

Auburn Fire Department Operational Overview



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Fire Department Operations: Overview

I: Executive Summary

On the morning of October 1, 2010, I assumed the duties and responsibilities of this office by being appointed as the Acting Fire Chief. Over the course of the budget process and ultimately at the May 5, 2011 Town Meeting a new fiscal 2012 budget was approved. This approval resulted in the reduction of the fire department staffing level by one (1) Firefighter/Paramedic position. This position became vacant after an employee sought another career path. The Acting Fire Chief was also asked to prepare to discuss in FY 2013 further reductions in staffing by eliminating the Deputy Chief position beginning July 1, 2012. Although the Deputy's position was funded in the FY 2012 budget the Acting Fire Chief had made a commitment to the Town not to fill the position until the Town Manager and the Fire Chief could study its impact. On May 31, 2011 I was officially sworn in as the 6th Fire Chief for the Town of Auburn Fire Department. In April of 2011 after multiple meetings with the Town Manager a new organizational chart was presented that would call for the elimination of the Deputy Chief position for financial reasons. The elimination of that position called for more authority to be given to the Shift Commanders to have full authority over the day-to-day operations of the department. The Chief would assume the remaining operational responsibilities including all of the administrative duties. Although the reduction of the one firefighter/paramedic position was mutually agreed to by the Fire Chief for this fiscal year I outlined to the Town Manager last May the reduction of the one position was a workable problem for one year but was not sustainable in the long term. Let it be noted that the current staffing levels of the department **do not** meet any nationally recognized standards for apparatus manning or fire ground operations. (REF. NFPA 1500 – NFPA 1710 and 1720).

This reduction in staffing may not seem to be a significant change in service levels to those unfamiliar with fire department and emergency medical service operations. However, it represents a substantial downgrade in the fire departments ability to safely deliver effective fire and emergency medical response services to the Town of Auburn. A recent U.S. Department of Commerce's National Institute of Standards and Technology (NIST- April 28th, 2010) study demonstrated that the size of fire fighting crews and response times have a substantial effect on firefighters' ability to protect life and property. Further, the study states "two-person crews **cannot** complete essential fire ground tasks in time to rescue occupants without subjecting either firefighters or occupants to an increasingly hazardous atmosphere".

In other words, the fire department is already understaffed. If this firefighter/paramedic position is not restored or there are further reductions in staffing levels that only widens that gap and increases the public risk. We have less manpower, supervision and staff positions than other communities of a similar demographic and/or population and call volume. We now have no assistant or deputy fire chiefs, no dedicated training officers and no supervisors in the outlying station. Chief William Whynot often referred to the current fire department structure during budget presentations as a "bare bones operation" and was opposed to any staffing reductions and often advocated for the minimum staffing level of the department to be seven (7) Firefighter/EMT's per shift. As an administrator of public safety, I am in full agreement with Chief Whynot's assessment of our current fire department operational structure. It is critical to the operation of this department to not work below seven (7) firefighters per shift. However, our current operation has our minimum staffing level drop as low as six (6) per shift. Any future reductions in staff would require the minimum staffing level to drop below six (6) per shift.

The current financial climate has dictated tough choices for many fire departments and municipalities throughout the Commonwealth of Massachusetts (and beyond). This report outlines the operations of the Auburn Fire Department, its mission, manpower, resource deployment and equipment. Further, there will be discussion on how the fire department budget cuts affect public safety, essential services and the overall well being of the firefighters.

II. The Mission and Vision

To begin we must first understand the mission and purpose of the Auburn Fire Department. Our mission statement reads as follows; **“We are committed to provide effective emergency services and prevention through education and employee excellence with compassion and respect”**. The department also has a vision statement in which we strive to deliver this vision on a daily basis. The vision statement of the department reads as follows; **“As a department it is our vision that we deliver a high level of service that exceeds our customers' expectations. Promote the personal and professional growth of our members. Minimize the impact of disasters through prevention efforts including inspections, code enforcement, pre-fire planning, and disaster planning. Provide education to our community in the areas of fire safety and emergency medical services. Stand ready to support and assist other public safety organizations in accomplishing their missions”**. With this simple statement we have identified our customer base and outlined “the fundamental and unique purpose of the organization” as defined by International Fire Service Training Association Chief Officer (Second Edition) text. In general, the mission of the fire service has always been to protect life and property. Emergency response priorities are **always** in this order; **life safety, incident stabilization and property conservation**. This also includes the shift commander’s first responsibility, which is the protection of the people under his/her command.

