

Assessment of Opportunities for Fire/EMS Service Collaboration: Communities of the Greater Portland Metro Regional Coalition

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Greater Portland Metro Regional Coalition

With Support from:

The Greater Portland Council of Governments



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Introduction

Project Scope and Purpose

The following is the final report for the Metro Regional Coalition (MRC) on an Assessment of Opportunities for Fire/EMS Service Collaboration. This analysis and report was completed by Camoin Associates and the Greater Portland Council of Governments for the Metro Regional Coalition Communities of Cape Elizabeth, Falmouth, Gorham, Portland, Scarborough, South Portland, Westbrook, and Cumberland County. The purpose of this assessment was to conduct a data/information inventory of Fire/EMS capacity and services of these Metro Coalition communities and utilize the information to identify opportunities and strategies for further cooperation and collaboration.

Work completed includes:

- *Inventory of Fire and EMS for all Communities of the MRC to Provide Base Level Data to Support Analysis*- This information was gathered through a combination of requests to participating departments, interviews, site visits, and web research. And included data on:
 - Demographic, Socio-Economic, Housing, and Fiscal Trends
 - Services Delivered
 - Trends in Service Demand/Incidences
 - Staffing and Training
 - Facilities and Apparatus
 - GIS, Software
 - Existing Sharing and Collaboration
 - Emerging Trends
- *Facilitated meetings with Chiefs and Managers of MRC*- Three meetings were held with chiefs and managers of MRC to present and discuss findings and related strategies. Input was used to further refine the data and recommended strategies.
- *GIS Mapping*- As part of this assessment, the Greater Portland Council of Governments coordinated with each municipality's fire department, as well as the State Fire Marshall's Office, to compile a GIS database, and map, identifying the locations of incidents for calendar year 2014. Since each fire department is required to report incidents to the State Fire Marshall's Office according to the specifications of the National Fire Incident Reporting System (NFIRS), it was determined this data would provide the simplest, apples-to-apples comparison of incidents across departments and town lines. Of the 30,534 reported incidents, the GIS software was able to geocode (match an address to a specific location) 27,854 incidents with a high degree of confidence, for a 91% match rate. The remaining 2,680 incidents (9%) that were not mapped had incomplete address information (i.e., a number of locations were on I-95, I-295, or Casco Bay, where no street address is available). In addition to mapping individual incident locations, the GIS database includes the location of Fire/EMS stations, water mains, and fire hydrants throughout the region, estimated drive



times from each station (4, 6, and 8 minutes), and a "hot spot analysis" that identifies areas with statistically higher than normal clusters of incidents. To help put the incident data in context and anticipate future needs, the GIS database also includes demographic information, such as population density, projected population, housing unit density, business density, and existing zoning. An online, interactive version of the map can be accessed on GPCOG's website here: <http://www.gpcog.org/transportation-land-use/regional-groups-coalitions/fireems-assessment/>

The full approach and scope of services is contained in the Appendix.

Key Finding:

Communication, sharing, and collaboration among the MRC fire and rescue departments, as well as Cumberland County is already occurring. These efforts are documented in this report. Strategies and recommendations are meant to further build on and leverage these efforts.

Strategy Recommendations and Next Steps

The following strategies are based on the analysis, interviews, meetings, and discussions with MRC representatives including managers, chiefs, and elected officials. They are organized into four theme areas and for each area, an overview of the opportunity is provided along with recommended strategies, constraints, and recommended next steps.

