

Agenda

City of Visalia Measure N Oversight Committee

Don Sharp – Board of Realtors/Building Industry
Anil Chagan – Downtown Visalians/Property Owners
Vincent Salinas – Hispanic/Visalia Chamber
Rick Feder – Visalia Economic Development Council
Joel Rosales – Citizens Advisory Committee
Lois Sheffield – Citizens Advisory Committee

Janice Avila – Council appointee
Berkley Johnson – Council appointee
Basil Perch – Council appointee
Erica Tootle – Council appointee
Brad Maaske – Council appointee

Monday, July 29, 2019

5:30 p.m.

Admin. Board Room
220 N. Santa Fe, Visalia CA

1. **Welcome and Public Comment.**

This is a time set aside for the Committee to receive public comment on issues which are not already included on the agenda. Public comment regarding items on the agenda may be open to public comment prior to the committee's discussion of the agenda item and before any action is taken on the agenda item. Members ask that comments are kept brief and positive. In fairness to all who wish to speak, each speaker will be allowed three minutes. Please begin your comments by stating your name and the street you live on.

2. **Approval of the Measure N medical squad program including an amendment to the Measure N plan and to the FY 19/20 Measure N budget to provide for implementation of the squad program.**

3. **Future meetings and items for discussion.**

4. **Good of the Order.**

5. **Adjourn.**

Next meeting: To be determined.

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Any written materials relating to an item on this agenda submitted to the Measure N Oversight Committee after distribution of the agenda are available for public inspection in the Office of the City Clerk, 220 N. Santa Fe Street, Visalia CA 93292, during normal business hours.

**City of Visalia
Agenda Item Transmittal**

Meeting Date: 7/15/2019

Agenda Item Number (Assigned by City Clerk): 1.

Agenda Item Wording: Discussion and potential action regarding the implementation of a phased squad vehicle based emergency medical response program, with Paramedic staffing, within the Visalia Fire Department in compliance with the provisions of voter approved Measure N. This proposal as presented requires a Plan Amendment to Measure N.

Deadline for Action: N/A
Submitting Department: Fire Department

Contact Name and Phone Number:
Doyle Sewell, Interim Fire Chief, 559-713-4220

Department Recommendation: It is recommended the Council discuss the comments of the Measure N Oversight Committee and initiate the process of implementing the squad vehicle based emergency medical program, with associated paramedic staffing, including amending the Fire Department's Measure N plan.

Summary: Fire Department and City staff presented the preliminary project proposal to the Measure N Oversight Committee at the June 19th Measure N Oversight Committee meeting. This meeting was scheduled after direction from the City Council at the April 15th City Council meeting. The City Council had requested that the preliminary proposal be taken to the Oversight Committee so that the Council could benefit from feedback obtained from the Committee. Staff is returning to Council tonight with a somewhat modified proposal for a phased squad vehicle based emergency medical response program, with Paramedic staffing, within the Visalia Fire Department in compliance with the provisions of voter approved Measure N. This proposal requires a Plan Amendment to Measure N to include an EMS Coordinator position (previously proposed as a Battalion Chief position but modified to an EMS Coordinator position) and vehicle. Based on continuing discussions and analysis, staff may have additional revisions to the proposal that will be described in detail at the time of the Council meeting.

Background Discussion: In November of 2016, the citizens of Visalia voted to improve city services by implementing a half cent sales tax; Measure N. In April of 2017, the City began collecting the new revenue for Police, Fire, Roads, and Park & Recreation. Among a number of other staffing, equipment, and facility enhancements, Measure N calls for the Fire Department to add two (2) response squad vehicles and staffing for a total estimated cost of \$8.6 million over 10 years. The plan has the first vehicle and staff in FY 18/19 and the second vehicle and staff in FY 22/23.

COUNCIL ACTION: Approved as Recommended

-7- SN/PC 3-1
Poochigian: No
Collins Absent

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A working group was formed to identify the needs of the program and develop a recommendation to implement the squad response program. A supervisory component was not included in the original plan and was determined to be necessary due to the critical nature of providing proper oversight of the Department's emergency medical services (EMS) operations. Currently, the department has four battalion chiefs; three are assigned to the Operations Division and one is assigned to the Administration Division in Support Services. The EMS operational responsibilities are currently shared between the Support Services Battalion Chief and three Operations Division captains. This model is inefficient and does not provide the necessary or proper oversight or management related to the EMS volume. In 2018, the fire department responded to 15,229 requests for service; of which 10,498 (69%), were for medical requests. Over the last five years, fire service requests increased 5% and medical service requests increased 6% annually.