III. Changing Community

The Town of Auburn is a mostly residential community with a population of approximately 16,474 people. The average population growth rate has increased slightly since 2000 by 3.6%. In addition the town has a healthy commercial and industrial base that makes up 35% of the taxable property. With that, our estimated daytime population based on regional transportation models is 32,498. The role of fire service agencies including Auburn has changed dramatically. World events and security measures make the role of the first responder so dynamic that it is paramount to arm them with basic tools and training. Auburn was seen largely as a bedroom community until approximately 1999. In the last eleven (11) years it has become a bustling suburban type community typically during daytime hours. With five (5) major state highways that come through Auburn, Massachusetts Turnpike (I90) and routes 12, 20, 290 and 395 it has brought a significant amount of commercial and industrial business to the community.

Since 1990, 805 new structures have been built. Auburn is home to over 30 facilities which store reportable amounts of hazardous materials and to many thoroughfares that were mentioned above, which all see ground transportation of hazardous materials on a round the clock basis. Day to day operations show the department responding to these thoroughfares for car fires, to multiple vehicle accidents, and to hazardous materials spills. The town also has an inter modal railway which is used by CSX and runs in a north/south pattern. This railway in addition to other hazardous cargo carries approximately two million gallons of ethanol a week through the Town

of Auburn according to the Massachusetts Department of Environmental Protection. The Auburn Fire Department not only serves a large population base, but also a land area of 16.4 sq. miles. We continue to strive to accomplish our mission, in spite of being understaffed and thinly distributed between two (2) fire stations.

Also in the community are three (3) large nursing home complexes (two of which are three stories), five (5) hotels, three (3) large elderly housing complexes (one of which is three stories), a shopping mall which covers approximately 50 acres, and multiple large box stores. All of these facilities generate frequent fire department response and pose high life/safety risk. The town's average annual daily traffic (AADT) exceeds 500,000 vehicles per day, including over 50,000 commercial trucks, some of which are also transporting hazardous materials. On a twenty-four (24) hour basis under our current configuration, we provide a compliment of seven (7) full time Firefighter/Paramedics and EMT's, one (1) part time Firefighter and one (1) Fire Captain. That is a total of nine (9) firefighters on duty to provide for the educational, fire prevention, inspectional and emergency fire and medical response needs of over 32,000 people per day. We are also expected to protect over 1.8 billion dollars in overall assets in the community.

In addition, we work to meet the goals and directives set forth by the U.S. Department of Homeland Security. That includes; U.S.H.S. Presidential Directives, The National Interagency Incident Management System (NIMS) and the Sixteen (16) Firefighter Life Safety Initiatives. The fire department must also adhere to the U.S. Department of Labor Occupational Safety and Health Administration (OSHA) standard for respiratory protection. This standard is commonly referred to as the 'Two-in/Two-out Regulation' for firefighters operating in dangerous or life threatening atmospheres.

IV. Manpower and Current Staffing Level

Next, we must have a basic understanding of the Auburn Fire Department itself, as it is currently constituted (FY 2012). The Auburn Fire Department is what is referred to as a "combination department". This means that it is staffed by a combination of both full time (career) and on call members. The department currently consists of a Fire Chief, Administrative Secretary, twenty-three (23) full time firefighter/Paramedics or EMT's, four (4) full time Fire Captains (shift commanders), one full time (1) fire prevention and code enforcement Captain and eighteen (18) call firefighters that respond to fires and other emergencies if they are available. There are four (4) shifts of seven (7) full time firefighter/paramedics or EMT's and one (1) fire Captain to provide 24-hour coverage to the town from two (2) fire stations. The shift of eight full time members is also supplemented by one (1) part time firefighter that is scheduled for nineteen (19) hours per day (0800-0300). The call firefighters along with off duty career members may be requested at any time for an emergency that requires additional assistance or to backfill the fire station when it is left empty due to emergency calls. This call back situation occurs approximately 80 times per year. The call firefighters are an important part of the department. With our current operation we cannot live with one and not the other. We need a solid mix of both career and call firefighters in order to make the department function efficiently.

