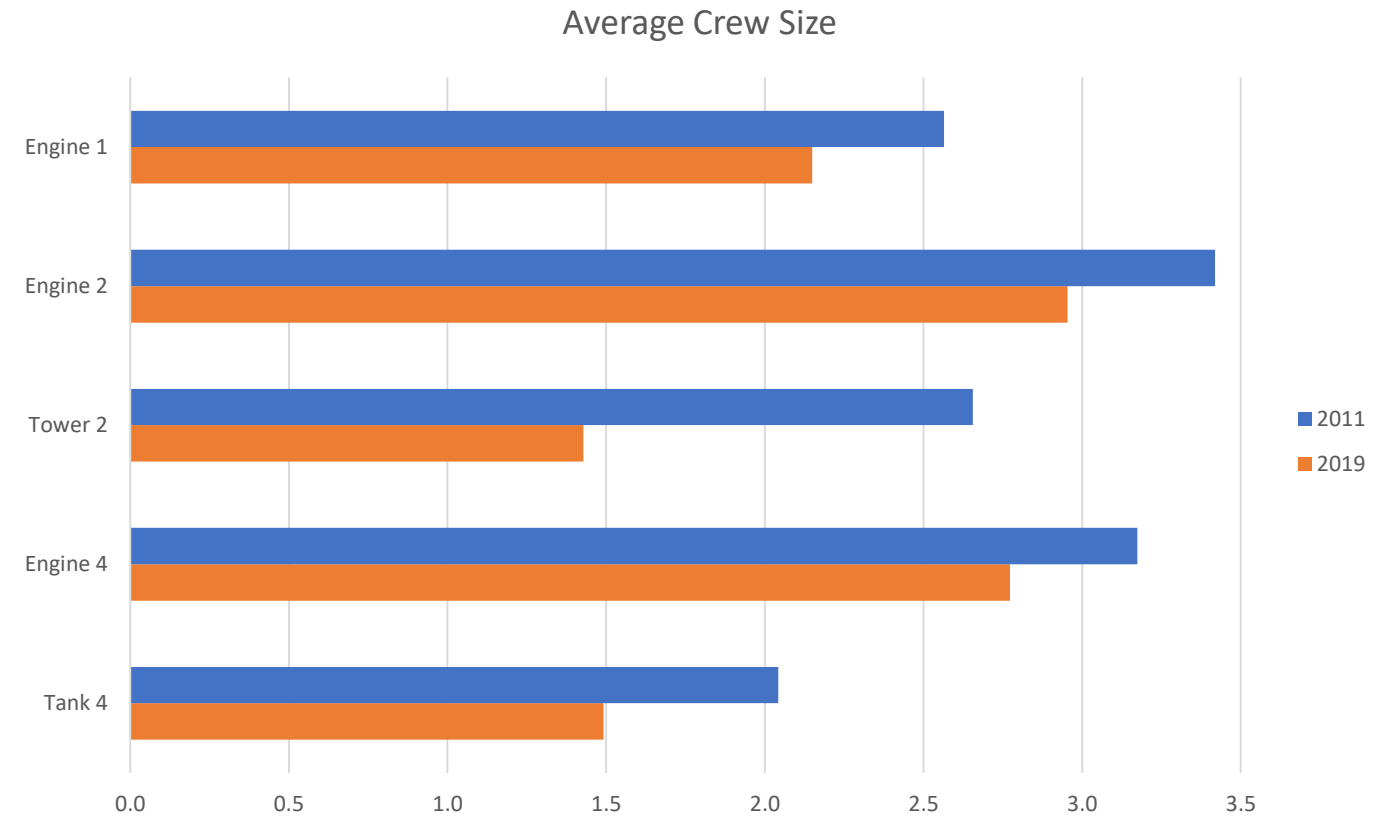




# Growing Challenges Deploying Units When Called

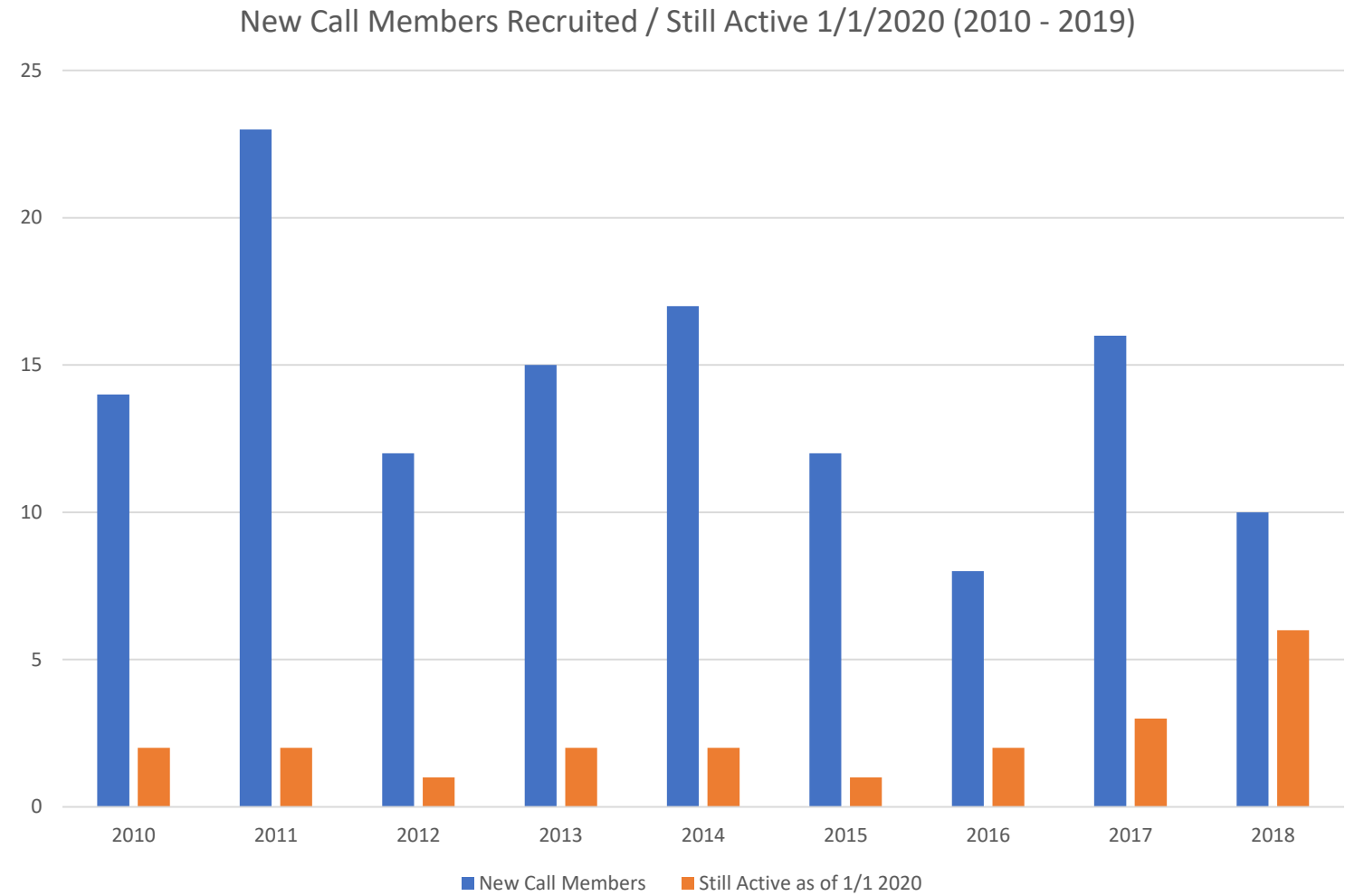


Crew Sizes  
Are  
Decreasing  
per Call



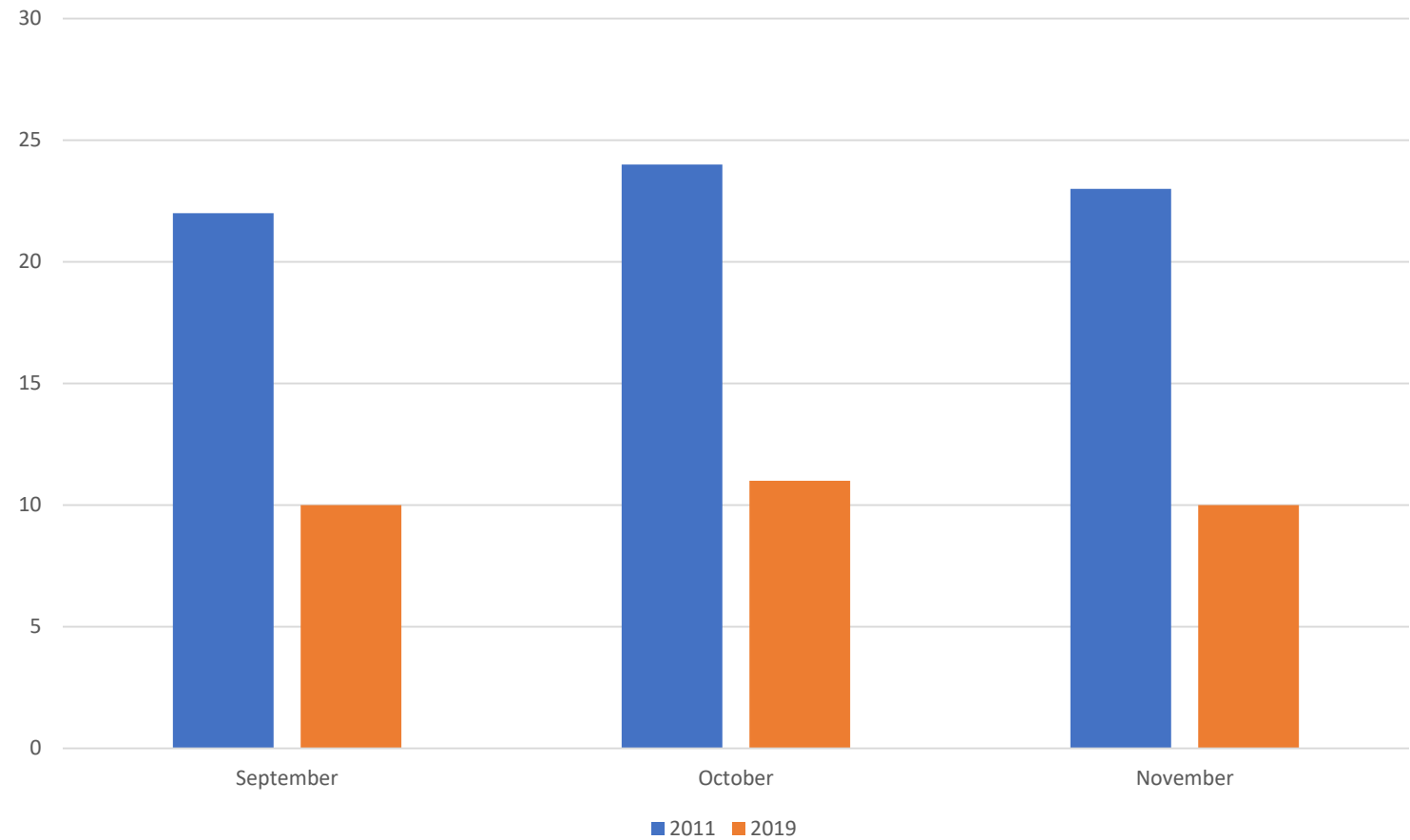
| Apparatus | 2011  |           | 2019  |           |
|-----------|-------|-----------|-------|-----------|
|           | Calls | Avg. Crew | Calls | Avg. Crew |