Theme Area 1: Community Risk Reduction

Overview and Opportunity

Reducing the risk of fire and related emergencies has the potential not only to save lives and property, but also to reduce costs for protection and suppression over the long-term. Actions within this theme include passing and/or updating building codes to require sprinkler systems in types of construction and units for which they are not already required. Sprinklers are already required in commercial units and in some cases for new residential construction within MRC communities. Scottsdale Arizona is seen as the national “best practice” case study on this subject. Potential benefits include:

- Saving lives and property as suppression happens immediately
- Cost savings due to less operating time on scene by fire personnel
- Lower workers comp rates
- Lower property insurance costs

Strategies:

Engage in a region-wide effort to adopt uniform codes requiring sprinkler systems:

- Conduct inventory of ordinances and practices within the MRC Communities related to requiring sprinkler systems to determine what each community requires and develop consensus on what, if any, gaps exist and can be addressed through a regional approach; inventory should specify if ordinances pertain to commercial and residential structures, and new development or existing structures
- Development model ordinance(s) which member communities can adopt
- Develop and implement an education campaign to educate real-estate development community, local officials (council and planning boards), and the public as to the costs and benefits of sprinkler systems and related risk reduction ordinances

Constraints

Efforts to extend ordinances requiring sprinklers to all types of new construction and renovations are typically met with strong opposition from the development community. This was true in efforts by Westbrook and Portland to

extend requirements to residential renovations. A coordinated and sustained public education campaign will be needed to institute further change on this issue.

Next Steps

Develop a working group of the Metro Coalition to include representatives from MRC chiefs and building codes/planning staff to develop and guide a detailed operating plan for model ordinance development and information campaign.

Theme Area 2: Staffing and Training

Master Personnel Roster Among MRC Communities

Overview and Opportunity

Many of the MRC communities have fire and EMS personnel that work in multiple communities in a mix of careers, per diem, or on-call capacities. This creates opportunities to share gear and training. It also creates challenges of scheduling personnel and having personnel available that are not otherwise committed or possibly over-worked from multiple shifts. Having a handle on who works for whom and when, can help the departments better address these challenges. Specifically, a master roster can help support:

- Scheduling of per diem and on-call personnel
- Scheduling and coordination of region wide training
- Tracking of certifications across communities to avoid duplication of requirements for persons working in multiple communities
- On-going, region-wide staffing needs assessments
- Utilization of one set of gear per worker for personnel that work in multiple communities and cost sharing of gear among communities

Strategy:

- Develop a master roster list of all personnel (call, per diem, salaried) and utilize to support annual planning and collaboration

Constraints

Regulations set by the Maine Bureau of Labor Standards require individual turn-out gear and would need to be altered.

Next Steps

- Form working group among MRC chiefs to develop guidelines/framework for gathering and tabulating personnel information for a master roster
- Assign representatives of the Metro chiefs and managers to work on determining how best to work with Maine Bureau of Labor Standards to allow one set of turn-out gear per worker

Develop Regional On-site Training Facility

Overview and Opportunity

Maine has no statewide training academy and even if a statewide facility is developed there likely is a need for satellite, regional facilities to serve communities in Southern Maine including the MRC region. The ecomaine site in Scarborough is approved for this use but so far there have not been funds to develop. Some of the MRC communities travel to the existing Yarmouth site. There was a bill in the State legislature this past session to provide an engineering and planning study for a statewide central training facility and regional satellite facilities but it was vetoed by the Governor and the veto was upheld. In 2008 the Cumberland County Fire Chief's Association completed a proposal for development of a facility at the ecomaine site but funding has not been available to bring

Strategies:

- Develop regional on-site training facility for use by MRC communities and communities in Cumberland County and Southern Maine
 - Update plan that was completed in 2008 including detailed capital and operating budget
 - Conduct feasibility analysis to help insure such a facility would worth investment by Coalition communities

to fruition.

Constraints

It is difficult to secure federal grant dollars for brick and mortar projects. Therefore, the majority of the funding would need to come from communities utilizing the facility. If the ecomaine site is used, it would need to be available to all ecomaine Communities

Next Steps

Form working group to include representatives among MRC chiefs, managers, and Cumberland County to update plan and conduct detailed budget and feasibility analysis.

