

FITCH Study: Town Hall Meeting

# Contra Costa Fire Protection District



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# Agenda


- Project Update
  - Project Charge | Project Challenge
- District Overview
- FITCH Observations
- Fiscal Analysis
- Three Options
- Three / Two Staffing (*Option 2*)
- Next Steps / Q & A
- Adjourn



# Project Charge

*“Determine optimal **EMS** First Response and **Fire** Response coverage within fiscal limitations.”*

# Project Challenges (*April 2013*)

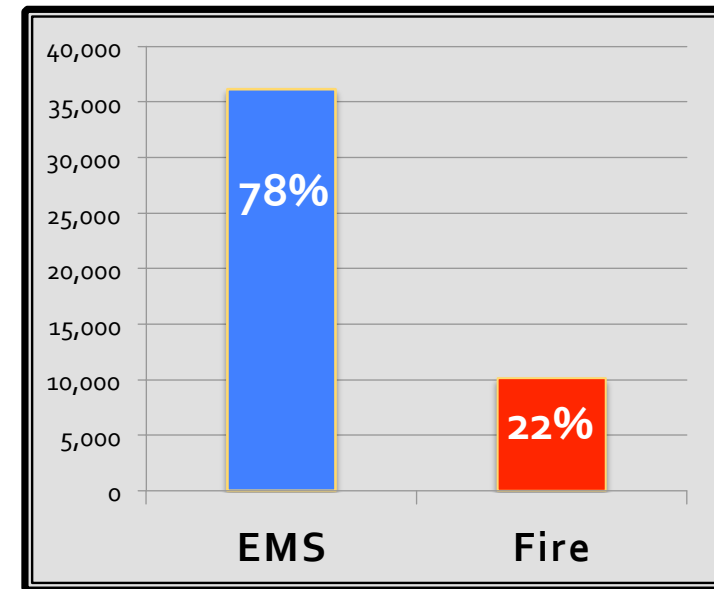
- Expenses > Revenue
  - Dependent upon reserve funds
  - Grim financial forecasts
  - Failed tax measure; fiscally unsustainable
- Station closures; public criticism
- Administration / Support short-staffed
  - ~ 10% of total staffing
-  Capital \$\$
  - Facilities
  - Apparatus

# ConFire Overview



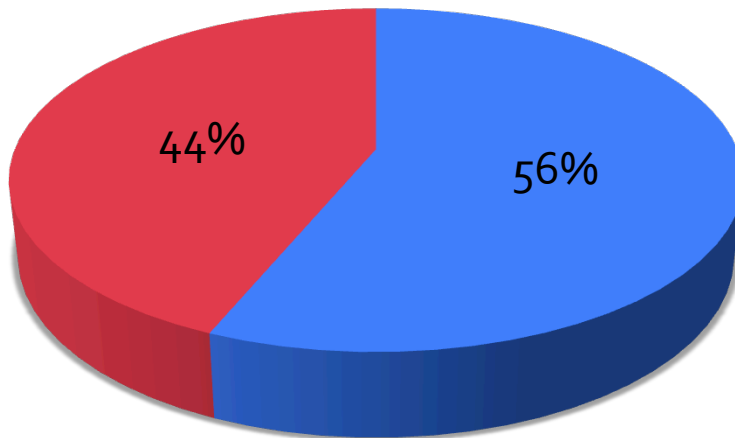
- 23 full time stations (2013)
  - 227 authorized fire/EMS personnel
    - 3-person engine company staffing
  - 15 Dispatch
  - 20 Prevention (*Enterprise*)
- \$95.3 million budget (2013)
- 46,284 responses (2012)
  - 36,146 **EMS** First Response
  - 10,138 **Fire / Hazard**

Incident Volume



# ConFire Workload (*Time on Task*)

**2012**



■ EMS ■ FIRE



## 2012 HOURS

EMS	10,252
FIRE	7,965
TOTAL HOURS	18,487

## AVERAGE TIME TO CLEARANCE

EMS	18 minutes
FIRE	30 minutes – 18 hours

# Observations: Organization

- Current, generally well organized and fairly efficient
- Under resourced (*NFPA Staffing Profile 2012*)
  - 227 (*ConFire*) | U.S profile: 228 (*low*) | 780 (*median*)
  - 227 (*ConFire*) | Western U.S. profile: 450 (*median*)
- Contemporary, efficient prevention system
- Marginal staffing for support services
- New leadership (*2013*)
- Grand Jury Report (*2012*)
  - Alternative models; align revenues & expense