| Engine 1  | 186   | 2.6       | 267   | 2.1       |
| Engine 2  | 318   | 3.4       | 409   | 3.0       |
| Tower 2   | 175   | 2.7       | 181   | 1.4       |
| Engine 4  | 230   | 3.2       | 201   | 2.8       |
| Tank 4    | 71    | 2.0       | 63    | 1.5       |

# Recruitment vs. Retention Remains a Challenge



EMS Shift  
Coverage by  
Volunteers Is  
in Decline

EMS Shift Coverage Volunteers  
2011 v 2019



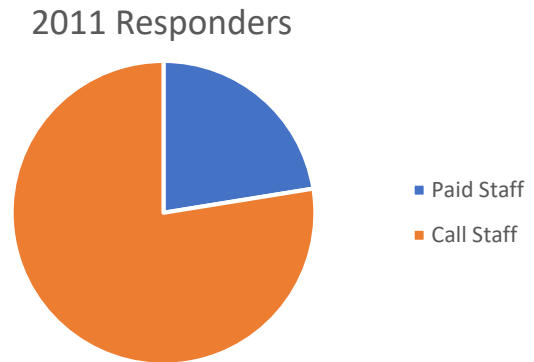


# Decrease In Active Call Members

## Average Crew Size for All Calls:

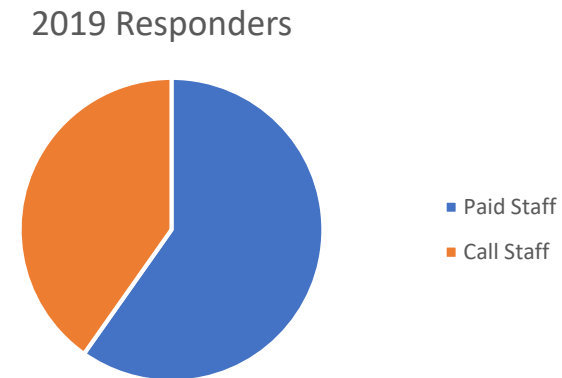
In 2011: 8,707 people responded to 1,637 incidents:

|                     |      |     |
|---------------------|------|-----|
| Fulltime / Per Diem | 1955 | 22% |
| Call Staff          | 6752 | 78% |



