Annual Report – 2009

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A Message from the EMS Chief

I am proud to present the 2009 Annual Report to Mayor David Spatholt, City Manager Keith Chamberlin, members of council, and the citizens of Columbiana.

2009 was a record setting year for the EMS department. We received 1041 calls for assistance. Out of those 1041 calls, 533 patients were transported to a local emergency room, and 27 of those calls were deferred to other departments because we couldn't get a crew. 2009 set a new record for total requests for service and for the number of patients transported to the emergency room. I attribute this to the steady growth in population the city has seen.

The numbers listed above are possible because of the dedication of the EMT's and paramedics of Columbiana EMS. Their hard work and dedication make it possible for the department to provide the level of care it provides to the citizens of Columbiana. We have one of the best ambulance services in the region.

In 2009, we used a grant from the USDA to upgrade our pulse oximetry capabilities to include the ability to measure the levels of carbon monoxide in the blood stream. Up until recently, there was has not been any ability to measure for carbon monoxide in a patient's blood stream without performing a blood test. We are the first in the area to acquire this technology. This has been helpful in monitoring the victims of house fires, citizens whose carbon monoxide detectors are going off, and our firefighters at the scene of a fire.

The EMS department assisted the fire department in conducting a table top exercise that dealt with the release of a hazardous materials release in close proximity to the down town region during the street fair parade. This exercise helped both departments hone our incident command skills so we can become better prepared in the event a similar incident was to happen in real life.

2009 was a good year financially for the department. We started the year with a balance of $23,565.52 and ended with a balance of $98,531.43. We made $212,276.50 on billing for the ambulance transports. In 2010, I will be receiving insurance through the National Guard at a rate of $197.65 per month. The city will reimburse me monthly for this amount. This will be a savings of approximately $16,000 per year.

In 2010 I would like to use that $16,000 to do much needed upgrades to our 1999 ambulance and to purchase some equipment that we can not purchase through grants. In 2011 and beyond, the savings will be used to pay off the 2009 ambulance.

In 2010, we will be reorganizing our billing office so we can provide better billing services to our department and the five EMS departments we bill for. The billing clerk will be completing an on-line course on ambulance billing and coding so she can be nationally certified as an ambulance coder. This will help us increase our revenue. We would also like to train one of our on-call staff in billing so we have a back-up in the event that the billing clerk would be off for an

extended period of time. We will also begin to accept credit card payments and to submit most of our insurance bills electronically.

Looking long term, we need to start looking for a new station to house our ambulances, billing offices and crew quarters. Our current garage only allows for the storage of type-II van ambulances. These ambulances are close to exceeding the maximum amount of payload with just the patient care equipment. When a patient and crew are in the back, these vehicles are exceeding the maximum load capacity. We are also at the maximum capacity for storage of patient care equipment. A box style ambulance that is built on an E-350 chassis is the perfect size for our department, but will not fit in our current garage.

Our current billing office is out of space for filing. The office is also on the second story of city hall, which is inconvenient for some of our elderly patients to drop off insurance information and payments. The crew quarters are not set-up for part-time staffing; a kitchen and a shower facility is needed. Neither of these can be added to our existing station. The current training room is not carpeted and does not have adequate heating and cooling to create an environment conducive for learning.

We need an existing structure that can be converted into an ambulance station or we funding to build a new station from the ground up. Our ambulance fleet consists of a 1999 and a 2009 so we have a few years before we will need to replace another unit, but we should start the process of finding a new building now so when it is time to replace the ambulance, we can purchase the size we need to safely transport the patient and crew to the emergency room and to allow for proper storage of all of our patient care equipment.

Another long term project that we need to start planning for is the addition of part-time staffing. The shifts would be Monday through Friday from 6am to 6pm. We currently have part-time staff on Saturday and Sunday from 6am to 6pm, this would expand our coverage to all seven days. We currently receive 65% of our calls during the 6am to 6pm range. Having the staff on-station would greatly decrease our response times during the busiest times of the day.

We currently pay for the full wages and benefits for one dispatcher. This amount comes to approximately $60,000 to $65,000 per year. A comparison of other local public EMS departments found the highest amount other departments were paying was $12,000 per year for dispatching. Perhaps in 2011 if we were to split the cost of the dispatcher with another department, we could use that savings to fund the part-time employees. We are approximately $30,000 short of having the funding currently to pay for the part-time staffing.

