



2018

Public Safety Facilities Study

Questions Asked & Responses

**Prepared by City of Caribou Administration
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General Questions

What is the anticipated process and timeframe to decide if a new facility or facilities are needed?

It is anticipated that the culmination of the Citizen Advisory Committee (CAC) work will be a voter initiative on the November 2018 ballot. Prior to the election, the CAC will consider trends in public safety needs, current facilities and their limitations, future needs, potential locations/redevelopment options, and potential finance options for future facilities. It is also expected that several public open house and facility tours will occur.

What is the timeframe for updating or building a new facility?

If the citizens vote in 2018 to build a new facility, the city will seek an architectural/civil engineering firm to design the new facility. Design can take 6-8 months. Bidding for construction could be early 2020. The new facilities could be operational in 2022.

Have there been complaints about the current services being provided?

No. The public safety departments have grown and acquired equipment necessary to continue delivery of services to Caribou residents and, by contract, to several neighboring communities. In fact, the city's efficient delivery of services often results in Caribou personnel being called to an incident outside of Caribou and arriving ahead of the agencies generally responsible for those areas.

Do we need to make a large capital investment in public safety to maintain the current level of service?

Capital funds are needed for facilities and equipment. The City budgets money each year for building maintenance but has not set aside funds to pay for major building renovations or new construction. These funding needs are anticipated to come through a general obligation bond approved by voters.

Short-term and long-term capital equipment needs are funded yearly. These items may include radio equipment, computers, police cruisers, fire apparatus, and minor building renovations. The capital equipment fund allocations between police and fire since 2014 include the following:

	Fire/EMS	Police	Total
2014	\$ 225,026	\$ 38,980	\$ 264,006
2015	\$ 227,100	\$ 41,480	\$ 268,580
2016	\$ 106,100	\$ 40,320	\$ 146,420
2017	\$ 366,961*	\$ 46,320	\$ 413,281
2018	\$ 236,798*	\$ 51,640	\$ 288,438
5 year Totals	\$1,161,985	\$ 218,740	\$ 1,380,725

*Includes city lease payment for new fire engine (\$116,900/yr for 6 years).

What does the public think about this?

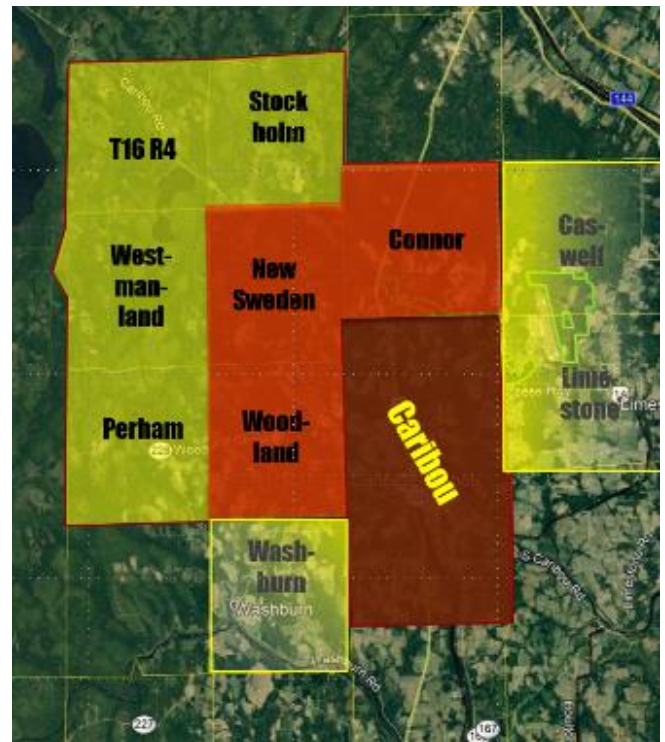
This process started in 2013 when the city conducted many public meetings and open houses in order to develop the city's comprehensive plan. Within that plan, a specific goal was set to "plan for, finance and develop an efficient system of public facilities and services to accommodate anticipated growth and economic development." One of the specific strategies for that goal states, "Form a community

committee to begin identifying police department building needs, selecting a site, and developing a financing model.” This desire to consider public safety needs was reiterated when the city’s Downtown Tax Increment Finance plan was amended in 2014 to allocate \$1Million for a “fire station reconstruction or upgrades” using tax increment finance dollars. In January 2018, the Council directed city staff to organize a citizens advisory committee to help evaluate options for a new police and fire station. That committee has been formed and will meet at least once a month until their questions are addressed, and they forward a recommendation to the City Council. Additional public surveys will be conducted as more information becomes available about options.

Is there a possibility of combining resources and facilities with neighboring communities?

The city is already partnering with surrounding communities to provide consolidated public safety services. The city provides contracted fire response services for Connor, New Sweden and Woodland. The city provides contracted EMS services for those same communities plus Perham, Westmanland, T16 R4 and Stockholm. Each of these communities pays a small per capita fee to help offset Caribou’s administrative costs. In 2017, these fees totaled \$35,443 for EMS services and \$126,313 for fire protection.

In addition, the Caribou departments are often called to provide first responder support to the communities of Washburn, Caswell, and Limestone even though they have their own fire departments and contract with a private ambulance service provider. Caribou is called because it has full-time staff and can generally respond quicker.



The Caribou Fire Department has many mutual aid agreements in order to provide the necessary emergency response to any area we may have to respond. The Department has agreements with Washburn, Presque Isle, Fort Fairfield, Limestone and Van Buren. These agreements work both ways. The Ambulance service has mutual aid agreements with Crown Ambulance and Presque Isle Fire.

Aside from consolidating the services, very little study has been done about consolidated facilities. One suggestion has been for Caribou to build smaller satellite facilities rather than a new, larger building. Concerns with this approach include not be able to staff the additional buildings, paying additional annual utility costs, and no appreciable benefit to response times within the currently covered areas due to staff limitations. That being said, if the existing facilities of area communities became part of a larger Central Aroostook Public Safety District, some efficiencies may be achieved, and the smaller departments could benefit from the additional training and resources available. This more regional approach would place a greater cost burden for public safety services on the more rural communities around Caribou.