In 2019: 8,514 people responded to 2,216 incidents:

|                     |      |     |
|---------------------|------|-----|
| Fulltime / Per Diem | 5089 | 60% |
| Call Staff          | 3425 | 40% |

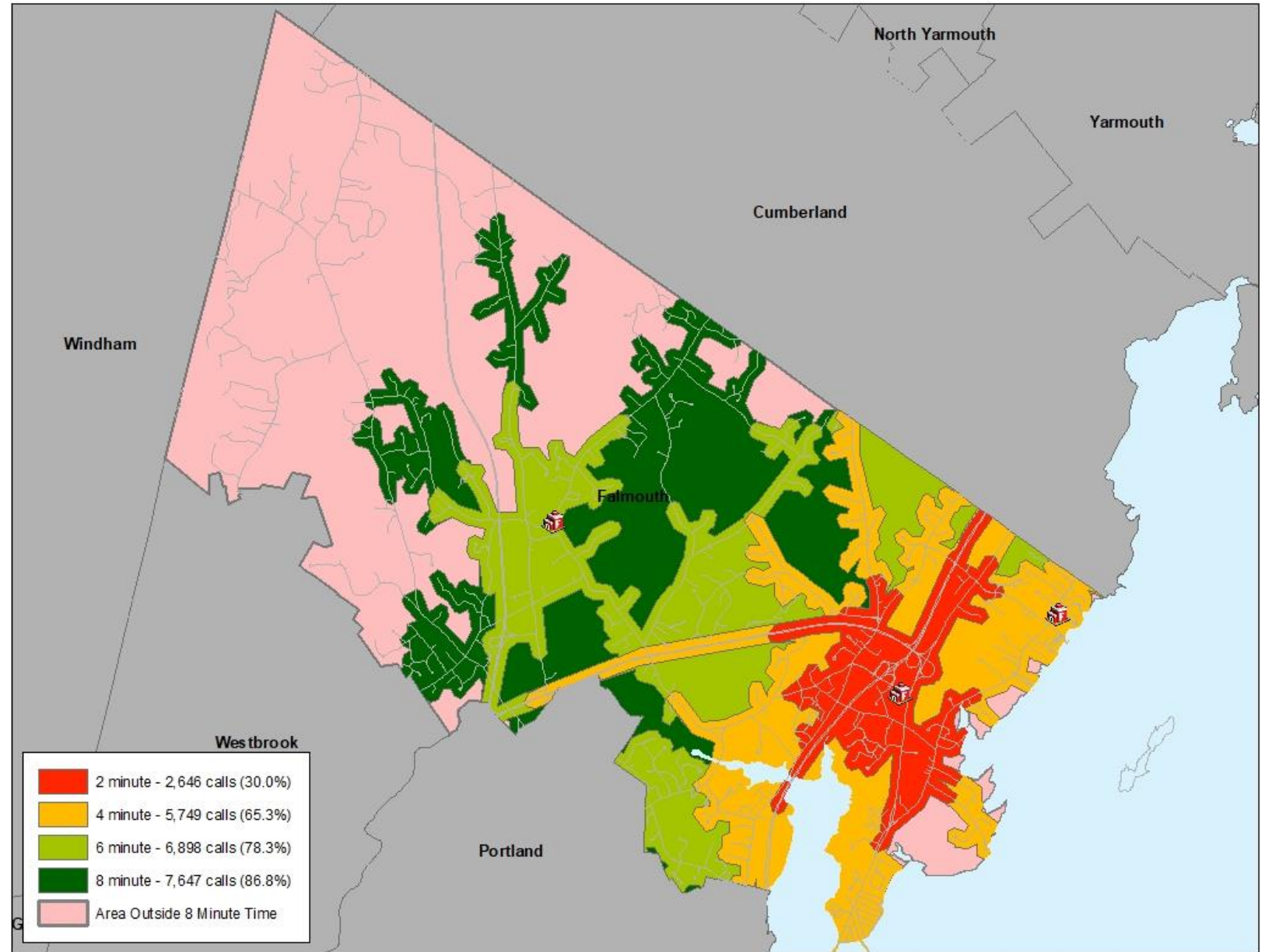


That's a 49% drop in call staff response and a 154% increase in paid staff response from 2011 to 2019.

