Mission and Vision Statement

- **Mission Statement**
  - The City Council is committed to keeping Placentia a pleasant place by providing a safe family atmosphere, superior public services and policies that promote the highest standards of community life.

- **Vision Statement**
  - The City of Placentia will maintain an open, honest, responsive and innovative government that delivers quality services in a fair and equitable manner while optimizing available resources.
Background
Fire and Emergency Medical Services

Definitions - Emergency Medical Services

- **Emergency Medical Services (EMS)**
- **Basic Life Support (BLS)**
  - Emergency first aid provided by an Emergency Medical Technician (EMT). BLS maintains life without invasive techniques
  - BLS = EMT
- **Advanced Life Support (ALS)**
  - Special life-saving services designed to provide prehospital emergency medical care by a Paramedic. Services include, but not limited to, use of cardiac monitor, intravenous therapy, administration of specified drugs
  - ALS = Paramedic
Definitions - Fire & Life Safety

- **Firefighting**
  - Act of attempting to prevent the spread of and extinguish significant unwanted fires in buildings, vehicles, woodlands, etc.
  - May include Urban Search and Rescue (USAR), Hazmat, specialty wildfire, apparatus (helicopter). Only if needed or via Mutual Aid

- **Automatic Aid**
  - When another agency automatically dispatches Fire/EMS units based on what resource is closest to an emergency

- **Mutual Aid**
  - When another agency requests Fire/EMS units, typically for major incidents such as natural disasters, mass casualty incidents, or other events that overwhelm an Agency’s ability to respond on their own

Background - Automatic Aid/Mutual Aid

**TABLE 2: Overview of Calls, by Grand Call Type and Location (Top 5 Cities)**

<table>
<thead>
<tr>
<th>Call Type</th>
<th>Anaheim</th>
<th>Brea</th>
<th>Fullerton</th>
<th>PLU</th>
<th>Yorba Linda</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMS</td>
<td>89</td>
<td>53</td>
<td>187</td>
<td>50</td>
<td>515</td>
<td>22</td>
<td>916</td>
</tr>
<tr>
<td>Fire</td>
<td>39</td>
<td>23</td>
<td>37</td>
<td>6</td>
<td>130</td>
<td>14</td>
<td>249</td>
</tr>
<tr>
<td>Other</td>
<td>85</td>
<td>38</td>
<td>105</td>
<td>0</td>
<td>57</td>
<td>11</td>
<td>296</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>213</strong></td>
<td><strong>114</strong></td>
<td><strong>329</strong></td>
<td><strong>56</strong></td>
<td><strong>702</strong></td>
<td><strong>47</strong></td>
<td><strong>1,461</strong></td>
</tr>
</tbody>
</table>

*Note: Table 2 shows the five most frequent call locations to which units from the contracted stations responded by grand call type. The sixth location, “Other”, encompasses the call locations whose cumulative sum frequency was less than 3.2 percent.*

FY 17/18 Data provided by CAD/RMS data from Fire Services Workload Analysis Report
Background - History of National Fire & Emergency Medical Services

- Previously, Fire and EMS were separate divisions, entities or service providers (Public-Fire and Private-EMS)
- Expansion of the national freeway interstate system lead to increased cars on the road and an increase in traffic fatalities
- Necessity to dispatch emergency care in the field to apply emergency medical services and get the patient to the hospital alive for treatment
- National Law placeholder
- Began merging Fire & EMS (BLS) and in some cities, ALS

Background - History of California Emergency Medical Services

- EMS Act of 1980
  - Regulates and coordinates emergency medical care procedures, protocols, and certification throughout California to ensure "a comprehensive system governing virtually every aspect of prehospital emergency medical services."*
  - Includes "Section 201" Rights for services in existence prior to 1980 to grandfather "existing emergency medical service operations until such time as these services are integrated into the larger EMS system…"**
- Placentia has retained its 201 Rights

*County of San Bernardino, supra, 15 Cal.4th at p. 915
**Valley Medical, supra, 17 Cal.4th at p. 758
Background - History of Southern California Fire Services

- 1971 Sylmar Earthquake lead to rewrite in building code including fire sprinklers, smoke detectors, which lead to safer buildings and a decrease in fires
- Subsequent building code changes required additional fire safety and building enhancements, significantly reducing fires
- At the same time, costs to municipalities for Fire Departments were increasing without available revenue sources
- Funds were available in medical reimbursement
- With reduced fires and the opportunity for revenue, many Fire Departments began assuming EMS duties

Background - Statewide Fire & Emergency Services Background

- 80% of EMTs and paramedics work for private service providers*

<table>
<thead>
<tr>
<th>Numbers and Types of EMS Providers in California</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>EMS ambulances operated by private providers:</td>
<td>81%</td>
</tr>
<tr>
<td>EMS ambulances operated by public providers:</td>
<td>19%</td>
</tr>
<tr>
<td>Calls fielded by public providers:</td>
<td>24%</td>
</tr>
<tr>
<td>Calls fielded by private:</td>
<td>76%</td>
</tr>
</tbody>
</table>

