

**MINUTES OF THE ADJOURNED REGULAR MEETING OF THE
CITY COUNCIL OF THE CITY OF NATIONAL CITY**

September 20, 2016

The Adjourned Regular Meeting of the City Council of the City of National City was called to order at 5:04 p.m. by Mayor Ron Morrison.

ROLL CALL

Council members present: Cano, Mendivil, Morrison, Rios.

Council members absent: Sotelo-Solis.

Administrative Officials present: Dalla, Deese, Duong, Muthusamy, Parra, Roberts, Silva, Stevenson, Williams.

City of National City Fire Department Squad Pilot Program

1. Introduction and Report – Director Frank Parra
Fire Captains Brian Krepps and James Stiles
2. Fiscal Impact – Director of Finance Mark Roberts
3. Staff Comments
4. Council Questions
5. Public Comments
6. Council Comments and Direction

FIRE DEPT ADMIN (305-1-1)

7. Resolution No. 2016-145. RESOLUTION OF THE CITY COUNCIL OF THE CITY OF NATIONAL CITY AUTHORIZING THE DEVELOPMENT AND IMPLEMENTATION OF A ONE-YEAR SQUAD PILOT PROGRAM DESIGNED TO ENHANCE PUBLIC SAFETY AND THE EFFICIENCY OF THE FIRE DEPARTMENT, AND TO EVALUATE THE EFFECTIVENESS OF AN ALTERNATIVE SERVICE DELIVERY MODEL. (Fire)

RECOMMENDATION: Adopt the Resolution.

TESTIMONY: Presentations were made by Emergency Services Director Frank Parra, Fire Captains Brian Krepps and James Stiles and Director of Finance Mark Roberts. All presentation materials are attached as Exhibit 'A'.

ACTION: Motion by Rios, seconded by Mendivil, to adopt the Resolution which will include the bulleted items in the staff recommendation. Carried by unanimous vote.

ADJOURNMENT

Motion by Mendivil, seconded by Cano, to adjourn the meeting to the next Regular Meeting of the City Council and Community Development Commission – Housing Authority of the City of National City to be held Tuesday, September 20, 2016 at 6:00 p.m. at the Council Chambers, National City, California. Carried by unanimous vote.

The meeting closed at 5:54 p.m.



City Clerk

The foregoing minutes were approved at the Regular Meeting of April 18, 2017.



Mayor

National City Fire Department Squad Pilot Program

September 20, 2016



SQUAD PILOT PROGRAM 9/20/2016

PURPOSE

Seek adoption of a resolution authorizing staff to develop and execute a one year Squad Pilot Program designed to enhance public safety and the efficiency of the Fire Department by implementing and evaluating the effectiveness of an alternative service delivery model.

BACKGROUND

In 2009, the City of National City retained the services of Citygate Associates, LLC to conduct a Fire Service Standards of Response Coverage Deployment Study. This comprehensive study provided several recommendations for emergency service delivery improvements (See Appendix B – Citygate Executive Summary).

One of the primary findings of this study identified a coverage gap in the northeast section of our city. The Citygate study recommended adding a 3rd Fire Station to this affected area (See Appendix C – 4-minute response time with and without the 3rd Fire Station). Currently, emergency services are provided to these residents jointly by National City Fire Department and by units from the City of San Diego Fire Rescue Department. These units from the City of San Diego are amongst the busiest in their department and cannot be relied upon to be available when needed; thus resulting in extended response times for our residents.

In 2015, our average response times for medical emergencies to the affected neighborhoods in the northeast section of the city exceeded the national standard specified in National Fire Protection Association Code and Standards (NFPA 1710). Compliance with this standard requires first responders to arrive on scene within 5 minutes 30 seconds of 911 access. This includes 4 minutes travel time and 90 seconds dispatch and turnout time. Engine 34, located at 16th Street and D Avenue, had an average response time of **7:26** (See Table 1) to the area north of Plaza Boulevard and east of Highland Avenue. Engine 31, located at 24th Street and Euclid Avenue, had an average response time of **7:35** (See Table 1) to this same area. San Diego Fire Rescue units also have similar response times averaging **7:46** (See Appendix F). These times are well above the national standard and clearly demonstrate the coverage gap previously identified by the 2009 Citygate Study.

Table 1 National City Fire Department Unit Responses east of Highland Avenue, north of Plaza Boulevard to the City limit with San Diego during 2015

Unit	No. of Responses	Total Response Time (90 Percentile)							Overall
		Fire	Rescue	Emergency Medical Response	Urgent Medical Response	Non-Emergency Medical Response	Hazard	Service	
B57	66	0:15:11	0:10:24	0:16:54			0:23:30	0:08:05	0:17:13
NCE231	8	0:11:49		0:10:56					0:12:52
NCE234	1			0:06:23					0:06:23
NCE31	1,497	0:10:36	0:07:06	0:07:35	0:08:40	0:10:38	0:08:59	0:09:55	0:07:59
NCE34	714	0:10:39	0:10:34	0:07:26	0:09:09	0:06:24	0:10:04	0:23:29	0:07:49
NCT34	159	0:12:25	0:12:18	0:09:18	0:13:20		0:15:19	0:04:11	0:11:16
Overall	2,445	0:12:14	0:10:47	0:07:40	0:09:27	0:09:35	0:11:31	0:10:27	0:08:19

Note: These average response times included a 90 second dispatch and turn out time.

