

CITY OF LOCKPORT FIRE DEPARTMENT

Operational Overview Presentation

By: Chief Luca Quagliano



CHIEF LUCA C.P. QUAGLIANO

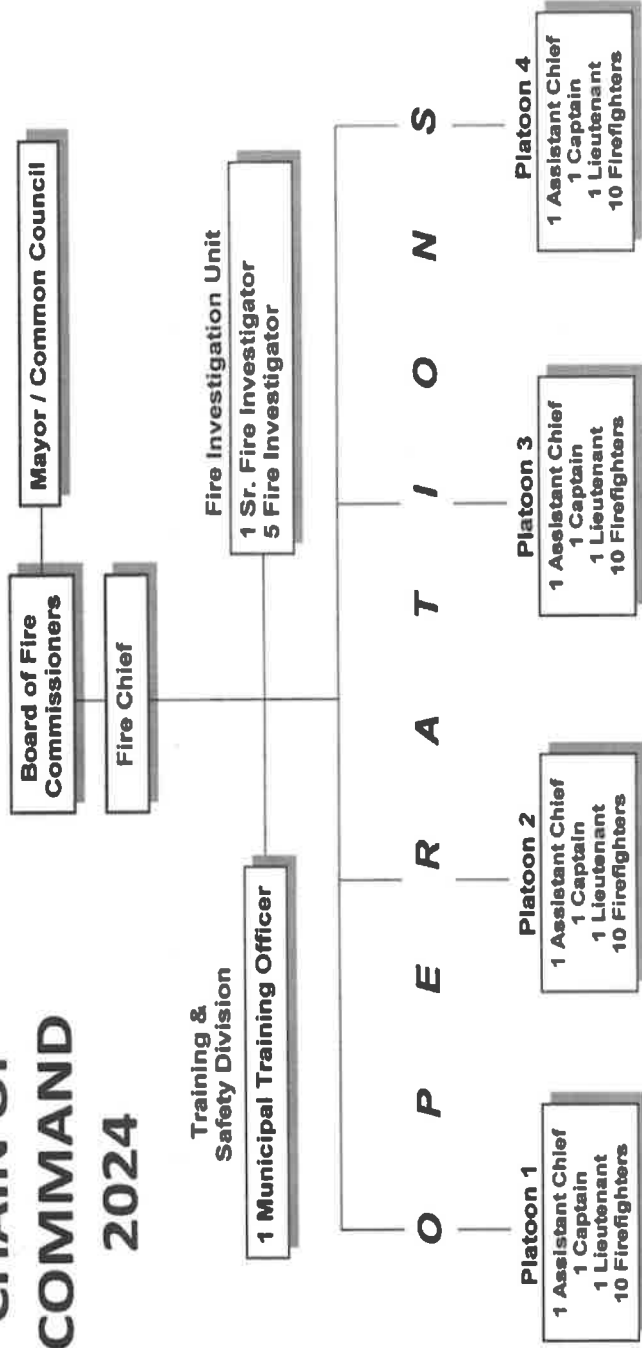
- Graduated Lockport High School 1998
- E.C.C. - AS - Fire Protection Technology
- Hired for LFD - March 26, 2001
- Flight Medic - MercyFlight 2005-2010
- NYS Fire Instructor 2015-2019
- LFD MTO 2012-2019
- Chief 12/2021-Present
- NYS Paramedic since 2001
- NYS Level 2 Fire Service Instructor
- NYS Level 3 Fire Officer
- NYS Fire Investigator
- NYS Code Enforcement Official
- Working toward BS in Emergency Management

FIRE DEPARTMENT MISSION

PRESERVATION OF LIFE & PROPERTY

LFD ORGANIZATIONAL CHART

LFD CHAIN OF COMMAND 2024



2024 DAILY STAFFING LEVELS

- 13 Staff Per Platoon – Four Platoons
 - 9 Person Minimum
- 3 Staff Allowed Off Maximum
 - Always 2 Officers On Duty
 - New for 2024: 1 Person Buffer
 - (unofficial 10 person minimum)*

