

Recommendations:

- XIII-1:** *Each fire and EMS organization in Genesee County should consider the development of a strategic plan to guide their organization for the next three to five years and assist them with planning for future needs and meeting the challenges they may confront. The development of these plans should include input from a wide range of both internal and external stakeholders.*
- XIII-2:** *As part of the strategic planning process, and working collaboratively with their member organizations, the Genesee County Emergency Services Task Force, and the Genesee County Fire Advisory Board., assisted and supported as appropriate by other stakeholders such as the Genesee County Legislature, Genesee County Emergency Services, Genesee County Association of Municipalities, and the local governing bodies of municipalities that are interested, should explore areas where more regional systems for the delivery of emergency services can be developed. These opportunities should then be included in the strategic plans of the potential partners/participants.*
- XIII-3:** *Working collaboratively with the Genesee County Emergency Services Task Force, and the Genesee County Fire Advisory Board., assisted and supported as appropriate by other stakeholders such as the Genesee County Legislature, Genesee County Emergency Services, Genesee County Association of Municipalities, should begin the development of a longer-range strategic plan that provides for the County to assume a greater role in the provision of fire and emergency medical services.*
- XIII-4:** *Every strategic plan should be considered a living – not static – and flexible document that should be reviewed on an annual basis to evaluate progress toward established goals. The plan should also be revised periodically to remain both current and forward-looking.*
- XIII-5:** *Working collaboratively, the Genesee County Emergency Services Task Force, and the Genesee County Fire Advisory Board., assisted and supported as appropriate by other stakeholders such as the Genesee County Legislature, Genesee County Emergency Services, Genesee County Association of Municipalities and other interested stakeholders should make it a priority to build on the momentum from the delivery of this report to bring forth and implement recommendations that have been made throughout this report. The task force should identify and prioritize elements of this initiative that can be implemented immediately, and those elements which must involve a higher level of county involvement, or legislative changes to provide higher levels of service to communities. It should also include task groups that will be assigned the implementation of various recommendations. The recommendations of the task force should be presented by June 30, 2023.*

CHAPTER XIV – SUMMARY OF RECOMMENDATIONS

Chapter IV - Service Demand and Response Metrics

- IV-1:** The Genesee County Emergency Services should work internally with the Genesee County Sheriff's Department 9-1-1 Dispatch Center leadership to identify any potential ways to reduce call processing time (from receipt of the call to dispatch of the incident) with the goal to achieve a 90th percentile time of not more than 64 seconds as recommended in NFPA 1710. Reducing call processing time can assist with leading to improved overall response times.
- IV-2:** Working collaboratively the Genesee County Emergency Services and the Genesee County Sheriff's Department 9-1-1 Dispatch Center leadership should establish a method to track response time at the 80th or 90th percentile as required in NFPA 1721 and 1720.
- IV-3:** Working collaboratively the Genesee County Emergency Services and the Genesee County Sheriff's Department 9-1-1 Dispatch Center leadership should consider making an evaluation of the 80th and 90th percentile turnout and travel times – for both fire and EMS incidents - as recommended in NFPA 1710 and 1720 part of its routine data analysis and statistical reporting. Having these more conservative times available will provide a more accurate response assessment and allow for better long-range master planning.
- IV-4:** Working collaboratively the Genesee County Emergency Services and the Genesee County Sheriff's Department 9-1-1 Dispatch Center leadership should consider establishing a Genesee County incident number for each incident rather than individual jurisdiction numbers. This would make it easier to track response times to incidents from mutual aid companies and avoid counting the same incident multiple times.
- IV-5:** Working collaboratively the Genesee County Emergency Services and the Genesee County Sheriff's Department 9-1-1 Dispatch Center leadership should implement a procedure to document the number of times that each fire and EMS agency is unable to respond to a dispatched incident or “scratches” a call.
- IV-6:** The Genesee County Sheriff's Department 9-1-1 Dispatch Center leadership must significantly improve its customer service relative to the fire and EMS organizations it serves. These organizations have unique communications and data needs that are

very different from those of law enforcement. Reasonable requests for procedural and/or operational changes should be honored and implemented.