Source: California Emergency Medical Services Authority, 2016a, 2016c

*UCLA Labor Center & UC Berkeley Labor Center February 2017 Emergency Medical Services in California: Wages, Working Conditions, and Industry Profile
Background - Statewide Fire & Emergency Services Background

- Private 911 ALS service is the predominant service model throughout the state of California
  - 56 of 58 counties currently provide Private 911 ALS Paramedic Service Providers
  - In the 337 ambulance service zones in California, 220 (65.3%) are currently being serviced by private ambulance companies*
- Only two counties in California do NOT currently use Private 911 ALS Paramedic Services
  - Orange County
  - Los Angeles County

*California Ambulance Association

Background - Countywide Fire & Emergency Services

- The Orange County model differs from the traditional ALS model offered throughout California
  - Orange County is fire-based EMS
  - Majority of other cities/counties currently use private paramedic 911 ALS (two-tiered EMS delivery system)
  - 911 Ambulance transport providers are typically private
- Despite this predominant service model throughout the nation and state and offered by adjacent counties to their residents, Orange County Cities do not currently offer this high-quality service model to their residents
Background - Countywide
2011-2012 Orange County Grand Jury: Operations

- A Grand Jury was established to evaluate OCFA operations and finances in 2012
- The City of Placentia is complying with the Grand Jury major findings:
  - Response models should be studied by independent, outside consultants
  - Evaluate alternative models including “separating the fire response from the medical response”
  - Review finances
  - “…provide and make public both a short-term and long-term plan that brings the labor agreements in line with the living cost of the citizens they serve rather than solely upon the revenues derived from secured property tax of the property and city fees in their realm.”

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Background - Countywide
2011-2012 Orange County Grand Jury: OCFA Wages

![Table of Data for the OCFA](image)
Background - History of Placentia’s Fire & Emergency Services

- Placentia Fire Department provided fire protection and paramedic services until 1975
- In 1975, the City contracted with County of Orange for separate fire and paramedic services
- Due to County bankruptcy, Orange County Fire Department became Orange County Fire Authority (OFCA) in 1995 and has provided local fire and emergency medical services to residents with the same service model (fire-based ALS)
Background - History of Placentia’s Fire & Emergency Services

- The cost to Placentia taxpayers for these contract services has increased by 47% since 2009
- These costs were not in the City’s control
- During the same period, the City’s General Fund budget increased by only 12%
- Over that ten-year period, the Placentia Police Department’s budget experienced a 9% decrease in its operating budget
- This represents a 57% disparity gap between the Police Department and OCFA

Background - Cost Analysis Fire & EMS

City of Placentia
OCFA (Fire) vs. Placentia Police Department
Ten (10) Year Percent Change of Expenditures
Background - CPSM Staff Member Highlight
City Manager Thomas Wieczorek, Retired

- Former Executive Director of the Center for Public Safety Excellence (formerly the Commission on Fire Accreditation International)
- Former Police Officer and Fire Chief
- Taught several programs at Grand Valley State University, the National Highway Traffic Safety Administration (NHTSA), and Grand Rapids Junior College
- Testifies frequently for the Michigan Municipal League before the legislature and in several courts as an expert in police and fire department management
- Served as the vice-chairperson of the Commission on Fire Officer Designation and served as vice chairperson of the Commission on Fire Accreditation International
- Worked with the National League of Cities and the Department of Homeland Security to create and deliver a program on emergency management for local officials titled, “Crisis Leadership for Local Government Officials”

Background - OCFA Workload Statistics

- OCFA Workload Analysis conducted by Center for Public Safety Management
- Subject matter experts in fire and emergency services operations
- CPSM staff is comprised of former Fire Chiefs and industry professionals
- CPSM has consulted on over 125 Fire and EMS studies
- Workload analysis report available on City’s website and attached to Council staff report

FY 17/18 Data provided by CAD/RMS data from OCFA Workload Analysis Report
Background - CPSM Staff Member Highlight
Fire Chief Mike Iacona, Retired

- 38 years of fire service experience; 17 years as Fire Chief
- Retired Fire Chief/Director Flagstaff Fire Department, Flagstaff Arizona
- Former Director and Fire Chief, Orange County, Florida Fire & Rescue Department
- Oversight of Countywide emergency management functions
- Served in various capacities, rising through the ranks from fire fighter/paramedic to chief fire officer
- Significant experience in EMS operations and management
- Led fire training division
- Supervised the development of several fire master plans
- CPSM has consulted on over 125 Fire and EMS studies nationwide

Background - OCFA Workload Statistics

- In 2018, there were 3,318 calls for services
- 7.1 EMS calls, 9.1 total calls daily
- Nearly 80% of 911 emergency calls made by Placentia residents are for medical emergencies and not fires
- Only 0.8% (26 calls) were for structure fires
- Only 8 fires had a loss that exceeded $20,000
- 90% of calls were handled with 1 engine
- Average call duration 23.2 minutes

FY 17/18 Data provided by CAD/RMS data from OCFA Workload Analysis Report
Background - OCFA Workload Statistics

- 9.1 calls for service every day. Approx. 3.9 hours of total response
- On most calls, one-unit response
- 94.3% of all hours in the year, one call or less occurring in Placentia.
- Average call duration of 23.2 minutes including dispatch, travel, and on-scene time.