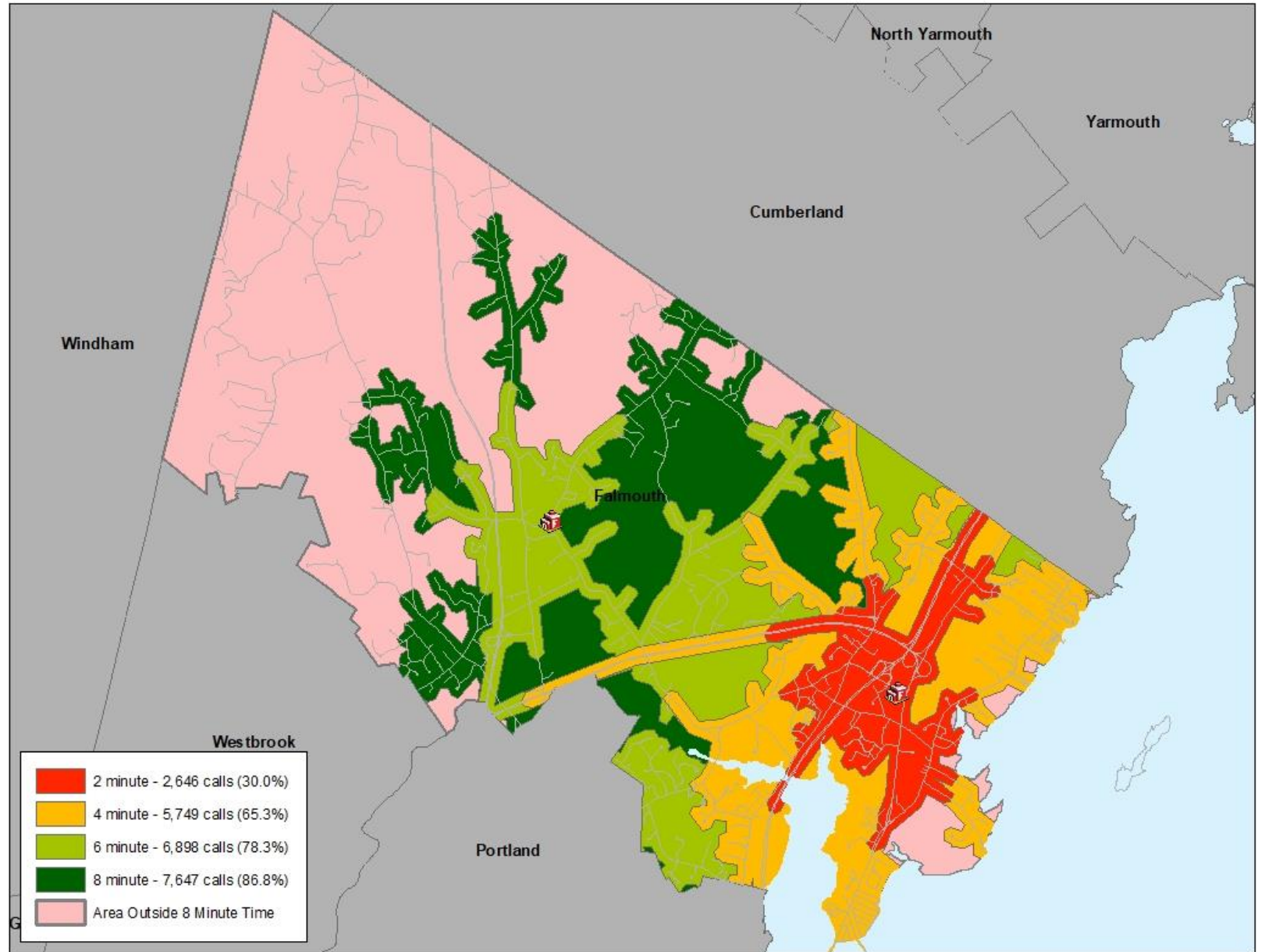
# Current HQ Location Is Excellent

| Scenario                  | <2 Mins | < 4 Mins | < 6 Mins | < 8 Mins |
|---------------------------|---------|----------|----------|----------|
| 1: Current                | 30.0%   | 65.3%    | 78.3%    | 86.8%    |
| 2: Current (w/o Sta. 1)   | 30.0%   | 65.3%    | 78.3%    | 86.8%    |
| 3: Staffing @ HQ & 4      | 36.6%   | 79.7%    | 88.4%    | 91.9%    |
| 4: HQ & (1) Optimal Site  | 31.8%   | 75.8%    | 87.1%    | 92.5%    |
| 5: HQ & (2) Optimal Sites | 37.7%   | 81.5%    | 90.8%    | 92.9%    |