Chapter V - Fire Operations

- V-1** *The Genesee County Emergency Services should continue to provide and facilitate the purchase of all equipment such as communications and other technology. This should continue to assist to control costs utilizing bulk purchasing and provide consistency and standardization throughout the County.*
- V-2:** *The Genesee County Fire Advisory Board, working collaboratively with the Genesee County Emergency Services should develop standardized responses for various types of incidents, and standardized run cards County-wide. Once developed the standardized responses should be adopted as the Genesee County standard.*
- V-3:** *The Genesee County Fire Advisory Board, working collaboratively with the Genesee County Emergency Services should develop a County-wide procedure of dispatching the closest available station(s) with necessary apparatus/resources, and qualified personnel as determined by GPS, rather than permitting the selection of specific companies which may have longer travel distance and response times. Once developed, the standardized responses should be adopted as the Genesee County standard response procedure for all agencies.*
- V-4:** *The Genesee County Fire Advisory Board, working collaboratively with the Genesee County Emergency Services, should develop a procedure for documenting the number of self-contained breathing apparatus (SCBA) qualified interior structural firefighters on each unit. Whenever possible, this information should be entered into the CAD system by the apparatus officer allowing all responding personnel, particularly chief officers, to track the number of responding personnel in real-time.*
- V-5:** *The Genesee County Fire Advisory Board, working collaboratively with the Genesee County Emergency Services and the Genesee County Sheriff's Department 9-1-1 Dispatch Center should develop a procedure for the 9-1-1 center to track and analyze full-first alarm assignment on location times as recommended by NFPA 1720, and any standards of cover responses (SOC) that are established.*
- V-6** *The Genesee County Fire Advisory Board, working collaboratively with the Genesee County Emergency Services and the Genesee County Sheriff's Department 9-1-1 Dispatch Center should develop a procedure for the 9-1-1 center to:*
- *Track emergency personnel response utilizing the Bryx 911 system.*

- *Provide time checks to the Incident Commander at various intervals until the incident is under control.*
- *Initiate progress/incident status reports at various intervals until the incident is under control.*
- *Provide reminders to conduct Personnel Accountability Reports (PAR) based upon incident criteria.*

V-7 *The Genesee County Fire Advisory Board, working collaboratively with the County’s fire departments should update their membership rolls to remove inactive members. The continued existence of large membership rolls dilutes the message that a department is in need.*

V-8 *The Genesee County Fire Advisory Board, working collaboratively with the Genesee County Emergency Services should form a committee to begin the development of a comprehensive County-wide Standard Operations Procedures/Guidelines (SOP/SOG) manual utilizing existing SOPs/SOGs as a starting point. They should also consider the development of County-wide operational manuals based on the Northern Virginia Regional Fire Services manuals. This could even be pursued as a regional endeavor with the other counties in the GLOW region. The committee should be comprised of members of various companies and ranks.*

V-9: *The Genesee County Fire Advisory Board, working collaboratively with the Genesee County Emergency Services should adopt a standardized SOP/SOG form that includes the following information:*

- *Title of the SOP/SOG*
- *Number of the SOP/SOG*
- *Category of the SOP/SOG (EMS Operations, Training, Administration, etc.)*
- *Page number and total number of pages*
- *Effective date*
- *Revision date (if applicable)*
- *Approval/signature*

Each SOP/SOG should, at a minimum, contain the following sections:

- *Purpose*
- *Scope (if necessary and appropriate)*
- *Definitions of terms (If necessary and/or appropriate)*
- *Procedure(s)/Main body*
- *References (If necessary and/or appropriate)*

