



TOWN OF GREENWICH

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Peter J. Tesei
First Selectman

May 1, 2019

To: RTM Membership
Cc: BET, Town Clerk
Subject: RTM SOMR Response Presentation Questions & Answers

On April 8th, 2019, Town and Fire Administration presented to the RTM the First Selectman's Response to the September 17, 2018 SOMR regarding NW Greenwich Fire Protection. Questions about the response and corresponding budget request were directed to my attention following the presentation. Attached is the consolidated list of RTM member questions, organized by topic, and Town/Fire responses to each.

The series of questions identified a few common misunderstandings. Here are the key highlights from the Town's response:

- Travel time is the specific problem in NW Greenwich we are trying to solve. All other concerns raised are separate and distinct from travel time and may require their own analysis. More importantly, improving processing time or turnout time will not solve the specific problem in NW Greenwich.
- Current plan is to hire 12 new firefighters in total at a new Station 9, *not* 15 firefighters. See pages 51-52 of [First Selectman's North West Greenwich Fire Protection SOMR Response presented to the RTM \(4/8/2019\)](#).
- NFPA 1710 is the industry standard used to assess GFD response performance. It is NOT law, policy, or unique to Greenwich. It is the best recognized industry standard. NFPA 1710 has been used by Insurance Services Office (ISO) while assessing GFD performance, which impacts insurance premiums. ISO regularly reviews more than 40,000 fire departments.

The proposed budget request for a study doesn't actually move the discussion forward on a decision regarding NW fire protection. It provides an illusion of movement that more information is needed before a decision can be made. As a Town we need to make a decision, simply staying on the "merry-go-round" and spinning in place accomplishes nothing. I encourage all members of the RTM to view the [First Selectman's North West Greenwich Fire Protection SOMR Response presented to the RTM \(4/8/2019\)](#), as well as the attached questions and answers.

Despite attempts to distract from the core issue, I believe it is clear that there exists a deficiency in travel time in NW Greenwich. The Town has been discussing this issue for the last two decades, and for nearly 10 years, my administration has pursued a solution to this problem. There is no legitimate excuse to further delay action. RTM members must review the information, requested by the RTM itself, and determine if they are going to accept this deficiency and the liability that comes with it, or want to address it by moving the Property Due Diligence budget request forward and starting the process of establishing a NW Greenwich Fire/GEMS Station.

Respectfully,

Peter J. Tesei
First Selectman

Consolidated RTM Questions & Town Responses

STANDARDS & PERFORMANCE ASSESSMENT

1. **Is NFPA 1710 town policy? Why or why not? Why do you reference 1710 but not 1720? - RTM Member Brian R. Raney**

It is not Town Policy but the response time portion of NFPA 1710 is what the department strives to meet. GFD meets the definition of departments covered by 1710, not 1720 because GFD is a combination department where a majority of the firefighting is accomplished by career personnel. ISO assessment uses NFPA 1710.

2. **A lot was said in your PP presentation about town-wide response time levels. However, I did not see the fire dept's performance metric goals and objectives. Can you please share what the fire department has established in goals and objectives for town-wide response time performance metrics for each criteria you cite throughout the PP presentation: call processing, turnout, and travel time. - RTM Member Lucia Jansen**

The response standard that the Fire Department strives to meet is NFPA 1710. See pages 10 and 30 of the [First Selectman's North West Greenwich Fire Protection SOMR Response presented to the RTM \(4/8/2019\)](#).

3. **Please describe how the fire dept measures against each of those 3 metrics? - RTM Member Lucia Jansen**

See page 30 of the [First Selectman's North West Greenwich Fire Protection SOMR Response presented to the RTM \(4/8/2019\)](#).

4. **Do you analyze 3 metrics by station and by shift? - RTM Member Lucia Jansen**

While the fire department does not run an analysis for every call on every shift, GFD conducts an after action report after major incidents and reviews this information.

5. **Do you agree with the national accreditation organization Centers for Public Excellence (formally CFAI) that response times should also factor in population and density criteria? Do you agree with their segmentation that defines areas of town in the following manner: - RTM Member Lucia Jansen**
 - a. a.Suburban = 1,000-1,999 per square mile
 - b. b.Urban = 2,000 per square mile
 - c. c.Rural = <1,000 per square mile

Different organizations use different metrics for classifying urban, suburban, and rural. The for-profit Centers for Public Excellence has one definition and assessed and accredited about 2,000 departments. GFD uses the ISO assessment, which reviews more than 40,000 departments and is used by insurance companies to determine insurance premiums.

6. **If you do agree with #5 do you believe that response travel times would vary based on the above criteria? - RTM Member Lucia Jansen**

No. The response times GFD strives to meet throughout all 48 square land miles of Town are those of NFPA 1710 on page 10 of the [First Selectman's North West Greenwich Fire Protection SOMR Response presented to the RTM \(4/8/2019\)](#). GFD's goal is to provide equal levels service provision to all areas of Town.

7. **Do your performance metrics vary by type of call (non emergency vs code 20)? - RTM Member Lucia Jansen**

Yes. Code 10 (non-emergency) responses are not considered.

