

Baseline Review of Ambulance Services and EMS in the Town of North Hempstead, NY

Prepared for:
Town of North Hempstead

*This report was prepared with funds provided by the New York
State Department of State under the Shared Municipal Services
Incentive Grant Program*

CGR

Center for Governmental Research
Rochester • Albany, New York
www.cgr.org

In partnership with
HOFSTRA
UNIVERSITY

Baseline Review of Ambulance Services and EMS in the Town of North Hempstead, NY

EXECUTIVE SUMMARY

In 2007, the Town of North Hempstead and Village of Great Neck Plaza were awarded a grant through New York State's Shared Municipal Services Incentive (SMSI) program, with the goal of studying potential efficiency and effectiveness improvements in the delivery of ambulance and medical services across the Town's fire districts. Following a Request-for-Proposal (RFP) process in early 2008, a steering committee of stakeholders selected CGR Inc. (Center for Governmental Research), in partnership with Hofstra University, to complete the study.

This report documents the project team's baseline analysis of current operations in the Town of North Hempstead. Critical to any short- or long-term plan to enhance the effectiveness and/or efficiency of service delivery is a comprehensive understanding of what exists today, what resources are available, how they are being deployed, and where "gaps" may exist in adequately meeting service demand or optimally allocating resources.

As such, this report details the following:

- The universe of agencies and organizations that provide ambulance services and EMS to the Town of North Hempstead;
- The personnel and capital (*i.e.* apparatus) resources available to each agency and organization;
- The current deployment of those resources across the Town of North Hempstead;
- The level of demand for ambulances and emergency services in the community;
- The processes and protocols governing the receipt of emergency calls-for-service and the dispatching of appropriate personnel and equipment; and

- Key considerations impacting the delivery of ambulance services in North Hempstead and any efforts to enhance its overall quality and cost-effectiveness.

Key Points

1. The delivery of ambulance and medical services within the Town of North Hempstead is built on two categories of providers: volunteer agencies, most of which are fire departments or districts whose territories are fully or partially located within the Town, and the Nassau County Police Department. And among fire departments, there are some that provide both EMS and full-service ambulance functionality, and others that provide only EMS.

There are thirteen separate agencies that provide ambulance services to various portions of North Hempstead. Eleven are volunteer fire departments, one is a volunteer ambulance corps, and one is based within the Nassau County Police Department:

- Carle Place Fire Department
- Floral Park Fire Department
- Garden City Park Fire Department
- Glenwood Fire Department
- Great Neck Vigilant Fire Company
- Manhasset-Lakeville Fire Department
- Mineola Volunteer Ambulance Corps
- Nassau County Police Dept Emergency Ambulance Bureau
- New Hyde Park Fire Department
- Port Washington Fire Department
- Roslyn Rescue Fire Department
- Westbury Fire Department
- Williston Park Fire Department

Beyond these ambulance providers there are other fire departments within the Town are also part of the EMS system, but which do not provide full-service ambulance. They are:

- Albertson Fire Company
- East Williston Fire Department
- Floral Park Centre Fire Company
- Great Neck Alert Fire Company
- Roslyn Highlands Fire Department

2. Collectively, these providers bring significant resources to address ambulance service demand across the Town of North Hempstead.

Among these providers are approximately 30 ambulances and more than 2,000 volunteers (in conjunction with some paid staff), including over 450 emergency medical technicians. Based on financial information submitted by each agency, the total cost of volunteer fire services in the community is estimated at \$30 million, with the ambulance-only component of that total estimated at more than \$3 million. The Nassau County Police ambulance bureau reports a staff-only cost of more than \$11 million for the entire County.

3. Response and dispatch protocols are complex, built around three largely independent intake mechanisms: County 911, FireCom and (in select cases) local fire department-based dispatch centers.
4. In some parts of the community, which agency responds to an emergency scene is a function of the emergency phone number dialed, location and (in select cases) the time of day and/or day of week.
5. According to State Department of Health response time data, the average length of response time for ambulance agencies serving portions of North Hempstead is 6.79 minutes. Removing the Nassau County Police Department Emergency Ambulance Bureau, which responds to the majority of calls in Nassau County and has a lower average response time (6.53 minutes), the mean response time for volunteer-based ambulance agencies serving North Hempstead is 8.33 minutes. Overall, the system's average response time suggests North Hempstead is generally in-line with the rest of the County, and better than the statewide average. The weighted average response time of all calls in Nassau County was 8.03 minutes; the statewide average was 13.20 minutes.
6. There is a high level of consensus among stakeholders interviewed for the baseline analysis that the current dispatch system is sub-optimal. One of the most striking aspects of the dispatch system is the possibility that an emergency call may not necessarily produce a response by the closest available unit, but rather one requiring a longer response time.
7. There are level of service differentials across the community, with ambulance agencies certified at different levels (*e.g.* Critical Care vs. Paramedic) and having different concentrations of volunteer certification levels (*e.g.* basic vs. advanced EMTs). In light of point #4 referenced above, the phone number dialed for an ambulance has the potential to impact the level of response.

8. Growth in the number of “non-emergency” calls has become a significant burden on the system. Most notably, two fire-based ambulance providers have removed their services from the County 911 system as a result. Removing these two departments from 911 reduces available ambulance resources by 4 buses and approximately 100 volunteers, effectively burdening the rest of the system and surrounding departments, and also creating a situation where an NCPD ambulance may be the primary responder despite a fire department’s ambulance potentially being more readily available to respond.
9. Volunteer recruitment and retention is becoming a significant issue for most fire-based ambulance providers.

As stakeholders universally pointed out to the project team, any consideration to enhance the current system’s effectiveness and/or efficiency should acknowledge a basic point: the current system works. The current ambulance and emergency medical system in North Hempstead provides essential services to the community, supported by an army of volunteers and paid personnel who are committed to ensuring the community’s safety. And based upon response time data supplied by the State Department of Health, ambulance response in the community is generally quicker than the statewide average. That is not to say, however, that there are not potential improvements and opportunities to strengthen the overall system in ways that tighten the delivery of services, streamline response, more optimally distribute/deploy people and capital resources, and create potentially beneficial financial impacts for the overall community. In detailing the current form and level of service delivery, this report identifies some of those potential opportunities. They should not be read to imply a broken, gap-laden system. Rather, they should be viewed as opportunities to enhance the system’s overall effectiveness and efficiency.

A subsequent report on options will be issued in the coming months to further flesh out these opportunities and what they might mean in the community.

TABLE OF CONTENTS

Executive Summary	i
Key Points	ii
Table of Contents	v
Introduction	1
Project Team	2
Methodology	2
Overview of Ambulance and EMS Services	4
Ambulance/EMS Providers.....	6
Carle Place Fire Department	6
Floral Park Fire Department.....	8
Garden City Park Fire Department	9
Glenwood Fire Department.....	10
Great Neck Vigilant Fire Company	11
Manhasset-Lakeville Fire Department	12
Mineola Volunteer Ambulance Corps	14
Nassau County Police Department Emergency Ambulance Bureau.....	16
New Hyde Park Fire Department.....	19
Port Washington Fire Department	20
Roslyn Rescue Fire Department.....	22
Westbury Fire Department.....	23
Williston Park Fire Department	24
EMS-Only Providers	25
Albertson Fire Company	26
East Williston Fire Department	26
Floral Park Centre Fire Company	27
Great Neck Alert Fire Company	27
Roslyn Highlands Fire Department.....	28
Dispatch and Response Protocols	29
County 911	30
FireCom.....	31
Local Dispatch Systems	33
How Dispatch Works District-by-District.....	34
Albertson	34
Carle Place.....	34

East Williston.....	35
Floral Park.....	35
Floral Park Center.....	35
Garden City Park.....	36
Glenwood.....	36
Great Neck.....	37
Manhasset-Lakeville.....	37
Mineola.....	38
New Hyde Park.....	39
Plandome.....	39
Port Washington.....	39
Roslyn.....	40
Westbury.....	40
Williston Park.....	41
Current Apparatus Deployment.....	41
Base Location Map.....	43
0.25-mile Radius Map.....	44
0.5-mile Radius Map.....	45
1.0-mile Radius Map.....	46
1.5-mile Radius Map.....	47
2.0-mile Radius Map.....	48
2.5-mile Radius Map.....	49
3.0-mile Radius Map.....	50
Level of Service Demand.....	51
Response Time Comparisons.....	52
Key Points.....	54
Emergency Dispatch System.....	54
Level of Service Differentials.....	56
Impact of Non-Emergency Calls.....	62
Volunteer Recruitment and Retention.....	64
“Police Officer-as-Driver” Model.....	64
“Dual Response” Model.....	65
Experimenting with Privatization.....	65
Revenue.....	66
Procurement Processes.....	66
Data Issues.....	67
Next Steps.....	68

Appendix	69
Interviewees	69
Ambulance/Emergency Medical Agency Data	71

INTRODUCTION

In 2007, the Town of North Hempstead and Village of Great Neck Plaza were awarded a grant through New York State's Shared Municipal Services Incentive (SMSI) program, with the goal of studying potential efficiency and effectiveness improvements in the delivery of ambulance and emergency medical services across the Town's fire districts.

Following a Request-for-Proposal (RFP) process in early 2008, a steering committee of stakeholders selected CGR Inc. (Center for Governmental Research), in partnership with Hofstra University, to complete the efficiency study. Through its original RFP and subsequent work plan, the committee engaged CGR to review current operations, costs, resources and processes involved in the delivery of ambulance/EMS services townwide; identify existing areas of need or inefficiency that serve to drive up costs and/or compromise effective services; and develop a series of options for resolving current gaps and capitalizing on opportunities to optimize resources and overall service quality. According to the Town's SMSI agreement, those options were to consider the feasibility of, and value from, different forms of potential consolidation.

The report documents the current process for delivering ambulance services and EMS to residents of the Town of North Hempstead: agencies, organizations, resources, available equipment, protocols, demand and cost. The report then synthesizes this information in an effort to pinpoint issues with the current delivery of ambulance/EMS services – where demand may be outstripping capacity; where personnel and/or financial resources may be inadequate; and where processes, protocols and deployment may be suboptimal and ripe for improvement. For the purpose of this analysis, “improvement” is considered any enhancement in the system's ability to meet service demand (*e.g.* ensuring sufficient personnel and equipment to quickly respond to calls anywhere in the community), and/or any enhancement in the ability to meet that demand in a more cost-effective way through an alternative deployment of resources or functional coordination among providers.

But as stakeholders universally pointed out to the project team, any consideration to enhance the current system's effectiveness and/or efficiency should acknowledge a basic point: the current system works.

The current ambulance and emergency medical system in North Hempstead provides essential services to the community, supported by an army of volunteers and paid personnel who are committed to ensuring the community's safety. And based upon response time data supplied by the State Department of Health, ambulance response in the community is generally quicker than the statewide average. That is not to say, however,

that there are not potential improvements and opportunities to strengthen the overall system in ways that tighten the delivery of services, streamline response, more optimally distribute/deploy people and capital resources, and create potentially beneficial financial impacts for the overall community. In detailing the current form and level of service delivery, this report identifies some of those potential opportunities. They should not be read to imply a broken, gap-laden system. Rather, they should be viewed as opportunities to enhance the system's overall effectiveness and efficiency. A subsequent report on options will be issued in the coming months to further flesh out these opportunities and what they might mean in the community.

Project Team

The project team for this engagement is a partnership between CGR and Hofstra University. CGR's team is led by Joseph Stefko, Ph.D., Director of Public Finance. Hofstra's team is led by Richard V. Guardino, Esq., Vice President for Business Development, and Judith Tyne, Associate Dean. Hofstra's MBA Business Consulting Group also played a role in data collection and interviews.

Methodology

The baseline analysis relies on data and information acquired from a number of different sources. More information on each of these sources is presented in the context of the baseline analysis that follows, but the most critical sources used to inform the baseline analysis were:

- Extensive interviews with every ambulance-providing agency and organization serving any portion of the Town of North Hempstead, including eleven fire departments (Carle Place, Floral Park, Garden City Park, Glenwood, Great Neck Vigilant, Manhasset-Lakeville, New Hyde Park, Port Washington, Roslyn Rescue, Westbury and Williston Park), one volunteer ambulance corps (Mineola Volunteer Ambulance Corps, Inc.) and the Nassau County Police Department's Emergency Ambulance Bureau. A full list of interviewees is contained in the **Appendix**.

Information gleaned from the interviews enabled the project team to identify specific structural, operational and resource challenges. Where available, the project team also collected primary call-for-service, financial and capital resource data from each provider.

- Interviews with several non-ambulance emergency medical service provider serving portions of the Town of North Hempstead, including East Williston Fire, Floral Park Centre Fire and Great

Neck Alert Fire. (Note: The project team made repeated requests to conduct interviews with the other two non-ambulance EMS providers serving portions of the town – Albertson Fire and Roslyn Highlands Fire – but neither department granted the request.)

- Additional interviews with representatives of the Nassau County Fire Commission, including the Chief Fire Marshal and the Assistant Fire Marshal for Fire and Rescue Services; the Nassau Regional Emergency Medical Services Council; and the North Shore-LIJ Health System’s Center for Emergency Medical Services.
- Call-for-service (*i.e.* volume) data provided by select fire departments, the Nassau County Police Department and the Nassau County Fire Commission.
- Operational (*i.e.* personnel and capital equipment) data provided by select departments, the Nassau County Police Department and the Nassau County Fire Commission.
- Response time data provided by the New York State Department of Health for 2006.
- Previous reports on the status of ambulance and emergency services in Nassau County, particularly the 2006 report of the Nassau County Comptroller on the County’s police ambulance bureau, and the 2006 report of the Nassau County Emergency Ambulance Service Modernization Task Force.

The project team’s data and information collection efforts were made as inclusive and transparent as possible. While interviews were requested with specific agencies, no other interview was turned down. If a particular stakeholder wished to talk with project team representatives, they were given an opportunity to do so. If a stakeholder wanted to share specific data, anecdotal experience or offer suggestions, they were given an opportunity to do so. And, as was suggested at the December 10th, 2008 public meeting, the project team shared all of its accumulated data with ambulance providers before finalizing this baseline review. This gave service providers the opportunity to correct any errors, offer additional information and provide further insight and context on the data used in the baseline review. Four agencies responded with updates and clarifications.

Using all of these data and information sources, the project team built its baseline analysis around the following broad questions:

- Which agencies are currently involved in ambulance services/EMS in the Town of North Hempstead?
- What resources do those agencies bring to bear to meet existing (and growing) demand for services in the Town of North Hempstead?
- What primary issues or constraints are those agencies facing today, and what is their capacity for addressing those issues going forward?
- How do specific processes, protocols and structures in the existing ambulance service system enhance, or detract from, providers' ability to meet demand?
- And to what extent are the issues, constraints, processes or protocols in question most universally recognized by stakeholders as requiring reform?

The following review efforts to address each of these questions and build as comprehensive a picture of the current service delivery system as possible. The intent of this report and the information contained herein is, in the most basic sense, to empower Town, County and service providing agency officials to make decisions regarding the future delivery of ambulance/EMS services in the Town of North Hempstead. Critical to any reform is a comprehensive understanding of the current system and structure.

OVERVIEW OF AMBULANCE AND EMS SERVICES

The delivery of ambulance services and EMS (emergency medical services) within the Town of North Hempstead is built on two categories of providers: volunteer agencies, most of which are fire departments or districts whose territories are fully or partially located within the Town, and the Nassau County Police Department. And among fire departments, there are some that provide both EMS and full-service ambulance functionality, and others that provide only EMS.

The original RFP for this study identified six fire districts under the auspices of the town, and two fire districts under the auspices of the Village of Great Neck Plaza, as providing ambulance and related

emergency medical services¹. In fact, the network of ambulance and emergency medical services covering the Town of North Hempstead stretches beyond those eight providers.

First, there are thirteen separate agencies that provide ambulance services to various portions of North Hempstead.² Eleven are volunteer fire departments, one is a volunteer ambulance corps, and one is based within the Nassau County Police Department:

- Carle Place Fire Department
- Floral Park Fire Department
- Garden City Park Fire Department
- Glenwood Fire Department
- Great Neck Vigilant Fire Company
- Manhasset-Lakeville Fire Department
- Mineola Volunteer Ambulance Corps
- Nassau County Police Department Emergency Ambulance Bureau
- New Hyde Park Fire Department
- Port Washington Fire Department
- Roslyn Rescue Fire Department
- Westbury Fire Department
- Williston Park Fire Department

Based on self-reported data provided to the project team by each agency, they collectively have approximately 30 ambulances serving (or capable of serving) portions of the Town of North Hempstead, with more than 500 total volunteers and staff supporting the ambulance and emergency medical function.

Second, beyond these ambulance providers there are other fire departments within the Town are also part of the EMS system, but which do not provide full-service ambulance. They are:

- Albertson Fire Company
- East Williston Fire Department
- Floral Park Centre Fire Company

¹ Town districts: Albertson, Carle Place, Floral Park Centre, Glenwood, Port Washington and Roslyn Highlands. Village districts: Great Neck Village and Manhasset-Lakeville.

² While beyond the original project scope, the project team has surveyed data across all of these providers townwide in order to provide a more accurate picture of current service delivery and maximize the study's value to the community and Town policy makers.

- Great Neck Alert Fire Company
- Roslyn Highlands Fire Department

The following sections overview the ambulance and emergency medical providers servicing the Town of North Hempstead. Ambulance providers are summarized first, followed by non-transporting first responder agencies (*i.e.* EMS).

Ambulance/EMS Providers

With the exception the Nassau County Police Department’s Emergency Ambulance Bureau (EAB), which technically has countywide jurisdiction, each of the volunteer agencies typically operates within a defined service area. In certain instances, departments will provide backup coverage for neighboring jurisdictions through a practice known as “mutual aid.” This section details each of the ambulance providers serving portions of the Town of North Hempstead.

(Note: Except where otherwise noted, maps in this section generally depict the ambulance coverage area for each agency.)

Carle Place Fire Department

Carle Place Fire Department (CPFD) is an independent fire company³ serving one of the Town of North Hempstead’s several fire protection districts.⁴ Founded in 1910, the Department essentially acts as an independent contractor to the Town of North Hempstead, bidding in two-year cycles to provide fire and ambulance service within the roughly one-square mile Hamlet of Carle Place.

³ “An independent fire company is a special not-for-profit corporation formed to provide fire protection to a fire district, fire prevention district or village under contract. The contract is with the governing body – a board of fire commissioners, town board or village board of trustees. There are 800 independent fire corporations” in New York State. *21st Century Local Government, Report of the New York State Commission on Local Government Efficiency & Competitiveness, April 2008.*

⁴ “A fire protection district is a geographic service area within a town, established for the purpose of fire protection. Towns contract for fire protection services within these districts at the expense of property owners within that district. The contract may be with a city or village fire department, a fire district, or an independent fire company.” *21st Century Local Government, Report of the New York State Commission on Local Government Efficiency & Competitiveness, April 2008.*

CPFD is administered by a Board of Trustees elected by Department volunteers. Its command structure includes one chief, two assistant chiefs, one captain and two lieutenants.



The Department is currently certified at the Advanced EMT – Critical Care level. It maintains one full-service ambulance and a separate fly car⁵, both of which are based at the Department’s headquarters station at 460 Broadway in Carle Place. It has a total of 70 people involved in its ambulance and emergency medical functions, none of which are paid personnel (*i.e.* entirely volunteer). Based on current volunteer data, CPFD reports having fourteen total ambulance staff, twelve of which are Emergency Medical Technicians (EMT) and two of which are

Critical Care EMTs (EMT-CC). The Department does not presently have any Paramedics (EMT-P) among its volunteer ranks.

CPFD responds to calls for ambulance and emergency services in two ways – through the Nassau County Fire Communications Center (FireCom, which is operated through the Nassau County Fire Commission) and County 911.⁶ Within Carle Place, the Department is the first-due ambulance for calls received through FireCom, and third-due ambulance for calls received through County 911. Ambulances respond to emergency calls with at least one driver and one EMT on board.

In calendar year 2007, CPFD logged 855 total emergency calls, of which 475 were for ambulance/EMS and rescue.

The Department’s \$1.02 million budget covers both fire and ambulance services, and is funded entirely through property taxes levied within the fire protection district.

⁵ A “fly car” is a non-ambulance vehicle capable of responding to emergency scenes and providing medical treatment. It is not involved in patient transport.

⁶ See the section on “Dispatch Protocols” later in the report for a full explanation of all emergency call intake mechanisms in the community.

Floral Park Fire Department

Floral Park Fire Department (FPFD) is an agency of the Village of Floral Park, serving approximately 17,000 households in the incorporated village.⁷ FPFD maintains three engine companies, one hook/ladder company and an ambulance-providing rescue company. Founded in 1893, the Department serves as an all-volunteer service provider within the Village of Floral Park.



FPFD's command structure includes one chief and four assistant chiefs, with one captain and two lieutenants overseeing each separate company (including rescue).

The Department is currently certified at the Paramedic level. It operates both an ambulance and a fly car, which are co-located at its headquarters facility at the intersection of Vernon Street and Floral Boulevard in Floral Park. FPFD has 28

total people involved in its ambulance and emergency medical functions. At present, the Department has eighteen EMTs, 10 EMT-CCs and 4 paramedics.

FPFD is dispatched by both FireCom and County 911. In both instances, the Department serves as the first-due ambulance for emergency calls within the village. Ambulances respond to emergency calls with at least one driver and one EMT on board. In 2007, the Department responded to 1,307 total calls, of which 980 were for ambulance/EMS and rescue.

The Department's \$0.74 million budget underwrites both fire and ambulance service, and is funded entirely through the budget of the Village of Floral Park.⁸

⁷ Under New York State law, village governments are required to provide fire protection. "A village may (a) have its own fire department, (b) contract with the fire department of another municipality, (c) contract with a fire district, or (d) form a joint fire district with a town and other villages. Where villages have fire departments, they may also have career, volunteer, or a mix of both types of firefighters." *21st Century Local Government, Report of the New York State Commission on Local Government Efficiency & Competitiveness, April 2008.*

⁸ The total budget amount includes both direct fire department expenditures by the Village of Floral Park and a series of fire-related costs for facilities, celebrations, risk retention and employee benefits contained elsewhere in the Village's general fund

Garden City Park Fire Department

The Garden City Park Fire Department (GCPFD) is part of a joint fire and water district, providing ambulance services within the Hamlet of Garden City Park.⁹ The district's territory includes not only Garden City Park, but also New Hyde Park and smaller portions of Searington, Herricks, Roslyn and Williston Park.

As a unit of government, the district is administered by a board of three fire commissioners. The department's command structure includes one chief and three assistant chiefs, while each of the five companies – one truck, three engines and one rescue/ambulance – is headed by a captain and two lieutenants.

The Department is currently certified at the Paramedic level. It maintains two ambulances and one fly car. The ambulances are split between the Department's new headquarters station at 2264 Jericho Turnpike in

Garden City Park and its substation at 1030 Denton Avenue in New Hyde Park; the fly car is based at the headquarters station.

A total of 20 personnel are involved in GCPFD's ambulance and emergency medical function, including fifteen EMTs, 2 EMT-CCs and 1 paramedic.

GCPFD responds to calls for ambulance and emergency services both through FireCom and County 911. Within the district, it is the first-due ambulance



budget.

⁹ “A fire district is a separate unit of local government that is established for the purpose of providing fire protection and response to emergencies. A fire district need not have its own firefighters or equipment; it can contract with a neighboring municipality or district. Fire districts are not necessarily coterminous with towns. They may span several towns or portions of towns, and a town may contain parts of multiple fire districts. In addition, the governing boards of one or more towns and one or more villages may form a joint fire district. A fire district is created, extended, or dissolved by a town board. However, such changes must be at the request of a majority of the fire district commissioners or land-owning resident taxpayers of the district, and is subject to permissive referendum.” *21st Century Local Government, Report of the New York State Commission on Local Government Efficiency & Competitiveness, April 2008.*

dispatched through FireCom and the fourth-due through County 911. Ambulances respond to emergency calls with at least one driver and one EMT on board.

In calendar year 2007, GCPFD logged 882 total emergency calls, of which 397 were for ambulance/EMS and rescue. It is noteworthy that the department has seen a marked drop in ambulance call volume since the middle of last year, in part due to the addition of a Nassau County Police Department ambulance within part of the district.

The Department's \$2.48 million budget covers both fire and ambulance services, and is funded almost entirely through property taxes levied by the fire district. GCPFD reports a small amount of additional revenue generated through interest earnings.

Glenwood Fire Department

Glenwood Fire Department (GFD) is an independent fire company serving a fire protection district within the Town of North Hempstead. The Department is a small, single company agency that covers approximately eight-and-a-half square miles of Glenwood Landing, Glen Head and portions of Old Brookville and Roslyn Harbor. GFD covers a small portion of the Town's northeastern-most point; the vast majority of the Department's coverage territory is in the neighboring Town of Oyster Bay. Founded in 1907, the Department services North Hempstead under contract with the Town.



GFD is administered by a Board of Trustees that superintends funds and properties, and handles all contract negotiations and legal matters. The Department's command

structure includes one chief and two assistant chiefs, with a captain and two lieutenants overseeing each house (including ambulance/EMS).

The Department is currently certified at the Paramedic level. It operates two full-service ambulances and one utility vehicle which, while not labeled as a fly car, is available for technicians' use. One ambulance is based at the Department's headquarters station at Grove Street and School House Hill Road in Glenwood Landing, and the other is based at a second station located on Glen Head Road west of Glen Cove Road in Glen Head.

