CITY COUNCIL AGENDA REPORT

MEETING DATE: May 7, 2013 **ITEM NUMBER:** NB-3

SUBJECT: REORGANIZATION OF COSTA MESA FIRE DEPARTMENT

DATE: APRIL 13, 2013

FROM: OFFICE OF THE CEO

PRESENTATION BY: THOMAS R. HATCH, CHIEF EXECUTIVE OFFICER

FOR FURTHER INFORMATION CONTACT: THOMAS R. HATCH, (714) 754-5328

RECOMMENDATION:

The CEO recommends that the City Council approve the following recommendations:

1. Adopt the "Alternative Model" Restructuring Plan in Attachment 1 as recommended by the Interim Fire Chief;
2. Adopt the two-phase approach to the implementation plan as recommended by the CEO and outlined in number 1 to 8 on page 3-4;
3. Direct staff to obtain the necessary information and conduct appropriate studies concerning ambulance transportation then agendize for City Council consideration in the future;
4. Adopt the recommendations numbers 1 through 17 of Table A as outlined in this staff report; and
5. Direct staff to modify the CEO's Proposed FY 2013-2014 Budget to include the financial impact as described in the outlined recommendations.

BACKGROUND:

The delivery of fire, paramedic, and fire prevention services is a core component of maintaining the public and life safety of the community and consistently rates high in terms of importance to the residents and businesses of Costa Mesa. The Costa Mesa City Council has recognized these facts and has continuously invested in maintaining a well-equipped and highly-trained Fire Department. As a result, the cost of fire, paramedic, and fire prevention services represents approximately 20% of the City's general fund budget. Over the decades, the medical response operations of local fire departments have significantly grown in service levels and effectiveness. Now, approximately 70% of the Fire Department's calls for service are related to medical aid/rescue with approximately 2% related to fires. In light of the major fiscal challenges facing Costa Mesa and all cities throughout the nation, it is appropriate to examine alternative delivery options that are available to ensure quality and efficient services. Accordingly, the Costa Mesa City Council directed staff, based upon a request from the Costa Mesa Firefighter's Association, to seek a proposal from the Orange County Fire Authority (OCFA) for contract Fire Services. After extensive debate and study, on April 17, 2012, the City Council decided to reject the OCFA proposal and explore other alternative delivery options related to Fire Department services. This was based on the fact that Costa Mesa can provide services at as high a quality of

service as the OCFA and that our local community could continue to retain local control over services and most importantly costs.

The Fire Department began an internal review of the department structure and deployment using new data that projected the historical service needs throughout the community. This data driven approach was lead by Interim Chief Tom Arnold and his assessment is included as an attachment to this report.

ANALYSIS:

Attachment 1 of this report is Interim Fire Chief Tom Arnold's assessment of the restructuring of the Fire Department. This assessment is a thorough review of the current deployment model as well as three other models each with detailed pros and cons related to their use. The OCFA proposal of Option 2 and Option 3 are included as Attachment 2 for reference. While all of the alternatives would be acceptable, the "Alternative Model" is the preferred model and is being recommended for implementation by both the Interim Fire Chief and the CEO. This recommended model includes many advantages for the community including a gradual increase in the number of paramedics per day of at least 3, an increase in the number of response units for the community from 8 to 10, improved response times and a lower cost of service. The details and analysis is included on Attachment 1.

The CEO supports the assessment on Attachment 1, but would add the following observations about all of the models:

- Care Ambulance provides six dedicated first responder personnel to Costa Mesa per day (18 total dedicated personnel). The six personnel serve in three ambulances that are strategically located in the community (see Attachment 3 for map of Costa Mesa). The personnel are trained emergency medical technicians (EMT's) and are currently part of our response team. A fourth ambulance is always close to provide service as a key backup and Care has many more units that could support the community in a significant emergency. Discontinuing this service is a significant decision.

- The current deployment model uses fire engines that are designed to serve as fire fighting apparatus instead of medical response units. The new model of rescue ambulances provides increased efficiency by allowing front line engine companies to resume readiness for firefighting and other emergency responsibilities more quickly since they would no longer be required to travel to and from hospitals. This change also was the catalyst to thinking about creating additional paramedic assessment units, that when implemented, will increase the number of paramedics in the community from 10 to 13 per day.

- The process of studying new models also helps serve to expedite further discussions with neighboring jurisdictions leading to automatic aid agreements to provide better assistance if needed.

Implementation Plan

Although the CEO fully supports the assessment on Attachment 1, he is recommending a different implementation approach than the plan recommended by the Interim Fire Chief. The CEO is recommending a two-phase approach that would first implement the significant changes in a new deployment model before commencing ambulance transportation with City personnel. In short, the modifications to the deployment model represent significant change to the method currently used to perform life-safety operations and a phased approach which is better given the complexity and importance of this change. While it is clear that our highly-

trained and dedicated staff can quickly adapt to these changes, it is also clear that taking a little more time to transition will benefit the situation. The new model will require building modifications to Station 4, alterations to apparatus, selecting and procuring six rescue ambulances, and significant training for personnel including dispatchers. The implementation of this first phase can move forward now without delay. However, it seems prudent to allow for additional transition time, perhaps six to nine months, before moving forward with any plan to include transportation by Fire Department personnel.

