

Saint Paul, MN



Delivery of Services Analysis

Presenters:

Stephen Brezler

Dr. Harold Cohen

July 11-12, 2017

Scope of Project

- Analyze the service levels and response times to various community neighborhoods.
- Review of staffing, deployment of resources, response times, unit workloads, apparatus and facilities.
- Examine service delivery from the perspective of equity – are there service-level gaps in some communities?
- Questions:
 - How can Saint Paul Fire Department personnel best be utilized given current and projected demand?
 - How effectively are resources (apparatus and stations) being used, given current and future demand?

Scope of Project

- Analysis of population and density of the 17 District Council neighborhoods.
- Six factors of influence for emergency services:
 - Median Family Income
 - Percent of Population Below the Poverty Level
 - Percent of Vacant Housing
 - Percent of Owner-Occupied Housing
 - Percent of Population with Less than High School Education.
 - Percent of Population with Bachelor's Degree or Higher

District 1 – Eastview-Conway-Battle Creek-Highwood Hills

District 2 – Greater East Side

District 4 – Dayton’s Bluff

District 6 – North End

District 8 – Summit-University

District 10 – Como

District 12 – Saint Anthony Park

District 14 – Macalester-Groveland

District 16 – Summit Hill

District 3 – West Side

District 5 – Payne-Phalen

District 7 – Thomas-Dale/Frogtown

District 9 – Fort Road/ West Seventh

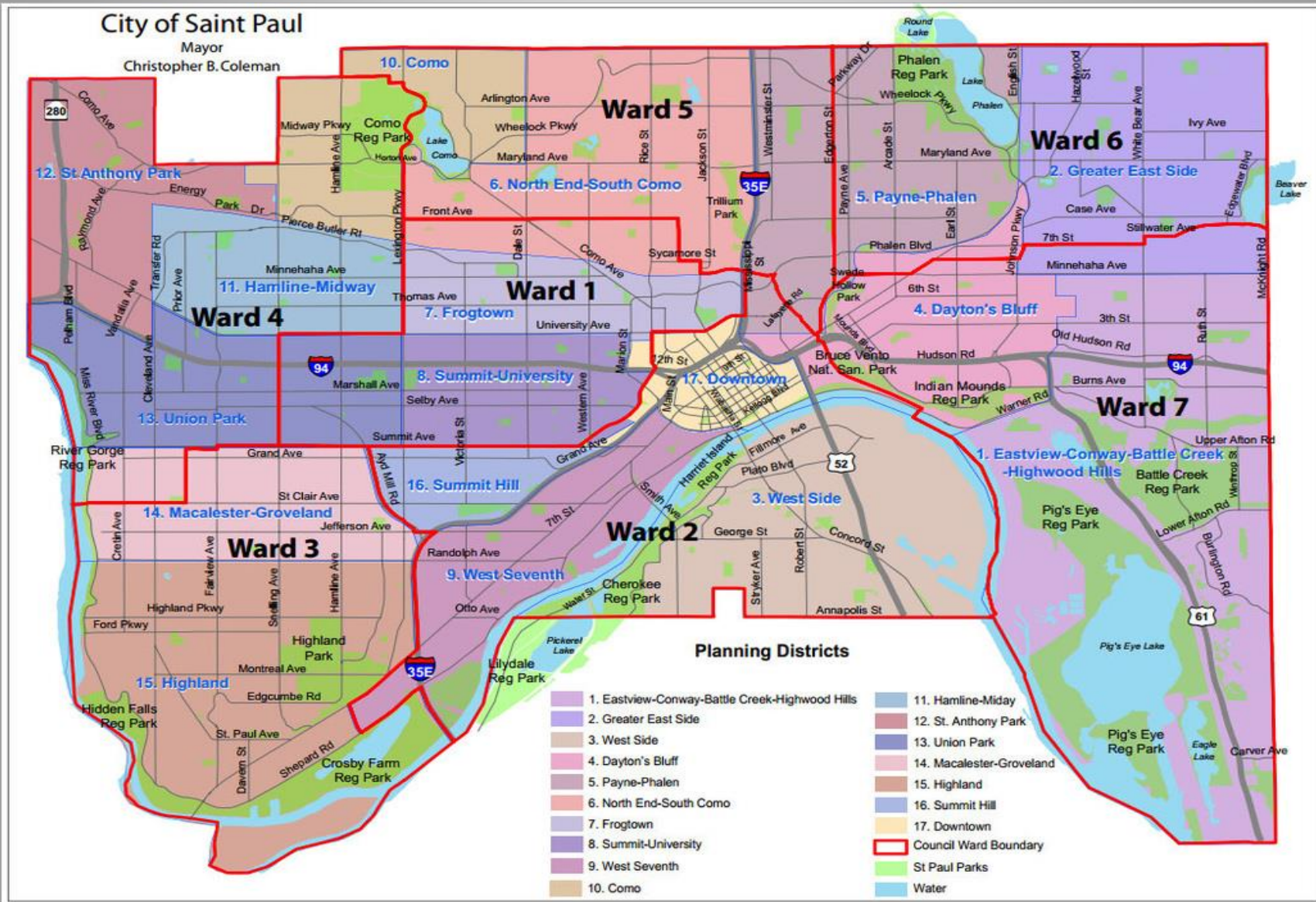
District 11 – Hamline-Midway

District 13 – Union Park

District 15 – Highland Park

District 17 – Capitol River (Downtown)

District Council Neighborhoods



District Council Demographic Data

DISTRICT	Square Miles	1990	Population			Population Square Mile	% White	% Black	% Other Non-White	Median Family Income	% Population Below Poverty	% Vacant Housing	% Housing Owner Occupied	% Population Less Than High School	% Population Bachelors Degree of Higher