# Observations: Response

- Response time performance (*2013 data; 90<sup>th</sup> percentile*)
  - NFPA® 1710 6:45 | ConFire 10:42 (*Total time; includes dispatch*)
  - EMS 8:59 | ConFire 10:23 (*Total time; includes dispatch*)
- Mutual aid = 18% of ConFire response time
  - Net provider
- Major incidents ≠ service degradation
- Station closure impacts
  - Fire response times + 18 seconds
  - EMS response times + 6 seconds





# Observations: Fiscal

- Measure Q (2012) rejected
  - Destaffed Engine Companies: 2 (*Walnut Creek, Concord*)
  - Station Closures: 4 (*January 2013*); 1 (*July 2013*)
- Citizen Input
  - Improved service model and efficiencies
- Increased property value assessments (*October 2013*)
  - 5% annual versus previous 2%
- Need for another tax initiative (*2 – 3 years*)
-  Capital
  - Estimated \$4 million annual shortfall (*near term*)



# Capital Concerns

- Facilities | 30 Stations
  - 17 (57%): 1950's and 1960's
  - 2 stations: 1970's
  - 6 stations: 1990's; 2 stations in 2000 (*newest*)
  - 3 stations 1930's & 1940's
  - 5 stations listed in the MSR for "replacement"
- Apparatus
  - 66 response apparatus
    - Most circa 2003 manufacture
    - \$28 million (*replacement value*)
  - 77 light fleet vehicles



# Observations: Comm Center

- Standards comparison
  - EMS: performance better than NFPA® standard
  - Fire: performance below NFPA® standard
- Accreditation lapsed
  - ⚡ protocol dispatch for Fire
- Staffing / Shift
  - 4 – 5 per shift
  - 48 / 96 work shift (*atypical*)
- No impact from station closures