Theme Area 3: Regional Information and Analysis System for Ongoing Fire and EMS Planning

Overview and Opportunity

Regional service planning and collaboration requires knowledge and intelligence around the environment, trends, and factors that drive supply and demand. The MRC communities lack consistent data and information reporting for regional analysis and planning for fire and EMS services. Additionally, at the local and regional levels there is a lack of GIS capacity and use for meaningful integration and consideration of supply and demand data for service, facilities, and apparatus planning. This study included a pilot to build and demonstrate the use of GIS for regional planning and offers an opportunity to serve as the start for on-going regional efforts. Additionally, GPCOG has GIS capacity and expertise and has historically used it for regional transportation planning. Cumberland County also has expertise and experienced using GIS for emergency management. Both can be leveraged for additional GIS services and use.

Strategies:

- Ensure consistent and comparable reporting, tabulation, and analysis of fire and EMS run data through National Fire Incident Reporting System (NFIRS) among MRC Communities
- Based on the MRC pilot, further develop region-wide GIS system and use it to track and analyze facilities, apparatus, infrastructure, demographics, development and land use data and trends. This is long-term goal. In the short-term, focus on standard and regular incidence data, facilities, and key infrastructure mapping
- Utilize data and information from the system to maintain/update mutual and automatic aid agreements as well as for planning regional sharing and collaboration related to facilities, apparatus, personnel, and services
- Create region-wide apparatus inventory/log and utilize to continue, then when appropriate expand system for sharing apparatus and spare/reserve apparatus

Constraints

The MRC departments have varying degrees of data tracking and reporting capacities and utilize different sets of tools to some degree. There has also traditionally been little use and sharing of GIS throughout the region for regional land use and service delivery planning. Success will require a common platform and protocols for data reporting and sharing.

Next Steps

Form a working group that includes GPCOG, Cumberland County, and MRC personnel with knowledge of data and GIS.

In the short-term, through partnership with GPCOG, Cumberland County, and MRC, annually update incidence data by reporting to and then exporting from NFIRS system to produce an annual data update and presentation with summary maps, tables, charts, and findings, as well as updated demographic data.

If successful and utilized over the long-term, further development of a regional GIS and data system for planning for fire and EMS planning and collaboration. Fund through members that agree to utilize the system.

Theme Area 4: Health Care Ecosystem for Emergency Medical Services

Overview and Opportunity

EMS now constitutes the majority of incidences covered by fire and EMS departments and continues to grow, making fire and EMS departments part of the regional health system. Outsourcing of EMS billing is already occurring and further collaboration with private and public entities of the regional health system should continue to be explored.

Strategies:

- Reach out to and initiate conversations with health care entities and hospital systems to explore opportunities for further collaboration for the delivery of emergency medical and related health services
- Develop Community Paramedic Training partnership with Maine Health

Constraints

This would require new thinking on the role of local government and EMS within the regional healthcare system and require not only regional collaboration, but also private/public/nonprofit partnerships and potentially entirely new models for service delivery.

Next Steps

Convene discussion with leaders of the MRC communities and regional health system service providers to explore greater sharing and collaboration.

Summary of Findings

The following findings are based on site visits and interviews with each department and the information and data each provided for this project. Incident data was provided by the State Fire Marshall's Office from the NFIRS reporting done by the departments. Additionally, demographic, socio-economic, and housing data was gathered by Camoin Associates from the US Census.