8. **Fire experts say other than call processing performance metrics, "turnout" is the most impactful metric for a fire department to know and manage since it is one of the few benchmarks a fire department can control. 1710 has a goal of 80 seconds or less (1 min 20 seconds). In a slide your office created it shows the vast majority of turnouts far exceeding 80 seconds. Do you believe that turnout time can make a crucial difference in overall response time? Again, what is the fire depts. performance goal turnout time town-wide? - RTM Member Lucia Jansen**

The performance goal is the 80 seconds outlined in NFPA 1710. Yes, turnout time is one component of overall response time and we are always looking at means to improve our performance. Additionally, please cite actual sources when referencing data and claims.

9. **Response time, as defined, includes the call taking, turnout and travel...the standard 'response time' therefor is 6.5 minutes (not 4 as used throughout your presentation). If that is in fact correct, then please recalibrate to that measure and not 4...if that is wrong and you are presenting the travel time, then change your words to reflect that. if the 6.5, why is Greenwich take 30 seconds more to turnout? why no data on dispatch? see comment above on data. - RTM Member Josh Brown**

The Town has been consistent throughout presentations to the fact that the 4 minutes refers to travel time portion of the overall response time. See pages 27 & 29 of the [First Selectman's North West Greenwich Fire Protection SOMR Response presented to the RTM \(4/8/2019\)](#). Multiple factors play a role in turnout time, such as station design and time of day. As shown to BET on 3/25, there is a high frequency of turnout times less than two minutes and multiple outliers in data that drive time up. GFD is working to eliminate manual data entry to improve accuracy. Time of day due to the fact that during the day the personnel may be engaged in other activities, training, cleaning, and/or maintenance of apparatus or equipment.

STATION DESIGN & LOCATION

- 10. Why a structure of 4 bays? it was understood that the need was for an engine and an ambulance. - RTM Member Josh Brown**

2 bays are being proposed for the FD in the event the Town would like to position an additional water tanker truck in that area. It would not be staffed daily with personnel. The cost for additional bay space for either service is relatively nominal and would be short-sighted not to be included in the project.

- 11. Why not collapse the RHVFC in with a new fire house, so that it is combination like all the others? would save the 1M in remodeling their existing FH and put towards a new and better facility. - RTM Member Josh Brown**

The RHVFD is not interested in changing the location of their station. Secondly, during times of storms or high call volume they staff the station and do a fine job protecting the RH district. Lastly, ISO gave consideration to that station and the removal of the station would negatively impact insurance rates in that district.

- 12. Analysis for a location at John Street and Riversville. why not there? - RTM Member Josh Brown**

The Town has not purchased or selected a property for NW station. Process for property search is detailed on pages 46-50 of the [First Selectman's North West Greenwich Fire Protection SOMR Response presented to the RTM \(4/8/2019\)](#). As shown, Town has narrowed down from 24 properties to 4-5 properties, including Riversville Road, shown on page 50.

- 13. Analysis showing fire and health danger (not calls). new church, schools, etc. moving the hot spot further north. - RTM Member Josh Brown**

GFD assesses the Town for target hazards. Target hazards in NW Greenwich include schools, a rehab center, an assisted living facility, multiple religious institutions, and the airport. Please see page 33 of the [First Selectman's North West Greenwich Fire Protection SOMR Response presented to the RTM \(4/8/2019\)](#).

OPERATING & CAPITAL COSTS

- 14. In 2019 dollars, what is the fully loaded cost of an average firefighter. Please break it down by salary, health benefits, retirement benefits, disability, training, and all other expense categories. - RTM Member Greg Zorthian**

Please see pages 51-52 of [First Selectman's North West Greenwich Fire Protection SOMR Response presented to the RTM \(4/8/2019\)](#). Please see the column labeled Unit Cost on page 52 for the unit cost of an entry level firefighter. As noted on page 52, Unit Cost includes base salary (estimated 2% general wage increase); benefits (estimated 10% increase); stipends; uniform allowance; fire academy tuition; turnout gear; and uniforms. This page also shows estimated overtime cost per unit in the column labeled OT Cost. The white box in the Net Budget Impact column shows the total cost for an entry level firefighter, inclusive of the associated overtime. The green box in the Net Budget Impact column shows the total cost for the 4 proposed entry level firefighters in FY21.

- 15. Staffing, new would be 3 people 4 shifts PLUS one per shift for coverage. standard models indicate that without the additional 3 or 4, OT will continue to be excessive. - RTM Member Josh Brown**

GFD will need to hire 12 additional firefighters. Please see pages 51-52 of the [First Selectman's North West Greenwich Fire Protection SOMR Response presented to the RTM \(4/8/2019\)](#). Overtime costs are already included in the OT Cost column on page 52.

- 16. In 2019 dollars, what is the incremental ongoing operational cost of the proposed fire station. In addition to the fully loaded costs of the 12 fire fighters, what other expenses will be incurred to run the station (utilities, maintenance, equipment, etc.) - RTM Member Greg Zorthian**

See page 51 of the [First Selectman's North West Greenwich Fire Protection SOMR Response presented to the RTM \(4/8/2019\)](#) for estimated ongoing operating cost for additional staff, approximately \$1.9m (inclusive of estimated overtime costs). Does not include reduction in overtime for FY20-21 and FY21-22 that would result from proposed hiring plan. Operating to run station, including utilities, is approximately \$22,000/year.