GFD reports having 23 volunteers involved in its ambulance and emergency medical functions. Current data indicate the Department includes 16 EMTs, 6 EMT-CCs and one paramedic.

GFD responds to calls for ambulance and emergency services through FireCom and County 911. Within its jurisdiction, it serves as the first-due ambulance for both dispatch systems. Its ambulances typically respond to emergency calls with at least one driver and one EMT on board, although the use of two-way radios allow EMTs to drive directly to an emergency call and meet the ambulance driver on-scene.

In calendar year 2007, CPFD logged 955 total emergency calls, of which 501 were for ambulance/EMS and rescue.

The Department's \$1.43 million budget covers both fire and ambulance services, and is funded entirely through property taxes levied within the fire protection district. Only a portion of those taxes (\$0.29 million) are levied in the Town of North Hempstead. The remainder is generated through levies in the Town of Oyster Bay (\$0.63 million) and the Villages of Roslyn Harbor (\$0.09 million) and Old Brookville (\$0.42 million).

Great Neck Vigilant Fire Company

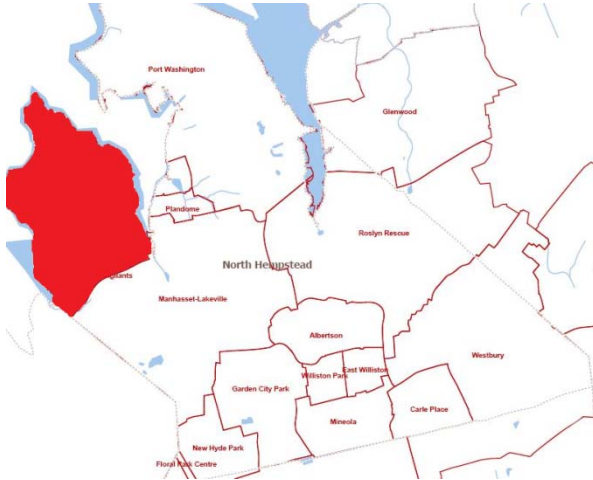
The Great Neck Vigilant (GNV) Engine and Hook & Ladder Co., Inc. is an independent fire agency located on the southern portion of the Great Neck Peninsula. GNV serves one of the Town of North Hempstead's fire protection districts. Founded in 1904, the department's contractual service areas include North Hempstead's fire protection district and the Villages of Great Neck Plaza, Great Neck Estates, Kensington, Thomaston, Kings Point, Saddle Rock and Great Neck. Its fire protection area spans approximately 1.3 square miles, while its ambulance/EMS service covers roughly 8 square miles.

Its command structure includes one chief, two assistant chiefs, two captains and two lieutenants. The command structure for its ambulance/EMS unit has one sergeant and a first and second corporal.

GNV is one of the larger full-service departments serving the North Hempstead community. In addition to providing comprehensive fire and ambulance/EMS services, it operates its own dispatch center with seven paid full-time equivalent dispatchers, one part-time dispatcher and a clerk. The dispatch function is a 24/7 operation and is manned at all times by at least one paid dispatcher. In addition to dispatching its own units, GNV also handles dispatch services for the neighboring Manhasset-Lakeville Fire Department, Kensington Police Department and the Merchant Marine Academy EMS unit on a paid contractual basis.¹⁰ The department also

¹⁰ According to GNV officials, the dispatch function provided to the Merchant Marine EMS is underwritten by a federal grant.

notes that it provides backup and support to the Great Neck Alert Fire Company, the Manhasset-Lakeville Fire Department, the Port Washington Fire Department, the Williston Park Fire Department and the East Williston Fire Department.



Great Neck Vigilant is certified at the Paramedic level of service. It operates three full-service ambulances and one fly car. Two ambulances and the fly car are based at its headquarters station house at 83 Cuttermill Road in Great Neck, while the other ambulance is based at Great Neck Alert. It reports having 100 individuals involved in the delivery of ambulance and emergency medical services, three of which are paid paramedic dispatchers. Its ranks include 30 EMTs, 3 EMT-CCs and 3 EMT-Ps.

GNV serves as the first-due ambulance within its territory for any call that originates through FireCom. With its own dispatch center, GNV also serves as the first-due ambulance for calls it receives directly. For calls originating through County 911, it serves as first-due ambulance north of the Long Island Rail Road, with Nassau County Police Department ambulances serving as first-due south of the tracks. GNV's ambulances are typically staffed with at least one EMT and a driver, and often additionally include an assistant and attendant.

Call volume numbers confirm that GNV is among the busiest departments in Nassau County. In 2007, the Department reported responding to 2,269 total calls, of which 1,848 were ambulance/EMS and rescue in nature.

Great Neck Vigilant's 2009 budget totals \$2.66 million, of which \$1.90 million is attributed to fire-related functions and \$0.76 million is for ambulance service. The overwhelming majority of the Department's revenues are generated through municipal contracts, with the Town of North Hempstead paying \$0.35 million for both fire and ambulance service. The Villages of Great Neck Plaza, Great Neck Estates, Kensington and Thomaston pay for both fire and ambulance service, while the Villages of Kings Point, Saddle Rock and Great Neck pay only for ambulance service.

Manhasset-Lakeville Fire Department

Like Garden City Park Fire Department, the Manhasset-Lakeville Fire Department (MLFD) is part of a joint fire and water district. Its service territory covers approximately ten square miles along North Hempstead's

eastern border, spanning from the base of the Great Neck Peninsula into the central part of the Town.

As a unit of government, the district is administered by a board of three fire commissioners. The department maintains a command structure that includes one chief and four deputy chiefs. In addition, each of the Department's five companies – as well as its ambulance and fire police unit – is overseen by a captain and at least two lieutenants. The ambulance unit has one captain and two lieutenants.



The Department is certified at the Advanced EMT – Critical Care level. It operates two ambulances, both of which are based at the Department's Company #3 station house at 25 Prospect Street in Great Neck. It also maintains a fly car/"first response vehicle" out of its Company #1 firehouse at 35 Bayview Avenue in Manhasset.

MLFD reports 30 people involved in its ambulance and emergency medical function. According to data provided by the Nassau County Fire Commission, the Department reported 15 EMT-CCs and 5 paramedics in 2007. In addition to those directly involved in the provision of ambulance and emergency medical services, the Department also reported 60 EMTs.

The dispatch framework used by Manhasset-Lakeville is unique in comparison to most other fire department-based ambulance providers in North Hempstead. First, and most importantly, MLFD is *not* part of the County 911 system from 6 am to 6 pm Monday through Friday. The Department unilaterally removed its service from the County 911 system nearly a decade ago in response to growing call volume that was overburdening the all-volunteer system's ability to adequately meet service demand effectively. According to some fire officials, much of this growth was driven by calls that were, in reality, non-emergencies – for example, patient transports from doctor's offices to local hospitals.¹¹

¹¹ This is an issue that was raised by multiple volunteer ambulance providers in the community. The growth in non-emergency calls from assisted living centers, senior housing facilities and doctor's offices has stretched the ambulance response system thinly in certain jurisdictions. A number of officials suggested the need for a coordinated public education strategy to mitigate the growth in non-emergency ambulance calls. Other options are considered later in the report.

Removing its ambulance service from the 911 system was seen as one way of alleviating the growing service burden on the Department – especially from non-emergency transport-only calls – and allowing it to respond to a more manageable number of calls while designating the Nassau County Police Department as the “primary” ambulance provider for calls to 911 during daytime hours. Today, MLFD ambulances are available through calls to FireCom and directly to the Department.

Outside of the 6 am to 6 pm Monday through Friday timeframe, MLFD participates in the County 911 system and serves as the second-due ambulance (after the Nassau County Police).

Manhasset-Lakeville serves as the first-due ambulance dispatched through FireCom. In addition, the Department contracts with Great Neck Vigilant to provide for its own local dispatch. According to 2009 budget documents, MLFD is paying \$60,000 to GNV for this additional service.

MLFD’s ambulances respond to calls with four Department personnel on board, with no defined configuration.

Manhasset-Lakeville is among the busiest volume departments in the community. In 2007, it logged 2,131 total emergency calls, of which 570 were for ambulance/EMS and rescue.

At \$5.39 million, the Department has one of the highest total budgets of any fire department serving the Town of North Hempstead. The total, which covers both fire and ambulance services, is funded almost entirely through the fire district’s property tax levy.

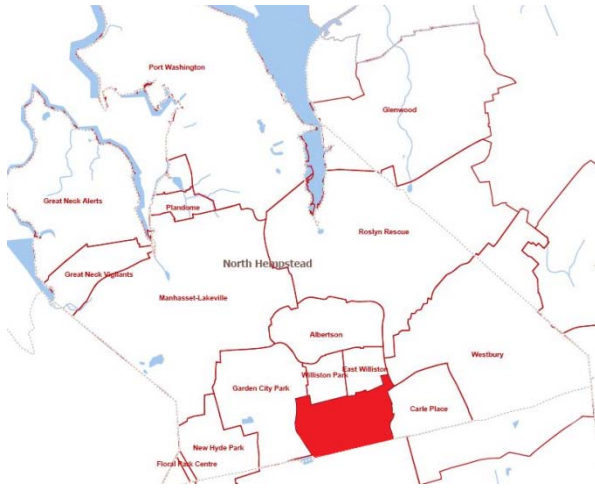
Mineola Volunteer Ambulance Corps

The Mineola Volunteer Ambulance Corps (MVAC) is a non-profit corporation that began serving the community in 1978. Since 1993, the MVAC has contracted for service delivery with the Village of Mineola. That contract is renewed on an annual basis.

While the Incorporated Village is MVAC’s primary territory, it does have mutual aid agreements in place with the following agencies: Hempstead Fire, Garden City Fire and Police, Garden City Park Fire, New Hyde Park Fire, Carle Place Fire, Williston Park Fire, East Williston Fire, Bellerose Terrace Fire, Mineola Fire and Nassau County Police. It has also established a “rapid response program” for one of its fly cars to respond with the rescue squads of Williston Park Fire and Carle Place Fire.

The MVAC is administered by a three-member Board of Commissioners, elected to three-year terms by members of the Corps. A separate Board of Directors – which includes a president, vice president, treasurer, secretary

and sergeant at arms – is elected by members to oversee management issues. Operational leadership is provided by a line command structure that includes one chief, two assistant chiefs, a captain and a lieutenant.



The Mineola Volunteer Ambulance Corps is certified at the Paramedic level. It operates three ambulances and four “rapid response” vehicles, all of which are based at its 170 Elm Place station in Mineola.¹²

MVAC has become a hybrid organization in terms of staffing, mixing volunteer specialists (numbering 64) with a cadre of paid staff (approximately 10). Its employees are all certified at EMT-B; volunteers consist of 1 CFR-D, 37 EMT-B, 7 EMT-CC and 2 EMT-P. An additional 12 members are in EMT-B training, and 2 EMT-Bs are in EMT-P school. It has five administrative members. At least one Corps member is in the station at all times, capable of responding to an ambulance call and meeting other members on scene.

Regarding revenues, it is important to note that MVAC can charge insurance reimbursements for its services. Unlike volunteer fire departments, which are not permitted to charge for ambulance services under New York State law, MVAC does realize some revenue through these charges. According to Corps officials, the Town of North Hempstead recently provided funding to offset additional salary costs for a two year period to enable MVAC to raise its call volume and drive revenues. It appears to have had a positive impact. Third-party billing revenues totaled \$44,369 in calendar 2007, growing significantly to \$100,738 in calendar 2008.

MVAC receives ambulance calls through FireCom (where it serves as the first-due ambulance) and County 911 (where it serves as second-due after Nassau County Police from 6 am to 6 pm Monday through Friday, and third-due at other times).

¹² This facility is a Village building which the Corps is permitted to use under its service contract with Mineola.

MVAC's self-reported call volumes reflect a consistent annual workload exceeding 1,000. In 2008, the Corps responded to 1,145 calls.

The Volunteer Ambulance Corps' spending totaled about \$0.26 million in 2008. Its largest expenditures were insurance (21 percent of budget), payroll (18 percent) and costs attributable to its ambulance and response vehicle fleet (18 percent). As noted earlier, its primary revenue line was third-party insurance billing for ambulance services. That category, along with fund raising and donations accounted for two-thirds of the Corps' budget in 2008. Grants from government and private foundations are also a major source of revenue.

Nassau County Police Department Emergency Ambulance Bureau

One of the most distinguishing features of the emergency response system in Nassau County is that the County operates its own Emergency Ambulance Bureau (EAB). Based and administered within the Nassau County Police Department, the EAB was created in the 1950s to supplement the ambulance response network in the community. The countywide function is unique – indeed, the County Comptroller noted in a February 2006 report that “Nassau is the only major suburban county in the State with a centralized paid emergency ambulance service.”¹³

The EAB's service territory includes all of Nassau County. Depending on a call's location, day and time, as well as the call intake mechanism used to place the emergency call (*i.e.* County 911, FireCom or a fire department-based dispatch system), the EAB may or may not be the primary ambulance to respond to a call.

For calls seeking ambulance response *originating through County 911 only*, the EAB is the first-due ambulance in the following jurisdictions: Albertson, Carle Place, East Williston, Floral Park Centre, Garden City Park, Great Neck Alert, Great Neck Vigilant (South of Long Island Railroad *only*), Manhasset-Lakeville, Mineola, New Hyde Park, Plandome, Roslyn, Westbury and Williston Park. In certain instances, the EAB also acts as the second, third and/or fourth-due ambulance in certain locations. A more detailed explanation of the County 911 system and its prioritized dispatch system on a fire district-by-district basis is provided later in this report.

¹³ *Operational Review of Nassau County Police Department Emergency Ambulance Bureau. Nassau County Office of the Comptroller, 2006.*

The EAB is based within the Patrol Division of the County Police Department, and administered by a commanding officer and a deputy commanding officer, as well as EMT coordinators. In the field, the EAB also maintains at least two EMT field supervisors at all times – one in the east side of the County, and one in the west – that are responsible for overseeing medics.

The Nassau County EAB is certified at the Paramedic level. As budgeted in the County’s 2008 fiscal year, the Emergency Ambulance Bureau had 145 EMT positions, 15 EMT supervisors and 5 EMT coordinators.¹⁴ (Note: They are *all* technically “AMT” positions, capable of advanced-level response. Although the term AMT is not a New York State level, it indicates an advanced-level response at either the Critical Care or Paramedic level.) On a countywide basis, the Bureau has a fleet of 34 ambulance vehicles. Staffing levels and ambulance deployment vary seasonally and by day/time, but at peak levels there are 26 ambulances deployed countywide during the day (all serving 24/7, except for one which operates Monday through Friday). At night, there are 19 ambulances in service.

Of course, only a portion of the EAB’s entire countywide ambulance fleet is reasonably available to respond to emergency calls in the Town of North Hempstead at any one time. In reality, there are 5 EAB ambulances that have a direct primary role for serving portions of the Town of North Hempstead (*i.e.* first-due on calls originating with County 911). A sixth EAB unit provides primary 911 response off the Town’s southeast border. The five primary units, and their “base” locations¹⁵, are as follows:

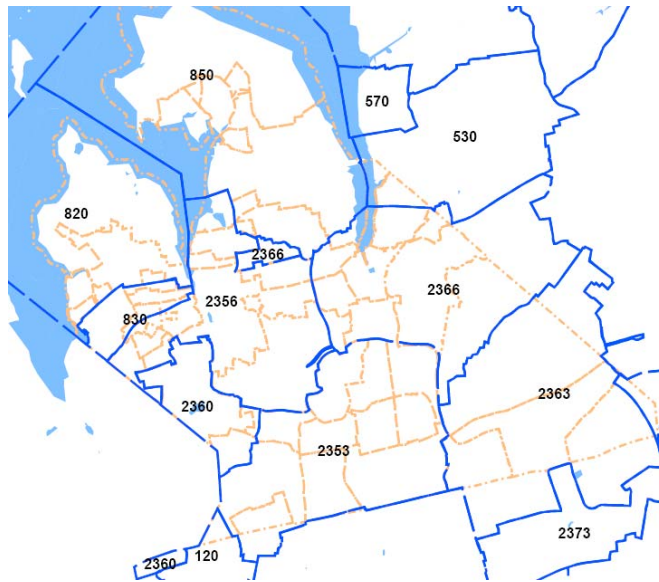
- Unit 2353 – NCPD 3rd Precinct, 214 Hillside Avenue, Williston Park
- Unit 2356 – NCPD 6th Precinct, 100 Community Dr, Manhasset
- Unit 2360 – (*Only in service from 7 am through 7 pm*) Based in North New Hyde Park area when in-service; based at NCPD Sixth Precinct when out-of-service

¹⁴ Based on information provided by the Emergency Ambulance Bureau, its present staffing configuration includes 89 EMT-CCs and 78 EMT-Ps. It is also notable that budgeted staffing levels for the EAB were increased in the County’s 2009 budget to 171 EMTs, 9 EMT supervisors and 21 EMT coordinators.

¹⁵ County EAB units are typically moving throughout their district. They are not formally “based” at one location. However, for the purposes of this review and the deployment modeling that follows, the project team has assumed a primary central “base location” for each unit.

- Unit 2363 – Westbury Fire Dept, 575 Old Country Road, Westbury
- Unit 2366 –East Hills Community Center, 209 Harbor Hill Road, East Hills

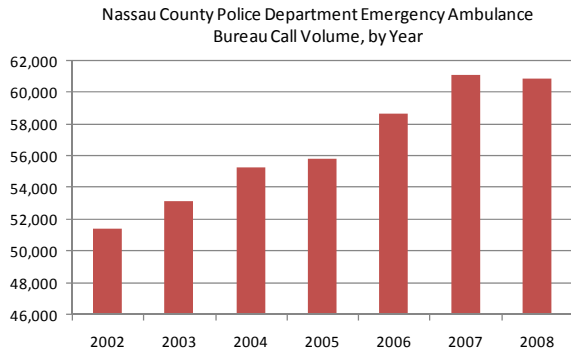
The sixth EAB ambulance (Unit 2373), which services portions of Salisbury and East Meadow off the Town’s southeast border, is based at Nassau Community College in Garden City. The following graphic shows primary ambulance response through County 911 for the entire Town. Units designated with four-digit codes denote County EAB units.



Town of North Hempstead Primary Ambulance Service via 911
(Source: Nassau County GIS)

County EAB ambulances are each staffed by a single paid EMT-CC or paramedic. In the event of a call, the technician drives the ambulance to the scene and administers patient care as appropriate. During patient transfers to the hospital, a Nassau County Police officer will effectively come out of service to serve as an ambulance driver as the technician tends to the patient. After dropping the ambulance at the hospital, the police officer is met by a second Nassau County Police officer, who drives the first officer to his/her patrol car for a return to normal duty.

Given its countywide responsibilities, the Emergency Ambulance Bureau is the busiest single ambulance service provider in Nassau County. Its overall call volume in 2008 was nearly 61,000, an increase of more than 18 percent since 2002. Though incomplete data do not allow for a precise



figure, anecdotal evidence suggests that the County EAB services approximately 60 percent of all ambulance calls in Nassau County.¹⁶ The Department has recently begun tracking call volume data on a geographic basis, however no historical data are available to indicate the extent of the EAB's workload that is directly attributable to calls within the Town of North Hempstead.

As a County function, the EAB is budgeted within the Nassau County Police Department Headquarters fund on an aggregate, countywide basis. In the County's 2008 fiscal year, the EAB's adopted budget for staff positions was \$11.4 million (covering 165 FTEs). Additional costs related to fringe benefits and maintenance/operations of the County's ambulance fleet are also contained within the Police Headquarters fund.

On the revenue side, it is important to note that the County is not subject to the same constraints of State law that volunteer fire department ambulance providers are. Like the Volunteer Ambulance Corps, the County is permitted to seek third-party insurance reimbursement by billing for its ambulance services.¹⁷ This has yielded significant revenues for the Bureau (and the County) in recent years. In 2007, the County reported nearly \$17.2 million in ambulance fees, which more than fully offsets the staffing-related costs of the EAB operation. Through the addition of ambulances and FTEs in 2009, the County budget anticipated fee revenues growing to more than \$19.5 million.

New Hyde Park Fire Department

New Hyde Park Fire Department (NHPFD) serves the New Hyde Park fire district, comprising all of New Hyde Park from Stewart Avenue, Denton, Maple and Union Turnpike to Cherry Lane. Approximately four-fifths of the district's land area is located within the Town of North Hempstead,

¹⁶ A discussion of why call-for-service data are incomplete and the limitations this results in is provided later in the report. According to County EAB, the Bureau responded to approximately 61,000 ambulance calls in 2007, compared to 39,000 ambulance/rescue calls for fire departments as reported through FireCom.

¹⁷ "Under the procedure..., all ambulance runs result in a patient care report which includes insurance and other pertinent billing information. All patient care reports are electronically sent to (the County's billing vendor) so that a bill can be processed." *Operational Review of Nassau County Police Department Emergency Ambulance Bureau. Nassau County Office of the Comptroller, 2006.*

with the remainder overlapping the Town's southern border into the Town of Hempstead.

As a unit of government, the district is administered by a board of five publicly-elected fire commissioners, which review and approve the district's budget. The department's command structure includes one chief, four deputy chiefs, five captains and ten lieutenants.



The Department is currently certified at the Paramedic level. It operates 2 ambulances, one fly car and one response car. All of the ambulance apparatus are located at the NHPFD's headquarters station at 1550 Jericho Turnpike in New Hyde Park.

NHPFD reports 45 total personnel, about half of which work for the rescue company out of the main firehouse. Based on 2007 data reported by the Nassau County Fire Commission, the Department had 27 EMTs, 2 EMT-CCs and 5 EMT-Ps. New Hyde Park also supplements its volunteer ranks with paid medics – in 2008 it had 14 such positions, and its proposed 2009 budget contained sufficient funding for 17 part-time EMTs.

New Hyde Park responds to calls for ambulance and emergency services both through FireCom and County 911. It is the first-due ambulance within the district for calls dispatched through FireCom, and the fourth-due through County 911. The Department's standard ambulance staffing includes one driver and one EMT.

In 2007, NHPFD responded to 1,099 total calls, of which 736 were for ambulance/EMS and rescue. Department officials noted that the recent addition of a Nassau County EAB ambulance in the County's third precinct has reduced EMS call volume to some extent.

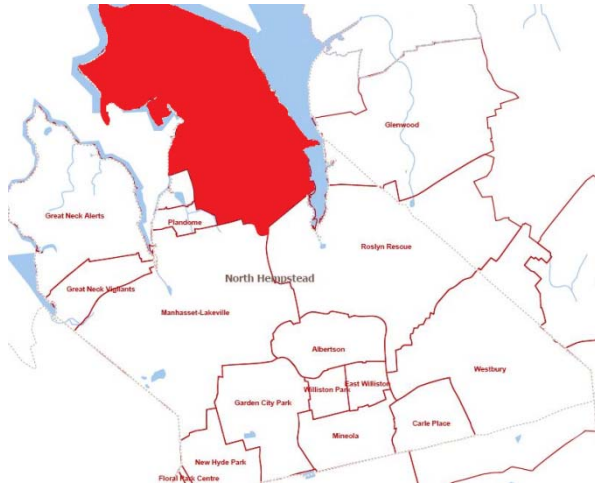
New Hyde Park's \$3.57 million budget covers both fire and ambulance services. In its proposed 2009 budget, that total included \$245,000 for part-time medics. The budget is funded almost entirely through property taxes levied by the district (\$2.87 million) and the Town of North Hempstead (\$0.69 million).

Port Washington Fire Department

The Port Washington Fire Department (PWFD) is an independent fire corporation based on the Port Washington Peninsula on North

Hempstead's edge. The Department serves approximately eleven square miles covering one of the Town's fire protection districts, such that its costs are borne by the taxing of property owners within the service district.

Established in its current form in 1907, PWFD's service territory covers the Villages of Sands Point, Port Washington North, Manorhaven and Baxter Estates; portions of Plandome Manor and Flower Hill; and certain unincorporated parts of the Town.



Governed by a Board of Directors, the Department's command structure includes one chief and two assistant chiefs, elected by members, to oversee operations of PWFD's four separate companies. One of those companies, PWFD's Fire Medic Company No. 1, provides ambulance and EMS services. According to Department officials, the company is rather unique by New York State standards in that its

members are exclusively dedicated to the delivery of emergency medical services – that is, they are not also required to fight fires.

PWFD is certified at the Paramedic level. It operates 3 ambulances, all at the advanced life support level, and one primary response vehicle. The entire medic company is based at 65 Harbor Road in Port Washington. The Department self-reports approximately 75 volunteers involved in its medic function, of which three-quarters are EMTs and the remainder at the advanced level (EMT-CC and EMT-P).¹⁸

The Department responds to calls through FireCom and County 911, and serves as the first-due ambulance in both instances. PWFD's standard ambulance staffing includes two to four volunteers.

Port Washington is among the busiest volume departments in the community. In fact, it had the highest 2007 total call volume of any fire department serving North Hempstead, and the second-highest of fire department in Nassau County. In 2007, it responded to 2,927 total calls, of which 1,657 were ambulance/EMS or rescue.

¹⁸ According to 2007 data compiled by the Nassau County Fire Commission, the Port Washington Fire Department's medic company had 40 EMTs, 15 EMT-CCs and 5 Paramedics.