Demographic, Socio-Economic, Housing, and Fiscal Trends

- The seven MRC communities included in this study have a combined population of 164,684 ranging from 9,070 in Cape Elizabeth to 66,227 in Portland
- Between 2000 and 2010 the population served by the seven MRC communities grew 6.5%, ranging from a decline of 0.6% in Cape Elizabeth to an increase of 15.8% in Gorham
- Between 2010 and 2013 the population served by the seven MRC communities grew 0.4%, ranging from less than 1.0% in Cape Elizabeth and Portland to an increase of 1.1% in Falmouth
- Median age of the population averaged 42.1 years in the seven communities ranging from 37.0 in Portland to 48.4 in Cape Elizabeth
- Median household income in the seven communities averaged \$69,453 ranging from lows of \$44,458 in Portland and \$44,465 in Westbrook to a high of \$98,145 in Cape Elizabeth
- The seven MRC communities have a combined total of 76,632 housing units ranging from 3,967 in Cape Elizabeth to 33,643 in Portland
- Of occupied housing units, on average in the seven communities, 60.1% are owner occupied and 39.9% are renter occupied
- The seven communities have a combined total of 6,185 vacant housing units ranging from 281 in Falmouth to 3,178 in Portland, this results in a vacancy rate of 8.1% on average ranging from 4.0% in South Portland to highs of 10.9% in Cape Elizabeth
- The seven communities cover a combined 305.94 land and water square miles ranging from 14.1 in South Portland to 70.63 in Scarborough
- The seven communities have a combined total of 123,298 persons working at locations within their geography ranging from 1,114 in Cape Elizabeth to 62,752 in Portland
- The seven communities expend a combined total of \$37.8 million on fire and EMS representing \$230 per capita

Services Delivered

The communities provide a wide range of services including:

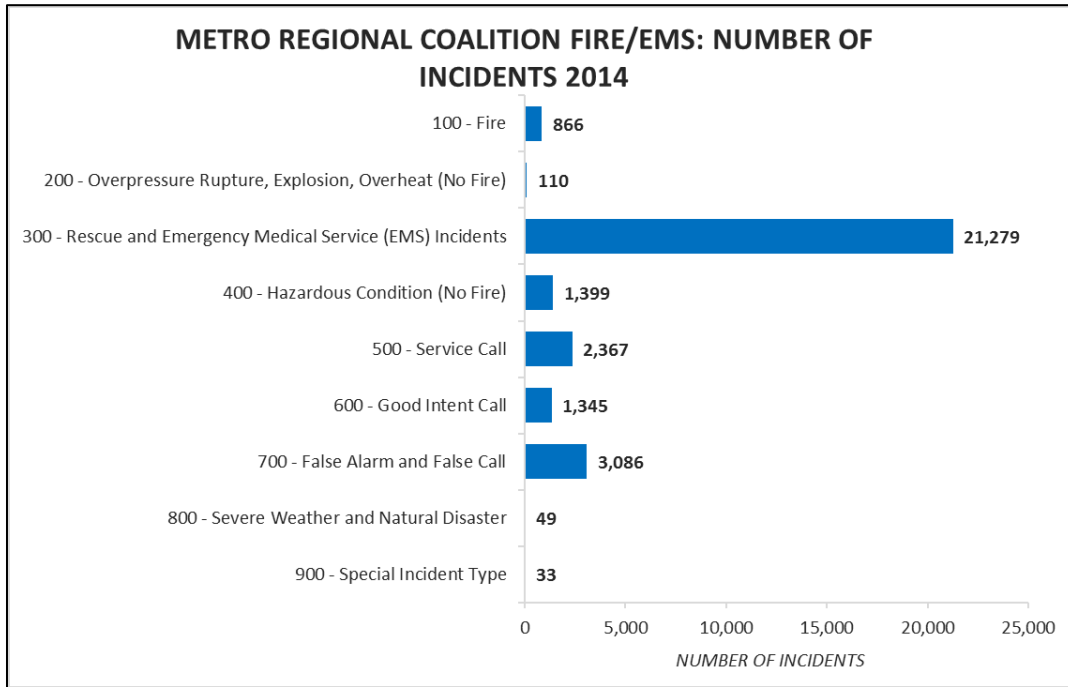
- ALS Non-transport
- ALS Transport
- Community Paramedic
- Rescue Fire Suppression
- Airport Rescue Firefighting (ARFF)
- Hazmat Operational
- Rescue Operational Level
- BLS/ALS Schedule Transport
- Hazmat Technical Level
- Rescue Technical Level
- BLS Non-transport
- Maritime Response
- Structural Fire Suppression
- Level Basic Life Support Transport
- Medical First Response
- Swift Water Rescue
- Fire Prevention Program
- Life Safety Inspections
- Fire Investigation
- Fire Department Intern and Ride-Along Programs
- Island Fire Protection
- High School Program on Introduction to Fire and EMS Careers/ Explorer
- Non-Emergency Transport Services
- Support Police Special Reaction Team
- Car Seat Inspections
- Confined Space Rescue
- Water/Ice Rescue
- CPR