- 17. You mention moving 8 FFs from stations 4 & 8. What does that do to staffing at those stations? - RTM Member Brian R. Raney**

Nothing. To reduce budget shock and potential operational issues with hiring 12 firefighters, proposal currently begins hiring 4 in FY20-21 and 4 in FY21-22. Those firefighters would be temporarily used as floaters to reduce overtime and increase response capacity. In FY22-23, propose hiring final four and transferring the other eight to new station 9 for its opening. Shown in detail on pages 51-52 of [First Selectman's North West Greenwich Fire Protection SOMR Response presented to the RTM \(4/8/2019\)](#). The staffing at all stations would then revert back to our current staffing model of 3 firefighters.

18. Where is PTO covered in the costs? - RTM Member Brian R. Raney

Please see pages 51-52 of [First Selectman's North West Greenwich Fire Protection SOMR Response presented to the RTM \(4/8/2019\)](#).

19. What are the longterm costs (pension, retirement, healthcare, etc) of the additional staff? - RTM Member Brian R. Raney

Please see pages 51-52 of [First Selectman's North West Greenwich Fire Protection SOMR Response presented to the RTM \(4/8/2019\)](#).

20. Does the staffing include officers in addition to regular firefighters? - RTM Member Brian R. Raney

Yes.

21. Additional staffing, page 53 of Feb 4 version, should include the additional floaters costs in the subsequent years. should have a credit / reduction in OT while the floaters are in as they will logically cover open positions. Why add floaters 2 years before a new station is built and ready? - RTM Member Josh Brown

See page 54 of the February 4th SOMR response and response to question 27. There will be a reduction in overtime in FY21 and FY22.

22. Confirm that NO new apparatus will be needed, reallocation of existing - RTM Member Josh Brown

Correct.

23. Presumably there will be a truck of some sort, plus tools and equipment. Where is that in the costs? - RTM Member Brian R. Raney

No. GFD currently operates and budgets for three spare engines. One of those spare engines will be permanently placed at a new North West Station.

- 24. Please confirm that any further analysis and design work will be coordinated with a new master plan that the BET included in their 2019-2020 budget and NOT separate. The master plan should guide what will be needed to improve fire protection in NW and the Town as a whole. - RTM Member Josh Brown**

There is no “master plan” included by the BET in their 2019-2020 Budget. The BET included funding for additional independent “town-wide fire analysis”, not developing a master plan for GFD. This administration views this project as separate and distinct from the NW Fire/GEMS Station project. The Town already has a thorough, detailed, and professional analysis on NW Greenwich fire protection, as was requested by the RTM SOMR. While GFD welcomes additional assistance with data management and enhancing processing/turnout time reporting, it will not solve or assist with the known travel time problem specific to NW Greenwich. By including funding for both projects in their budget, the BET made it clear that both projects can and will be implemented simultaneously. I believe it is excessive to spend additional Town funds studying this specific issue. As shown in Attachment 1, a fire study has been used by project opponents to delay any progress (requesting the study, deleting the study, requesting the study). Questions about the BET’s “town-wide fire analysis” should be directed to the Chair of the BET.

- 25. What is your planned timeframe for obtaining property? Do you plan to obtain RTM approval for that? What if the RTM rejects it as they have in the past? - RTM Member Brian R. Raney**

Please see page 52 of [First Selectman's North West Greenwich Fire Protection SOMR Response presented to the RTM \(4/8/2019\)](#) for details and timeline. The RTM specifically asked OFS and BET for this information and corresponding budget request in the SOMR by a vote of 126-55-3. There is currently no appropriation to purchase property, which will require RTM approval. In the September 17, 2018 RTM SOMR, the RTM stated that there is inadequate fire protection in NW Greenwich.

- 26. Do you plan to purchase land prior to the completion of town wide response time fire dept analysis added by BET unanimously 12-0-0? - RTM Member Lucia Jansen**

See response to questions 24 and 25.

- 27. The BET FY20 Guidelines ask that any enhanced or new town service have an offset reduction. With the addition of a new fire station can you please describe the offset for the millions in perpetuity operating and capital costs? - RTM Member Lucia Jansen**

The BET’s Budget Guidelines are guidelines. They help provide all stakeholders with a common understanding and aligned goals. But our budget process reveals new information and priorities. That is why the BET did not strictly adhere to their guidelines in their Proposed Budget. The BET’s Proposed Budget moved this project forward. Additionally, the RTM as a body overwhelmingly recognized inadequate fire protection in NW Greenwich and requested that the analysis and related budget request be included in the FY20 budget.

- 28. Right now FF costs are by far the highest labor bargaining unit in town and the only Union not out of DB plan. Without reform to Defined Benefit plan and retiree health care benefits do you plan to proceed with land purchase prior to FF moving potentially from Defined Benefit plan to Defined Contribution plan in the labor contract under negotiation right now? - RTM Member Lucia Jansen**

It is the goal of this administration to pursue a defined contribution plan for all bargaining units. However, the economics of labor negotiations are a separate issue from NW fire protection. The RTM as a body identified inadequate fire protection in NW Greenwich. While this administration pursues our labor goal, it will not condition or further delay life safety of our residents based on a labor agreement.