# Fiscal Overview

*Let's talk money!*



# Fiscal Overview

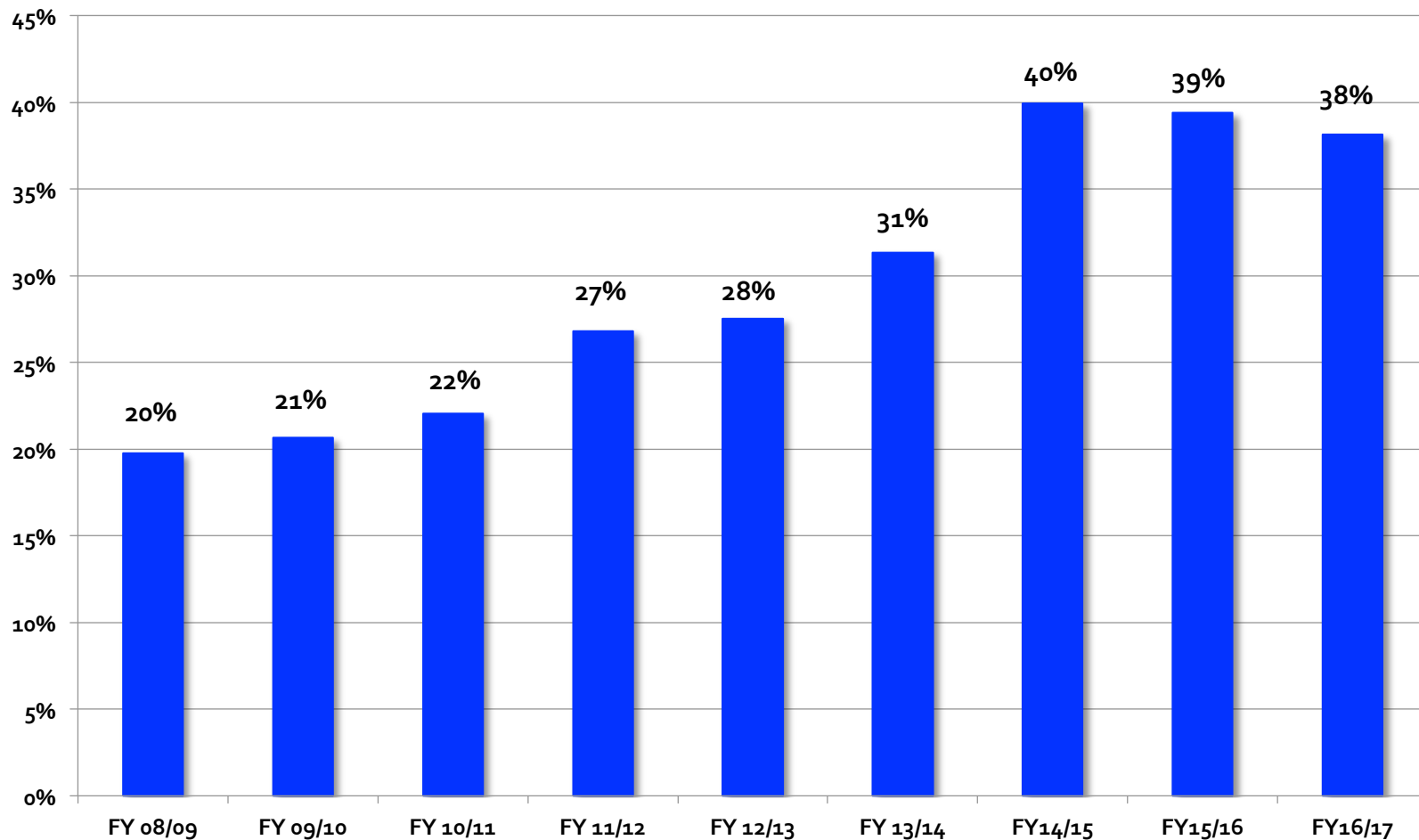


<b>FY 14/15 Budget</b>		<b>\$105,837,354</b>
Mandatory Expense		
<i>Retirement</i>	(\$22,887,900)	
<i>Pension Bond &amp; Stabilization</i>	(\$15,331,110)	
Subtotal: Mandatory Expense		(\$38,219,010)
Non-Response Personnel		(\$14,368,715)
<b>Balance</b>		<b>\$53,249,629</b>
<b>Response Company Expenditure</b>		<b>\$53,249,629</b>
23 Companies   Minimum 3 FTE per Company	69 positions	
<b>Personnel Cost / Company</b> ( <i>3 positions</i> )		<b>\$771,734</b>