FY 17/18 Data provided by CAD/RMS data from OCFA Workload Analysis Report

---

Background – OCFA Workload Statistics
Average 24-Hour Shift Breakdown

<table>
<thead>
<tr>
<th>24 Hour Work Shift</th>
<th>Non-calls/Down Time/Training</th>
<th>Calls</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.9 hours</td>
<td>20.1 hours</td>
<td>3.9 hours</td>
</tr>
</tbody>
</table>

Average calculated from FY 17/18 Data provided by CAD/RMS data from OCFA Workload Analysis Report
Background - OCFA Contract

- OCFA is allowed to increase costs as much as 4.5% annually
- If estimated increase is greater than 4.5%, the remaining can be “banked” and added onto another year’s total, even during a Recession
- OCFA costs have increased approx. 4% each year, even during the Great Recession (when the City conducted layoffs)
- After exercising the City’s right to give notice of intent to withdraw, OCFA issued the City a 5.69% or $365,826 cost increase over FY 2018/19 with no change in service level or quality of services

Background - Cost Analysis
Fire & Emergency Services (Past & Present)

<table>
<thead>
<tr>
<th>Public Safety Expenditures: FY 2009 (Actuals)</th>
<th>Public Safety Expenditures: FY 2019 (Budgeted)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire</td>
<td>Fire</td>
</tr>
<tr>
<td>26.18%</td>
<td>36.35%</td>
</tr>
<tr>
<td>Police</td>
<td>Police</td>
</tr>
<tr>
<td>73.82%</td>
<td>63.65%</td>
</tr>
<tr>
<td>Sworn &amp; Non-sworn</td>
<td>Sworn &amp; Non-sworn</td>
</tr>
<tr>
<td>36 FTE</td>
<td>77 FTE</td>
</tr>
</tbody>
</table>
Background - Cost Analysis
Fire & Emergency Services (Future)

Public Safety Expenditures: FY 2030 (Projected)

- 58.06% Fire
- 41.94% Police

Placentia Police Department & EMS

- 90% of the time, Placentia Police Department is first to arrive
- Based upon trends, Placentia equipped all cars with AED units and trained officers
- Further examining, taking Department to EMT 1 certified
- Jointly train Police, Fire and EMS as a holistic approach to response
Background - Difficult Decision

• Over the course of our current contract, OCFA and the City of Placentia have maintained an excellent relationship to provide these critical services to residents
• However, the current agreement with OCFA, required notice of withdrawal prior to July 1, 2018
  ▪ Otherwise the agreement will automatically renew for another 12 years at the same terms without the ability to control increasingly expensive contract costs to residents, or improve the overall quality of services
  ▪ No local control

Background - Difficult Decision

• To protect the City’s ability to improve emergency response times and medical services, and protect taxpayers from rate hikes, the City chose to provide a notice of intent to withdraw from OCFA
Goals of RFP Process

- The City’s goals throughout this process:
  - To solicit competitive proposals for high-quality Fire and Emergency Medical Services to the community
  - Improve response times throughout the City
  - Improve quality of emergency medical care
  - Improve fire prevention/protection and education to the community
  - Ensure that service delivery model is efficient and fiscally sustainable over the long-term
  - Ensure local control for providing quality services
RFP Process Timeline

- City of Placentia published two Request for Proposals: Fire Protection Services and 911/Advanced Life Support

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>RFP Issued</td>
<td>December 20, 2018</td>
</tr>
<tr>
<td>City Hall Holiday Closure Dates</td>
<td>December 21, 2018 - January 6, 2019</td>
</tr>
<tr>
<td>Final Requests for Information Due</td>
<td>February 15, 2019</td>
</tr>
<tr>
<td>Final RFP Addendums Due (City)</td>
<td>February 22, 2019</td>
</tr>
<tr>
<td>Proposals Due</td>
<td>5 p.m. PST, February 28, 2019</td>
</tr>
<tr>
<td>Proposal Evaluation Period</td>
<td>March 2019 - May 2019</td>
</tr>
<tr>
<td>City Council Award of Contract (TBD)</td>
<td>June 4, 2019</td>
</tr>
<tr>
<td>Contract Service Period Begins</td>
<td>12:00 a.m., July 1, 2020</td>
</tr>
</tbody>
</table>

RFP and Procurement Procedures

- The City posted two separate RFPs for service: Fire Services and 911 Advanced Life Support EMS
- The RFPs were publicly noticed in the newspaper and online Bid/RFP procurement websites
- City created a webpage dedicated to the process including the RFPs, details of the proposals, and supplementals
  - RFP webpage received 467 hits
- Created dedicated email to receive any requests for information
- To ensure transparency, all addendums and requests for information (RFI’s) were posted to the City’s website so any interested proposer could review equitably
Proposal Review Panel

- Proposal Review Panel comprised of nationally-renowned experts in Fire and Emergency Medical Services, local leaders, community members and City officials