We are receiving money from a 2 mill property tax levy. Increasing our staffing to part-time during our busiest period and decreasing our response times would be a good utilization of the money the citizens pay to us. Spending $60,000 or more per year on dispatching when other departments are paying $12,000 or less, is not a wise expenditure.

We would like to obtain a vehicle that can be used as a supervisor/response vehicle. This vehicle can be a retired police cruiser or a used SUV that can be purchased at a cheap price. This vehicle can be used by both the EMS and the fire departments. It can be used by the officers of each

department for transportation to meetings and training. It can be used as a response vehicle for EMS when only one crew member is on or when a crew calls for back-up; this would leave the second ambulance available for a transport, if needed. It could be used as a command and control vehicle at major incidents. The cost of the fuel and maintenance for this vehicle could be shared by the EMS and fire departments if they are interested in using it.

Thank you for your time and continued support of the EMS Department. I hope 2010 will be another outstanding year for us. On behalf of my crews, I want to thank you for allowing us to continue to serve the citizens of Columbiana.

Sincerely;

Thomas M. Farley

Thomas M. Farley
Chief, Columbiana EMS

Section 1:

2009
Call Breakdown

CALL REPORT FOR 2009

CALL BREAKDOWN BY TYPE

CALL TYPES	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL	AVERAGE
ALS TRANSPORTS	37	24	32	39	33	43	18	32	29	34	39	35	**395**	**37.9%**
BLS TRANSPORTS	9	17	9	6	17	13	9	18	11	5	12	11	137	13.2%
ALS TRANSPORT W/ MEDIC FROM OTHER CO.	0	1	0	0	0	0	0	0	0	0	0	0	1	0.1%
MEDIC BACKUP TO OTHER DEPT.	1	0	3	1	1	2	1	1	1	2	2	6	21	2.0%
BACK-UP TO OTHER DEPARTMENT	0	0	0	0	1	1	0	0	0	2	0	0	4	0.4%
BACK-UP TO CEMS CREW	5	0	3	1	0	4	1	4	0	2	0	3	23	2.2%
*1st RESPONSE	1	0	1	1	3	2	1	0	0	0	0	0	9	0.9%
ALS TREATMENT - NO - TRANSPORT	1	1	2	0	0	1	2	0	0	0	2	2	11	1.1%
BLS TREATMENT - NO - TRANSPORT	4	8	8	5	2	5	9	7	8	7	11	6	80	7.7%
PATIENT REFUSALS	6	3	6	0	4	3	1	8	4	5	2	4	46	4.4%
AIR MEDICAL INTERCEPT	0	0	0	0	0	1	0	0	1	0	0	0	2	0.2%
NON-EMERGENCY TRANSFER	0	1	1	0	1	0	0	0	0	0	0	1	4	0.4%
CANCELLED REQUEST	5	2	2	0	3	5	1	2	2	1	3	4	30	2.9%
MEDICAL ALARMS / FALSE ALARMS	2	0	1	1	0	0	2	2	3	2	5	5	23	2.2%
COMMUNITY SERVICE STANDBY	0	0	0	1	4	0	1	0	2	4	2	0	14	1.3%
POLICE DEPARTMENT ASSIST	1	0	0	0	0	0	0	0	0	0	0	0	1	0.1%
PAID STANDBY	0	0	0	0	0	0	1	3	4	4	5	1	18	1.7%
FIRE STANDBY	10	9	8	7	7	4	2	2	3	1	5	4	62	6.0%
HAZMAT STANDBY	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
REMOVAL	1	0	0	1	1	0	1	1	1	1	1	3	11	1.1%
LIFT ASSIST	5	6	5	12	6	6	4	9	10	26	25	13	127	12.2%
BLOOD PRESSURE CHECK	0	0	1	0	1	1	0	0	0	0	0	1	4	0.4%
PUBLIC HEALTH CLINIC	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
SERVICE NOT OFFERED - (Referred to Private)	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
*DEFERRED CALLS	1	1	0	3	1	2	2	1	0	2	3	2	18	1.7%
	89	**73**	**82**	**78**	**85**	**93**	**56**	**90**	**79**	**98**	**117**	**101**	**1041**	