- 29. I took a look at page 52-53 of the April 8th power point. I have a couple of questions and comments. I think the Operating sub Total of 1,904,445 for the period FY20-23 is incorrect. I think it should be 3,858,906 given the methodology shown. Here is how I think it should look. I also tried to work through the Operating run-rate implied. I think the 1,904,445 run-rate shown is too low. Could you look at these numbers again. I came up with a number closer to 3mm using the average cost of FF from the 'Cost-of-Contract' in the labor contract analysis. I also include small amounts for non-FF costs. You maybe assuming that all the FF working at NW are first year employees. But I don't think that would be the case. We should look at the operating run-rate assuming a mature station with experienced FF and officers. - RTM Member Dan Ozizmir**

See response to question 14. Your personal analysis is higher because it uses incorrect assumptions. For example, the Town will hire 12 additional firefighters, not 15. Also, the budget should be based on impact to current operating and capital, you can't double count existing resources. Therefore, station assignments of current firefighters are not relevant to budget impact. Since GFD will have to hire 12 additional *entry level* firefighters, base salary used should be entry level, not mid-step or officer. Also, it is incorrect to simply apply building/apparatus costs and administration costs equally on a per firefighter basis because those expenses actually decrease on a per firefighter basis. Using that method, each additional firefighter costs less on a per firefighter basis because there is not an equal increase in capital and operating overhead.

- 30. I also used the 15 FF discussed at the BET. Why is the presentation use 12. Today we have 99 FF and 6 stations, for an average of 16.5 FF/Station. How can we justify 12? I also didn't see capital numbers for the apparatus. Could you include apparatus costs. - RTM Member Dan Ozizmir**

Twelve (12) new entry level firefighters are required to staff a new station in NW Greenwich. As shown on page 63 of the [Operations Plan FY2019-2020](#), GFD has 95 line firefighters, not 99. Please see slides 51 and 52 of the [First Selectman's North West Greenwich Fire Protection SOMR Response presented to the RTM \(4/8/2019\)](#) for an accurate budget estimate. There are no plans to increase the size of the GFD fleet. The capital plan as proposed will not change as units will be refurbished and redeployed to provide NW fire protection. Please see responses to questions 22 and 23.

PERFORMANCE & RESPONSE DATA

31. How many code 20 calls from July 2013 to June 2018 (same as heat map) at Fairview Country Club, Sacred Heart, Brunswick School? - RTM Member Nancy Gray

- Fairview Country Club, 1252 King Street: 25 responses
- Sacred Heart 1177 King Street: 55 responses
- Brunswick School 1252 King Street: 29 responses

32. Why are the GEMS calls for NW area disproportionately high vs GFD calls? - RTM Member Brian R. Raney

GEMS and GFD are two separate services. GEMS provides the Town's emergency medical services, both advanced life support and basic life support. Because they are called to provide different services, their locations for provision of services would not be the same. For Example, Building Inspectors for DPW work in different locations than the GPD Police Officers. Demand for emergency medical services is higher than demand for fire protection and rescue services. Certain populations, such as those at-risk, with weakened immune systems, individuals recovering from injury/illness, and infants/elderly require increased provision of emergency medical services. Hospitals, nursing homes, rehabilitation centers, and medical facilities have a high concentration of these individuals and require a significantly disproportionate level of emergency medical services compared to most properties in Town. This will produce more concentrated hot spots on the GEMS heat map, compared to Fire or other services.

33. It looks like there are few sites for all of the calls in the heat map. Is there any analysis of this? - RTM Member Brian R. Raney

See response to question 32.

34. For the speed-time-distance slides, what is the speed (or formula) used? - RTM Member Brian R. Raney

Please see page 20 of the [First Selectman's North West Greenwich Fire Protection SOMR Response presented to the RTM \(4/8/2019\)](#) for a visual representation of the speed-time-distance relationship. For the travel time maps shown in the presentation, the Town GIS department ArcGIS software uses the Street Map Premium road network data for routing the streets. The minutes parameter was used, which find the shortest route, time wise, using average speed values previously calculated from the historical traffic data programmed into the software. This models the movement of cars and vehicles and finds solutions that optimize travel time. There is no one constant speed assigned as the speed for fire apparatus is also determined by speed limits on each street. The emergency vehicle parameter avoids all roads and turns where emergency vehicles are prohibited, and where U-turns aren't possible. Times producing by the ArcGIS mapping software were spot checked using actual travel times from code 20 responses during the July 2013 to June 2018-time period, as well as Google maps.

- 35. On your heat maps the color red is defined as high and green is low; could you describe the numerical absolute value for each red and green for both the one year and the 5-year map. - RTM Member Lucia Jansen**

Heat maps show frequency by location as well as density of call locations. Red could be a few properties in one location with high call volume, or many properties in one location with a lower call volume, but densely located. The Hotspot analysis is a geospatial and mapping technique that helps identify clusters (high call volume locations) of spatial data to recognize spatial patterns. There is no absolute number for the red vs the green color. A hotspot (red area/higher volume of calls) is defined as an area that has a higher concentration of repeat calls as compared to the lower concentration of (green area/lower volume of calls). All maps use the same underlying weighting.

- 36. Please describe slide # 32 where it states the fire department has no call processing data? Again, does the fire Dept manage on a monthly or quarterly basis to call processing times? - RTM Member Lucia Jansen**

Appears referencing page 30 from the [First Selectman's North West Greenwich Fire Protection SOMR Response presented to the RTM \(4/8/2019\)](#). The FD is currently working to have live access to the call processing times. In the interim, GPD provided a copy of 5 years of data. To assist with these questions, GFD had a third party review call processing times. The average for incidents reviewed was 1 minute 31 seconds. With the planned addition of call taking software, GFD is confident they can improve the average by 10-15 seconds. While there is room for improvement here, a 10-15 second decrease in the call processing time has no effect on the travel time of the apparatus to an incident.