<table>
<thead>
<tr>
<th>Name</th>
<th>Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Chief Mike Iacona, MPA (RET.)</td>
<td>38 years experience in fire service</td>
</tr>
<tr>
<td>Matt Zavadsky, B.A., M.S.</td>
<td>37 years experience in EMS</td>
</tr>
<tr>
<td>Mayor Pro Tem Ward Smith</td>
<td>35 years experience law enforcement, former Chief of Police</td>
</tr>
<tr>
<td>Councilmember Craig Green</td>
<td>4 years as an OCFA Board Director</td>
</tr>
<tr>
<td>Director of Finance Kim Krause</td>
<td>30 years Municipal Finance Expert, experience with budgeting 6 Fire Departments</td>
</tr>
<tr>
<td>Chief of Police Darin Lenyi</td>
<td>30 years experience in law enforcement. Former PFMA President</td>
</tr>
<tr>
<td>Emergency Services Coordinator Steven Torrence</td>
<td>5 years Emergency services expert, Fire code/inspection specialist</td>
</tr>
<tr>
<td>Community Member and Citizen’s Fiscal Sustainability Task Force Member Glenn Casterline</td>
<td>27 years as a Municipal Finance Advisor and 2 years on Fiscal Sustainability Task Force</td>
</tr>
</tbody>
</table>

IN TOTAL 208 YEARS OF EXPERIENCE

Panel Member Highlight
Matt Zavadsky

- 37 years experience in Emergency Medical Services
- Chief Strategic Integration Officer at MedStar Mobile Healthcare: the EMS agency that provides Healthcare services to 15 cities in North Texas
- Provides advanced life support ambulance service to 436 square miles and more than 936,000 residents
- Responds to over 140,000 calls a year with a fleet of 57 ambulances
- President of the National Association of EMTs
- Chairs Nationwide EMS Transformation Committee
- CPSM has consulted on over 125 Fire/EMS studies nationwide
Proposal Review Process

- All proposals and/or responses received prior to due date
- Proposals/responses compiled and distributed to each Proposal Review Panelist for independent and objective review using an established scoring rubric
- Scores were compiled by the City’s RFP consultant The Acer Group
- Two follow-up meetings were held with the panel to discuss the panels’ scoring results and recommendations to the City Council

Fire Protective Services RFP
RFP Work Scope Details

- RFP encouraged proposers to be creative and innovative in their approach to provide these services
- Work scope recommended proposers to demonstrate how their proposals meet and/or exceed current service levels and quality of service
- RFP notes that the City would be submitting a proposal for a City fire department to compete with other proposals received
- RFP Work Scope focused on fire suppression, prevention, investigation, hazmat, response and Urban Search and Rescue
- Fire Department to support ALS/EMS service provider in a BLS capacity

Scoring and Highlights

<table>
<thead>
<tr>
<th>Proposer</th>
<th>Total Score from all Raters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anaheim Fire and Rescue</td>
<td>5,744</td>
</tr>
<tr>
<td>Fullerton/Brea Fire Department</td>
<td>5,250</td>
</tr>
<tr>
<td>Orange County Fire Authority</td>
<td>1,300</td>
</tr>
<tr>
<td>Placentia Fire and Life Safety</td>
<td>19,163</td>
</tr>
</tbody>
</table>
# Other Fire Proposals Received

<table>
<thead>
<tr>
<th>Agency</th>
<th>Item Submitted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anaheim</td>
<td>Fire protection services proposal - 2 submittals</td>
</tr>
<tr>
<td>Fullerton/Brea</td>
<td>Shared command staff proposal (where Placentia would provide its own line firefighters) but contingent upon adopting a fire-based ALS system</td>
</tr>
<tr>
<td>OCFA</td>
<td>Not a proposal; however submitted a letter indicating Placentia could return to OCFA at same contract terms</td>
</tr>
</tbody>
</table>
Background - Deputy Fire Chief Ken Riddle, Retired

- 28 years with Las Vegas Fire and Rescue
- 15 years executive level
- 20 Fire & EMS consulting
- Executive Fire Officer Graduate
- Executive Director Nevada Fire Chief’s Association
- 16 years International Association of Fire Chiefs, EMS Section
- Original member of National Fire Protection Association 1710 Committee (Standards for career fire departments)

Highlights - Placentia Fire & Life Safety Department Proposal

- Proposal includes:
  - Fire Department focused on community risk reduction through robust public education programs, inspections
  - Proposed staffing (1 additional staff) and equipment (mini pumper) levels exceed what is currently provided to City
  - Fire and EMS dispatching would be handled in-house by existing and additional dispatch staff
  - Career Fire Department with comprehensive supplemental reserve program
  - Plan check services
  - Improved response times
**Highlights - Placentia Fire & Life Safety Department Proposal: Staffing**

- **Fire Chief** (Contract Position 2-3 years)
- **Management Analyst** (1.0 FTE)
- **Reserve Firefighter/EMT** (30)
- **Battalion Chief** (1.0 FTE)
- **Fire Captain/EMT** (2.0 FTEs)
- **Fire Apparatus Engineer/EMT** (2.0 FTEs)
- **Firefighter/EMT** (2.0 FTEs)
- **Reserve Firefighter/EMT** (4)

**A Shift**
- **Battalion Chief** (1.0 FTE)
- **Fire Captain/EMT** (2.0 FTEs)
- **Fire Apparatus Engineer/EMT** (2.0 FTEs)
- **Firefighter/EMT** (2.0 FTEs)
- **Reserve Firefighter/EMT** (4)

