

Service Reduction Framework

Purpose:

This plan identifies actions that will be implemented if inadequate funding is available to staff the current 28 fire stations in the District. It is important to recognize that any reduction in staffing and functional units will have an adverse impact on service delivery in the community. This includes:

- The inability to respond to some types of 911 calls
- Longer response times to emergency incidents
- Longer time period to assemble an effective firefighting force to meet operational needs (NFPA-1710)
- More severe fire conditions and fire spread to exposed buildings and vegetation
- Altered strategy and tactics to offset increased safety threats/risks
- Delay in providing life-saving medical treatment and care
- Limiting the ability to participate in the automatic and mutual aid system in the County and State

This plan will provide a broad framework for the multitude of actions, (e.g. operational personnel, fiscal, public communications, etc.) that must take place if reductions are necessary. The goal is to minimize the adverse impact to the community, ensure the safety of first responders, and communicate effectively with all stakeholder groups. This plan outlines a phased, “soft landing” approach in order to provide time to evaluate and monitor the many dynamics associated with the process.

Timeline:

January 1, 2013 to implementation of the FY-2013/2014 budget cycle.

Functional Steps:

1. Identify and prioritize up to ten (10) fire stations that will potentially be closed in order to reduce costs. Stations will be selected based on the following criteria:
 - a. Community threat/risk
 - b. Call volume
 - c. Ability of adjoining fire stations to “absorb” the call volume and work load
 - d. Proximity of adjoining automatic and mutual aid fire stations
 - e. Transportation corridors
 - f. Impact on response times
2. Determine the average number of fire stations that are staffed daily on an overtime basis. This should equate to an average of four to five companies.
 - a. Beginning January 1, 2013, overtime will no longer be utilized to staff the four (4) fire stations and those fire stations will be closed. Selection will be based on stations that have the least impact to the overall operation of the District. This will begin to reduce expenses in the FY-12/13 Budget and limit expenditure of reserve funds.

- b. Prior to fire station closures, notify stakeholders and conduct public meetings in the affected areas so the residents are aware of the fire station closures and the potential impact to the community.
 - c. Notify automatic aid and mutual aid partners regarding the reduced ability to provide aid and the potential for increased need of aid.
 - d. Notify Contra Costa County Emergency Medical Services Agency and American Medical Response (AMR) of the impending reduction in resources and work with them to minimize the impact to the EMS system.
 - e. It is recommended that the District will no longer respond to lower priority incidents such as non-life threatening (BLS) medical emergencies, property damage service calls, i.e. broken water pipes, lockouts with no life safety threat, etc.
 - f. Reduce response algorithms to certain incident types, e.g. fire alarms to a single unit.
 - g. Modify strategy and tactics for firefighting and rescue operations and conduct training for all operational personnel.
 - h. Utilize reserve firefighters to the extent possible for overhaul, “fire watch”, incident cleanup, etc.
 - i. Evaluate and implement different training delivery methodologies, apparatus repair systems, logistical support, etc. that will minimize the out of service or out of district time for field units.
 - j. Secure closed facilities, disconnect utilities, close fueling sites, etc.
 - k. Minimum staffing will be maintained at the remaining 24 fire stations until the beginning of the FY-13/14 Budget cycle.
3. Staff will evaluate the current number of vacancies and the attrition that occurs in early March through the end of the fiscal year.
 - a. If a reduction in force is necessary, layoff notifications will be made in accordance with Personnel Management Regulations and applicable Memorandums of Understanding (MOU).
 4. Evaluate appropriate cost reduction strategies or initiatives, e.g. outsourcing services, elimination of programs, etc. and implement as part of the FY-13/14 Budget.
 5. During the FY-13/14 Budget process, evaluate non-operational support positions that will be eliminated or kept vacant to align with the budget.
 - a. If a reduction in force is necessary, layoff notifications will be made in accordance with Personnel Management Regulations and applicable MOU’s.
 - b. Personnel will be reduced in “rank” as necessary to align with the number of budgeted positions in accordance with “Layoff” Personnel Management Regulations/MOU’s.
 6. Determine the number of fire stations that must be closed in order to align with FY - 13/14 budget projections.
 - a. If a reduction in force is necessary, layoff notifications will be made in accordance with Personnel Management Regulations/MOU’s.
 - b. Personnel will be reduced in rank as necessary to align with the number of budgeted positions in accordance with “Layoff” Personnel Management Regulations/MOU’s.
 - c. Prior to fire station closures, conduct public meetings in the affected areas so the residents are aware of the fire station closures and the potential impact to the community.

- d. Notify automatic aid and mutual aid partners regarding the reduced ability to provide aid and the potential for increased need of aid.
 - e. Notify Contra Costa County Emergency Medical Services Agency and American Medical Response (AMR) of the impending reduction in resources and work with them to minimize the impact to the EMS system.
7. Implement necessary changes to staffing and service levels.
- a. Continue to evaluate/monitor strategy/tactics for safety and effectiveness
 - b. Continue to evaluate/monitor service delivery for impact
 - c. Continue to evaluate/monitor budget