Port Washington Fire Department's 2008 budget totaled \$3.35 million. Of that figure, \$2.93 million (approximately 87 percent) was attributable to fire services, with the remaining \$0.42 million (13 percent) attributable to ambulance functions. The budget is funded by spreading costs across the jurisdictions served – the six villages and the portion of North Hempstead – on the basis of assessed valuation. In 2008, the Town paid approximately 48 percent of the Department's budget, followed by Sands Point (22 percent) and Manorhaven (10 percent). The remainder was funded by Port Washington North (9 percent), Flower Hill (7 percent), Baxter Estates (3 percent) and Plandome Manor (1 percent).

Roslyn Rescue Fire Department

The Roslyn Rescue Fire Department (RRFD) is one of two separate departments that operate within the Roslyn fire district. Along with the Roslyn Highlands Fire Department, RRFD covers approximately 16



square miles including Roslyn, Roslyn Estates, East Hills, and portions of Oyster Bay, Greenvale, Old Westbury and Old Brookville. The district is not entirely contained within the Town of North Hempstead. Roughly 70 percent of the territory's land area is within the Town, with the remainder spilling over into neighboring Oyster Bay.

Both Roslyn Rescue and Roslyn Highlands are independent fire corporations. While both provide emergency medical services (in coordination with one another), Roslyn

Rescue is the only one that offers full-service ambulance functionality.¹⁹ Highlands operates under RRFD's EMS Certificate, and both departments typically respond to all calls within the district. Though they tend to operate as one unit, they are administered separately.

RRFD is governed by a Board of Trustees that administer the department. Its line operations are overseen by a chief, two assistant chiefs, one captain and two lieutenants. Its EMS operations are overseen by one captain and two lieutenants.

Roslyn Rescue is certified at the Paramedic level of service. It operates two ambulances, one of which is based at Station 2 on Willis Avenue in

¹⁹ As a non-ambulance providing EMS department, Roslyn Highlands is summarized in the following section of the report.

Roslyn, and the other at Roslyn Highlands' Station 2 on Round Hill Road in Roslyn Heights. It also maintains an ALS fly car (on Willis Avenue) and a BLS fly car (at Roslyn Rescue Station 3 on Locust Street in Greenvale). Roslyn Rescue and Highlands self-report a combined 36 volunteers involved in the EMS and ambulance function, 25 of which are based at Rescue. Of the 36 total volunteers, 28 are EMTs, 2 are EMT-CCs and 6 are Paramedics.

Rescue is dispatched through both FireCom and County 911. On ambulance calls received through FireCom, RRFD is the first-due ambulance. For calls received via County 911, RRFD is the second-due ambulance (after the Nassau County Police EAB). Its minimum staffing is a single EMT.

In 2007, RRFD responded to 1,000 total calls, of which 563 were for ambulance/EMS and rescue. The Department's \$1.36 million budget covers both fire and ambulance services. Firematic costs total \$1.25 million; ambulance costs total \$0.11 million. The Department's primary revenue source is property taxes levied across the municipalities contained within the fire protection district. The Town of North Hempstead's share is \$0.73 million.

Westbury Fire Department

Like Manhasset-Lakeville and Garden City Park, the Westbury Fire Department (WFD) serves a joint water/fire district. Its territory encompasses roughly thirteen square miles in the Town's southeast corner. The district crosses over North Hempstead's southern and eastern border, crossing into Hempstead and Oyster Bay. Included in the district are four major highways – the Long Island Expressway, Northern, Meadowbrook and Wantagh – SUNY Old Westbury and the Roosevelt Field Shopping Mall.

As a district, Westbury operates as a unit of government. It is administered by three commissioners. The fire department is commanded by one chief, two assistant chiefs, three captains, three 1st lieutenants and three 2nd lieutenants. WFD's rescue squad essentially operates as a "committee," enabling any interested firefighter or department staff member to join as a medical technician or first responder.

The Department is certified at the Paramedic level of care. Its emergency medical fleet includes two ambulances (one based at 355 Maple Avenue in Westbury, and the other at 575 Old Country Road in Westbury) and a single first responder car (based at 355 Maple Avenue in Westbury).

According to the County Fire Commission, WFD's ranks include 150 people. The Department reports that 46 of them are involved in its

ambulance and EMS function, including 13 EMTs, 3 EMT-CCs and 2 Paramedics.

Westbury does not operate under the standard FireCom and County 911 dispatch framework. First, the Department opted out of County 911 for ambulance service decades ago for reasons similar to those expressed by

Manhasset-Lakeville – a growing call demand that was placing unsustainable demands on the Department and its personnel. Upon opting out of County 911 for ambulance response, WFD’s ambulance volume decreased to more manageable levels. Today, Westbury’s ambulances are available only through calls to FireCom or directly to the Department, and serves as the first-due ambulance in both instances.



Second, the Department is dispatched not only through FireCom but also its own dispatch system. WFD maintains six to seven paid staff positions to operate its own dispatch function on a 24/7 basis. The 2009 WFD budget contains approximately \$0.40 million for these positions.

WFD ambulances typically run with a minimum of a driver and EMT on board.

In 2007, WFD logged 1,576 total calls, of which 526 were for ambulance and emergency medical services. Again, not all of these calls were within the Town of North Hempstead. A portion was attributable to the parts of the district in southwest Oyster Bay and northeast Hempstead.

The Department’s 2009 budget totaled \$3.57 million. The largest expenditure categories included direct personnel costs for certain staff positions (\$0.65 million) and a transfer to the Department’s capital reserve fund (\$0.52 million) for new and replacement equipment. WFD’s primary revenue source is property taxes within the district.

Williston Park Fire Department

Williston Park Fire Department (WPDF) is a village department, an agency of the Incorporated Village of Williston Park. It serves more than 2,500 housing units in an area of roughly 0.7 square miles. The Department falls under the jurisdiction of the Village Board, although it is immediately overseen by a council comprised of members from each of its three fire companies. Its command structure includes three chiefs; its EMS command structure has one captain and two lieutenants.

Founded in 1927, the Department is an all-volunteer force providing fire and EMS coverage within the Village, and ambulance coverage to the Village and neighboring Albertson and East Williston. The arrangement with Albertson and East Williston dates to the 1950s, when the three jurisdictions jointly decided to establish an ambulance service for the area. The resulting unit has been housed within the WPFD since.

WPFD is currently certified at the Paramedic level. It operates two ambulances – one each based at 454 Willis Avenue, Williston Park and 494 Willis Avenue, Williston Park – and one certified fly car. The

Department has 90 total volunteers, with 45 participating in the ambulance and rescue squad. It reports having 15 EMTs, 8 EMT-CCs and 2 EMT-Ps among its volunteer ranks. Typically, ambulances are staffed with a minimum of a driver and EMT, although occasionally an ambulance may leave the station with only a driver and meet the technician at the scene.

WPFD is dispatched by both FireCom and County 911. It serves as the first-due ambulance within Williston Park, East

Williston and Albertson for ambulance calls dispatched through FireCom. For calls dispatched through 911, it serves as the third-due ambulance after NCPD. In 2007, Williston Park responded to 813 total calls, of which 695 were ambulance and/or emergency/rescue.

The Department's \$0.14 million budget breaks down to roughly 90 percent for fire functions and 10 percent ambulance/EMS. The fire functions are fully funded by the Village of Williston Park. Ambulance and EMS functions are offset entirely through fundraising and contributions.

EMS-Only Providers

In addition to the ambulance providers summarized in the preceding section, there are a handful of fire departments that provide EMS-only services to portions of the Town of North Hempstead. Each acts as a Non-Transporting First Response Service (NTFRS) certified to provide Basic Life Support (BLS)-level services. While they are not transporting services (*i.e.* they do not take patients to the hospital), they still respond to emergency medical calls and thus represent an important component in the community's overall EMS response system. These agencies are not paid any monies specifically for emergency medical service/ambulance



provision, but do have the capacity to provide basic life support to help stabilize patients before an ambulance arrives.

Albertson Fire Company

Chartered in 1910, Albertson Fire is an incorporated department that provides non-transporting first response at the Basic Life Support level to Albertson and portions of Searington and Roslyn Heights (roughly two square miles). The Department operates under contract to the Town, serving a fire protection district contained entirely within the central portion North Hempstead.

With a command structure that includes one chief, two assistant chiefs, a captain and two lieutenants, the Department operates 3 “rapid response” vehicles and 2 rescue apparatus. All of the rescue apparatus are located at 100 I.U. Willets Road in Albertson, and the rescue operation is under the command of a Captain of Fire Rescue.

Within Albertson’s contingent of 60 volunteers are 9 EMTs, 3 EMT-CCs and one Paramedic. As a BLS-level non-transporting first responder, the Department has the capability to stabilize patients at incident scenes in advance of the arrival of a transporting ambulance. Within its jurisdiction, the transporting ambulance would be provided by either Williston Park Fire Department or Nassau County Police.

In 2007, Albertson responded to 606 total calls, of which 281 were EMS related.

The Department has budgeted spending of approximately \$0.96 million, funded through contract by the Town of North Hempstead and property owners within the fire protection district.

East Williston Fire Department

Since the incorporation of the Village of East Williston in 1926, the East Williston Fire Department (EWFD) has served as the village’s firefighting arm. Certified as a BLS-level non-transporting first response service, EWFD provides emergency medical coverage to the entire 0.6 square mile-Village.

Under the command of a chief and two deputy chiefs, the Department operates one light rescue vehicle based at 456 Sagamore Avenue in East Williston. The Department’s volunteer force numbers 48, of 7 are EMTs and one is an EMT-CC. According to 2007 data, the Department did not have any Paramedics among its volunteer ranks.

As a BLS-level non-transporting first responder, the Department has the capability to stabilize patients at incident scenes in advance of the arrival of a transporting ambulance. Like Albertson, within its jurisdiction the transporting ambulance service would be provided by either Williston Park Fire Department or Nassau County Police.

In 2007, EWFD responded to 161 total calls, of which 79 were EMS related.

The Department's budget of \$0.14 million is funded by the Incorporated Village of East Williston.

Floral Park Centre Fire Company

Floral Park Centre Fire Company is a small, incorporated fire agency providing non-transporting first response service (BLS) to a 0.1 square mile area of unincorporated territory around the Village of Floral Park Center. The area is contained within a Town fire protection district.

Commanded by one chief and one deputy chief, the Department does not maintain EMT- or rescue-specific apparatus, but would respond to emergency medical calls with its normal fire rigs out of its headquarters at 94 Mckee Street in Floral Park.

Its volunteer ranks total 26, of which two members are EMTs. According to 2007 data, the Department had no EMT-CCs or EMT-Ps.

As a BLS-level non-transporting first responder, the Department has the capability to stabilize patients at incident scenes in advance of the arrival of a transporting ambulance. Floral Park Centre's jurisdiction is one of the few areas within North Hempstead not served by a fire ambulance, either from the host department or a neighboring agency. As such, whether ambulance calls are received through County 911 or FireCom, the Nassau County Police Department's emergency ambulance bureau serves as the primary transporting agency for calls in the territory.

In 2007, Floral Park Centre responded to 43 total calls, of which 31 were EMS related.

The Department's \$0.11 million budget is funded entirely through fire protection taxes on property owners within the district.

Great Neck Alert Fire Company

Founded in 1901, Great Neck Alert Fire is an incorporated department certified to provide non-transporting first responder service (BLS level) within a roughly five square mile area that includes Kings Point, Saddle

Rock, Harbor Hills, Saddle Rock Estates, and portions of Great Neck and Great Neck Gardens. The Department operates under contract to North Hempstead for a fire protection district, and to the Villages of Kings Point, Great Neck and Saddle Rock.

The Department's command structure includes one chief, two assistant chiefs, a captain and two lieutenants. It has one heavy duty rescue truck apparatus capable of responding to emergency medical calls. Staffed by 125 volunteers, the Department has 4 basic-level EMTs among its ranks. As a BLS-level non-transporting first responder, Great Neck Alert has the capability to stabilize patients at incident scenes in advance of the arrival of a transporting ambulance. Within its jurisdiction, the transporting ambulance would be provided by either Great Neck Vigilant Fire or Nassau County Police.

In 2007, Alert responded to 760 total calls, of which 157 were rescue related.²⁰

The Department's budget totals \$2.08 million, funded through municipal contract with the jurisdictions referenced earlier.

Roslyn Highlands Fire Department

Formed in 1905, the Roslyn Highlands Fire Department (RHFD) is one of two departments (along with Roslyn Rescue) serving the Town's Roslyn fire protection district. The area, which is only partially contained within the Town, is the same as Roslyn Rescue's and includes Roslyn, Roslyn Estates, East Hills and portions of Oyster Bay, Greenvale, Old Westbury and Old Brookville. The Department is an incorporated fire agency capable of providing non-transporting first response service to the district. According to RHFD officials, the Department operates under Roslyn Rescue's EMS certificate.

²⁰ Great Neck Alert has its own dispatch function for calls within its territory. According to the department, it has seven full-time engineers whose duties consist of the following: Answering all phone calls, soliciting all pertinent information and directing the information to the proper agency; dispatching all fire and rescue calls to department members; being the communications center for all of the department's radio transmissions during calls; and serving as a backup dispatching system for Great Neck Vigilant. The engineers check and maintain in-service and lifesaving equipment daily; maintain/repair apparatus, firehouses and grounds; and provide public service to the community through tours of the firehouse and equipment.

Roslyn Highlands' command structure includes a chief, two deputy chiefs, one captain and three lieutenants. The EMS unit is commanded by an EMS captain and lieutenant.

Highlands' complement of emergency medical apparatus includes two EMS cars and a light rescue vehicle. Of the Department's 125 total volunteers, 26 are EMTs, 1 is an EMT-CC and 1 is an EMT-P.

Similar to the other BLS-level non-transporting first responders, the Department has the capability to stabilize patients at incident scenes in advance of the arrival of a transporting ambulance. As the jurisdiction is jointly served by Highlands and Roslyn Rescue, the latter agency provides primary ambulance transport service (along with NCPD).

In 2007, Roslyn Highlands responded to 919 total calls, of which 211 were EMS related.

The Department's budget totals \$1.3 million, with \$25,000 specifically earmarked for EMS functions.

DISPATCH AND RESPONSE PROTOCOLS

When somebody places a call seeking ambulance or emergency medical assistance, odds are they are interested only in the rapidity of response. The complexity, protocols and decisions determining which agency (or agencies) respond are of secondary concern to the person needing assistance. But in reality, ambulance and emergency medical calls in North Hempstead and the larger Nassau County community actually set off a complex process of dispatch and response. Which agencies respond, how quickly they arrive and the capabilities they bring to an incident scene are dictated in part by the emergency number a caller dials, their location, and even the time and day of the week.

The typical ambulance or emergency medical response begins with a call for help. In Nassau County, that call can be placed in several ways:

1. Through the County 911 system;
2. Through County Fire Commission's FireCom system number, 742-3300; or
3. In certain jurisdictions, through the local fire department's own dispatch center.

These three intake mechanisms operate largely independent of one another. While they can transfer calls to one another as needed, the systems are not integrated as a general operating practice.

County 911

In general, the Nassau County 911 system is the most commonly-used way of accessing an ambulance or emergency medical response. The system is operated by the County Police Department’s Communications Bureau. Calls to 911 are answered in different ways depending on the caller’s location. In some areas calls are routed to the County’s central Police Communications Bureau; in others, they are answered by local police departments (*i.e.* local public safety answering points).

Which agency responds to a 911 call for ambulance and/or EMS is subject to location, call type and (in some cases) time of day and day of week. The following table illustrates the diversity of ambulance response across North Hempstead based upon location and day/time. The table indicates the first-due ambulance and, in the event that unit is unavailable, the backup units in order of priority (*i.e.* second-due, third-due and fourth-due). For illustrative purposes, geography is based on fire coverage territories. Darker-shaded cells indicate a response by the County Police Emergency Ambulance Bureau; lighter-shaded cells indicate a fire department ambulance response. Response priority represents a *de facto* mutual aid arrangement, where 2nd, 3rd and 4th due agencies/units pick up calls in the event first-due cannot adequately respond.²¹ (Note: Dispatch priority is displayed on a *per call* basis. For example, Port Washington Fire Department is the first-due ambulance for each 911 call within its territory. Since it has multiple ambulances, it has the capacity to serve as first-due to multiple near-simultaneous calls.)

Area	Notes (if applicable)	1st	2nd	3rd	4th
Albertson		NCPD	WPPD	NCPD	NCPD
Carle Place		NCPD	NCPD	CPFD	NCPD
East Williston		NCPD	WPPD	NCPD	NCPD
Floral Park		PPFD	NCPD	NCPD	NCPD

²¹ The project team attempted to analyze how often first-due ambulances were unable to respond to 911 calls in their respective parts of the Town (*i.e.*, how often was response handled by an agency/unit other than the first-due), but data were not available in such format to permit the analysis.

Floral Park Centre		NCPD	NCPD	NCPD	NCPD
Garden City Park		NCPD	NCPD	NCPD	GCPFD
Glenwood		GFD	NCPD	NCPD	NCPD
Great Neck	North of LIRR	GNVFD	NCPD	NCPD	NCPD
Great Neck	South of LIRR	NCPD	NCPD	NCPD	NCPD
Manhasset-Lakeville	6 pm to 6 am	NCPD	MLFD	NCPD	NCPD
Manhasset-Lakeville	6 am to 6 pm	NCPD	NCPD	NCPD	NCPD
Mineola	6 am to 6 pm Monday-Friday	NCPD	MVAC	NCPD	NCPD
Mineola	Other Times	NCPD	NCPD	MVAC	NCPD
New Hyde Park		NCPD	NCPD	NCPD	NHPFD
Plandome		NCPD	NCPD	NCPD	NCPD
Port Washington		PWFD	NCPD	NCPD	NCPD
Roslyn		NCPD	RRFD	NCPD	NCPD
Westbury		NCPD	NCPD	NCPD	NCPD
Williston Park		NCPD	WPF	NCPD	NCPD

Abbreviations:

- CPFD – Carle Place Fire Department
- FPFD – Floral Park Fire Department
- GCPFD – Garden City Park Fire Department
- GFD – Glenwood Fire Department
- GNVFD – Great Neck Vigilant Fire Department
- MLFD – Manhasset-Lakeville Fire Department
- MVAC – Mineola Volunteer Ambulance Corps
- NCPD – Nassau County Police Department
- NHPFD – New Hyde Park Fire Department
- PWFD – Port Washington Fire Department
- RRFD – Roslyn Rescue Fire Department
- WPF – Williston Park Fire Department

FireCom

Another major component of the fire and emergency medical dispatch system is the Nassau County Fire Communications Center, often referred to as “FireCom.” Operated as a division of the Nassau County Fire Commission under the command of the County Fire Marshal, FireCom serves as the primary dispatcher for forty-five departments. It also serves as secondary dispatch for the enhanced 911 system, and as backup for districts that operate their own local dispatch systems. FireCom has twelve transceiver sites throughout Nassau County. It typically operates with six staff (five operators plus one supervisor). In 2007, FireCom

reported handling 63,475 total alarms, of which 31,672 (approximately 50 percent) were for ambulance/rescue. Of these ambulance/rescue calls, 18,842 (approximately 59 percent) originated with County 911 and were transferred to the FireCom system.

To access FireCom, callers in need of assistance dial a seven-digit number (742-3300). The dispatch protocol for ambulance/medical emergencies received by FireCom is straightforward: except in rare circumstances, calls are *always* routed to the fire department with responsibility for that area. Even in instances where the local fire department does not have ambulance capabilities, another neighboring fire department is likely to provide coverage. There are only two districts in North Hempstead – Floral Park Centre and Plandome – that do not have any primary fire-based ambulance coverage. In those cases, calls to FireCom are diverted to County 911 for response by the closest available Nassau County Police ambulance.

The following graphic illustrates the dispatch protocol for ambulance and medical calls received by FireCom, by district. Again, note that lighter-shaded cells indicate a fire department response; darker cells indicate a Nassau County Police ambulance response.

Area	Responder
Albertson	WPFD
Carle Place	CPFD
East Williston	WPFD
Floral Park	FPFD
Floral Park Centre	NCPD
Garden City Park	GCPFD
Glenwood	GFD
Great Neck	GNVFD
Manhasset-Lakeville	MLFD
Mineola	MVAC
New Hyde Park	NHPFD
Plandome	NCPD
Port Washington	PWFD
Roslyn	RRFD

Westbury	WFD
Williston Park	WPDF

Abbreviations:

- CPFD – Carle Place Fire Department
- FPPD – Floral Park Fire Department
- GCPFD – Garden City Park Fire Department
- GFD – Glenwood Fire Department
- GNVFD – Great Neck Vigilant Fire Department
- MLFD – Manhasset-Lakeville Fire Department
- MVAC – Mineola Volunteer Ambulance Corps
- NCPD – Nassau County Police Department
- NHPFD – New Hyde Park Fire Department
- PWFD – Port Washington Fire Department
- RRFD – Roslyn Rescue Fire Department
- WFD – Westbury Fire Department
- WPDF – Williston Park Fire Department

Local Dispatch Systems

A third component of the ambulance and emergency medical dispatch system in North Hempstead and Nassau County is local dispatch services. A handful of fire departments – including Great Neck Vigilant, Great Neck Alert and Westbury – maintain their own local dispatch functions within the department. In addition, Manhasset-Lakeville contracts on a fee-for-service basis for local dispatch service with Great Neck Vigilant.²² In these districts, callers are encouraged to call local seven-digit phone numbers instead of 911 or FireCom’s 742-3300:

- Great Neck Vigilant (482-5000)
- Great Neck Alert (487-7000)
- Manhasset-Lakeville (466-4411)
- Westbury (334-7924)

Based upon a review of department budgets, the aggregate expense of these local dispatch operations, including direct staffing, contractual and contingency costs, is estimated to be approximately \$2 million. This figure excludes any computer hardware, software and facility overhead expenses.

Departments that provide this local dispatch functionality note that their dispatchers also serve other essential functions, such as cleaning fire stations and serving as mechanics. In many cases, dispatchers are also certified EMTs.

²² Great Neck Vigilant also dispatches for the Merchant Marine EMS under a federal grant program.

How Dispatch Works District-by-District

This section considers the general response protocol for each section of the Town of North Hempstead. Within each general jurisdiction, it poses the question, “How are ambulance and medical calls handled in ___?” For the purposes of this section, jurisdictions are defined by their fire service area (*i.e.* fire district, fire protection district, incorporated village, etc.).

Albertson

Albertson Fire Department has EMS responsibility within its fire protection district, meaning that it has the capability to respond to an incident and stabilize patients in advance of ambulance transport. Williston Park Fire Department provides fire-based ambulance service. Ambulance service is provided as follows:

Calls received by County 911

- County Police Ambulance 2353 is dispatched as first-response. In the event it is unavailable, backup response is provided by the following units in the following order: Williston Park Fire Department, County Police Ambulance 2366, and the next-closest County Police Ambulance.

Calls received by FireCom

- Williston Park Fire Department is dispatched as first-response, with Albertson Fire Department responding for EMS support.

Carle Place

Carle Place Fire Department provides both EMS and ambulance transport services within its fire protection district. While a part of the County 911 system, the Department is a secondary unit. It only serves as a primary ambulance responder on calls dispatched through FireCom. Ambulance service is provided as follows:

Calls received by County 911

- County Police Ambulance 2363 is dispatched as first-response. In the event it is unavailable, backup response is provided by the following units in the following order: County Police Ambulance 2353, Carle Place Fire Department, and the next-closest County Police Ambulance.

Calls received by FireCom

- Carle Place Fire Department is dispatched as first-response.

East Williston

East Williston Fire Department has EMS responsibility within the Incorporated Village, meaning that it has the capability to respond to an incident and stabilize patients in advance of ambulance transport. Williston Park Fire Department provides fire-based ambulance service. Ambulance service is provided by other agencies, as follows:

Calls received by County 911

- County Police Ambulance 2353 is dispatched as first-response. In the event it is unavailable, backup response is provided by the following units in the following order: Williston Park Fire Department, County Police Ambulance 2366, and the next-closest County Police Ambulance.

Calls received by FireCom

- Williston Park Fire Department is dispatched as first-response, with East Williston Fire Department responding for EMS support.

Floral Park

Floral Park Fire Department provides both EMS and ambulance transport services within its Incorporated Village. The Department is a part of the County 911 system, and serves as the primary ambulance responder for calls received both through 911 and FireCom. Ambulance service is provided as follows:

Calls received by County 911

- Floral Park Fire is dispatched as first-response. In the event it is unavailable, backup response is provided by the following units in the following order: County Police Ambulance 2350, County Police Ambulance 2353, and the next-closest County Police Ambulance.

Calls received by FireCom

- Floral Park Fire Department is dispatched as first-response.

Floral Park Center

Floral Park Centre Fire Department has EMS responsibility within the fire protection district, meaning that it has the capability to respond to an

incident and stabilize patients in advance of ambulance transport. Ambulance service is provided by other agencies, as follows:

Calls received by County 911

- County Police Ambulance 2353 is dispatched as first-response. In the event it is unavailable, backup response is provided by the following units in the following order: County Police Ambulance 2356, County Police Ambulance 2350 and the next-closest County Police Ambulance.

Calls received by FireCom

- County Police Ambulance is dispatched as first-response, although FireCom notifies the Floral Park Center Fire Department as well so EMS-qualified members can respond.

