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Options for Public Safety Services in Victor

Presented by Paul A. Bishop, MPA, NRP
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About the Options

- Intended to be seen as a broad range of options
- No value judgement is placed on one over the other
- Some cost/benefit is presented to help community consider scope
- Goal is to help refine the options, identify those where a consensus can be reached and those that need further study

Immediate Actions

- Work with county to improve record keeping of fire events to track response times and manpower availability
- Consider developing a joint fire service capital plan
- Expand training opportunities, including joint operations, for the fire service
- Develop a Volunteer Incentive Package – consider:
 - Information on Income Tax Credit to volunteers
 - Evaluate Property tax break
 - Tuition support through FASNY-HELP and other organizations
 - Discounts or other support from local businesses
 - Financial Incentives for Volunteers, as allowed by law

Law Enforcement

- Status Quo
 - Metrics for Police Engagement in Victor
- Contract for Additional Traffic Enforcement
- Contract for Dedicated Patrols in Town or Village
- Consider Enhanced Traffic Safety Measures such as Red Light Cameras and “Radar Signs”
- Create a police department
 - To service the whole town
 - To service areas outside of Eastview Mall

Law Enforcement Options

- Status Quo
 - Remain part of countywide system with closest car concept
 - Wilmorite contracts for supplemental services for mall
 - No specific law enforcement cost in Victor budget
- Metrics for Performance
 - Request information from OSCO and NYSP on activities in town
 - Identify time period (monthly, quarterly or annual)
 - Identify categories for reporting
 - Index Crimes
 - Calls for Service Volume
 - DWI arrests
 - Traffic Citations issued
 - Drug activity

Law Enforcement Options

- Contract for Additional Traffic Enforcement
 - In addition to the Status Quo Option, the Town contracts with the OCSO for dedicated traffic patrolling to address citizen concerns
 - Town is already under negotiation for this option for 2017
 - Town should request performance reporting such as number of hours on patrol, areas patrolled, traffic stops performed and citations issued on a regular basis (monthly or quarterly)

Law Enforcement Options

- Contract for Dedicated Patrols in Town or Village
 - This would be an agreement for enhanced patrolling in the Town or Village beyond the existing baseline.
 - The OCSO doesn't currently have an agreement of this type with any municipality
 - It would focus on effort above and beyond the existing base such as is currently done with Eastview Mall
- Consider Enhanced Traffic Safety Measures
 - Both red light cameras and radar signs have been shown to have a positive impact on traffic behavior, although the magnitude is debatable.
 - Costs for the technology could be defrayed through grants

Law Enforcement Options

- Create a police department
 - Based on the current number of calls, excluding the mall, a town police force would look to have 13 officers on patrol plus supervisory staff of 5 for a total of 18 officers
 - Estimated pay, retirement and benefits is \$1.8 to \$2.2 million annually
 - Adding the mall would increase the officers by 3 and move the range to \$2.1 to \$2.6 million
 - Substantial start up costs including 5 to 7 vehicles, space renovation, weapons, uniforms, radios and other expenses
 - All these costs would be an increase from the current situation
 - Town would still likely rely on OCSO and NYSP for SWAT and certain investigations

Law Enforcement Options

- Potential Cost of Annual Operations
 - Payroll based on:
13 officers, 3 sergeants, 1 lieutenant and 1 chief

Department Cost (Millions)	Tax Rate (per 1000)	Tax Bill for \$250k property
\$1,800,000	\$ 0.92	\$ 230
\$ 2,200,000	\$ 1.12	\$ 281
\$2,600,000	\$ 1.33	\$ 332
\$ 3,000,000	\$ 1.53	\$ 383

Comparing Costs of Police Forces

	Officers	Population	Police Budget * (in millions)	Cost per officer (thousands)	Officers per 1000 residents
Town of Victor (Hypothetical)	18	14387	\$ 1.8	\$ 100	1.3
City of Canandaigua	26	10532	\$ 2.3	\$ 88	2.5
City of Geneva	35	13202	\$ 3.2	\$ 91	2.7
Town of Ogden	13	20059	\$ 1.4	\$ 108	0.6
Village of Brockport	13	8398	\$ 1.4	\$ 108	1.5
Village of Newark	18	9019	\$ 1.8	\$ 100	2.0
Town of Macedon	11	9085	\$ 0.7	\$ 65	1.2
Village of Baldwinsville	16	7655	\$ 1.1	\$ 69	2.1
Town of Geddes	19	17003	\$ 1.3	\$ 68	1.1
* Except for Victor, excludes benefits and retirement costs					
Sources - US Census, NYDCJS Data, NY OSC Data					