Does the city have a consultant helping with this evaluation?

The city recently hired Port City Architects to provide consultant services on current regulations affecting public safety operations and facilities. They've been involved with six municipal public safety facilities around Maine (<https://www.portcityarch.com/portfolio/cat-public-safety/>). They've already conducted a needs assessment for staff and equipment spaces, provided a conceptual floor plan for consideration, and will help evaluate potential sites for new facilities.

Ames Associates LLC, was contracted in February 2017 to conduct a study on expanding the current facilities on High Street. They provided a cursory space analysis, floor plan, site design, and provided a rough cost estimate for modifying the current building to include a police station component.

Current Facility Limitations and Operations

What is the Cost of heating/utilities?

The following is a breakdown of 2017 utility costs for the public safety departments.

	Fire/EMS	Police*	Total
Electrical	\$ 7,075	\$ 3,760	\$ 10,835
Water	\$ 766	\$ 264	\$ 1,030
Sewer	\$ 470	\$ 161	\$ 631
Heating Fuel	\$ 17,304	\$ 3,430	\$ 20,734
Telephone	\$ 5,471	\$ 4,144	\$ 9,615
Internet	\$ 1,074	\$ 1,882	\$ 2,956
Total	\$ 32,160	\$ 13,641	\$ 45,801

*calculated as 1/3 of total city hall costs

What are the operation costs?

In addition to heating and utility costs (see Question #7 above) the city budgeted for the following building and equipment operational items in 2018¹

	Fire/EMS	Police	Total
Janitorial	\$ 0	\$ 11,400	\$ 11,400
Building Maintenance	\$ 14,000	\$ 3,000	\$ 17,000
Equipment Maintenance	\$ 18,500	\$ 1,000	\$ 19,500
Radio Maintenance	\$ 7,000	\$ 1,500	\$ 8,500
Building Supplies	\$ 4,000	\$ 1,600	\$ 5,600
Property Insurance	\$ 2,087	\$ 570	\$ 2,657
Office Supplies	\$ 500	\$ 4,650	\$ 5,150
New Equipment	\$ 13,000	\$ 2,500	\$ 15,500
Total Building & Equipment	\$ 59,087	\$ 26,220	\$ 85,307
Total Utilities Cost	\$ 32,160	\$ 13,641	\$ 45,801
Total Operations	\$ 91,247	\$ 39,861	\$ 131,108

Do we have instant backup power?

Both of the current facilities have diesel backup power generators on site.

What rooms and equipment do we not have that current regulations require? (e.g. decontamination rooms, carcinogen separation, evidence, etc.)

Police Department required rooms not provided:

- Temporary evidence storage
- Bathroom with wash facilities for staff
- Decontamination area and wash facilities

¹ Caribou 2018 Annual Budget

- Laundry facilities
- Secure drugs and sharps storage
- Secure storage for firearms and ammunition (shared with miscellaneous storage)
- Technology equipment storage (shared with miscellaneous storage)
- Interview room with recording devices (shared with offices)

Fire/EMS Department required rooms not provided:

- Gender separate bathroom and living arrangements (if female staff are hired)
- Carcinogen separation.
- Public restroom
- Bay floor space necessary to maintain minimum separation between ambulances
- Decontamination area and wash facilities
- Secure drugs and sharps storage
- Bay floor space necessary to maintain minimum separation between ambulances

What is carcinogen separation?

Because of the size of the building, the Fire Department has little to no separation of contaminated clothing or equipment from personnel or medical equipment and supplies. Clothing and equipment become contaminated by cancer causing elements such as Hydrogen Cyanide (HCN) and Carbon Monoxide (CO) during fire events. Firefighter Nation estimates that HCN is up to 35 percent more dangerous than CO, which suffocates the organs. Though CO can kill quickly, HCN attacks the central nervous system, disorienting people who are exposed. Both gases are by-products of burning synthetic materials, which are common in modern construction. While most of these chemicals are relatively volatile and dissipate over time, the carbon-based soot particles absorb many of these vapors, holding them in place on surfaces including firefighter clothing and skin. These chemicals initially, trapped on the particles, migrate into the surrounding surfaces such as the firefighters, their gear and emergency medical equipment. To reduce the risks associated with fire related carcinogens, the fire department has adopted the following methods of separation and control. A newer facility could provide better separation and functional cleaning areas to handle these elements.

Method	Limitations within current facility
Wear SCBA through all stages of the fire, including overhaul.	None
Remove as much of the bulk contamination as possible while still at the fire scene by performing gross contamination. Have a decon area singled out at the department.	None
Wipe soot from your head, neck, jaw, throat, underarms and hands using wet wipes immediately after the fire.	None, this occurs on scene immediately after the fire. All equipment is transported back to the station for decontamination in a separate vehicle from personnel.

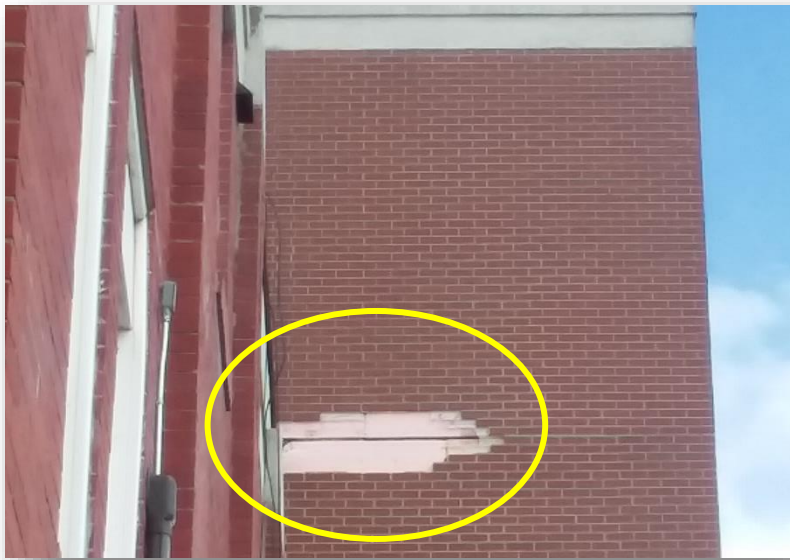
Change and wash all clothing right after returning to the station or before leaving the fire ground.	Current laundry facilities are located in the basement in an ambulance storage bay.
Shower after the fire	Only one shower is currently available, which is accessed via main corridors to living areas.
Ensure that all gear is properly cleaned and stored right after the fire.	All gear is spread onto the bay floors and washed with light soap and water by hand. This requires all apparatus to remain outside of the building during all seasons and conditions.
Do not transport or take contaminated clothing home or store in a vehicle.	This also includes personnel. All staff are required to get clean before signing off a call.