Fire Headquarters, built in 1963 is located at 47 Auburn Street. Headquarters serves both a residential and commercial base in the east section of town and has quick access to Routes 12, 20 and 290. Station 2 is located at 7 West St. The station opened in 1985 after it was converted into

a fire station from an elementary school. The apparatus sits in what was the old cafeteria. The station serves the west end of town, which is largely residential but over the past 20 years has seen a substantial growth in the commercial business district. Station 2 also has quick access to Routes 12, 20, 290 and the Mass Turnpike.

At full strength, four (4) firefighters and one (1) Captain (all fulltime) are assigned to headquarters. Four (4) firefighters are assigned to station 2, (3 fulltime, and 1 part time). In the event of sickness, vacation or other time off, the shift may be reduced from nine (9) members down to a minimum of six (6). Working at the minimum staffing level provides two (2) paramedic level ambulances and one (1) fire engine with two (2) firefighters (one to operate the truck and one to perform suppression functions). The staffing provides at minimum four (4) assigned to headquarters and two (2) assigned to station 2. The minimum staffing has no assurances that a supervisor (officer) will be on duty. The department currently has no provisions for backfilling fire officers when they are on authorized leave. There are currently over 2,100 hours in the course of the year that the fire department has no officer on duty. It is my hope that this year the town addresses the lack of supervision within the fire department to ensure proper command and control of the department on a daily basis. Failure to supervise is one of the two most common law suits that are generated from employees on a municipality. The other is failure to train. It is also my hope that in future years the town could begin to address the minimum staffing number so it could be officially set at seven (7) and not six (6) to provide for a safer working environment.

Two (2) firefighters on an engine is not a safe practice. Additionally we struggle with the amount of work that can be accomplished at the scene of an emergency when there is only one firefighter available to perform work. This configuration places severe operational strain on the shift and its only officer. Additionally, it raises issues concerning both firefighter safety and public safety. Having a minimum complement of twenty-four (24) firefighters and four (4) Captains is critical to maintaining the basic emergency services that are currently being provided. Any move in the future to further reduce staffing below the aforementioned five (5) Firefighters and one (1) Captain or six (6) full time firefighters per shift, represents a significant downgrade in the fire departments ability to safely provide emergency services to the town. More succinctly, we are already working at an unsafe minimum staffing number when we are at full strength. "Working down" below six (6) full time firefighters per shift means critical minimum safety and staffing needs for fire stations and equipment cannot be maintained. Either station 2 will be closed or equipment will go out of service (unmanned) or in some cases both. Officers become workers and cannot supervise emergency operations. This creates a greater danger to firefighters and the general public.

Herein lies the problem; currently at full staff with eight (8) full time firefighters per shift we are typically running at seven (7) or even (6) due to sickness, vacation or other time off. These shortfalls currently leave the fire department struggling to safely respond and manage emergencies to the current acceptable level of service. Thus, if we were asked to work with less than eight (8) per shift the minimum would be forced to drop below six (6) resulting in the closure of station 2, the reduction of one (1) Ambulance on the road per day, and a marked increase in response times which is currently 3.61 minutes 90% of the time or greater, that is below the national standard. It also increases the potential for injury, death and property loss. These losses may leave the town exposed to potential litigation. More importantly, it diminishes our ability to respond to and help the people we are sworn to protect.