- 37. Your slide again on page 32 shows average travel time. Can you please provide what is the performance goal travel time and what the average travel times by area of town, as you show northwest. - RTM Member Lucia Jansen**

The performance goal for travel time is NFPA 1710: 4 minutes, 90% of the time. See page 29 of the [First Selectman's North West Greenwich Fire Protection SOMR Response presented to the RTM \(4/8/2019\)](#) for other areas of Town. The shaded green areas are covered in 4 minutes. The yellow is 4:01-8:00 and orange is 8:01-12:00 plus minutes.

- 38. Do we know if there are parts of town where 4 minute travel time can actually be achieved? - RTM Member Brian R. Raney**

Yes, please see page 29 of the [First Selectman's North West Greenwich Fire Protection SOMR Response presented to the RTM \(4/8/2019\)](#).

- 39. On page 34, why do you not show an arrow from North Street Station as responding to NW calls? - RTM Member Lucia Jansen**

Page 32 of the [First Selectman's North West Greenwich Fire Protection SOMR Response presented to the RTM \(4/8/2019\)](#) shows multiple companies converging on an area in a timely fashion. Engine 8 does not converge into the NW quadrant in a timely fashion. North-south travel is significantly more accessible than east-west in Greenwich.

40. How many structural fires (SF) do you receive per year for the last 5 years? How many structural fires in the NW? - RTM Member Lucia Jansen

- 2018 – total SF 24, NW 3
- 2017 – total SF 28, NW 1
- 2016 – total SF 22, NW 2
- 2015 – total SF 27, NW 3
- 2014 – total SF 28, NW 4

41. How many false alarms do you receive in NW area? How many false alarms town-wide? - RTM Member Lucia Jansen

Roughly 25% of GFD responses are to false alarms. The NW area is no different the rest of Town.

42. Are there repeat false alarms from the same address. - RTM Member Lucia Jansen

Yes.

43. Please describe the frequent false alarms residential and commercial addresses over the last 5 years. - RTM Member Lucia Jansen

Residential and commercial false alarms account for approximately 25% of our responses.

44. Can you please provide all incident call processing and travel times for volunteer fire stations (Round Hill and Banksville) for the last five years? - RTM Member Lucia Jansen

Call processing times have no correlation to the area of Town where the incident is located. Volunteers are dispatched at the same time as career firefighters, providing them with identical processing times. From July 2013 to June 2018, for Code 20 emergency responses (lights and sirens), average volunteer turnout time (Banksville and RHVFD) was approximately 3 minutes and 52 seconds and travel time was approximately 4 minutes and 20 seconds. As expected, call processing time and travel time are similar between volunteer and career firefighters, while turnout time is the primary element that increases overall response time from volunteers.

45. Exception Report: The BET receives a quarterly report from GEMS that charts calls and response times. The report includes an "exception report" that identifies response times that are beyond contractual expectations and provides some detail about road and other conditions that might have influenced a longer response/arrival time. For example, there may have been another call in the same time period and an ambulance had to come from a different part of Town. A RTM member asked whether the Fire Department drills down into the causes for a longer than average response (traffic; firefighters out on a call; etc.). Please advise on what the Fire Department's procedure is to understand calls that are "exceptions" to the normal and expected response in a particular geographic area. Does the Fire Department prepare an "exception report" similar to GEMS' report? If not, would it be a useful management tool? If not, why not? - *BET Chair Jill Oberlander*

The Department does not prepare an exception report. GFD has a clear understanding of the elements for our response times. The travel distance to geographic areas is a constant. The processing and turnout times are compatible with peer departments. GFD has, with the recent varied and erroneous commentary on data, had an independent third party evaluate the raw data. The independent party confirmed the Town/Department position. The Department is currently limited to a "drill" down analysis for major incidents. There is additionally a connectivity service concern for our mobile data terminals which will only improve with better service technology. On the horizon is improved technology and software, anticipated to be funded this budget. The technology will assist existing staff in capturing and reporting data for the wider array of responses. Shift Commanders do monitor pre-incident dispatch protocols relative to traffic, road closures, training, or current situation status on a daily basis. Situation status also involves station coverage or standby assignments, freeing units to an in-service status and mutual aid requests as necessary. There is not a "con" to improved collection, evaluation of response data aside from the implementation costs.

46. Staffing and Call Volume: Is the call volume spread evenly over the period, or are there identifiable periods where call volume is lower? For example, the schools, rehabilitation facilities and other commercial establishments along King Street may be more active during daytime hours. Did the Fire Department consider a variable staffing schedule to account for variations in call volume? What would be the pros and cons? - BET Chair Jill Oberlander