Trends in Service Demand/Incidences

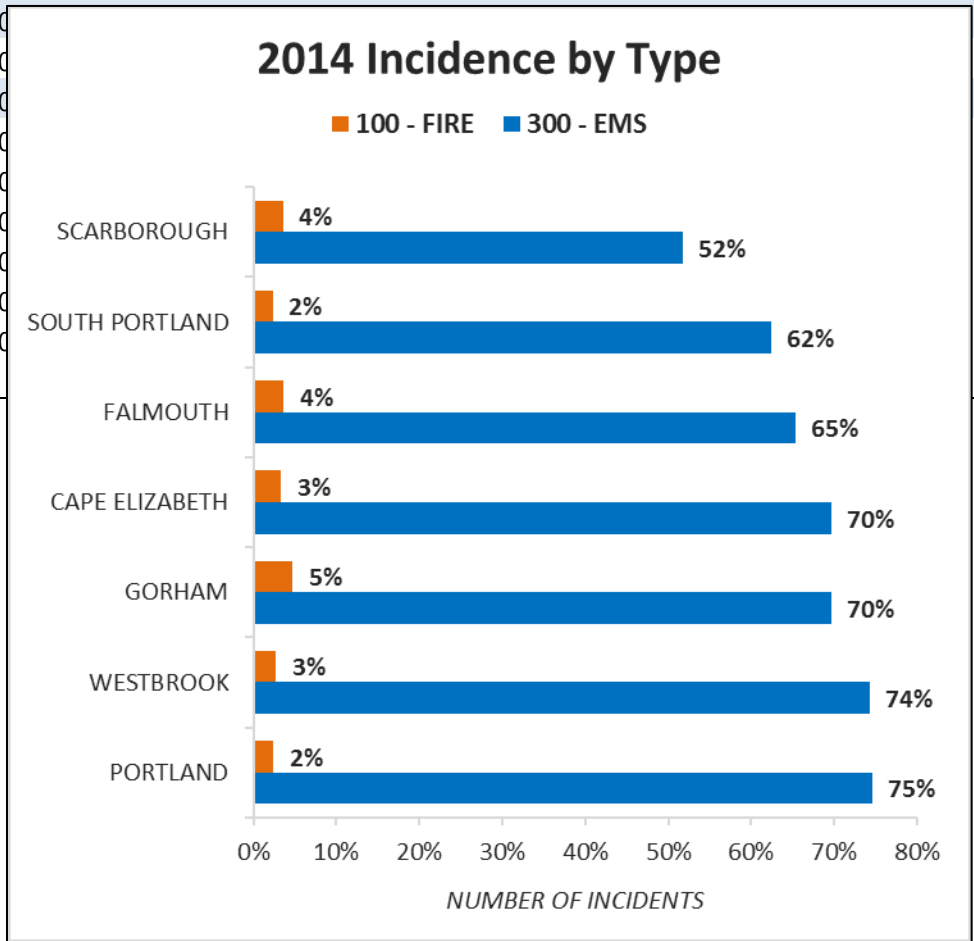
From NFIRS data provided by State Fire Marshall based on reporting by MRC communities:



- 30,534 incidences in 2014 for all communities
- 70% were EMS followed by 8% service call followed by 5% hazardous condition, fire represented 3%



NFIRS SERIES	HEADING	NO. OF INCIDENTS	PERCENT
100	100 - FIRE		3%
200	200 - FIRE		0%
300	300 - EMS		70%
400	400 - FIRE		5%
500	500 - FIRE		8%
600	600 - FIRE		4%
700	700 - FIRE		10%
800	800 - FIRE		0%
900	900 - FIRE		0%