Average Calls Per Month: 87

Call Breakdown By Shift

	MID - 6A	6A - NOON	NOON - 6P	6P - MID	DAILY TOTALS	DAILY %
SUNDAY	30	33	41	34	**138**	**13.26%**
MONDAY	26	40	52	33	**151**	**14.51%**
TUESDAY	15	51	38	28	**132**	**12.68%**
WEDNESDAY	27	42	52	38	**159**	**15.27%**
THURSDAY	26	37	58	32	**153**	**14.70%**
FRIDAY	20	46	40	48	**154**	**14.79%**
SATURDAY	15	46	52	41	**154**	**14.79%**
TOTALS:	**159**	**295**	**333**	**254**	**1041**	
SHIFT %	**15.27%**	**28.34%**	**31.99%**	**24.40%**		

Call Breakdown By Days

Saturday 14% Sunday 14%
Friday 15% Monday 13%
Thursday 15% Tuesday 14%
Wednesday 15%

Call Breakdown By Shift

Shift 4 24% Shift 1 10%
Shift 2 31%
Shift 3 35%
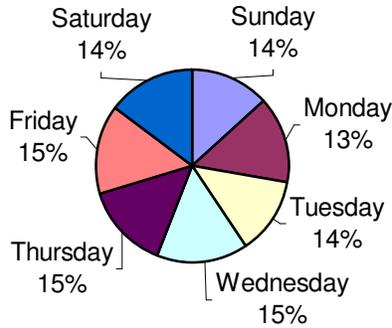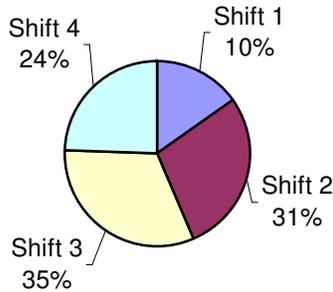
Time of Call Analysis

Year 2009

	Su	M	T	W	Th	F	Sa	Hourly Total	Hourly Pct.
0001 - 0100	8	5	2	6	8	4	0	33	3.17%
0101 - 0200	8	3	1	3	3	3	4	25	2.40%
0201 - 0300	3	4	0	5	5	1	0	18	1.73%
0301 - 0400	5	3	3	3	4	4	5	27	2.59%
0401 - 0500	1	3	4	6	1	2	4	21	2.02%
0501 - 0600	5	8	5	4	5	6	2	35	3.36%
0601 - 0700	5	5	3	10	2	2	3	30	2.88%
0701 - 0800	3	6	6	7	9	7	10	48	4.61%
0801 - 0900	9	8	12	6	4	9	9	57	5.48%
0901 - 1000	5	9	10	4	4	9	5	46	4.42%
1001 - 1100	6	10	10	9	11	7	10	63	6.05%
1101 - 1200	5	2	10	5	7	12	9	50	4.80%
1201 - 1300	9	15	6	13	7	7	9	66	6.34%
1301 - 1400	7	8	6	8	10	3	9	51	4.90%
1401 - 1500	8	8	10	4	12	10	6	58	5.57%
1501 - 1600	9	9	6	9	5	7	11	56	5.38%
1601 - 1700	5	7	5	6	9	8	9	49	4.71%
1701 - 1800	3	5	5	11	15	5	8	52	5.00%
1801 - 1900	9	4	10	9	9	9	6	56	5.38%
1901 - 2000	6	11	3	7	9	13	8	57	5.48%
2001 - 2100	9	4	4	8	3	8	13	49	4.71%
2101 - 2200	4	3	3	5	5	9	2	31	2.98%
2201 - 2300	4	2	5	6	4	6	6	33	3.17%
2301 - 2400	2	9	3	5	2	3	6	30	2.88%
Daily Totals	138	151	132	159	153	154	154	1041	Total
Daily Pct.	13.26%	14.51%	12.68%	15.27%	14.70%	14.79%	14.79%		

Dumped Call Analysis
Year 2009

DEFERRED CALLS	2009
NO CREW AVAILABLE	0
FULL CREW UNAVAILABLE	2
SECOND CREW UNAVAILABLE	12
SECOND FULL CREW UNAVAILABLE	6
THIRD CREW & VEHICLE UNAVAILABLE	5
2ND UNITOUT OF SERVICE - MECHANICAL PROB	2
TOTAL DEFERRED CALLS	27