On April 15, 2019 staff presented to Council a squad vehicle medical response program that outlined staffing, resource capabilities, and supervision. This program as originally presented had two phases. Phase 1 included the following:

- 3 single-role paramedics, working a rotational 40-hour schedule, Monday- Saturday
- Squad Vehicle and equipment
- Supervisor – Battalion Chief
- Supervisor Vehicle and equipment

Phase 2 (year 6 of the plan) included:

- 6 single-role paramedics, working a rotational 56- hour schedule, three-shift platoon configuration (currently in use by the department)
- Second Squad Vehicle and equipment

In addition, staff recommended regular evaluations to be completed in Phase 1 and Phase 2.

During this meeting, Council expressed, among other comments, their concerns with the supervisor position being a Battalion Chief. The Council directed staff to present the preliminary plan to the Measure N Oversight Committee to obtain additional perspective and feedback, in large part because the Oversight Committee arguably has the most focused view of the original intent of Measure N. In addition, Council directed staff to move forward with ordering the vehicle. Staff is currently completing vehicle specifications and companies and is hopeful to have it ordered in the next 30 days.

On June 19th, the preliminary plan was presented to the Measure N Committee. The committee had several individual comments, but the consensus among the committee members was the plan overall was good. The Committee, like the City Council, took exception with the supervisory position being established as a Battalion Chief and they believed that provision needed to be changed. Staff has reviewed other cities' EMS programs and is recommending changing the supervisor from a Battalion Chief to an EMS Coordinator. This position is slightly lower and is non-public safety. As an EMS Coordinator, the position would not fall into the rotation of the Battalion Chiefs but would be a permanent assignment. The individual would be non-public safety in regard to PERS participation as well. This modification to the original plan

will also change the supervisor vehicle from an emergency response to a non-emergency response vehicle. These changes will reduce the costs by approximately \$95,000 in the first year and approximately \$65,000 annually after that. The projected squad medical response program costs are shown in Table I.

Table I – Projected Squad Medical Response Program Costs

Fire Response Squad	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
Squad Vehicle	\$ 120,000				
Squad Vehicle Equipment (lights, radios, striping, equip)	\$ 50,000				
Supervisor Vehicle	\$ 50,000				
3 Single Role Paramedics	\$ 241,950	\$ 249,200	\$ 256,700	\$ 264,400	\$ 272,300
Supervisor - EMS Coordinator	\$ 137,000	\$ 141,100	\$ 145,300	\$ 149,700	\$ 154,200
Operating Expenses	\$ 60,000	\$ 61,200	\$ 62,400	\$ 63,600	\$ 64,900
Vehicle Replacement	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000
Phase 1 Total	\$ 680,950	\$ 473,500	\$ 486,400	\$ 499,700	\$ 513,400
1 Additional Squad Vehicle				\$ 132,000	
Squad Vehicle Equipment (lights, radios, striping, equip)				\$ 55,000	
6 Addtl Single Role Paramedics				\$ 510,000	\$ 525,300
Operating Expenses				\$ 75,000	\$ 76,500
Vehicle Replacement				\$ 18,700	\$ 18,700
Phase 2 Total				\$ 790,700	\$ 525,300
Total	\$ 680,950	\$ 473,500	\$ 486,400	\$ 1,290,400	\$ 1,038,700

Fiscal Impact: Measure N has 4 different components that are tracked separately: Essential Services, 2% Youth Programs, 8% Emerging Needs & Building Maintenance, and Economic Uncertainty Fund. Each category is tracked in its own fund so the cash is never comingled. The Essential Services category is 90% of the sales tax collected and funds majority of the plan, including the squad vehicle medical response program.

The plan was designed to have the revenues cover expenditures annually, with a couple of years using fund balance from prior years' surplus. Those years are for one-time large capital projects and are not for on-going expenses. In addition, the plan was conservative with revenue projections to ensure operations funded by measure N are covered.

