

CITY OF YORK, PENNSYLVANIA

DEPARTMENT OF FIRE/RESCUE SERVICES

STRATEGIC PLAN for Fire Stations & Staffing



THE PROBLEM

- CITY IS IN FINANCIAL DISTRESS
- INCREASING OVERTIME COSTS
- AGING BUILDING STOCK
- MARGINAL STAFFING MODEL

THE PLAN

- REDUCE OVERTIME COSTS BY \$400,000 ANNUALLY
- REDUCE COSTS ASSOCIATED WITH BUILDINGS
- IMPROVE STAFFING AT ALL STRUCTURE FIRES

HISTORY

- ORIGINALLY ALL VOLUNTEER NEIGHBORHOOD CENTERED GROUPS
- VOLUNTEER COMPANIES WERE SOCIAL AND POLITICAL GROUPS
- COMPANIES FORMED BASED ON POLITICS AND NEIGHBORHOOD BOUNDARIES
- HAND AND HORSE DRAWN EQUIPMENT
- RESPONSE AREAS WERE SMALL

FINANCIAL DISTRESS

- DWINDLING REVENUE
- REVENUE FROM TAXES CONTINUE TO REPRESENT A DECREASING PERCENTAGE OF TOTAL REVENUES
- STATE AND FEDERAL AID DWINDLING
- OVERBURDENED BY A DISPROPORTIONATE NUMBER OF TAX EXEMPT PROPERTIES

INCREASING COSTS

- SYSTEMIC COST OF LABOR
 - Approximately 90% of budget
- ARBITRATION CREATES RISK AND MAKES PREDICTING RESULTS DIFFICULT
- COST OF SICK LEAVE
- LONG TERM INJURY LEAVE COST
- SKYROCKETING OVERTIME COSTS

CURRENT STAFFING

- 67 UNIFORMED PERSONNEL
- 4 OPERATIONS PLATOONS
- 12 FIREFIGHTERS, 2 OFFICERS EACH
- STAFF 4 ENGINES, AND 1 AERIAL
- 2 FIREFIGHTERS PER APPARATUS
- 2 ALL STATION SWING PERSONNEL

STAFFING ISSUES

- UP TO 5 PERMITTED OFF BY C.B.A.
 - 3 VACATION, 1 PERSONAL, 1 BONUS
- ONLY 2 RELIEF PERSONNEL
 - BUILDS OVERTIME INTO BUDGET
- CHALLENGES REGARDING SICK LEAVE USE
 - AVG OF 11 DAYS USED PER PERSON IN 2010
(ONLY 11 PERSONNEL WITH NO SICK OR INJURY LEAVE)

CURRENT STATIONS



REX/LAUREL STATION



- BUILT IN 1877
- FRONT WALL UNSAFE
- WINDOWS UNSAFE
- APPARATUS FLOOR CRACKING
- INTERIOR FINISHES WATER DAMAGED

VIGILANT STATION



- BUILT 1973
- FAIRLY MODERN
- ACCEPTABLE LOCATION
- NEW EXHAUST SYSTEM
- STILL NEEDS REPAIRS

GOODWILL STATION



- BUILT IN 1903
- DECORATIVE CORBEL FACING
- WINDOWS ROTTEN
- NARROW DOOR
- INTERIOR FINISHES POOR
- INEFFICIENT

LINCOLN STATION



- BUILT 1946
- RELATIVELY WELL MAINTAINED
- TRAINING ROOM
- NEEDS RELATIVELY FEW REPAIRS

STATION ISSUES



- DESIGNED FOR HORSES/SMALL APPARATUS
- LACK OF MAINTENANCE
- STRUCTURAL ISSUES
- INEFFICIENT FOR MODERN USE

CURRENT RESPONSE MODEL

- BASED ON 2 FIREFIGHTERS PER APPARATUS
- PROVIDES BETWEEN 6 AND 8 FIREFIGHTERS FOR STRUCTURE FIRES

CURRENT RESPONSE MODEL

- NATIONAL STANDARDS/BEST PRACTICES RECOMMEND 15 – 17 FIREFIGHTERS BE GATHERED TO BEGIN FIRE ATTACK

STUDIES CONDUCTED

- PRE-ACT 47 STUDY
 - RECOMMENDS CLOSING A STATION
 - RECOMMENDS MAINTAINING STAFFING
- FIRE AND EMS PLAN
 - RECOMMENDS CLOSING A STATION
 - RECOMMENDS MAINTAINING STAFFING

THE CHALLENGE

The challenge becomes developing a plan that will realize a significant cost savings while maintaining adequate staffing, the current ISO rating and response time while still providing an acceptable level of service.