			2000	2015											
1 - Eastview-Conway-Battlecreek-Highwood Hills	9.6	18,968	20,063	22,011	2,293	40	23	37	\$49,964	13.1	4.7	50.6	13.3	25.4	
2 - Greater East Side	3.9	24,475	26,566	28,000	7,179	41	15	44	\$43,630	25.4	6.5	57.7	19.8	20.1	
3 - West Side	4.7	15,207	16,133	15,358	3,268	44	15	41	\$43,537	28.6	6.7	48.0	19.6	26.4	
4 - Dayton's Bluff	2.8	15,442	17,758	18,013	6,433	36	14	50	\$40,145	31.9	8.7	41.7	22.3	20.2	
5 - Payne-Phalen	4.3	26,692	31,531	31,121	7,237	35	12	53	\$43,229	29.6	9.7	44.5	26.7	20.2	
6 - North End	3.5	NA	20,657	22,848	6,528	30	23	47	\$32,339	35.7	6.3	39.0	25.8	17.0	
7 - Thomas-Dale/Frogtown	1.7	14,540	17,248	15,505	9,120	21	28	51	\$35,126	35.3	10.4	35.1	28.3	19.3	
8 - Summit-University	1.8	18,249	18,192	18,296	10,164	48	34	18	\$47,306	27.2	4.6	33.6	11.9	45.3	
9 - Fort Road/ West Seventh	2.8	10,724	10,412	11,324	4,044	75	8	17	\$51,990	12.1	8.1	45.1	7.7	36.0	
10 - Como	3.3	NA	16,406	16,022	4,855	79	8	13	\$67,600	13.1	4.8	58.9	4.4	54.9	
11 - Hamline-Midway	1.9	11,815	11,822	12,435	6,544	71	14	15	\$50,750	17.8	3.3	52.0	7.0	43.8	
12 - Saint Anthony Park	2.4	6,656	6,076	8,196	3,415	74	7	19	\$55,900	20.7	5.4	38.0	3.8	67.0	
13 - Union Park	3.0	18,401	18,803	17,773	5,924	78	10	12	\$53,710	18.3	4.5	40.8	6.1	60.0	
14 - Macalester-Groveland	2.5	20,416	19,772	18,838	7,535	87	3	10	\$73,462	8.8	4.2	66.7	2.0	70.6	
15 - Highland Park	6.1	23,037	23,202	24,724	4,053	76	13	11	\$70,744	8.8	5.0	50.5	3.7	59.4	
16 - Summit Hill	0.96	7,210	6,741	6,839	7,124	85	4	11	\$76,760	7.6	4.5	42.5	2.4	69.7	
17 - Capitol River	1.0	4,410	5,743	7,765	7,765	73	11	16	\$34,059	21.3	6.3	27.4	5.4	54.1	

Demand, Workload & Response Time Analysis

Future Demand

- Analysis using 24-months of CAD, ImageTrend, and Sansio data. Demand for SPFD services continues to increase, especially for emergency medical calls.
- Projections for the next 5-7 years show substantially greater demand increases for medical calls than any other category.