Please see attached Graph 1 on the weekly activity and Graph 2 on time/call volume. Higher call volume during the day, lower volume with more severe incidents in the overnight hours. GFD is currently limited to variations in staffing to only assigned personnel. To change existing assigned personnel would require "brown outs or black outs" of certain stations/districts. Leaving a designated district without fire protection in those situations is not sound policy and would also result in a reevaluation of the ISO property protection classification. This would not be a positive evaluation. GFD does have the ability to assign existing floaters when available to our busiest companies and does so as a matter of policy. Additional staffing variations are subject to Collective Bargaining, as wages, hours, and working conditions are mandatory subjects of bargaining. As discussions for past negotiations have centered on health care and pension, these variations have not risen as a priority in discussions. Nationwide, for example, this is an improved trend in moving firefighter schedules to a 56-hour work week (24-hour day on, 48 hours off, rather than the 24 hours on 72 off). This schedule has the benefit of allowing a department to operate with 3 shifts rather than 4. Typically, that 4th shift is used to increase staffing levels and other shortcomings in assignments. It remains to be seen if this concept will take hold in the Northeast and at what cost. In our current state of assigning resources for emergencies, GFD has immediate availability of 6 engine companies, 1 aerial truck company, and a shift commander. The majority of these 22 individuals when responding to multiple incidents, such as a structure fire or rescue incident, are committed immediately. As noted above, the ability to return units back in-service or get station coverage is critical to our response to additional emergencies. The recent release of funds for dispatch software and training also will assist in vetting calls to 911 for what is anticipated to be a quicker return to an in-service status based on greater accuracy of call taker information.

OTHER

47. Since it is on the border, will we be getting reimbursed for responding to Westchester calls?? - RTM Member Lauren Bishop O'Keefe

No, the same relationships the Town currently has with neighboring communities in NY and CT will continue to exist. Although very infrequent, (see slide 22 of the [First Selectman's North West Greenwich Fire Protection SOMR Response presented to the RTM \(4/8/2019\)](#)) if Rye Brook or Port Chester needs help and calls Greenwich, we will help them out. They will do the same for us. There are rare and extreme examples, such as a federally declared disaster with reimbursable activity, in which we may be reimbursed for our response.

48. What was first engine on scene to accident last week and where respond from? - RTM Member Nancy Gray

Engine 4 from Station 4 (Glenville) arrived approximately 7 min 30 seconds from notification of alarm (turnout time and travel time). See page 7 of the [First Selectman's North West Greenwich Fire Protection SOMR Response presented to the RTM \(4/8/2019\)](#) for an overview of GFD station locations.

49. I'd like to see the data on the 2-bus crash on King st then Other day. - RTM Member Brian R. Raney

4/9/19 1252 King Street Bus accident mass casualty incident, 5 persons requiring extrication, 10 total injured. Initial units dispatched at 3:08 pm were stations 4 (Glenville), 6 (Round Hill) & 8 (North Street) (additional units added almost immediately due to the nature of incident). Engine 4 from Station 4 arrived approximately 7 minutes 30 seconds, elapsed time from notification of alarm (turnout time and travel time); Utility 4 with 1 volunteer arrived approximately 8 minutes from notification of alarm (turnout time and travel time); Engine 8 arrived from area of Mill St. approximately 11 minutes 50 seconds from notification of alarm (turnout time and travel time); Car 3 from Station 1 (Central) arrived approximately 12 minutes 50 seconds from notification of alarm (turnout time and travel time); Engine 3 arrived from Station 3 (Byram) in approximately 14 minutes 51 seconds from notification of alarm (turnout time and travel time); and Engine 1 arrived from Station 1 in approximately 19 minutes from notification of alarm (turnout time and travel time).

50. Please address the question on the quality and reliability of data used in your analysis (as raised by the report of the 12 citizens). their analysis brings into question the reliability. - RTM Member Josh Brown

The inaccurate and inappropriate "report" created by 12 citizens in Greenwich does not bring into question reliability of the Town's analysis on NW fire protection. I have very high confidence in our professional staff, as did the former BET Chair and BOC Chair when this issue was before them in previous years.

51. Do you think this presentation establishes "whether and where" sufficiently to respond to the SOMR? Why? - RTM Member Brian R. Raney

Absolutely. The RTM as a body identified the deficiency in NW Greenwich fire protection in the September 17, 2018 SOMR, passed 126-55-3. As directed by the RTM, the First Selectman began addressing "the inadequate protection existing in the northwest area of Greenwich during" this budget process with the [First Selectman's North West Greenwich Fire Protection SOMR Response presented to the RTM \(4/8/2019\)](#). In this detailed analysis, the Town identified the unique problem in NW Greenwich, determined the most effective locations for a new firehouse, and established the likely capital and associated operating costs of increased protection. Through this analysis, the Town verified the RTM's conclusion that there exists inadequate protection in that *unique* area of town due to the travel time problem.

52. Do you think this presentation sufficiently responds to the SOMR points on costs? Why? - RTM Member Brian R. Raney

Absolutely. Please see response to question 51 and see pages 46-52 of [First Selectman's North West Greenwich Fire Protection SOMR Response presented to the RTM \(4/8/2019\)](#).

53. Why isn't Round Hill Volunteer Fire Station shown on the map showing NW coverage on page 33? - RTM Member Lucia Jansen

The Round Hill volunteer station is not staffed 24/7/365 with responding personnel, so it would be like comparing apples to oranges in terms of service provision.

54. Did you have any discussion with the Town planner on the NW? planned or possible growth / change? - RTM Member Josh Brown

In July 2004, the P&Z Commission approved property purchase of 1327 King Street for use by GEMS stating "purchase is in the Town's and resident's best interest to improve response time in the back country for medical emergencies." In May 2016, the P&Z Commission approved municipal improvement request to acquire 4.27 acres of land at 1241 King Street for the purposes of constructing a new Fire/GEMS Facility. In their May 17, 2016 Decision Letter, the Planning and Zoning Commission reaffirmed that the, "need for the property is clearly articulated in the 2009 Plan of Conservation and Development, specifically Action Strategy 4.31 - Funding for the new fire station on King Street should be provided."