Chapter VI - EMS Operations

- VI-1** *Genesee County should seriously consider issuing an RFP for the provision of EMS services throughout the entire county (Option #1). The RFP should include expected levels of performance and establish benchmarks for the delivery of services. Signed contracts should be executed with the successful bidder(s).*
- VI-2** *The current emergency responders are dedicated individuals who have provided an immeasurable service to their communities. This resource should not be overlooked. For the foreseeable future any response from a county or county contracted resource should still incorporate the tiered response from local responders – based upon their availability - to begin initial assessment, treatment, and care prior to the arrival of any additional units.*
- VI-3** *Genesee County should, at a minimum receive quarterly reports from each of the County's EMS transport agencies. The quarterly reports should include call volume, incident type, and location breakdowns, response times including 80th and 90th percentile achievement of response criterion, number of patients transported, patient outcomes, and number of times units were unavailable.*
- VI-4** *Genesee County should establish a fund for collection of revenue for any response to emergency medical services. These funds for service should be available to be put towards future operations of a county supplemented (or funded) EMS system, including to assist the volunteer EMS providers offset their expenses including for personnel, and not back into the general fund of the county.*
- VI-5** *Training for EMS responses needs to be implemented within the organizations. Examples of EMS training can include CPR, AED, selective spinal immobilization, oxygen therapy, splinting & immobilization, use of stretcher and stair chair operations, report writing and documentation, and taking vital signs along with patient assessments. These need to be documented and continued as part of the department's ongoing training. Over 60% of the department calls within the county are EMS-related and proficiency needs to be maintained. This training needs to have online components to allow personnel the flexibility to complete at their convenience*
- VI-6** *Mobile Integrated Health (MIH) / Community Paramedic programs should be explored and implemented after conducting a county analysis for areas of vulnerability such as the elderly having repeated slips and falls, or young children involved in motor vehicle collisions and the need for a child car seat program. The inclusion of this program could potentially be an addendum or option on a county contract for EMS services.*
- VI-7** *Genesee County should continue to provide and facilitate the purchase of all equipment such as communications, and maintenance agreements for all services.*

This should continue to control costs utilizing bulk purchasing and provide consistency and standardization throughout the region.

- VI-8** *EMS technology should be enhanced and integrated into the operations. In particular, the county should acquire and distribute automated CPR machines to assist crews with patient care particularly given the extended response times for an advanced life support unit to arrive on scene.*
- VI-9** *Genesee County should consider the purchase of a multi-purpose combination fire suppression/EMS transport unit vehicle to provide a supplemental county response framework. This purchase could be done as a lease in arrears so delivery of the unit could occur and the first payment for the unit would be one year after delivery enabling revenue to be generated from transports throughout the year.*
- VI-10** *Initial staffing of a multi-purpose vehicle unit should be based on peak call volume for the region. Typically, these units are staffed Monday-Friday from 0800-1600 or 1800 hours during peak hours and at times when volunteers are out of the area at their primary jobs and unable to respond. It should be staffed at a minimum to allow transport at the BLS level. Hours, when this unit is not staffed, will default to current local protocols and procedures until the system is further built out in phases over the years.*
- VI-11** *The Genesee County EMS Council should be reactivated to meet monthly with representatives from local fire departments, Genesee County Sheriff's Department 9-1-1 Dispatch Center, Genesee County Emergency Services, Mercy EMS, and LeRoy Ambulance. This group would meet and discuss any documented concerns or thoughts from the previous month to help enhance services in the future. The EMS Council should not be considered as a forum just for the airing of any grievances but an open forum for communication and feedback to improve the quality of EMS service to Genesee County.*

Chapter VII – Standard of Cover Response

- VII-1:** *Working collaboratively with their memberships, the Genesee County Fire Advisory Board, and Genesee County EMS Council should continue to explore ways to reduce all aspects of response time, but particularly turnout time as this is the aspect that the fire and EMS providers have the most direct control over.*
- VII-2:** *Working collaboratively, the Genesee County Fire Advisory Board and the Genesee County Emergency Services should establish fire demand zones throughout the County, based upon the urban, suburban, and rural components of the diverse fire service coverage area. They should then work to develop a Standard of Response Cover based*

upon the recommendations contained in NFPA 1720 for the established fire demand zones, with adjustments as appropriate for Genesee County's unique needs.

VII-4: *Working collaboratively, the Genesee County Fire Advisory Board and the Genesee County Emergency Services, and based upon the GIS mapping, consideration should be given to part of the Standards of Response Cover benchmarks seeking to have the first unit on scene within 10 minutes after responding to all fire type incidents, County-wide, 80% of the time.*

VII-5: *Working collaboratively, the Genesee County Fire Advisory Board and the Genesee County Emergency Services, and based upon the GIS mapping, consideration should be given to part of the Standards of Response Cover benchmarks seeking to have the entire first alarm assignment for reported structure fires; even the rural areas of the County, with at least 15 personnel, on scene within 15 minutes from dispatch, 80% of the time. For the more urban and suburban areas of the County the more conservative benchmark of 10 minutes, 80% of the time should be considered.*

VII-6: *Working collaboratively, the Genesee County Fire Advisory Board and the Genesee County Emergency Services should consider the development of a “performance improvement” process for fire suppression operations. The process should include the adoption of performance standards such as NFPA 1720, including on-scene performance indicators such as:*

- *On-scene to the charged line at the front door of a structure fire: two minutes or less, 90% of the time.*
- *Water from the hydrant to supply engine: three minutes or less, 90% of the time.*

The point of the performance measures is to identify the community's expectations in a quantifiable way and to use the measurement of the fire company's performance against these objectives to identify areas that may need improvement or additional resources.