Are there any structural integrity concerns at the current buildings?

No formal structural analysis has been conducted on the fire station or city hall where the police station is located. Evidence of continued settling and loss of building integrity is visible by walking through the facilities. The following are pictures taken inside the stations recently:

Interior cracking in concrete ceiling and masonry wall near southwest corner of police station. ➡



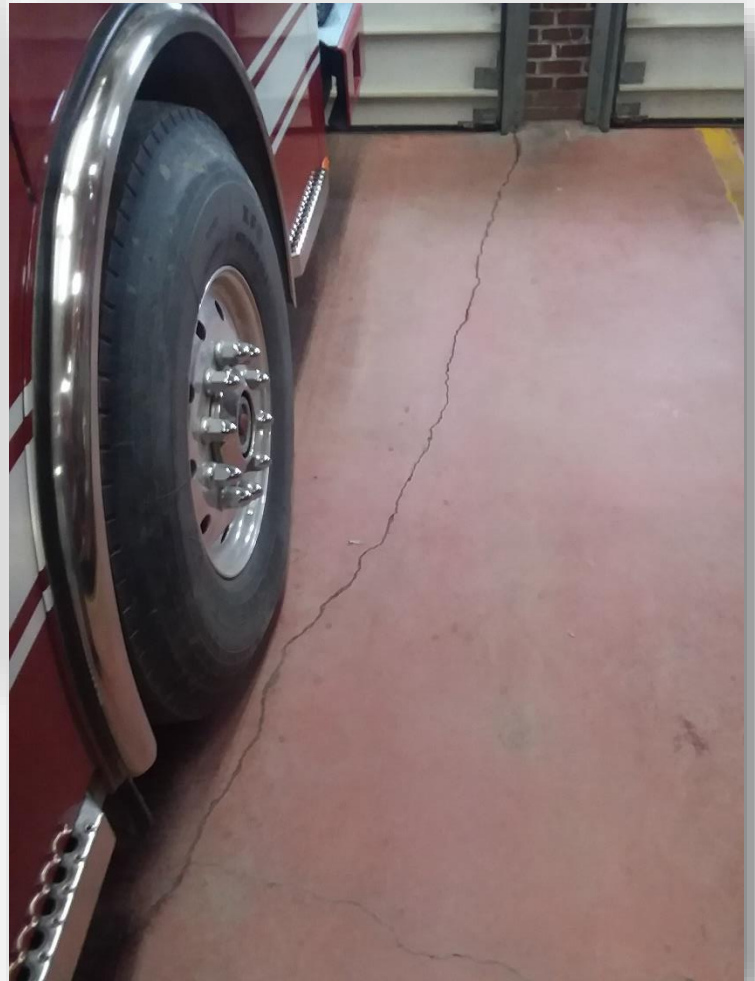


Loss of thin bricks from exterior of police station. Occurred prior to September 2015²



↑ Heaving in concrete floor of police station entry, identified spring 2018.

Increased floor settlement and cracking in fire bays due to heavier weight of apparatus. →



² Photo taken April 2018. Google earth imagery acquired in 09/2015 shows similar patch on building.

Why do we need such heavy equipment in the fire station now?

Vehicles are designed to carry more water. The city's tanker carries 3,500 gallons, Engine #1 carries 1,250, Engine #2 carries 2,000 and the ladder truck carries 500. Because a gallon of water weighs 8.34 lbs. these vehicles carry a water weight of 14.6 tons, 5.2 tons, 8.34 tons, and 2.1 tons respectively.

What ADA issues are there?

The following are some ADA items that would need to be addressed if the current facilities are altered:³

Police Station/City Hall:

- No Accessible route to police station entrance from marked ADA stall
- No ADA wayfinding signage in police parking lot
- Accessible route from parking stall to building does not meet slope or obstruction standards
- Door swing within High Street entrance does not meet 48" spacing standard
- Self-closing doors don't meet timing standards
- No automated entry to building from High Street entry or Police entry (Recommended)
- No Accessible public restrooms
- No ADA compliant signage within building

Fire/EMS:

- No ADA Parking stall or accessible route is designated.
- No automated entry to building (Recommended)
- No Accessible public restrooms
- No ADA compliant signage within building
- Potential accessible route from parking to building does not meet slope or obstruction standards

What rooms and equipment do we not need because the facilities are "grandfathered"?

ADA. According to Section 202.1 of the Americans with Disabilities Act standards (www.access-board.gov), any additions or alterations of existing facilities must comply with ADA standards.

"Additional requirements apply to projects that affect or could affect the usability of, or access to, an area containing a primary function."

Environment. Some standards that affect working conditions (e.g. occupiable area standards) are changed in the National Fire Protection Association (NFPA) standards on a regular basis. OSHA also periodically makes changes to their standards for work place safety. The City is required to comply with these updated standards, which may or may not have a "reasonability" provision in them.