# Scenario 1 – Staffing at HQ / Volunteers @ Stations 1 & 4

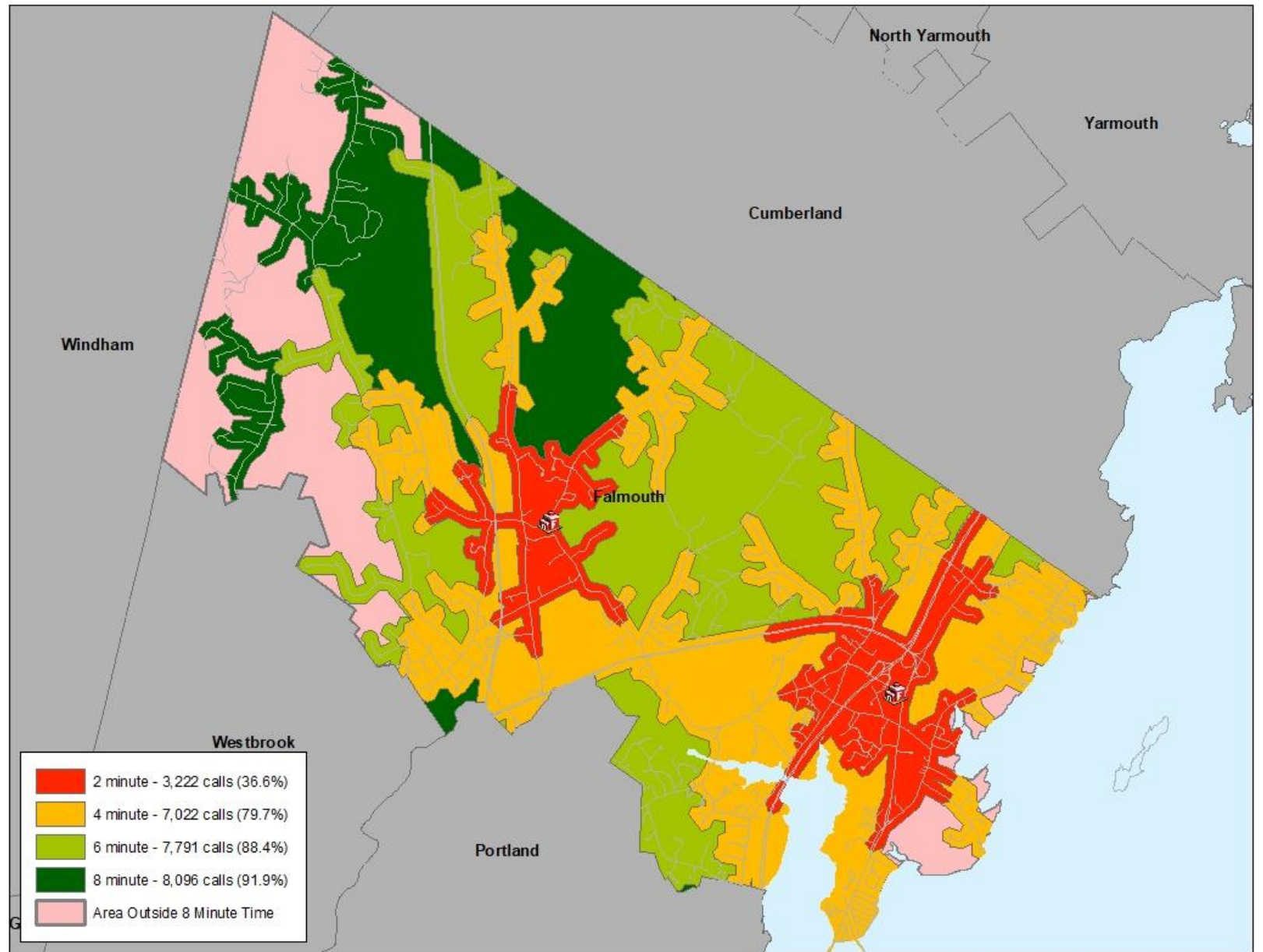


# Scenario 2 – Staffing at HQ / Volunteers @ Station 4

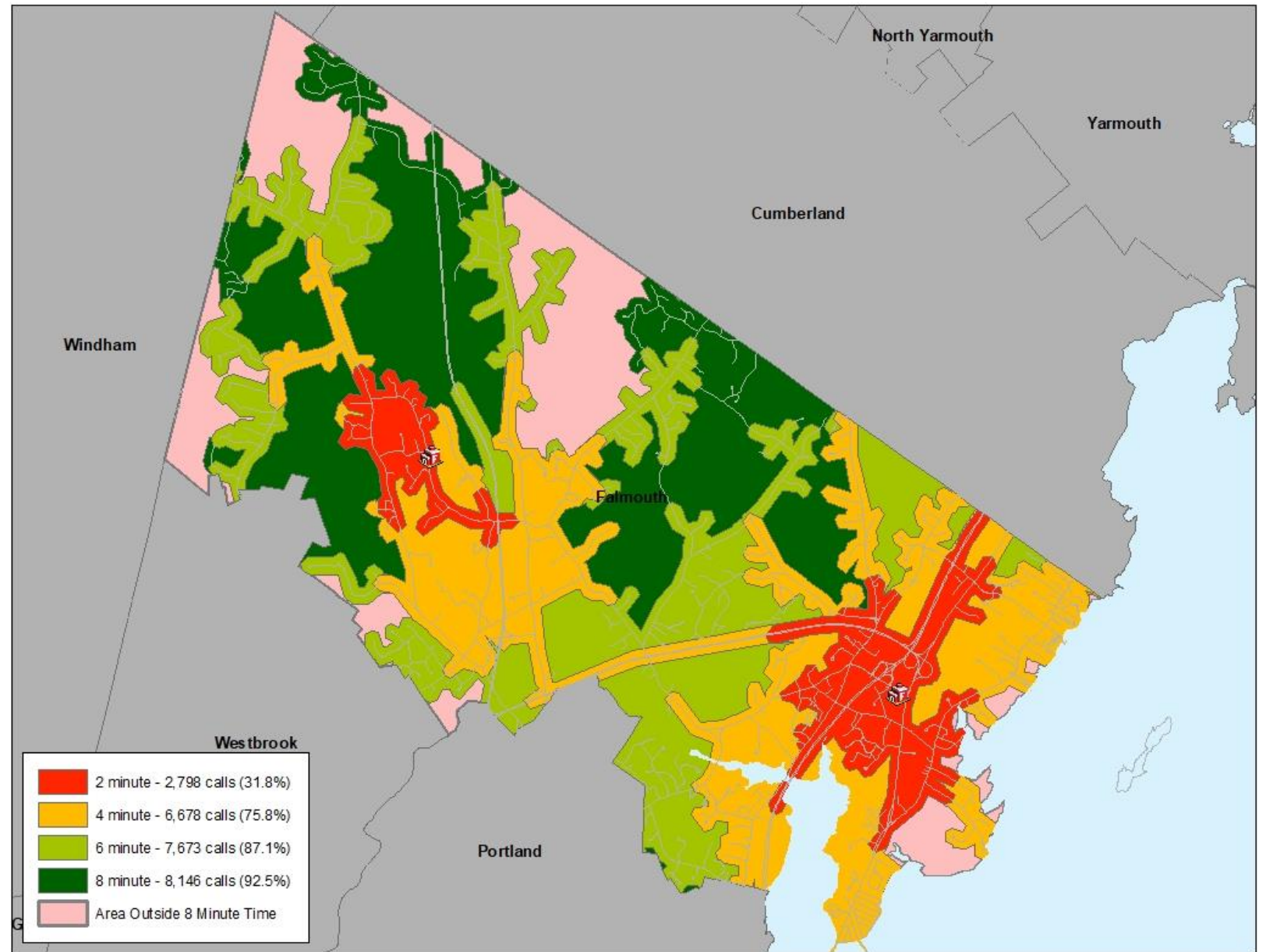




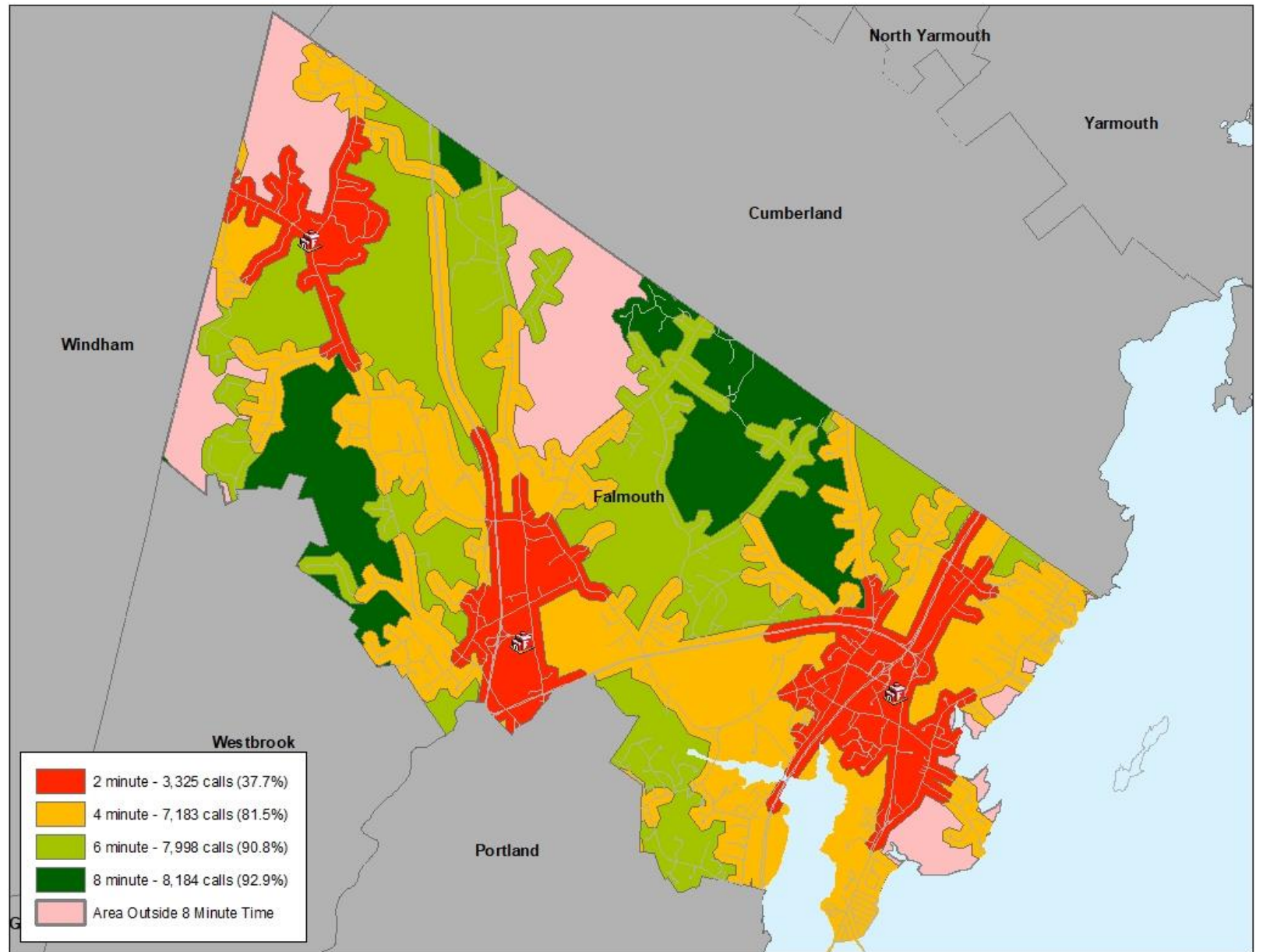
## Scenario 3 – Staffing at HQ & Station 4



# Scenario 4 – Staffing at HQ & 1 Optimal Location Sub- Station



# Scenario 5 – Staffing at HQ & 2 Optimal Sub-Stations







# Back to Those Considerations for Staffing in Small Towns

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# The Department Faces a Wide Range of Emergencies

- Emergency Medical Calls
- Motor Vehicle Accidents (Including Highway)
- Technical Rescues
- Hazardous Materials First Response