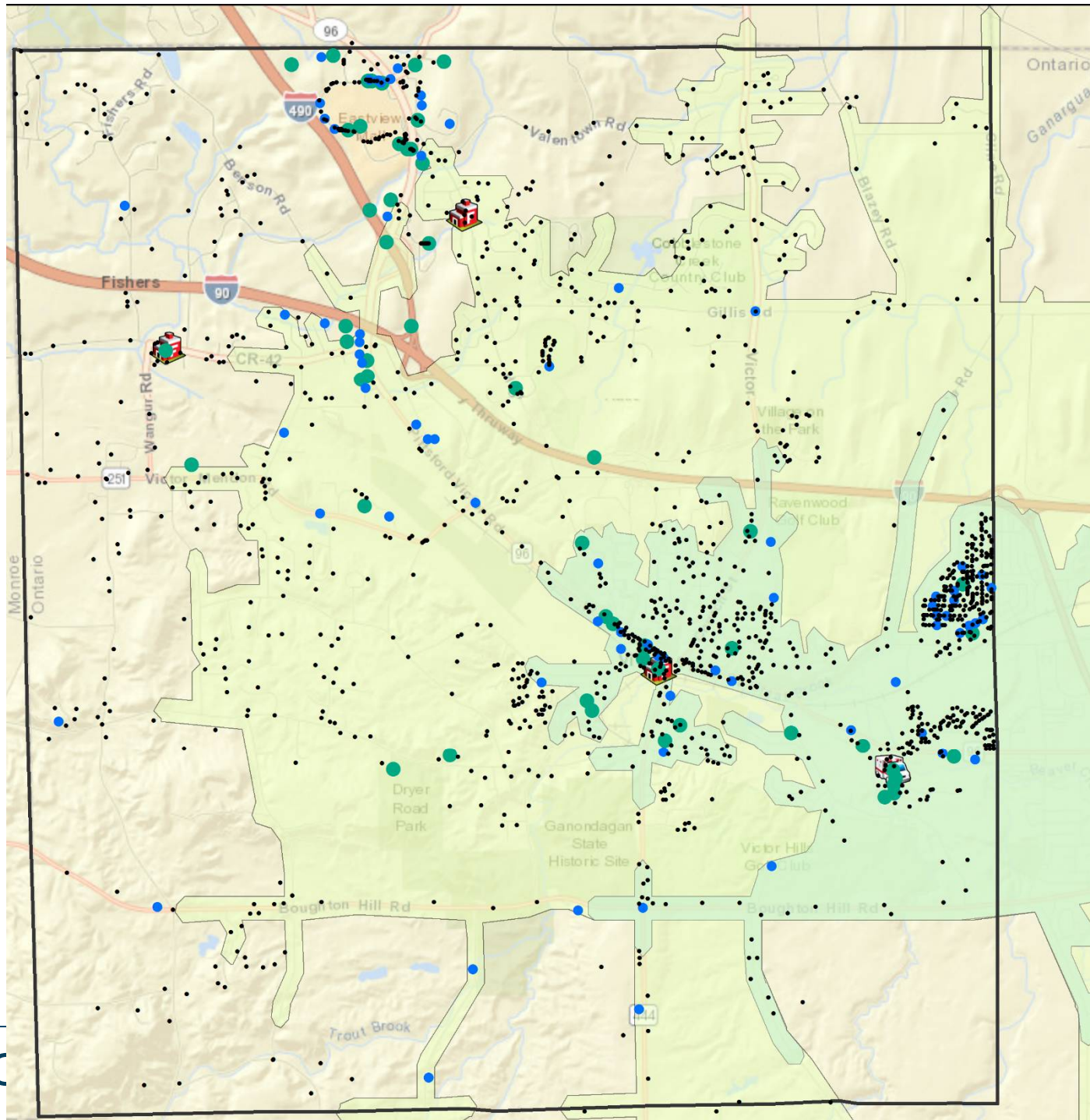
Emergency Medical Services

- Status Quo
- Contract with VFVA for specific performance measures
 - Require VFVA to position an ambulance to improve response times in certain areas
 - Create a Special Ambulance District to support services from VFVA
- Create a Victor EMS Service