Equipment. Some equipment replacement is more a function of improved service delivery rather than regulatory mandate but some equipment, like Personal Protection Equipment (PPE) for firefighters, has a useful life. If the city does not take steps to maintain equipment with a high standard of care and within its useful life, the city would be liable for damages if a tragic accident should occur resulting

³ Information based on site inspections by city administration using standards available through www.access-board.gov

from lack of appropriate equipment. The City strives to utilize advances in technology that improve communication, records access and management, response times, equipment longevity, medical services rendered, fire prevention and fighting, etc. All equipment is upgraded as funding and practicality allow. \$13,000 was budgeted in 2018 for new fire/EMS equipment and \$2,500 for police.

Are there environmental cleanup issues on the sites?

There is some asbestos at both existing locations, which can remain in place if undisturbed. No other environmental issues have been identified.

How is morale affected by current facilities?

As with any work environment, when there is a lack of resources necessary to perform required duties, the morale suffers. In the case of the police department they lack some basic elements like a sink in the bathroom, private changing area, large lockers for storage of personal and job-related items, and equipment to conduct business due to space limitations. Inability to perform quality work due to lack of resources can be frustrating and cause staff to seek other work environments.

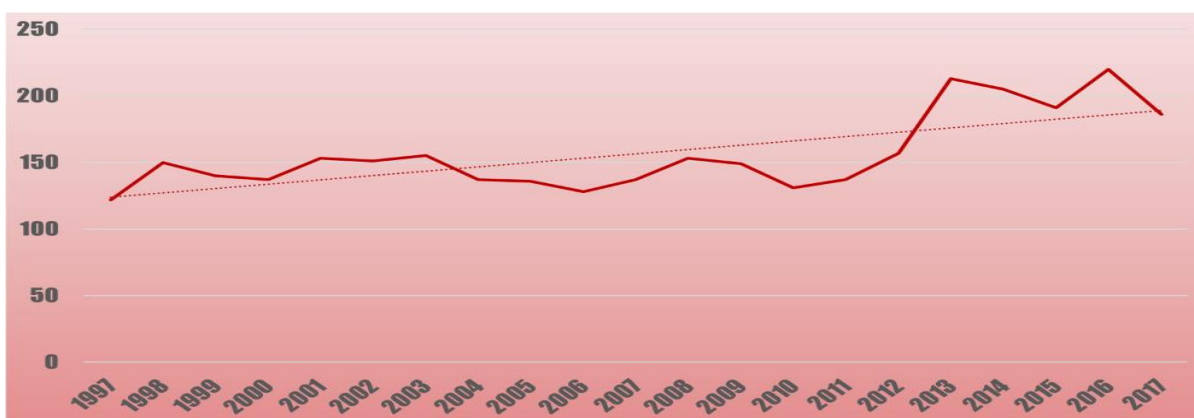
In addition to affecting work performance and morale of current employees, the work environment affects recruitment efforts. Because the candidate pool is shrinking throughout the public safety disciplines, individuals can be more selective of where they work. When the work area appears cluttered and disorganized due to space limitations, that speaks volumes about the potential employer and experiences someone will have in a department.

What state oversight is there for inspections and safety of current buildings?

The jail is inspected yearly by Department of Corrections. All other elements are inspected annually by the city's insurance provider and risk management committee. OSHA will inspect the facilities on a complaint basis.

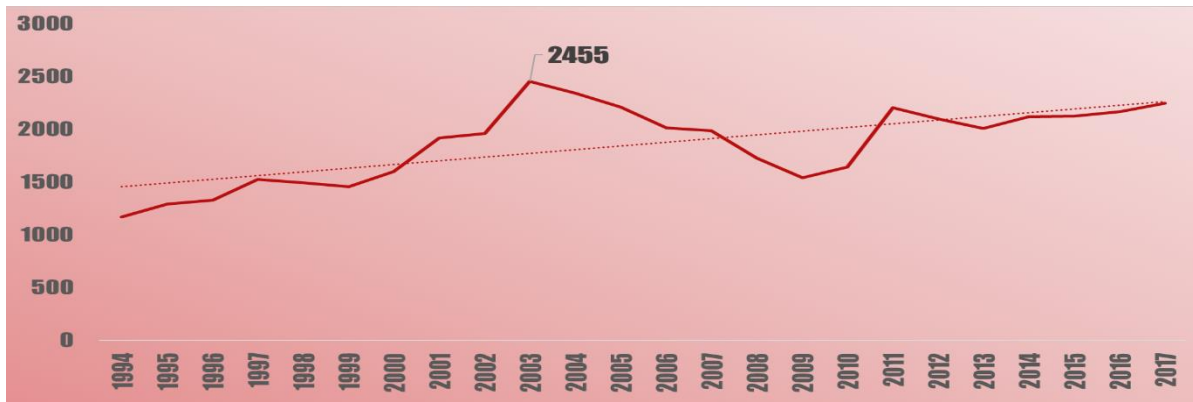
What are the trends in calls for service?

The following charts show the current trends in calls for service.