LFD DUTY ROSTER EXAMPLE

- Ambulance staff crossed assigned with fire apparatus
- Primary Engine crew remains intact, not assigned to an ambulance
- Truck driver remains intact, not assigned to an ambulance

CITY OF LOCKPORT FIRE DEPARTMENT SHIFT DUTY ROSTER - 9 PERSON STAFFING		
Date:	Platoon on Duty:	Shift: [] 07:00-17:00 [] 17:00-07:00
ASSIGNMENT:		NAME/BADGE #:
ENGINE 7		
Officer in Charge	Asst Chief	1
Driver		
Offc. - Front Bumper Line	Firefighter	2
FF 1 - Crosslay-Can/Tools	Captain	3
FF - Can/Tools	Firefighter	4
ENGINE 6		
Driver - Hyd Hook Up	Firefighter	5
Lt./FF 1 - 5" E7 to Hyd.	Firefighter or Lieutenant	6
FF 2 Ladder/ 2nd Line		
FF 2 Ladder/ 2nd Line		
TRUCK 9		
Driver - 2In/2Out	Firefighter	7
Attack LDH to Water Supply	Firefighter or Lieutenant	8
Firefighter/Roof/RIT		
Firefighter/Plate		
Primary Ambulance		
Crew Chief	Firefighter	9
EMT/Medic	Officer Seat E6	
Secondary Ambulance		
Crew Chief	Driver E6	
EMT/Medic	Officer Seat T9	

STAFFING LEVEL BASIS

- Safety (firefighter & civilian)
- Fire Ground Task Completion (what can't we do)
- OSHA Mandated 2 in/2 out (OSHA Policy 29 CFR 1910)
- Minutes Count (fire doubles in size every 30-60 seconds) (3 minutes to get out of a burning home) (almost all synthetic materials inside homes now vs. natural materials that burn slower)
- NFPA Requirements (NFPA 1710) (15-17 personnel recommended)
- ISO Ratings (Insurance Services Office)
- Contractual Obligation (9 person minimum awarded)

TRAINING REQUIREMENTS

INITIAL TRAINING FOR NEW HIRES

- ~ 2 Weeks Internal Training Prior to Academy
- ~ 15 Weeks Basic Recruit Training (NYS Fire Academy)
- ~ 1 Year Paramedic Certification Training (ECC)
 - ~ 40 Hours Internal Driver Training

TRAINING REQUIREMENTS

NYS REQUIRED ANNUAL TRAINING FOR ALL STAFF

~ 100 Hours Annual Fire Skills

~ 20 Hours(+) Annual EMS Skills/Doctrinal Refresher

~ 3 Year Paramedic Re-Certification

~ 12 Hours Annual Refresher – Fire Investigators

~ 6 Hours Annual Refresher – Code Inspectors

LFD FIRE/EMS APPARATUS

- 4 Ambulances
 - 3 equipped at Paramedic Level, Reserve unit
- 3 Engines (pumpers)
 - 1 Initial Attack, 1 Water Supply, Reserve unit
- 1 Truck (100ft aerial ladder)
- Duty Officer Car
- Chief Car
- MTO Car (Safety/Accountability Officer)
- Scene Support Units (Bus & Pickup Truck)

LFD FIRE/EMS APPARATUS

AMBULANCES

2023 Medix/Chevy Chasis – Purchased new fall of '23 (\$152k)

2015 Medix/Chevy Chasis – Purchased used summer of '23 (\$35k)

2008 Braun/Ford Chasis – Donated early '23 (\$30k repairs)

1999 Braun/Ford Chasis – Purchased used early '23 (\$5k) (\$15k repairs)

LFD FIRE/EMS APPARATUS

FIRE ENGINES & TRUCK

- 2011 Rosenbauer Pumper – Purchased new via grant
(Primary engine, 750 gal H2O, 1500 GPM Pump, Class A Foam, Jaws of Life)
- 2004 American LaFrance Pumper – Purchased new via grant
(Reserve engine, 500 gal H2O, 1500 GPM Pump, being replaced fall 2024)
- 2009 Pierce Pumper – Purchased used in 2017 (\$200k)
(Water supply engine, 500 gal H2O, 1250 GPM Pump, Class B Foam)
- 2001 Pierce Ladder Truck – Purchased used in 2022 (\$125k)
(100' Aerial Ladder, 300 gal H2O, 1500 GPM Pump)