Year	Fire		EMS/Rescue		Haz-Mat		Other		Population	Total Incidents	
	High	Low	High	Low	High	Low	High	Low		High	Low
2017	1,664	1,647	38,318	37,383	1,020	1,010	5,447	5,447	303,027	46,448	45,487
2018	1,697	1,664	39,664	37,752	1,040	1,020	5,555	5,501	306,020	47,956	45,937
2019	1,730	1,680	41,053	38,122	1,061	1,030	5,665	5,554	309,013	49,509	46,386
2020	1,764	1,696	42,487	38,491	1,082	1,040	5,776	5,608	312,006	51,109	46,835
2021	1,790	1,704	43,747	38,666	1,097	1,045	5,860	5,634	313,426	52,495	47,048
2022	1,816	1,712	45,044	38,841	1,113	1,049	5,945	5,659	314,846	53,918	47,261
2023	1,842	1,719	46,378	39,016	1,129	1,054	6,031	5,685	316,266	55,381	47,475
2024	1,869	1,727	47,751	39,192	1,146	1,059	6,118	5,710	317,686	56,883	47,688
2025	1,886	1,735	49,164	39,367	1,157	1,064	6,206	5,736	319,106	58,413	47,901

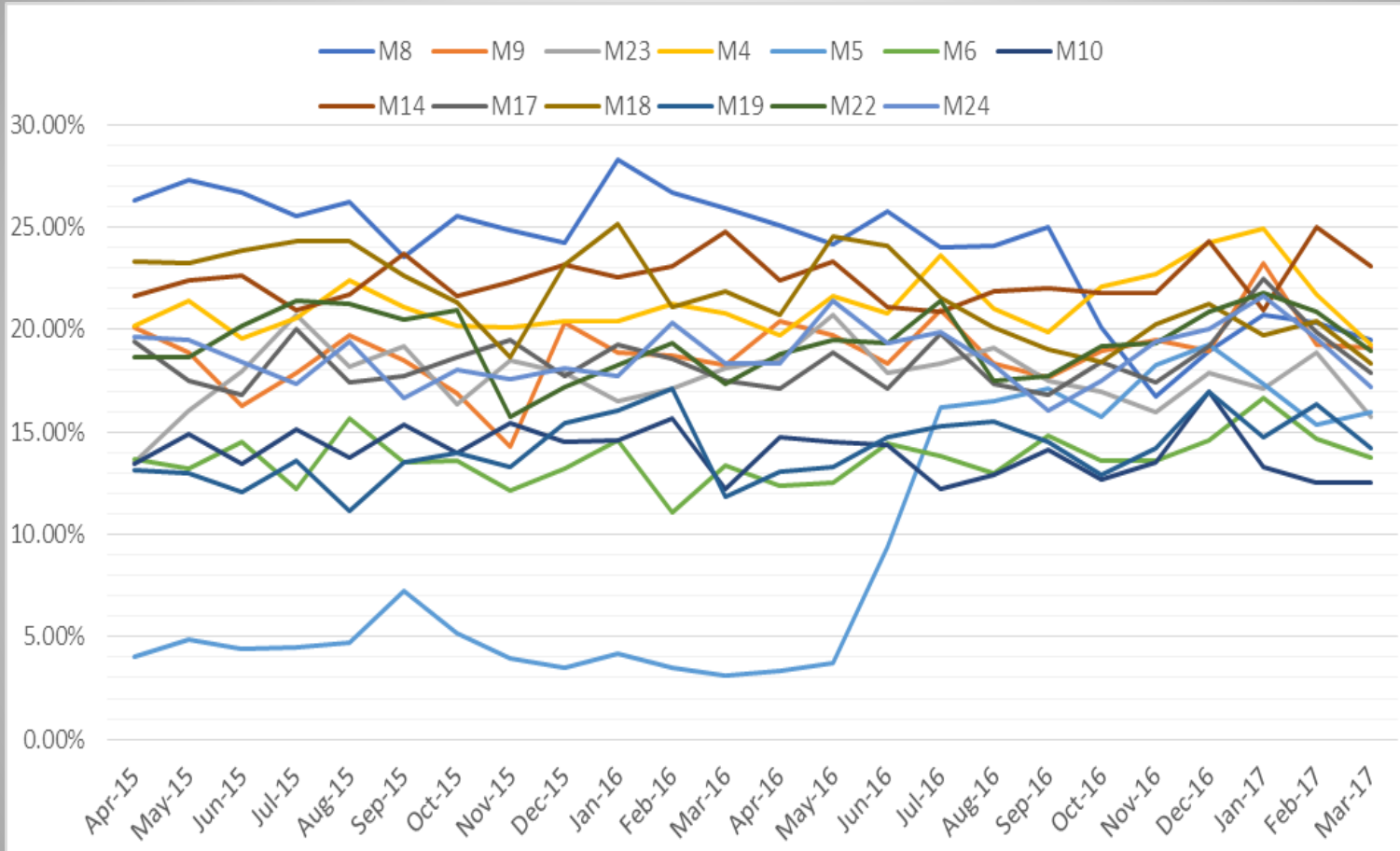
High Estimate of Calls - 2025

Unit	Base	2017	2020	2023	2025	Unit	Base	2017	2020	2023	2025
Engine 4	917	940	982	1011	1027	Medic 4	3605	3696	3862	3974	4039
Engine 5	1494	1532	1601	1647	1674	Medic 5	1316	1349	1410	1451	1475
Engine 6	315	323	337	347	353	Medic 6	2184	2239	2340	2407	2447
Engine 7	1984	2034	2126	2187	2223	Medic 10	2154	2208	2308	2374	2414
Engine 8	3373	3458	3614	3718	3779	Medic 14	3223	3304	3453	3553	3611
Engine 9	2184	2239	2340	2407	2447	Medic 17	3002	3077	3216	3309	3364
Engine 10	626	642	671	690	701	Medic 18	3299	3382	3534	3636	3696
Engine 14	811	831	869	894	909	Medic 19	1766	1810	1892	1947	1979
Engine 15	1292	1324	1384	1424	1448	Medic 22	3171	3251	3397	3495	3553
Engine 17	598	613	641	659	670	Medic 24	2808	2879	3008	3095	3146
Engine 18	1020	1046	1093	1124	1143	S/Medic 8	4076	4178	4367	4493	4567
Engine 19	420	431	450	463	471	S/Medic 9	2686	2753	2878	2961	3010
Engine 22	606	621	649	668	679	S/Medic 23	2309	2367	2474	2545	2587
Engine 23	1796	1841	1924	1980	2012	Ambulance 51	1164	1193	1247	1283	1304
Engine 24	420	431	450	463	471	Ambulance 52	649	665	695	715	727