Staffing and Training

Staffing

- The seven MRC communities included in this study have a combined staffing of 387 career, 411 call, and 113 per diem personnel. It should be noted that this are not all "unique persons" as some persons work in multiple communities in the various capacities (such as a per diem person working in two communities or a call member also being a per diem member, or even a career person also being a call or per diem person in another community)
- Cape Elizabeth, Falmouth, and Gorham are heavily reliant on call members; Scarborough heavily reliant on call and per diem personnel; and Westbrook, South Portland, and Portland on career personnel

- The use of per diems solves a staffing problem but is not viewed as a long-term sustainable solution. Changes in regulations and insurance are making this increasingly difficult; for example, ACA requires benefits for anyone working 30 hours or more per week
- It is becoming harder to meet needs through volunteer system due to demographic and socio-economic changes as well as training and technical requirements of Fire/EMS
- Developing common set of labor costs (wages, benefits, hours) to assist with labor negotiations was mentioned as a potential need/opportunity
- Falmouth and Cape Elizabeth do not have labor unions - other communities do
- Eliminating the need for personnel working in multiple communities to have turn-out gear for each community would create cost savings, this would require having a "common roster" among communities
- The MRC departments are applying for a Federal "Safer Grant" for personnel retention and recruitment programs

Training

- There is a wide variety of training provided by the departments and participated in by members
- Training requirements/demands have increased placing more demands on departments and making it harder to be a volunteer/call member
- Departments communicate opportunities for training with each other and do some joint training including:
 - Gorham, Scarborough, Westbrook, Standish, Windham participate in Recruit School for certified Firefighter I and II
 - Cape does little in-house training and works with South Portland and Falmouth for shared training
 - Portland and South Portland share resources for training - do joint marine training
 - Gorham and Westbrook collaborate to work with Westbrook Vocational School recruitment and training
- Portland and Westbrook do the majority of their training in house - it can be difficult to send members to other communities as it takes away from covering calls within the community
- There are four types of training: initial skills development, ongoing "on-the-job, specialized, training to meet future needs
- Additional opportunities exist including:
 - Training for new recruits through recruit school is very standardized based on national standards for Firefighter I and II, and offers opportunity for continued and expanded collaboration
 - Aerial training is also fairly standard and offers opportunity for collaboration
 - Training for officers was also identified as a need and opportunity for collaboration
 - Exploring and testing online training services for subject matters where "in-person" is not critical – joint online training subscriptions
 - Specialized training that is not needed "all the time" or "by all staff" also offers opportunities for regional collaboration as there are economies of scale
 - Developing a location for hands-on training is an opportunity for sharing. Maine has no statewide training academy and even if statewide facility is developed there likely is a need for satellite,

regional facilities. The ecomaine site is approved for this use but so far there have not been funds to develop

- Development of a "master roster" of all members/personnel in each community and having all their training and certifications tracked and allow training to apply to what they need for each community they work in. This would eliminate some duplication of training for the same person working in multiple communities
- Increased collaboration with Cumberland County for emergency management training and specialty training such as confined space

Facilities and Apparatus

Facilities

- There is a good deal of sharing already occurring among the communities some through actual sharing of stations and apparatus other through automatic aid, including:
 - Gorham shares stations, apparatus, and equipment independently with Scarborough, Standish, and Windham at some station locations
 - Scarborough and Gorham share a fire station at North Scarborough. Scarborough owns the facility and provides an engine (E5) and Gorham provides an engine (referred to as Tank 1), Gorham pays 50% of the heating and telephone costs.
 - Cape has automatic aid agreements with Scarborough and South Portland for specific coverage areas
- Additional needs exist, including:
 - Coverage in 302 region provides challenges for Westbrook
 - Portland Riverton Station is in need of considerable repairs/upgrade - overall need for facility maintenance and improvements exists throughout Portland and is a major challenge
 - Gorham is looking into sharing station with Buxton to meet needs in that area
 - Gorham's Station that it shares with Windham in South Windham is small and in process of moving to new facility
 - Westbrook also has expanding needs to meet demand on County Road