The second phase would involve patient transport via ambulance vehicles. Ultimately, the Council will have to determine whether this function will remain with a private provider, or whether the Fire Department will assume that responsibility. Based on the analysis in Attachment 1, it is recommended that the City of Costa Mesa utilize Fire Department personnel to provide the full range of ambulance transportation services. However, this would be another significant change with increased dynamics and workload. It is so important that this transition be conducted strategically and smoothly and therefore, a period of time to study this issue further is certainly necessary, as we do not want to rush this decision. We recommend that the City Council authorize staff to complete the following:

1. Develop and release a Request For Proposal (RFP) seeking bids for private providers to conduct ambulance billing services for the City;

2. Further study the pros/cons and strengths/weaknesses of City personnel providing ambulance transportation services including a comprehensive financial study with research into the benefits of Ground Emergency Medical Transport reimbursements to fire-based transportation providers;

3. Develop and release a Request For Proposals (RFP) seeking bids for private ambulance providers to transport Advanced Life Support (ALS) and Basic Life Support (BLS) patients when Fire Department personnel require additional transportation resources. Because the City has an existing contract with Care Ambulance, the City may be able to administratively offer to Care the ability to provide this back-up support.

After the three items above are completed, schedule the transportation services portion of this decision for a City Council meeting. If the City Council decision is to have City personnel provide transportation services, then an appropriate transition period from Care Ambulance to City personnel and a new billing company will be needed.

The CEO further recommends that the City Council authorize staff to immediately complete the following:

4. Proceed to select a preferred rescue ambulance manufacturer to purchase six new vehicles. Given the cost of these units, this decision will come back to the City Council in a few months;

5. Proceed with implementing the new model in phases and utilize two temporary rescue ambulances and reduce the number of daily personnel with the approval of the Interim Fire Chief and CEO. This will not require any layoffs due to the number of vacancies in the Department and it will significantly reduce the use of overtime and may increase the safety of personnel who would be required to work less overtime. This action is already in progress (See transition matrix in Attachment 8);

6. Proceed to transition from a six station model to a five station model. This action would close Station 6. The data clearly demonstrates in the OCFA study and the Interim Costa Mesa Chief's study that Station 6 is very inefficient and that the deployment system only requires five total stations. It will likely take six months before all of the

steps are completed with the transition and then Station 6 would close. During this time, City Staff will schedule meetings with any community business partners or groups that would like more information and detailed statistics about the Station 6 closure. In addition, Staff will proceed to study the long-term or build-out needs of the South Coast Metro area and closely watch the response statistics to ensure quality service is maintained for this area.

7. Proceed to obtain bids to reconstruct Station 4 to accommodate the length of the Tiller Truck. The exact cost is unknown but this reconstruction could be a one-time cost of $100,000; and

8. Proceed to make the other detailed changes as described in Attachment 1.

Finally, the CEO is recommending that the City Council review and support the following key Fire Department Reorganization Initiatives, several of which will require an appropriate meet and confer process with the Costa Mesa Firefighters Association and the Costa Mesa Fire Management Association. For purposes of this report, it should be assumed that all of the items below will require meet and confer with the associations and the recommendation concepts will not be implemented until appropriate.

Based on preliminary discussions and analysis, Table A includes a response from the CEO for each recommendation and an action step to implement the change all provided for City Council consideration:

Table A

	Recommendation	CEO Response	Action Step
1.	Implement Emergency Vehicle Preemption (EVP) to facilitate faster city-wide emergency response times.	Strong Support	Fire Department staff will coordinate with Public Works staff to study and design a system to deploy appropriate measures to provide the least amount of impact to traffic flow patterns. Consultant assistance may need to be hired by staff to complete the necessary studies. This will require action by the City Council at a later date.
2.	Implement capital improvements to various fire stations as well as other one-time budget needs as outlined in Attachment 4. The cost of the items listed on Attachment 4 for FY 2013-2014 is $191,440.	Support	Many of the fire stations are in need of capital improvements. For years, the funding has not been available to make some larger capital improvements as well as some aesthetic improvements to kitchens and living quarters. Included on the list is several security related improvements. The recommendation is to approve all of the improvements listed on Attachment 4.
3.	Approve the Fire Department's FY 2013-2014 budget requests for some new and on-going costs for the City. The new on-going costs will be $32,500. See the bottom of Attachment 4.	Support	The CEO is cutting the vast majority of new/increased budget requests for on-going services from all departments for the FY 2013-2014 budget. Attachment 4 includes a few requests for increasing the base budget of the Fire Department and are pending final review of the entire budget by the City Council, these listed are being recommended for funding.

4.	Study the apparatus needs of the Fire Department and explore the need to purchase replacements and/or surplus older apparatus.	Strong Support	A study will be conducted to determine the apparatus needs of the Fire Department. Consultant assistance may need to be hired to complete the study.
5.	Implement a study to analyze the effectiveness of utilizing a three person paramedic assessment unit model on the Tiller Truck.	Support	Traditionally, four personnel have been used on apparatus like a Tiller Truck. A study will be completed that can explore whether it is appropriate to staff this apparatus with three personnel.
6.	Annually deposit $500,000 in an interest bearing account for the eventual replacement of Fire Station 1.	Delay	Fire Station 1 is in need of replacement at some point in the future. The CEO's initial recommendation was to proceed with this recommendation but with the CalPERS Board recommending a 50% increase in rates over the next 6 years, implementing this recommendation may not be financially feasible. See Attachment 5.
7.	Authorize the increase in on-duty paramedic personnel from 10 to 13 per day.	Strong Support	Additional personnel with paramedic certification should improve the response to medical emergencies in the community. The on-going cost of this will be $187,000 per year.
8.	Implement a study that analyzes the fire department and City's role in requiring organizations to provide mandatory paramedic support specific to large events that occur in Costa Mesa so as to not strain existing required life safety support.	Strong Support	Costa Mesa is fortunate to have many agencies and events that bring tourism, entertainment and educational benefits to the community. These agencies and events also require more medical support. Consultant assistance may need to be hired to complete the study.
9.	Update Fire Station alerting system to expedite personnel readiness (improve turnout times).	Strong Support	Study this new technology and how it can be used to alert stations faster of upcoming calls for service. Consultant assistance may need to be hired to complete the study.
10.	Authorize the study of a possible Joint Powers Authority with surrounding agencies for shared services regarding fire dispatch, mutual aide, etc.	Strong Support	Further study the potential of shared services in the future. Consultant assistance may need to be hired to complete the study.
11.	Provide funding for upgraded routing/mapping and mobile GPS software.	Strong Support	Study this new technology and how it can be used to alert stations faster of upcoming calls for service. Consultant assistance may need to be hired to complete the study.
12.	Continue to study the need to retrofit the Tiller Truck with the capabilities to pump water or foam.	Strong Support	This process is already underway.
13.	Continue to study innovative technologies that have the potential to provide 21st century life saving techniques for the benefit of Costa Mesa residents.	Strong Support	Is there different equipment or vehicles that use more innovative technology that could benefit Costa Mesa and provide a safer service? Consultant assistance may need to be hired to complete the study.