LFD FIRE/EMS APPARATUS

MISC VEHICLES

2012 Chevy Tahoe – Purchased new (Chiefs Car)

2019 Ford F250 Pickup Truck – Purchased new (MTO Car) (First new)

2005 Ford F350 Pickup Truck – Donated by Niagara County

2016 Ford Explorer – Transfer from LPD Fleet (Duty Officer Car)

2009 Ford E450 Bus – Donation by Ridge Road Express (Scene Support Unit)

APPARATUS REPLACEMENT

- NFPA 1901: (*assuming proper maintenance, vehicle kept in excellent condition*)
 - First 15 years of life – vehicle used as front line
 - At 16 years of life – vehicle used as reserve
 - At 20 years – vehicle should be replaced

Lockport should strive for 20 years front line, 5 years reserve, retired at age 25.

FIRE APPARATUS REPLACEMENT

- New Engine being delivered fall 2024 – to replace 2004 (\$590k)
- New Ladder Truck being delivered fall 2025 – to replace 2001 (\$1.75 million)
- Next Engine should be ordered by 2029 (2 year delivery time)

EMS APPARATUS REPLACEMENT

- New Ambulance recommended for winter 2024 – to replace 1999 (\$175k)
- Order additional ambulance this year (2-3 year projected delivery time) – this will replace the 2008
- Work towards buying one new ambulance every other year thereafter, and trading in the oldest rig in the fleet every time while they still have value.

MISC/SUPPORT VEHICLE REPLACEMENT

- Utility Pickup Truck – 20 yrs old in 2025, should replace. (\$55k est.)
- Scene Support Unit – 20 yrs old in 2029, should order new in 2028. (\$100k)
- Chiefs Car – 15 yrs old in 2025, should order new in 2024. (\$35-40k est.)
- Duty Officers Car – 10 yrs old in 2016 - not aged, but used hard as former police car, should be replaced in 2026. (\$35-40k est.)

DEPLOYMENT OF ASSETS

Fire Responses

Confirmed Fire/Suspected Fire/Fire
Alarm/Fire Extinguished/Smoke/Smell of
Burning/Suspicion of Fire

Duty Officer

2 Engines (pumpers)

1 Truck (aerial ladder)

1 Ambulance

Medical Responses

Any Reported Emergency That Is Medical
In Nature Per Dispatch Information

1 Ambulance

DEPLOYMENT OF ASSETS

Vehicular Accidents

Any Reported Vehicle Collision

1 Engine (pumper)

1 Ambulance

Natural Gas/Carbon Monoxide

Any Reported Emergency Involving
Suspected Natural Gas Leaks or Carbon
Monoxide Presence

1 Engine (pumper)

1 Ambulance if symptoms reported

ASSET DEPLOYMENT INITIATION

- 911 to report an emergency
- Niagara County Communications Center Alerts LFD
- LFD Resources have 90 seconds to deploy from Headquarters
- LFD has 4 minute average response time

Cell Phone 911 vs. Landline 911

- Cell calls go directly to Niagara County Dispatch
- Landline calls go to LFD Dispatch first and then transferred to County if LFD needed

2ND ALARM RESPONSE

- Fire Chief
- MTO
- Off Duty LFD Personnel
- FAST Team from Niagara Falls Air Reserve Station (this team provides a rescue crew for LFD personnel if they become injured/trapped while working at a fire scene)
- Additional Mutual Aid Resources as Needed

(2nd Alarms initiated by Incident Commander based on resources required)

2023 LFD RESPONSE STATISTICS

2023 – 4,346 Total Responses

- 17% – Fire Related
- 83% – EMS Related
- 63 – Fires of Any Type
- 16 – 2nd Alarm Incidents

(15 of the 16 structures involved in 2nd alarm incidents able to be repaired & remained on the tax rolls)

2024 LFD RESPONSE STATISTICS

2024 – 1,285 Total Responses_(as of 4/15/24)