VII-7: *Working collaboratively, the Genesee County EMS Council and the Genesee County Emergency Services should establish EMS demand zones throughout the County based upon the urban, suburban, and rural components of the diverse EMS coverage area.*

VII-8: *Working collaboratively, the Genesee County EMS Council and the Genesee County Emergency Services should develop a Standard of Response Cover for BLS level response, based upon the established EMS demand zones and response/travel time recommendations contained in NFPA 1710 and/or the CAAS standards, with adjustments as appropriate for Genesee County's unique needs. The SOC adopted*

should attempt to have benchmark achievement rates of 90% for urban and suburban areas and 80% for rural and remote areas.

VII-9: *Working collaboratively, the Genesee County EMS Council and the Genesee County Emergency Services should develop a Standard of Response Cover for ALS level response, based upon the established EMS demand zones and response/travel time recommendations contained in NFPA 1710 and/or the CAAS standards, with adjustments as appropriate for Genesee County's unique needs. The SOC adopted should attempt to have benchmark achievement rates of 90% for urban and suburban areas and 80% for rural and remote areas.*

VII-10 *Working collaboratively, the Genesee County Fire Advisory Board and the Genesee County Emergency Services should develop a plan to deploy several daytime quick response units; fire apparatus staffed with an officer and three firefighters, positioned strategically around the County in fire stations that wish to host them.*

VII-11 *The Genesee County Fire Advisory Board should consider the implementation of a battalion duty crew program primarily between 6:00 PM and 6:00 AM daily, and, all day on the weekends. When on-duty personnel could also complete their required training, participate in various department/station projects, pre-fire planning, etc., and possibly even membership recruitment activities.*

Under the duty crew system, calls of less severe acuity would be handled by the duty crew alone, or in conjunction with the fire company in whose district the incident occurred.

VII-12 *Working collaboratively, the Genesee County Fire Advisory Board, Genesee County EMS Council, and the Genesee County Emergency Services should work on a program that can be used to educate the public on the importance of reasonable response time standards in order to enlist their support for funding necessary for emergency response system improvements.*

Chapter VIII- Relationships Between Stakeholders

VIII-1: *The Chief of every fire and EMS agency in Genesee County should provide regular briefings and reports to the Mayor/Administrator and/or governing body of every municipality they serve concerning the operations of their organization or fire department. The Chief should communicate regularly with the Mayor/Administrator and/or governing body to receive feedback on the performance of the department.*

VIII-2: *The Mayor/Administrator and/or governing body of each municipality should take an active role in setting appropriate goals and a vision for the fire and EMS providers that*

serve them. Municipal officials should include residents and the emergency services in an open and honest discussion within the goal-setting process.

VIII-3: *Every fire and EMS agency should consider offering building tours and ride-a-longs to the members of their local governing bodies and other municipal officials to further familiarize them with fire and EMS operations. Officials could also be encouraged to participate in or observe training activities.*

VIII-4: *Fire and EMS agency leadership and the municipal governing bodies should publicly recognize the achievements of their emergency services organizations and its members in reaching the various established goals as they are accomplished.*

VIII-5: *Based upon the recommendations contained in this report, the Genesee County Legislature, the governing bodies of the County's municipalities, the Genesee Association of Municipalities, Genesee County Emergency Services Task Force, Genesee County Fire Advisory Board, Genesee County EMS Council, and other interested stakeholders assisted by the Genesee County Emergency Services should begin discussions ASAP on the direction that the County's fire and EMS delivery system will take moving to the future. It will be imperative that all stakeholders speak with a unified voice when lobbying local legislators to introduce or support enabling legislation that will be necessary for several recommendations to be implemented.*

