

FALMOUTH FIRE-EMS



**PUBLIC FORUM
FEBRUARY 24, 2020**

FALMOUTH FIRE-EMS

- Over its 107-year history, **Falmouth Fire-EMS has evolved from 5 all-volunteer fire companies to a combination Fire-EMS department** made up of six full-time staff (including one office administrator), thirty part-time per diem firefighter/paramedics and firefighter/EMTs, and sixty call firefighters and emergency medical technicians. Of the firefighters and EMTs nearly 1/3 of them reside outside Falmouth. The Department's call volume and duties have also vastly expanded.
- In July 2019, the Town issued an RFP for **a study of current and future Falmouth Fire-EMS Department staffing needs**. The goal of the study is to determine the adequacy of current staffing and future needs for full-time, per-diem members (part-time), and paid-on-call.

STAFFING TIMELINE

Year	Event	FT	PT (FTE)	Total FTE
1987	First FT Fire Chief hired	1	0	1.0
2002	First FT EMS Provider hired	2	0	2.0
2004	Added PT daytime coverage (6 am to 6pm) of a paramedic	2	2.2	4.2
2007	FT Fire Chief Hired	2	2.2	4.2
2008	FT Office Administrator Position Added	3	2.2	5.2
2008	Added FT Assistant Chief position (Replaced full-time Deputy Chief of EMS)	3	2.2	5.2
2009	Pleasant Hill Fire Station (Station 3) closed	3	2.2	5.2
2009	Added PT nighttime coverage (7 pm to 7 am) of a per diem FF/Paramedic at Central Station	3	4.4	7.4
2009	Added \$15/night stipend for overnight EMS volunteers to respond with overnight per diem	3	4.4	7.4
2009	Added 4 SMCC Live-in Students at West Station	3	4.4	7.4

STAFFING TIMELINE

Year	Event	TF	PT (FTE)	Total FTE
2009	1st in-house Firefighter Level I and II class held – Graduated 33 members	3	4.4	7.4
2010	Started allowing call EMS members to live outside Falmouth (24 hours of coverage at Central).	3	4.4	7.4
2010	1st in-house Fire Instructor I and II class held – Graduated 12 members	3	4.4	7.4
2010	Hired 3 PT EMA planners to work with senior housing, schools and daycares	3	5	8.0
2010	Put 3rd Ambulance in service (did not trade older ambulance)	3	5	8.0
2011	1st in-house Fire Officer I and II class held – Graduated 24 members	3	5	8.0
2013	Increased overnight volunteer EMS stipend to \$30/night	3	5	8.0
2014	Added daytime PT FF/EMT per diem position from 7 am to 7 pm	3	7.2	10.2
2014	Added 2 SMCC Live-in Students at Foreside Station	3	7.2	10.2

STAFFING TIMELINE

Year	Event	FT	PT (FTE)	Total FTE
2015	Added nighttime PT FF/EMT per diem position. From 7 pm to 7 am.	3	9.4	12.4
2015	Added FT Assistant Fire Chief position	4	9.4	13.4
2016	Overnight stipends added to pay weekend duty officers (\$50/night)	4	9.4	13.4
2017	Held membership drive during home football game (repeated in 2018 & 2019)	4	9.4	13.4
2017	Added 2 PT per diem FF/EMS on Weekends and Holiday days from 8 am to 4 pm to cross-staff A3/E2	4	10.3	14.3
2017	Started doing Pre-plans in the community	4	10.3	14.3
2017	Hosted Basic Fire Officer Class – Graduated 16 students (9 Falmouth Fire Officers)	4	10.3	14.3
2018	Labor Day membership drive at Foreside Station	4	10.3	14.3

STAFFING TIMELINE

Year	Event	FT	PT (FTE)	Total FTE
2019	Added FT EMA Captain position. The 3 part-time EMA Planners no longer able to provide hours. EMA Captain to ramp up outreach in community through pre-plans and inspections.	5	9.7	14.7
2019	Added FT FF/EMT/Driver on Monday through Friday from 7 am to 4 pm. Focus is operating Engine 2 and Ambulance 3. While not on calls this position performs equipment and station maintenance and helps coordinate truck maintenance.	6	9.7	15.7
2019	Membership drive at West Station.	6	9.7	15.7
2019	Hosted Advanced Fire Officer Class – Graduated 16 students (4 Falmouth Fire Officers)	6	9.7	15.7
2019	Awarded bid to produce staffing study to Criterion Associates to help understand staffing needs, station placements, and project future staffing needs for next 20 years.	6	9.7	15.7

FALMOUTH FIRE-EMS

The challenges are divided into 5 categories:

1. Call Volume has Increased Significantly
2. Availability of Call Members has Decreased
3. Adequate Number of Members are Needed to Respond
4. EMS Protocols have changed
5. On-duty Staff Perform many other Important Duties