EMS Options

- Status Quo
 - VFVA provides service to Victor with minimal financial support based on their own performance standards
 - Fishers Fire Dept. performs first response on serious calls
 - Limited town involvement
- Victor contracts with VFVA with specific performance measures
 - For example, " VFVA will respond to all serious EMS calls in 10 minutes or less, 90 percent of the time as reported on a quarterly basis"
 - As part of the agreement, VFVA could seek additional fiscal support to provide this higher level of service
 - Victor could specify that VFVA station an ambulance in a different part of the town to improve responses to the western portion

EMS Responses in Victor



EMS Options

- Create A Special Ambulance District to Support VFVA
 - An ambulance district is a tool a town can use to raise funds to support the operation of an ambulance service
 - Typically used in conjunction with a specific performance agreement or specific actions like paying residents copayments and covering costs of non-transport calls
 - With Victor's Assessed Value, a relatively small ad valorem tax would yield substantial results
 - A \$0.10 per 1000 tax would raise close to \$200,000 that could be used to support expanded staffing and upcoming capital costs

Projected Impact of Ambulance District Tax

Rate	Revenue	Expense for Median Home (250 k)
\$0.05	\$ 98,014	\$ 13
\$0.10	\$ 196,027	\$ 25
\$0.25	\$ 490,068	\$ 63
\$0.50	\$ 980,137	\$ 125

Comparable Ambulance District Rate

Special Ambulance Districts in Monroe County (2016)	
Brighton	\$ 0.12
Gates	\$ 0.40
Henrietta	\$ 0.21
Penfield Volunteer Ambulance	\$ 0.02
Perinton Ambulance	\$ 0.05
Pittsford Ambulance	\$ 0.03

EMS Options

- Victor could create its own ambulance service
 - 1.5 paramedic ambulance units
 - Annual payroll costs of \$650,000 to \$750,000
 - Initial start up costs of \$650,000 for ambulances, equipment and supplies
 - Could operate out of existing fire stations for minimal cost
 - Recurring business expenses of \$150,000
 - Would probably require a subsidy to operate

Fire Service

- Status Quo
- Town provides administrative support to the two departments
- Town takes an active role in coordinating services
- Town adjusts Victor FPD contract to use FFD for some areas
- Town contracts with FFD for services
- Creation of Joint Fire District for Victor Fire Dept.
- Creation of Joint Fire District for whole town
- VFD adds paid staff through contract or alone

Fire Service – Existing Collaborations

- Fishers Fire District and Victor Fire Department already have numerous collaborative efforts
 - Mutual Aid and Automatic Aid agreements in place
 - Seeking to harmonize standard operating guidelines
 - Coordinated design of new ladder trucks to enhance interoperability
 - SCBA units are from same manufacturer
 - Plan to purchase same new nozzles
 - Joint purchase of forcible entry simulator