Ladder 7	1894	1942	2029	2088	2122	Engine/Medic 4	4522	4636	4845	4984	5067
Ladder 8	2648	2715	2837	2919	2967	Engine/Medic 5	2810	2881	3010	3097	3149
Ladder 10	1347	1381	1443	1485	1509	Engine/Medic 6	2499	2562	2677	2755	2800
Ladder 18	1861	1908	1994	2051	2085	Engine/Medic 10	2780	2850	2978	3064	3115
Ladder 20	1810	1855	1939	1995	2028	Engine/Medic 14	4034	4135	4322	4446	4520
Ladder 22	1626	1667	1742	1792	1822	Engine/Medic 17	3600	3690	3857	3968	4034
Ladder 24	1459	1496	1563	1608	1635	Engine/Medic 18	4319	4428	4627	4761	4839
Squad 1	2880	2952	3085	3174	3227	Engine/Medic 19	2186	2241	2342	2410	2449
Squad 2	2553	2617	2735	2814	2861	Engine/Medic 22	3777	3872	4046	4163	4232
Squad 3	1441	1477	1544	1588	1615	Engine/Medic 24	3228	3309	3458	3558	3617
Haz-Mat 1	45	46	48	50	50						
Haz-Mat 2	25	26	27	28	28						

Engine Responses by Call Type

Unit	Fire (111)	% Fire	Fire-Other	% Fire-Other	Haz-Mat	% HM	Medical	% EMS	Rescue	% Rescue	Other	% Other	Total
E4	75	7.9%	183	19.3%	98	10.4%	74	7.8%	4	0.4%	512	54.1%	946
E5	49	4.0%	167	13.5%	140	11.3%	230	18.6%	6	0.5%	642	52.0%	1234
E6	17	5.5%	40	13.0%	30	9.7%	3	1.0%	0	0.0%	218	70.8%	308
E7	87	4.4%	237	11.9%	108	5.4%	866	43.6%	12	0.6%	675	34.0%	1985
E8	92	3.2%	281	9.7%	169	5.8%	1393	48.1%	19	0.7%	944	32.6%	2898
E9	43	2.1%	169	8.4%	75	3.7%	1347	66.7%	24	1.2%	361	17.9%	2019
E10	31	5.1%	95	15.7%	75	12.4%	21	3.5%	2	0.3%	380	62.9%	604
E14	35	4.5%	152	19.4%	98	12.5%	47	6.0%	5	0.6%	446	57.0%	783
E15	37	2.9%	125	9.7%	101	7.8%	363	28.2%	47	3.7%	614	47.7%	1287
E17	62	10.1%	142	23.2%	68	11.1%	9	1.5%	0	0.0%	331	54.1%	612
E18	64	6.8%	199	21.1%	100	10.6%	42	4.5%	4	0.4%	533	56.6%	942
E19	12	3.1%	75	19.4%	65	16.8%	21	5.4%	10	2.6%	204	52.7%	387
E22	54	8.9%	123	20.3%	51	8.4%	22	3.6%	2	0.3%	355	58.5%	607
E23	24	1.5%	106	6.4%	77	4.7%	1007	61.0%	21	1.3%	415	25.2%	1650
E24	33	8.0%	116	28.2%	40	9.7%	5	1.2%	1	0.2%	217	52.7%	412
Total	715	4.3%	2210	13.3%	1295	7.8%	5450	32.7%	157	0.9%	6847	41.1%	16,674