	Su	M	T	W	Th	F	Sa	Hourly Total	Hourly Pct.
0001 - 0100	1							1	3.70%
0101 - 0200								0	0.00%
0201 - 0300								0	0.00%
0301 - 0400	1							1	3.70%
0401 - 0500						1		1	3.70%
0501 - 0600								0	0.00%
0601 - 0700								0	0.00%
0701 - 0800					1			1	3.70%
0801 - 0900							1	1	3.70%
0901 - 1000	1							1	3.70%
1001 - 1100							1	1	3.70%
1101 - 1200	1			1	1		1	4	14.81%
1201 - 1300					1			1	3.70%
1301 - 1400					1	2		3	11.11%
1401 - 1500								0	0.00%
1501 - 1600								0	0.00%
1601 - 1700		1		1				2	7.41%
1701 - 1800								0	0.00%
1801 - 1900	2				2			4	14.81%
1901 - 2000				1		1	1	3	11.11%
2001 - 2100							1	1	3.70%
2101 - 2200								0	0.00%
2201 - 2300	1							1	3.70%
2301 - 2400	1							1	3.70%
Daily Totals	8	1	0	3	6	2	7	27	Total
Daily Pct.	29.63%	3.70%	0.00%	11.11%	22.22%	7.41%	25.93%		

Section 2:

Annual Call Report

ANNUAL CALL REPORTS

ANNUAL REPORT BY MONTHS

	2005	2006	2007	2008	2009	AVERAGE
JANUARY	71	78	80	69	89	77
FEBRUARY	63	57	77	79	73	70
MARCH	73	55	89	84	82	77
APRIL	65	78	76	76	78	75
MAY	70	72	80	74	85	76
JUNE	69	73	71	85	93	78
JULY	90	85	98	85	56	83
AUGUST	86	51	93	85	90	81
SEPTEMBER	73	93	81	79	79	81
OCTOBER	77	86	89	73	98	85
NOVEMBER	67	71	61	79	117	79
DECEMBER	74	82	77	80	101	83
TOTALS:	878	881	972	948	1041	944

MONTHLY AVG: 79

AVERAGE DAILY CALLS: 2.6
AVERAGE MONTHLY CALLS: 79
AVERAGE YEARLY CALLS: 944
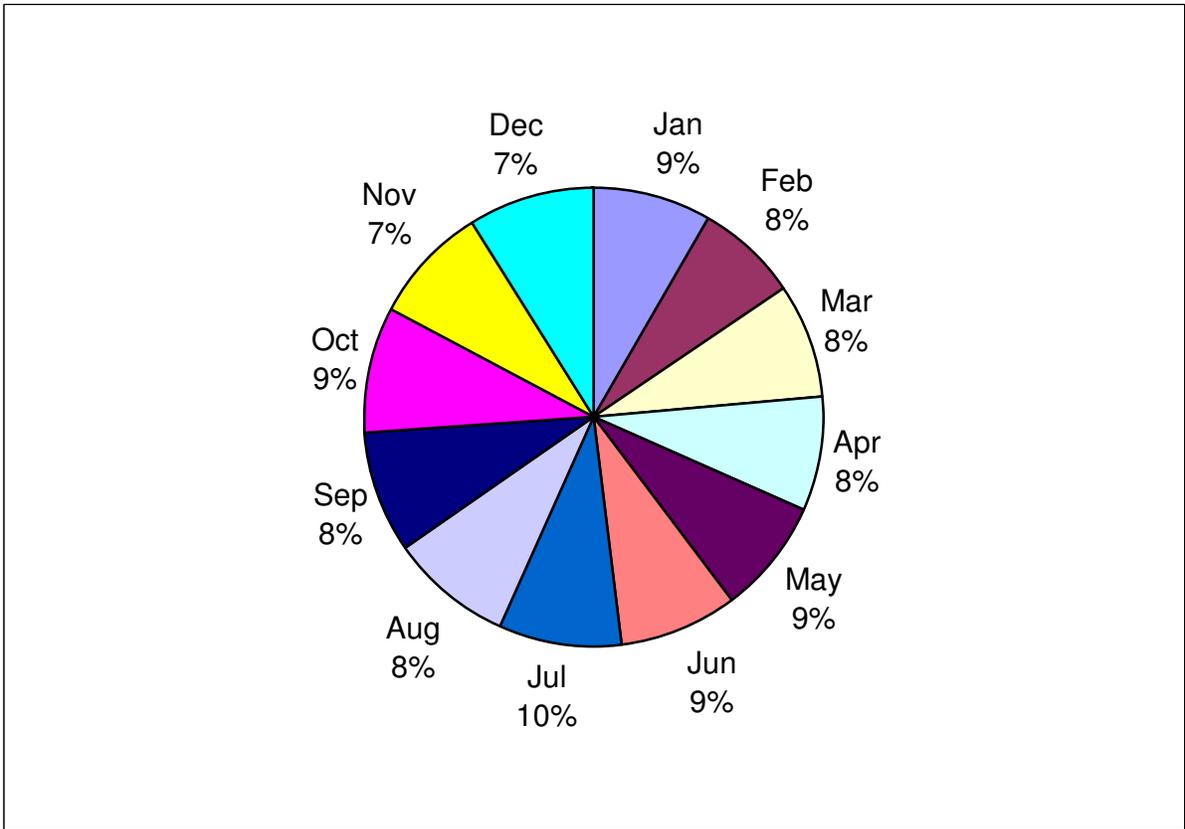
CALL BREAKDOWN BY TYPE