# Fiscal Overview



ConFire Mandatory Expenses As % of Annual Revenues

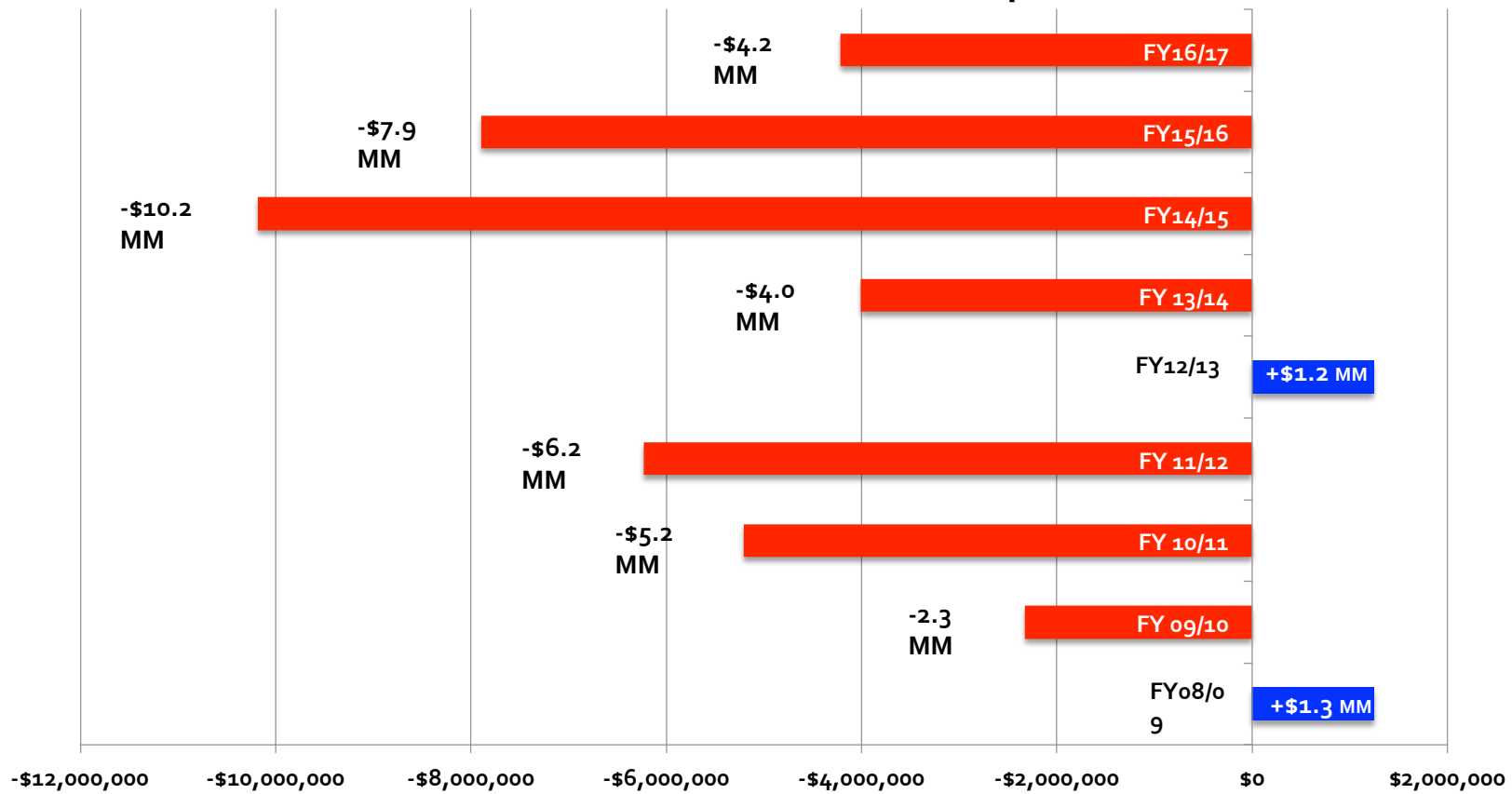


January 2014

# Fiscal Overview



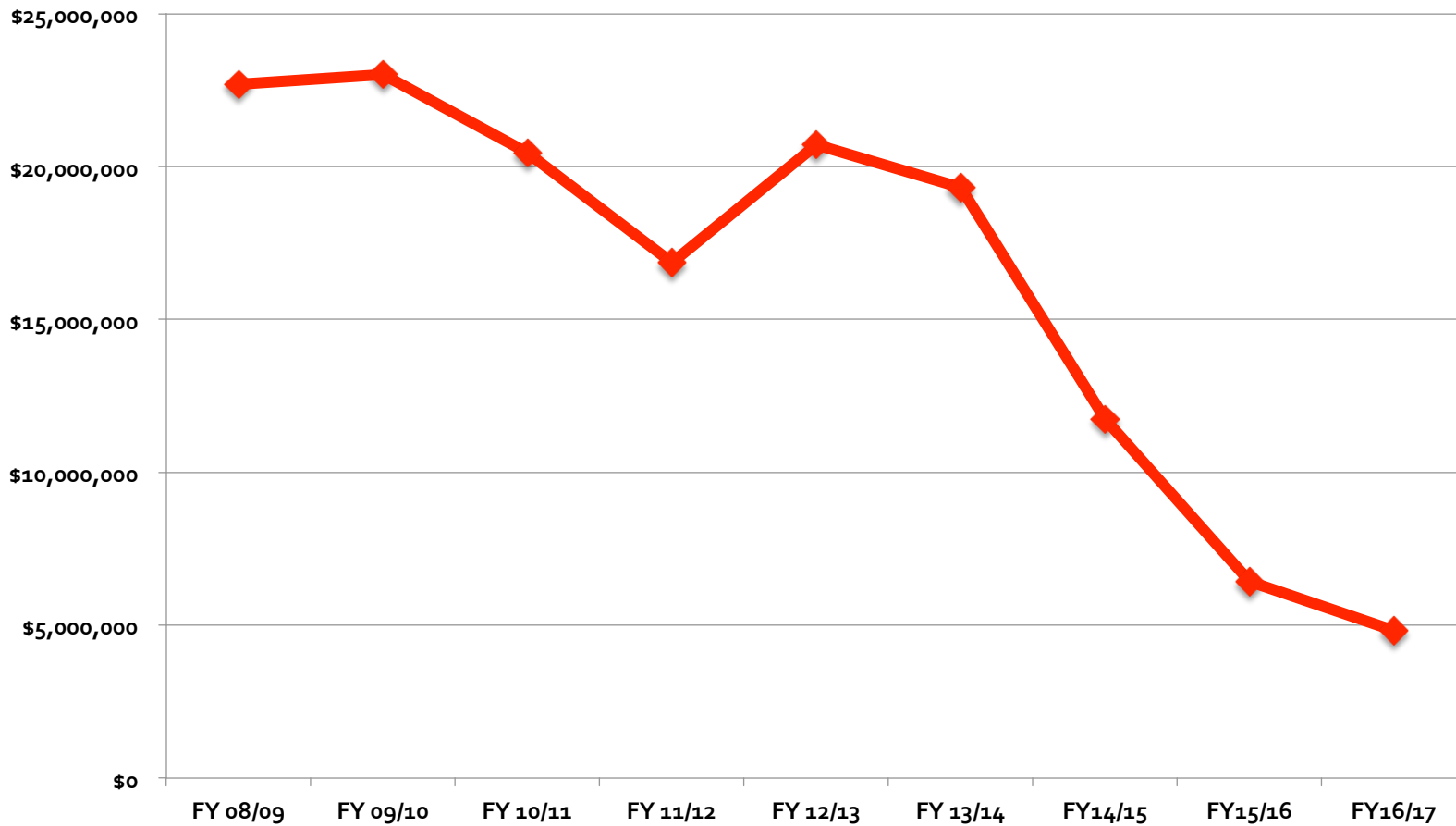
## ConFire Structural Deficit: Annual Revenues Less Annual Expenses



# Fiscal Overview



ConFire Ending Year Fund Balances





# Budget vs. Revenue



<b>FY 14/15 Expense Budget</b>		<b>\$105,837,354</b>
FY 14/15 Revenue		\$95,656,126
<b>Deficit</b>		<b>(\$10,181,228)</b>
<b>FY 14/15 Revenue</b>		<b>\$95,656,126</b>
Mandatory Expense		(\$38,219,010)
Non-Response Personnel		(\$14,368,715)
<b>Revenue Available   Response Personnel</b>		<b>\$43,068,401</b>
Number of Positions (@ \$771,734)	56	
Number of Companies (@ 3 FTE / Company)	19	
Potential Net Loss of Companies (23 - 19)	4	

