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.
<table>
<thead>
<tr>
<th>Statement</th>
<th>Agree (%)</th>
<th>Unsure (%)</th>
<th>Disagree (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Members cooperate with one another.</td>
<td>90%</td>
<td>10%</td>
<td>0%</td>
</tr>
<tr>
<td>8. Falmouth Fire-EMS is customer oriented.</td>
<td>90%</td>
<td>10%</td>
<td>0%</td>
</tr>
<tr>
<td>16. If I knew someone who wanted to volunteer, I would strongly recommend Falmouth Fire-EMS.</td>
<td>90%</td>
<td>10%</td>
<td>0%</td>
</tr>
<tr>
<td>18. I am proud to work for Falmouth Fire-EMS.</td>
<td>90%</td>
<td>10%</td>
<td>0%</td>
</tr>
</tbody>
</table>

FFEMS Members' Views on Service
15. I see myself continuing with Falmouth Fire-EMS for the next year.

24. I see myself still working with Falmouth Fire-EMS in five (5) years.

25. I see myself still working with Falmouth Fire-EMS in ten years.

29. I currently live in the Town of Falmouth.

FFEMS Members’ View on Tenure and Membership

<table>
<thead>
<tr>
<th>Question</th>
<th>Agree (%)</th>
<th>Unsure (%)</th>
<th>Disagree (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>15. I see myself continuing with Falmouth Fire-EMS for the next year.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>24. I see myself still working with Falmouth Fire-EMS in five (5) years.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>25. I see myself still working with Falmouth Fire-EMS in ten years.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>29. I currently live in the Town of Falmouth.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
26. We need more per-diem personnel to help get the trucks out.
27. We need full-time personnel on shift to help get the trucks out.
28. If offered a position, I would work full-time for Falmouth Fire-EMS.
FFEMS Members' Self-Reported Reasons for Not Responding to Calls

- Work
- Family
- Calls Too Long
- Sports / Hobby
- Not Paid Enough
- Volunteer / Work Elsewhere
- Too Much Training
- Not Interested
- Too Many Routine Calls
- Too Many Calls
- Don't Live in Town Anymore
- Done Too Long
- Fire-EMS Asked to Do Too Much
- Don't Like Others Who Respond
- Feel Like I'm Not Needed

Yes (%) and No (%) distribution.
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
Call Volume Has Increased Significantly

FFEMS Unit Responses: 2011 v. 2019

- Ambulances
- Engine 1 (Foreside Road)
- Engine 2 (Bucknam Road)
- Engine 4 (Winn Road)
- Tower 2 (Bucknam Road)
- Tank 4 (Winn Road)

2011 vs. 2019
Growing Challenges Deploying Units When Called

Apparatus Called to Scene but did not Respond

- Engine 1
- Engine 2
- Engine 4
- Tower 2
- Tank 4

% Non-Response

2011
2019
Crew Sizes Are Decreasing per Call

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Engine 1</td>
<td>186</td>
<td>2.6</td>
<td>267</td>
<td>2.1</td>
</tr>
<tr>
<td>Engine 2</td>
<td>318</td>
<td>3.4</td>
<td>409</td>
<td>3.0</td>
</tr>
<tr>
<td>Tower 2</td>
<td>175</td>
<td>2.7</td>
<td>181</td>
<td>1.4</td>
</tr>
<tr>
<td>Engine 4</td>
<td>230</td>
<td>3.2</td>
<td>201</td>
<td>2.8</td>
</tr>
<tr>
<td>Tank 4</td>
<td>71</td>
<td>2.0</td>
<td>63</td>
<td>1.5</td>
</tr>
</tbody>
</table>
Recruitment vs. Retention Remains a Challenge

New Call Members Recruited / Still Active 1/1/2020 (2010 - 2019)
EMS Shift Coverage by Volunteers Is in Decline
Decrease In Active Call Members

**Average Crew Size for All Calls:**

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

- Fulltime / Per Diem: 1,955 (22%)
- Call Staff: 6,752 (78%)

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

- Fulltime / Per Diem: 5,089 (60%)
- Call Staff: 3,425 (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

<table>
<thead>
<tr>
<th>Scenario</th>
<th>&lt;2 Mins</th>
<th>&lt; 4 Mins</th>
<th>&lt; 6 Mins</th>
<th>&lt; 8 Mins</th>
</tr>
</thead>
<tbody>
<tr>
<td>1: Current</td>
<td>30.0%</td>
<td>65.3%</td>
<td>78.3%</td>
<td>86.8%</td>
</tr>
<tr>
<td>2: Current (w/o Sta. 1)</td>
<td>30.0%</td>
<td>65.3%</td>
<td>78.3%</td>
<td>86.8%</td>
</tr>
<tr>
<td>3: Staffing @ HQ &amp; 4</td>
<td>36.6%</td>
<td>79.7%</td>
<td>88.4%</td>
<td>91.9%</td>
</tr>
<tr>
<td>4: HQ &amp; (1) Optimal Site</td>
<td>31.8%</td>
<td>75.8%</td>
<td>87.1%</td>
<td>92.5%</td>
</tr>
<tr>
<td>5: HQ &amp; (2) Optimal Sites</td>
<td>37.7%</td>
<td>81.5%</td>
<td>90.8%</td>
<td>92.9%</td>
</tr>
</tbody>
</table>
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