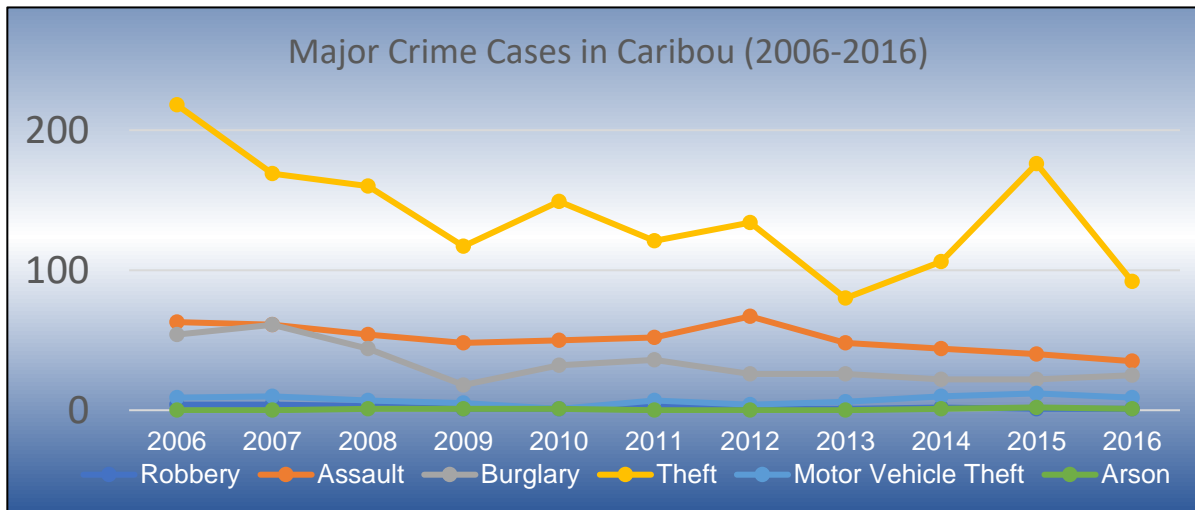


Caribou Fire/Rescue Calls between 1997 and 2017 with upward trend indicated.⁴

⁴ Caribou Fire Department Annual reports



EMS calls for service between 1994 and 2017 with upward trend indicated⁵



Major crimes cases on record with Caribou police showing slight downward trends⁶



Criminal activity in Caribou which indicate slight downward trends⁷

⁵ Caribou Fire Department Annual reports

⁶ Caribou Police Department Annual reports 2006-2016.

⁷ Ibid

What is the average number of emergency calls for EMS/Fire/Police in a day?⁸

Fire received an average of 0.5 calls per day over the last three years

EMS received an average of 7.9 calls per day over the last three years

Police received an average of 11.2 complaints per day over the last three years

What is the cost of maintaining a jail instead of transferring detainees?

In 2017 the jail booked 343 prisoners into a cell. 268 of those prisoners were transferred to Houlton by the County. 85 of those transferred prisoners were Caribou's⁹, which means that if the County did not make the transfer, then the City would be responsible for those costs in addition to the meals and lodging expenses. Based on contracted wages, fuel prices, and vehicle maintenance costs, those 85 **transfers would have cost the city over \$16,000**, which would not include additional man hours to cover for the transferring officer. Whereas, in 2017, the city spent roughly \$8,000 in jail operation costs and \$4,365 for all prisoner meals but received \$16,465 in prisoner boarding and meal reimbursements for **net jail operating revenues around \$4,100¹⁰**.

The surrounding communities that use Caribou's jail facilities derive similar cost savings from not having to transport their prisoners to Houlton. Since the Caribou jail is the only operational jail besides Houlton in the County, it provides a regional benefit and the supported communities do cover prisoner expenses beyond what Caribou spent last year.

Is there a need to have a jail in the future?

Yes. The jail is used for temporary detention of individuals being held for transport to Houlton. The Caribou jail is the only operating facility except for Houlton, in the county. The jail is approved as a 72 hour holding facility, which allows for flexibility of staffing, weather conditions that may prevent transport, court orders and other unforeseen circumstances when prisoners must be held longer than 6 hours, which is the next level of classification.

What are the response times from the current facilities?

Police are on patrol and typically respond in less than 5 minutes to any call. Longest response time is around 15 minutes if they have to travel the length of the city. The following table illustrates response times from the fire station to neighboring community borders by the fire/EMS.¹¹

Location	Drive Time (minutes) To							Avg Time
	New Sweden	Woodland	Washburn	Connor	Limestone	Fort Fairfield	Presque Isle	
Fire Station on High Street	8	7	7	11	8	8	7	8.0

⁸ Ibid

⁹ Caribou Police Department statistical report, April 5, 2018

¹⁰ Caribou Year End Budget Report, 2017

¹¹ Travel times calculated using GIS system available through maps.google.com

Are we out of room for the staff and equipment that we have?

Police Station

Yes. As an example, the officer's locker room also serves as equipment storage, file storage, evidence processing, conference room and break room. All within a 300 sq. ft. area.

Fire Station

There is sufficient room for the current staff, but not for the equipment. New ambulances must meet national design standards¹² regardless of station size, which results in very tight spacing (see pictures below). Three bays are provided for parking the five ambulances in the department. This means the vehicles are parked in tandem. In order to park them this way, the vehicle in the back is parked against the wall (below picture at left), which leaves 9 -18 inches between the vehicles (center picture) and the same between the bay doors and the front ambulance grill (below picture at right).



Personal Protective Equipment for firefighters is not able to be stored separately from sensitive medical equipment and supplies. There is only one shower in the facility and no decontamination area for staff.

How are the current facilities utilized by other public safety agencies?

Police Station

As mentioned under question 13, the jail serves many communities in Aroostook County.

Other law enforcement agencies that occasionally use the facilities as temporary office space include the Maine State Police, Aroostook County Sheriff's Office, Maine Warden Service, Maine Drug Enforcement Agency, Bureau of Motor Vehicle (Detective Division), Probation and Parole, United States Border Patrol Agency and United States Customs. These agency's do not pay for the use but it helps maintain a close working relationship between the agencies. A great example is the recent armed robbery at Rite-Aid where an outside agency representative was in the station and offered to cover

¹² Federal Specification for Star-of-Life Ambulances (KKK-A-1822)

dispatch while all current on duty officers responded. Without this assistance, the city would have called more officers in to cover stations. Overall, providing the short-term space for other agencies to perform their work keeps a good relationship between the Caribou Police Department and the above agencies.

Fire Station

Maine Forest Service and the Maine Fire Marshal's office utilize areas in the department for investigations and communications with the State. The Forest Service houses a brush truck within the Department. No fee is charged for the use of the space, but the city is allowed to use the vehicle, which saves wear and tear on other City vehicles.

How does the current facility space limit equipment in the future?

Within the police department, this means storage and commingling of functions will continue with resulting clutter and operational impacts.

The Fire/EMS Department will have to make choices of apparatus based on size rather than operational needs for the safety and welfare of citizens or pay extra to have custom built apparatus to fit the current building.