Garden City Park

Garden City Park Fire Department provides both EMS and ambulance transport services within its fire/water district. While a part of the County 911 system, the Department is a backup unit. It only serves as a primary ambulance responder on calls dispatched through FireCom. Ambulance service is provided as follows:

Calls received by County 911

- County Police Ambulance 2353 is dispatched as first-response. In the event it is unavailable, backup response is provided by the following units in the following order: (in Garden City Park and Herricks) County Police Ambulance 2350, County Police Ambulance 2356 and then the Garden City Park Fire Department; (in North New Hyde Park) County Police Ambulance 2353, County Police Ambulance 2356, County Police Ambulance 2350 and then the Garden City Park Fire Department.

Calls received by FireCom

- Garden City Park Fire Department is dispatched as first-response.

Glenwood

Glenwood Fire Department provides both EMS and ambulance transport services within its fire protection district. It is a part of the County 911 system, serving in a first-due capacity throughout Glenwood Landing, Glen Head and Old Brookville.

Calls received by County 911

- Glenwood Fire Department is dispatched as first-response. In the event it is unavailable, backup response is provided by the following units in the following order: (in Glenwood Landing and Glen Head) County Police Ambulance 2366, County Police Ambulance 2356 and the next-closest County Police Ambulance; (in Old Brookville) County Police Ambulance 2366, County police Ambulance 2352 and the next-closest County Police Ambulance.

Calls received by FireCom

- Glenwood Fire Department is dispatched as first-response.

Great Neck

Great Neck is served by both Great Neck Vigilant (which provides both EMS and ambulance service) and Great Neck Alert (which is certified to provide BLS-level emergency medical services). Vigilant serves as the primary EMS and ambulance service for the peninsula.

Calls received by County 911

- Great Neck Vigilant is dispatched as first-response. In the event it is unavailable, backup response is provided by the following units in the following order: County Police Ambulance 2356, County Police Ambulance 2366 and the next-closest County Police Ambulance.

Calls received by FireCom (or own dispatch system)

- Great Neck Vigilant is dispatched as first-response.

Manhasset-Lakeville

Manhasset-Lakeville Fire Department provides both EMS and ambulance service within its fire/water district. However, as noted earlier, the Department does not participate in the County 911 system on a 24/7 basis. The Department's resources are available to be dispatched through the 911 system only overnight, from 6 pm to 6 am. Outside of that window, County Police ambulances have exclusive responsibility for handling calls received through 911. The removal of MLFD's resources from the 911 system creates a complex dispatch protocol that changes by time of the day and area within the district.

Calls received by County 911 during day (from 6 am to 6 pm)

- County Police Ambulance 2356 is dispatched as first-response. In the event it is unavailable, backup response is provided by the following units in the following order: (in all parts of the district except Lake Success) County Police Ambulance 2366, County Police Ambulance 2353 and the next-closest County Police Ambulance; (in Lake Success) County Police Ambulance 2366, County Police Ambulance 2360 and the next-closest County Police Ambulance.

Calls received by County 911 during night (from 6 pm to 6 am)

- County Police Ambulance 2356 is dispatched as first-response. In the event it is unavailable, backup response is provided by the following units in the following order: County Police Ambulance 2366, Manhasset-Lakeville Fire Department and the next-closest County Police Ambulance.

Calls received by FireCom (or own dispatch system)

- Manhasset-Lakeville Fire Department is dispatched as first-response.

Mineola

The Village of Mineola's emergency medical and ambulance needs are served primarily by the Mineola Volunteer Ambulance Corps and the Nassau County Police. As the VAC's ambulance availability changes during certain days, different dispatch protocols are used during the week and on weekends.

Calls received by County 911 weekdays (12 am Monday to 6 pm Friday)

- County Police Ambulance 2353 is dispatched as first-response. In the event it is unavailable, backup response is provided by the following units in the following order: County Police Ambulance 2350, Mineola Volunteer Ambulance Corps and the next-closest County Police Ambulance.

Calls received by County 911 weekends (6 pm Friday to 12 am Monday)

- County Police Ambulance 2353 is dispatched as first-response. In the event it is unavailable, backup response is provided by the following units in the following order: Mineola Volunteer Ambulance Corps, County Police Ambulance 2350 and the next-closest County Police Ambulance.

Calls received by FireCom

- Mineola Volunteer Ambulance Corps is dispatched as first-response.

New Hyde Park

Within the New Hyde Park Fire District, which covers the Village of New Hyde Park, the New Hyde Park Fire Department provides both EMS and ambulance service. The Department is part of the 911 system, although in a backup capacity. Ambulance response is provided as follows:

Calls received by County 911

- County Police Ambulance 2353 is dispatched as first-response. In the event it is unavailable, backup response is provided by the following units in the following order: County Police Ambulance 2356, the New Hyde Park Fire Department and the next-closest County Police Ambulance.

Calls received by FireCom

- New Hyde Park Fire Department is dispatched as first-response.

Plandome

Within both Plandome and Plandome Heights, Nassau County Police has exclusive responsibility. The area is not otherwise served by a fire-based ambulance. Ambulance response is provided as follows:

Calls received by County 911

- County Police Ambulance 2356 is dispatched as first-response. In the event it is unavailable, backup response is provided by County Police Ambulance 2366. In Plandome Heights, additional backup is provided by County Police Ambulances 2353 and 2360, respectively. In Plandome, additional backup is provided simply by the next-closest County Police Ambulance.

Calls received by FireCom

- County 911 is notified for dispatch of a County Police Ambulance.

Port Washington

Port Washington Fire Department provides both EMS and ambulance transport services within its fire protection district and the villages it serves. It is a part of the County 911 system, serving in a first-due capacity throughout Port Washington, Sands Point and Manorhaven. Within the district, ambulance response is provided as follows:

Calls received by County 911

- Port Washington Fire Department is dispatched as first-response. In the event it is unavailable, backup response is provided by the following units in the following order: County Police Ambulance 2366, County Police Ambulance 2356 and the next-closest County Police Ambulance.

Calls received by FireCom

- Port Washington Fire Department is dispatched as first-response.

Roslyn

The Roslyn fire protection district is served by both Roslyn Highlands and Roslyn Rescue. While both provide emergency medical services (typically in coordination with one another), Roslyn Rescue is the only one that provides full-service ambulance. Highlands operates under Rescue's EMS Certificate, and both departments typically respond to all calls within the district. Though they tend to operate as one unit, they are administered separately. Within the fire protection district, ambulance response is provided as follows:

Calls received by County 911

- County Police Ambulance 2366 is dispatched as first response. In the event it is unavailable, backup response is provided by the following units in the following order: Roslyn Rescue Fire Department, County Police Ambulance 2356 and the next-closest County Police Ambulance.

Calls received by FireCom

- Roslyn Rescue Fire Department is dispatched as first-response, although Roslyn Highlands also responds for EMS support.

Westbury

Westbury Fire Department provides both EMS and ambulance transport services within its fire/water district. The Department's ambulance resources are not part of the County 911 system. It only serves as a primary ambulance responder for calls dispatched through FireCom. Ambulance service is provided as follows:

Calls received by County 911

- County Police Ambulance 2363 is dispatched as first response. In the event it is unavailable, backup response is provided by the following units in the following order: County Police Ambulance 2373, County Police Ambulance 2353 and the next-closest County Police Ambulance.

Calls received by FireCom (or own dispatch system)

- Westbury Fire Department is dispatched as first response.

Williston Park

Williston Park Fire Department provides both EMS and ambulance transport services within its Incorporated Village. The Department is a part of the County 911 system, but only serves a first-response role through FireCom. Ambulance service is provided as follows:

Calls received by County 911

- County Police Ambulance 2363 is dispatched as first-response. In the event it is unavailable, backup response is provided by the following units in the following order: Williston Park Fire Department, County Police Ambulance 2366 and the next-closest County Police Ambulance.

Calls received by FireCom

- Williston Park Fire Department is dispatched as first-response.

CURRENT APPARATUS DEPLOYMENT

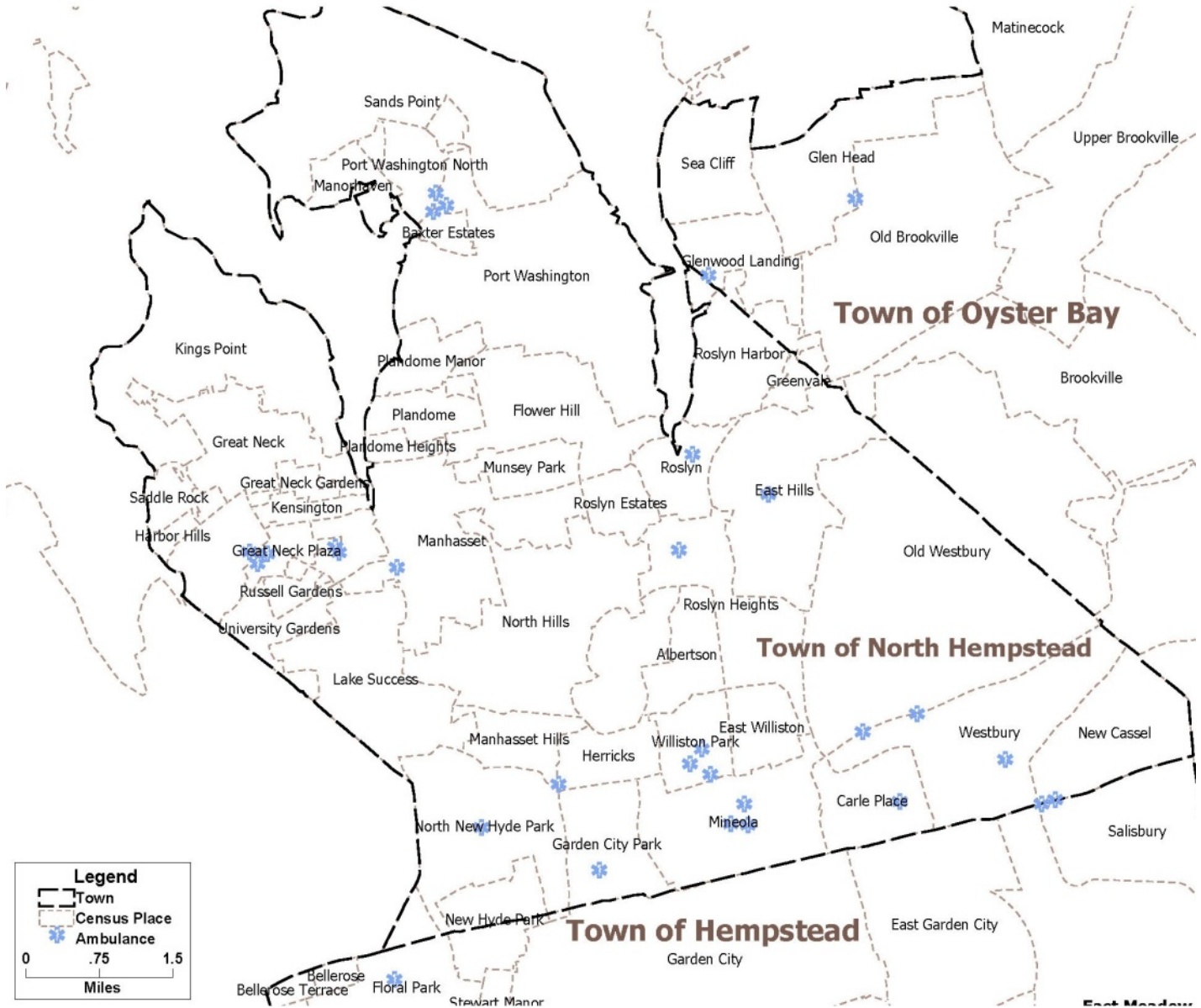
How quickly an ambulance unit can respond to an incident scene is a function, in part, of where it is located. The “home base” location of any apparatus is a significant factor in its ability to serve surrounding areas. The fire-based ambulance providers whose territories are wholly or partially contained within the Town of North Hempstead operate a total of 25 ambulance vehicles. In addition, the Nassau County Police Department’s Emergency Ambulance Bureau has five ambulance units that have primary or backup responsibility for portions of the Town. How are those ambulances deployed throughout the community?

The following graphics, presented for illustration purposes, depict the “base” location of each of the thirty ambulances serving North Hempstead.²³

²³ For mapping purposes, the “base” location was assumed to be the address at which the piece of apparatus was stored when awaiting a call (*e.g.* a specific fire station). For units that are not based at a single location, such as County EAB units, a central point was used to denote the area’s locus.

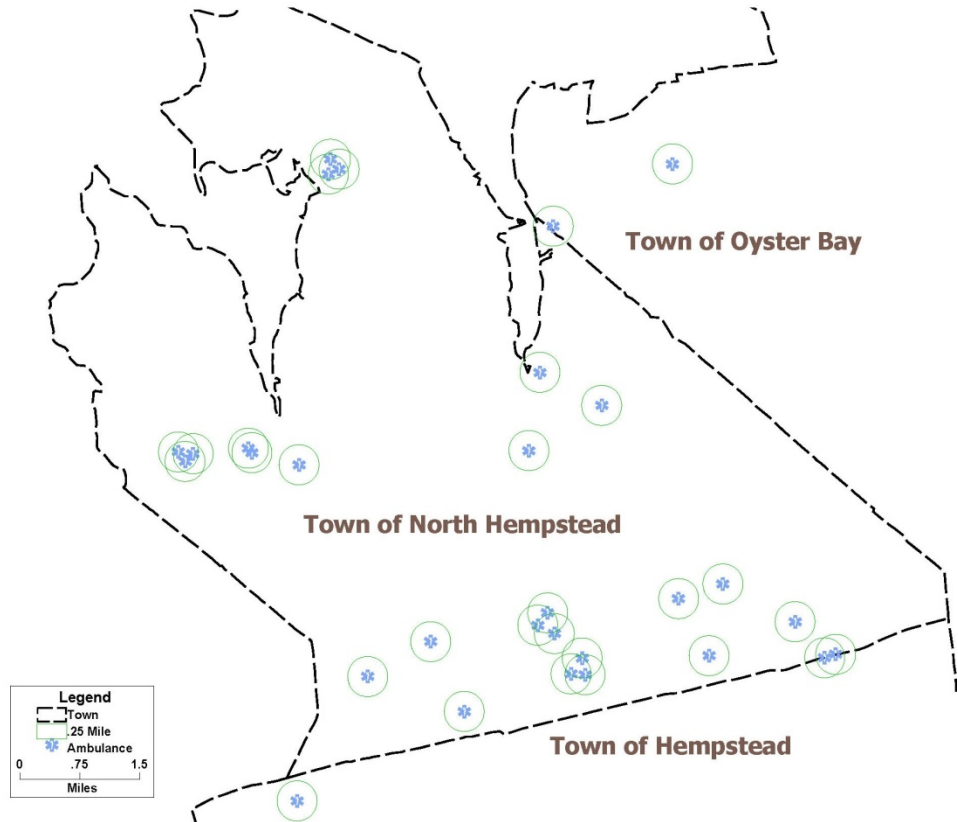
Base Location Map

The following graphic denotes the base (*i.e.* primary) location for each ambulance unit serving portions of the Town.



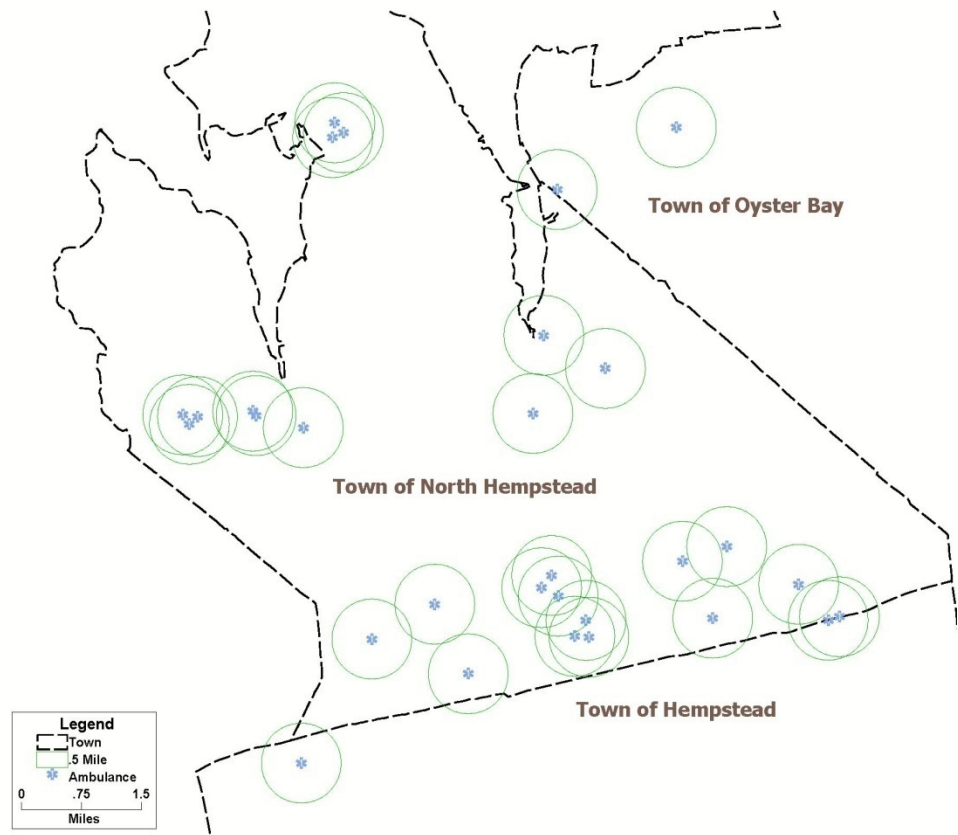
0.25-mile Radius Map

The following graphic illustrates those primary locations, each encircled with a quarter-mile radius.



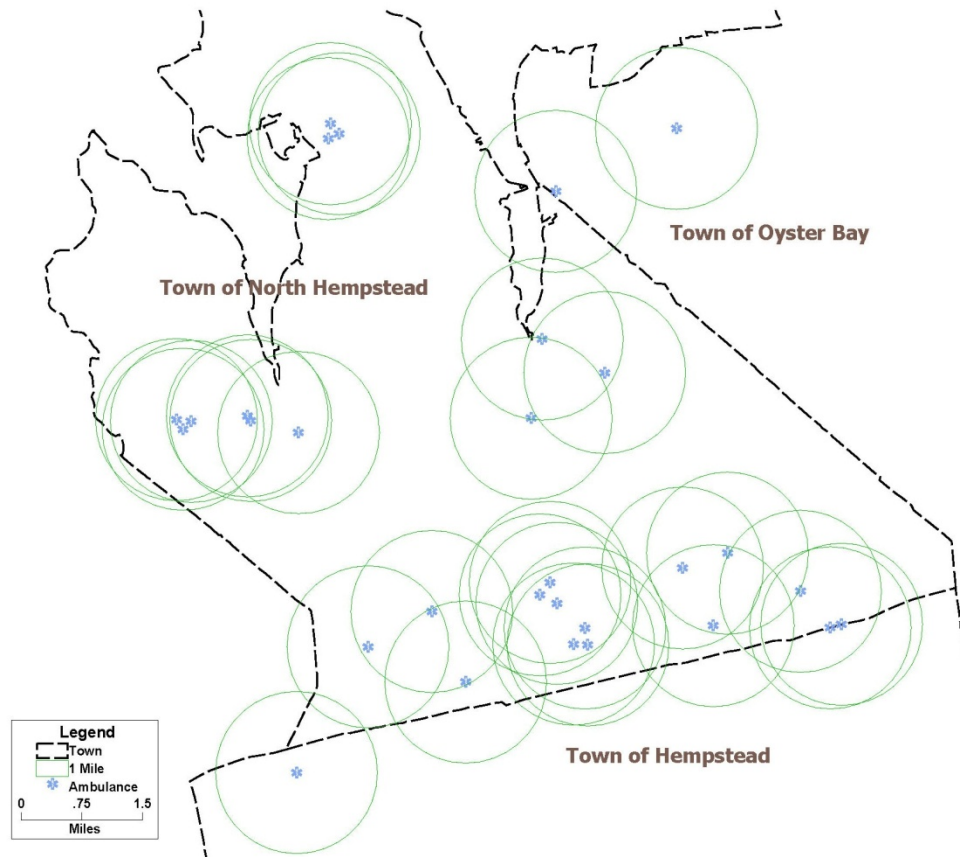
0.5-mile Radius Map

The following graphic illustrates those primary locations, each encircled with a half-mile radius.



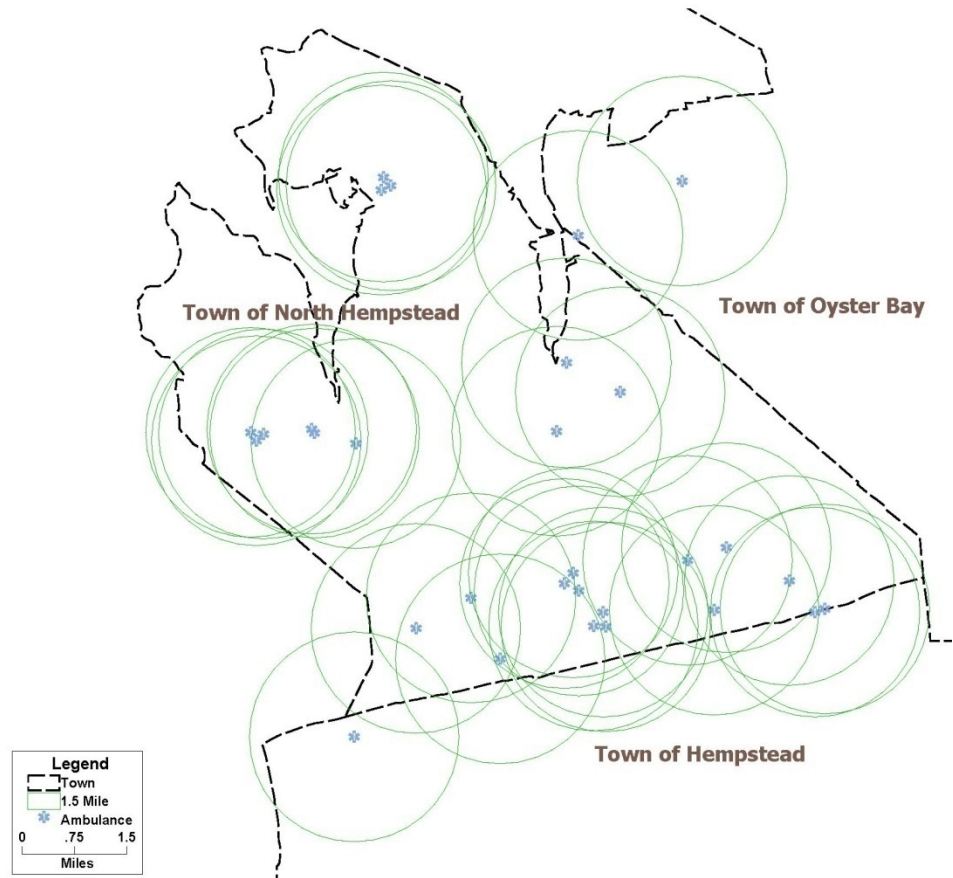
1.0-mile Radius Map

The following graphic illustrates those primary locations, each encircled with a one-mile radius.



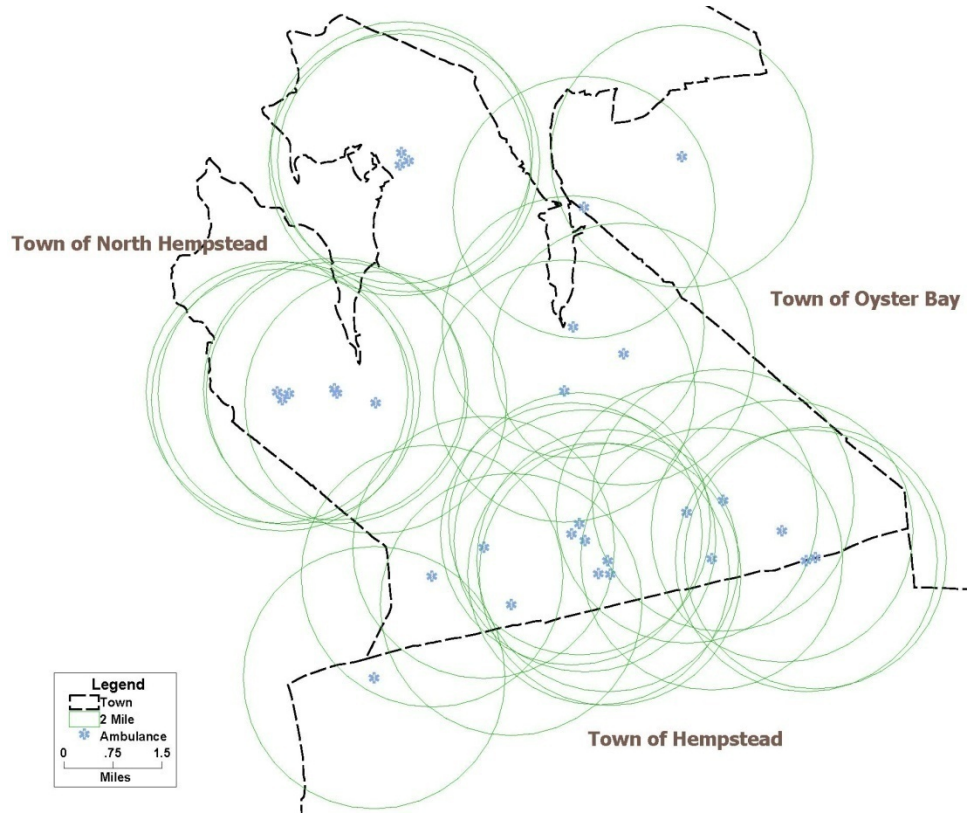
1.5-mile Radius Map

The following graphic illustrates those primary locations, each encircled with a one-and-a-half-mile radius.