CALL TYPE	2005	2006	2007	2008	2009	AVG	(+ / -)
ALS TRANSPORTS	366	312	348	386	395	361	34
BLS TRANSPORTS	140	125	138	120	137	132	5
*ALS TRANS. W/ MEDIC BACK-UP	2	2	1	0	1	1	0
MEDIC BACKUP TO OTHER DEPT.	22	59	36	31	21	34	-13
BACK-UP TO OTHER DEPARTMENT	7	5	5	7	4	6	-2
BACK-UP TO CEMS CREW	20	20	22	12	23	19	4
*1st RESPONSE	14	12	19	9	8	12	-4
ALS TREATMENT - NO - TRANSPORT	17	10	16	7	11	11	0
BLS TREATMENT - NO - TRANSPORT	67	67	63	71	80	70	10
PATIENT REFUSALS	46	57	62	58	46	56	-10
AIR MEDICAL INTERCEPT	3	1	2	2	2	2	0
NON-EMERGENCY TRANSFER	7	7	4	14	4	7	-3
CANCELLED REQUEST	24	51	34	44	30	37	-7
MEDICAL ALARMS / FALSE ALARMS	*	*	29	16	23	14	9
COMMUNITY SERVICE STANDBY	23	17	9	14	14	19	-5
POLICE DEPARTMENT ASSIST	1	2	2	2	1	2	-1
PAID STANDBY	29	18	15	21	18	20	-2
FIRE STANDBY	19	43	41	25	62	38	24
HAZMAT STANDBY	0	1	0	0	0	0	0
REMOVAL	7	11	5	9	11	9	2
LIFT ASSIST	28	28	69	72	127	74	53
BLOOD PRESSURE CHECK	26	20	40	16	4	20	-16
PUBLIC HEALTH CLINIC	0	0	0	0	0	0	0
SERVICE NOT OFFERED	2	0	0	1	0	0	0
*DEFERRED CALLS	8	13	12	11	19	13	6
TOTALS:	878	881	972	948	1041		

AVERAGE: 944

Total Transports to an E.R. : 508 439 487 506 533
Average Yearly ER Transports: 495