CALL VOLUME HAS INCREASED SIGNIFICANTLY

Falmouth Fire-EMS Incidents 2011-2019

Type of Incident	2011	2012	2013	2014	2015	2016	2017	2018	2019
Building Fire	6	10	13	14	13	8	11	8	6
Electrical Fire	23	12	11	23	9	10	8	9	12
Chimney Fire	5	1	3	5	11	0	1	5	2
Cooking Fire	8	4	3	5	9	6	22	12	15
Fuel Boiler Malfunction	5	2	1	5	7	2	11	6	7
Vehicle Fire	6	9	8	7	8	8	10	9	3
Smoke Investigation	44	24	35	47	50	35	36	41	21
Brush Fire	21	16	15	26	25	11	23	5	19
Unauthorized Burning	5	16	17	9	7	10	12	10	8
Power Lines Down	41	39	16	28	14	50	39	32	35
Fire Alarm / Detector / Sprinkler Activation	162	165	172	184	237	202	175	179	190
Carbon Monoxide Alarms	28	21	26	30	32	31	33	25	23
Emergency Medical Services	1022	967	1072	1063	1246	1181	1308	1254	1395
Motor Vehicle Crashes	103	114	94	109	112	137	125	105	125
Rescue Other – Animal, Elevator, etc.	5	2	3	6	6	5	16	12	12
Hazardous Materials – Fuel Spills & Leaks	14	15	21	21	28	27	29	14	43
Assist Other Agency	28	4	9	5	7	29	24	11	12
Good Intent Call / Public Assist	41	15	5	11	6	15	8	10	17
False Alarm	20	21	13	2	6	11	3	2	2
Cover Assignment	21	42	24	34	29	30	21	20	24
Coverage at Sporting Events	*	27	18	22	17	21	22	17	24
Weather Related	9	4	11	21	7	11	4	7	12
Inspections – Occupancy, Woodstove, Fire Alarm, etc.	20	19	3	6	3	6	23	3	74
Prevention – Pre-plans, Detector Installs, EMA, etc.	**	**	34	113	82	43	55	23	135
Total Incidents	1637	1549	1627	1796	1971	1889	2019	1819	2216

*

Coverage for Sporting Events was not tracked until 2012.

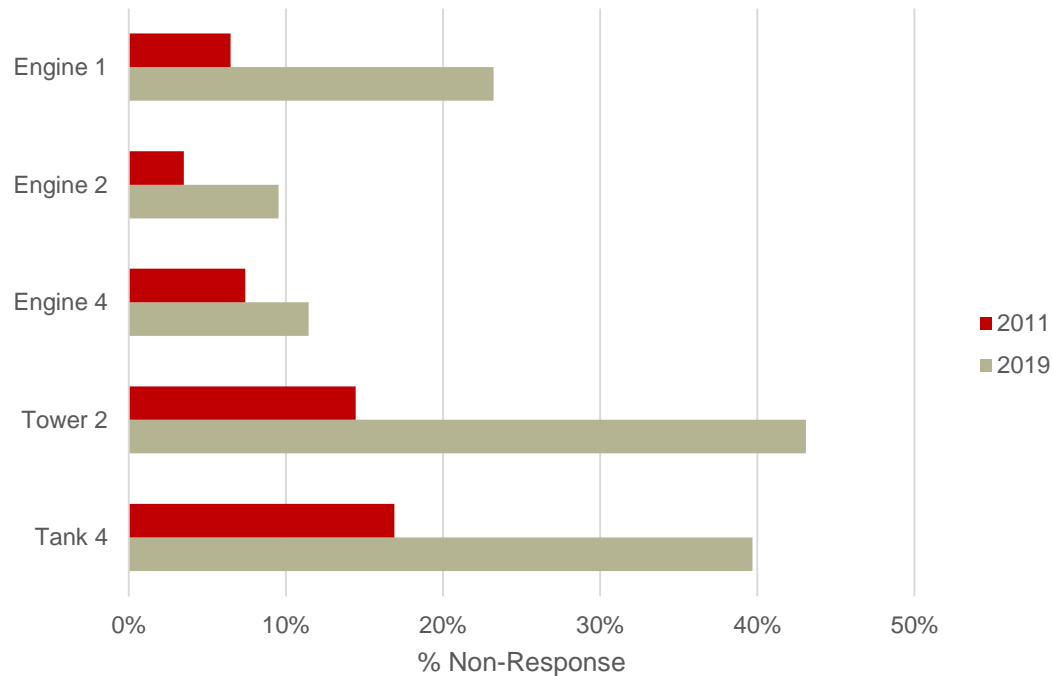
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Fire Prevention Activities were not tracked until 2013.

CALL VOLUME HAS INCREASED SIGNIFICANTLY

Apparatus that was Called to a Scene but did not Respond (did not have a driver and/or a crew)

Apparatus Called to Scene but did not Respond



Apparatus	Station	2011	2019	Change
Engine 1	Foreside Road	6%	23%	17%
Engine 2	Bucknam Road	4%	10%	6%
Tower 2	Bucknam Road	14%	43%	29%
Engine 4	Winn Road	7%	11%	4%
Tank 4	Winn Road	17%	40%	23%

* When one apparatus does not respond another one is dispatched. All calls are covered.

DECREASE IN ACTIVE CALL MEMBERS

In past 10 years, 29 active FF/EMT have obtained new fulltime fire-ems job:
Biddeford, Bridgton, Brunswick (2), Buxton (2), Gardner, Lewiston, Norway, Portland (3), Saco, Scarborough (2), South Portland (5), Westbrook, Brattleboro, VT, Nashua, NH, Seekonk, MA, Winooski, VT

Now it is up to 30!