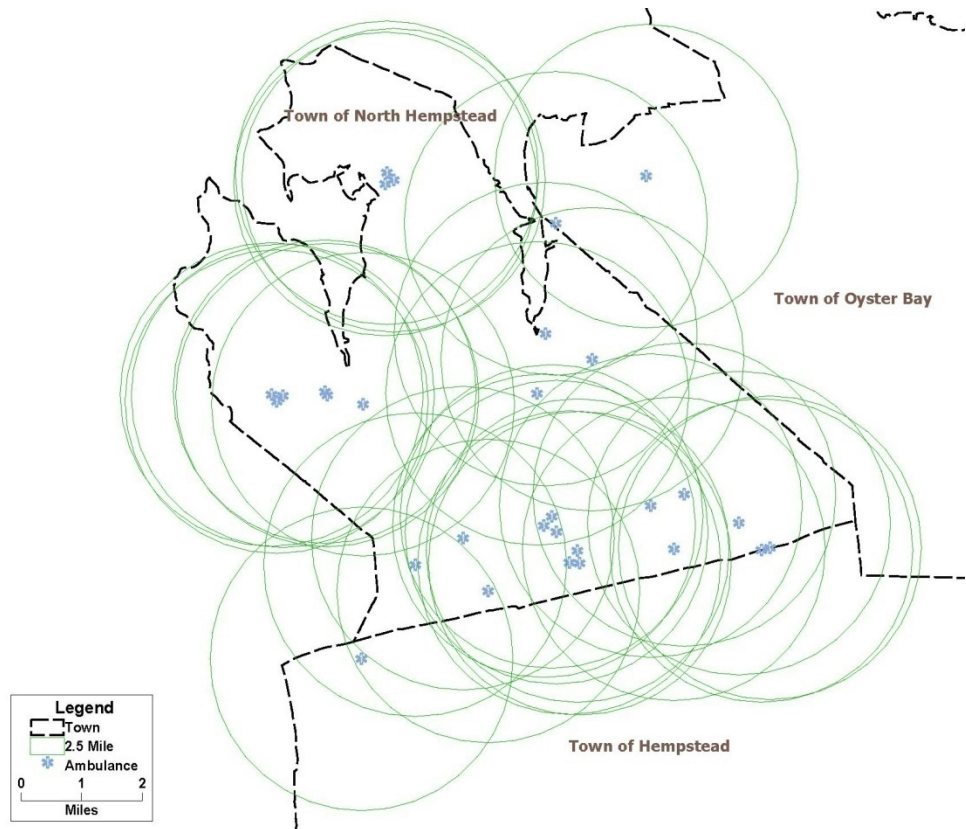
2.0-mile Radius Map

The following graphic illustrates those primary locations, each encircled with a two-mile radius.



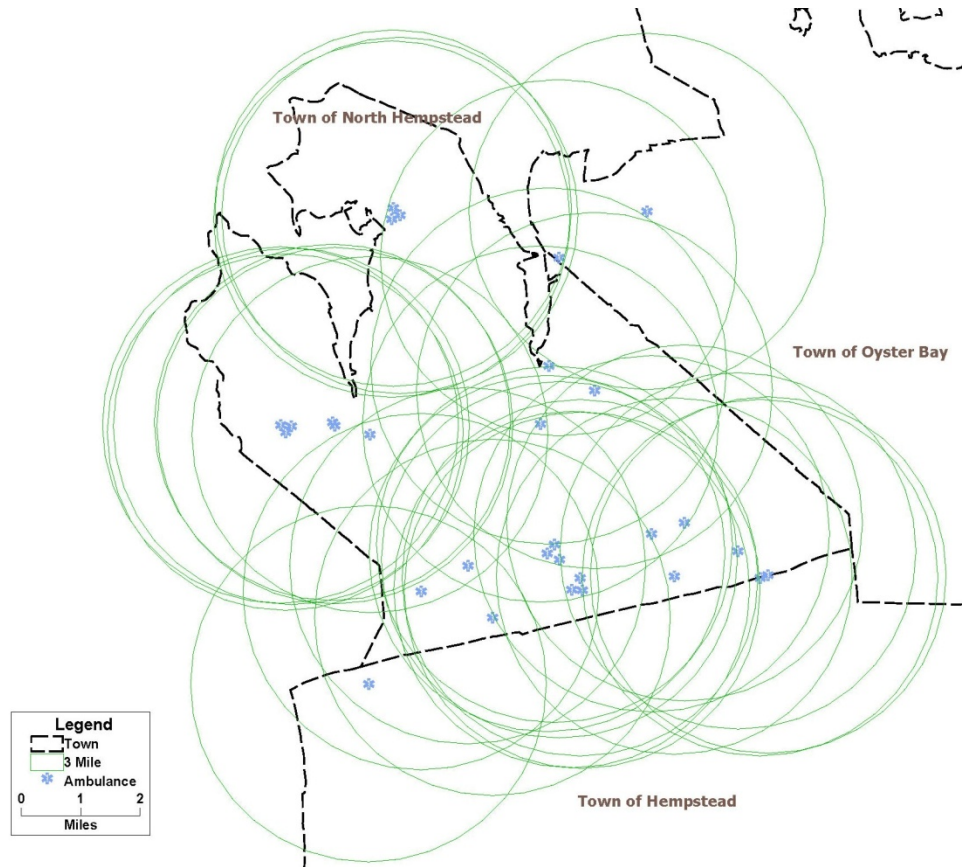
2.5-mile Radius Map

The following graphic illustrates those primary locations, each encircled with a two-and-a-half-mile radius.



3.0-mile Radius Map

The following graphic illustrates those primary locations, each encircled with a three-mile radius.

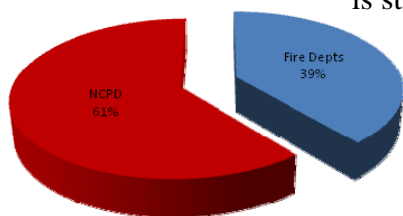


LEVEL OF SERVICE DEMAND

Like most other communities across the country, emergency service providers in North Hempstead and Nassau County face growing service demand. In particular, the number of ambulance and emergency medical calls has jumped significantly over the past decade. Fire departments have been particularly impacted by the demand growth, as calls for medical response have begun outpacing traditional fire emergency calls.

According to data provided by the Nassau County Fire Commission, in 2007 fire departments countywide reported 76,095 total alarms. Of that figure, 39,082 (approximately 51.3 percent) were for EMS, rescue or ambulance. Departments serving the Town of North Hempstead showed a similar breakdown: 19,416 total alarms, and 9,906 (51.0 percent) for EMS, rescue or ambulance.²⁴ The proportion of ambulance/EMS calls to the total was slightly higher (54.0 percent) for those Town-serving departments that provide full-service ambulance.

A report by the Nassau County Comptroller in 2006 estimated that the County's Emergency Ambulance Bureau responded to "approximately 63 percent of the total emergency ambulance calls routed through the county's Police and Fire Emergency Reporting System." Updated with 2007 data, the proportion of countywide calls handled by the County EAB is still slightly over 61 percent.²⁵ This average almost certainly varies across the County, based in part on the availability and density of other ambulance service providers (e.g. fire-based services, volunteer corps, etc.).



Ambulance Responses in Nassau County, 2007

²⁴ This figure includes responses by EMS and ambulance-providing departments, including Volunteer Ambulance Corps. Note that this represents *total* responses by departments serving the Town, not necessarily calls occurring only within the Town of North Hempstead. To the extent that some fire departments service territory outside of the Town's boundaries, a portion of these calls are attributable to other neighboring communities.

²⁵ The County was unable to provide EAB response data for areas just within the Town of North Hempstead. It is the project team's understanding that a new recently-started data tracking system will enable geographic disaggregation of these data going forward, but no historical numbers were available for the purpose of this analysis.

RESPONSE TIME COMPARISONS

One of the most effective and commonly-used measures to assess an emergency system is response time. The length of time that elapses between an emergency call and the arrival of apparatus and personnel on-scene can be a critical determinant in patient outcomes.

Ambulance providers interviewed for this baseline review universally acknowledged their belief that response times are acceptable in Nassau County generally, and North Hempstead in particular. While many interviewees pointed to areas where the dispatch system could be shored up to eliminate existing inefficiencies and potential problems, most expressed satisfaction with current response times.

Unfortunately, the use of response time data as a monitoring and planning tool is limited in the community. This reflects on a broader scale a finding contained in the Nassau County Comptroller's 2006 audit of the County Police Department's Emergency Ambulance Bureau.²⁶

In fact, the only systematic recording of response time the project team was able to collect and analyze was provided by the New York State Department of Health through a Freedom of Information Law request. Those response time data were gathered through Prehospital Care Reports, or PCRs, which the Department of Health uses to document all prehospital care and pertinent patient information.²⁷ The State Health Department is required by the Public Health Law to collect these data.

Among the data provided on a PCR is the responding agency's name, the call location, the type of call, and *both* the time at which the call was received *and* the time at which the service provider responded. Copies of the form are provided to the hospital (by ambulance services) and, in the cases of ALS or BLS first responders, directly to the transporting agency prior to its leaving the scene.

The State Department of Health was able to provide calendar year 2006 data as the most recent information on emergency calls response time by

²⁶ *Operational Review of Nassau County Police Department Emergency Ambulance Bureau. Nassau County Office of the Comptroller, 2006.*

²⁷ More to the point, the Department of Health notes that a "secondary purpose of the PCR is that of a data collection tool." See NYS Department of Health, Bureau of Emergency Medical Services, Policy Statement No. 03-03, *Instructions for Completing a Version-5, NYS PCR*. See also NYS Department of Health, Bureau of Emergency Medical Services, Policy Statement No. 02-05, *Prehospital Care Reports (PCRs)*.

agency in Nassau County. The following graphic reflects data drawn from the State Department of Health table entitled “Response Times – Emergency Calls – 2006, By Ownership, Nassau County.”

Ambulance/Emergency Provider Name	Number of Calls with Valid Times	Mean Response Time in Minutes	% of Responses Met in < 4 mins	% of Responses Met in < 8 mins
Carle Place Fire Department	148	7.37	28.4%	73.0%
Floral Park Fire Department	459	8.92	14.8%	59.7%
Garden City Park Fire Department	126	8.24	24.6%	73.0%
Glenwood Fire Department	406	9.00	16.0%	54.4%
Great Neck Vigilant Fire Department	1,362	7.89	25.4%	66.7%
Manhasset-Lakeville Fire Department	531	10.81	11.5%	42.6%
Mineola Volunteer Ambulance Corps	733	7.69	25.9%	70.3%
Nassau County Police Department	36,294	6.53	29.7%	79.4%
New Hyde Park Fire Department	393	6.38	43.5%	79.6%
Port Washington Fire Department	1,256	8.39	23.2%	65.8%
Roslyn Rescue Fire Department	328	9.51	11.0%	47.9%
Westbury Fire Department	258	8.59	17.1%	62.4%
Williston Park Fire Department	384	7.30	24.0%	79.2%
Weighted Average (all calls)	42,678	6.79	-	-
Weighted Average (Fire/VACs only)	6,384	8.33	-	-

The weighted average for all calls included in the Department of Health data was 6.79 minutes (roughly 6 minutes, 48 seconds). Two providers serving the Town of North Hempstead – New Hyde Park Fire Department and the Nassau County Police Department – realized lower mean response times than the weighted average. In fact, the overall average is significantly impacted by the NCPD, given its disproportionate number of calls. When NCPD data are removed, the weighted average response time for the other 6,384 calls answered by fire departments and volunteer ambulance corps was 8.33 minutes, or nearly 23 percent higher than the NCPD’s response time.

The figures referenced above pertain *only* to agencies serving portions of the Town of North Hempstead. By way of comparison, the weighted

average response time of all calls in Nassau County was 8.03 minutes; the statewide average was 13.20 minutes.

KEY POINTS

The project team found a fair degree of consensus across ambulance and emergency medical providers in North Hempstead as to the most important “issues” and “challenges” the system faces. Many agencies pointed to what they saw as problems or inefficiencies in the emergency dispatch system. More than half identified volunteer recruitment and retention as major issues impacting service delivery today. Several suggested the possibility of adding new apparatus, volunteer incentives and/or paid staff to buttress the current system’s resources.

This section summarizes the most critical issues and challenges uncovered by the project team in completing this baseline report. As noted, some of these challenges were brought to light by stakeholders and agencies interviewed during the baseline report; others are the result of the project team’s overall consideration of the existing system in light of current operations, “best practices” and potential opportunities for improvement. In some cases, the challenges represent “gaps” in existing service delivery. In others, they represent inefficiencies that may impinge on the objective of delivering optimal service as cost-effectively as possible. In still others, they simply represent current events and perspectives that are certain to impact the consideration of ambulance and emergency services in Nassau County generally, and North Hempstead in particular.

As such, these are not to be viewed or inferred as “recommendations.” Rather, they are to be viewed as issues, opportunities and recent or current events that will almost certainly serve as the foundation for any discussion of modifying the current service delivery system in the community.

Emergency Dispatch System

Many stakeholders and service providers interviewed for the baseline analysis pointed to issues with the current emergency dispatch system. Critiques generally focused on one or more of the following issues.

Impression that the system is unnecessarily complex

Many stakeholders pointed to the complexity of the emergency dispatch system as an inherent problem. Whereas 911 is typically more universally-recognized as an emergency number, FireCom and the handful of local fire-based dispatch services provide seven-digit options for seeking an emergency response. Importantly, the number dialed for an emergency response is a major determinant in which agency (or agencies)

responds to the call, which has the potential to impact response time and level of service. Similarly, different numbers dialed for the same emergency incident (*e.g.* for a single motor vehicle accident, one witness calls FireCom while another calls 911) may yield multiple agency response to the same scene, with the redundancy placing overall strain on the ambulance/emergency resources communitywide.

Impression that the system is disjointed

Many stakeholders also pointed to what they saw as a service gap at the County level, in that the 911 system (housed in the County Police Department) and FireCom (housed in the County Fire Commission) are separate, non-integrated systems. The lack of an integrated system capable of having the police and fire operations communicate seamlessly presents challenges as call “handoffs” have to be made from one system to another.

Impression that call “handoffs” are inefficient

Many stakeholders focused on the “handoffs” from one dispatch system to another (*e.g.* from County 911 to FireCom for a district in which a fire-based ambulance is the primary responder) as hindering quick response. Furthermore, different dispatch protocols across the different systems create a possibility that the primary response agency may not necessarily be the closest available unit. Moreover, “handoffs” could potentially be done multiple times on the same emergency call, if the primary response agency is not available at the time of the call. Some stakeholders pointed to these handoffs as adding precious seconds and minutes to the dispatch/response process, where time is of the essence.

Impression that fire-based dispatch systems are duplicative

Some stakeholders questioned the essentiality of fire-based dispatch systems, pointing to the presence of County 911 and FireCom. (As noted earlier, the annual cost of these local dispatch operations for departments that service the Town of North Hempstead is estimated to be at least \$2 million). However, it should be noted that local dispatch operations strongly contend their systems add value in at least two key ways: first, they contend their staff have “more intimate knowledge” of the district, its layout and neighborhoods which is essential in emergency response; and second, that the system provides a valuable safety net capability under what some perceive as the “unreliability” and inefficiency of the County-level system. To that point, several interviewees referenced instances where the County dispatch systems went down as a result of weather-related factors as tangible justification for maintaining the local fire-based dispatch operations.

Level of Service Differentials

As noted previously, the phone number somebody dials to initiate an ambulance/emergency medical response is a significant determinant in which agency or agencies actually show up on scene. Dialing 911 initiates one response protocol; dialing FireCom or a local fire-based dispatch service initiates another. Further complicating this is the variable nature of those dispatch protocols depending upon location, day of the week and time of the day.

The level of care that can be administered at an incident scene depends in part on the certification level of the actual first responders and the capabilities/certifications of their agency's apparatus. This has the potential to vary in different parts of the Town, on different days, at different times and is especially subject to which phone number(s) is dialed to initiate the emergency response.

By way of background, emergency medical technicians, including paramedics, are occupations that are licensed/certified by New York State. The level of care that any individual can provide to a patient is based upon their certification level. New York State recognizes the following certification levels:²⁸

- Certified First Responder (CFR) – Can administer emergency medical care to patients of medical emergencies, such as heart attacks, strokes and automobile accidents; provides necessary life-saving treatment until the ambulance arrives with more highly trained personnel; administers automated external defibrillation when medically necessary.
- Emergency Medical Technician, Basic (EMT-B) – Can administer emergency medical care to patients of medical emergencies, such as heart attacks, strokes and automobile accidents; provides necessary life-saving treatment; transports patients to the hospital; administers automated external defibrillation when medically necessary.
- Emergency Medical Technician, Critical Care (EMT-CC) – Can administer emergency medical care to patients of medical

²⁸ Provided by New York State Department of Labor, and can be located online at <http://www.labor.state.ny.us/workforceindustrydata/olcny/emergenc.asp>. Note that the State also certifies at the level of EMT-Intermediate. For the purposes of this review and given the format of data reported by the County Fire Commission and individual departments, the study focuses on EMT-B, EMT-CC and EMT-P only.

emergencies, such as heart attacks, strokes and automobile accidents; provides advanced life support care involving skills-management techniques (advanced airway management techniques), ECG monitoring and interpretation, medication administration, manual defibrillation; transports patients to the hospital.

- Emergency Medical Technician, Paramedic (EMT-P) – Can administer emergency medical care to patients of medical emergencies, such as heart attacks, strokes and automobile accidents; provides advanced life support care involving skills-management techniques (advanced airway management techniques), ECG monitoring and interpretation, medication administration, manual defibrillation; transports patients to the hospital; competent in the use of cardiac monitor/defibrillation and IV drugs and fluids; highest level of pre-hospital certification.

The State Department of Health also defines the level of care/services an agency as a whole can provide. *Agencies* with a certification level of Advanced EMT-Critical Care can only operate up to the level of EMT-CC. They cannot therefore fully utilize EMT-Paramedics at the paramedic level, even though an individual’s certification level may otherwise qualify them to act as a paramedic. Thus, an EMT-P operating within a department that has only EMT-CC certification can only operate up to the EMT-CC level.

The biggest difference between EMT-CC and Paramedic-level agencies involves the use of “standing orders” to treat patients. An EMT-P, operating within an EMT-P department, has the ability to utilize standing orders to prescribe medicine or administer particular procedures without first consulting a doctor.

As noted in the summary of each EMS/ambulance agency’s capabilities, there is a range of certification levels among the providers serving the Town of North Hempstead. Eleven of the 13 ambulance providing agencies are certified at the Paramedic level of care; the other two are certified as Advanced EMT-CC (Critical Care). And within those providers are hundreds of individual emergency medical technicians spanning the range of certification levels, from the basic level (EMT-B) up to EMT-CC and EMT-P (Paramedic).

The Nassau County Police Emergency Ambulance Bureau is the only ambulance provider in the community that always has *at least* an EMT-CC on each ambulance. According to data supplied by the Bureau, current medical technician staffing includes 89 EMT-CCs and 78 Paramedics. County Police ambulances have *at all times* a minimum of EMT-CC

capacity. By contrast, while fire department-based ambulance providers in the community do have some EMT-CCs and Paramedics among their ranks, their medical technicians are predominantly EMT-Bs.

Based on data collected by the County Fire Commission for 2007-08 and from departments through interviews, of 424 fire-based emergency medical technicians in departments serving portions of the Town of North Hempstead, 72 percent are EMT-Bs. Of the remainder, 19 percent are EMT-CCs and 9 percent are Paramedics. The following table illustrates the proportion of *advanced* EMTs (critical care and paramedics) vs. *basic* EMTs in ambulance providers serving North Hempstead:

Proportion of Advanced vs. Basic EMTs

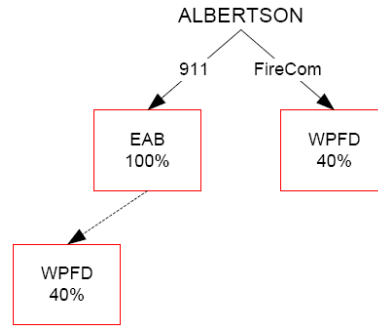
By Ambulance Provider

(Sources: NYS Department of Health, County Fire Commission and Departmental Data)

	Ambulance Certif Level	Advanced EMT	Basic EMT
Carle Place Fire	Adv EMT – CC	14%	86%
County Police EAB	Paramedic	100%	0%
Floral Park Fire	Paramedic	44%	56%
Garden City Park Fire	Paramedic	25%	75%
Glenwood Fire	Paramedic	30%	70%
Great Neck Vigilant Fire	Paramedic	19%	81%
Manhasset-Lakeville Fire	Adv EMT – CC	25%	75%
Mineola VAC	Paramedic	16%	84%
New Hyde Park Fire	Paramedic	21%	79%
Port Washington Fire	Paramedic	33%	67%
Roslyn Fire	Paramedic	22%	78%
Westbury Fire	Paramedic	28%	72%
Williston Park Fire	Paramedic	40%	60%

Thus, with agency certifications ranging from EMT-CC to Paramedic; individual technician certifications ranging from EMT-B to Paramedic; and different ambulance staffing protocols across providing agencies, the level of care can vary at an incident scene depending on which agency responds *and* which of its members show up.

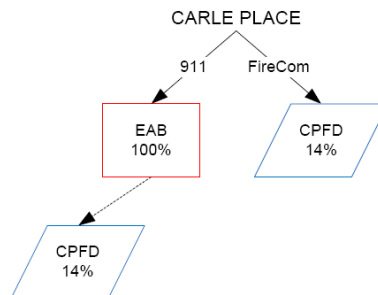
The result is best illustrated graphically. For example, in the fire protection district served by Albertson Fire Department, ambulance service is provided by either the Nassau County Police EAB or Williston Park Fire Department, depending on (a) whether 911 or FireCom is dialed, and (b) subject to availability of the first-due County Police ambulance. The resulting dispatch process thus resembles the following:

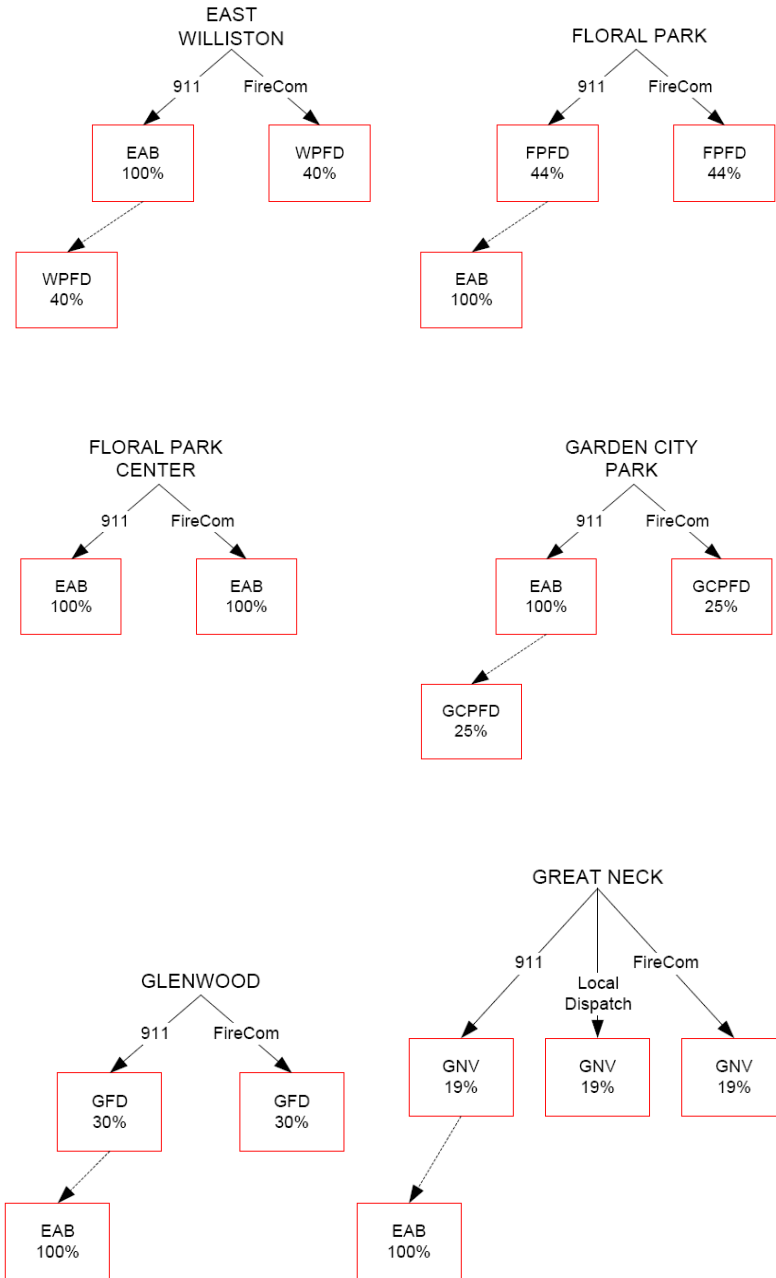


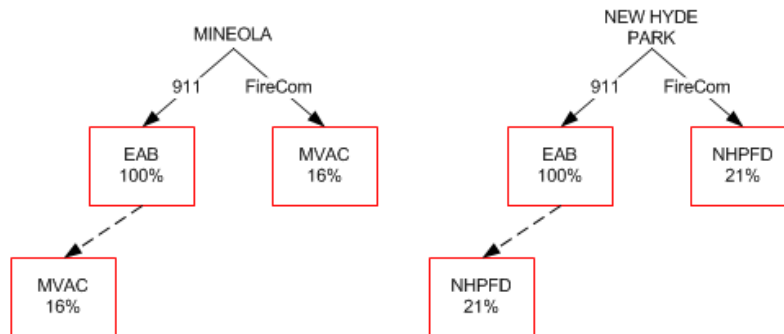
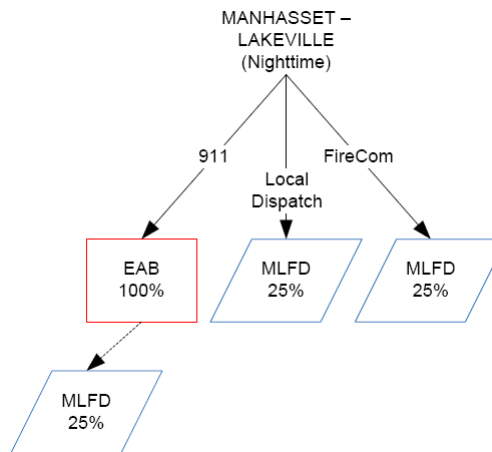
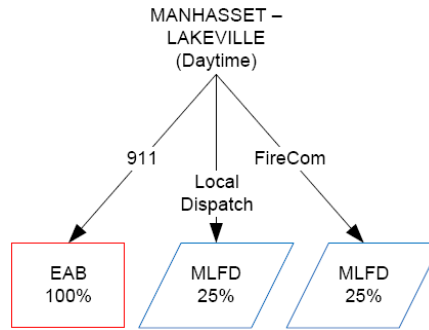
In other words, a call to County 911 produces a County Police Ambulance as first-due, with the Williston Park Fire Department serving as backup. A call to FireCom produces a Williston Park Fire Department ambulance as first-due. While both WPFD and County EAB are certified as Paramedic-level agencies, County EAB is comprised of 100 percent advanced EMTs (*i.e.* critical care or paramedic), whereas WPFD is 40 percent.