**B Shift**
- **Battalion Chief** (1.0 FTE)
- **Fire Captain/EMT** (2.0 FTEs)
- **Fire Apparatus Engineer/EMT** (2.0 FTEs)
- **Firefighter/EMT** (2.0 FTEs)
- **Reserve Firefighter/EMT** (4)

**C Shift**
- **Battalion Chief** (1.0 FTE)
- **Fire Captain/EMT** (2.0 FTEs)
- **Fire Apparatus Engineer/EMTs** (2.0 FTEs)
- **Firefighter/EMT** (2.0 FTEs)
- **Reserve Firefighter/EMT** (4)

---

**Placentia Fire Proposal Details - Hazmat**

- During FY17-18, only one Hazmat incident occurred (gas leak)
  - On the Placentia/Anaheim border
  - Anaheim Fire was lead agency on response
- All Placentia firefighters will be certified at the Hazmat Responder level
- Placentia will join the Orange County Cities Hazardous Materials Response Joint Powers Authority, overseen by the cities of Anaheim and Huntington Beach
Placentia Fire Proposal Details - Urban Search and Rescue (USAR)

- In FY 17/18, there were 0 swift water rescues or heavy/medium urban search and rescue deployments occurring within the City of Placentia
- All Placentia Fire & Life Safety Department staff will be USAR trained
- Truck #2 will be used to provide low and high angle rescues

Placentia Fire Proposal Details - Specialty Support Apparatus

- In FY 17/18, Placentia did not use OCFA specialized equipment, including water dropping helicopters, bulldozers, drone cameras, hazmat equipment, water tenders, brush trucks, or swift water boats

FY 17/18 Data provided by OCFA CAD/RMS data
911 Advanced Life Support EMS RFP

Review & Analysis - Private Paramedic Authorization

• The Orange County EMS Administrator reviewed the City's RFP for 911 ALS services and found the City's RFP document and process to be "in conformance with the current OCEMS's policy and procedures."
911 ALS RFP Consultant Background
Jim Karras - The Acer Group

- 37 years experience in Emergency Medical Services
- Vice President and Chief Operating Officer of AmbuServe, Inc.
- Vice President and Chief Operating Officer of Rescue International, Ltd
- Director of Ambulance Association of Orange County
- Collectively, the Acer Group has 50 years of experience in Emergency Medical Services

RFP Details

- Proposers encouraged to submit innovative proposals that enhance quality of care and improved response times
- Work scope requires 4 paramedics on duty 24/7 with one designated as a supervisor (County standard only requires 1 paramedic)
- 911 ALS service provider shall be designated as first responder to EMS Emergencies
- City maintains local discretionary decision making over the provision of these services
- Proposers advised that the City’s expectation is that the service provider will participate in 2 EMS pilot programs developed by the County Medical Director
- In-kind and direct payment costs for these services. Explore at the conclusion of initial contract term
## Proposals Received

<table>
<thead>
<tr>
<th>Proposer</th>
<th>Total Score from all Raters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lynch EMS</td>
<td>15,348</td>
</tr>
</tbody>
</table>

## Lynch Ambulance
Lynch Ambulance Qualifications

• Providing Emergency Medical Care and Transport since 1986
• Headquarters located 700 feet from the City limits of Placentia, allowing additional surge capacity resources (mutual aid, automatic aid)
• First, and today is the largest, private ALS paramedic provider in Orange County
• Exclusive medical transport provider for Children’s Hospital Orange County (CHOC) for 18 years
• Total ALS patients received, cared for, and transported in 2018: 5,644
• Greater scope of practice than standard ALS paramedics including transporting patients on IV pumps with critical care infusions and responding to patients under hospice care to reduce need for ER transport

Lynch Ambulance Qualifications

• First medics to become certified in the use of Automated Transport Ventilators and only medics in Orange County to use improved technology
• Investing $318,220 in new capital equipment and $119,749 in operational costs ($437,969 total) and an additional $500,000 in reserve contingencies to launch Placentia 9-1-1/ALS Program
• Will purchase two new Type II ambulances with state-of-the-art technology to serve Placentia
• One of 12 ambulance providers in the state with a Disaster Medical Support Unit (DMSU) issued by the California Emergency Medical Services Authority
• Participates in annual regional disaster drills and maintains a disaster response trailer
Lynch Highlights -
911 Advanced Life Support EMS RFP

• Proposal includes:
  ▪ Faster than the national average response times
  ▪ Posting units closer to needs (calls based upon heat maps)
  ▪ Existing ALS/EMS infrastructure on City’s border allows for surge capacity and constant coverage
  ▪ Participation in County medical pilot programs
  ▪ County EMS Mutual Aid
  ▪ Ability to establish effective dispatch protocols to ensure resources match need
  ▪ 100% compliance to response time standards

Lynch Ambulance Added Value

• Use traffic signal preemption devices to reduce drive times, improving overall response times
• Lynch paramedics highly regarded by County EMS authorities
• Lynch paramedics have earned expanded scopes of practice due to diligent training and real world experience
  ▪ Lynch Paramedics are IFT-ALS paramedic service providers, a higher scope of practice than 911 ALS
• Created first successful private ALS-IFT program in County
• 24/7 Paramedic Supervisor
• One additional paramedic per shift beyond current service model (25% increase)
Lynch Experience - Calls for Service Comparison