Yearly Call Volume

878 881 972 948 1041
2003 2004 2005 2006 2007
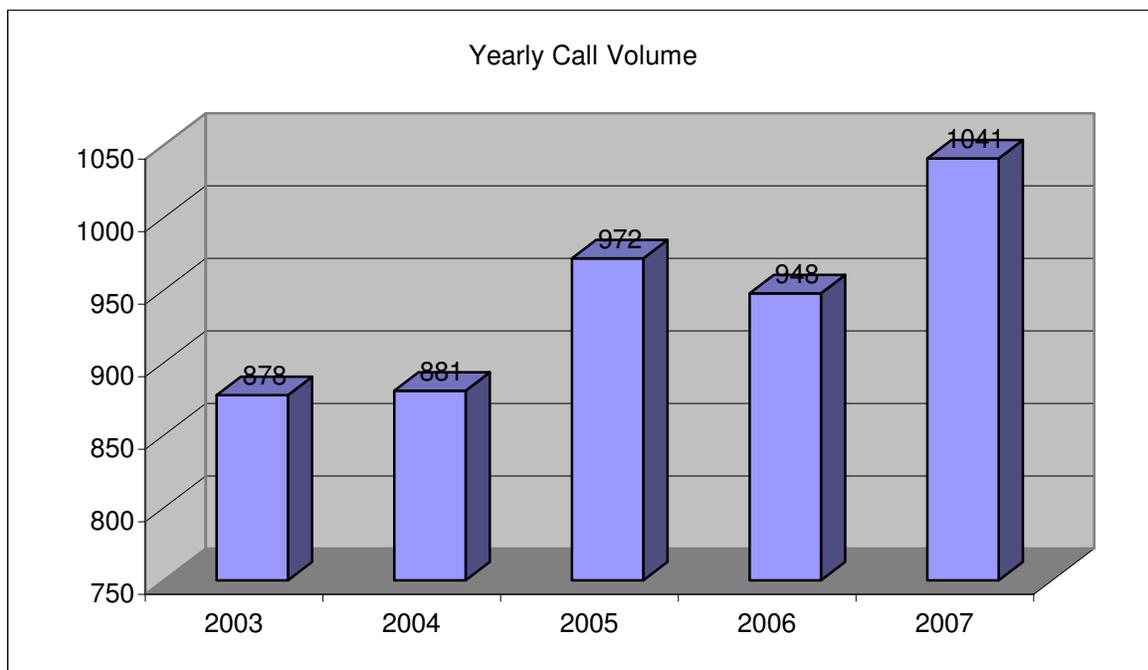
DEFERRED CALLS	2005	2006	2007	2008	2009	AVG
NO CREW AVAILABLE	2	2	4	2	0	2
FULL CREW UNAVAILABLE	9	11	15	2	2	7.8
SECOND CREW UNAVAILABLE	5	7	7	4	13	7.2
SECOND FULL CREW UNAVAILABLE	4	3	4	4	6	4.2
THIRD CREW & VEHICLE UNAVAILABLE	2	1	0	3	5	2.2
2ND UNIT DOWN - MECHANICAL PROB	1	2	1	5	2	2.2
TOTAL DEFERRED CALLS	23	26	31	20	28	

Average Dumped Calls Per Year: 25.6
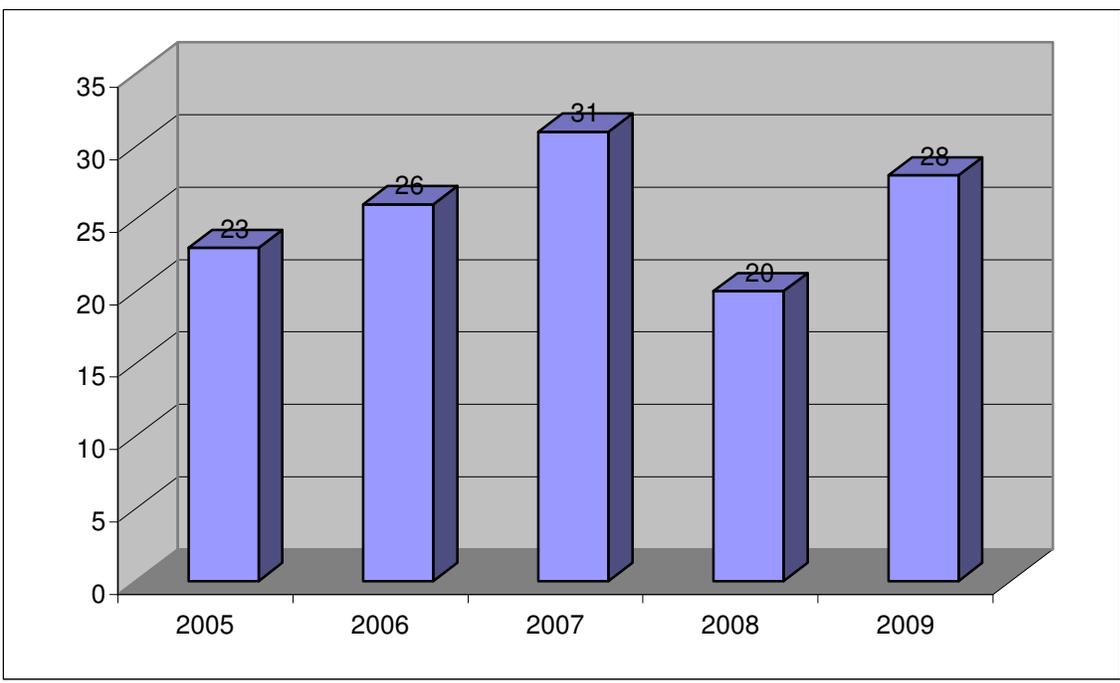
Section 3:

2009 Financial Report

Page 1: Annual Financial Summary

Columbiana EMS 2005 - 2009 Year End Summary

	2005	2006	2007	2008	2009
Begining Balance	**$49,280.99**	**$87,156.23**	**$78,961.23**	**$49,468.18**	**$23,526.52**
REAL ESTATE TAX	$132,268.07	$142,181.58	$149,736.28	$152,437.18	$234,565.80
ROLLBACKS	$17,580.55	$13,641.21	$14,989.90	$9,109.57	$13,477.94
TRAILER TAX	$1,204.63	$1,305.83	$1,209.85	$1,085.91	$1,563.99
R.E. UTILITY REIMBURSEMENT	$102.80	$379.00	$303.00	$0.00	$0.00
TANGIBLE PERS. PROP. TAX	$21,801.61	$15,458.76	$15,299.47	$6,041.54	$333.84
TANG. PERS. PROP. TAX REIMB.	$0.00	$3,363.36	$8,924.92	$14,669.92	$19,317.97
GRANTS	$49,113.00	$8,000.00	$46,470.00	$6,000.00	$35,500.00
NEW WATERFORD MUTUAL AID	$2,087.27	$3,280.86	$3,645.61	$3,507.78	$1,520.98
NEGLEY MUTUAL AID	$3,268.29	$4,434.81	$4,264.33	$4,596.29	$3,911.30
SPRINGFIELD MUTUAL AID	$2,889.65	$5,655.89	$5,049.98	$8,493.37	$6,543.70
LEETONIA MUTUAL AID	$61.85	$2,107.71	$4,168.48	$3,787.69	$2,858.66
BEAVER TOWNSHIP MUTUAL AID	$0.00	$4,972.11	$6,628.02	$6,079.24	$9,334.76
INTEREST	$173.52	$2,419.62	$2,279.76	$1,041.62	$212,276.50
SALE OF ASSEST	$0.00	$0.00	$0.00	$0.00	$0.00
DONATIONS	$300.00	$3,190.50	$17,897.21	$1,775.00	$570.00
CHARGES BILLED OUT	$192,868.80	$169,704.26	$155,068.54	$188,373.96	$0.00
MISC. RECEIPTS	$0.20	$0.00	$28.40	$10,429.99	$453.74
AMBULANCE NOTE	$0.00	$0.00	$0.00	$0.00	$60,000.00
INTERFUND NOTE	$0.00	$0.00	$0.00	$78,165.00	$0.00
TRANSFER FROM GEN FUND	$0.00	$0.00	$0.00	$6,000.00	$0.00
MISC. REIMBURSEMENTS	$0.00	$25,317.56	$0.00	$0.00	$0.00
TOTAL RECEIPTS	**$423,720.24**	**$405,413.06**	**$435,963.75**	**$501,594.06**	**$602,229.18**
SALARIES / WAGES	$232,415.52	$255,916.65	$257,330.03	$266,580.91	$272,240.22
EMPLOYEE BENEFITS	$59,427.82	$84,621.00	$101,287.19	$110,705.05	$99,330.17
UTILITIES	$208.71	$250.85	$313.55	$267.29	$298.17
TELEPHONE - AMBULANCE	$2,856.16	$2,782.11	$3,136.80	$2,664.92	$2,790.84
PROFESSIONAL FEES / TRAINING	$1,447.13	$4,045.91	$1,270.00	$6,205.91	$8,184.59
CONT. SERVICES / REPAIRS	$13,000.31	$13,030.67	$13,629.83	$19,963.04	$9,857.75
INSURANCE	$9,137.92	$8,912.64	$10,177.93	$9,792.07	$9,605.20
OFFICE EXPENSES	$2,117.57	$2,033.70	$1,283.60	$1,451.88	$1,886.30
GAS & OIL	$3,705.86	$3,702.13	$4,283.42	$6,272.28	$3,627.56
OPERATING SUPPLIES / EQUIP	$16,283.74	$26,333.34	$13,639.98	$14,494.79	$13,013.19
EQUIPMENT	$36,087.53	$4,865.20	$50,639.40	$1,052.05	$18,024.62
VEH. REPAIRS	$5,240.24	$3,892.39	$4,978.68	$5,185.49	$1,923.85
VEHICLE PURCHASE	*	*	*	$79,485.28	$180.20
MISC. EXPENSE	$911.95	$125.30	$158.33	$469.15	$2,002.73
COUNTY AUD. & TREAS. FEE	$2,851.92	$3,043.51	$0.00	$2,945.61	$4,908.80
STATE AUDITOR EXPENSE	$152.62	$52.66	$3,328.06	$0.00	$0.00
PRINCIPAL	$0.00	$0.00	$0.00	$0.00	$78,165.00
INTEREST	$0.00	$0.00	$0.00	$0.00	$1,185.05
TOTAL EXPENSES	**$385,845.00**	**$413,608.06**	**$465,456.80**	**$527,535.72**	**$527,224.24**
ENDING BALANCE	**$87,156.23**	**$78,961.23**	**$49,468.18**	**$23,526.52**	**$98,531.46**