Medic UHU



Ladder Responses by Call Type

Unit	Fire (111)	% Fire	Fire-Other	% Fire-Other	Haz-Mat	% HM	Medical	% EMS	Rescue	% Rescue	Other	% Other	Total
L7	61	3.3%	170	9.1%	127	6.8%	718	38.5%	141	7.6%	647	34.7%	1864
L8	63	2.4%	188	7.2%	132	5.1%	966	37.2%	280	10.8%	967	37.2%	2596
L10	22	1.7%	82	6.3%	105	8.1%	331	25.5%	70	5.4%	687	53.0%	1297
L18	41	2.3%	150	8.3%	120	6.6%	598	33.1%	162	9.0%	738	40.8%	1809
L20	19	1.0%	118	6.5%	103	5.7%	756	41.5%	134	7.4%	690	37.9%	1820
L22	41	2.6%	130	8.3%	102	6.5%	565	36.2%	101	6.5%	620	39.8%	1559
L24	34	2.4%	137	9.7%	91	6.4%	541	38.2%	103	7.3%	512	36.1%	1418
Total	281	2.3%	975	7.9%	780	6.3%	4475	36.2%	991	8.0%	4861	39.3%	12,363

Medic Unit Responses by Area

Station Area	*St. 0	St. 1	St. 4	St. 5	St. 6	St. 7	St. 8	St. 9	St. 14	St. 17	St. 18	St. 19	St. 20	St. 22	St. 23	St. 24	*Other	Total Responses	% outside area
M4 (Dual)	1	12	1231	12	125	855	721	91	7	219	53	5	8	83	3	175	14	3,615	65.9%
M5 (Dual)	16	140	8	788	13	2	129	1	207	0	433	35	58	31	45	2	0	1,908	58.7%
M6 (Dual)	1	52	44	8	1491	34	501	14	5	11	42	20	2	19	3	46	5	2,298	35.1%
M10 (Dual)	6	1085	5	120	107	4	254	1	124	5	43	285	31	7	12	4	1	2,094	48.2%
M14 (Dual)	67	83	7	167	8	6	41	4	1565	3	236	171	559	10	287	3	3	3,220	51.4%
M17 (Dual)	4	3	451	5	13	522	41	231	4	1196	22	2	0	515	4	30	16	3,059	60.9%
M18 (Dual)	13	18	14	565	6	5	78	3	152	2	1945	10	59	239	60	3	0	3,172	38.7%
M19 (Dual)	4	125	3	8	2	1	7	0	194	0	5	1382	13	1	4	1	7	1,757	21.3%
M22 (Dual)	34	7	58	37	19	20	109	28	19	100	543	3	6	2080	88	6	16	3,173	34.4%
M24 (Dual)	2	3	38	1	7	676	16	358	4	11	5	1	0	3	0	1664	22	2,811	40.8%
M8 (Super)	2	44	208	81	155	55	2570	12	12	34	391	11	4	224	9	30	17	3,859	33.4%
M9 (Super)	1	2	59	0	2	491	13	1704	1	153	4	3	1	19	2	291	9	2,755	38.1%
M23 (Super)	428	4	3	6	0	1	5	1	259	2	250	17	429	78	826	2	5	2,316	64.3%
Total by St. Area	579	1578	2129	1798	1948	2672	4485	2448	2553	1736	3972	1945	1170	3309	1343	2257	115	36,037	
% Assigned	0.0%	68.8%	57.8%	43.8%	76.5%	0.0%	57.3%	69.6%	61.3%	68.9%	49.0%	71.1%	0.0%	62.9%	61.5%	73.7%	0.0%		

*Station 0 are predominately responses into Falcon Heights/Other are predominately responses into Maplewood

Yellow highlighted boxes - responses by the assigned unit into its station area.

Non-highlighted boxes - responses into other station areas.

“% Assigned” - percentage of medical incidents in that station area responded to by the assigned medic unit.

“% outside of area” - percentage of total responses by medic units into other station areas.