14.	Study the concept of requiring all new hires to be paramedic certified. Study the concept of all personnel being paramedic trained. This will require discussion and negotiation with fire labor associations.	Support	If approximately 70% of our calls for service are medical aid/rescue calls, then should all sworn Fire Personnel be expected to maintain paramedic certification? What are the pros and cons of this concept? Would some personnel lose their skills if not exercised regularly? Consultant assistance may need to be hired to complete the study.
15.	Study the personnel needs of the administrative division of the Fire Department.	Strong Support	The Fire Department has been operating with a part-time Interim Fire Chief and an Acting Deputy Fire Chief. A study is needed to determine the appropriate administrative management personnel needed to manage the Department. Could services be shared with another agency?
16.	Study the concept of when a fifth rescue ambulance is needed in the community. When the Fire Department increases staff to manage a heavy workload then study the possibility of having this shift of paramedics be staffed for a period of less than 24 hours to reduce costs.	Support	A study could help determine the appropriate times for the City to implement a fifth paramedic van into service. Consultant assistance may need to be hired to complete the study.
17.	Study the concept of establishing a reserve firefighter program. The Police Department utilizes reserves to provide valuable assistance to the City.	Support	A study can determine if a reserve firefighter program would be beneficial to Costa Mesa. Consultant assistance may need to be hired to complete the study

ALTERNATIVES CONSIDERED:

1. The City Council could decide to implement all or select specific recommendations for implementation;
2. The City Council could determine that additional research is needed along with additional outreach on these issues prior to making any decision; and
3. Additional studies can be conducted on specific service areas to determine if additional efficiencies can be achieved.

FISCAL REVIEW:

Attachment 7 is a complete analysis of the financial impact from the implementation of the recommendations. This includes the reduction of staffing of 12 full-time personnel, costs to purchase new apparatus and equipment as well as one-time capital improvement costs and on-going operational costs. The total savings for FY 2013-2014 is $15,022 and the on-going savings is $1,838,962. Attachment 5 of this report is a five year projection of Fire Department costs related to CalPERS. These increasing costs are not included in the savings numbers presented above.

LEGAL REVIEW:

The City Attorney's Office has reviewed this report and agrees with the representations. Although the Interim Fire Chief has met several times with the boards of the fire labor associations, the operational changes may require additional meet and confer sessions.

CONCLUSION:

The recommendations above represent many significant changes to the organizational structure of the Fire Department. If the recommendations are approved, staff will proceed to enhance communication to help ensure the effective implementation of the changes. Regular updates will be provided to the City Council and community regarding the progress of the reorganization.

THOMAS R. HATCH
Chief Executive Officer

REVIEWED BY: TOM ARNOLD
Interim Fire Chief

THOMAS P. DUARTE
City Attorney

BOBBY YOUNG
Finance and IT Director

ATTACHMENTS:

1. Interim Fire Chief Memo
2. Options 2 and 3 of OCFA Proposal
3. Map of Costa Mesa
4. Cost For Recommended Reorganizational Improvements
5. Five-Year Projection of PERS Costs
6. Time of Day Calls For Service
7. Detailed Financial Analysis
8. Transition Matrix

CITY OF COSTA MESA
FIRE DEPARTMENT
INTEROFFICE MEMORANDUM

TO: THOMAS R. HATCH, CHIEF EXECUTIVE OFFICER

FROM: TOM ARNOLD, INTERIM FIRE CHIEF

DATE: APRIL 19, 2013

SUBJECT: RESTRUCTURE ALTERNATIVES ANALYSIS

BACKGROUND

In May of 2012, I presented a proposal to Council to restructure the Fire Department in a way that would provide better service to the community at a reduced cost. That proposal outlined the following:

- A reduction in the number of fire stations from 6 to 5
- A reduction in the number of fire units from 7 to 5
- A reduction in the number of firefighters per day from 29 to 27
- The addition of 5 rescue ambulances that would transport patients to the hospital with existing staff

The reduction of personnel and the recovery of the costs for providing emergency transportation would reduce the overall cost of operating the Fire Department and provide an improved level of service for the community.

Recently, you asked me to develop for Council's consideration an alternative to the plan proposed in May 2012. Further, you requested a comparison of the original proposed plan, an alternative plan and the Orange County Fire Authority (OCFA) proposal referred to as Option 3. As a result, the Fire Department staff considered many alternative models, taking into consideration the pros and cons of each. An alternative plan was developed that reflects the intent of the original proposal, but reduces the resources and therefore, the cost. This analysis includes a comparison of the Current, Proposed, Alternative, and OCFA Option 3 Models (see Attachment A).