In the past 10 years, nine Volunteer EMTs have gone on to medical school!

Moved out of Town:

In past 5 years, we have had members move to:

- California
- Colorado
- Connecticut
- Hawaii
- Indiana
- Massachusetts
- Michigan
- New Hampshire
- New York
- Pennsylvania
- Vermont

Others have stayed in Maine but moved too far away to respond:

- Bangor
- Bridgton
- Lebanon
- New Gloucester
- Richmond
- Saco
- Topsham
- Waterboro
- Northern Maine

DECREASE IN ACTIVE CALL MEMBERS

Average Crew Size for All Calls:

In 2011 – **8,707** people responded to **1,637** incidents

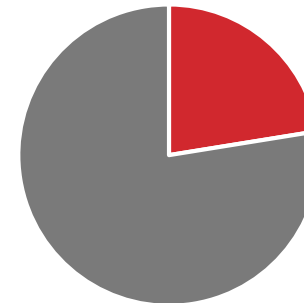
Fulltime / Per Diem	1955	22%
Call Staff	6752	78%

In 2019 – **8,514** people responded to **2,216** incidents

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

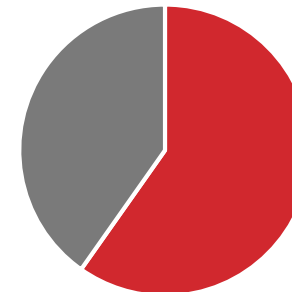
That's a 49% drop in call staff response and a 154% increase in paid staff response from 2011 to 2019.

2011 Responders



■ Paid Staff ■ Call Staff

2019 Responders



■ Paid Staff ■ Call Staff

MEMBERS ARE NEEDED TO RESPOND

NFPA 1720 Staffing Guideline for Combination Departments

Falmouth Fire-EMS is a combination fire department (60% volunteer/call).

West of Middle Road – Rural <500 people/sq. mile (source: US Census)

NFPA 1720 recommends minimum of 6 personnel within 14 minutes

2011 – 52.5% of the time

2019 – 43.3% of the time

East of Middle Road – Suburban 500-1000 people/sq. mile (source: US Census)

NFPA 1720 recommends minimum of 10 personnel within 10 minutes

2011 – 4.3% of the time

2019 – 1.7% of the time

OSHA 2-In 2-Out Regulation

At least two employees enter the Immediately Dangerous to Life or Health (IDLH) atmosphere and remain in visual or voice contact with each other at all times.

At least two employees are located outside the IDLH atmosphere to assure that the "two in" can monitor each other and assist with equipment failure or entrapment or other hazards, and the "two out" can monitor those in the building, initiate rescue, or call for back-up. One of the "two out" can be assigned another role such as incident commander.

Falmouth Fire-EMS must have 4 trained and equipped firefighters on scene (w/ SCBA) before an investigation can occur.

CHANGES IN EMS PROTOCOLS

Recent upgrades to EMS in our area:

- **CPR** – Crews must now perform CPR where the patient is found for a minimum of 20 minutes before deciding whether to transport them to the hospital.
- **Cardiac Catherization Lab Activation** – Crews can now identify a ST Elevated Myocardial Infarctions (STEMI) in the field. This allows them to deliver patients suffering from Myocardial Infarctions (heart attacks) directly to the Cardiac Cath Lab at MMC, where they can receive immediate treatment drastically improving their medical outcomes.
- **Stroke: Direct to CT Program at Maine Medical Center** – Crews can now quickly identify a patient having a stroke and make a call in to the hospital to initiate a program where the patient will get a CT Scan within 25 minutes of arrival at the hospital. This allows for quicker treatment and better long-term prognosis of PT's suffering from a Cerebral Vascular Accident.
- **EMS Supplies** - Falmouth Fire-EMS must now purchase, stock, maintain, and monitor our own supplies daily.
- **Lift Assists** - In 2019 our crews responded to 87 calls where we lifted a person up off a floor, up or down a set of stairs, into a bed, into a car for an appointment, etc.

OTHER IMPORTANT DUTIES

Other duties when not responding to calls:

Community Outreach:

- We **visit schools, daycares, senior housing, and others** to promote fire and injury prevention, teach the use of fire extinguishers to staff, and perform emergency evacuation drills (visited 13 schools and over 800 kids).
- We **host a monthly car seat inspection station** at Central Station with SafeKids Maine (200 seats).
- We **host 2 days for Fire-EMS at the Annual Summer Cop Camp** held at Community Programs (30 kids/year).
- Crews also **visit businesses and private homes with Knox Box lock systems and with fire alarm systems to test for access and to test the alarms** (125 tests in 2019).
- **Conduct Pre-plans of Buildings** in Town (68 pre-plans in 2019).
- Crew also **conduct numerous CPR and 1st Aid classes** both at the Fire Station and at various off-site locations including daycares, the high school, and private businesses.
- Crews **install Smoke and Combination Smoke & Carbon Monoxide Detectors in houses** in Falmouth (over 1,000 Smoke and 700 CO detectors in past 5 years).