Chapter IX – Volunteer Recruitment and Retention

IX-1: *The Genesee County Emergency Services Task Force and Genesee County Fire Service Advisory Board, assisted by the Genesee County Department of Emergency Services, should establish, and recommend the use of a uniform application and screening process for all new members of the fire and EMS services throughout Genesee County. Although these personnel are volunteers, they still enjoy all of the rights of full-time public safety personnel and possess the same high ethical and moral character. At a minimum the screening process should include:*

- *Possession of a valid driver's license (all personnel should have their driver's licenses checked on an annual basis)*
- *State and federal criminal background checks including fingerprinting*
- *Drug testing*
- *Credit, employment, and reference checks*

IX-2: *The Genesee County Emergency Services Task Force should convene focus groups to determine what concepts and recruitment and retention strategies are feasible and most attractive to both current members and potential candidates. Once these concepts are ranked a paced schedule of implementation should be adopted.*

- IX-3:** *Genesee County's fire and EMS providers should consider the adoption of FirstNet technology and develop a consistent tiered approach to providing this technology to active members.*
- IX-4:** *Genesee County's fire and EMS providers should make a concerted effort to reach out to inactive and former members and attempt to recruit/motivate them back to active status.*
- IX-5:** *Genesee County's fire and EMS providers should consider the implementation of a reward, recognition, or incentive program for members that attain a level of more than 25% response. An example would be to provide gift certificates for local restaurants, concerts, or other entertainment as a reward for attaining a high level of response.*
- IX-6:** *Genesee County's fire and EMS providers should attempt to enter into partnerships with local businesses to allow their personnel to respond, when needed, to emergency incidents during working hours, without any financial penalty.*
- IX-7:** *Genesee County's fire and EMS providers, in cooperation with their municipalities, should explore the feasibility of utilizing, and in fact encouraging, municipal employees to perform "dual roles" by serving not only in their full-time positions but also serving the fire company as volunteer firefighters.*
- IX-8:** *Genesee County's fire and EMS providers, in cooperation with their participating municipalities, should encourage giving priority attention for hiring to selected municipal positions, such as public works, to personnel who are currently serving as active volunteer firefighters.*
- IX-9:** *Genesee County's fire and EMS providers, in cooperation with their participating municipalities, should consider the development of a program that would provide active responders with the opportunity to obtain health insurance. The municipality should pay a graduated percentage of this program based upon response and training participation levels suggested in figure IX-12.*
- IX-10:** *With support from the Genesee County Emergency Service Task Force, the Genesee County Fire Advisory Board, the Genesee County EMS Council, and the Genesee Association of Municipalities funding should be sought from the Genesee County Legislature for the Department of Emergency Services to hire full-time volunteer recruitment and retention coordinator to coordinate and organize efforts throughout the County.*

- IX-11:** *The Genesee County Emergency Service Task Force and Genesee County Fire Advisory Board, with assistance from the Genesee County Emergency Services should approach technical schools and colleges in Genesee County, as well as areas of nearby counties that are within a reasonable distance, to explore the possibility of implementing live-in firefighter programs with fire companies that have adequate facilities and wish to participate. This program could also be extended to young new residents of Genesee County who have relocated to the area for work.*
- IX-12:** *Genesee County fire and EMS providers and/or municipalities who can afford to do so should consider offering premium benefits for their highest performing members who make long-term commitments to the company and meet stringent eligibility criteria such as college scholarships and/or low or no-interest student loans, and low-interest mortgages.*
- IX-13:** *Genesee County fire and EMS providers who implement in-station duty crew programs should explore ways to incentivize those personnel and the program, such as purchasing dinner for the on-duty personnel, with the goal of maximizing buy-in and participation of company members while simultaneously easing the emergency response burden on all members of the company (and perhaps adjacent companies as well).*
- IX-14:** *The recruitment and retention coordinator should deliver marketing information to new residents and, if possible, make direct contact with these potential first responders.*