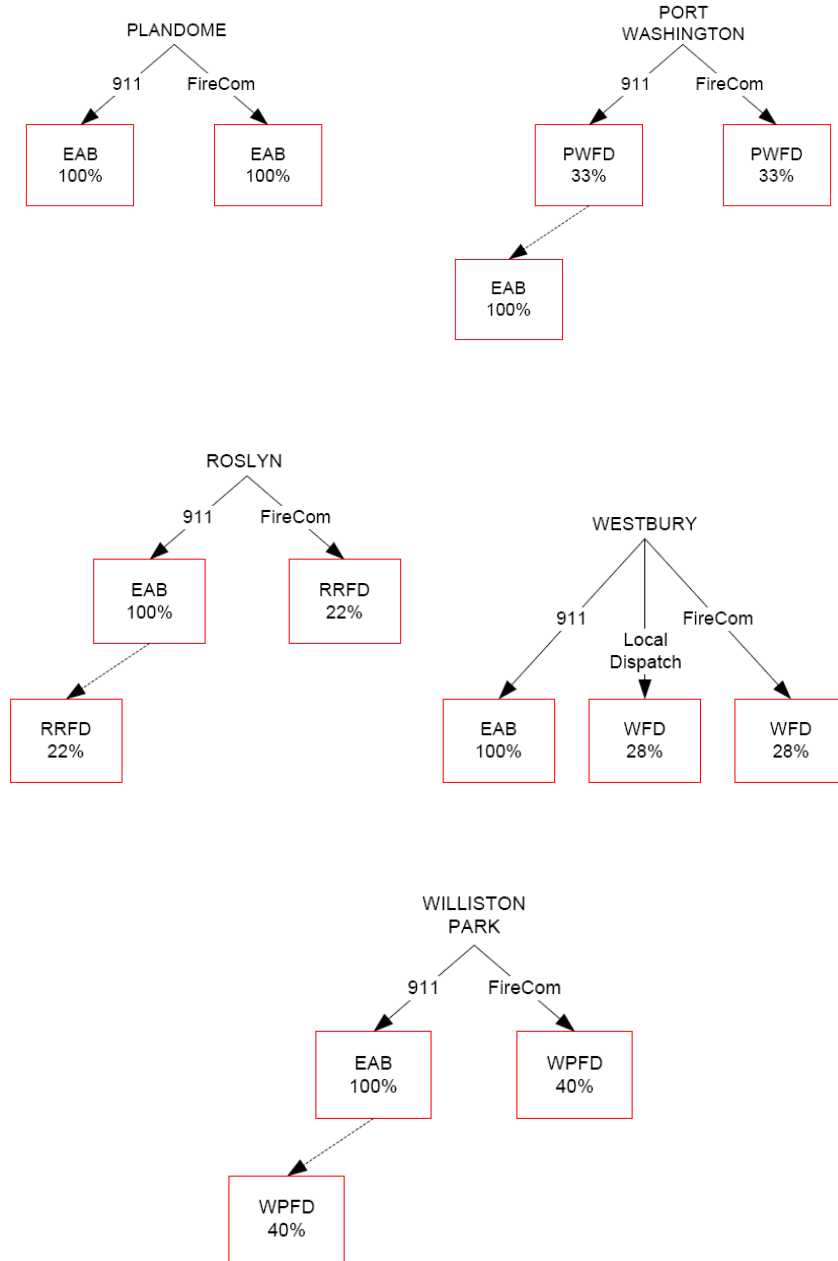
As indicated in the preceding table, most areas of the Town are covered by Paramedic-level agencies. Of the ambulance providers serving North Hempstead, only Carle Place Fire and Manhasset-Lakeville Fire are certified at the AMT-Critical Care level. For the jurisdictions served by those two departments, certified paramedics can only function to the level of critical care EMTs, given the agencies’ overall level of certification. But as the following graphics illustrate, each ambulance agency contains a different level/proportion of advanced-level EMTs. With the exception of the County Police Emergency Ambulance Bureau (which is entirely advanced EMT within a paramedic-level department), on-scene service levels are subject to which ambulance personnel arrive and their individual levels of certification.

(Note: In each of the following graphics, red squares indicate Paramedic-level certified agencies, and blue parallelograms indicate Critical Care-level certified agencies. Within each square, the percentage indicates the proportion of the agency’s entire emergency medical technician staff that is certified at either the EMT-CC or EMT-P level.)









Impact of Non-Emergency Calls

There was a high degree of consensus among fire departments that growth in the number of “non-emergency” calls has placed considerable strain on the overall ambulance and emergency medical system. Consistently, fire departments pointed to the growing prevalence of non-emergency transport-only calls as one of the biggest challenges they face. The calls are straining volunteers, taking essential equipment out of service, and not fulfilling departments’ basic mission (and desire) to respond to true emergencies.

Non-emergency calls refer to calls for ambulance transport in the absence of an acute, life-threatening incident. They have grown substantially in recent years, both as the result of an increasing number of senior assisted living facilities in the area, and the growing use of the ambulance system as a “taxi” to doctor’s appointments and hospital visits. According to fire officials, the non-emergency calls typically involve doctor’s offices calling 911 to have a patient transported to a local hospital, or a resident calling 911 seeking ambulance transport to a hospital appointment. In other instances, senior assisted living facilities have used ambulance transports as a means of sending non-acute patients to hospitals. Fire officials point to countless 911 calls where ambulances have arrived to an individual awaiting the pickup with coat on and bags packed. Some also note that ambulances have been called to help assisted living facility patients who had fallen out of bed. Clearly, calls of this nature consume valuable volunteer time and redirect equipment and apparatus from potential emergencies.

This issue is certainly not new to the community²⁹, but it is placing considerable strain on resources. To the extent that ambulance resources are being dispatched to non-emergency calls, it renders them otherwise unavailable for true emergencies that occur at roughly the same time in the same area.

The growth in calls of this type has already led to significant shifts in ambulance availability in the Town of North Hempstead. In two instances – Manhasset-Lakeville and Westbury – the growth in non-emergency calls led departments to remove themselves from the 911 system.³⁰ They do, however, continue to take ambulance calls originating at FireCom or their own dispatch centers.

By way of context, removing these two departments from 911 reduces the available ambulance resources by 4 buses and approximately 100

²⁹ In fact, the 2006 report by the 2006 report of the Nassau County Emergency Ambulance Service Modernization Task Force recommended an “aggressive public education initiative be undertaken to raise public awareness of what constitutes an emergency and when to call for an ambulance. This educational program will serve to reduce the number of non-emergency and unnecessary 911, and other emergency calls for ambulances. This will allow for the availability of more ambulances, thus keeping our assets available for true emergencies and making the system more efficient.” A similar review of volunteer EMS systems in New York towns quoted one official on this misuse of ambulance services as saying, “Some people think we’re running a ‘taxicab’ service. These runs are killing the volunteers.” See *Volunteer Emergency Medical Services: A System in Crisis*, Association of Towns of the State of New York, 2005.

³⁰ Westbury’s removal from the 911 system was in part attributed to the number of calls for Roosevelt Field; Manhasset’s was in part attributed to calls from doctor’s offices.

volunteers. This effectively burdens the rest of the system and surrounding departments. It also creates a situation where an NCPD ambulance may be the primary responder despite there being an available fire ambulance much closer to the actual incident.

Volunteer Recruitment and Retention

With little exception, fire department-based ambulance providers interviewed for this baseline review cited volunteer recruitment and retention as major issues impacting delivery of emergency medical services. Limited pools of volunteers makes it increasingly challenging to meet current demand, and raises significant questions about how future demand growth (consistent with call volume trends) will be addressed.

Interviewees pointed to a number of factors impacting the size of volunteer ranks, most often citing the region's higher cost-of-living and the growing number of non-emergency "nuisance" calls.

"Police Officer-as-Driver" Model

Many stakeholders interviewed for the baseline review pointed to the practice of using police officers as ambulance drivers as a costly and inefficient part of the current system. The Nassau County Police Department's Emergency Ambulance Bureau uses this approach as a regular practice, since NCPD ambulances only ride with a single staff member – an advanced EMT. In the event of an emergency call, the technician arrives at the scene, treats the patient, and rides with the patient in the back of the ambulance while a County police officer assumes driving responsibilities.

The issue is not confined to the NCPD. Some local officials also indicate that occasionally fire department-based ambulance providers show up to an incident scene with a single technician, and request a local police officer to drive the bus to the hospital. The project team reviewed statistics provided by the Sands Point Police Department, and found that 1-to-2 percent of ambulance calls responded to by the Port Washington Fire Department over the past three years required local police assistance to drive the ambulance.

While using police officers as ambulance drivers may make logistical sense, it has at least two important service implications. First, it requires a police officer to leave his/her car at the scene, effectively removing that officer from police services until the ambulance has reached the hospital and the officer can be returned to their vehicle. Further, with the NCPD, standard protocol is to have a second car pick up the first officer at the hospital and return him/her to the original scene (where their car awaits). This effectively removes another officer and car from police services for

some period of time. Monetizing this officer time, it is estimated the current model costs at least \$4 million countywide.³¹

“Dual Response” Model

Some fire department-based ambulance providers in Nassau County employ a “dual response” system, whereby the responding fire ambulance also requests an NCPD ambulance to respond to certain calls depending on day and time. This system is used by only one department serving North Hempstead (Garden City Park). In theory, both the fire ambulance and NCPD ambulance respond to the same call, with the fire department calling off the NCPD if it arrives first and requires no further assistance.

The model has important service implications. At best, it can create the inefficiency of multiple ambulances responding to the same incident scene. At worst, in the event one does not call off the other, multiple ambulances from multiple jurisdictions arrive at the same scene. This has the effect of removing multiple resources from the system for the same emergency call, leading to an inefficient distribution of ambulance resources systemwide.

Experimenting with Privatization

Many of the interviewed fire department stakeholders expressed concern over privatizing ambulance and emergency medical services in the community. This concern has doubtless been intensified by the recent decision by the Village of Rockville Centre, in the neighboring Town of Hempstead, to launch a six-month pilot program for supplemental ambulance services.

Under the program, Rockville Centre is contracting with the North Shore-Long Island Jewish Health System’s Center for Emergency Medical Services for ambulance services. North Shore is providing a dedicated ambulance to service the Village from 6 am to 6 pm weekdays, to offset periods in which fire department volunteers are less available.

The cost to the Village is subject to call volume. As a private ambulance provider, North Shore bills insurance to cover the cost of ambulance transports. Assuming it receives a sufficient number of calls to offset its

³¹ This calculation is based on the NCPD’s 2007 call volume figure of 61,000, and assumes 75 percent of those calls (or 45,750) resulted in hospital transport. It also assumes a one-hour turnaround time for the driving officer, and a half-hour for the pickup officer, for a total of 68,625 officer hours, the equivalent of nearly 33 FTEs. At a salary rate of \$90,000 (plus 35 percent benefits), the officer cost of the current model is approximately \$4 million.

costs, the partnership will cost the Village nothing. Conversely, the contract has a service quality provision that requires North Shore to pay Rockville Centre penalties in the event it fails to respond to calls within nine minutes.

According to its own materials, North Shore's Center for Emergency Medical Services is the "largest hospital-based ambulance service in the New York Metropolitan area and is one of the largest in the United States." It already provides service under contract to New York City, dispatched by the City's 911 system and serving areas in Forest Hills and Eastern Queens.

Revenue

New York State General Municipal Law, Section 209-b precludes volunteer fire departments from charging fees for ambulance. As such, the costs of providing fire-based ambulance services are underwritten through contracts with municipalities and/or general fundraising. By contrast, volunteer ambulance corps (such as Mineola VAC) and the County Police Emergency Ambulance Bureau may legally bill for services.

Annual gross revenue realized by Mineola VAC from 2005 to 2008 has ranged from \$44,369 to \$100,738. In total, Mineola VAC realized nearly \$283,000 in gross revenue over the past four years from reimbursements on ambulance service delivery.

Nassau County's Emergency Ambulance Bureau has realized significant revenue over the past several years: \$17.2 million in 2007 and \$16.9 million in 2008, with \$19.5 million budgeted for 2009. In fact, its calendar year 2008 insurance recoveries more than offset the County's direct staffing costs for the ambulance bureau.

Procurement Processes

By and large, from an administrative perspective the ambulance and EMS agencies serving the community operate as separate, individual units. Greater coordination in terms of procurement could potentially yield economy of scale benefits for individual departments and, by extension, taxpayers. A formal framework for jointly purchasing capital equipment and apparatus; regular equipment and supplies; and administrative items such as liability insurance and legal/auditing services could give departments more clout to drive down prices on common items. At the very least, a more coordinated approach to long-term capital planning could position departments to leverage such economies of scale when opportunities present themselves.

Data Issues

In keeping with the adage that “you can’t manage what you can’t measure,” one of the most critical components to effectively managing any public organization – particularly public safety agencies – is access to current, detailed and reliable data. However, the project team uncovered a number of data issues that make evaluating the effectiveness of the community’s ambulance response system difficult. Some of these are doubtless attributable to the fragmented dispatch system, and could be remedied through a more coordinated approach.

For example:

- It is extremely challenging to compile a precise aggregate ambulance call volume for the community. FireCom combines its dispatched calls into a motor vehicle accident/water/rescue category, reflecting the fact that fire-based ambulances are often used as part of a “system” response in conjunction with other fire apparatus. There is also the issue of counting *unique* calls, since there are instances where multiple agencies respond to the same call and record it as such.
- There is limited detail on responses by the County’s single-largest ambulance provider, the Nassau County Police Department. The project team was unable to disaggregate its roughly 60,000 annual ambulance responses by jurisdiction or fire district. As a result, one question that was raised anecdotally by some stakeholders, but which could not be analyzed, was how often NCPD buses responded to calls in areas where they were otherwise not the primary responder. This, of course, would indicate capacity issues in fire-based ambulance providers serving those areas. It is expected that a newly-implemented data system at the County level will help resolve this data issue going forward.
- No local stakeholders were able to provide current response time data. Moreover, multiple stakeholders indicated that there was no effective way to measure response time at the local level, as data are not collected or analyzed in any systematic way. As noted earlier in the report, only 2+ year-old data were accessible through the State Department of Health.

Ordinarily, each of these data components should be aggressively collected and monitored by regional emergency service administrators in order to identify overall service effectiveness and pinpoint gaps. These data should be integral parts of the emergency service planning process in the community.

NEXT STEPS

A subsequent report on options will be issued in the coming months to further flesh out opportunities the community may wish to consider, and what they would mean from the cost, revenue, legal and implementation perspectives.

APPENDIX

Interviewees

As noted in the methodology section of this report, the project team conducted interviews with representatives of agencies responsible for delivering ambulance services to the North Hempstead community, as well as with non-ambulance providing emergency responders and related stakeholders. The following is a list of individuals who participated in the interview process for this project. Affiliations and titles are as of the time of the interview.

- Carle Place Fire Department (Chief Daniel Iglesias)
- Floral Park Fire Department (Assistant Chief Everett Ulmer, Rescue Captain Ray Neufeld, Assistant Chief Robert Hayes and Rescue Lieutenant Larry Difiore)
- Floral Park Centre Fire Department (Chief Thomas Freeman)
- Garden City Park Fire Department (Chief Jim Roth)
- Glenwood Fire Department (Chief Rob Roper)
- Great Neck Alert Fire Department (Assistant Chief Jack Sewar)
- Great Neck Vigilant Fire Department (Chief Scott McDonald and Chairman Andrew DeMartin)
- Manhasset-Lakeville Fire Department (Chief Bryan O'Malley)
- Mineola Volunteer Ambulance Corps (President Tom Devaney, Commissioner Pat Tobin, Safety Officer Neil Lovasco and Director of Operations Ed Rummel)
- Nassau County Fire Commission (Chief Fire Marshal Thomas Tilley and Assistant Fire Marshal for Fire and Rescue Services Peter Meade)
- Nassau County Police Department Emergency Ambulance Bureau (Commanding Officer Mary Blanthorn, Deputy Commanding Officer Sean Finnegan)
- Nassau Regional Emergency Medical Services Council (QI Coordinator Frank Chester and Executive Director John Hassett)

-
- New Hyde Park Fire Department (Chief Brian Sherwood, First Deputy Chief James Romagnoli)
 - North Shore LIJ Center for Emergency Medical Services (Vice President Brian O’Neill and Director of Operations Alan Schwalberg)
 - Port Washington Fire Department (Chief John Walters)
 - Roslyn Rescue Fire Department (Captain Adam Levy)
 - Westbury Fire Department (Second Chief Doug Ingram)
 - Williston Park Fire Department (First Assistant Chief Gary Smithing)

Ambulance/Emergency Medical Agency Data

The following pages contain operational, staff (volunteer and paid personnel), call volume, financial and other data on each of the ambulance and emergency medical providers serving portions of the Town of North Hempstead. Data were collected from a variety of sources, including providers (during the course of interviews with the project team), the Town of North Hempstead, Nassau County and the County Fire Commission. Information was collected between mid-2008 and early 2009. On March 20, 2009, each agency was sent a copy of its data inventory for review, comment and (if necessary) correction. All revisions received by the project team prior to April 15, 2009 were incorporated into the draft baseline report that was presented at a meeting with stakeholders on December 1, 2009. Subsequent to that meeting, additional updated data revisions were submitted by two providers – by Great Neck Vigilant (submitted by Stephen Goodman, Treasurer) and Mineola Volunteer Ambulance Corps (submitted by Thomas Devaney, President). All of those revisions were incorporated into the final baseline report.

(1) Albertson

Operational

Type of Department	Incorporated
State Certification	Non-Transporting First Response Service (BLS); Williston Park provides ambulance transport
Status, EMS	Provider
Status, Ambulance	Non-provider
Area(s) Served	Albertson, Searington (pt), Roslyn Heights (pt)
Entirely/Partially within Town	Entirely
Area(s) Status	Town Fire Protection District
Command Structure, Overall	Chief (1), Assistant Chief (2), Captain (1), Lieutenant (2)
Command Structure, EMS/Ambulance	Captain of Fire Rescue
Number of Units, Ambulance	0
Location(s)	n/a
Number of Units, EMS/Rescue/Rapid Response	3 rapid response, 2 rescue
Location(s)	100 I.U. Willets Rd, Albertson
Number of Personnel, Total	60
Ambulance	n/a
EMT-B and EMT-D	9
EMT-CC	3
EMT-P	1
Minimum Ambulance Staffing	n/a
Dispatched via County 911	Via FireCom
Response Status, Ambulance	n/a
Response Status, EMS	First responder
Dispatched via FireCom	Yes
Response Status, Ambulance	n/a
Response Status, EMS	First responder
Call Volume in 2007, Total	606
Ambulance/EMS	281

Financial (2007-08 budget)

EMS/Ambulance expenditures isolated from total No

Expenditures, Total	\$957,403
Uniforms	\$5,000
Fire Alarm System (Service Telephone/Radio)	\$20,000
Contingencies	\$3,500
Americans w/ Disabilities Act Compliance	\$9,000
Property and Building Improvements	\$70,000
Utilities	\$65,000
Repair and Building Maintenance	\$55,000
Purchase and Repair of Fire Equipment	\$80,000
Fire Apparatus Repair, Gas, Oil and Supplies	\$90,500
Purchase of New Vehicles	\$80,000
Purchase of OSHA Mandated Medicals	\$20,000
Payment of Leased Fire Vehicles	\$20,000
Chief's Expenses, Fire Inspections, Association Dues, Parades, Annual Dinner, Travel	\$67,000
Meetings, Fire, Rescue Training and Drill Expenses	\$26,100
Personnel Services (Custodial, Audit)	\$70,000
Office Supplies (Postage, Telephone, Computer)	\$34,000
Insurance	\$77,000
Legal Counsel	\$15,000
Service Award Program	\$150,303
Revenues, Total	\$957,403
Contract for Fire Protection District (w/ Town)	\$957,403

(2) Carle Place

Operational

Type of Department	Incorporated
State Certification	Ambulance (Advanced EMT-Critical Care)
Status, EMS	Provider
Status, Ambulance	Provider
Area(s) Served	Carle Place
Entirely/Partially within Town	Entirely
Area(s) Status	Town Fire Protection District
Command Structure, Overall	Chief (1), Assistant Chief (2), Captain (1), Lieutenant (2)
Command Structure, EMS/Ambulance	Same
Number of Units, Ambulance	1
Location(s)	460 Broadway, Carle Place
Number of Units, EMS/Rescue/Rapid Response	1 fly car
Location(s)	460 Broadway, Carle Place
Number of Personnel, Total	70
Ambulance	70
EMT-B and EMT-D	12
EMT-CC	2
EMT-P	0
Minimum Ambulance Staffing	Driver and EMT
Dispatched via County 911	Yes
Response Status, Ambulance	3rd due
Response Status, EMS	First responder
Dispatched via FireCom	Yes
Response Status, Ambulance	1st due
Response Status, EMS	First responder
Call Volume in 2007, Total	855
Ambulance/EMS	475

Financial (2009 budget)

EMS/Ambulance expenditures isolated from total	No
--	----

Expenditures, Total

\$1,024,300

Line Items - Firematic	
Gas and Oil	\$17,000
Truck Repair	\$31,000
Replacements	\$15,000
Drills and Musters	\$8,000
Firematic Education	\$20,000
Chiefs Communications	\$5,000
Tools and Supplies	\$10,000
Air / Chemicals	\$7,000
Medical Supplies	\$7,000
Fire Prevention	\$2,500
Explorer Post	\$1,000
Fire Inspectors	\$2,000
OSHA Mandates	\$34,000
Line Items - Operating	
Alarm Maintenance	\$8,000
Hydrant Rentals	\$2,800
Insurance Coverage	\$82,000
Communication Equipment	\$4,500
Heat and Power	\$38,500
Telephone	\$10,000

(2) Carle Place

Leases / Financing	\$20,000
House Maintenance and Supply	\$14,000
Employee Services	\$80,000
Employee Taxes	\$25,000
Service and Professional Fees	\$50,000
Donations	\$3,000
Office Supplies	\$3,000
Office Equipment	\$5,000
Parades and Public Relations	\$4,000
Uniforms	\$10,000
Trustee Education	\$8,000
Annual Drill	\$33,000
Annual Drill Awards	\$4,000
Recruitment and Retention	\$2,000
Line Items - Replacement	
Truck Replacement	\$198,000
House Replacement	\$60,000
Communication Replacement	\$11,000
Equipment Replacement	\$35,000
Length of Service Awards Program	\$154,000
Revenues, Total	\$1,024,300
Contract for Fire Protection District (w/ Town)	\$1,024,300