# Projections (*Status Quo*)



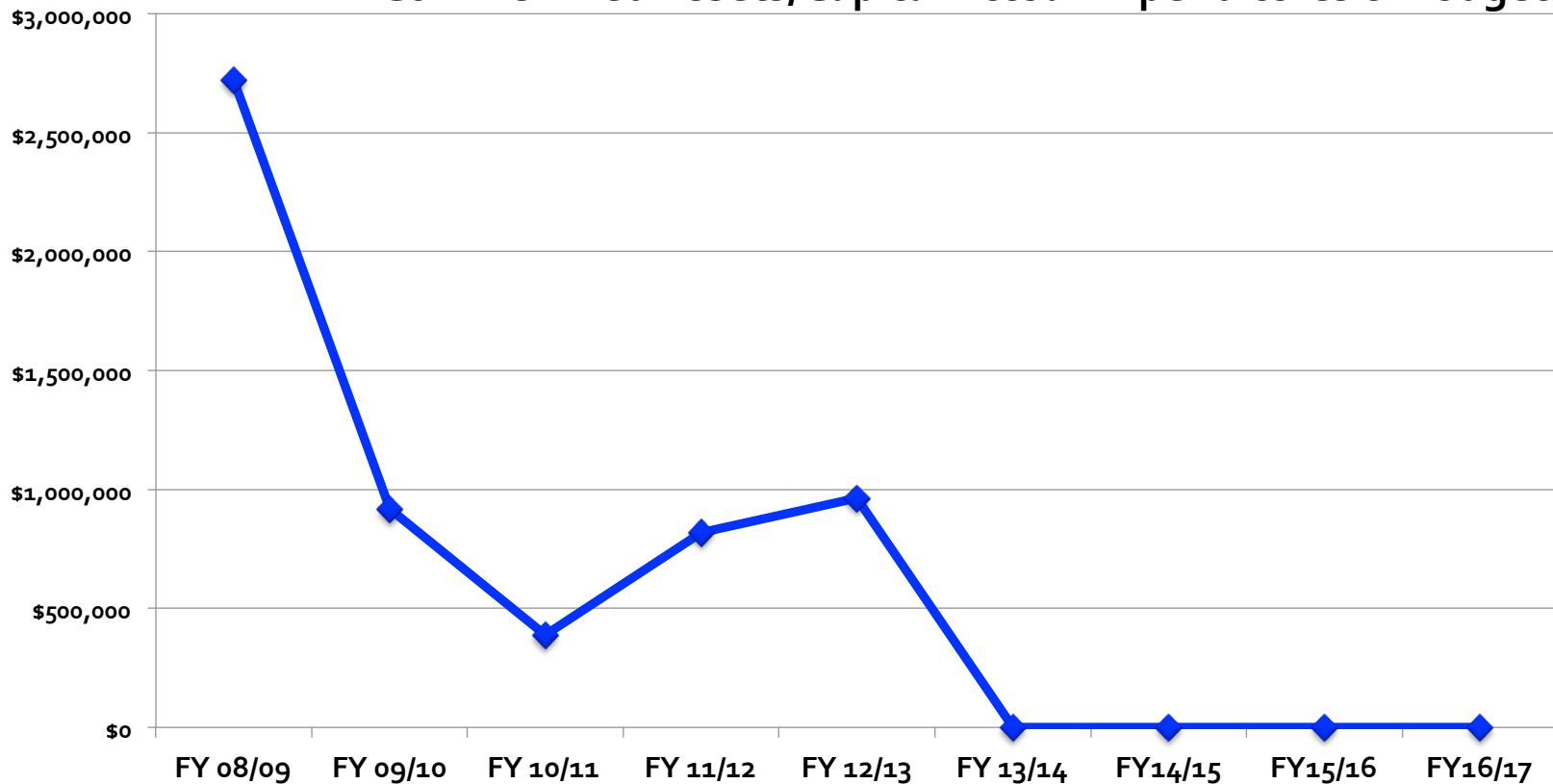
23 Companies	13/14	14/15	15/16	16/17	17/18
Revenue	\$91.3	\$95.7	\$100.2	\$105.0	\$110.2
<i>Property Tax + Other</i>	+ 5%	+ 5%	+ 5%	+ 5%	+ 5%
Expense	\$95.3	\$105.8	\$108.1	\$109.2	\$110.3
<i>Expense Increase</i>		+ 11 %	+ 2 %	+ 1 %	+ 1 %
Deficit	(\$4.0)	(\$10.2)	(\$7.9)	(\$4.2)	(\$0.1)
Beginning Reserves	\$20.7	\$19.3	\$11.7	\$6.4	\$4.8
<i>Stabilization Reserves</i>	\$2.6	\$2.6	\$2.6	\$2.6	\$2.6
Current Year Reserves	\$23.3	\$21.9	\$14.3	\$9.0	\$7.4

**Assumptions include 5% revenue increase and ≤ 1% expense increases.  
No long term capital funding.**

# Fiscal Overview



ConFire Fixed Assets/Capital Actual Expenditures & Budgets



January 2014

# Moving Forward...

*What are our options!*



# Options



- Option 1 – Status Quo
  - Maintain current deployment; minimal change
  - Anticipate favorable tax measure
- Option 2 – Three / Two Response Staffing
  - Use existing personnel
  - Convert select 3-person companies to 2-person companies
  - Quick Response Vehicles (*QRVs = capital expense*)
  - Reopen some closed stations
- Option 3 – “Single Patch” EMS Personnel
  - Lower personnel expense
  - Reduces fire response capacity