Figure IX-13: Volunteer Firefighter Recruitment Door Hanger

Chapter X - Facilities and Apparatus

- X-1:** *Working collaboratively as a regional or county-wide endeavor, and with the support and assistance of the Genesee County Legislature and Genesee County Emergency Services, the Genesee County Fire and EMS agencies should consider applying for an Assistance to Firefighters Grant (AFG) to attempt to obtain funding to assist with the installation of automatic fire alarm and carbon monoxide detection systems in all fire and EMS stations. These systems should not only be equipped with both audible and visible warning devices, they should automatically transmit an alarm to an approved central monitoring station.*
- X-2:** *Working collaboratively as a regional or county-wide endeavor, and with the support and assistance of the Genesee County Legislature and Genesee County Emergency Services, the Genesee County Fire and EMS agencies should consider applying for an Assistance to Firefighters Grant (AFG) to attempt to obtain funding to assist with the installation of direct capture vehicle exhaust extraction systems in all fire and EMS stations.*
- X-3:** *Working collaboratively, the appropriate stakeholders involved in any proposals for new and/or replacement fire or EMS stations should include a thorough needs assessment including whether multiple stations could be consolidated at a single more operationally appropriate location.*
- X-4:** *Inspections of all fire and EMS stations and facilities should be conducted on a regular basis. These inspections can be used to identify potential maintenance, as well as safety issues, and allow them to be addressed before they become problematic.*
- X-5:** *As part of a proactive preventative maintenance program that can assist with reducing maintenance costs, all fire and EMS vehicles should be thoroughly inspected by a certified emergency vehicle technician (EVT) on a periodic basis, but no less than annually.*
- X-6:** *Working collaboratively as a regional or county-wide endeavor, and with the support and assistance of the Genesee County Legislature and Genesee County Emergency Services, the Genesee County Emergency Services Task Force, and Genesee County Fire Advisory Board should consider ways that the fire and EMS agencies in the County can better address the service and maintenance of the large emergency vehicle fleet. This can include the development of standard preventative maintenance and repair protocols. Some ideas that might be considered and result in potential improvements in consistency in quality and efficiency while providing cost savings, include, but are certainly not limited to:*
- *Sharing a fully trained and EVT-certified mechanic between several area fire companies and/or municipalities.*

- *Develop several vendor contracts for County-wide maintenance and repair services for all the fire companies and EMS agencies.*
- *Genesee County provides repair and maintenance services to the fire and EMS agencies either as a service or on a cost basis.*

X-7: *As required by various NFPA and ISO standards, annual testing of the following apparatus components and equipment should continue to be a high maintenance priority including for fire companies who do not currently have these tests performed:*

- | | |
|------------------|---|
| ➤ Fire pumps | ➤ Self-contained breathing apparatus (SCBA) |
| ➤ Fire hose | ➤ Hydraulic rescue tools |
| ➤ Aerial ladders | ➤ Thermal imaging cameras |
| ➤ Ground ladders | ➤ Combustible gas meters |

X-8: *Working collaboratively as a regional or county-wide endeavor, and with the support and assistance of the Genesee County Legislature and Genesee County Emergency Services, the Genesee County Emergency Services Task Force and Genesee County Fire Advisory Board should consider developing several vendor contracts for County-wide inspection and testing services for the all the fire companies and EMS agencies for the apparatus components and equipment listed in Recommendation X-7, above.*

X-9: *Working collaboratively as a regional or county-wide endeavor, and with the support and assistance of the Genesee County Emergency Services, the Genesee County Emergency Services Task Force and Genesee County Fire Advisory Board should attempt to develop a standardized set of specifications for apparatus such as engines, rescue engines, engine tankers, brush trucks, command vehicles, and traffic units. The apparatus should have similar compartmentation and equipment (even if different manufacturers are selected) which will improve efficiency in emergency operations.*

X-10: *During the development of the standardized apparatus specifications, the Genesee County Emergency Services Task Force and Genesee County Fire Advisory Board should consider equipping new pumping apparatus with Compressed Air Foam System (CAFS) capability to improve fire knock down capabilities, especially in limited staffing conditions.*