CURRENT MODEL

The Department provides emergency response to medical, fire, rescue, and hazardous materials emergencies with five medic engines, one tiller truck, and one quint (a combination engine and truck) from six stations. All of these units are staffed with four personnel and are referred to as fire units. Paramedics respond to medical emergencies on the medic engines, along with a private ambulance. When the paramedics need to take the patient to the hospital, they ride with the patient in the private ambulance and the medic engine follows to retrieve equipment and personnel. The Current Model provides:

- 6 fire stations
- 5 medic engines (with paramedic teams)
- 1 tiller truck
- 1 quint
- 1 command unit
- 29 personnel per day

Pros

- Meets the 4 minute travel time standard for most parts of the city when all units are available
- Meets the Effective Response Force (EFR) time standards for the vast majority of incidents
- Provides 5 paramedic teams in the City
- Requires very little automatic aid for paramedic teams

Cons

- Extends return to service time for medic engines when paramedics go to the hospital
- Reduces cost recovery when paramedics do not provide transportation
- Requires Paramedics to always respond with a fire unit
- Requires fire units to always respond out of city for medical automatic aid requests
- Requires more fire units to respond to fires, rescues, and medical emergencies to assemble enough personnel than the other models
- Requires a higher overall cost to operate the Fire Department in comparison to the other models

PROPOSED MODEL

The Proposed Model improves service, is more efficient than the Current Model, and reduces the Fire Department's operating costs. It fundamentally restructures the way the Department provides service. Instead of paramedics responding on four-person medic engines, they would respond on two-person rescue ambulances. The staffing on the engines would be reduced to three persons and remain more readily available for other emergencies when the rescue ambulance transports the patient to the hospital. Paramedics would provide all emergency medical transportation to the hospital and costs would be recovered through a private billing company. Costa Mesa residents transported by Department rescue ambulances would not be billed for costs not covered by insurance. The Department would continue to contract with a private ambulance provider for backup.

To accomplish this and still reduce the number of personnel, the Department would close the Metro Station (6) and replace the engine at the Placentia Station (4) with the tiller truck currently stationed at the Park Station (3). The three engines, one tiller truck, and one quint, would eventually be staffed with one paramedic, making them Paramedic Assessment Units (PAU's). The Proposed Model provides:

- 5 fire stations
- 3 engine PAUs
- 1 tiller truck PAU
- 1 quint PAU
- 5 rescue ambulances (with paramedic teams)
- 1 command unit
- 27 personnel per day

Pros

- Improves response times in comparison to the Current and OCFA Option 3 Models
- Increases service to the community in comparison to the Current Model and OCFA Option 3 Models
- Improves efficiency in comparison to the Current and OCFA Option 3 Models
- Increases the number of response units from 8 to 11 in comparison to the Current and OCFA Option 3 Models
- Improves return to service time for all fire companies in comparison to the Current and OCFA Option 3 Models
- Provides a fire/paramedic assessment unit and rescue ambulance in every fire station
- Prevents most residents from incurring emergency medical transportation costs
- Maintains the same number of paramedic teams as the Current Model
- Reduces the number of fire units required to respond to incidents
- Reduces the need to send fire units out of city for medical automatic aid requests
- Reduces the overall costs for operating the Fire Department in comparison to the Current and OCFA Option 3 Models

Cons

- Closes the Metro Station (6)
- Relies on other agencies to maintain response time standards in some areas
- Relies on other agencies for more fire units in some instances
- Reduces the number of firefighters on duty each day
- Requires capital expenditures to implement

ALTERNATIVE MODEL

The alternative to the Proposed Model is to reduce the number of rescue ambulances from 5 to 4 and staff a fifth rescue ambulance during projected peak activity hours. The days, hours, and location of the fifth unit will be determined by the fire management team. The Placentia Station (4) would be staffed with a tiller truck PAU and a crossed staffed engine. The Department would continue to contract with a private ambulance provider for backup.

This is the most efficient model and provides the greatest overall cost reduction. The Alternative Model provides:

- 5 fire stations
- 3 engine PAUs
- 1 tiller truck PAU
- 1 quint PAU
- 4 rescue ambulances (with paramedic teams)
- 1 command unit
- 25 personnel per day

Pros

- Improves response times in comparison to the Current and OCFA Option 3 Models
- Increases service to the community in comparison to the Current and OCFA Option 3 Models
- Improves efficiency in comparison to the Current, Proposed, and OCFA Option 3 Models
- Increases the number of response units from 8 to 10 in comparison to the Current and OCFA Option 3 Models
- Improves return to service time for all fire companies in comparison to the Current and OCFA Option 3 Models
- Provides a fire/paramedic assessment unit in every fire station
- Provides a rescue ambulance in 4 of the 5 fire stations
- Prevents most residents from incurring emergency medical transportation costs
- Reduces the number of fire units required to respond to incidents
- Reduces the need to send fire units out of the City for medical automatic aid requests
- Reduces personnel expenditures in comparison to the Current and Proposed Models
- Reduces overall costs for operating the Fire Department in comparison to the Current, Proposed, and OCFA Option 3 Models

Cons

- Closes the Metro Station (6)
- Reduces the number of paramedic teams from 5 to 4
- Removes a paramedic team from the Placentia Station (4) in comparison to the Current and Proposed Models
- Reduces some cost recovery in comparison to the Proposed Model
- Relies on other agencies to maintain response time standards in some areas
- Relies on other agencies for more fire/rescue units in some instances

- Reduces the number of firefighters on duty each day
- Requires capital expenditures to implement

ORANGE COUNTY FIRE AUTHORITY (OCFA) OPTION 3 MODEL

This option was part of a proposal from the Orange County Fire Authority (OCFA) to provide fire/rescue/emergency medical services to the City. It was the option that had the least number of personnel and, therefore, provided the highest reduction of personnel costs. This option closes a station, retains two medic engines, replaces two medic engines with PAU engines, replaces one medic engine with a quint PAU, eliminates a tiller truck, and adds two medic vans. It did not include emergency medical transportation. The OCFA Option 3 Model provides:

- 5 fire stations
- 2 medic engines
- 2 engine PAUs
- 1 quint PAU
- 2 medic vans
- 1 command unit
- 23 personnel per day

Pros

- Reduces personnel expenditures in comparison to the Current, Proposed, and Alternative Models
- Reduces capital outlay in comparison to the Proposed and Alternative Models
- Reduces maintenance costs in comparison to the Proposed and Alternative Models
- Improves the return to service time for 2 fire companies

Cons

- Closes a fire station
- Reduces overall effectiveness in comparison to the Current, Proposed, and Alternative Models
- Reduces the number of paramedic teams from 5 to 4
- Creates longer overall response times than the Proposed or Alternative Models
- Creates longer paramedic team response times than the Current, Proposed, and Alternative Models
- Provides a fewer number of response units than the Proposed and Alternative Models
- Creates longer out of service times when medic engine paramedics go to the hospital
- Requires residents to pay for private ambulance transportation
- Provides reduced cost recovery in comparison to the Proposed or Alternative Models
- Relies on other agencies to maintain response time standards in some areas
- Relies on other agencies for more fire units in some instances
- Reduces the number of firefighters on duty each day
- Requires capital expenditures to implement

CONCLUSION

The Proposed Model would provide the best level of service for the community and a total net positive change to the cost of operating the Fire Department. The Alternative Model would provide nearly all of the benefits of the Proposed Model but in a more efficient manner and with an additional total net positive change to the cost of operating the Department. In both the Proposed and Alternative Models, the provision of transportation by city paramedics will provide a new revenue stream that can be utilized to fund capital projects (i.e. replacing and restoring aged fire stations), equipment purchases and pay down the Fire Side Fund. The OCFA Option 3 Model provides a lower level of service and is the least effective and efficient of the three models.

RECOMMENDATION

While the Proposed Model provides the best level of service, it is my judgment that the differences in the Alternative Model can be mitigated with service and data driven practices, developed and implemented by our fire managers. The combination of the efficiencies that can be realized and good management, make the Alternative Model, the model of choice.

The Fire Department will also explore the feasibility of further modifications of the Alternative Model, as data is collected relative to the effectiveness of this Model. A closer examination of issues, such as a 3-person Tiller Truck and 3-person Medic Engines, will be looked at more carefully once the department has an opportunity to debrief the effectiveness of a new fire service delivery model.

Attachment A
FIRE DEPARTMENT RESTRUCTURE MATRIX

Model:	Current	Proposed	Alternative	OCFA Option 3
Royal Palm Station – 1	Medic Engine (4)	Engine PAU (3) Rescue Ambulance (2)	Engine PAU (3) Rescue Ambulance (2)	Engine PAU (3) Medic Van (2)
Baker Station – 2	Medic Engine (4)	Engine PAU (3) Rescue Ambulance (2)	Quint PAU (3) Rescue Ambulance (2)	Close
Park Station – 3	Medic Engine (4) Tiller Truck (4)	Engine PAU (3) Rescue Ambulance (2)	Engine PAU (3) Rescue Ambulance (2)	Medic Engine (4)
Placentia Station – 4	Medic Engine (4)	Engine PAU (3) Rescue Ambulance (2)	Tiller Truck PAU (4)	Quint /PAU (4)
Civic Center Station – 5	Medic Engine (4) Battalion Chief (1)	Tiller Truck PAU (4) Rescue Ambulance (2) Battalion Chief (1)	Engine PAU (3) Rescue Ambulance (2) Battalion Chief (1)	Engine PAU (3) Medic Van (2) Battalion Chief (1)
Metro Station – 6	Quint (4)	Close	Close	Medic Engine (4)
Response Units in the City	8	11	10	8
Daily Staffing	29	27	25	23
Medical Service Level	5 ALS 2 BLS	5 ALS 5 PAU	4 ALS 5 PAU	4 ALS 3 PAU
Response Unit Types	7 Fire Units 0 Rescue Ambulance 1 Command Unit	5 Fire Units 5 Rescue Ambulance 1 Command Unit	5 Fire Units 4 Rescue Ambulance 1 Command Unit	5 Fire Units 2 Medic Vans 1 Command Unit
Personnel	1 Battalion Chief 7 Captains 8 Engineers 10 Firefighter/Paramedics 3 Firefighters	1 Battalion Chief 5 Captains 6 Engineers 15 Firefighter/Paramedics 0 Firefighters	1 Battalion Chief 5 Captains 6 Engineers 13 Firefighter/Paramedics 0 Firefighters	1 Battalion Chief 5 Captains 6 Engineers 11 Firefighter/Paramedics 0 Firefighters
Net Annual Change to Budget (ALS & BLS Transport)	-	(3,389,298)	(3,778,962)	-
Net Annual Change to Budget (ALS Transport Only)	-	(1,589,298)	(2,538,962)	-
Net Annual Change to Budget (No Transport)	-	(889,298)	(1,838,962)	(2,969,912)

ALS = Advanced Life Support (2 paramedics)
BLS = Basic Life Support (non paramedic)
PAU = Paramedic Assessment Unit (1 paramedic)
Quint = Combination engine and ladder truck

Orange County Fire Authority Option 2

In Option 2, an Engine and Paramedic Van are located at Stations One, Two and Five, allowing for coverage when a unit is on hospital follow up, and an additional full Medic Engine at Station Three. Station Four is a Paramedic Assessment Unit (PAU) Truck. This option allows for the closure of Station Six.