Station 17 Area and Squad Calls

- Absence of a medic unit at Station 7 has impact on Station 17, a single engine, dual-staffed station.
- The majority of responses by the three squad units are to medical incidents and few are for structure fires. Other incident types account for false calls, service calls, and good intent calls.

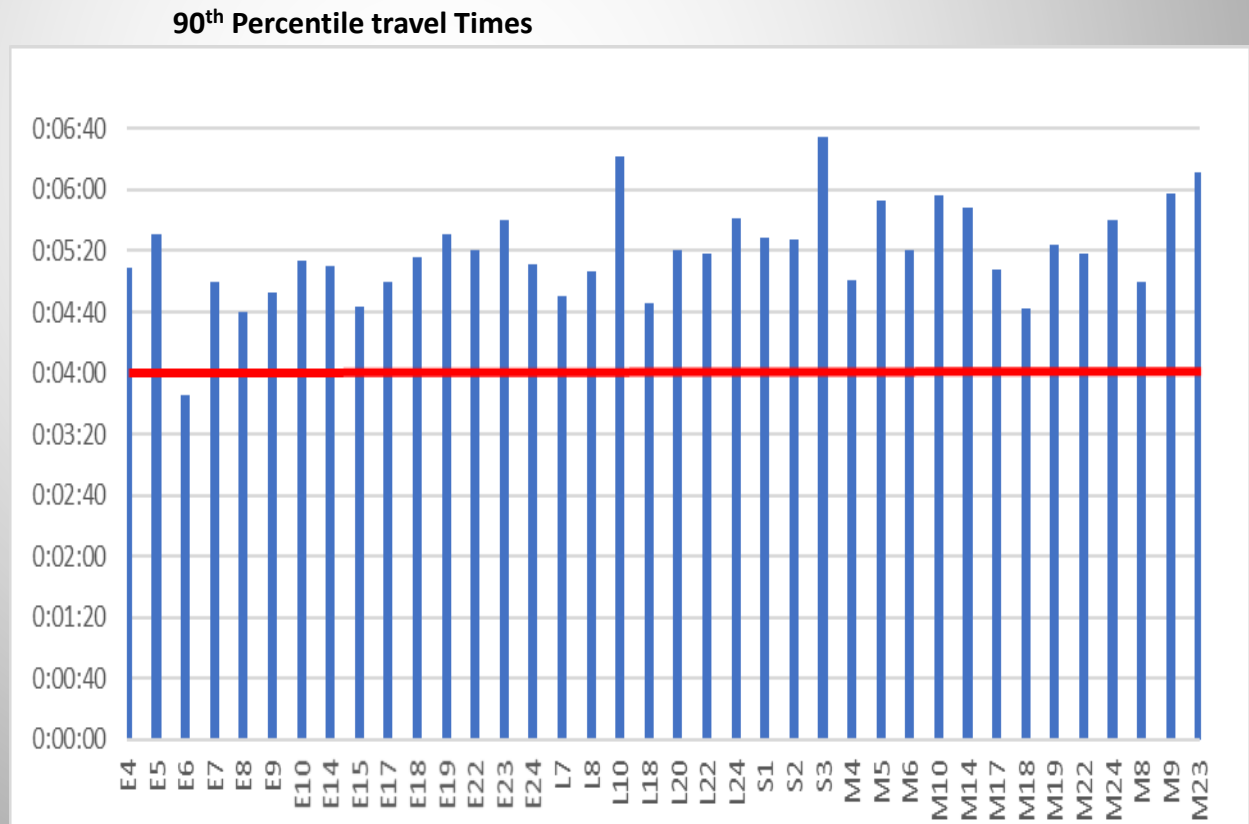
Unit	Fire (111)	% Fire	Fire-Other	% Fire-Other	Haz-Mat	% HM	Medical	% EMS	Rescue	% Rescue	Other	% Other	Total
S1	147	5.2%	428	15.1%	231	8.2%	509	18.0%	232	8.2%	1280	45.3%	2827
S2	61	2.4%	207	8.3%	187	7.5%	772	30.9%	186	7.5%	1082	43.4%	2495
S3	71	5.0%	123	8.7%	108	7.6%	357	25.2%	102	7.2%	658	46.4%	1419
Total	279	4.1%	758	11.2%	526	7.8%	1638	24.3%	520	7.7%	3020	44.8%	6,741

Unit Hour Utilization

- Ladders have UHU rates under 10 percent, indicative of short duration incident responses. 75% of all ladder unit responses are to EMS or (Other) incidents. Relatively low UHU indicate excess capacity.
- Dual-staffed unit UHUs are combined engine/ medic responses.
- Engines 7, 8, 9, 15, and 23 have UHUs under 10%. Dual-staffed engines have UHU above 10 percent and several approaching 25 percent (Very High).
- Before Medic 5, Engine 5 responded to about 2,000 incidents per year with a UHU less than 5 percent. Now Engine/Medic 5 is almost 20 percent, and Engine 8's UHU has decreased.