- X-11:** *Working collaboratively with their partners at Genesee County, the Genesee County Emergency Services Task Force and Genesee County Fire Advisory Board should explore the feasibility of advertising a County-wide bid specification periodically, for units such as engines, rescue engines, and command vehicles where the economy often provided by purchasing multiple very similar units can result in significant cost savings for the companies making the purchases.*
- X-12:** *Since most major apparatus and vehicle purchases involve at least some public funding, and in consideration of potential cost savings that could be realized even if they are funded otherwise, all major purchases should be publicly advertised as part of a fair and open competitive bidding process.*
- X-13:** *When making capital purchases such as apparatus any entity, whether an individual fire company up to a County-wide process should explore the significant cost savings benefits that may be obtained by participating in cooperative purchasing consortiums such as the Houston Galveston Area Council (H-GAC) Buy program (HGACBuy).*
- X-14:** *Working collaboratively with their partners at Genesee County, the Genesee County Emergency Services Task Force and Genesee County Fire Advisory Board should explore the feasibility of standardizing many of the tools and equipment utilized by the County's fire departments to allow for cost savings generated by group purchasing arrangements.*
- *Fire hose*
 - *Nozzles and appliances*
 - *Ground ladders*
 - *Self-contained breathing apparatus (SCBA)*
 - *Hydraulic rescue tools*
 - *Thermal imaging cameras*
 - *Combustible gas meters*
 - *Various hand tools and equipment*
 - *Firefighter PPE*
 - *Ventilation fans*
 - *Saws*
 - *Fire extinguishers*
 - *Automatic External Defibrillators (AEDs)*
 - *Portable suction units*
 - *Oxygen equipment*
 - *EMS disposable equipment*
 - *EMS PPE*
 - *EMS patient moving equipment (stair chairs, Reeves stretchers, etc.)*
- X-15:** *The overall size of the fire apparatus and vehicle fleet in Genesee County should be right-sized to make it appropriate for the community, as well as, provide increased efficiency in operations.*
- X-16:** *Working collaboratively as a regional endeavor, and with the support and assistance of the Genesee County Emergency Services, and the Genesee County Fire Advisory Board several fire companies and/or municipalities should consider the acquisition – even a well-*

maintained used vehicle – of a ladder truck that would be deployed in the West Battalion to provide coverage to the western part of the county.

Chapter XI - Funding and Finance

- XI-1:** *The fire companies and EMS agencies of Genesee County should continue to attempt to negotiate for increased levels of funding for fire operations, EMS operations, and capital projects from the municipalities (and the county) they serve in order to adequately fund long-term operational and capital funding needs of their organizations. Increased funding levels will be critical to the continued success of every fire and EMS organization.*
- XI-2:** *The fire companies and EMS agencies of Genesee County should, with their member municipalities, explore the feasibility of developing and implementing more equitable funding formulas to better balance overall funding between municipalities. One possible formula could use assessed value, population, and call volume, or a per capita cost, to determine funding. This is an area where the Genesee County Association of Municipalities can provide assistance and support.*
- XI-3:** *The fire companies and EMS agencies of Genesee County should continue to explore alternative sources of funding for the company such as grants, public/private partnerships, etc. stressing the increasing costs of their operations.*
- XI-4:** *The fire companies and EMS agencies of Genesee County should continue to actively search for grant opportunities. Grants for fire protection, fire safety, fire prevention, domestic and emergency preparedness, and homeland security may be available from federal, state, corporate, and foundation sources. Whenever possible, and with the support and assistance of the Genesee County Legislature, Genesee County Emergency Services Task Force, Genesee County Fire Advisory Board, Genesee County EMS Council, Genesee County Association of Municipalities, and The Genesee County Emergency Services, the grant applications should be submitted collaboratively to increase the chances of success, if applicable.*
- XI-5:** *The fire companies and EMS agencies of Genesee County should actively seek out businesses in their response areas that may be interested in establishing public/private partnerships that could provide, or assist with, funding for various programs, projects, or initiatives.*
- XI-6:** *Working collaboratively the Genesee County Emergency Services Task Force, Genesee County Fire Advisory Board, Genesee County EMS Council, and the Genesee County Association of Municipalities with support from the Genesee County Department of Emergency Services should develop strategic options to encourage regional service*

delivery and support local staffing needs during the low availability of personnel. Based upon the level of support needed, a financial cost analysis can be used to develop financial resource identification and if necessary seek an increase in revenue to support fire companies and EMS agencies that are forced to change their emergency service delivery models due to the inability to continue providing the services currently in place.