Has the City considered using vans instead of ambulances?

Yes. Based on call volumes and overlapping of transport runs, all vehicles need to be equipped to be critical care transportation. This means having space for the patients with their gurney, medical equipment, and four maneuverable medical personnel in addition to the driver. Vans do not have sufficient room. They may be appropriate for non-critical care transport but that means adding another vehicle type to the fleet and needing additional space for storage.

Additionally, the lighter construction of vans means they are more susceptible to sliding on winter roads. This is an increasing concern due to the large number of transports being made down state on the interstate.

What unfunded mandates are affecting operations, equipment, etc.?

Each department is mandated to maintain professional licensing through on-going trainings.

Police Department

In addition, the police department must provide the training, facilities and equipment necessary to maintain a Sex Offender Registry, perform drug testing and ship evidence for identification, conduct Firearms training, have an intoxilyzer training officer, and most recently the departments have been informed that their radio systems must be upgraded to a computer automated dispatch service in the next five years at a price tag over \$100,000. The department is also required to retain all juvenile records in a separate, secure location and all records must be maintained permanently. These records storage requirements begin to impact usable space.

Fire Station

The city is supposed to have a phone recording system. Automated dispatch is mandated similar to the police dispatch services in the next five years. Extra medical equipment, that is not used on a regular basis must be stored. Cancer is being considered by the state as an occupational presumption for firefighters which places more liability on the city's if they are not providing reasonably adequate carcinogen mitigation facilities. Like the police department, records management is an issue. Information must be kept on all fire and medical runs, patient care provided, personnel activities and trainings, equipment maintenance, etc.

What happens to existing buildings if a new building is constructed?

Police Station

Most likely used as administration records storage as long as the building is used for city purposes.

Fire/EMS Station

Inquiries have been made about business owners using this building as a vehicle repair center, day care center, office building, or recreation/fitness gym.

How are dispatch services handled between the EMS and police departments?

The departments have independent dispatch services now. These could be a combined operation element if they were in the same building.

How many volunteer firefighters are on the fire department now?

There are 18 volunteer firefighters with each provided turnout gear and masks that need to be maintained and stored at the fire station. There is no personal cubby or storage space provided for these responders due to space constraints.

How do the work crew schedules impact beds and facility needs?

Both departments operate 24/7.

No beds are provided for law enforcement officers as they are on active duty or patrol at all times.

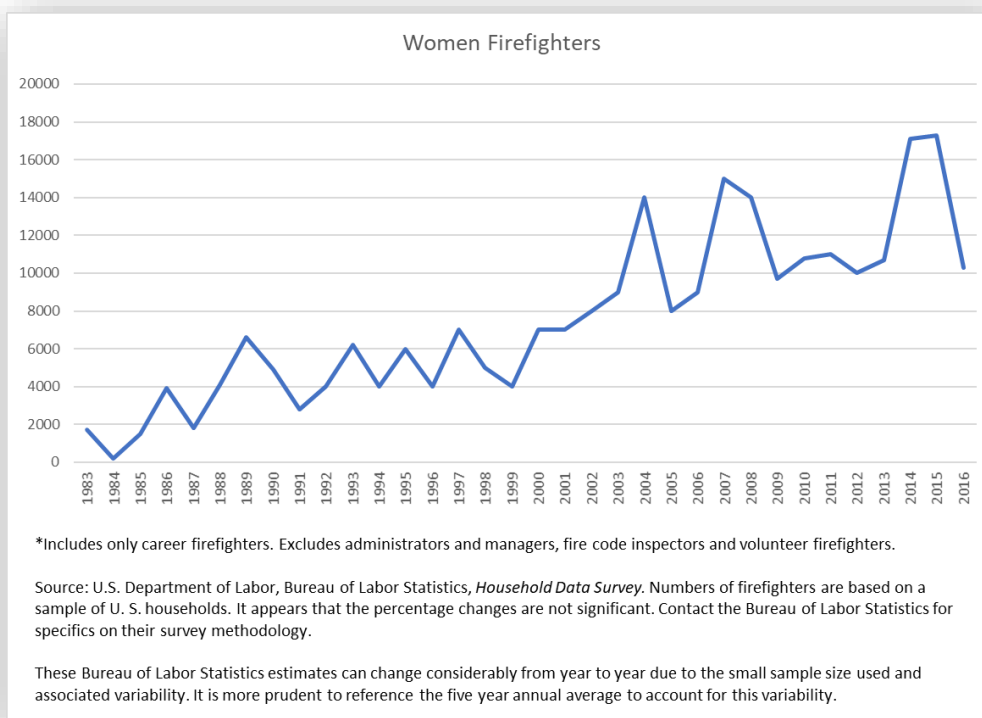
Occasionally, a portion of on-duty EMS officers are called out for transports and other officers must cover the station. These instances may be any hour of the night. Personnel in the station on active duty are provided places to rest between duties and service calls.

What is the potential for female personnel in the departments?

According to the National Fire Protection Agency (NFPA) about 4.5% of all firefighters are women and the percentage is on an upward trend (see chart below)¹³. The Bureau of Justice Statistics published a report in 2010 indicating the percent of full-time sworn law enforcement officers who are women is near 6% for small agencies (see chart below).¹⁴

¹³ <https://www.nfpa.org/News-and-Research/Fire-statistics-and-reports/Fire-statistics/The-fire-service/Administration/Firefighting-occupations-by-women-and-race>

¹⁴ <https://www.bjs.gov/content/pub/pdf/wle8708.pdf>



What renovations would be needed just to accommodate a female staff member?

Separate bathrooms and locker room in both facilities. Separate sleeping quarters in the fire station.

What security needs are there in the current buildings?

Police Station

- Front door does not have a lock on it
- Juvenile records must be separate and secure from other files

- No sally port provided for prisoner handling
- Poor yard lighting
- Yard perimeter security
- Building spacing from public parking areas

Fire Station

- No locks for drugs
- No exterior cameras
- Poor Yard lighting in back
- Yard perimeter security

New Facility Considerations

How many entities will the new public safety building hold?

