

# **CITY OF LOCKPORT FIRE DEPARTMENT**

Operational Overview Presentation

By: Chief Luca Quagliano



# **CHIEF LUCA C.P. QUAGLIANO**

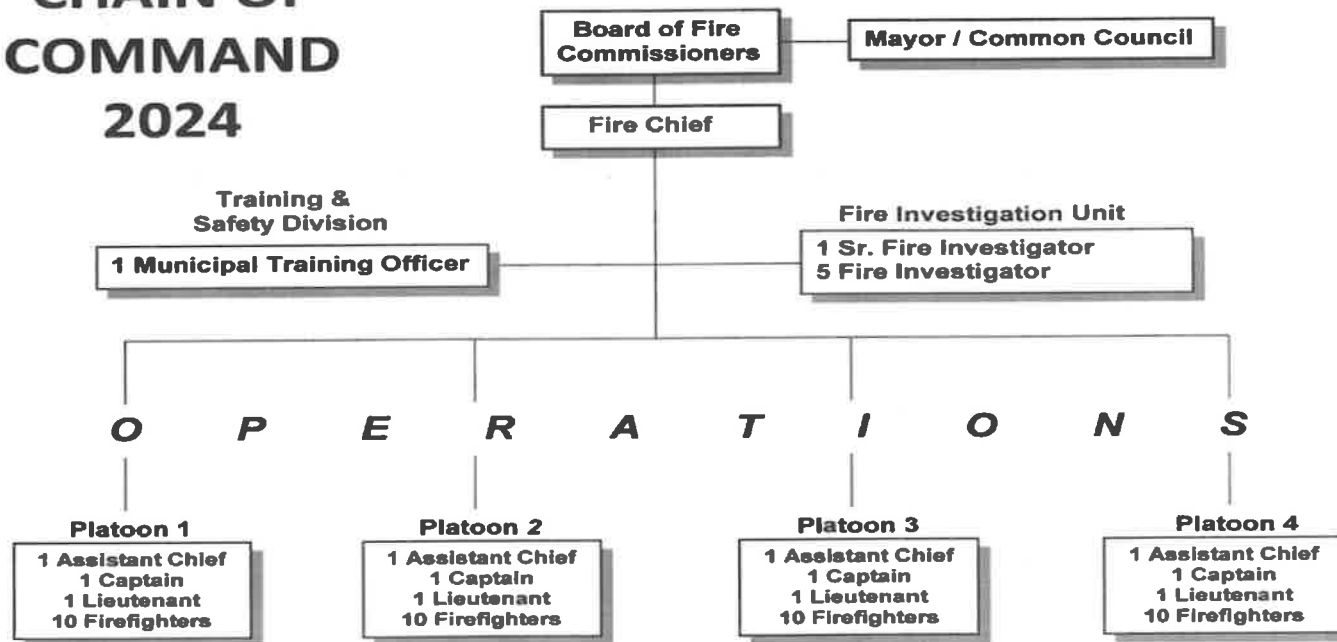
- Graduated Lockport High School 1998
- E.C.C. - AS – Fire Protection Technology
- Hired for LFD - March 26, 2001
- Flight Medic – MercyFlight 2005-2010
- NYS Fire Instructor 2015-2019
- LFD MTO 2012-2019
- Chief 12/2021-Present
- NYS Paramedic since 2001
- NYS Level 2 Fire Service Instructor
- NYS Level 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 #:	
Officer in Charge	Asst Chief	1
<b>ENGINE 7</b>		
Driver	Firefighter	2
Offc. - Front Bumper Line	Captain	3
FF 1 - Crosslay-Can/Tools	Firefighter	4
FF - Can/Tools		
<b>ENGINE 6</b>		
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		
<b>TRUCK 9</b>		
Driver - 2In/2Out	Firefighter	7
Attack LDH to Water Supply	Firefighter or Lieutenant	8
Firefighter/Roof/RIT		
Firefighter/Plate		
<b>Primary Ambulance</b>		
Crew Chief	Firefighter	9
EMT/Medic	Officer Seat E6	
<b>Secondary Ambulance</b>		
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 H<sub>2</sub>O, 1500 GPM Pump, Class A Foam, Jaws of Life)*

**2004 American LaFrance Pumper – Purchased new via grant**

*(Reserve engine, 500 gal H<sub>2</sub>O, 1500 GPM Pump, being replaced fall 2024)*

**2009 Pierce Pumper – Purchased used in 2017 (\$200k)**

*(Water supply engine, 500 gal H<sub>2</sub>O, 1250 GPM Pump, Class B Foam)*

**2001 Pierce Ladder Truck – Purchased used in 2022 (\$125k)**

*(100' Aerial Ladder, 300 gal H<sub>2</sub>O, 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 LPD Dispatch first and then transferred to County if LFD needed

# **2<sup>ND</sup> 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**

*(2<sup>nd</sup> 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 – 2<sup>nd</sup> Alarm Incidents

*(15 of the 16 structures involved in 2<sup>nd</sup> 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 – 2<sup>nd</sup> 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 1<sup>st</sup>, 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
- 3<sup>rd</sup> 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
- 3<sup>rd</sup> 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)*
  - **2<sup>nd</sup> 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 casing 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
  - 3<sup>rd</sup> 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**