	OCFA Option 2
Royal Palm Station – 1	Engine PAU (3) Medic Van (2)
Baker Station – 2	Engine PAU (3) Medic Van (2)
Park Station – 3	Medic Engine (4)
Placentia Station – 4	Truck-Quint /PAU (4)
Civic Center Station – 5	Engine PAU (3) Medic Van (2) Battalion Chief (1)
Metro Station – 6	Closed
Response Units in the City	9
Daily Staffing	24

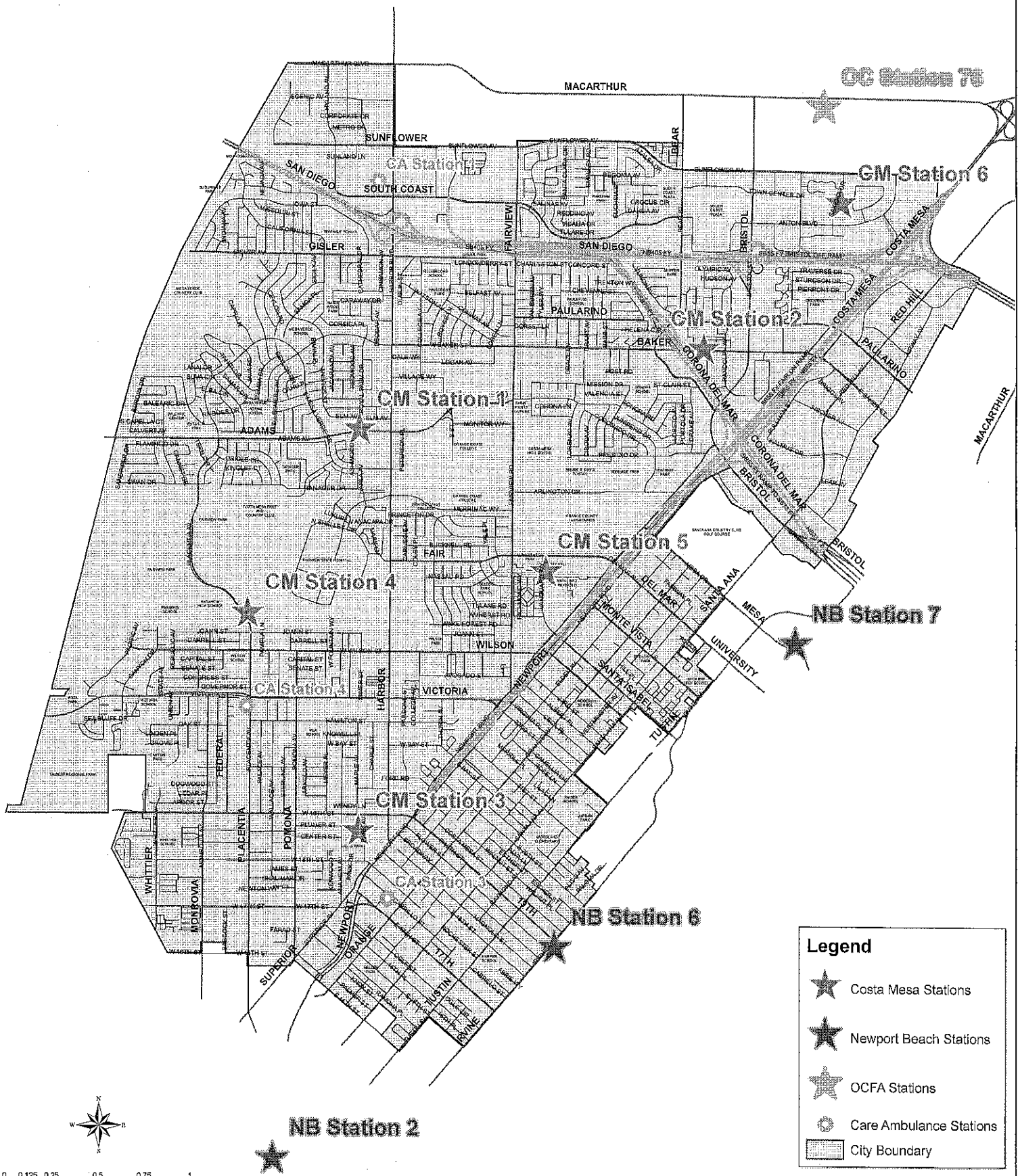
Orange County Fire Authority Option 3

In Option 3, an Engine and Paramedic Van are located at Stations One and Five, allowing for coverage when unit is on hospital follow up, and an additional full Medic Engine at Station Three and Six. Station Four is a Paramedic Assessment Unit (PAU) Truck. This option allows for the closure of Station Two.

	OCFA Option 3
Royal Palm Station – 1	Engine PAU (3) Medic Van (2)
Baker Station – 2	Closed
Park Station – 3	Medic Engine (4)
Placentia Station – 4	Truck-Quint /PAU (4)
Civic Center Station – 5	Engine PAU (3) Medic Van (2) Battalion Chief (1)
Metro Station – 6	Medic Engine (4)
Response Units in the City	8
Daily Staffing	23