Response Time Analysis

- Calculated using CAD data; response time is from dispatch to arrival on scene. Travel time is the time from enroute to when it arrives on scene.
- Times calculated based on the 90th percentile
- Figure shows the 90th percentile travel time for each unit for April 2016 to March 2017. Out-of-city and non-emergency responses were filtered.



District Council Travel Times

District	90th Percentile Travel						Max- First Unit	1st Avg RespTime
	Unit 1	Unit 2	Unit 3	Unit 4	Unit 5	Unit 6		
1	0:05:44	0:09:27	0:08:48	0:07:55	0:08:46	0:11:39	0:08:53	0:05:16
2	0:03:19	0:05:19	0:05:15	0:05:07	0:07:24	0:11:02	0:08:34	0:04:11
3	0:02:42	0:03:43	0:05:19	0:05:24	0:06:02	0:07:22	0:05:20	0:03:42
4	0:02:57	0:04:40	0:03:52	0:04:38	0:05:15	0:07:13	0:05:11	0:03:17
5	0:02:51	0:04:37	0:04:37	0:05:40	0:05:13	0:06:55	0:05:45	0:03:12
6	0:05:31	0:05:00	0:05:37	0:05:42	0:08:45	0:07:21	0:10:37	0:04:47
7	0:03:37	0:04:40	0:04:18	0:06:16	0:05:31	0:07:39	0:04:56	0:03:39
8	0:02:49	0:03:03	0:03:11	0:03:32	0:04:28	0:04:58	0:05:37	0:03:14
9	0:03:47	0:03:44	0:05:32	0:05:36	0:06:29	0:07:00	0:05:42	0:03:57
10	0:04:48	0:05:30	0:06:30	0:05:56	0:08:35	0:06:54	0:07:42	0:04:11
11	0:03:42	0:03:56	0:03:28	0:04:57	0:07:18	0:08:33	0:07:49	0:04:17
12	0:05:58	0:06:14	0:08:05	0:07:59	0:08:41	0:09:49	0:07:31	0:05:00
13	0:03:15	0:03:04	0:06:16	0:05:48	0:03:59	0:07:17	0:13:23	0:05:02
14	0:03:07	0:03:52	0:03:09	0:04:42	0:06:15	0:10:49	0:04:59	0:03:55
15	0:03:40	0:04:56	0:04:49	0:07:10	0:06:16	0:06:36	0:05:52	0:04:29
16	0:01:29	0:03:21	0:02:41	0:04:08	0:04:03	0:00:00	0:02:53	0:02:53
17	0:01:54	0:02:48	0:02:33	0:03:33	0:04:10	0:03:59	0:04:51	0:03:17

Structure Fires, 2016-2017

- 225 structure fire incidents; average of 13 per district.
- Most structure fires in District Council areas 5, 6, and 1; Fewest in Districts 12, 13, 14, 16, and 17.

Structure Fire Responses and Loss by District Council, 2016-2017

April 2016 to March 2017						
District	Fire Responses	Fire Incidents	Property Loss	Content Loss	Total Fire Loss	Fires >\$1000 Loss
1	190	21	\$1,021,800	\$465,400	\$1,487,200	14
2	152	17	\$307,025	\$198,200	\$505,225	11
3	135	14	\$360,750	\$140,000	\$500,750	11
4	148	17	\$203,130	\$85,347	\$288,477	10
5	383	36	\$943,005	\$282,390	\$1,225,395	26
6	240	24	\$439,543	\$345,245	\$784,788	19
7	123	14	\$359,200	\$136,350	\$495,550	8
8	115	14	\$429,000	\$191,350	\$620,350	7
9	94	11	\$117,100	\$64,175	\$181,275	4
10	89	10	\$565,108	\$339,847	\$904,955	9
11	65	10	\$84,200	\$49,900	\$134,100	5
12	57	6	\$164,000	\$87,000	\$251,000	4
13	42	6	\$25,000	\$4,300	\$29,300	5
14	41	6	\$5,500	\$1,000	\$6,500	1
15	62	8	\$17,500	\$7,000	\$24,500	4
16	6	1	\$0	\$0	\$0	0
17	46	6	\$3,010	\$3,550	\$6,560	1
Total	2046	225	\$5,044,871	\$2,401,054	\$7,445,925	139

Note : "Fire Responses" = number of units dispatched on the reported structure fires.