V. Resource Deployment and Equipment

In 2003, the Town of Auburn made the long-term commitment to provide a level of emergency service to the community by passing a 2 ½ override to hire eight (8) additional firefighter/EMT's. This allowed the department to be staffed 24 hours per day, 7 days a week. In addition they invested in new modern fire equipment and the Town's first Ambulance. Prior to that override the fire department was a Monday through Friday operation. There was no in-house coverage on the weekends. The defining incident that prompted the request for the department to become a seven day a week operation was on Saturday March 22, 2003 at 1:00 am. A fire in the laundry room at the Lodge at Eddy Pond, located at 669 Washington St. filled the building with smoke causing activation of the alarm and the fire department was dispatched. Chief Whynot, Call Deputy Chief Tom Nault and one call firefighter responded to the call. That was all the department was able to produce in terms of a response to an elderly housing complex full of smoke, with over 100 residents inside at 1:00 am in the morning. Chief Whynot approached the town's administration that Monday morning and expressed the critical staffing needs of the department. That decision to request the override and increase staffing paid off for the Lodge at Eddy Pond almost 3 years later when another fire struck the building at 10:45 pm on Thursday January 10, 2006. In that instance a total of eight firefighters from both headquarters and the West St. station arrived within minutes to find a large fire in the building. Over 100 residents were evacuated from the building, some still asleep in their rooms on the fire floor. The fire was extinguished with minimal damage to the building that was able to be repaired, but more importantly, no loss of life, and no injury to residents or firefighters. This incident certainly would have had a much different outcome if this fire had occurred years earlier when there were only two firefighters on duty assigned to headquarters.

In the last several years there have been investments in new "state of the art" fire apparatus (i.e. new Engine 3, Ambulance 3, new Rescue 1 in April of 2012, and new Ambulance 2 in April of 2012). These vehicles are equipped with the latest hydraulic rescue tools ('Jaws of Life'), foam systems, suppression systems and the best water application appliances available. These are extraordinary pieces of firefighting and emergency medical equipment. The total investment in these three (3) vehicles and equipment alone was over a million dollars.

It should be noted however, that these vehicles are much longer, taller and heavier than their predecessors. The apparatus is also far more complicated to operate than older more primitive models. Furthermore, these vehicles and apparatus cannot operate on their own. They require highly trained and qualified personnel to operate them. These machines also need a minimum number of personnel to safely and effectively operate them. There is more that goes into the operation of these vehicles than just simply teaching someone how to drive it and spray a hose. It is certainly more technically and physically demanding than that. Two (2) people (an officer and a firefighter) cannot be expected to safely or effectively operate any of these vehicles in an emergency situation.

VI. Emergency Medical Services

In 2005 the Board of Selectmen (BOS) appointed an Ambulance Working Group to study whether or not the town would be better suited to take over Ambulance operations to provide Emergency Medical Services (EMS) from the private providers who had done it in the past. The

working group established a business plan and supported a recommendation to the BOS that the town take over ambulance operations so they could have more control over the quality and type of EMS that was provided and to enhance the fire suppression coverage of the Town. The BOS along with Town Meeting ultimately agreed and in 2006 an additional ten (10) full time Firefighter/Paramedics were hired. A second Ambulance was purchased and on July 1, 2006 the Town of Auburn Fire Department began operating two (2) Paramedic level Ambulances 24 hours per day, 7 days a week. To this day, the business plan is working the way the Ambulance Working Group presented it and the salaries and benefits of the ten (10) firefighter/paramedics are being funded through Ambulance receipts and not the tax levy. In recent years, two additional positions were added to what the Ambulance receipts were paying for. So there are now twelve full time positions both salary and benefits being paid for through Ambulance receipts.

VII. Historical Perspective

Since 1991 the calls for service have steadily increased. In 1991, we were responding to approximately 600 calls per year. The annual runs now average 3,000 plus calls per year (150% increase in 20 years). The town has grown substantially and that has put a greater demand on the day-to-day emergency and non-emergency services provided by the fire department. Although the residential population in town has only increased slightly over the past 20 years the commercial and industrial growth has had a major impact on the fire departments operation. Almost on a daily basis we are responding to multiple calls for service at the same time. In 2011 mutual aid Ambulances responded to Auburn 141 times to handle a call because all Auburn crews were committed to other emergency calls. Further reductions in staffing will force the only officer on shift to become involved as a hands-on worker (firefighter) who will be task oriented. At that point he ceases to be a supervisor and cannot provide for the overall safety of his or her crew or the general public. The main focus of the fire officer on scene should be to direct and manage the emergency response activities. They should be focusing on directing the deployment of hose lines, direction of water streams, the placing of ladders, and in general maintaining the “big picture” of an incident. The Incident Management System (as prescribed by the Federal Government – U.S.H.S. Presidential Directive #5) is no longer operationally or functionally intact. This presents the opportunity for injury and negligence on the part of the town.