- Placentia OCFA TOTAL emergency medical calls for service FY 17/18 - 3,318
- Placentia OCFA TOTAL ALS-level calls for service FY 17/18 - 1,008*
- Lynch ALS-level calls for service in 2018 throughout Orange County - 5,644

*Orange Health Care Agency

Lynch Ambulance Proposal Details
Mutual/Automatic Aid Improvement - Model

- The City’s proposed service model, used throughout California and the rest of the country, will result in fewer automatic aid calls into Placentia
  - Fire engine not always assisting with transport to hospital, will eliminate “wall time”
  - This leaves the on-duty fire apparatus available for fire related mutual/automatic aid calls
  - The proposed Fire Department will be able to focus on fire-related needs and community risk reduction
Lynch Ambulance Proposal Details
Mutual/Automatic Aid Improvement - Staffing

- There are two types of paramedic units:
  - Paramedic Unit: requires 2 paramedics
  - Paramedic Assessment Unit: requires 1 paramedic
- OCFA currently provides Placentia 1 paramedic unit and 1 paramedic assessment unit - 3 paramedics (24/7)
- Lynch will provide 2 dedicated paramedic units - 4 higher accredited and licensed paramedics (24/7)
- 25% increase in paramedics dedicated to Placentia

Lynch Ambulance Proposal Details
Mutual/Automatic Aid Improvement - Surge Capacity

- 700 feet off of Placentia border
- Mutual/Automatic Aid to Placentia and our neighbors is enhanced because of Lynch infrastructure and surge capacity.
  - Lynch Ambulance is on the Placentia border and maintains 12-14 paramedics on duty throughout the County 24/7 and those resources can respond to Placentia within 15 minutes (included in contract)
  - Placentia’s low EMS call volume means call overlaps are minimal and guarantees available units can respond on automatic aid into neighboring cities to provide the same high-quality medical care and rapid response time
  - This also means our neighboring jurisdictions will need to respond into Placentia less often
Lynch Professional References -
Children’s Hospital Orange County (CHOC)

• Frank Maas, RN, BAN, MBA, Director of Emergency Trauma and Transport Services

Lynch Professional References -
Vitas Healthcare

• Dr. Chalat Rajaran, Senior medical Director, Vitas Hospice
Lynch Professional References - Orange County Healthcare Agency

- Dr. Carl Schultz, Orange County Medical Director

911 Dispatch

- Placentia Police currently serves as public service answering point
  - Placentia dispatchers already answer OCFA calls (approx. 60 second delay)
  - Average of 9.1 fire/EMS calls per day. Adding these services will not negatively impact workload of dispatchers, but allow for seamless dispatch between police and EMS
- Cross-training dispatchers to serve as police and fire/EMS dispatchers increases skill set and diversity of skills, allowing Placentia dispatchers to be amongst the best in Orange County
- Maintains local control
- Keeping fire/EMS dispatching allows City to participate in innovative EMS pilot programs that add value to the community
Potential Future Investments

- Potential funds to invest in a new fire station
- Cost savings achieved by separating from OCFA will be significant and allows the City to invest in much-needed services including policing

Review & Analysis
### Response Time - Improvements to EMS 90th Percentile Response Time

<table>
<thead>
<tr>
<th>CURRENT*</th>
<th>PROPOSED**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Placentia PD Dispatch**</td>
<td>60 sec</td>
</tr>
<tr>
<td>OCFA Dispatch</td>
<td>24 sec</td>
</tr>
<tr>
<td>Placentia PD/ Fire/EMS Dispatch</td>
<td></td>
</tr>
<tr>
<td>TOTAL TIME</td>
<td>9 MIN 30 SEC</td>
</tr>
</tbody>
</table>

**OCFA reports total response time without Placentia PSAP in Workload Analysis Report. Placentia PSAP added for complete picture of total and actual response time**

**Avg call time in Placentia PSAP is 60-90 seconds to hand off 9-1-1 call to OCFA Dispatch; As reported by Placentia PD**

***Proposed response time reduced as a result of eliminating OCFA Dispatch handoff, reduced turn out time (as reported by Lynch’s proposal; Avg 1 min 14 sec in 2018), and utilization of traffic signal preemption device (25% reduction in drive time)

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### Anatomy of a Proposed Placentia 911 Medical Call

- **Caller Calls 911**
- **Placentia Police Dispatch Receives call**
- **Turnout Time**
- **Fire Engine Responds to High Acuity and Fire Rescue Calls:**
  - 4 additional personnel
- **911 ALS Paramedics Responds Code 3:**
  - 2 Paramedics
- **911 Ambulance Transport Responds Code 2:**
  - 2 EMTs

- **Transport goes back in service; Paramedics waits with Patient at hospital for nurse transfer**
- **If necessary, Ambulance Transport takes patient, Paramedic rides with patient and ALS Unit follows**
- **Returns to station**
- **Evaluate and treat patient:**
  - Up to 8 Personnel
Review & Analysis - OCEMS Paramedic Accreditation Policy #430.10

- Orange County Emergency Medical Services (OCEMS) has legal oversight of all paramedic service in Orange County, regardless of service provider.
- OCEMS provides paramedic accreditation for 911 ALS paramedics, IFT ALS paramedics, and Air medical paramedics.

