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## Genesee County Fire EMS Strategic Planning

Dear Fire and EMS Leaders,

As you are aware, Municipal Resources Inc. has been hired to work in partnership with the Genesee County Fire and EMS Task Force, to develop a strategic planning tool that will help to maximize the future delivery of emergency services throughout Genesee County. The participation of the fire and EMS leadership is essential to this process.

As some of the most significant stakeholders in this dynamic planning process, the leadership of the fire and EMS services are a critical component of this project. You are the resident “experts” on the provision of fire and EMS services in each of your communities and should play an important role in helping the governing bodies of the municipalities that you protect determine the acceptable level of risk and service for their constituents.

In addition, we need to inventory a wide range of information from all the fire and EMS agencies that serve Genesee County to help us analyze current operations and future needs.

To help us gather as much information as possible, we are asking you to complete the following questionnaire and return it to us no later than **January 31, 2022**. Your input and perspective is very important to the project. We thank you in advance for your assistance.

Sincerely,

**Brian P. Duggan**

Brian P. Duggan  
Director of Fire Services Group

GENESEE COUNTY FIRE AND EMS STRATEGIC PLAN  
FIRE AND EMS AGENCY QUESTIONNAIRE

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Department/Organization Name: \_\_\_\_\_

Services provided:     Fire only       Both Fire and EMS       EMS only

If EMS, what level of EMS do you provide:

First responder/BLSFR     BLS transport     ALS transport       ALS non-transport

List the municipalities you provide fire and/or EMS coverage to and the percentage of each municipality you serve.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What is the square mileage of your coverage area? \_\_\_\_\_

What is the population of your coverage area? \_\_\_\_\_

What is your total annual operating budget? \_\_\_\_\_

If you do both fire and EMS, do you have separate budgets for both operations? \_\_\_\_\_

Fire Budget: \_\_\_\_\_

EMS Budget: \_\_\_\_\_

What percentage of your budget is derived from:

Direct funding from your municipalities: \_\_\_\_\_

Emergency services tax: \_\_\_\_\_

Your own fundraising: \_\_\_\_\_

Subscriptions/memberships: \_\_\_\_\_

Other sources of funding: \_\_\_\_\_

Please provide the actual dollar amount of funding that you receive from each municipality that you serve. If they provide separate funding for fire and EMS operations, please provide a breakdown.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Do you have a separate capital budget for apparatus purchases and other major expenses?

Yes                       No

If yes, how is it funded? \_\_\_\_\_

\_\_\_\_\_

If yes, do all the municipalities you serve contribute funding to it?  Yes  No

If you do not have a capital budget, how do you fund capital purchases? \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

If you do EMS, do you do third party billing?  Yes                       No

If no, how do you fund EMS operations? \_\_\_\_\_

\_\_\_\_\_

If yes, what are your current charges for standard service(s)? \_\_\_\_\_

\_\_\_\_\_

If yes, what is your collection rate (percentage)? \_\_\_\_\_

\_\_\_\_\_

What is your payer mix? % Medicare: \_\_\_\_\_ % Medicaid: \_\_\_\_\_ % Commercial: \_\_\_\_\_

% Self pay: \_\_\_\_\_ % Uninsured: \_\_\_\_\_

If yes, who does your billing?  In house                       Billing company                       Other

How much do you need to fund from other sources to underwrite the difference between EMS revenues and EMS operating expenses? \_\_\_\_\_

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How many stations does your agency operate from? \_\_\_\_\_

Please rate the condition and operational adequacy of each station:

Station \_\_\_\_\_:  Excellent  Very Good  Good  Fair  Poor

Station \_\_\_\_\_:  Excellent  Very Good  Good  Fair  Poor

Station \_\_\_\_\_:  Excellent  Very Good  Good  Fair  Poor

Number of Engines: \_\_\_\_\_ Number of Aerials: \_\_\_\_\_ Number of Rescues (Non-EMS): \_\_\_\_\_

Number of Ambulances: \_\_\_\_\_ Number of non-transport EMS units (Fly cars): \_\_\_\_\_

Number of Tankers: \_\_\_\_\_ Number of Brush units: \_\_\_\_\_ Number of Fire Police units: \_\_\_\_\_

Number of other units (command vehicles, utilities, support vehicles, etc.): \_\_\_\_\_

Total number of volunteer firefighters: \_\_\_\_\_

Number of **active** volunteer firefighters (**respond to at least 25% of your fire calls**): \_\_\_\_\_

Number of volunteer firefighters who are **certified at least Firefighter I**: \_\_\_\_\_

Number of volunteer firefighters who are **currently qualified** interior structural firefighters: \_\_\_\_\_

Number of volunteer firefighters who are **currently qualified** exterior firefighters: \_\_\_\_\_

What percentage of your volunteer firefighters live in your first due response area? \_\_\_\_\_

Average number of volunteer firefighters that respond to each call: \_\_\_\_\_

Average number of volunteer firefighters that respond to each structure fire: \_\_\_\_\_

Does your department have an SOG for apparatus staffing?

Yes  No

Explain \_\_\_\_\_

Does your department adhere to OSHA's 2 in 2 out regulation?