Over the past twenty (20) years, the fire department has worked with an average of twenty-five (25) call firefighters. The number has fluctuated over time with thirty two (32) on the roster in 1990, seventeen (17) on the roster in 1999, and eighteen (18) on the roster in 2012. As of today, we have one (1) on-call firefighter who works in town who is able to leave his current position to assist the fire department during times of emergency. This is a big challenge for not only the Town of Auburn but for fire departments across the state and the country.

If we were to reduce the current minimum staffing below six (6) per shift, we will have the smallest fire department configuration in twelve (12) years. The last time we would have worked with less than six (6) firefighters per shift was 1998. In 1998, most of the commercial and industrial businesses that you see today were not here. In 1998 The Fire Department responded to 981 calls for service. In 1998 the Fire Department was staffed with four (4) career firefighters and twenty eight (28) call firefighters. The Town Valuation in 1998 was 945 million dollars, today it is over 1.8 billion dollars.

In the past two (2) years (2010 & 2011) the Fire Department responded to an average of 3,000 calls for service per year. Of those calls, approximately 2,000 per year were medical calls. Over the past five years, the fire department medical call volume has increased at an average of approximately 10% per year. In addition, we are still experiencing and promoting growth for the town. The town is in the process of adding an additional elderly housing complex on Wyoma Drive, a planned 200 house sub-division off of Rochdale St. in the west end of town and other commercial businesses. We must accept the fact that; Auburn is no longer a small town, but rather it is akin to a small city. Outside the city of Worcester the Auburn Fire Department is the busiest fire department in Southern Worcester County and is the sixth busiest in all of Worcester County. Ahead of us are only the cities of Worcester, Fitchburg, Leominster, Gardner and the town of Shrewsbury and our call volume and requests for services only continues to expand. At the same time, we are being told that the fire department must contract. Again; the town grows – but the fire department shrinks. Under this approach the emergency response system is being designed for failure.

During a presentation to the town administration in 2003, then Fire Chief William A. Whynot stated “**Eventually someone is going to get hurt because of a lack of help**”. We can only hope we do not suffer a catastrophic loss and the inevitable litigation that would follow if we fail to deliver the essential, and expected emergency response services.

By current National Fire Protection Association (NFPA) standards we should have a compliment of thirty-eight (38) firefighters. That equates to a minimum of twelve (12) firefighters per shift.

For many years the fire department has been asked to do more – with less. And for years it had done just that. Since 2003 the Town has made significant strides in improving its fire department and our ability to service the public. In 2003, the fire department responded to 2,580 calls for service. Eight years later in 2011 we responded to 3,221 calls for service. An increase of over 600 calls for service. On many days we are not meeting minimum staffing or supervision needs for emergency operations and since the elimination of the Deputy Chief the administrative duties and oversight of a fifty member department falls on one person. Additionally the Fire Prevention and Code Enforcement Bureau is also suffering from short handedness due to the loss of the second full time inspector in 2003.

The Occupational Safety and Health Administration (OSHA), Superfund Awareness Reauthorization Act (SARA Title III), and the National Fire Protection Association (NFPA) all include formal incident command as an important part of the standards issued for fire departments to benchmark against. Now more than ever, we are being held to the highest standards for incident management (U.S. Homeland Security – NIMS), yet we are being asked to do so - with less manpower and not enough supervisors.