The Essential Service Fund has been able to build up cash due to the timing it takes to implement programs and hiring personnel as shown in Table II, Measure N Essential Services. The original plan programmed \$8.6 million over 9 years for the squad vehicle medical response

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program. The new recommended plan includes additional staff which will cost \$8.9 million over 9 years.

Table II
Measure N - Essential Services
 10 Year Projection based on initial plan (in millions)

	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28
<u>Essential Services</u>										
<u>Revenue</u>										
90% of Sales Tax Budget	12.2	12.3	12.3	12.4	12.5	12.6	12.7	12.8	13.0	13.1
Interest	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Total Revenue	12.3	12.4	12.4	12.5	12.6	12.7	12.8	12.9	13.1	13.2
<u>Expenditures</u>										
Police	2.4	3.7	4.0	4.2	4.5	4.8	5.1	5.5	6.1	6.6
Fire	4.6	1.1	0.5	4.6	0.1	0.1	0.1	0.1	0.1	0.1
Parks and Recreation	0.6	0.5	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Streets Capital	4.4	3.8	3.9	4.1	3.6	4.0	3.8	4.0	3.9	3.9
Accounting Fees	0.1	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
<u>Fire Squad Concept</u>										
Salary and Benefits	-	0.4	0.4	0.4	0.9	0.9	1.0	1.0	1.0	1.1
Operating Expenditures	-	0.1	0.1	0.1	0.1	0.2	0.2	0.2	0.2	0.2
Capital	-	0.2	-	-	0.2	-	-	-	-	-
Total Expenditures	12.1	10.0	9.7	14.2	10.2	10.8	11.0	11.6	12.1	12.7
Total Surplus/Deficit	0.2	2.4	2.7	(1.7)	2.4	1.9	1.8	1.3	1.0	0.5
Measure T Changes	-	0.4	0.4	0.4	0.4	0.4	0.4	0.5	0.5	0.5
Total Surplus/Deficit	0.2	2.0	2.3	(2.1)	2.0	1.5	1.4	0.8	0.5	0.0
Beginning Cash	7.70	5.30	4.79	6.84	4.43	6.12	7.41	8.60	9.19	9.38
Transfer to Uncertainty Fund	0.20	0.01	0.05	0.01	0.01	0.01	0.01	0.01	0.01	0.01
Downtown Street Lights	2.30	2.30	-	-	-	-	-	-	-	-
Ending Cash	5.30	4.79	6.84	4.43	6.12	7.41	8.60	9.19	9.38	9.07

The Essential Service Fund has the capacity to support the additional staff recommend in for the program. However, this outlook could change if and when a recession occurs, as the plan progresses, and as vacancies occur. In addition, Council approved using Measure N funds to help balance the Measure T fund. With this change and the proposed squad vehicle medical response program, Measure N has zero surplus in FY 27/28 which does not include vacancies. Since numerous factors could change over ten years, staff is recommending funding the response Squad program phase 1 with annual updates and will return with phase 2 before implementing.

Since the Department's proposal includes additional staffing in the form of a supervisor position, this requires a Measure N Plan Amendment. Staff needs Council direction to move forward with

the Measure N amendment process with the approval of the new recommendations or with additional comments/changes to take to the Measure N Committee.

Committee Review and Next Steps:

Measure N Oversight Committee reviewed on June 19th and provided comments which are included in the report. If approved by Council, staff will return to the Measure N Oversight Committee and then will hold 2 Public Hearings.

Alternatives: Implement original Measure N plan. Make modifications to the proposal as presented.

Attachments: Proposed EMS Coordinator position.

Recommended Motion (and Alternative Motions if expected):

It is recommended the Council discuss and initiate the process of implementing the squad emergency medical response program, with associated paramedic staffing, including amending the Measure N plan to add a EMS Coordinator position and vehicle to oversee the program.