Review & Analysis - Levels of Medical Accreditation

- A paramedic is only allowed to practice up to the level of their accreditation. Those at the top of this list can practice the widest scope of medical care.
- The Levels:
  - Air Medical paramedics (Mercy Air)
  - IFT ALS paramedics - Lynch is accredited at this level
    - Highest trained in Orange County
  - 911 ALS - All Orange County Fire Departments are accredited at this level
    - OCFA paramedics are restricted to this skill level
Cont. Review & Analysis - 
OCEMS Paramedic Accreditation Policy #430.10

- To be eligible for accreditation to practice in Orange County, all paramedics (public and private) must meet all of the following:
  - Posses a valid, current State of California paramedic license
  - Not be precluded from accreditation to practice as a paramedic for reasons defined in Section 1798.200 of the Health and Safety Code
  - Be affiliated with an OCEMS approved Advanced Life Support (ALS) service provider (Lynch is already an OCEMS approved advanced life support service provider)
  - Paramedics applying for local accreditation, publicly employed and privately employed, must complete the requirements per OCEMS policy #430.10 “Accreditation to Practice ALS Personnel Criteria”
- All Lynch paramedics are accredited at the IFT ALS level

Review & Analysis - 
Fire Department Training Programs

- The City will adhere to California State Fire Training (SFT) mandatory training requirements for California fire service personnel
- The City will also participate in the California Firefighters Joint Apprentice Committee (CFJAC) that will provide additional training funds for the department because of its participation
Review & Analysis - Fire Department Training Programs

- All Fire Department personnel will meet and exceed the fire training standards developed by the CA Fire Marshal’s Office.
- All personnel will meet NFPA firefighter, fire inspector, and fire officer standards.
- In addition to training for emergency response, on-duty fire personnel will receive training in fire prevention, fire inspections, fire code enforcement, public fire education and customer service.
- For fire ground training that cannot be conducted within the City of Placentia, the City will contract with a regional fire training center.
- All Fire Department personnel will receive continuing education for Emergency Medical Technicians (EMT) to maintain certification as required by the Orange County EMS Agency.

Review & Analysis - Fire Department Emergency Operations Staff Certifications

- The following is an outline of the number of personnel and certifications that will be required as part of the proposed staffing levels for Emergency Operations:
  - Fire Captain/EMT:
    - Will obtain NFPA Fire Officer II certification
    - Will obtain NFPA Fire Instructor and NFPA Fire Inspector certifications
    - Will be certified at the Hazardous Materials Operations level
    - Will be certified first responders in urban search and rescue, swift water rescue, high/low angle rescue, confined space rescue, auto extrication
Review & Analysis -
Fire Department Emergency Operations Staff Certifications

- Fire Apparatus Engineer/EMT:
  - Will obtain NFPA Driver Operator certification
  - Will obtain NFPA Fire Inspector certification
  - Will be certified at the Hazardous Materials Operations level
  - Will be certified first responders in urban search and rescue, swift water rescue, high/low angle rescue, confined space rescue, auto extrication

- Firefighter/EMT
  - Will obtain NFPA Firefighter II certification
  - Will obtain NFPA Fire Inspector certification
  - Will be certified at the Hazardous Materials Operation level
  - Will be certified first responders in urban search and rescue, swift water rescue, high/low angle rescue, confined space rescue, auto extrication

- Reserve Firefighter/EMT:
  - Will have completed a California State Fire Marshal approved fire academy
  - Will participate in department training and work towards NFPA Firefighter I and II certifications
Review & Analysis - Current Training: Paramedics

- All paramedics are required to go to a State accredited Paramedic Program
- Statewide standardized curriculum ensures equivalent training amongst all paramedic in California
- Lynch paramedics must be certified in Advanced Cardiac Life Support and Pediatric Advanced Life Support, they must be certified IV Pumps and Advanced Ventilatory Medicine
  - Advanced Ventilatory Medicine is unique to Lynch service provider
  - No other provider does this
- These are certifications not currently maintained by OCFA paramedics

Review & Analysis - Ongoing Training: Paramedics

- In addition to maintaining their license and accreditations, Lynch paramedics must demonstrate proficiency in all of their advanced skills annually
- Lynch paramedics only focus on providing advanced life support, therefore all training is medical in nature
Review & Analysis - Experience of Lynch Paramedics

- On average, Lynch paramedics have 9 years paramedic experience
- 75% of Lynch paramedics have 911 ALS experience
- Specialize in hospice care, which is especially important for the aging population in Placentia

Review & Analysis - Fire Staffing

<table>
<thead>
<tr>
<th>OCFA</th>
<th>City of Placentia</th>
</tr>
</thead>
<tbody>
<tr>
<td>E35 - 3 person Engine</td>
<td>E1 - 4 person Engine</td>
</tr>
<tr>
<td>(per 2016 Agreement)</td>
<td></td>
</tr>
<tr>
<td>E34 - 4 person Engine</td>
<td>T2 - 4 person Quint</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>P2 - 2 person Mini-Pumper</td>
<td></td>
</tr>
<tr>
<td>(Cross-staffed or Reserves when available)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>E2 - Reserve Engine (Unstaffed)</td>
</tr>
</tbody>
</table>
Review & Analysis - Fire Staffing