Apparatus

- Sharing of apparatus occurs in conjunction with shared station arrangements
- Apparatus maintenance and repair is often shared within municipal departments (i.e. with police and public works) but further sharing among communities is being explored by Scarborough and Westbrook, further opportunities among the communities may exist
- Keeping and maintaining spare/reserve apparatus is a cost, cataloging and sharing spare/reserve apparatus among communities represents a potential opportunity

GIS, Software

- Incident reporting - while all report to State Fire Marshall's Office for NFIRs, additional in house incidence reporting software is utilized and varies. Portland, South Portland and Cape jointly utilize Navaline
- While each department gathers and utilizes data on incidences, methods and use are inconsistent across communities, there is little to no strategic use of data across communities or in cooperation
- GIS capabilities do exist in the communities to varying degrees but underutilized for Fire/EMS services analysis and planning - overall GIS capabilities and use among all communities are nascent and capacity is an issue – also view GIS as maps as opposed to strategic data systems
- Commitment to NFIRS reporting is critical for on-going information sharing for the MRC effort

Existing, Sharing, and Collaboration

- Collaboration in addition to training and facilities/apparatus does occur, including:
 - Mutual Aid Agreements
 - Automatic Aid
 - Combined Public Safety dispatch for Portland/South Portland and Cape Elizabeth
 - Gorham dispatch provided through Cumberland County Regional Communication Center
 - Regional hazmat teams include: Gorham, Westbrook, Scarborough, Standish, Grey, Windham; South Portland, Cape; and Portland - joint exercise and some joint training occurs
 - Cape Elizabeth utilizes South Portland for Hazardous materials services and share equipment
 - Gorham does billing for Westbrook
 - Gorham, Scarborough, Westbrook, Standish, Windham Recruit Schools are certified Firefighter I and II
 - Coordination around required physical exams
 - Community Paramedic Grant - The communities collaborated on grant to train 24 paramedics.
 - The MRC departments are applying for a Federal "Safer Grant" for personnel retention and recruitment programs
- Challenges remain, including:
 - Sharing and cooperation is done mostly on an "as opportunity arises" basis and is not systematic
 - Sharing and cooperation extends beyond the MRC communities which is a good thing because it solves problems, but it also makes coordination at the regional level complex
 - Labor agreements and differences in local service preferences/standards
 - Councils and public often times resistant to regional collaboration
- Greater use of Cumberland County presents an opportunity to build on success with regional dispatch, and emergency preparedness

Appendix

Scope of Services

The following is the scope of services used to guide the approach and work completed for this project.

Assessment of Fire/EMS Services for the Communities of the Greater Portland Metro Regional Coalition – Project Description

Overview

The purpose of this assessment is to conduct a data/information inventory of Fire/EMS capacity and services that include communities of the Metro Regional Coalition, then use this information to identify opportunities and strategies for cooperation and collaboration. This is not a consolidation study. Rather is an objective, data-driven assessment of what is working well, what can be enhanced, and what more can we do to cooperate and collaborate. For this project the Metro Regional Coalition Communities include Portland, Scarborough, South Portland, Westbrook, Falmouth, Cape Elizabeth, Gorham, and The County of Cumberland. This work will create a common set of information and data which will then be used to develop recommended strategies for cooperation and collaboration to sustain high quality, affordable, service levels. This work will be completed by The Greater Portland Council of Governments (GPCOG) and Camoin Associates (Camoin) with technical assistance from Bruce Hensler, Fire, EMS, and GIS consultant.

Scope

Phase I - Inventory of Fire and EMS for all Communities of the Metro Regional Coalition to Provide Base Level Data to Support Analysis.