Station Locations

ATTACHMENT 3



April 22, 2013

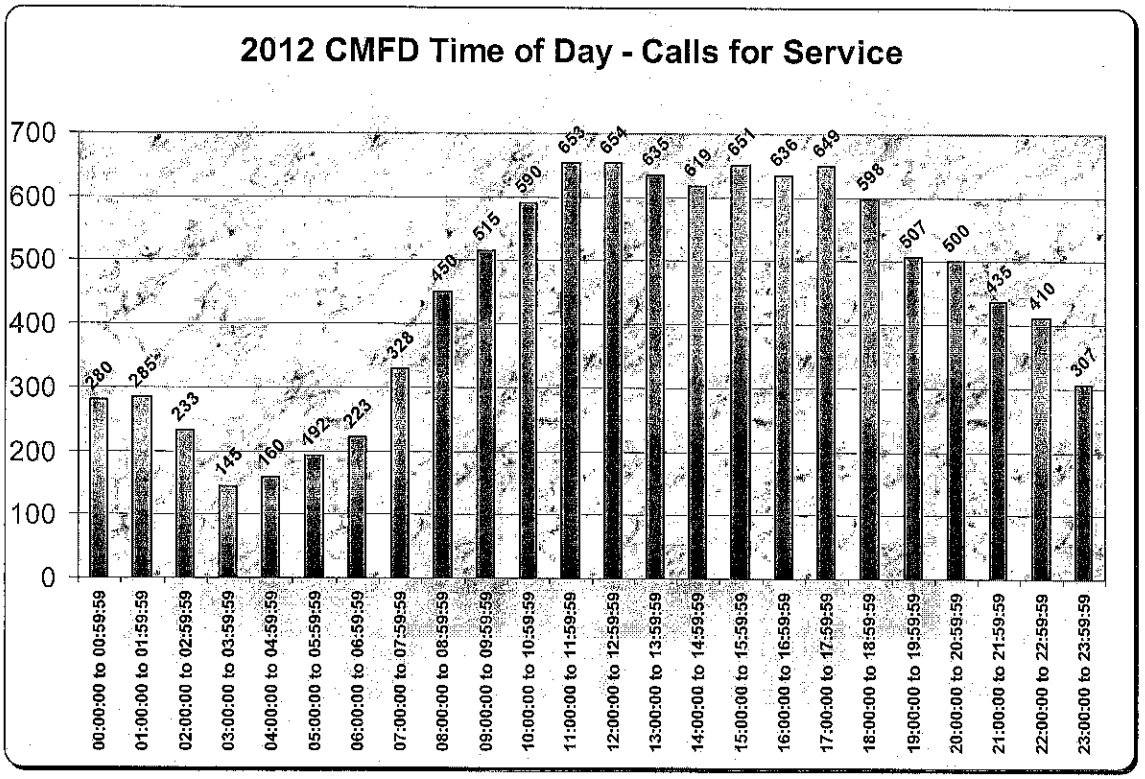
SCHEDULE OF PROPOSED BUILDING MODIFICATION PROJECTS / CAPITAL IMPROVEMENTS / ONGOING COSTS ASSOCIATED WITH THE FIRE DEPLOYMENT PLAN

	COST	*DESCRIPTION*
Minor Building Modifications		
Fire Station #1	$ 2,600	Replace carpet in day room.
	$ 3,000	Replace parking lot lighting (back).
Fire Station #3	$ 9,500	Add security screening fence for rear yard; materials only.
	$ 800	Installation of built-in shelves for storage in old phone booth; materials only.
Fire Station #4	$ 3,500	Replace sliding glass door in day room.
	$ 2,200	Replace missing/broken blinds in day room.
	$ 540	Install privacy glass coating on apparatus floor windows.
	$ 8,500	Replace HVAC ducting in training room.
Fire Station #4 Tower	$ 10,000	Repair spawling concrete landings.
	$ 8,000	Replace corroded metal doors (5 doors and frames).
Fire Station #5	$ 3,800	Replace missing/broken blinds and screens.
	$ 1,000	Install carpet in Captain's bunkroom.
Capital Improvements and Capital Equipment		
	$ 38,000	Fire Station #4 replacement of emergency generator
	$ 100,000	Retrofit Fire Station #4 to accommodate Tiller Truck
SUBTOTAL	**$ 191,440**	
Annual On-Going Costs		
	$ 10,500	ePCR hardware and software upgrade
	$ 10,000	5% increase for paramedic supplies
	$ 12,000	Medical supplies and equipment increases
SUBTOTAL	**$ 32,500**	

TOTAL FIRST-YEAR COSTS $ 223,940

City of Costa Mesa
Reorganization of the Fire Department
5 year projection of PERS Costs

	PERS Rate Increases		Increase In PERS Cost
12-13	-		-
13-14	6.19%		802,949.17
14-15	1.90%	projected	268,078.72
15-16	2.00%	projected	280,540.60
16-17	2.00%	projected	285,863.30
17-18	1.00%	projected	109,690.25
			1,747,122.04


2012 CMFD Time of Day - Calls for Service
700
600
500
400
300
200
100
0
280
285
233
145
160
192
223
328
450
515
590
653
654
635
619
651
636
649
598
507
500
435
410
307
00:00:00 to 00:59:59
01:00:00 to 01:59:59
02:00:00 to 02:59:59
03:00:00 to 03:59:59
04:00:00 to 04:59:59
05:00:00 to 05:59:59
06:00:00 to 06:59:59
07:00:00 to 07:59:59
08:00:00 to 08:59:59
09:00:00 to 09:59:59
10:00:00 to 10:59:59
11:00:00 to 11:59:59
12:00:00 to 12:59:59
13:00:00 to 13:59:59
14:00:00 to 14:59:59
15:00:00 to 15:59:59
16:00:00 to 16:59:59
17:00:00 to 17:59:59
18:00:00 to 18:59:59
19:00:00 to 19:59:59
20:00:00 to 20:59:59
21:00:00 to 21:59:59
22:00:00 to 22:59:59
23:00:00 to 23:59:59

At a Glance - Financial Analysis

The Alternate Model proposes reducing staffing by 12 full-time personnel total (four (4) per shift) and adding four (4) rescue ambulances in order to provide a portion of the City's emergency transportation services.