Fire Service Options

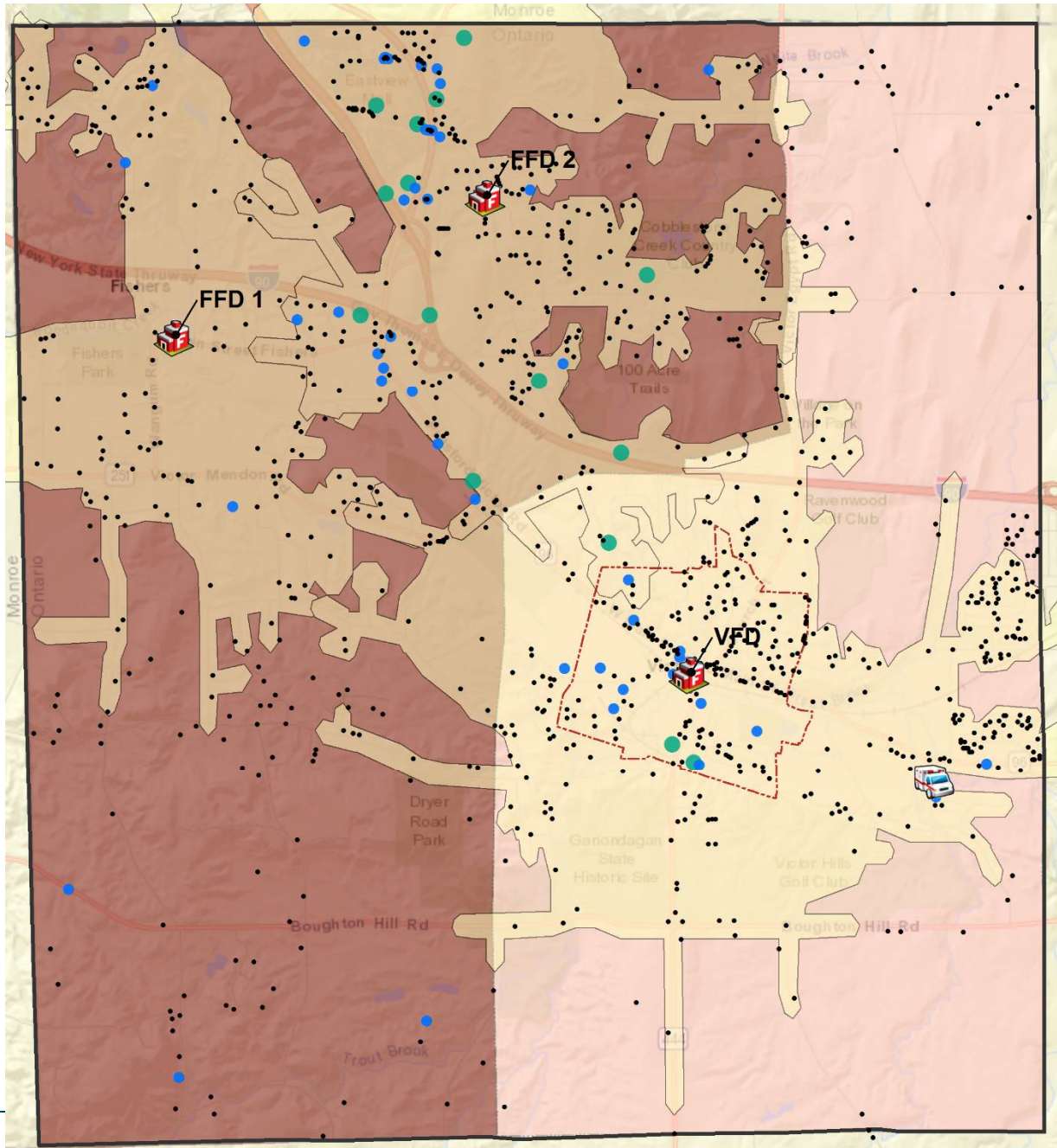
- Status Quo
 - Both departments and all three taxing entities remain
 - Mutual aid and automatic aid agreements benefit each community
 - No sharing of costs over district lines
 - Coordination of capital expenses and staffing is done on an informal basis
- Departments Provides Administrative Support
 - Both departments/ districts collaborate to support an employee for administrative support such as financial operations, recordkeeping, planning and correspondence
 - This service could be provided through an IMA between the fire department/districts

Fire Service Operations

- Town actively seeks to coordinate the fire departments (and perhaps EMS)
 - Through a town position (such as public safety coordinator) the town provides administrative support as well as operational oversight to the departments
 - This position could also oversee the contract with the EMS service
 - This position could also have collateral responsibilities for emergency management and assisting with fire inspection
 - The Fire Marshal already provides some support in this role

Fire Service Options

- Town contracts with both FFD and VFD for provision of service in the Victor FPD
 - As noted in the study, there are areas of FPD that might be better served from FFD.
 - The Town could contract with the FFD to provide primary response to those areas while retaining the relationship with VFD for the rest of the FPD