- 15% – Fire Related
- 85% – EMS Related
- 15 – Fires of Any Type
- 4 – 2nd Alarm Incidents

**AMBULANCE SERVICE:
HISTORY/GENERAL OPERATIONS**

LFD AMBULANCE SERVICE HISTORY

- Prior to 1979: Private Ambulance Companies Serviced City of Lockport
- Late '70's: Private Ambulances became unreliable, extended response times or no response at all
- LFD/City agree to begin providing ambulance service (aprox. 1979)
- 2 Ambulances 24/7
- LFD EMT level increased at every interval, 1999 Paramedic level

LFD AMBULANCE SERVICE HISTORY

- LFD operated ambulances until September 2014
- City laid off 12 firefighters/drops min manning to 6/surrenders CON
- City contracted with Twin City Ambulance
- LFD operated BLS-FR/ALS-FR using fire apparatus
- LFD responded to Advanced Life Support incidents only
- LFD medics occasionally rode TCA rigs to assist

LFD AMBULANCE SERVICE HISTORY

- 2014 Firefighters Union L963 files grievance – manning reduction/ambulance service elimination
- 2019 – Arbitrator rules in favor of Union, 9 person min. restored
- 12 Laid off positions returned to LFD
- City & Union sign MOA 11/2020 to hire 4/yr over three years
- Hiring occurs in 2021, 2022, & 2023. Min manning increased by 1 each year on January 1st, bringing it back to 2014 staffing level

LFD AMBULANCE SERVICE HISTORY

- Mid-late 2021 – TCA advises City they would like to end services
- Early 2022 - City forms ad-hoc ambulance committee
- Mid 2022 – TCA services become sporadic/unreliable
- TCA begins lowering level of care, LFD medics riding on TCA ambulances to ensure ALS care. No compensation to City.
- Mid 2022 – Council hires consulting firm (FreedMaxick) for ambulance study
- Mid-Late 2022 – TCA often unavailable , mutual aid utilized 300+ times, LFD medics riding on any ambulance that arrives. No compensation to City.

LFD AMBULANCE SERVICE HISTORY

- Mid-Late 2022: City posts RFP for ambulance service
- Mercy EMS provides the only bid (annual fee to city, utilizing City medics, no compensation to City)
- Ad-Hoc ambulance committee submits its recommendation to City
- December 2022 Council votes to allow LFD based ambulance service
- December 2022, City posts RFP for ambulance billing service
 - MedEx Billing chosen
- February 14, 2023, LFD begins operating 2 ambulances

LFD AMBULANCE SERVICE HISTORY

- Mid June 2023 – Old Lockport Hospital closes prior to new hospital opening
- Catholic Health opens temporary “ER” with limited capability
- Causes LFD to transport 80% of patients to out of area hospitals
- 3rd LFD ambulance begins operating under certain circumstances
- Late 2023 – First new ambulance purchased, allowing true reserve unit

ADVANCED LIFE SUPPORT

LFD provides Paramedic Level Service 24/7

- 2 Paramedic Ambulances are staffed 24hrs a day
- 1 ALS-FR (Paramedic) Engine Staffed 24hrs a day
- 3rd Paramedic Ambulance staffed under certain circumstances:
 - When minimum manning back-fill has occurred as a result of the primary or secondary ambulance transporting a patient out of town.
 - When daily staffing is 11 or greater

(This provides the greatest call volume coverage and minimizes mutual aid)

FIRE DEPARTMENT BUDGET 2021-2024

- 2021 - \$5,338,676 (4 FF hired, minimum staffing increased to 7)
 - Final: \$5,022,952
- 2022 - \$5,836,484 (4 FF hired, minimum staffing increased to 8)
 - Final: \$5,930,861 (+\$114,377)
- 2023 - \$6,329,022 (4 FF hired, minimum staffing increased to 9)
 - Final: \$6.84 – est. (amb revenue \$808k as of 3/31/24) (exact TBD – 2023 not finalized yet)
- 2024 - \$7,524,528 (4 FF hired, no minimum staffing increase)
 - Final: \$TBD (projected ambulance revenue = \$992,000)