# Moving Forward...

- In context of significantly improved revenue forecast, how can ConFire:
  - *Manage through to financial equilibrium*
  - *Adjust service delivery for efficiency*
  - *Address station closings (current & potential)*
  - *Avoid further loss of personnel resources*
  - *Respond to citizen interests and issues*
- Option 2 – Three / Two Response Staffing
  - Convert select 3-person companies to 2-person companies
  - Quick Response Vehicles (QRVs)
  - Two engines convert to three ORVs

# Three / Two Staffing



**CURRENT:**

**3 FF x 8 Engines = 24 FF**

**TOTAL: 24 FFs & 8 Companies**

## OPTION TWO



**3 FF x 6 Engines = 18 FF**

**2 FF x 3 QRVs = 6 FF**

**TOTAL: 24 FFs & 9 Companies**

# Three / Two Staffing

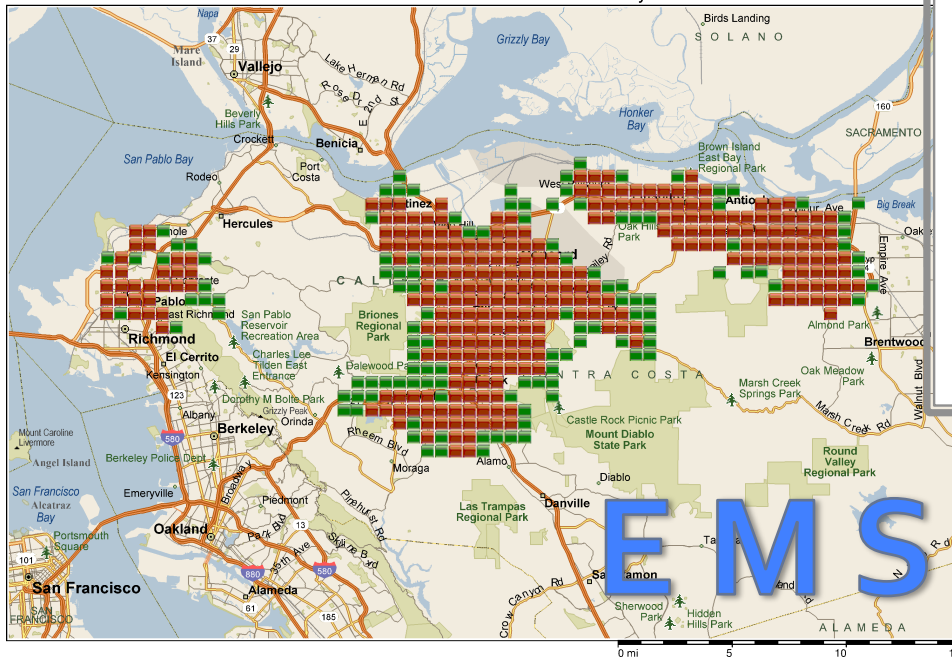
- Today...
  - 23 Companies @ 3 FFs = 69 personnel
- Three / Two Staffing
  - 19 Engine Companies @ 3 FFs = 57 personnel
  - 6 QRVs @ 2 FFs = 12 personnel
  - 25 Companies with same 69 personnel
  - Potential to open two stations with QRVs
  - QRVs absorb significant EMS First Response volume
    - 78% of response volume
  - Reduce EMS workload on Engine Companies & apparatus



# Deployment

- **Covering Risk (*Distribution*)**
- **Covering Demand (*Concentration*)**

Contra Costa Co - EMS UrbanRural Analysis



Contra Costa Co - FIRE UrbanRural Analysis



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# Project Next Steps

- Public Managers' Briefing
  - Thursday, January 9<sup>th</sup>
- Public Release of Draft Report
  - Monday, January 13<sup>th</sup>
    - Three-week comment period
- Public Town Hall Meeting
  - Wednesday, January 22<sup>nd</sup>
- Public Comment Period Closes
  - Friday, January 31<sup>st</sup>
- Final Report Presentation
  - Tuesday, February 25<sup>th</sup>

# Closing Thoughts

- Questions
  - Responses if known; otherwise...
  - Record for research
- Comments
  - Opinions
  - Suggestions

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