THE PLAN

- REDUCE OVERTIME EXPENDITURES
- REDUCE CURRENT AND FUTURE BUILDING MAINTENANCE COSTS
- REDUCE COSTS ASSOCIATED WITH VEHICLE FLEET
- INCREASE AVAILABLE MANPOWER AT INCIDENTS

APPARATUS FLEET

- PLACE ENGINE 99-1 OUT OF SERVICE
 - PERSONNEL REASSIGNED
- SELL 1982 MAXIM RESERVE PUMPER
 - SAVE MAINTENANCE COSTS
- PLACE 2002 AMERICAN LAFRANCE PUMPER IN RESERVE
 - PROVIDES A RELIABLE RESERVE

STAFFING PLAN

- MAINTAIN MIN. OF 67 PERSONNEL
- REASSIGN E99-1 PERSONNEL AS ALL STATION SWING POSITIONS
- PROVIDES 4 A.S.S. POSITIONS
- UNASSIGNED PERSONNEL WILL BE ASSIGNED AS 3RD CREW MEMBER
 - TRUCK FIRST, THEN ENGINE COMPANIES

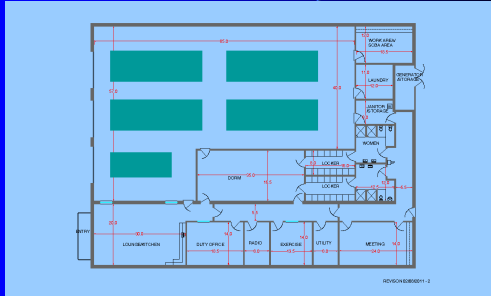
BUILDING COSTS

- **CLOSE THE REX/LAUREL AND GOODWILL FIRE STATIONS**
 - REPAIRS SAVINGS \$3-\$3.5 MILLION
 - OPERATIONAL COST SAVINGS \$44,000 PER YEAR CONSERVATIVELY
- **BUILD ONE NEW STATION**
 - IMPROVED ENERGY EFFICIENCY
 - LOWER OPERATING COSTS

HARRISON STATION

- NAMED FOR A CAREER FIREFIGHTER KILLED IN THE LINE OF DUTY
- DOWNTOWN EAST LOCATION
- MAINTAINS CURRENT ISO RATING
- MAINTAINS CURRENT RESPONSE TIME
- MODERN EFFICIENT DESIGN

HARRISON STATION



RESPONSE PLAN

- DISPATCH ALL INSERVICE APPARATUS TO EVERY REPORTED STRUCTURE FIRE
- WE ARE CURRENTLY STAFFED TO HANDLE ONE INCIDENT SAFELY AND WE MUST CONCENTRATE ON DOING THAT EFFECTIVELY

BENEFITS

BENEFITS

- REMOVING ENGINE 99-1 FROM SERVICE WILL PROVIDE TWO ADDITIONAL A.S.S. POSTIONS ON EACH PLATOON AND WILL REDUCE THE OVERTIME BUDGET BY NEARLY \$400,000
 - OVERTIME SAVINGS WILL MORE THAN OFFSET THE DEBT SERVICE ON A NEW STATION

BENEFITS

- REMOVING ENGINE 99-1 FROM SERVICE WILL ALLOW INCREASED STAFFING ON REMAINING APPARATUS
 - A.S.S. PERSONNEL NOT NEEDED TO COVER LEAVE WILL BE ASSIGNED AS THE 3RD CREW MEMBER ON APPARATUS
 - DEPENDANT ON NUMBER OF PEOPLE THAT SHOW UP FOR WORK

BENEFITS

- CLOSING THE REX/LAUREL AND GOODWILL FIRE STATIONS WILL ELIMINATE BETWEEN \$3 TO \$3.5 MILLION IN CRITICAL REPAIR COSTS

BENEFITS

- CLOSING THE STATIONS SAVES ON ANNUAL MAINTENANCE/UTILITY COSTS
 - CONSERVATIVELY ESTIMATED COST SAVINGS OF APPROX. \$44,000 ANNUALLY

BENFITS

- CONSTRUCTION OF A NEW STATION PROVIDES A SAFE AND EFFICIENT WORKPLACE FOR EMPLOYEES
 - THE REX/LAUREL AND GOODWILL ARE IN DEPLORABLE CONDITION AND IT IS A MATTER OF TIME BEFORE THE CITY WILL BE FORCED TO MAKE EXPENSIVE REPAIRS TO BUILDINGS UNSUITED FOR SERVICE

BENEFITS

- DISPATCHING ALL APPARATUS TO ALL REPORTED STRUCTURE FIRES PROVIDES 8 TO 12 FIREFIGHTERS ON SCENE INITIALLY
 - DEPENDANT UPON NUMBER OF FIREFIGHTERS THAT REPORT FOR WORK ON ANY GIVEN DAY

REVIEW

- PLACE ONE ENGINE COMPANY OUT OF SERVICE
 - COST SAVINGS \$400,000 ANNUALLY
- CLOSE THE REX/LAUREL AND GOODWILL FIRE STATIONS
 - COST SAVINGS BETWEEN \$3,000,000 AND \$3,500,000 IMMEDIATELY
 - COST SAVINGS OF \$44,000 ANNUALLY

REVIEW

- INCREASE STAFFING ON APPARATUS AS ALLOWED BY ATTENDANCE
 - DEPENDANT ON NUMBER OF FF THAT REPORT FOR DUTY
- DISPATCH ALL IN-SERVICE APPARATUS TO ALL REPORTED STRUCTURE FIRES
 - INCREASE AVAILABLE CREWS AT FIRES

TIME FRAME

THE COMMITTEE BELIEVES THAT WITH DECISIVE ACTION THIS PLAN CAN BE IMPLEMENTED BY THE END OF THIS YEAR. THIS WILL ALLOW FOR SIGNIFICANT SAVINGS IN THE NEXT BUDGET YEAR.

CONCLUSION

The recommendations contained in this plan were not undertaken lightly. It is obvious that in these challenging economic times that we must all re-examine the way we do business and develop more efficient and cost effective ways to provide our services.

We believe that this plan provides the maximum cost savings while improving the level of service provided.