This will be analyzed more as the ultimate building design coalesces and financial projections are developed.

New building consolidation?

This will be analyzed more as the ultimate building design coalesces and financial projections are developed.

Cost of heating/utilities?

This will be analyzed more as the ultimate building design coalesces.

What are the operation costs?

This will be analyzed more as the ultimate building design coalesces.

Are we making sure that wants are being separated from needs?

This is being considered very carefully based on current staffing, operation requirements, safety protocols, training needs, and projected needs.

What are the benefits of consolidating departments into one building?

The following are elements that could be combined if the two departments were sharing space.

- ADA parking
- Public restrooms
- Decontamination Areas
- Shower and restroom facilities
- Conference and training rooms
- Exercise equipment and areas
- Dispatch centers
- Radio transceivers
- Vehicle maintenance areas
- Vehicle wash areas

What is the cost of renovating current buildings?

An estimate provided by Ames Associates indicates that to renovate the existing fire station to accommodate a new police station wing, would cost \$7,640,000.

Expanding the police station on the current city hall site has not been evaluated.

What are the trends in calls for service?

As indicated from the charts under current facilities, there is a general upward trend in calls for fire and EMS services, and a slight downward trend in police complaints and criminal activity.

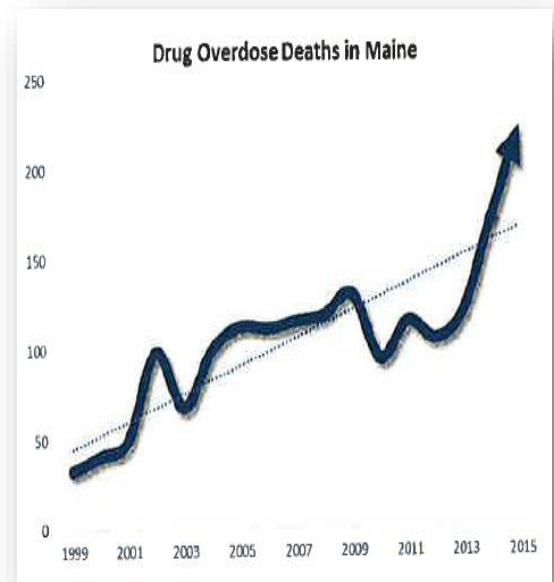
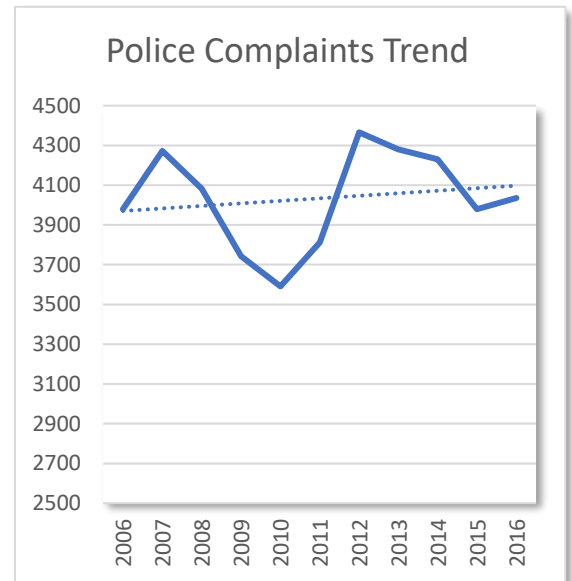
How do trends in region demographics and calls for service affect facility needs?

Public safety services are highly dependent upon the city's population but for different reasons.

The city's population has been declining for many years and is now estimated at 7,902 people.¹⁵ The rate of loss is approximately 1.5% since 2000 and 3.3% since the 2010 census¹⁶. This reduction in population is nearly coincident with the decline in crimes. However, the number of complaints has been increasing slightly each year (see Police Complaints graph).¹⁷

Despite the population decline, the number of EMS and Fire calls are increasing. One of the demographic characteristics that should be noted is the city's population over the age of 65 has increased by 2.2% each year since 2010. The number of EMS calls rose by 1.5% each year over that same period. Ambulance billing statistics support the indication that the increased calls are for transporting senior patients. The senior population is projected to become a greater percentage of residents in the future and a corresponding increase in EMS calls should follow.¹⁸

Another growing trend in demographic characteristics is the number of persons addicted to opiates. According data available through the Centers for Disease Control and Prevention and National Center for Health Statistics¹⁹, drug overdose deaths are outpacing national trends and have increased significantly since 2011 (see chart at right). Use of opiates is not limited to any specific age group, income level or educational attainment. Impacts of this disease will be felt by both the EMS and police force for years to come.



Do we need space for other public safety agencies?

Historically, the departments have provided temporary office space for use by outside agencies. No dedicated space for other agencies is anticipated. Inquiries have not been made about interest from

¹⁵ www.census.gov

¹⁶ Ibid

¹⁷ Caribou Police Department Annual reports 2006-2016.

¹⁸ "Maine projected to have more old than young people by 2020", Lori Valigra, Bangor Daily News, March 14, 2018.

¹⁹ Centers for Disease Control and Prevention, national Center for Health Statistics. Underlying cause of death 1999-2015 on CDC WONDER Online Database, released December, 2016.

other entities being involved inside the building. There has been some discussion about continuing to provide a state fire training facility in Caribou, but this does not have to be on the same site.

What are the space accommodations needed for staffing?

This is still being evaluated by the city's consultant, PortCity Architects (4-9-2018)

Do we need additional vehicles, equipment, staffing accommodations to meet projected needs?

This is still being evaluated. The city's current capital equipment plan projects maintaining current fleet vehicles for the next 10 years. If current trends continue for EMS calls, an additional transport vehicle may be appropriate within that time frame.

What options are available with equipment and vehicles that could reduce space needs?