(3) East Williston

Operational

Type of Department	Village
State Certification	Non-Transporting First Response Service (BLS); Williston Park provides ambulance transport
Status, EMS	Provider
Status, Ambulance	Non-Provider
Area(s) Served	East Williston
Entirely/Partially within Town	Entirely
Area(s) Status	Village
Command Structure, Overall	Chief (1), Deputy Chief (2)
Command Structure, EMS/Ambulance	Same
Number of Units, Ambulance	0
Location(s)	n/a
Number of Units, EMS/Rescue/Rapid Response	1 light rescue
Location(s)	456 Sagamore Avenue, East Williston
Number of Personnel, Total	48
Ambulance	n/a
EMT-B and EMT-D	7
EMT-CC	1
EMT-P	0
Minimum Ambulance Staffing	n/a
Dispatched via County 911	Via FireCom
Response Status, Ambulance	n/a
Response Status, EMS	First responder
Dispatched via FireCom	Yes
Response Status, Ambulance	n/a
Response Status, EMS	First responder
Call Volume in 2007, Total	161
Ambulance/EMS	79
Financial (2008-09 Village budget)	
EMS/Ambulance expenditures isolated from total	No
Expenditures, Total	\$139,300
Equipment	\$10,000
Operating Expense	\$40,800
Village Contract	\$15,500
Length of Service Awards Program	\$50,000
Insurance	\$23,000
Revenues, Total	\$139,300
Village of East Williston	\$139,300

(4) Floral Park

Operational

Type of Department	Village
State Certification	Ambulance (Paramedic)
Status, EMS	Provider
Status, Ambulance	Provider
Area(s) Served	Incorporated Village (S. and N. of Jericho Turnpike)
Entirely/Partially within Town	Partially
Area(s) Status	Village
Command Structure, Overall	Chief (1), Assistant Chief (4); Captain (1), Lieutenant (2) in each company
Command Structure, EMS/Ambulance	Captain (1), Lieutenant (2)
Number of Units, Ambulance	1
Location(s)	Vernon Street & Floral Blvd, Floral Park
Number of Units, EMS/Rescue/Rapid Response	1 heavy rescue
Location(s)	Vernon Street & Floral Blvd, Floral Park
Number of Personnel, Total	176
Ambulance	28
EMT-B and EMT-D	18
EMT-CC	10
EMT-P	4
Minimum Ambulance Staffing	Driver and EMT
Dispatched via County 911	Yes
Response Status, Ambulance	1st due
Response Status, EMS	First responder
Dispatched via FireCom	Yes
Response Status, Ambulance	1st due
Response Status, EMS	First responder
Call Volume in 2007, Total	1307
Ambulance/EMS	980
Financial (2009 proposed budget)	
EMS/Ambulance expenditures isolated from total	No

Expenditures, Total	\$738,968
Building - Reliance*	\$9,000
Building - Active*	\$9,000
Fire Chief's Car	\$41,000
Fire Hose	\$1,000
Uniforms	\$17,000
Radios	\$9,000
Gasoline and Oil	\$21,000
Stationery and Printing	\$1,500
Building Supplies	\$1,800
Medical Supplies	\$14,000
Oxygen	\$6,500
Badges	\$1,000
Supplies - Other	\$37,000
Fire Prevention	\$5,000
Electricity and Gas	\$11,500
Telephone	\$4,600
Water	\$200
Fire Hydrant Rental	\$218,868

(4) Floral Park

Rental of Fire Alarm Systems	\$9,400
Contractual Expense	\$9,600
Window Cleaning	\$1,100
Repairs / Maint - Fire Alarm Systems	\$500
Repairs / Maint - Equipment	\$4,000
Repairs / Maint - Truck and Auto	\$16,000
Repairs / Maint - Radio	\$7,000
Postage	\$500
Contract - Fire Prevention	\$85,000
Conference and Association Expense	\$12,500
Training	\$6,000
Fireman's Annual Inspection**	\$38,500
Workers Compensation***	\$30,000
Service Award****	\$105,000
Service Award Admin Fees****	\$4,900

Revenues, Total**\$738,968**

Village of Floral Park

\$738,968

Notes

* Budgeted within Shared Services - Building lines

** Budgeted within Culture/Rec - Celebrations

*** Budgeted within Risk Retention

**** Budgeted within Employee Benefits

(5) Floral Park Centre

Operational

Type of Department	Incorporated
State Certification	Non-Transporting First Response Service (BLS); NCPD provides ambulance transport
Status, EMS	Provider
Status, Ambulance	Non-Provider
Area(s) Served	Unincorporated area around Floral Park Center
Entirely/Partially within Town	Entirely
Area(s) Status	Town Fire Protection District
Command Structure, Overall	Chief (1), Deputy Chief (1)
Command Structure, EMS/Ambulance	Same
Number of Units, Ambulance	0
Location(s)	n/a
Number of Units, EMS/Rescue/Rapid Response	0
Location(s)	n/a
Number of Personnel, Total	26
Ambulance	n/a
EMT-B and EMT-D	2
EMT-CC	0
EMT-P	0
Minimum Ambulance Staffing	n/a
Dispatched via County 911	Via FireCom
Response Status, Ambulance	n/a
Response Status, EMS	First responder
Dispatched via FireCom	Yes
Response Status, Ambulance	n/a
Response Status, EMS	First responder
Call Volume in 2007, Total	43
Ambulance/EMS	31
Financial (2008 budget)	
EMS/Ambulance expenditures isolated from total	No

Expenditures, Total	\$106,740
Service Awards Program	\$34,390
Equipment - Firematic EMS	\$10,000
Insurance	\$14,000
Vehicle Maintenance	\$4,000
Stationary and Postage	\$1,100
Annual Inspection and Installation	\$8,000
Firematic Meetings	\$2,200
Association Dues and Assessments	\$850
Uniforms and Badges	\$2,100
Emergency Response Communication System	\$1,100
Chief's Petty Cash	\$1,000
Donations	\$700
Building Maintenance	\$8,500
Capital Reserve Fund/Truck and Building	\$9,000
Home Alert Systems	\$3,800
Mandated Medical Exams	\$2,500
Chiefs' Convention	\$1,000
Certified Review of Expenditures - Professional Fees	\$2,500
Revenues, Total	\$106,740
Contract for Fire Protection District (w/ Town)	\$106,740

(6) Garden City Park

Operational

Type of Department	District
State Certification	Ambulance (Paramedic)
Status, EMS	Provider
Status, Ambulance	Provider
Area(s) Served	Garden City Park, New Hyde Park, Searington (pt), Herricks (pt), Roslyn (pt), Williston Park (pt)
Entirely/Partially within Town	Entirely
Area(s) Status	Fire/Water District
Command Structure, Overall	Chief (1), Assistant Chief (3)
Command Structure, EMS/Ambulance	Captain (1), Lieutenant (2)
Number of Units, Ambulance	2
Location(s)	1030 Denton Avenue, New Hyde Park; 2264 Jericho Turnpike, New Hyde Park
Number of Units, EMS/Rescue/Rapid Response	1 fly car
Location(s)	2264 Jericho Turnpike, New Hyde Park
Number of Personnel, Total	116
Ambulance	20
EMT-B and EMT-D	15
EMT-CC	2
EMT-P	3
Minimum Ambulance Staffing	Driver and EMT
Dispatched via County 911	Yes
Response Status, Ambulance	4th due
Response Status, EMS	First responder
Dispatched via FireCom	Yes
Response Status, Ambulance	1st due
Response Status, EMS	First responder
Call Volume in 2007, Total	882
Ambulance/EMS	397
Financial (2009 budget)	
EMS/Ambulance expenditures isolated from total	No

Expenditures, Total	\$2,484,000
Personal Services	
Supervisor	\$98,000
Firehouseman	\$82,000
Mechanic	\$82,000
Clerk Typist	\$40,000
Equipment	
Office Equipment	\$20,000
Operating Equipment	\$65,000
Hose and Misc Fire Equipment	\$95,000
Expenses	
Office Supplies and Equipment	\$25,000
Telephone and Communications	\$35,000
Electricity	\$90,000
Heating	\$60,000
Insurance, Fire and Liability	\$95,000
Real Property Rental	\$2,000
Hydrant Rental	\$20,000
Legal Notices	\$3,000
Election Expenses	\$1,000
Auditing	\$8,000
Custodial	\$15,000

(6) Garden City Park

Legal	\$30,000
Medical	\$45,000
Other Professional Services	\$60,000
Gas, Oil	\$45,000
Plant and Grounds	\$15,000
Repairs / Maint - Operating Equipment	\$85,000
Repairs / Maint - Plant and Grounds	\$90,000
Repairs / Maint - Alarm Systems	\$5,000
Education and Fire Prevention	\$50,000
Uniforms, Badges and Caps	\$20,000
Special Events - Drills, Parades	\$55,000
Improvements	\$200,000
Other Operating Expenses	\$40,000
Miscellaneous	\$5,000
State Retirement	\$30,000
Service Awards Program	\$185,000
Social Security	\$23,000
Workers Compensation	\$115,000
Hospital and Medical Insurance	\$70,000
Transfer to Capital Reserve	\$480,000
Revenues, Total	\$2,484,000
Interest Earnings	\$15,000
Other Unclassified Revenue	\$1,975
Raised by Property Tax Levy	\$2,467,025

(7) Glenwood

Operational

Type of Department	Incorporated
State Certification	Ambulance (Paramedic)
Status, EMS	Provider
Status, Ambulance	Provider
Area(s) Served	Glenwood Landing, Glen Head, Old Brookville (pt), Roslyn Harbor (pt)
Entirely/Partially within Town	Partially
Area(s) Status	Town Fire Protection District
Command Structure, Overall	Chief (1), Assistant Chief (2); Captain (1), Lieutenant (1+) for each house
Command Structure, EMS/Ambulance	Captain (1), Lieutenant (2)
Number of Units, Ambulance	2
Location(s)	Grove Street & School House Road, Glenwood Landing; Glen Head Road w/o of Glen Cove Road, Glen Head
Number of Units, EMS/Rescue/Rapid Response	1 utility vehicle
Location(s)	Grove Street & School House Road, Glenwood Landing
Number of Personnel, Total	100
Ambulance	23
EMT-B and EMT-D	16
EMT-CC	6
EMT-P	1
Minimum Ambulance Staffing	Driver and EMT (or driver meeting EMT at scene)
Dispatched via County 911	Yes
Response Status, Ambulance	1st due
Response Status, EMS	First responder
Dispatched via FireCom	Yes
Response Status, Ambulance	1st due
Response Status, EMS	First responder
Call Volume in 2007, Total	955
Ambulance/EMS	501
Financial (2008 budget)	
EMS/Ambulance expenditures isolated from total	No

Expenditures, Total	\$1,434,200
Minor Hose and Equipment	\$40,000
Uniform Boots and Coats	\$40,000
Improve Alarm System	\$46,000
Outdoor Facility	\$10,000
Building Cost Maintenance	\$50,000
Building Cost Operations	\$90,000
Buolding Cost and Repairs	\$20,000
Equipment Cost and Maintenance	\$50,000
Equipment Cost and Operations	\$40,000
Insurance	\$105,000
Band / Parade	\$6,500
Tournament Expense (Drill Team, Softball, Ski Team, Golf Team, Bowling)	\$40,200
Postage	\$7,000
Members	\$9,000
Delegates to Conventions	\$35,000
Battalion District Meetings	\$2,500
Annual Dinner	\$40,000
Professional Fees	\$35,000
Physical Exams	\$20,000

(7) Glenwood

Training and Fire Prevention	\$10,000
Service Awards Program	\$200,000
Truck Replacement	\$275,000
Building Fund	\$225,000
Officer Expenses	\$11,000
Computers	\$25,000
Junior Firefighters	\$2,000

Revenues, Total	\$1,434,200
------------------------	--------------------

Raised by Property Taxes	
Town of North Hempstead	\$291,143
Town of Oyster Bay	\$631,048
Village of Roslyn Harbor	\$87,486
Village of Old Brookville	\$424,523

(8) Great Neck Alert

Operational	
Type of Department	Incorporated
State Certification	Non-Transporting First Response Service (BLS)
Status, EMS	Provider
Status, Ambulance	Non-Provider
Area(s) Served	Kings Point, Saddle Rock, Harbor Hills, Saddle Rock Estates, Great Neck (pt), Great Neck Gardens (pt)
Entirely/Partially within Town	Entirely
Area(s) Status	Town Fire Protection District; Villages Chief (1), Assistant Chief (2), Captain (1), Lieutenant (2)
Command Structure, Overall	Same
Command Structure, EMS/Ambulance	0
Number of Units, Ambulance	n/a
Location(s)	1 heavy duty rescue
Number of Units, EMS/Rescue/Rapid Response	144 Steamboat Road, Great Neck
Location(s)	125
Number of Personnel, Total	n/a
Ambulance	4
EMT-B and EMT-D	0
EMT-CC	0
EMT-P	n/a
Minimum Ambulance Staffing	Via FireCom
Dispatched via County 911	n/a
Response Status, Ambulance	First responder
Response Status, EMS	Backup; Provides own dispatch for fire calls (Great Neck Vigilant dispatches its EMS calls)
Dispatched via FireCom	n/a
Response Status, Ambulance	First responder
Response Status, EMS	760
Call Volume in 2007, Total	157
Ambulance/EMS	
Financial (2008-09 budget)	
EMS/Ambulance expenditures isolated from total	No
Expenditures, Total	\$2,112,700
Employed Personnel	
Salaries for Dispatchers	\$480,000
Pension Plan Contribution	\$39,000
Workers Compensation Insurance	\$34,000
Social Security Insurance	\$42,000
Unemployment Insurance	\$1,000
Hospitalization and Dental Insurance	\$115,000
Disability Insurance	\$500
Work Uniforms and Clothes	\$3,000
Purchase of Equipment	
Fire Hose, Couplings	\$6,500
Miscellaneous Fire Equipment	\$15,000
Fire Helmets, Coats and Pants	\$20,000
Uniforms, Badges, Awards	\$20,000
Fire Truck Fund	\$200,000
Utility Vehicle Fund	\$30,000
Radios - Officers and Portable	\$4,500
Medical Equipment for EMS	\$11,000

(8) Great Neck Alert

Haz Mat - Special Operations	\$20,000
Maintenance of Equipment	
Gasoline - Diesel - Oil	\$35,000
Trucks - Maintenance and Repair	\$30,000
Apparatus and Equipment Maintenance	\$5,000
Alarm and Radio Repair	\$4,000
Fire - Liability - Collision Insurance	\$62,000
Maintenance of Fire Houses	
Gas - Electric - Heat - A/C	\$75,000
Telephone - Lease Lines	\$20,000
Janitorial Equipment and Supplies	\$4,000
Buildings Repair and Maintenance	\$50,000
General Insurance - Bldg	\$35,000
Bldg Repair and Maintenance Fund	\$100,000
Liability Insurance - Excess Coverage	\$17,000
Office Expenses	
Clerical Secretary	\$16,500
Company and Board Secretary	\$7,500
Treasurer's Clerk	\$25,000
Audit CPA Reporting	\$25,000
Professional and Attorney Fees	\$15,000
Stationary and Printing	\$3,500
Postage and Mailings	\$3,500
Computer and Software	\$10,000
Office Equipment and Supplies	\$4,000
Computer: Service Maintenance	\$10,000
Company Expenses	
Conventions - Conferences	\$15,000
EMS Conference	\$4,000
International Chiefs Conference	\$10,000
Baltimore Conference	\$12,000
Dues and Contributions	\$3,000
Memorials - Flowers - Awards	\$4,000
Social Fund Contribution	\$80,000
Accident Insurance - Firepersons	\$13,500
Furnishing and Equipment	\$10,000
Sundry Expenses	\$1,500
Village and Town Workers Comp Insurance	\$125,000
Fire Prevention - School Prog	\$8,000
Fire Officers Expenses	\$8,700
Educational Training Confr	\$10,000
Muster and Drill Program	\$10,000
Cable TV and Modems	\$3,500
Junior Firefighters Program	\$6,000
Fitness - Physicals (OSHA)	\$15,000
Fitness Club (OSHA)	\$15,000
Company Parade Expenses	\$6,000
Misc Disbursements	
Contractual Services	\$35,000
V Great Neck Sewer Tax	\$17,000
V Great Neck Misc Fees	\$7,000
DEC Cleanup Fund	\$75,000
Training Site	\$20,000

Revenues, Total (estimated) \$2,079,217

Municipal contracts	
Town of North Hempstead	\$205,500
Village of Kings Point	\$949,907

(8) Great Neck Alert

Village of Great Neck
Village of Saddle Rock

\$809,926
\$113,884

(9) Great Neck Vigilant

Operational	
Type of Department	Incorporated
State Certification	Ambulance (Paramedic)
Status, EMS	Provider
Status, Ambulance	Provider
	Great Neck Estates, Saugerties, Kings
	Point, Kensington, Village of Great Neck;
Area(s) Served	Part of the Town of North Hempstead,
	Village of Thomaston, Village of Great Neck
	Plaza
Entirely/Partially within Town	Entirely
Area(s) Status	Town Fire Protection District; Villages
Command Structure, Overall	Chief (1), Assistant Chief (2), Captain (2),
	Lieutenant (2)
Command Structure, EMS/Ambulance	Sergeant (1), 1st Corporal (1), 2nd Corporal
	(1)
Number of Units, Ambulance	3
Location(s)	83 Cuttermill Rd, Great Neck (2); 555
	Middle Neck Rd, Great Neck
Number of Units, EMS/Rescue/Rapid Response	1 fly car
Location(s)	83 Cuttermill Rd, Great Neck
Number of Personnel, Total	112
Ambulance	100
EMT-B and EMT-D	30
EMT-CC	4
EMT-P	3
Minimum Ambulance Staffing	Driver and EMT
Dispatched via County 911	Yes
Response Status, Ambulance	1st due (north of LIRR)
Response Status, EMS	First responder
Dispatched via FireCom	Backup; Provides own dispatch for calls of
	all type
Response Status, Ambulance	1st due
Response Status, EMS	First responder
Call Volume in 2007, Total	2269
Ambulance/EMS	1848
Financial (2009 budget)	
EMS/Ambulance expenditures isolated from total	Yes
Expenditures, Total	\$2,659,855
Expenditures, Fire Only	\$1,904,176
Payroll	\$494,953
Pension	\$51,178
Hospitalization	\$125,580
Workers Comp / Disability	\$14,196
Work Clothes	\$1,820
Dispatch Contingency	\$27,650
Tax Stabilization	
Hydro-Testing Cylinders	\$980
Hose Replacement	\$6,982
Annual OSHA Physicals	\$5,764
Pre-Entry Physicals	\$3,500
Technology	\$3,500
Scott Bottle Replacement	\$5,000
Utilities and Services	
Heating Fuel and Repairs	\$10,500
Gas and Electric	\$28,000
Telephone / Lease Lines	\$23,100

(9) Great Neck Vigilant

Janitorial Supplies	\$5,390
Outside Services	\$4,830
Water	\$1,750
Sewer Taxes	\$4,550
Service Contracts	\$23,100
Administration	
Auditor	\$32,200
Attorney	\$24,500
Company Officers	\$8,400
Office Supplies	\$3,500
Postage	\$4,550
Printing and Copier	\$6,300
ADP Expense	\$2,520
Office Equipment and Repairs	\$1,050
Administrative Office Equipment	\$1,750
Computer Upgrades / Expansion	\$14,000
General	
Miscellaneous	\$1,358
Insurance	\$136,500
Archives	\$3,500
Conventions and Seminars	\$28,700
Uniforms / Badges / Insignia	\$16,100
Organization Dues	\$1,400
Eighth Battalion	\$1,540
Flowers	\$2,100
Meetings	\$16,800
Building and Grounds	
Building Repairs and Maint	\$14,000
Building Improvements	\$4,900
Furnishings and Equipment	\$4,200
Grounds Repairs and Maint	\$1,400
Grounds Improvements	\$1,750
Ambulance Annex	\$0
Apparatus/Vehicles Equipment	
Fuels, Lubricants, Equipment	\$28,000
Shop Tools and Equipment	\$3,500
Repairs and Maintenance	\$24,500
Apparatus / Vehicle Improvements	\$17,500
Firefighting and Medical Equipment	
Personal Protective Equipment	\$21,000
Radio Equipment	\$24,500
Radio Repair and Batteries	\$3,500
Breathing Air	\$1,200
Oxygen	\$0
Fire Fighting Equipment	\$25,000
Haz-Mat Equipment / Supplies	\$6,500
Medical Supplies	\$0
Rescue Medical Equipment	\$0
Training	
Equipment and Supplies	\$3,500
Technical Publications	\$700
Course Tuition and Books	\$9,240
Company Drills	\$3,500
Video Training Library	\$1,400
OSHA Fitness	\$1,050
Social/Recreational	
Annual Dinner	\$10,500
Summer Outing	\$14,000

(9) Great Neck Vigilant

Athletics	\$2,100
Parades	\$7,000
Chief's Fund	\$3,430
Subscriptions	\$630
Cable Television	\$1,680
Capital	
Debt Service	
Mortgage	\$37,733
2005 Ladder Truck / Equipment	\$82,000
Building Loan	\$57,912
834 Rescue Truck	\$54,460
2002 Tower Ladder Truck	\$65,019
Capital Funding	
Apparatus Fund	\$54,237
Ambulance Fund	\$0
Support Vehicles Fund	\$13,394
Emergency Reserves	\$5,250
Building Repair Fund	\$35,000
Membership Retention	
Life Insurance (A)	\$109,900
Expenditures, Ambulance Only	\$755,679
Payroll	\$212,123
Pension	\$21,933
Hospitalization	\$53,820
Workers Comp / Disability	\$6,084
Work Clothes	\$780
Dispatch Contingency	\$11,850
Tax Stabilization	
Hydro-Testing Cylinders	\$0
Hose Replacement	\$0
Annual OSHA Physicals	\$3,236
Pre-Entry Physicals	\$1,500
Technology	\$1,500
Scott Bottle Replacement	\$0
Utilities and Services	
Heating Fuel and Repairs	\$4,500
Gas and Electric	\$12,000
Telephone / Lease Lines	\$9,900
Janitorial Supplies	\$2,310
Outside Services	\$2,070
Water	\$750
Sewer Taxes	\$1,950
Service Contracts	\$9,900
Administration	
Auditor	\$13,800
Attorney	\$10,500
Company Officers	\$3,600
Office Supplies	\$1,500
Postage	\$1,950
Printing and Copier	\$2,700
ADP Expense	\$1,080
Office Equipment and Repairs	\$450
Administrative Office Equipment	\$750
Computer Upgrades / Expansion	\$6,000
General	
Miscellaneous	\$582
Insurance	\$58,500
Archives	\$1,500

(9) Great Neck Vigilant

Conventions and Seminars	\$12,300
Uniforms / Badges / Insignia	\$6,900
Organization Dues	\$600
Eighth Battalion	\$660
Flowers	\$900
Meetings	\$7,200
Building and Grounds	
Building Repairs and Maint	\$6,000
Building Improvements	\$2,100
Furnishings and Equipment	\$1,800
Grounds Repairs and Maint	\$600
Grounds Improvements	\$750
Ambulance Annex	\$6,000
Apparatus/Vehicles Equipment	
Fuels, Lubricants, Equipment	\$12,000
Shop Tools and Equipment	\$1,500
Repairs and Maintenance	\$10,500
Apparatus / Vehicle Improvements	\$7,500
Firefighting and Medical Equipment	
Personal Protective Equipment	\$9,000
Radio Equipment	\$10,500
Radio Repair and Batteries	\$1,500
Breathing Air	\$0
Oxygen	\$2,500
Fire Fighting Equipment	\$0
Haz-Mat Equipment / Supplies	\$0
Medical Supplies	\$15,000
Rescue Medical Equipment	\$9,500
Training	
Equipment and Supplies	\$1,500
Technical Publications	\$300
Course Tuition and Books	\$3,960
Company Drills	\$1,500
Video Training Library	\$600
OSHA Fitness	\$450
Social/Recreational	
Annual Dinner	\$4,500
Summer Outing	\$6,000
Athletics	\$900
Parades	\$3,000
Chief's Fund	\$1,470
Subscriptions	\$270
Cable Television	\$720
Capital	
Debt Service	
Mortgage	\$16,171
2005 Ladder Truck / Equipment	\$0
Building Loan	\$24,820
834 Rescue Truck	\$0
2002 Tower Ladder Truck	\$0
Capital Funding	
Apparatus Fund	\$0
Ambulance Fund	\$35,000
Support Vehicles Fund	\$5,740
Emergency Reserves	\$2,250
Building Repair Fund	\$15,000
Membership Retention	
Life Insurance (A)	\$47,100

(9) Great Neck Vigilant

Revenues, total	\$2,679,853
Municipal Contracts for Fire Only	
T. of North Hempstead	\$271,141
V. of Great Neck Plaza	\$750,676
V. of Great Neck Estates	\$600,087
V. of Kensington	\$206,184
V. of Thomaston	\$32,337
V. of Kings Point	\$0
V. of Saddle Rock	\$0
V. of Great Neck	\$0
Kensington Police	\$15,750
Manhasset-Lakeville	\$42,000
Municipal Contracts for Ambulance/EMS Only	
T. of North Hempstead	\$76,567
V. of Great Neck Plaza	\$107,297
V. of Great Neck Estates	\$84,157
V. of Kensington	\$32,204
V. of Thomaston	\$5,232
V. of Kings Point	\$184,453
V. of Saddle Rock	\$24,613
V. of Great Neck	\$222,405
Kensington Police	\$6,750
Manhasset-Lakeville	\$18,000