Operations, Facilities, and Apparatus

Findings & Considerations

- Disadvantaged neighborhoods receive as good or better level of service. A key finding the city can tout. Other communities should consider doing similar studies.
- City-wide, fire demand is very low, accounting for less than five percent of incidents. Structure fires account for one-half of one percent of incidents.
- Unit-hour Utilization (UHU), the percentage of actual working time ON CALLS for squads and ladders is low.
- Decision - how to increase resources to handle more medical calls?
- Shifting medic resources (moving Super-Medic 9 to Station 7) not a benefit
- Adding Super-Medics and a dual-staffed medic at Station 5, have improved service delivery.
- *To meet the increasing EMS demand the city must add more resources – either through funding, or by shifting budget resources from suppression to EMS.*

Findings & Considerations (CONT)

- Super-Medic program not yet institutionalized; medical response considered a secondary role of most personnel.
- 6,150 Squad runs over 12-months. Only 261 (4 percent) were structure fires. 4,580 (74 percent) were medical and 'Other' incident types. 'Other' incident types are usually automatic alarms and other non-emergency situations.
- Significant improvements by City since 2007:
 - Increase from three to four-person minimum staffing on all fire apparatus
 - Paramedic units added to Stations 5 & 8
 - Expanded Station 19
 - Automatic aid and Automatic Vehicle Locator (AVL) dispatching system implemented
 - New headquarters (at Station 10)
 - Assistant Chief and shift Captains added for EMS

Findings & Considerations (CONT)

- SPFD maintains staffing at 114 most of the time (82 percent). At least one Super-Medic was not staffed 18 percent of the time.
- Overtime being granted when staffing is already at the minimum level of 114:
 - 2015 - 2179 overtime shifts were used to meet minimum operational staffing of 114; only 36 days did not require overtime
 - 2016 - 1205 overtime shifts, a reduction of 974 shifts (45 percent); no overtime days increased to 85
 - Overtime to meet minimum staffing decreased from 2016 to 2015; \$2.18M to \$1.2M

Findings & Considerations (CONT)

- Dispatch protocols at 911 should be reviewed. Many EMS calls do not require the dispatch of a first-responder fire unit or PM level-of-care.
- Based on demand and UHU, two engines at Station 6 is not efficient. The combined UHU is less than five percent and Engine 6 responds to less than one call per day.
- Between 2007 and 2016, Saint Paul's population has increased from 277,782 to 304,422 (8.76%), though medical calls increased much more rapidly, from 26,831 to 34,618 (22.5%).

Findings & Considerations (CONT)

- Ambulance 51/52 have yielded good results.
- Provides a gateway to for residents to achieve successful careers in the SPFD.
- Funding supplement for emergency services.
- Allows the City to shift some non-emergency responses away from medic units.
- The City should be able to gain additional benefits from this service.

Three-Phase Upgrade:

Phase 1- Upgrade current services (one year)

Phase 2- Dynamic Deployment and Upgrade of Medical Priority Dispatch (one year to 18 months)

Phase 3- Emergency BLS units assigned to Emergency Operations, and Non-emergency units staying within the Ambulance 51/52 program.

Findings & Considerations (CONT)

- EMS Medical Direction continues to be strong and closely involved.
- Supports expansion of EMS Division.
- Has started to use the First Watch program, looking to expand regionwide.
- Should be allowed to customized medical priority dispatch.
- Expansion of Community Paramedicine is possible. Initial results have been positive but more data is needed.
- Slow, methodical approach is the proper direction.
- Department should conduct a formal needs assessment.

Key Recommendations

Key Recommendations

- Consider eliminating one squad and using the budget resources to add two Super-Medics
- Discontinue the practice of dispatching full assignments to automatic alarms, and review 911 event codes and weight-of-response guidelines to eliminate unnecessary responses.
- Fully fund the three EMS shift captain (coordinator) positions.
- Discontinue the practice of responding a fire unit on every medical call. Medical Priority Dispatch System (MPDS) should determine when a first responder fire unit should be dispatched.
- Replace the second engine at Station 6 with a Super-Medic unit.
- Review the Falcon Heights automatic aid agreement and consider moving Super-Medic 23 to Station 20

Key Recommendations

- Discontinue the policy of browning out the Super-Medics. One of the three squads should be the first unit to be browned-out.
- Integrate the EMS Academy and Ambulance 51/52 program more fully into the SPFD operation and expand emergency and non-emergency ambulance service.
- Hire a full-time health and safety officer.
- Revise the facilities plan and consolidate Stations 20 and 23. The current plan is to construct a station for Ladder 20.

Comments & Discussion