Over the last several decades the hazards to firefighters and the public have increased; fires burn hotter and faster due to the abundance of synthetic fibers, plastics and other poly-carbons. Construction materials are lighter in weight, burn quicker and collapse faster. Motor vehicles on the road are lighter, faster, use alternative fuels including 300+ volt electrical systems. All of these things combined make for a much different fire service than we have seen in the past. Fires, natural and manmade disasters, chemical spills, automobile accidents, and medical emergencies are all predictable events. We know these events are going to occur on a daily basis. The frequency of events is also increasing. The only parts we don't know are; when, where and

how severe are these events going to be? The fire department has become the “all threat responder”, and the “default responder” for most problems that occur in our town. We need to do whatever we can to ensure that appropriately trained and widely dispersed personnel are quickly available.

Thirty years ago you called the fire department for a fire or medical emergency and you waited and you took your chances. Today you call and you expect prompt, professional and efficient service.

The question the town government has to answer is not; if these emergencies are going to occur? It is a given that they will. But rather, the bigger question is; when these emergencies do occur; does the town want to have the equipment and manpower available to mitigate these emergencies? The Town has invested resources into the facilities and equipment to protect the town, we need to continue to invest in our greatest assets – the firefighters who operate these resources and put their lives on the line for the community. Not doing so has a ripple effect on the overall morale of the fire department. It creates a negative and difficult work environment. Firefighter safety (and public safety in general) is perceived as the lowest of priorities by the town government. In addition, we are setting up the fire department for failure and leaving the town exposed to tremendous loss and potential tragedy.

VIII. Closing Statement

I realize we are facing fiscal constraints. As an administrator of public safety and risk management specialist, I am still tasked with providing an acceptable level of service to the community. I believe that eight (8) full time firefighters per shift with one (1) part time shift has become the level of service the townspeople have come to expect. Further, I believe this is the level of service we need to function effectively and efficiently. I understand that when times are tough efficiency isn't always a priority. But in the fire and emergency medical services efficiency isn't a catch phrase. Simply put, if we are not efficient, firefighters and the public will get hurt, they will lose property, and they will wait needlessly for resources.

In 2006, town meeting voted to authorize and fund the fire department to eight (8) full time firefighters per shift. That decision was made based on need. That need has not diminished, it has only increased.

I am available to discuss these issues with any and all parties, individuals or stakeholders at your convenience.

Respectfully,

Stephen M. Coleman Jr., MPA
Fire Chief
Town of Auburn

IX. Resources Cited

National Fire Protection Association (NFPA):

NFPA 1500: Fire Department Occupational Safety and Health Program (2007 Ed.)

NFPA 1710 – 1720: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career and Volunteer Fire Departments (2007 Ed.)

U.S. Department of Commerce: National Institute of Standards and Technology (NIST)
Report on Residential; Fireground Field Experiments (April 2010)

U.S. Homeland Security – Presidential Directive #5. Management of Domestic Incidents (2003)
http://www.fema.gov/pdf/emergency/nims/nims_doc_full.pdf

United States Department of Labor – Occupational Safety and Health Administration (OSHA)
Standard for Respiratory Protection: “two-in/two-out” Provision (1971)

Insurance Services Office, Inc.
<http://www.iso.com>

Stowell, Frederick M., Chief Officer (Second Edition)
International Fire Service Training Association (IFSTA)
Fire Protection Publications, Oklahoma State University - Stillwater, OK (2004)

Pinsky, Bradley M., NIMS Directives and Liability. Fire Engineering (June 24, 2009)

National Bridge Inventory (NBI) Statistics
<http://city-data.com/bridges/bridges-Auburn-Massachusetts.html>

Annual Average Daily Traffic (AADT)
<http://www.wordlingo.com>

Central Mass Regional Planning Commission

Massachusetts Department of Environmental Protection

Additional:

Numerous Auburn Annual Town Reports and Warrants were referenced for population, financial and statistical data as well as information from the Assessor’s Office contributed to this report.