The Alternate Model results in:

- **A reduction of $1,838,962 in expenditures annually through the following changes:**
  - Staffing: reduction of six (6) fire captains ($1,035,948), reduction of six (6) fire engineers ($981,299), and addition of paramedic assignment pay for nine (9) fire fighters ($187,285);[1]
  - Maintenance and operations: reduction in utilities expenses from closing Station 6 ($15,000), reduction in replacement and maintenance costs for one (1) engine ($150,000), addition of replacement and maintenance costs for six (6) medic units ($156,000);
- **A one-time capital outlay of $1,600,000 to provide transportation, which includes:**
  - The costs of six (6) new rescue ambulances and their equipment:
    - Six (6) rescue ambulances, using two (2) as reserves ($1,434,000);
    - Six (6) gurneys ($90,000);
    - Communication equipment for the four (4) frontline rescue ambulances ($76,000).

Other FY 13-14 costs:

- **A total of $223,940 in proposed capital improvement projects (See Attachment 4):**
  - The expansion of Station 4 (approximately $100,000);[2]
  - One-time building modification/capital improvement projects ($91,440);
  - Annual on-going supplies costs ($32,500).

The combination of the changes that are proposed through the Alternate Model and the costs of the proposed capital improvement projects results in a **total net expenditure savings for the first year of implementation of $15,022.**

[1] Staffing numbers are based on proposed FY 13-14 employee salaries.
[2] This is only a tentative estimate for the expansion of Station 4.

ATTACHMENT 8

FIRE DEPARTMENT TRANSITION MATRIX
(Daily Staffing)

	Current	Phase 1 (Target early June 2013)	Phase 2A (When RA's ready for service)	Phase 2B (When all FF are FF/PM)
Royal Palm Station – 1	Medic Engine (4)	Medic Engine (4)	Engine (3) Rescue Ambulance (2) USAR (Cross Staffed)	Engine PAU (3) Rescue Ambulance (2) USAR (Cross Staffed)
Baker Station – 2	Medic Engine (4)	Engine (3) Medic Unit (2)	Quint (3) Rescue Ambulance (2)	Quint PAU (3) Rescue Ambulance (2)
Park Station – 3	Medic Engine (4) Tiller Truck (4)	Quint (3) Medic Unit (2)	Engine PAU (3) Rescue Ambulance (2)	Engine PAU (3) Rescue Ambulance (2)
Placentia Station – 4	Medic Engine (4)	Medic Engine (4)	Tiller Truck PAU (4) Engine (Cross Staffed)	Tiller Truck PAU (4) Engine (Cross Staffed)
Civic Center Station – 5	Medic Engine (4) Battalion Chief (1)	Medic Engine (4) Battalion Chief (1)	Engine PAU (3) Rescue Ambulance (2) Battalion Chief (1)	Engine PAU (3) Rescue Ambulance (2) Battalion Chief (1)
Metro Station – 6	Quint (4)	Tiller Truck (4) Engine (Cross Staffed)	Discontinue Staffing	Discontinue Staffing
Response Units in the City	8	9	10	10
Daily Staffing	29	27	25	25
Medical Service Level	5 ALS 2 BLS	5 ALS 3 BLS	4 ALS 3 PAU 2 BLS	4 ALS 5 PAU
Response Unit Types	7 Fire Units 0 Rescue Ambulance 1 Command Unit	6 Fire Units 2 Rescue Ambulances 1 Command Unit	5 Fire Units 4 Rescue Ambulance 1 Command Unit	5 Fire Units 4 Rescue Ambulance 1 Command Unit
Personnel **(##) = Total Division Positions**	1 Battalion Chief (3) 7 Captains (21) 8 Engineers (24) 10 Firefighter/Paramedics (30) 3 Firefighters (9) Total Division Personnel 87	1 Battalion Chief (3) 6 Captains (18) 7 Engineers (21) 10 Firefighter/Paramedics (30) 3 Firefighters (9) Total Division Personnel 81	1 Battalion Chief (3) 5 Captains (15) 6 Engineers (18) 11 Firefighter/Paramedics (33) 2 Firefighters (6) Total Division Personnel 75	1 Battalion Chief (3) 5 Captains (15) 6 Engineers (18) 13 Firefighter/Paramedics (39) 0 Firefighters (0) Total Division Personnel 75

ALS = Advanced Life Support (2 paramedics)
BLS = Basic Life Support (non paramedic)
PAU = Paramedic Assessment Unit (1 paramedic)
Quint = Combination engine and ladder truck
Numbers in parentheses to the right of rank positions indicate total department positions

City of Costa Mesa Memorandum

To: City Council

From: Claire Flynn, Assistant Development Services Director

Date: May 7, 2013

Subject: Development Agreements in North Costa Mesa

The purpose of this memo is to respond to a question received from the public regarding existing development agreements in North Costa Mesa, as they relate to the Council's decision on the reorganization of the Fire Department.

There are Development Agreements in place which include previously-approved, unbuilt entitlements in North Costa Mesa. For example, these Development Agreements pertain to future new development at Metro Pointe, Home Ranch, Sakioka Lot 2, Segerstrom Town Center, Segerstrom Center for the Arts, and Pacific Arts Plaza.

Pursuant to the Development Agreement(s), the City and the Owner agree that:

1. The consideration to be received by the City and the rights secured to the Owner hereby constitute sufficient consideration to support the convenants and agreements of the City and the Owner.

2. Unless otherwise specified in the Development Agreement, the rules, regulations, and official policies governing permitted uses, density, design, improvement, and construction are those in effect when the agreement is executed.

3. Unless otherwise specified in the Development Agreement, the development exactions or development impact fees applicable to the unbuilt entitlements are those in effect when the agreement is executed.

In short, unless otherwise stated in the Development Agreement, the Development Agreement limits the power of the City to apply newly enacted ordinances or impact fees to previously-approved entitlements where buildout is anticipated to occur in the future.