55. Do you plan to conduct the P&Z land analysis prior to the completion of town wide response time analysis from an independent consulting organization? - RTM Member Lucia Jansen

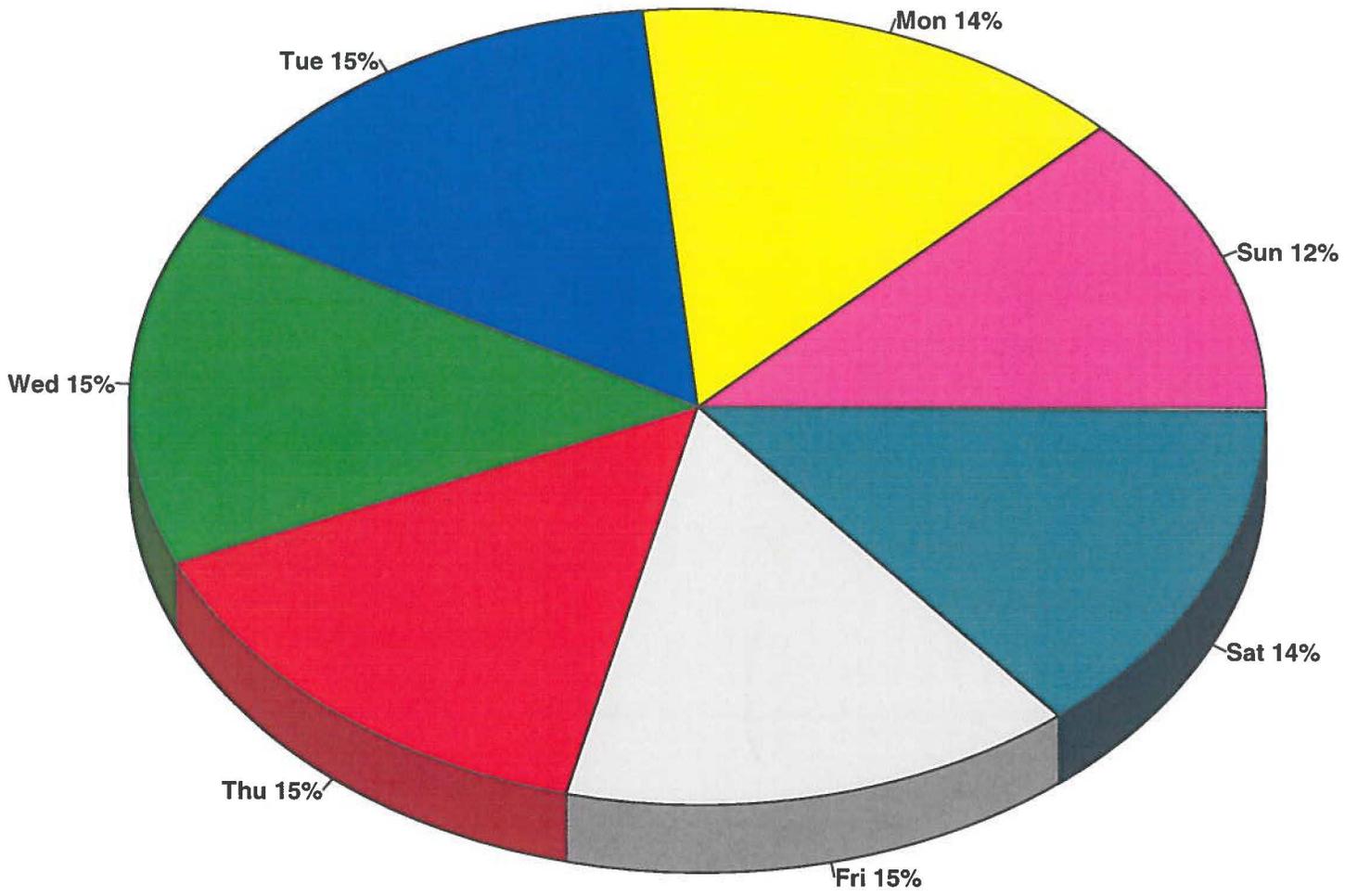
Yes. Also, please see response to question 24.

56. Echoing Josh Brown's questions, it would be useful to understand the potential build-out of Northwest (and any other areas of Town that may be undergoing significant development). - BET Chair Jill Oberlander

In their May 7, 2012 Residential Build-out in Northwest Greenwich, the Planning and Zoning Department stated, "145 new lots in the RA-1, RA-2, and RA-4 zones could be created based on residentially used properties that have double the minimum lot size and an extra 15% for open space set-asides. 35 new lots in the RA-1, RA-2, and RA-4 zones could be created based on vacant properties that have double the minimum lot size and an extra 15% for open space set-asides." In addition, please see response to question 54.