Glossary

Definitions of EMS call types

ALS Transport: Transport to the ER in which advanced life support care (IV, cardiac monitor, medication) is being provided by an EMT-Intermediate or paramedic.

BLS Transport: Transport to the ER in which basic life support care (oxygen, splinting, bandaging) is being provided by an EMT-Basic or higher.

ALS Transport w/ Medic from another Dept.:   Same as an ALS transport, but we could not provide a paramedic from our department and had to request one from another department.

Medic Back-up to Other Dept: A neighboring department needed a paramedic and we provided one to them.

Back-up to Other Dept: Another department needed some type of help on a scene other than a paramedic. This is the same thing as mutual aid among fire departments.

Back-up to CEMS Crew: One of our crews needed help on a scene and we sent a second crew to help them.

First Response: We could only get one crew member to answer a call. This can be a first out call or a second out call.

ALS Treatment-No-Transport: Advanced life support care is provided on-scene but the patient refuses transport to the ER.

BLS Treatment-No-Transport: Basic life support care is provided on-scene but the patient refuses transport to the ER.

Patient Refusal: Patient refuses all care and transport.

Air Medical Intercept: When we call for a helicopter to transport a critical patient to an ER.

Non-Emergency Transfer: A pre-scheduled transport to somewhere other than an ER. These are the nursing home to the doctor's office and other calls of this nature.

Cancelled Request: The patient or another agency cancels our crew.

Medical Alarm/False Alarm: When a patient's medical alarm or life alert is accidentally triggered. We are called, but not needed.

Community Service Standby: A non-revenue generating standby. Examples are the 4th of July standby and the Street Fair standby.

Paid Standby: A standby that generates revenue. An example of these are football game standbys.

Police Department Assist: When an ambulance standbys with the police department. This can be for a stand-off or a dangerous arrest.

Fire Standby: An ambulance stands by at all fire calls to protect the fireman while they are conducting firefighting operations.

HazMat Standby: When an ambulance stands by at the scene of a hazardous materials release.

Removal: When a person is found to be dead on arrival and we conduct the removal of the body to the funeral home or the morgue.

Lift Assist: When a person falls and only needs assistance to get back up.

Blood Pressure Check: A person can walk into the police department and ask one of our EMT's to check their blood pressure for free.

Public Health Clinic: When we set-up a blood pressure clinic at a church or other community event and offer free blood pressure screenings for the public.

Service Not Offered: Any calls for assistance that we do not perform. An example would be a wheelchair van transport.

Deferred Calls: See the below definitions for these call types.

No Crew Available: When we do not have any one on the schedule and no one answers the radio call out.

Full Crew Unavailable: When only one person is on the schedule and no one answers the radio call out to respond with them. This call falls into the first response category.

Second Crew Unavailable: When the primary ambulance is on a call and a second call is received, but no one answers the radio call out.

Second Full Crew Unavailable: When the primary ambulance is on a call and a second call is received, but only one person answers the radio call for out. This call falls into the first response category.

Third Vehicle Unavailable: When both the primary and secondary ambulances are on calls and a third call for assistance is received. These calls are deferred to a neighboring department.

2nd Unit Down – Mechanical Problem: When one ambulance is being serviced for either routine maintenance or a repair and we only have one ambulance available. If a second call comes in, we have to defer it to a neighboring department.