- Fires
- Other





# Falmouth Fire-EMS Should Be Able to...

- Handle Several EMS Calls
- Handle and EMS Call and a MVA
- Respond to a Fire or Other Labor-Intensive Incident
- Be a Good Neighbor so Mutual Aid Works in Both Directions
- And also...
  - Meet the Expectations Set by Town Management, Policy Makers, Residents, and Visitors
  - Keep Up With Changing Expectations for Services





# Staffing Plan for the Fire-EMS Department

- Target Staffing of 13 on Shift in Five Years
- HQ: Optimal = 8
  - Engine @ 3 (1 Lt. / 2 FF)
  - Ambulance @ 2 (2 FF)
  - Tower / Ambulance @ 2
  - Shift Commander @ 1
- Sub-Station: Optimal = 5
  - Engine @ 3 (1 Lt. / 2 FF)
  - Ambulance @ 2 (2 FF)
- Paramedics: @ 4 (2 in each station on the primary ambulance and on each engine)
- Staffing With 13 Will Require 15 on Shift: 1 BC, 2 Lt., 12 FF's (5 of Whom Are Paramedics)



# Future Staffing Changes

- Staff Third Ambulance (2 FF) When Calls for Third Ambulance Reach 2 or More Times Per Day
- Staff Third Engine (1 Lt. + 2 FF) When Third Ambulance Trigger Is Reached
- Add Officer to Tower (1 Lt.) When Third Ambulance Is Staffed







# Phasing In Staffing Over Time

- Need to Get to Five on Duty as Soon as Possible (This Fiscal Year)
- Consider Using 12-Hour Staffing at the Sub-Station in the Interim
- Need to Have Specific Apparatus / Tasks / Roles for Call Staff
- Offer Per-Diem Incentives to Call Staff to Cover Shifts