IA – Conduct Facilitated Session with Municipal/County Managers, Chiefs, and Key Fire/EMS Personnel –

During this session we will review scope and project plan; review and revise list of data and information to be collected, discuss existing levels of cooperation and collaboration, and identify initial opportunities to explore for possible further cooperation and collaboration - This will be a three-hour session facilitated by Jim Damicis of Camoin and Neal Allen of GPCOG. The list of invited attendees will be determined by the Metro Regional Coalition participating entities.

Deliverables: Revised scope and project plan, list of data and information to be collected, and listing of initial opportunities for cooperation and collaboration to be further explored. This will be provided to the Metro Regional Coalition for review and input and will then serve as a work plan for moving forward with the remainder of the project.

IB – Gather, Tabulate, and Present Local and Regional Data and Information on Fire/EMS Capacity and Services among the Communities/Entities Participating in this Project – This information will be gathered through a combination of requests to participating departments, interviews, site visits, and web research. A three-hour site visit will be conducted at each municipality to review data needs, understand available data, and understand local service delivery and issues. This visit will include a meeting with Fire/EMS officials, the manager, and planning staff.

Data and information to be gathered and tabulated will include:

Employment Capacity

- Career firefighter/EMT/Paramedic
- Volunteer/Paid Per Call/Per Diem firefighter/EMT/Paramedic
- Communications/Dispatch
- Administration
- Training and testing including agility training
- Collective Bargaining Units

Major Facilities, Equipment, and Apparatus (stations, major vehicles/trucks, special purpose major equipment)

- Levels/amount - how many?
- Type/purpose – how used?
- Location – where located/housed?
- Reserve apparatus – apparatus that is used as reserve or back-up and has the potential for being shared or provided to other communities

Incidences

- Calls/responses by type and location; time and date

Operations

- How are services delivered and how work gets done?

Demographic and Infrastructure Variables

- Population
- Housing units – multi-family, single-family, owner-occupied, rental
- Businesses
- Land use and growth patterns
- Water Supply
- Road Network

Existing Cooperation and Collaboration

- Mutual Aid Agreements
- Facilities, Apparatus, and Equipment
- Staff and Training
- Other?

Fiscal Environment: Revenues and Costs

- Cost of Services



- Revenues to support services
- External cost: impact on ISO

Emerging Trends

- Trends that are emerging that may significantly impact future service delivery. For example:
- Community Para-medicine
- Sprinklers (commercial and residential)
- Codes
- Hospitals/Community Health Systems

Deliverables: database/spreadsheet of tabulated data and information, electronic maps and associated narrative to explain current state of capacity/service. All data will be categorized by municipality and station in a database/spreadsheet format that is compatible for use in GIS. A subset of the data will be presented in maps to be prepared by GPCOG to portray major trends impacting service demand and delivery. When readily available, data for the communities and the region as a whole will be benchmarked against national standards/averages.

Phase II – Understanding the Data, Issues, Current Cooperation and Collaboration, and Opportunities; and Development of recommendations for Initiatives for Moving Forward

IIA – Draft of Findings, Opportunities and Strategies – Camoin and GPCOG will Draft Findings, Opportunities, and Strategies/Initiatives for Further Consideration – This will be provided to the Managers, Chiefs, Personnel included in the study as well as the Coalition and will serve as the basis for a second facilitated session.

IIB – Conduct Second Facilitated Session with Municipal Managers, Chiefs, Key Fire/EMS Personnel and the Coalition - Review and discuss draft of findings, opportunities, and strategies and obtain detailed input for editing and refinement - This will be a three-hour session facilitated by Jim Damicis of Camoin and Neal Allen of GPCOG.

IIC – Conduct Third Facilitated Session with Municipal Managers, Chiefs, Key Fire/EMS Personnel, and elected officials for the Coalition - This Third session will focus solely on the refinement of recommended next steps, and prioritization of strategies/initiatives - This will be a three-hour session facilitated by Jim Damicis of Camoin and Neal Allen of GPCOG.

IID – Final Report and Presentation to Metro Regional Coalition Communities – Make final edits and revisions to full final report and present at a meeting of the Metro Regional Coalition.

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