OUT-OF-TOWN TRANSPORT(S)

- Ambulance service in NYS is governed by NYS Dept. of Health
- DOH & Regional patient treatment algorithms dictate transport criteria
 - Specialized facilities: Trauma Center, Children's Center, Cardiac Center, Psychiatric Care
- If not medically dictated, patient/family choice dictates facility choice per law
- When LFD transports to an out of area facility, staffing is back filled to maintain minimum manning (*if daily staffing is 9, and a 2 person ambulance crew transports to a buffalo area hospital, 2 off-duty personnel are called in to back fill the station until that ambulance returns*)
- Currently 50% of all transports are out of town

OVERTIME

- Conditions that trigger overtime:
 - Minimum manning (vacancies, training, illness/injuries, etc..)
 - 62.5 % (2023)
 - Out-of-Town Ambulance Transports
 - 31.5 % (2023) *(we anticipate a significant drop in this category in 2024 given the new hospital being open and a buffer position being added to daily staffing)*
 - 2nd Alarm Incidents
 - 4 % (2023)
 - Miscellaneous (PR events, etc)
 - 2 % (2023)

(Almost all overtime is contractually obligated)

OVERTIME COMPARISON

- 2021 - \$120k adopted budget → \$251k final (\$131k overage)
- 2022 - \$175k adopted budget → \$349k final (\$174k overage)
- 2023 - \$250k adopted budget → \$764k final (\$514k overage)
 - \$800k – revenue collected at the time of this report. 2023 had an unanticipated OT spike due to the unexpected hospital closure causing out of town transports to jump from 50% to 80% during the 3 month gap of the new hospital opening
- 2024 - \$500k adopted budget → final TBD
 - \$992k+ ambulance revenue projected

OVERTIME REDUCTION

- Filling vacancies as quickly as possible
- Implementation of buffer position in 2024 *(unofficial 10 person minimum manning)*
- Completion of hiring & initial training
 - Hiring now complete unless retirements occur
 - Paramedic schooling will largely phase out after 2025
- Reduction in out-of-town transports
 - Full service hospital now operational
 - City & Union working collectively to formulate plan

2023 AMBULANCE RESPONSE STATISTICS

- 3,309 total incidents
- 2,353 resulting in patient transports
- 32,370 Loaded patient miles traveled (mileage charges: \$8/Medicaid, \$37.50/Insurance or Self-Pay)
- \$1,578,877 in Net Billable Charges (\$808k (51%) received as of 3/31/24) (the projected collection percentage of Net Billable Charges is 70-83% for 2024 and beyond)
- Mutual Aid
 - Given: 111 times
 - Received 238 times (78 – first six weeks prior to LFD ambulance service starting)

2014 VS. 2023 LFD AMBULANCE SERVICE

2014

- 3 person amb crews
- Outdated billing rates
 - City billing
- Free Treat & Release Service
- Paper Patient Care Reports (*reports difficult to read – providers able to easily omit information causing lost billing revenue*)
- Local Hospital w/greater services

2023

- 2 person amb crews (*power load stretcher systems purchased to eliminate heavy lifting*)
- Current/competitive billing rates
 - 3rd Party billing
 - Treat & Release Fee (\$150)
- Electronic Patient Care Reports (*reports typed and easy to read – providers can not close reports if information missing, minimizing lost revenue*)
- Local Hospital w/reduced services

AMBULANCE BILLING RATES

- Basic Life Support: \$1025
- Advanced Life Support 1: \$1450
- Advanced Life Support 2: \$1600
 - ALS Intercept: \$900
 - Treat & Release: \$150
- ALS Treat & Release: \$475
- Mileage: \$37.50/mile

NEXT STEPS

- **Maintain current operations**
- **Need to collect more data**
 - All billing aspects/concerns addressed now
 - No more start up costs
 - New hospital operational
 - Buffer position added
- **Work collectively to achieve most efficient operation possible & lower OT costs**
- **Keep billing rates current/competitive**
- **Strive for new ambulances every other year to keep fleet reliable & minimize repairs**

THANK YOU FOR ATTENDING!!

Contact me anytime:

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My contact information is also on City website