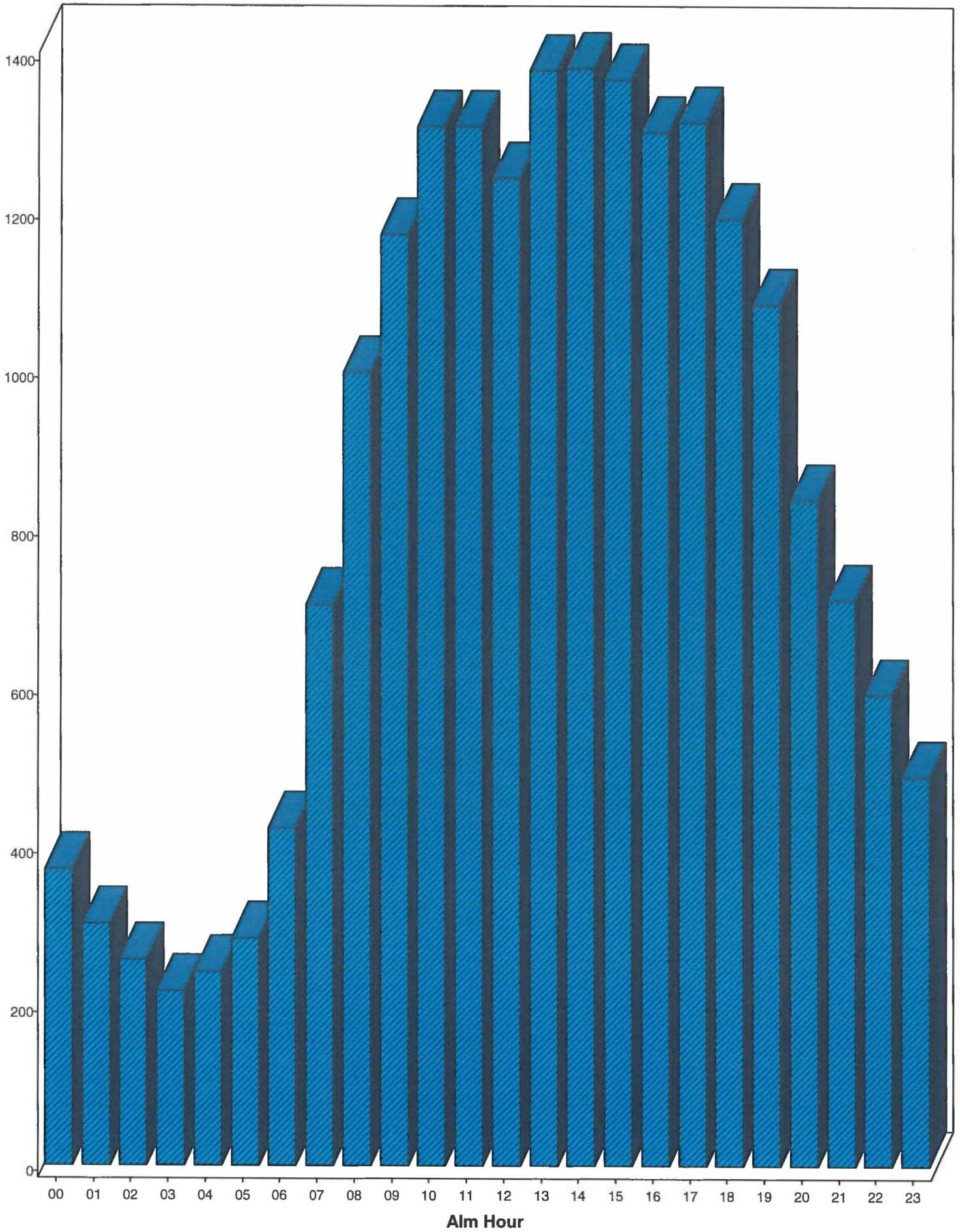
GRAPH 1

Incident Responses by Day of Week
Alarm Date Between {1/1/2014} And {1/1/2019}



GRAPH 2

Count of Incidents by Alarm Hour
Alarm Date Between {1/1/2014} And {1/1/2019}



Attachment 1

Timeline of Recent Events

- In May of 2016, during the RTM budget meeting, the RTM removed funding from the Recommended Budget for land acquisition for NW Fire/GEMS facility as well as architectural and engineering funds for new joint facility. As quoted in the May 10, 2016, *Greenwich Time* article by Ken Borsuk [Plan for new Greenwich fire station is dead, for now](#), BOC Chairman Lucia Jansen stated “The BOC is looking for a townwide written [fire] plan”.
- In June of 2016, the First Selectman requested to use consulting money budgeted in the Finance Department from BET Chairman Michael Mason to conduct a fire services planning study. This was in direct response to concerns raised during the FY17 budget development process that existing reports are out of date. The request was denied. Mr. Mason wrote he “would support an in-house project to gather all the materials and questions to date create our own fact list and report.”
- In May of 2017, during the RTM budget meeting, Lucia Jansen, Chairman of Budget Overview Committee, made a motion on behalf of the committee, to delete \$100,000 from Capital Projects 105 First Selectman’s Office account 973-18101 Other (Fire Services Study).
- In September 2018, the RTM passed a Sense of the Meeting Resolution (SOMR) that the First Selectman and the BET address “the inadequate [fire] protection existing in the northwest area of Greenwich during the forthcoming budgetary process.”
- The Town and Fire Administration spent the next several months preparing a response to the SOMR. The Administration’s response was presented to the BET Budget Committee on February 4, 2019.
- On March 13, 2019 the Administration, via a BET member, received a copy of Report authored by 12 RTM members. The report recommends “an independent analysis is needed to truly understand our fire series coverage throughout all sections of town.”