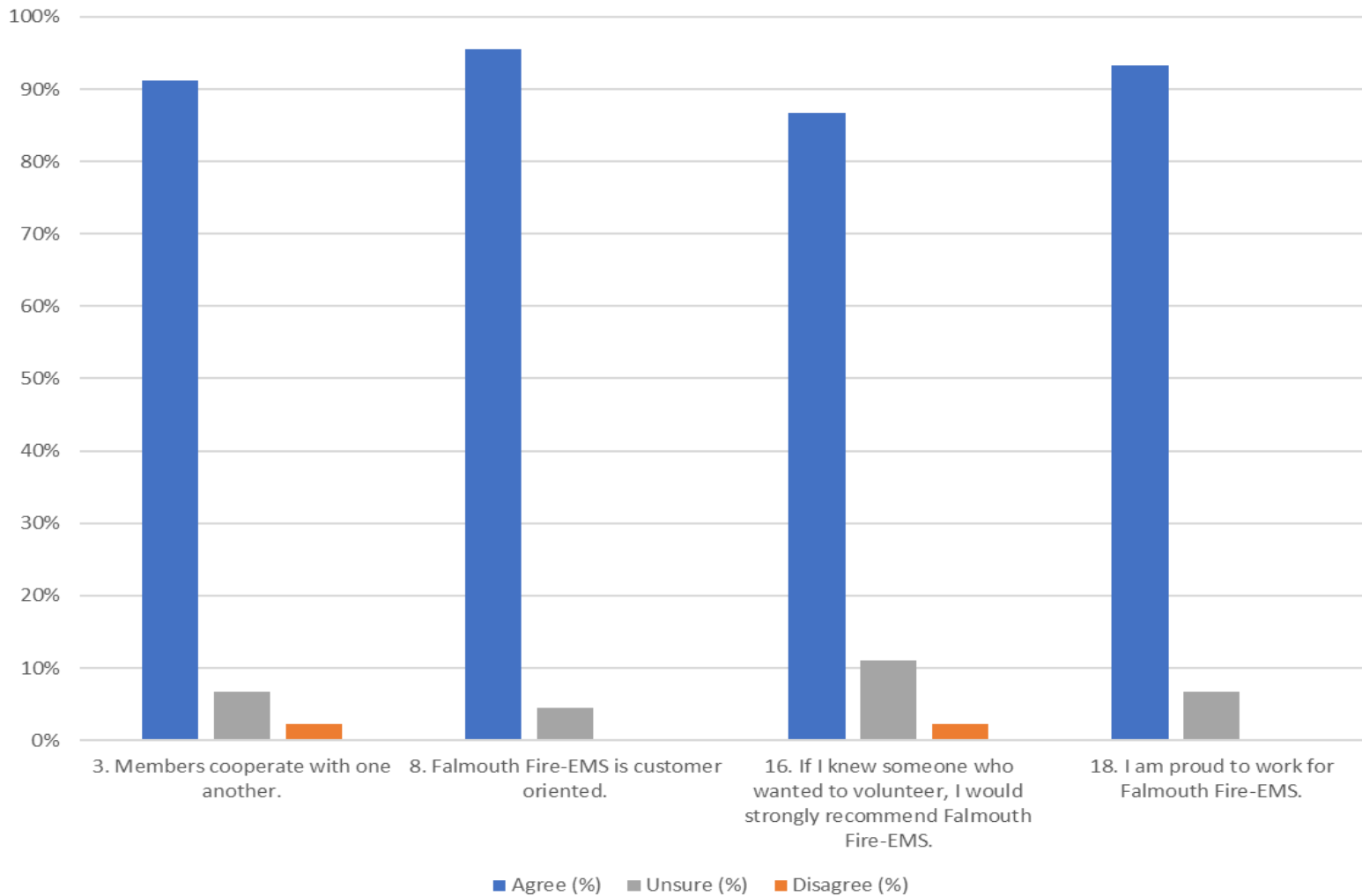
Falmouth Fire-EMS Should Be Able to...

- Handle Several EMS Calls
- Handle 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