This is still being evaluated (4-9-2018). One of the space options that the EMS department has been looking into recently is an electronic file system. Although this would increase annual technology costs, it would significantly reduce the floor area needed for storage.

Is a decontamination area a need or want for public safety personnel?

Decontamination areas are a need for public safety personnel. In 2001, the State of Maine adopted provisions into its Worker's Compensation statutes²⁰ which acknowledge the exposure public safety personnel have to communicable diseases due to contact with blood borne pathogens. In 2009, the State added more provisions centered around cancer causes due to work as a fire fighter²¹. Evidence is clear that these facilities are necessary to provide some opportunity to mitigate exposure to viruses, diseases, and cancer-causing agents to which the public safety personnel are exposed with each call.

²⁰ Maine Revised Statutes, Title 39-A, Section 328 and 328-A

²¹ Maine Revised Statutes, Title 39-A, Section 328-B

Future Location Considerations

How will facilities impact adjacent property owners and how can these be mitigated?

The gravity of nuisances related to any new facilities will depend upon the location(s) being considered and will need to be evaluated with individual site analysis. In general, the surest way to reduce impacts to adjacent properties is to select a location where there are less individuals to be affected by the use. That being said, the following are a list of common impacts and some possible ways of mitigating those impacts on adjacent properties.

Possible Impact	Possible Mitigation
Increased traffic	Locate facility along a major street in order to reduce impact on side streets
Parking overflow	Select a location with enough property to provide on-site parking sufficient for highest reasonably anticipated volume of vehicles at one time
Traffic disruptions	There is very little way to minimize disruptions caused by responding vehicles, but equipment can be installed to provide warning and safety to commuters needing to avoid responding vehicles
Noise (call response)	There is very little that can be done to minimize siren noise other than selecting a location where fewer people may be impacted at inconvenient times of the day
Noise (building equipment)	Building and site elements can be provided to screen and muffle noises
Light glare	Shielded lighting on buildings and in parking areas can help reduce this
Neighborhood aesthetics	Building and site elements can be provided to help the facility enhance the character of any neighborhood and be a landmark for the community. This may also include providing vegetation screening.

How do the locations affect response time?

Generally, a site would be located close to major road systems and near the weighted center of the serviced area. Because the City provides EMS services to surrounding communities, the physical center of the service area would place a new facility near the border of New Sweden, but if the call volumes per area are considered, a location more central to a majority of calls can be selected. These and other characteristics can be studied closer based on sites to be considered for new facilities.

How do route conditions near a site hinder response time?

Route considerations must be looked at from many possible angles. These might include potential impacts from blizzards, flooding, earthquake damage, chemical spills, response during school pickup times or even major festivities and road construction. All of these angles result in either a roadblock or impediment to response. Locations where fewer negative scenarios are possible will enable better response times. Additional factors to consider are those that can improve response time such as proximity to major roads, traffic interruption systems (i.e. traffic signals), pavement quality, proximity to snow removal efforts and even visibility at site egress points.

Are adequate utilities available? (Water, sewer, power, communications)

This will be evaluated more when specific sites are identified for consideration.

What is the potential of the site if not a public safety facility?

This will be evaluated more when specific sites are identified for consideration.

Are there environmental cleanup issues on the site?

This will be evaluated more when specific sites are identified for consideration.

What sites or buildings does the city own that can be repurposed or renovated for a new facility?

- The existing fire station at 111 High Street
- Birdseye Brownfield site at Fort Rd and Highway 1
- The old “Mecon” building at 60 Access Highway
- Caribou trailer park at the airport
- 23.8 acres on Brook Street
- 5 acres near Main and West Presque Isle Road
- Old City dump on Ogren Rd
- 10 acre site between Powers Road and Grimes Rd

What sites or buildings should be considered that are not currently owned by the city?

- National Guard Building on Sincock Street (when vacated)
- Old rail station at Elm Street and Broadway

What is the cost of renovating buildings on the site?

This will be evaluated more when specific sites are identified for consideration.

What strings are attached to use of the Mecon building (60 Access Highway) due to the federal funding used to acquire it?

Additional research is needed to determine this.

Are there any strings attached to redevelopment of the current fire station due to original funding?

Additional research is needed to determine this.

Can adjacent properties be acquired to address space needs?

This will be evaluated more when specific sites are identified for consideration.

Fiscal Considerations

How much is this going to cost?

Conceptual estimates are around \$8 Million for a combined police/fire/ems facility. This cost would vary if the city tried to retrofit a building, expand in the current building, or build a new. Costs would also vary if the city tries to combine departments or maintain separate buildings. Additional study will be conducted when specific sites and types of facilities are identified for consideration.

What can we afford as a city?

This is predicated upon the type of financing packages that are available. Currently the city has no outstanding bonds, however we do have payment obligations on capital equipment: the city's fire engine #2 which requires \$117,000 each year for four more years, and a heating system for multiple buildings which requires roughly \$114,000 each year for eight more years.

In order to not increase the tax burden, the city could roll the current capital payments into annual payments on a new public safety facility bond. That scenario might look like the following:

The city could obtain a bond with deferred payment options. Construction could begin in 2020 with a completion date in 2022 when the first payment is due. By that time, the fire engine payments would stop and could be rolled over to make payments on the bond. If the bond was for a 30-year period with 4% interest rate and annual payments were \$117,000, the principal amount of the loan could be around \$2 Million. If the heating system payment was rolled into the principal payments, the loan could be closer to \$4 Million. Anticipating that 35% of the construction will be paid for by grants, the above scenario would mean the project could cost around \$5.7 Million.

What funding options are available for a new public safety building?

Depending on the sites being considered, the following funding options may be available:

- Public - Private partnerships
- Grants – Federal and state
- Loans – Federal
- Joint partnership with other public safety entities
- Municipal capital reserves
- Municipal general bond
- Private donations

How will the new operational costs be covered?

Costs will be covered through a combination of operation revenues, donations, grants, and general funds.