Yes  No

Explain \_\_\_\_\_

Percentage of time you achieve NFPA 1720 compliance for structure fire response: \_\_\_\_\_

(6 people within 14 minutes – rural or 10 people within 10 minutes – suburban)

Number of FT career personnel: \_\_\_\_\_

Number of PT/per-diem personnel: \_\_\_\_\_

Career personnel are:  Fire only  Fire and EMS  EMS only

Please provide any additional explanation on utilization of career personnel: \_\_\_\_\_

\_\_\_\_\_

Do career personnel provide 24/7 coverage?  Yes  No

If no, please provide hours career firefighters provide coverage: \_\_\_\_\_

\_\_\_\_\_

Average number of hours per week career personnel work: \_\_\_\_\_

Salary range for career personnel: \_\_\_\_\_

Number of years from starting salary to top salary for career personnel: \_\_\_\_\_

Is your organization's career staff stable?  Yes  No

Does your organization's career staff experience significant turnover of personnel (more than 15% in a year)?

Yes  No

Maximum on duty staffing level: \_\_\_\_\_ Minimum on duty staffing level: \_\_\_\_\_

If you have career personnel, please list the number of units you normally staff.

Ambulances/EMS units: \_\_\_\_\_ Fire Suppression units: \_\_\_\_\_

Do your career personnel cross staff fire and EMS units based upon the call type?

Yes  No

Please provide any additional explanation on cross staffing: \_\_\_\_\_

\_\_\_\_\_

Do you have duty crews for your volunteer personnel to staff your station?  Yes  No

(If yes, please describe) \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Is duty crew mandatory?  Yes  No  N/A

National Fire Protection Association (NFPA) Standard 1710 sets a benchmark for career EMS services for a unit with Basic Life Support (BLS) capabilities to be on the scene of a medical emergency within 6 minutes of receipt of the call in the 9-1-1 dispatch, and a unit with advanced life support (ALS) capability with 10 minutes.

NFPA Standard 1720 for volunteer fire response sets the following response benchmarks for structure fire responses by volunteer fire companies:

- ✓ Urban communities: 15 personnel on scene in 9 minutes (population density > 1,000 per square mile)
- ✓ Suburban communities: 10 personnel on scene in 10 minutes (population density 500 – 1,000 per square mile)
- ✓ Rural communities: 6 personnel on scene in 14 minutes (population density < 500 per square mile).

How important is it that your department meet these standards?

- Extremely Important
- Very Important
- Somewhat Important
- Not Very Important
- Not at all Important

Additional comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Do you believe that your department is currently meeting these standards?

- Yes
- No
- I don't have that information

Additional comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Do you have an active volunteer recruitment and retention program?  Yes  No

(If yes, please describe) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



How many new volunteer personnel have joined your organization in the past 12 months? \_\_\_\_\_

How many volunteer personnel have left your organization, or become inactive, within the past 12 months?  
\_\_\_\_\_

How often do your volunteer personnel train per month? \_\_\_\_\_

Do personnel need to train a minimum number of hours per year to maintain active status?  Yes  No

If yes, minimum number of hours: \_\_\_\_\_

What are the requirements for a member to maintain active structural firefighter status (if none, please state none): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Do your career and volunteer personnel train together on a regular basis?  Yes  No

What is your average response time - first unit - to fire incidents: \_\_\_\_\_

What is your average response time - first unit - to structure fires: \_\_\_\_\_

What is your average response time - first unit - to EMS emergencies: \_\_\_\_\_

How many times in 2020 did mutual aid need to respond because your unit was unable to respond to a dispatched emergency (how many times did your organization “scratch” a call? PLEASE be honest.)?  
\_\_\_\_\_  
\_\_\_\_\_

How many times in 2020 did a mutual aid unit arrive first on the scene of an incident in your first due response area? \_\_\_\_\_  
\_\_\_\_\_

Is your organization adequately funded and equipped?  Yes  No

How would you rate the communications and relationship between your organization and the municipality/municipalities it serves?

Excellent  Very Good  Good  Fair  Poor

Does your organization’s leadership and the local governing body of the municipality/municipalities it serves meet on a minimum of an annual basis to review progress, discuss operational and budgetary needs, and discuss goals and objectives for the next year?

Yes       No

Should there be a more regionalized approach to both the funding and operational control (such as standardized response assignments, minimum training standards, AVL based dispatching, etc.) of the fire and EMS delivery system in the county based upon consensus procedures and protocols developed by the Fire Advisory Board?

Strongly Agree     Agree       Neutral       Disagree     Strongly Disagree

Who/what should determine the level of services to be provided by your organization to the municipality/municipalities it serves?

- The department/company/agency leadership
- The local governing body
- Consensus agreement between department/company/agency leadership and the local governing body
- Research based needs assessment
- Benchmark standard (NFPA 1710/1720; NY Dept. of Health) driven

Do you currently have formal written automatic/mutual aid agreements with the departments that surround you or are they more informal “handshake” type agreements?

Formal Written Agreements       “Handshake Agreements”

Does your organization always use the closest resources for your automatic/mutual aid needs?

Yes       No

If no, why not? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

In your opinion, what are the THREE most significant challenges facing your organization in the next five (5) to ten (10) years?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Sometimes the smallest changes can have a profound positive impact. Can you name a few little things that could be done for little or no money that would, in your opinion, improve the provision of fire and/or EMS services that your organization provides?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

Please provide any additional comments that may be beneficial to the study team:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Chief's Signature: \_\_\_\_\_

Contact phone number: \_\_\_\_\_

Presidents/ Chairman/ Commissioner Signature: \_\_\_\_\_

Contact phone number: \_\_\_\_\_

**Please Scan & Return Completed Questionnaire to:**

DRAFT