- Comprehensive survey of fire staffing in Los Angeles, Orange and Riverside Counties
- Out of 43 fire departments surveyed, 27 utilize 3-person staffing per engine (63%)
- The City of La Habra (LA County Fire) utilizes a 3-person engine standard
- 3-person engine most common standard tri-county wide
- Fourth person on engine will supplement/augment 3-person engine, which exceeds the aforementioned standard

Review & Analysis – Technology and Data (Heat Map)

FIGURE 17: Travel Time Bleeds - 4, 6, and 8 Minutes Combined

Travel times:
- 4 minutes
- 6 minutes
- 8 minutes

FY 17/18 Data provided by CAD/RMS data from Fire Services Workload Analysis Report
Review & Analysis – Technology and Data (EMS Call Density Map)

FIGURE 18: Fire Call Density Map

FIGURE 20: EMS Call Density Map

FY 17/18 Data provided by CAD/RMS data from Fire Services Workload Analysis Report
Using coded infrastructure, the Opticom system is put into emergency vehicles and communicates with traffic signals to give temporary right of way to emergency responders.

- Improves response times by up to 25%
- Reduces intersection crash rates by up to 70%
- Eliminates priority conflicts
Review & Analysis - Mutual/Automatic Aid

- City’s new service model reduces automatic aid requests into Placentia by our neighbors
- The fire engines will not be required to go to the hospital with patients and be “off-line” while waiting for a nurse to take the patient
- The fire engine will return to service after the on-scene needs are completed. An ambulance will transport the patient to hospital
- Mutual/Automatic Aid to Placentia and our neighbors is enhanced because of Lynch infrastructure and surge capacity
  - Lynch Ambulance is on the Placentia border and maintain 12-14 paramedics on duty throughout the County 24/7 and those resources can respond to Placentia within 15 minutes
- Withholding Mutual Aid is against the law

Review & Analysis – Paramedic Wait Time at Hospital

- Average transport time of 14.2 minutes to hospital
- Average of 14.1 minutes “holding the wall” at the hospital waiting for patient handoff to nurse
- Placentia model will not require fire unit and its personnel to “hold the wall” at the hospital
  - Back on line immediately for Fire and EMS automatic/mutual aid requests

FY 17/18 Data provided by CAD/RMS data from Fire Services Workload Analysis Report
Review & Analysis - Mutual/Automatic Aid

- Surrounding cities have committed Letters of Intent to provide Mutual/Automatic Aid to the City of Placentia

Review & Analysis - Deployment Model

- Three cities in adjacent counties surveyed
- Two City Managers confirmed that the Review Committee’s recommended deployment model is consistent with the standard they have utilized in their cities
- Fire Chief confirmed that the Review Committee’s recommended deployment model is consistent with the standard his City uses
- This is the most widely used model in California and the nation
Review & Analysis - Measure U

*These funds would not be able to be used in this way, as it is in violation of the City’s Reserve Policy. Hypothetical chart for illustration only.

Background - Cost Review and Analysis

City of Placentia
Fire Service Comparison: OCFA vs Placentia Fire
Projections From FY 2020 to FY 2030
It is recommended that the City Council take the following actions:

1. Receive and file this report and presentation by Staff; and
2. Consider the RFP Review Committee recommendations to the City Council and the options available to the community for Fire Protection and Emergency Medical Services; and
3. Accept the recommendation made by the RFP Review Committee and Award a Professional Services Agreement to Lynch EMS, Inc., for the provision of 9-1-1/Advanced Life Support Emergency Medical Services in the amount of $975,000 for the first year of the service period, and for a contract term of five (5) years with the option to extend the term for an additional five (5) years based on Service Provider performance and at the discretion of the City; and

4. Authorize the City Administrator and/or his designee to execute all necessary documents, in a form approved by the City Attorney; and
5. Accept the recommendation of the RFP Review Committee and direct Staff to take the necessary measures and specific actions to staff, equip, and fully operationalize the Placentia Fire and Life Safety Department by Midnight, July 1, 2020
**Benefits of Proposed Service Model and Panel Recommendation**

- Reduced response times
- Higher quality of medical care
- Places more emphasis on medical calls (80% of call volume)
- Redundancy for fire services & BLS (Mutual Aid)
- Redundancy for 911 ALS paramedic (Mutual Aid)
- Shorter drive time technology
- Newer medical technology
- Less than public firefighter paramedic or civilian paramedic cost
- Consistent with most California and nationwide fire department & EMS service delivery

**Benefits of Proposed Service Model and Panel Recommendation Cont.**

- Hometown, homegrown model
- Reserve model (built in recruitment strategy)
- Reinvest in other public safety departments/areas (Police)
- More integration with Placentia Police Department when responding
- Savings for taxpayers
- Sustainable long-term
- Consistent with Orange County Grand Jury findings
- Local control & more accountable to taxpayers