Copies of this report have been provided to:

Environmental Assessment Status

CEQA Review:



CITY OF VENTURA

Emergency Medical Svcs. Coordinator (#S90)

Unit: SEIU - Professional Unit (Q)

\$38.49-\$51.58 Hourly / \$6,671.96-\$8,940.53 Monthly / \$80,063.57-\$107,286.40 Yearly

 Notify Me when a Job Opens for the above position(s)

THE POSITION

Under direction of Assistant Fire Chief, coordinates and administers Pre-Hospital and Emergency Medical Care programs, and provides research and education in support of the City's Emergency Medical Services (EMS) program.

EXAMPLES OF DUTIES

Duties may include, but are not limited to, the following:

Develops and implements policies and procedures regarding EMS and other emergency programs; ensures compliance with EMS policies, procedures and protocols; handles related administrative issues; and develops criteria on which to evaluate personnel needs and operational effectiveness.

Oversees the EMS program operations and personnel for compliance with legal requirements including infection control; determines training requirements for emergency programs; and reviews, monitors and revises training programs to ensure that personnel meet required standards; provides education, training, and technical expertise for department personnel.

Conducts special studies, analysis and investigations of emergency medical performance quality improvement and emergency medical dispatch issues; prepares administrative, budget and other reports; and gathers and interprets a variety of statistical data, prepares and submits required reports to appropriate agencies.

Investigates complaints and procedural or process concerns and directs the resolution of emergency medical performance issues; provides direct field supervision to monitor the delivery of pre-hospital medical services; responds to mass casualty incidents when warranted and assumes leadership role as appropriate in providing medical oversight.

Participates as part of the management team in the development and implementation of short and long-term goals for EMS and other programs.

Acts as liaison with local and state regulatory agencies, hospital personnel, City departments, other fire agencies and the public in the course of managing the EMS program.

Manage EMS documentation processes to ensure accurate and confidential records and reports; coordinates and prepares responses to subpoenas for medical records and /or personnel; maintains records and generates reports for BLS/ALS educational and licensing requirements. Develops, implements, and maintains written policy and procedure manuals for EMS and other programs.

Prepares and manages the EMS budget Researches, initiates, and approves equipment purchases; monitors program expenses; and maintains inventory supplies to support the EMS program.

Represents the City regarding emergency medical services issues with local, state and federal agencies.

Participates in administration and coordination of department workers compensation matters.

Performs other duties as assigned.

KNOWLEDGE & ABILITIES

Knowledge of: Principles and practices of EMS programs; methods used to develop, implement, and monitor an EMS program; principles and practices of emergency medical care, adult learning concepts and records management; policy research techniques; federal, state and local laws, rules and regulations pertaining to local government operations and EMS programs; principles and practices of budgeting and accounting; and excellent communication, public relations and presentation skills.

Ability to: Interpret legal requirements and City policies; analyze administrative problems and organizational issues; recommend policy changes and action in accordance with legal requirements and city policies; comprehend complex medical concepts relating to emergency medical care; act independently in emergency situations; make public presentations; prepare and write comprehensive and concise reports; develop and maintain effective working relations with those encountered in the course of the job; and operate a personal computer and related software.

LICENSE/CERTIFICATES

- Possession of a valid California Class C driver's license is required.
- Possession of a valid Registered Nurse (RN) license is required.
- Possession of a valid California Registered Nurse (RN) license is required within 90 days of employment.
- Possession of a valid CPR Instructor certificate issued by the American Heart Association is highly desirable

WORKING CONDITIONS

Environment: Position requires work in an indoor office environment as well as assisting in the field during multi-casualty incidents and EMS training. Required to drive a motorized vehicle to various locations.

Physical Abilities: hearing and speaking sufficient to exchange information on the telephone, in person, and at formal presentations; vision within normal range with or without correction; sitting or standing for extended periods of time; uses hands to handle, feel or operate standard office equipment including personal computer, mental capability to read and interpret detailed data and documentation, and to perform highly detailed work on multiple concurrent tasks. **Hazards:** exposed to computer screens.

MINIMUM QUALIFICATIONS

A combination of education, training and experience equivalent to a Bachelor's degree in nursing or a related field, with some experience in Mobile Intensive Care Nursing (MICN), Pre-hospital/EMS, Pre-hospital Care Coordinator, or emergency room nursing and two years of progressively responsible experience performing professional-level administrative support activities, preferably in a public agency, are required.

CLASS: S90; **EST:** 1/1/1999; **REV:** 2/19/2015;