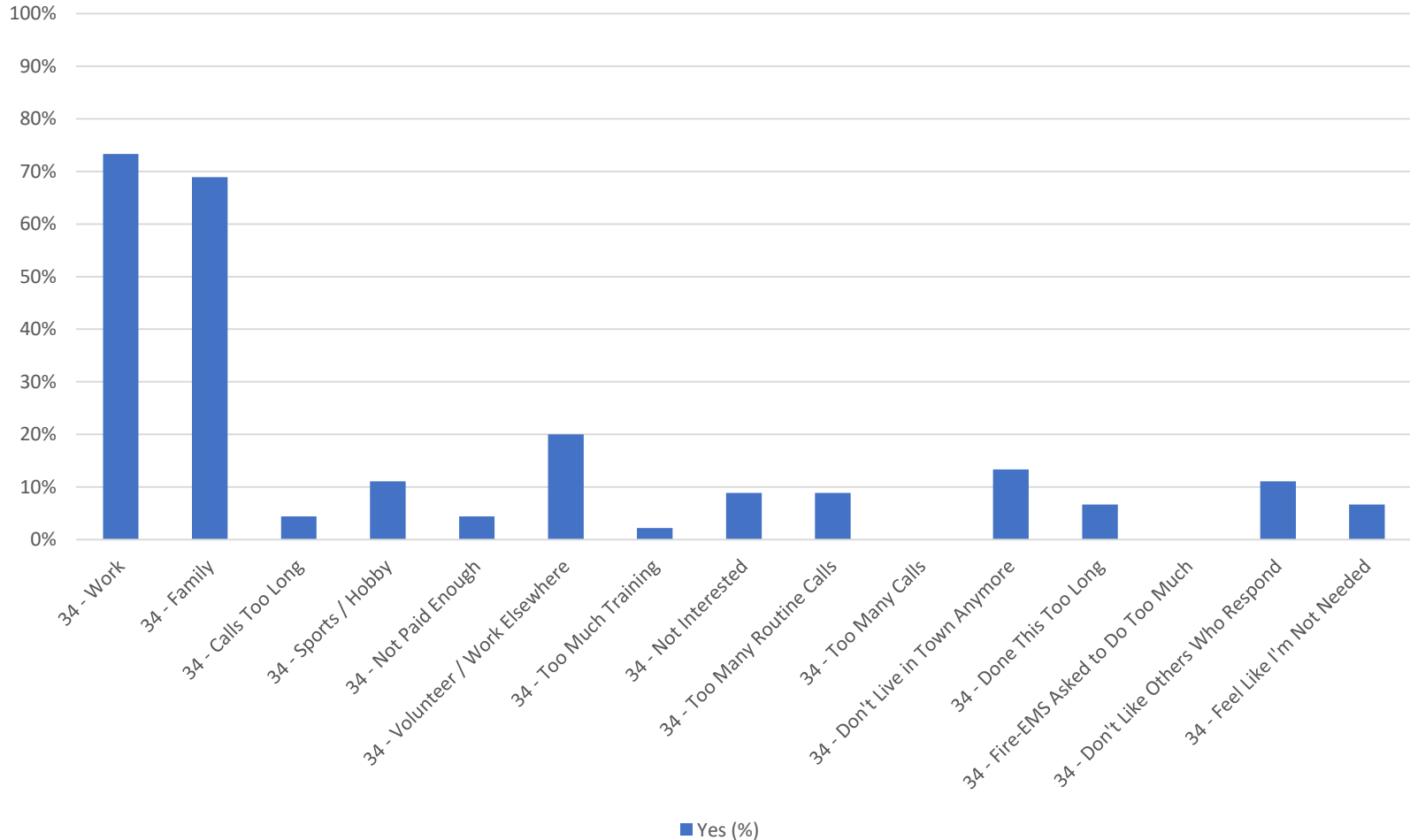


FALMOUTH FIRE-EMS

FFEMS Members' Views on Service

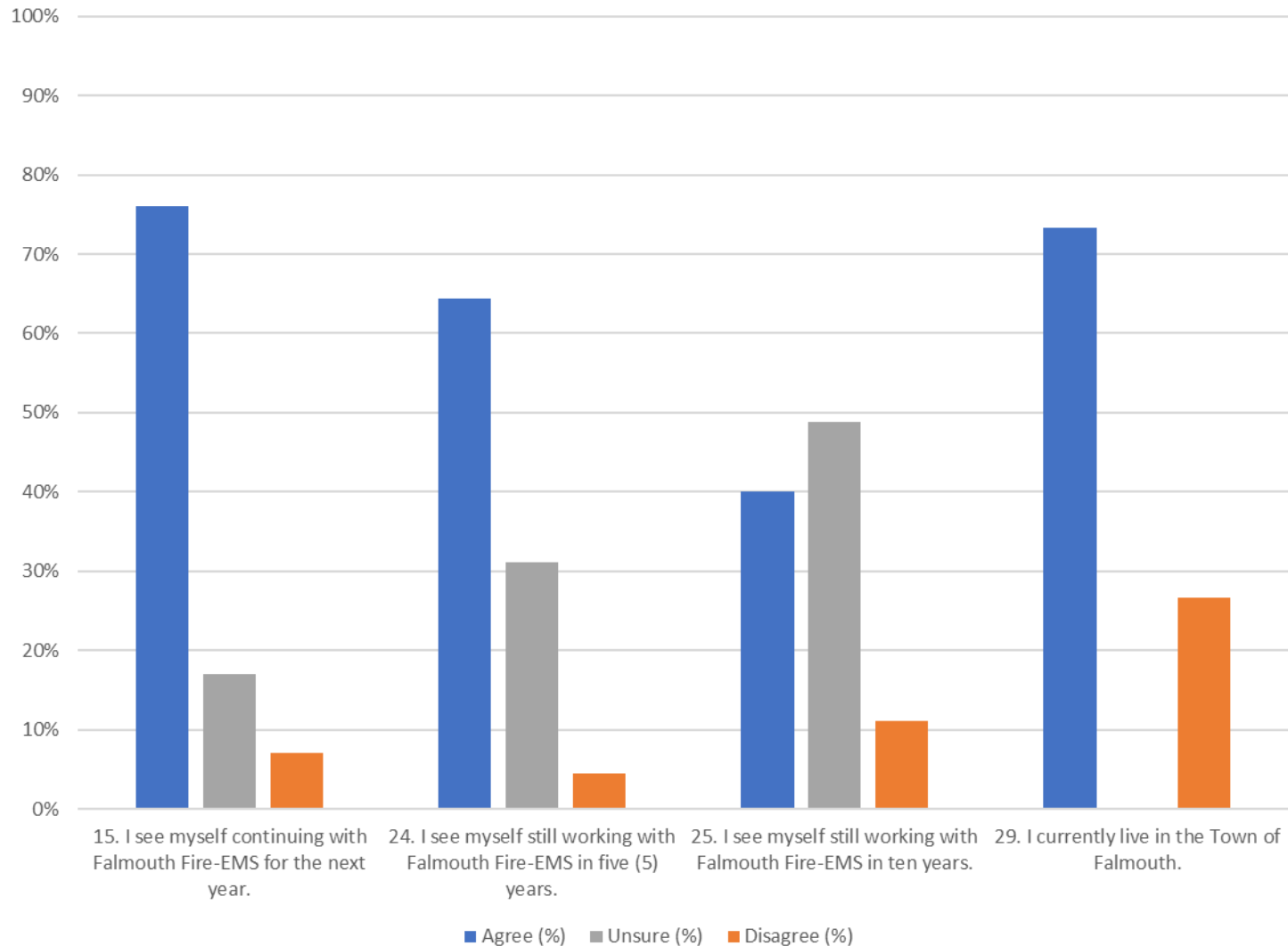


SURVEY – WHY MEMBERS SAY THEY ARE NOT RESPONDING TO CALLS



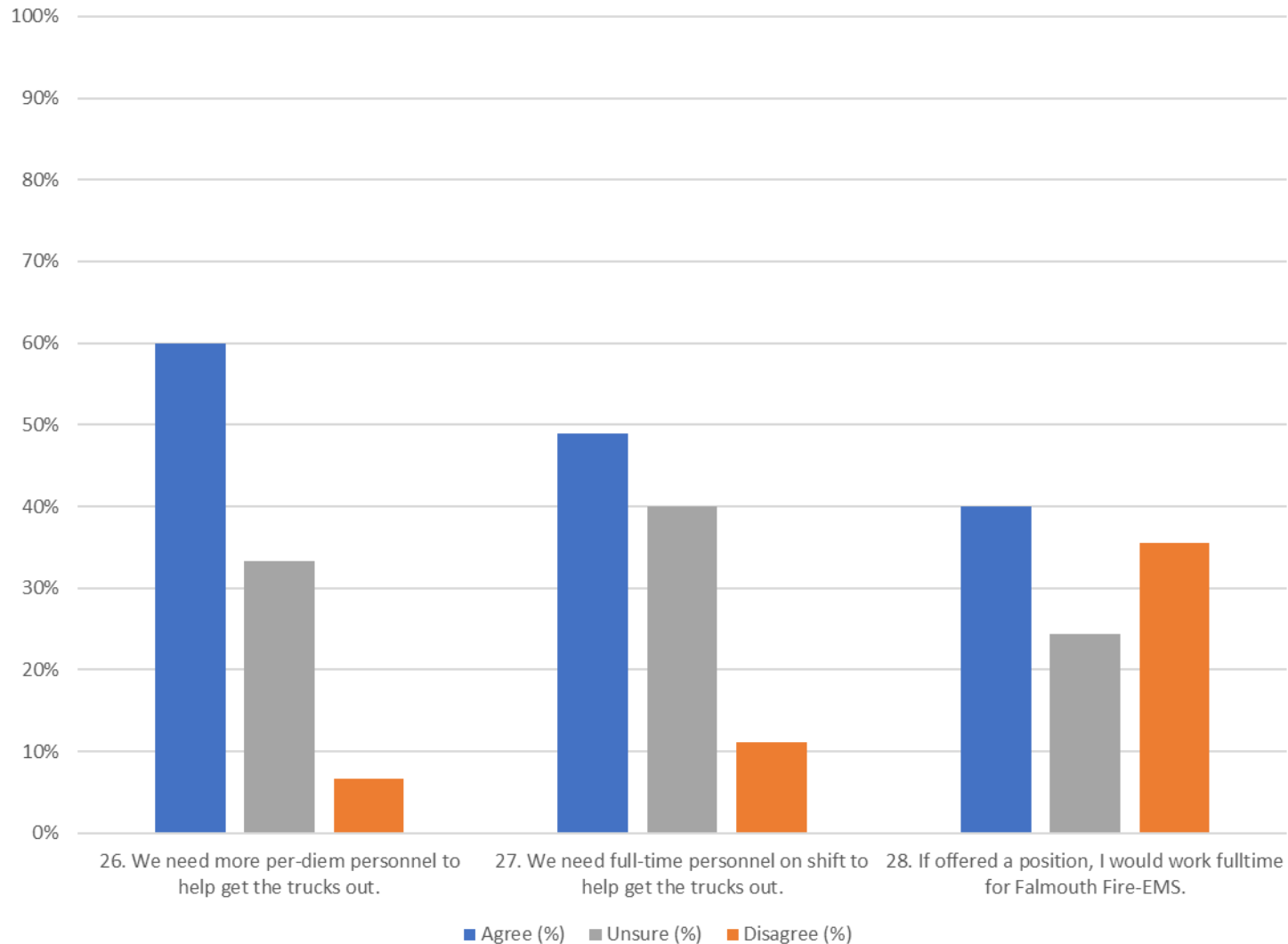
FALMOUTH FIRE-EMS

FFEMS Members' View on Tenure and Membership

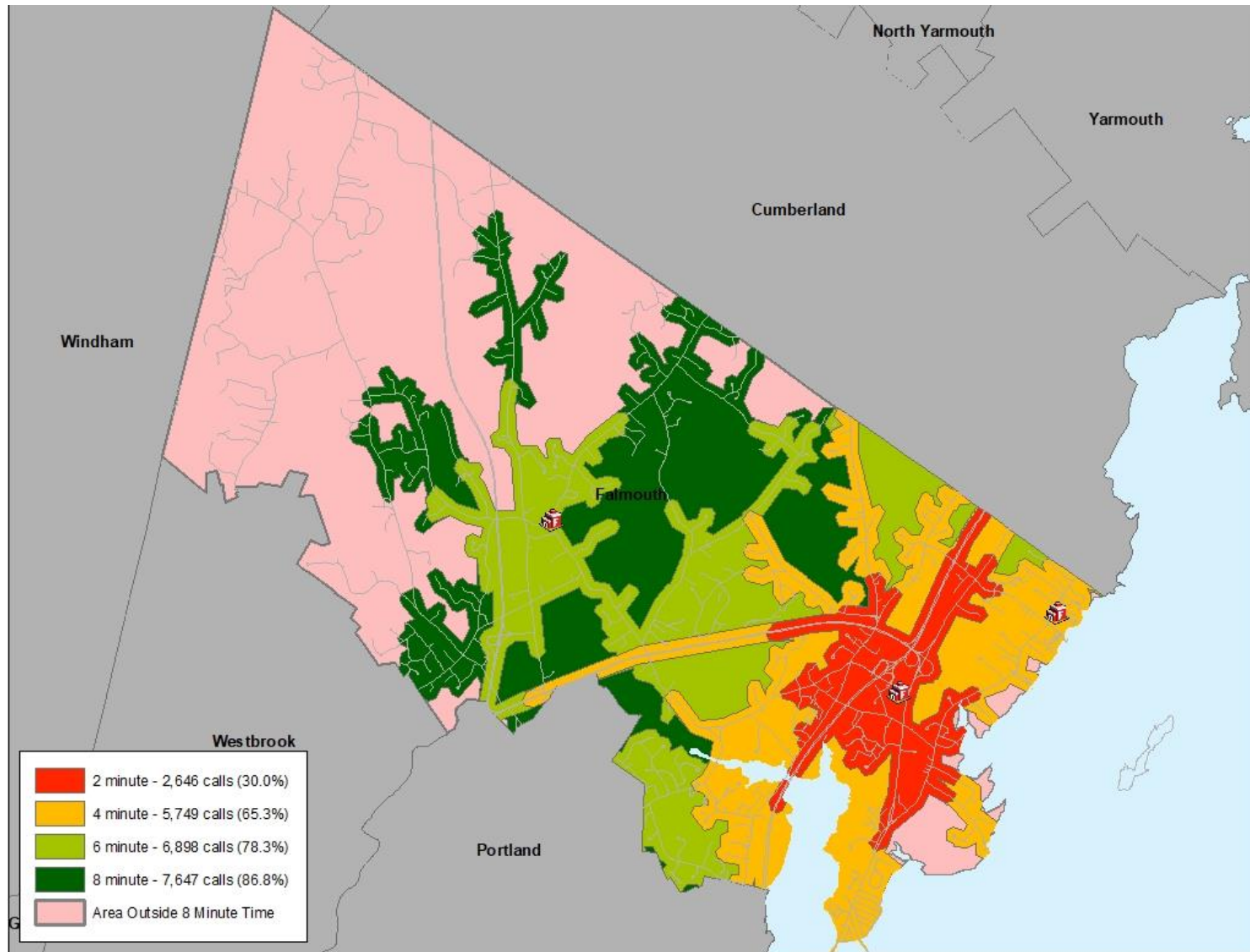


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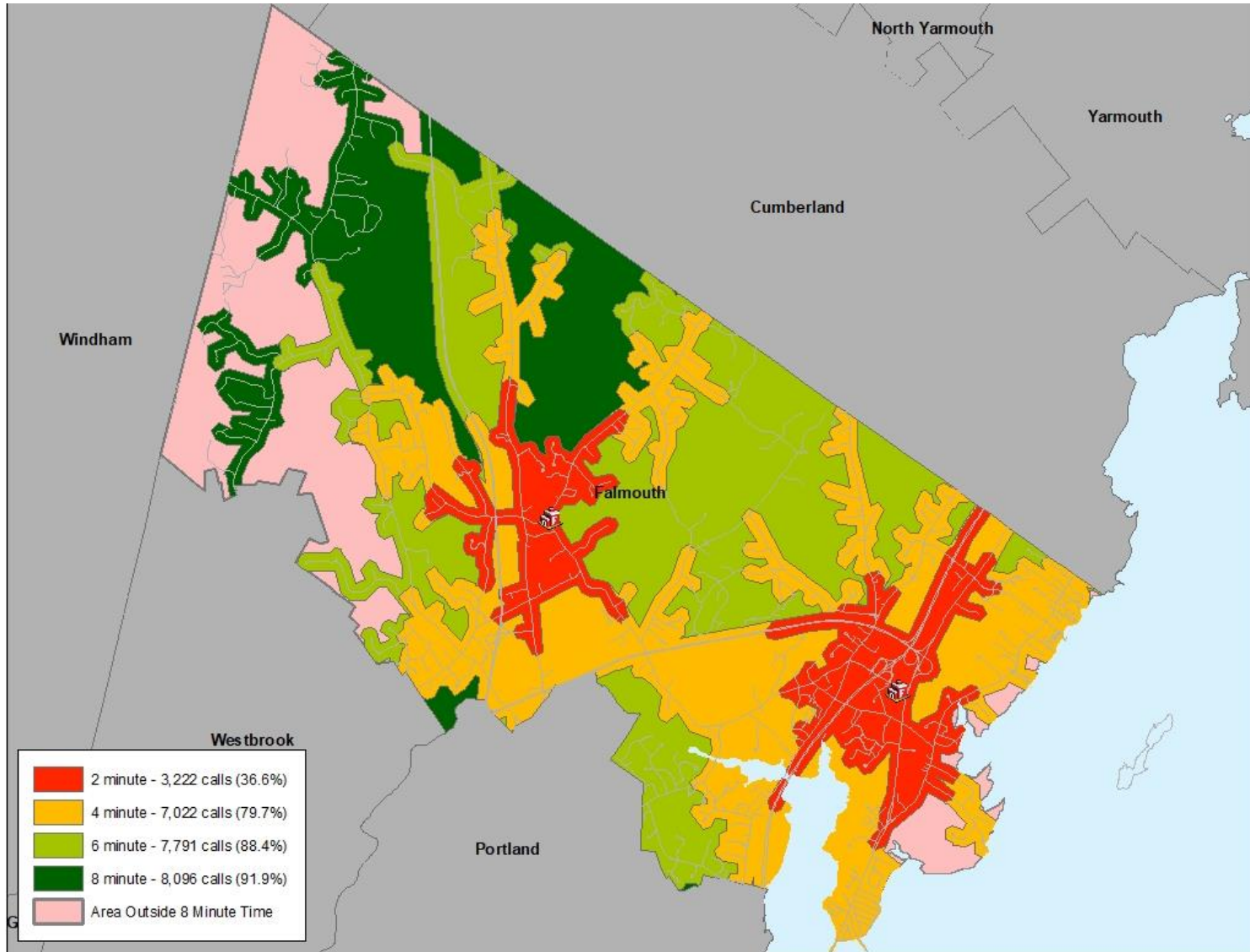
FFEMS Members' Views on Staffing Needs



STAFFING AT CENTRAL (BUCKNAM ROAD) ONLY



STAFFING AT CENTRAL AND WINN ROAD (STATION 4)