(10) Manhasset-Lakeville

Operational

Type of Department	District
State Certification	Ambulance (Advanced EMT-Critical Care)
Status, EMS	Provider
Status, Ambulance	Provider
Area(s) Served	Manhasset-Lakeville Fire/Water District
Entirely/Partially within Town	Entirely
Area(s) Status	Fire/Water District
Command Structure, Overall	Chief (1), Deputy Chiefs (4)
Command Structure, EMS/Ambulance	Captain (1), Lieutenant (2)
Number of Units, Ambulance	2
Location(s)	25 Prospect Street, Great Neck
Number of Units, EMS/Rescue/Rapid Response	1 fly car/first response vehicle
Location(s)	35 Bayview Ave, Manhasset
Number of Personnel, Total	275
Ambulance	30
EMT-B and EMT-D	60
EMT-CC	15
EMT-P	5
Minimum Ambulance Staffing	4 personnel (no specific configuration)
Dispatched via County 911	Only 6 p - 6 a
Response Status, Ambulance	2nd due <i>only</i> when in system, otherwise n/a
Response Status, EMS	First responder
Dispatched via FireCom	Backup; Primary dispatch provided by Great Neck Vigilant
Response Status, Ambulance	1st due
Response Status, EMS	First responder
Call Volume in 2007, Total	2131
Ambulance/EMS	570

Financial (2009 budget)

EMS/Ambulance expenditures isolated from total	No
--	----

Expenditures, total

\$5,393,987

Personal Service	
Supervisor	\$93,521
Clerk	\$87,481
Firehouse Maintainer	\$497,030
Asst Supervisor	\$62,268
Treasurer	\$65,950
Fire Apparatus Mechanic	\$69,416
Auto Mechanic	\$120,239
Overtime and Increments	\$110,478
Equipment	
Office Equipment	\$3,000
Operating Equipment	\$300,000
Expenses	
Office Supplies and Equipment	\$54,000
Dispatching Services	\$60,000
Telephone and Communications	\$70,000
Electricity	\$140,000
Water	\$3,000
Heating	\$100,000
Insurance, Fire and Liability	\$202,000
Hydrant Rental	\$100,000
Maps	\$2,000
Legal Notices	\$2,000

(10) Manhasset-Lakeville

Auditing, Appraisals	\$25,000
Appraisals	\$15,000
Legal	\$15,000
Medical	\$60,000
PERB, Meetings, Counsel	\$30,000
Gas, Oil	\$125,000
Plant and Grounds	\$40,000
Repairs / Maint - Operating Equipment	\$295,000
Repairs / Maint - Plant and Grounds	\$250,000
Education and Fire Prevention	\$62,000
Uniforms, Badges and Caps	\$40,000
Special Events - Drills, Parades	\$96,400
Contractual Expenses	\$123,000
Taxes and Assessments	\$1,000
State Retirement	\$85,289
Service Awards Program	\$350,000
Social Security	\$84,638
Workers Compensation	\$250,000
Life Insurance	\$23,048
Hospital and Medical Insurance	\$306,770
Capital Reserve / Grant Fund	\$290,000
Serial Bonds	
Principal	\$545,000
Interest	\$139,459

Revenues, total**\$5,393,987**

Charges for Fire Protection	\$237,940
Interest Income	\$66,094
Insurance Recoveries	\$10,000
Raised by Property Tax Levy	\$5,079,953

(11) Mineola Volunteer Ambulance Corps

Operational	
Type of Department	Volunteer Ambulance Corps
State Certification	Ambulance (Paramedic)
Status, EMS	Provider
Status, Ambulance	Provider
Area(s) Served	Mineola
Entirely/Partially within Town	Entirely
Area(s) Status	Village
Command Structure, Overall	Chief (1), Assistant Chief (2), Captain (1), Lieutenant (1)
Command Structure, EMS/Ambulance	Same
Number of Units, Ambulance	3
Location(s)	170 Elm Place, Mineola
Number of Units, EMS/Rescue/Rapid Response	4 rapid response
Location(s)	170 Elm Place, Mineola
Number of Personnel, Total	82
Ambulance	82 (including 10 paid EMTs)
EMT-B and EMT-D	47
EMT-CC	7
EMT-P	2
Minimum Ambulance Staffing	One staff/volunteer
Dispatched via County 911	Yes
Response Status, Ambulance	2nd due 6 a - 6 p Mon-Fri, 3rd due other times
Response Status, EMS	First responder
Dispatched via FireCom	Yes
Response Status, Ambulance	1st due
Response Status, EMS	First responder
Call Volume in 2007, Total	1145
Ambulance/EMS	1145
Financial (2009 budget)	
EMS/Ambulance expenditures isolated from total	n/a (entirely ambulance/EMS expenditures)
Expenditures, total	\$260,473
Chief's Fund (includes First Battalion Delegates and Awards)	\$2,639
Social (includes Food, Snack and Soda, Christmas Party, Installation Dinner, etc.)	\$9,602
Computer	\$2,953
Equipment	\$10,001
Fund Raising	\$7,597
Good & Welfare	\$884
House (includes Supplies, Cable TV, etc.)	\$8,673
Insurance	\$55,975
Medical Supplies	\$11,827
Office Supplies	\$4,292
Payroll and Taxes	\$46,381
Postage and Delivery	\$1,670
Professional Fees (includes Billing Company, Bank Fees, Local Organizations, etc.)	\$29,165
Miscellaneous	\$13,887
Uniforms	\$5,425
Vehicle Maintenance (includes All Vehicles)	\$49,502
Revenues, total	\$256,601
Billing Revenue	\$100,738
Fund Raising (includes all Fund Raising Efforts, Donations, etc.)	\$76,724
Grants (includes Private/Govt, Uncategorized, Overpayment and Reimbursable)	\$53,800
Village of Mineola (plus the Building and General Services)	\$23,251
Interest Income	\$148
Meeting 50/50	\$219
Snack and Soda Income	\$1,721

(12) New Hyde Park

Operational	
Type of Department	District
State Certification	Ambulance (Paramedic)
Status, EMS	Provider
Status, Ambulance	Provider
Area(s) Served	New Hyde Park
Entirely/Partially within Town	Partially
Area(s) Status	Fire District
Command Structure, Overall	Chief (1), Deputy Chief (4), Captain (5), Lieutenant (10)
Command Structure, EMS/Ambulance	Same
Number of Units, Ambulance	2
Location(s)	1550 Jericho Turnpike, New Hyde Park
Number of Units, EMS/Rescue/Rapid Response	1 fly car, 1 response car
Location(s)	1550 Jericho Turnpike, New Hyde Park
Number of Personnel, Total	200
Ambulance	45 (including 14 paid EMTs)
EMT-B and EMT-D	27
EMT-CC	2
EMT-P	5
Minimum Ambulance Staffing	Driver and EMT
Dispatched via County 911	Yes
Response Status, Ambulance	4th due
Response Status, EMS	First responder
Dispatched via FireCom	Yes
Response Status, Ambulance	1st due
Response Status, EMS	First responder
Call Volume in 2007, Total	1099
Ambulance/EMS	736

Financial (2009 budget)	
EMS/Ambulance expenditures isolated from total	No

Expenditures, total	\$3,571,000
Personal Service	
Treasurer	\$27,500
Secretary	\$42,000
Firehouse Maintainers (5 FT, 4 PT)	\$310,000
Mechanic	\$47,000
Alarm System Maintainer	\$15,000
Ambulance Medical Technicians (17 PT)	\$245,000
Equipment	
Operating Equipment	\$242,500
Expenses	
Office Supplies and Expenses	\$37,000
Light, Fuel and Telephone	\$180,000
Bonds - Treasurers	\$1,000
Insurance	\$192,000
Hydrant Rental	\$330,000
Election Expense	\$3,000
Auditing	\$25,000
Legal	\$38,000
Gas, Oil, Etc.	\$55,000
Repairs / Maint - Operating Equipment	\$140,000
Repairs / Maint - Plant and Grounds	\$55,000
Repairs / Maint - Alarm Systems	\$45,000

(12) New Hyde Park

Education and Fire Prevention	\$50,500
Special Events - Drills, Parades	\$110,000
Miscellaneous	\$1,000
Social Security	\$52,500
State Retirement	\$65,000
Workers Compensation	\$190,000
Service Awards Program	\$640,000
Hospital and Medical Insurance	\$122,000
Transfer to Capital Reserve Fund	\$310,000

Revenues, total **\$3,571,000**

Tax Levy - Town of Hempstead	\$689,281
Interest Income	\$10,000
Building Rental	\$600
Amount to be Raised by Taxation	\$2,867,202
Unclassified Revenue	\$3,917

(13) Port Washington

Operational

Type of Department	Incorporated
State Certification	Ambulance (Paramedic)
Status, EMS	Provider
Status, Ambulance	Provider
Area(s) Served	Villages of Sands Point, Port Washington North, Manor Haven, Baxter Estates, Plandome Manor (pt) and Flower Hill (pt)
Entirely/Partially within Town	Entirely
Area(s) Status	Town Fire Protection District; Villages
Command Structure, Overall	Chief (1), Assistant Chief (2)
Command Structure, EMS/Ambulance	Same
Number of Units, Ambulance	3
Location(s)	65 Harbor Road, Port Washington
Number of Units, EMS/Rescue/Rapid Response	1 primary response vehicle
Location(s)	65 Harbor Road, Port Washington
Number of Personnel, Total	205
Ambulance	75
EMT-B and EMT-D	40
EMT-CC	15
EMT-P	5
Minimum Ambulance Staffing	2-4 personnel
Dispatched via County 911	Yes
Response Status, Ambulance	1st due
Response Status, EMS	First responder
Dispatched via FireCom	Yes
Response Status, Ambulance	1st due
Response Status, EMS	First responder
Call Volume in 2007, Total	2927
Ambulance/EMS	1657

Financial (2008 budget)

EMS/Ambulance expenditures isolated from total	Yes
--	-----

Expenditures, Total	\$3,347,368
Expenditures, Fire Only	\$2,925,018
Operations	
Convention and Delegates Dues	\$84,949
Drill and Training	\$107,000
Equipment Replacement	\$91,500
Fire Marshall	\$14,000
Installation / Inspection	\$81,000
Insurance	\$180,000
Medical	\$32,200
Member Recognition / Retention	\$53,500
Miscellaneous	\$1,500
Mortgage Payments	\$419,403
Office Supplies	\$65,000
OSHA Compliance	\$92,500
Professional Services	\$109,000
Recruitment	\$4,000
Salaries	\$290,162
Service Awards Program	\$327,304
Sick and Memorial Expenses	\$30,500
Uniforms and Badges	\$26,500
Utilities	\$268,000
Maintenance	
Building Maintenance and Supplies	\$173,000

(13) Port Washington

Janitorial Supplies	\$36,500
Radio	\$102,500
Truck Maintenance	\$184,000
Capital	
Building Fund	\$125,000
Furniture	\$25,000
Truck Replacement	\$164,850
Expenditures, Ambulance Only	\$422,350
Operations	
Convention and Delegates Dues	\$8,000
Drill and Training	\$17,500
Equipment Replacement	\$50,000
Installation / Inspection	\$19,500
Member Recognition / Retention	\$10,000
Mortgage Payments	\$138,500
Office Supplies	\$10,000
OSHA Compliance	\$5,000
Professional Services	\$18,000
Sick and Memorial Expenses	\$5,000
Uniforms and Badges	\$2,000
Utilities	\$50,000
Maintenance	
Building Maintenance and Supplies	\$20,000
Janitorial Supplies	\$10,000
Truck Maintenance	\$28,000
Capital	
Furniture	\$4,000
Truck Replacement	\$26,850
Revenues, total	\$3,347,368
Municipal Payments	
T. of North Hempstead	\$1,595,205
V. of Baxter Estates	\$97,232
V. of Flower Hill	\$235,569
V. of Manorhaven	\$338,401
V. of Plandome Manor	\$33,354
V. of Port Washington North	\$316,330
V. of Sands Point	\$731,277

(14) Roslyn Highlands

Operational	
Type of Department	Incorporated
State Certification	Non-Transporting First Response Service (BLS); Operates under Roslyn Rescue's EMS certificate
Status, EMS	Provider
Status, Ambulance	Non-Provider
Area(s) Served	Roslyn, Roslyn Estates, East Hills, Oyster Bay (pt), Greenvale (pt), Old Westbury (pt) and Old Brookville (pt)
Entirely/Partially within Town	Partially
Area(s) Status	Town Fire Protection District
Command Structure, Overall	Chief (1), Deputy Chief (2), Captain (1), Lieutenant (3)
Command Structure, EMS/Ambulance	EMS Captain (1), EMS Lieutenant (1)
Number of Units, Ambulance	0
Location(s)	n/a
Number of Units, EMS/Rescue/Rapid Response	2 EMS cars, 1 light rescue
Location(s)	
Number of Personnel, Total	125
Ambulance	n/a (see Roslyn Rescue)
EMT-B and EMT-D	26
EMT-CC	1
EMT-P	1
Minimum Ambulance Staffing	n/a
Dispatched via County 911	Via FireCom
Response Status, Ambulance	n/a
Response Status, EMS	First responder
Dispatched via FireCom	Yes
Response Status, Ambulance	n/a
Response Status, EMS	First responder
Call Volume in 2007, Total	919
Ambulance/EMS	211
Financial (2009 budget)	
EMS/Ambulance expenditures isolated from total	No
Expenditures, total	\$1,299,000
Building Maintenance and Supplies	\$84,500
Oil, Electric and Utilities	\$67,000
Telephone and Lease Lines	\$22,000
Major Building Repairs	\$82,000
Insurance	\$95,000
Radios (parts, repairs, replacement)	\$15,000
Gasoline and Oil	\$35,000
Fire Equipment and Repairs	\$60,000
SCBA Debt Service	\$34,000
Vehicle Maintenance and Repairs	\$125,000
Members Firematic Expenses	\$15,000
Bands, Parades	\$12,000
Annual Installation Dinner	\$37,000
National and State Convention	\$25,000
Organizations Dues and Meetings	\$9,000
Uniform, Keys and Badges	\$22,000
Administrative Services	\$99,000
Health and Medicals	\$40,000

(14) Roslyn Highlands

Fire Prevention Education	\$13,000
Professional Fees	\$33,000
Home Alert Radios	\$23,000
Building Fund (includes mortgage payments)	\$201,500
Truck and Apparatus Fund	\$125,000
Highlands EMS	\$25,000

Revenues, total

(15) Roslyn Rescue

Operational	
Type of Department	Incorporated
State Certification	Ambulance (Paramedic)
Status, EMS	Provider
Status, Ambulance	Provider
Area(s) Served	Roslyn, Roslyn Estates, East Hills, Oyster Bay (pt), Greenvale (pt), Old Westbury (pt) and Old Brookville (pt)
Entirely/Partially within Town	Partially
Area(s) Status	Town Fire Protection District
Command Structure, Overall	Chief (1), Assistant Chief (2), Captain (1), Lieutenant (2)
Command Structure, EMS/Ambulance	Captain (1), Lieutenant (2)
Number of Units, Ambulance	2
Location(s)	Station 2 on Willis Avenue; Roslyn Highlands Station 2 on Round Hill
Number of Units, EMS/Rescue/Rapid Response	2 EMS cars
Location(s)	Station 2 on Willis Avenue; Station 3 on Locust St
Number of Personnel, Total	71
Ambulance	36 (25 Rescue + 11 Highlands)
EMT-B and EMT-D	20
EMT-CC	1
EMT-P	5
Minimum Ambulance Staffing	EMT
Dispatched via County 911	Yes
Response Status, Ambulance	2nd due
Response Status, EMS	First responder
Dispatched via FireCom	Yes
Response Status, Ambulance	1st due
Response Status, EMS	First responder
Call Volume in 2007, Total	1000
Ambulance/EMS	563
Financial (2009 budget)	
EMS/Ambulance expenditures isolated from total	Yes
Expenditures, total	\$1,357,500
Expenditures, Fire Only	\$1,249,500
Building Maintenance and Supplies	\$110,000
Oil, Electric and Utilities	\$70,000
Telephone and Lease Lines	\$28,000
Alpha Numeric Pagers	\$7,000
Major Building Repairs	\$50,000
Insurance	\$85,000
Radios (parts, repairs, replacement)	\$15,000
Gasoline and Oil	\$25,000
Fire Equipment and Repairs	\$50,000
Vehicle Maintenance and Repairs	\$55,000
Members Firematic Expenses	\$35,000
Annual Installation Dinner	\$38,000
National and State Convention Ex	\$3,000
Organization Dues and Meetings	\$2,500
Uniform, Keys and Badges	\$6,000
Administrative Services	\$105,000
Health and Medicals	\$18,000
Fire Prevention Education	\$2,000
Professional Fees	\$35,000

(15) Roslyn Rescue

Major Operating Contingencies	\$15,000
Fire and EMS Training	\$10,000
Building Fund (incl Mortgage Payments)	\$250,000
Truck and Apparatus Fund	\$195,000
Capital Equipment	\$40,000
Expenditures, Ambulance Only	\$108,000
Insurance	\$15,000
Gasoline and Oil	\$9,000
Fire Equipment and Repairs	\$25,000
Vehicle Maintenance and Repairs	\$15,000
Fire and EMS Training	\$9,000
Truck and Apparatus Fund	\$35,000

Revenues, total **\$1,357,500**

Per department, all funding originates with 10 municipalities contained within the Roslyn fire protection district; Town of North Hempstead portion is \$732,800 in 2009 (raised entirely through taxation)

(16) Westbury

Operational	
Type of Department	District
State Certification	Ambulance (Paramedic)
Status, EMS	Provider
Status, Ambulance	Provider
Area(s) Served	Westbury, New Cassell, Salisbury, Old Westbury (pt), East Meadow (pt) and East Garden City (pt)
Entirely/Partially within Town	Partially
Area(s) Status	Fire/Water District
Command Structure, Overall	Chief (1), Assistant Chief (2), Captain (3), 1st Lieutenant (3), 2nd Lieutenant (3)
Command Structure, EMS/Ambulance	Same
Number of Units, Ambulance	2
Location(s)	355 Maple Ave, Westbury; 575 Old Country Road, Westbury
Number of Units, EMS/Rescue/Rapid Response	1 first responder car
Location(s)	355 Maple Ave, Westbury
Number of Personnel, Total	150
Ambulance	46
EMT-B and EMT-D	13
EMT-CC	3
EMT-P	2
Minimum Ambulance Staffing	Driver and EMT
Dispatched via County 911	Via FireCom
Response Status, Ambulance	Not in 911 system for ambulance
Response Status, EMS	First responder
Dispatched via FireCom	Backup; Provides own dispatch for calls of all type
Response Status, Ambulance	1st due
Response Status, EMS	First responder
Call Volume in 2007, Total	1576
Ambulance/EMS	526
Financial (2009 budget)	
EMS/Ambulance expenditures isolated from total	No
Expenditures, total	\$3,571,032
Personal Service	
Firehousemen	\$399,923
Maintainer	\$86,062
Overtime	\$120,000
Clerk Typist	\$50,004
Equipment	
Office Equipment	\$15,000
Operating Equipment	\$225,000
Expenses	
Office Supplies and Expenses	\$50,000
Telephone and Communications	\$60,000
Electricity	\$65,000
Heating	\$35,000
Postage	\$8,000
Rent	\$86,850
Legal Notices	\$4,000
Dues	\$3,000
Election Expense	\$700
Auditing	\$17,000
Legal	\$7,000

(16) Westbury

Uniforms and Laundry	\$3,000
Gas, Oil, Etc.	\$60,000
Tools, Parts and Supplies	\$50,000
Repairs / Maint - Operating Equipment	\$135,000
Repairs / Maint - Plant and Grounds	\$90,000
Repairs / Maint - Alarm Systems	\$28,000
Education and Fire Prevention	\$45,000
Uniforms, Badges and Caps	\$12,000
Special Events and Drills	\$40,000
Bands	\$8,000
Improvements	\$220,000
Payments to Fire Department	\$303,383
Inspectors Fees	\$50,000
Medical	\$9,000
Unallocated Insurance	\$135,000
State Retirement	\$67,200
Service Awards Program	\$200,000
Social Security	\$50,200
Workers Compensation	\$100,000
NYS Disability	\$350
Hospital and Medical Insurance	\$132,480
Transfer to Capital Reserve Fund	\$525,000
Serial Bonds - Principal	\$65,000
Serial Bonds - Interest	\$9,880
Revenues, total	\$3,571,032
Charges for Fire Protection	\$1,064,901
Interest	\$20,000
Other Unclassified Revenue	\$39,528
Amount to be Raised by Taxation	\$2,446,603

(17) Williston Park

Operational

Type of Department	Village
State Certification	Ambulance (Paramedic)
Status, EMS	Provider
Status, Ambulance	Provider
Area(s) Served	Village of Williston Park (EMS and ambulance); East Williston and Albertson (ambulance)
Entirely/Partially within Town	Entirely
Area(s) Status	Villages
Command Structure, Overall	Chief (3)
Command Structure, EMS/Ambulance	Captain (1), Lieutenant (2)
Number of Units, Ambulance	2
Location(s)	454 Willis Ave, Williston Park; 494 Willis Ave, Williston Park
Number of Units, EMS/Rescue/Rapid Response	1 fly car
Location(s)	454 Willis Ave, Williston Park
Number of Personnel, Total	90
Ambulance	45
EMT-B and EMT-D	15
EMT-CC	8
EMT-P	2
Minimum Ambulance Staffing	Driver and EMT (although driver may meet EMT at scene)
Dispatched via County 911	Yes
Response Status, Ambulance	3rd due
Response Status, EMS	First responder
Dispatched via FireCom	Yes
Response Status, Ambulance	1st due
Response Status, EMS	First responder
Call Volume in 2007, Total	813
Ambulance/EMS	695
Financial (2009 budget)	
EMS/Ambulance expenditures isolated from total	Yes

Expenditures, total	\$414,933
Expenditures, Fire Only	\$375,533
Personal Services	\$8,550
Equipment	\$26,228
Hose and Accessories	\$4,000
Walkie Talkie Equipment	\$6,000
Auto Lease	\$17,760
Diesel, Gas and Oil	\$15,895
Telephone	\$7,000
Electric and Heat	\$19,500
Turnout Geat and Helmets	\$15,000
Home Alert System Repairs	\$4,000
Insurance	\$51,500
Workers Comp	\$50,000
Insurance (Vehicles)	\$20,000
Insurance (Special)	\$6,500
Maintenance of Building	\$17,000
Maintenance of Fire Equipment and Supplies	\$18,000
Radio Communications	\$3,600
Fire Alarms and Sirens	\$5,000
Office Equipment and Supplies	\$6,000
Education and Training	\$13,500

(17) Williston Park

Fire Prevention	\$2,000
Medical Expenses	\$18,500
Miscellaneous	\$500
Inspection and Review	\$27,000
Uniforms and Caps	\$4,000
Badges	\$500
Special Meetings	\$2,500
Junior Firefighters	\$2,000
Parades and Inspection	\$3,500
Expenditures, Ambulance Only	\$39,400
Equipment	\$8,000
Supplies	\$5,500
Miscellaneous	\$5,000
Repairs	\$4,000
Fund Drive	\$10,000
Jackets	\$1,000
Secretary Fee	\$1,500
Treasurer Fee	\$1,500
Cell Phones on Rigs	\$800
Schools	\$1,000
ERS Vests	\$1,100
Revenues, total	\$414,933
Village of Williston Budget (fire)	\$375,533
Fundraising (ambulance)	\$39,400

(18) Nassau County Police Department Emergency Ambulance Bureau

Operational	
Type of Department	County
State Certification	Ambulance (Paramedic)
Status, EMS	Provider
Status, Ambulance	Provider
Area(s) Served	All of Nassau County
Entirely/Partially within Town	All of Nassau County
Area(s) Status	All of Nassau County
Command Structure, Overall	Commanding Officer (1), Deputy Commanding Officer (1), EMT Coordinators (5), EMT Supervisors (15)
Command Structure, EMS/Ambulance	Same
Number of Units, Ambulance	34 (26 at peak, 19 overnight); 5 have primary roles covering portions of Town of North Hempstead
Location(s)	Units serving North Hempstead based at:
-	Unit 2353 - 214 Hillside Ave, Williston Park
-	Unit 2363 - 575 Old Country Road, Westbury
-	Unit 2356 - 100 Community Drive, Manhasset
-	Unit 2366 - 209 Harbor Hill Road, Roslyn
-	Unit 2360 - North New Hyde Park Area (only from 7a - 7p)
Number of Units, EMS/Rescue/Rapid Response	n/a
Location(s)	n/a
Number of Personnel, Total	165 budgeted (145 EMT, 15 EMT supervisors, 5 EMT coordinators)
Ambulance	145 budgeted EMTs
EMT-B and EMT-D	n/a
EMT-CC	89
EMT-P	78
Minimum Ambulance Staffing	EMT for initial call; EMT + Police Officer en route to hospital
Dispatched via County 911	Yes
Response Status, Ambulance	Subject to location of incident, may be 1st, 2nd, 3rd and/or 4th due
Response Status, EMS	First responder
Dispatched via FireCom	n/a (in rare instances where FireCom has no available fire ambulance, call may be transferred to 911 for NCPD response)
Response Status, Ambulance	n/a
Response Status, EMS	n/a
Call Volume in 2008, Total	60922
Ambulance/EMS	60922
Financial (2008 actual)	
EMS/Ambulance expenditures isolated from total	Yes
Expenditures, total (direct staffing costs only ; excludes capital and facility costs)	\$10,528,855
Ambulance Med Tech	\$9,129,534
Ambulance Med Tech Supervisor	\$765,020
Ambulance Med Tech Coord	\$634,301
Revenues, total	\$17,019,444
Ambulance Fees	\$16,974,486
Ambulance Fee Collections	\$44,958