Fire Service Responses in Victor

Legend

-  Victor
-  Village of Victor
-  Travel from Fire Stations (2.5 Miles)
-  Fishers Fire District
-  Victor Fire District
-  Fire Stations
-  Less than 5 Events
-  6 to 10 Events
-  More than 10 Events
-  Ambulance

Fire Service Options

- Town and Village could contract with FFD for services
 - In addition to firefighting and EMS, the full time workforce could be contracted to conduct building inspections, test VFD equipment, perform community outreach and conduct in service training
 - The intent is to realize savings in existing operations by utilizing on duty staff to perform collateral duties when not responding to emergencies or training

Fire Service Options

- Village and Town could form a Joint Fire District for area served by VFD
 - Existing model of contract between Town and Village places Village in position to establish budget and provide oversight to the fire department
 - Creation of a Joint Fire District would place commissioners in position to establish budget and provide oversight
 - The commissioners could either be elected or appointed by the two boards
 - This action would remove the fire department budget from Village budget and reduce its potential to impact the general fund budget
 - Needs the consent of both elected boards
 - Would not change the operational structure of the VFD

Fire Service Options

- All three entities could merge to create a Joint Fire District
 - Under a JFD, both departments could remain separate companies that serve the district as designed by the commissioners
 - The whole town would be in a single taxing jurisdiction that would shift costs from Fishers to Victor FPD and the Village
 - Substantial legwork would need to be undertaken to fulfill this model
 - There would be grant money to support the study and implementation of this possibility
 - Benefits include preparing for future growth in Victor, balancing costs and benefits across community, reduce administrative burden on volunteers, single command structure, savings on equipment

If 2016 had a Victor Joint Fire District...

	Taxable Value (millions)	Current Levy	Tax Rate (per 1000 AV)
Victor Fire Dept.		\$ 660,775	
Village of Victor	\$ 196		\$ 0.90
Victor Fire Prot. Dist.	\$ 535		\$ 0.90
Fishers	\$ 1,229	\$ 2,553,861	\$ 2.08
Hypothetical Joint Fire District	\$ 1,960	\$ 3,214,636	\$ 1.64

Potential Tax Impact of Joint Fire District

Property Value	Projected Bill @ \$1.64 tax rate	Change in Victor Fire Protection and Village	Change in Fishers Fire District
\$ 150,000	\$ 246	\$ 110	\$ (66)
\$ 250,000	\$ 410	\$ 184	\$ (109)
\$ 350,000	\$ 574	\$ 258	\$ (153)
\$ 450,000	\$ 738	\$ 331	\$ (197)
\$ 1,000,000	\$ 1,640	\$ 736	\$ (438)

Comparable Fire District Tax Rates

Fire District	Tax Rate
Pittsford *	\$ 0.64
Mendon Fire Protection Dist *	\$ 0.69
Egypt Fire Protection	\$ 0.69
Farmington	\$ 0.70
North Bloomfield	\$ 0.72
Bushnell's Basin	\$ 0.82
West Bloomfield	\$ 0.86
Victor (Village and Fire Protection)	\$ 0.90
Mendon Fire District *	\$ 1.09
Northeast Joint Fire District *	\$ 1.13
East Bloomfield	\$ 1.16
West Brighton Fire Protection **	\$ 1.43
Joint Fire District (Hypothetical)	\$ 1.64
Fishers Fire District ***	\$ 2.08
Brighton Fire District ***	\$ 2.23
Laurelton Fire District ***	\$ 2.60
St. Paul Fire District ***	\$ 2.76
* Station staff or administrative staff	
** Contract for paid service from neighboring department	
*** Several paid firefighters available to respond	

Fire Service Options

- VFD contracts with FFD for paid staff during daytime hours
 - VFD contracts for existing FFD staff to respond from Victor's station during hours of reduced volunteer availability
- VFD hires staff during reduced volunteer availability time periods
 - VFD hires staff using a firefighter model to help augment the volunteer staff during hours where volunteers have limited availability
- Pursue a Regional Fire District with Farmington or other suitable partners

Next Steps

- Solicit feedback on Options presented
- Written Options Report is submitted to committee
- With Committee and resident input, develop initial implementation plans for highly desirable options

Please share your comments with Paul Bishop at pbishop@cgr.org or 585-327-7068

See study information at cgr.org/Victor