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)



STAFFING PLAN

PHASE 1 – FY2021

- ❑ Addition of 14 Fulltime FF/EMS at Central Station (Bucknam Road)
 - ❑ 12 Fulltime FF/EMS working 3 people on duty at a time
 - ❑ 2 Fulltime FF/EMS to float / cover vacancies

- ❑ Addition of 2 Per Diem FF/EMS at Station 4 (Winn Road)
 - ❑ 2 Per-Diem FF/EMS (Engine 4) – Daytime Only (7 am to 7 pm)
 - ❑ Night-time no change to current call staff-only coverage

STAFFING PLAN

PHASE 2 – FY202?

- ❑ Addition of 12 Fulltime FF/EMS at Station 4 (Winn Road)
 - ❑ 12 Fulltime FF/EMS working 3 people on duty at a time

- ❑ Potential use of Regional Response for Fire & EMS Calls
 - ❑ Falmouth Fire-EMS will use data and analysis to determine if future increases are needed to staff apparatus. This will be determined by the future response of call staff. Discussions with neighboring departments may develop future enhanced regional partnerships.

STAFFING PLAN BUDGET

PHASE 1 – FY2021

Fire-EMS Expansion – Addition of 14 FTEs

Salaries	595,680
Per Diem Coverage	306,628
OT to cover FT call-outs, vacation, etc.	50,000
Benefits	317,296
Recruiting Costs	10,000
Computer Licenses	2,500
Uniforms	15,000
<u>New Gear, Radios, Pagers</u>	<u>75,000</u>
Total Operating Expense Increase	\$1,372,104

STAFFING PLAN BUDGET

FY2022

Fire-EMS Expansion (Year 2)

Salaries	770,880
Per Diem Coverage	192,748
OT to cover FT call-outs, vacation, etc.	50,000
Benefits	444,000
Recruiting Costs	0
Computer Licenses	0
Uniforms	7,500
<u>New Gear, Radios, Pagers</u>	<u>0</u>
Total Operating Expense Increase	\$1,465,128

* Salary is excluding COLA or Benefit cost increases in FY2022

QUESTIONS?

Thank you,

Chief Howard Rice, Jr.

8 Bucknam Road

Falmouth, ME 04105

hrice@falmouthme.org

(207) 781-2610