XI-7: *If future legislation allows, Genesee County should explore the feasibility of enacting a fire and EMS tax to provide centralized support for County wide fire and EMS operations.*

XI-8: *If future legislation allows, Genesee County should explore the feasibility of establishing either a county-wide joint fire district, or a regional fire authority. In the interim, local municipalities are urged to consider the formation of joint fire districts between several towns that could eventually provide the foundation for a larger endeavor.*

Chapter XII - Regional Fire and EMS Opportunities

XII-1: *The municipalities of Genesee County and fire and EMS organizations that serve them should try to identify potential partners, and then attempt to enter in discussions on more regional approaches, including shared services, to the provision of fire and EMS services.*

XII-2: *The Genesee County Legislature should consider funding regional or county positions that would reduce the overall burden on local fire and EMS organizations and enhance operational capability and efficiency. Examples include the development of the following regional or county positions:*

- *Training Officer*
- *Fire Operations Officer*
- *Health and Safety Officer*
- *Fire Prevention Officer*
- *Recruitment and Retention Officer*
- *Human Resources Officer (may be able to be combined with Recruitment and Retention Officer)*

XII-3: *Any municipalities and/or fire and EMS organizations that are interested in exploring consolidations and/or shared services should seek to identify additional potential partners/opportunities for regionalization and/or shared services and then work collaboratively with them to attempt to move them from vision to reality.*

- XII-4: *Any discussions regarding opportunities to regionalize or share services by the fire and EMS services **MUST** involve fire company and EMS stakeholders in every aspect of the process and must get their buy-in for there to be any realistic chance of success.*
- XII-5: *The potential formation of any regional fire and/or EMS delivery system in Genesee County, even eventually a possible County-wide configuration, should allow the individual fire companies and/or EMS agencies to maintain their own unique identities as part of the overall system.*
- XII-6: *Any potential consolidation of multiple fire and EMS entities into new regional fire and EMS organizations should be handled as a merger of equals rather than an acquisition.*
- XII-7: *Genesee County fire departments should work with the departments/communities listed on each of their “run cards” to assure the number and qualification of staffing that will be sent on the assignments. In order to be able to meet a safe level of on-scene staffing, it will be important to know not only what the department will be receiving and how long it will take, but also to outline what each town will be sending and ensure that they are qualified.*
- XII-8: *Several Genesee County municipalities and/or fire departments should give consideration to the creation of a regional fire inspector/public educator position. This position would assist with fire inspections and teach fire safety lessons throughout the region. This position could also assist with community outreach and education through social media and other media forms.*
- XII-9: *Genesee County municipalities and/or fire departments should develop a regional strategic planning working group to build out a shared services vision. The goal would be to provide a forum for those interested parties to begin development of a shared mission, value, goals, and implementation strategies with timelines.*

Chapter XIII - Strategic Planning, Conclusions, and Looking Toward the Future

- XIII-1: *Each fire and EMS organization in Genesee County should consider the development of a strategic plan to guide their organization for the next three to five years and assist them with planning for future needs and meeting the challenges they may confront. The development of these plans should include input from a wide range of both internal and external stakeholders.*
- XIII-2: *As part of the strategic planning process, and working collaboratively with their member organizations, the Genesee County Emergency Services Task Force, and the Genesee County Fire Advisory Board., assisted and supported as appropriate by other stakeholders such as the Genesee County Legislature, Genesee County Emergency Services, Genesee County Association of Municipalities, and the local governing bodies of municipalities that are interested, should explore areas where more regional*

systems for the delivery of emergency services can be developed. These opportunities should then be included in the strategic plans of the potential partners/participants.

- XIII-3:** *Working collaboratively with the Genesee County Emergency Services Task Force, and the Genesee County Fire Advisory Board., assisted and supported as appropriate by other stakeholders such as the Genesee County Legislature, Genesee County Emergency Services, Genesee County Association of Municipalities, should begin the development of a longer-range strategic plan that provides for the County to assume a greater role in the provision of fire and emergency medical services.*
- XIII-4:** *Every strategic plan should be considered a living – not static – and flexible document that should be reviewed on an annual basis to evaluate progress toward established goals. The plan should also be revised periodically to remain both current and forward-looking.*
- XIII-5:** *Working collaboratively, the Genesee County Emergency Services Task Force and the Genesee County Fire Advisory Board., assisted and supported as appropriate by other stakeholders such as the Genesee County Legislature, Genesee County Emergency Services, Genesee County Association of Municipalities and other interested stakeholders should make it a priority to build on the momentum from the delivery of this report to bring forth and implement recommendations that have been made throughout this report. The task force should identify and prioritize elements of this initiative that can be implemented immediately, and those elements which must involve a higher level of county involvement, or legislative changes to provide higher levels of service to communities. It should also include task groups that will be assigned the implementation of various recommendations. The recommendations of the task force should be presented by June 30, 2023.*