X. Appendix: Support Documentation

Auburn Fire Department Incidents by Station Response District 2011

January 1, 2011 – December 31, 2011

District	Number of Incidents	Percent of Total Incidents
Headquarters	2,116	67%
Station 2	1,105	33%
Total:	3,221	+/- 1%

Above is a break down of incidents in each station's district. In 2011, there were a total of 3,221 incidents. Of those 3,221 incidents, 2,115 were medical related calls including motor vehicle accidents with injuries and 1,106 were fire related calls or non-medical calls. 67% of the total incidents were in Headquarters' district, while 33% of the total incidents were in Station 2's district.

Note: Due to shortfalls in our reporting software, I am unable to give a total number of runs for each company. Our software does not allow for tracking multiple company responses. For example: if Tower 1, Engine 1, Engine 3 and Ambulance 3 respond to a fire in Headquarters' district, the computer only tracks this as an incident for whichever district and the first arriving company. In addition we are unable to separate the types of calls in each district.

Submitted by:
Captain Glenn Johnson (ITM)
January 2012

Appendix: Support Documentation (continued)

Auburn Fire Department Staffing 1991-2011

1991	3 Career Firefighters	31 Call Firefighters	611 Calls
1992	3 Career Firefighters	31 Call Firefighters	403 Calls
1993	3 Career Firefighters	36 Call Firefighters	641 Calls
1994	3 Career Firefighters	28 Call Firefighters	529 Calls
1995	3 Career Firefighters	30 Call Firefighters	524 Calls
1996	4 Career Firefighters	30 Call Firefighters	706 Calls
1997	4 Career Firefighters	27 Call Firefighters	800 Calls
1998	4 Career Firefighters	28 Call Firefighters	981 Calls
1999	7 Career Firefighters	17 Call Firefighters	1,188 Calls
2000	7 Career Firefighters	27 Call Firefighters	1,534 Calls
2001	10 Career Firefighters	18 Call Firefighters	2,013 Calls
2002	10 Career Firefighters	17 Call Firefighters	2,257 Calls
2003	19 Career Firefighters	20 Call Firefighters	2,580 Calls
2004	19 Career Firefighters	19 Call Firefighters	2,925 Calls
2005	19 Career Firefighters	23 Call Firefighters	3,138 Calls
2006	30 Career Firefighters	23 Call Firefighters	2,975 Calls
2007	30 Career Firefighters	19 Call Firefighters	3,060 Calls
2008	30 Career Firefighters	17 Call Firefighters	3,150 Calls
2009	30 Career Firefighters	19 Call Firefighters	3,023 Calls
2010	29 Career Firefighters	18 Call Firefighters	2,991 Calls
2011	28 Career Firefighters	18 Call Firefighters	3,221 Calls

Average # of call firefighters over twenty years - 25

Average # of career firefighters over twenty years - 15

Appendix: Support Documentation (continued)

16 Firefighter Life Safety Initiatives

1. Define and advocate the need for a cultural change within the fire service relating to safety; incorporating leadership, management, supervision, accountability and personal responsibility.
2. Enhance the personal and organizational accountability for health and safety throughout the fire service.
3. Focus greater attention on the integration of risk management with incident management at all levels, including strategic, tactical, and planning responsibilities.
4. All firefighters must be empowered to stop unsafe practices.
5. Develop and implement national standards for training, qualifications, and certification (including regular recertification) that are equally applicable to all firefighters based on the duties they are expected to perform.
6. Develop and implement national medical and physical fitness standards that are equally applicable to all firefighters, based on the duties they are expected to perform.
7. Create a national research agenda and data collection system that relates to the initiatives.
8. Utilize available technology wherever it can produce higher levels of health and safety.
9. Thoroughly investigate all firefighter fatalities, injuries, and near misses.
10. Grant programs should support the implementation of safe practices and/or mandate safe practices as an eligibility requirement.
11. National standards for emergency response policies and procedures should be developed and championed.
12. National protocols for response to violent incidents should be developed and championed.
13. Firefighters and their families must have access to counseling and psychological support.
14. Public education must receive more resources and be championed as a critical fire and life safety program.
15. Advocacy must be strengthened for the enforcement of codes and the installation of home fire sprinklers.
16. Safety must be a primary consideration in the design of apparatus and equipment.