This coverage gap has become compounded by marked increase in call volume. At the time of the Citygate Study in 2009, the fire department responded to 4,928 calls for service. The Citygate Study estimated that by 2020 the city population would increase resulting in an estimated call volume of 6,100. However in 2015, the total number of calls in National City was 8,759 reflecting an increase of 67%, far outpacing the Citygate estimations (See Table 2).

Table 2 Total Responses within National City during 2015

Unit	Call Category Responses								Total Responses
	Fire	Rescue	Emergency Medical Response	Urgent Medical Response	Non-Emergency Medical Response	Hazard	Service	Other	
NCE231	1	-	8	1	1	-	-	-	11
NCE234	-	-	4	-	3	-	-	-	7
NCE31	167	10	1,969	189	124	129	21	1	2,610
NCE34	150	15	2,484	247	178	135	34	-	3,243
NCT34	97	20	594	62	32	56	14	1	876
SQD34	-	-	2	-	-	-	-	-	2
B57	116	24	139	-	-	31	2	-	312
B257	1	-	-	-	-	-	-	-	1
Auto-aid	347	55	1,059	79	52	99	6	-	1,697
TOTAL	879	124	6,259	578	390	450	77	2	8,759

Note: National City Fire Department responded to an additional 1,162 auto aid calls into Chula Vista, Imperial Beach, Bonita, Coronado, and San Diego.

These two factors have warranted the need to explore options to enhance service delivery capabilities. In cooperation with the National City Firefighters' Association (NCFFA) and senior city staff, the fire department began exploring methods to address this need within our community. Jointly we have developed the concept of a one (1) year Squad Pilot Program. This is a proven service delivery model nationwide and is currently implemented across California including the City of San Diego, Los Angeles County, Santa Barbara City, Venture County and the City of Lompoc. Specifically, the recently implemented program in San Diego has shown a noticeable decrease in response times, thereby improving their overall service delivery.

Although the Citygate Study called for a 3rd Fire Station in the northeast section of the city, the Squad Pilot Program would save the city approximately 4 to 5 million dollars in construction costs. This action will continue to show National City residents that the City Council is committed to fiscal responsibility and the prudent use of its tax dollars while improving public safety.

SCOPE OF PILOT PROGRAM

This pilot program consists of a medium duty response vehicle housed at a satellite station within the northeast section of National City. This unit would be staffed twenty four hours a day, seven days a week, by a two person crew. This unit is designed to provide advanced life support, limited fire suppression, incident command, and ancillary support functions during larger emergencies. The primary mission of the Squad would be to provide an enhanced response capability to aid the residents of National City. The Squad will be solely dedicated to National City and not be available for auto-aid responses into other jurisdictions.

Facilities:

The Department has explored multiple options for housing the Squad within the northeast section of the city and identified the city-owned El Toyon Park Recreation Center as an ideal site. A consultant commissioned by the City’s Engineering Department performed a feasibility analysis of this site. The consultant brought forward two options for facilities: Mobile Home and Prefabricated Metal Structure. Both facilities would also include a metal garage structure to house the Squad. There are various pros and cons to each facility:

Mobile Home

Lower initial costs
Shorter useful life (approximately 20 years)
Lower resale value
Lower quality and less architectural appeal
Looks temporary
Greater presence in the park and neighborhood
3-6 months to complete from contract

Prefabricated Metal Structure

Higher initial costs
Longer useful life (approximately 50 years+)
Higher resale value
Higher quality and greater architectural appeal
Is a permanent structure
Greater presence in the park and neighborhood
4-6 months to complete from contract

Vehicle:

Purchase or lease of a medium duty truck configured with a rescue body capable of transporting advanced life support equipment, fire suppression pump with 150 gallons of water for small incipient fires, and other specialized rescue equipment (See Appendix D). Lifespan of a medium duty truck utilized as a squad is approximately 10 years as a front line unit and an additional 5 to 10 years as a reserve.

Staffing:

The Squad would be staffed by restructuring the current fire department personnel deployment model. Two fire department members (one Fire Captain and one Firefighter certified as a Paramedic) would be assigned to the Squad, utilizing existing personnel. This would be accomplished by promoting three Fire Engineers to the rank of Fire Captain and three Firefighters to the rank of Fire Engineer. These promotions would be temporary for the duration of the Squad Pilot Program. Engine 34 and Engine 31 would then be staffed with three personnel (Fire Captain, Fire Engineer, & Firefighter certified as a Paramedic). During the Squad Pilot Program, the Fire Department will continue to be

staffed with 39 currently budgeted fire suppression personnel. Both the Department and the NCCFA agree that this is a sustainable personnel deployment model with no anticipated need for additional budgeted positions. The ongoing staffing cost would include the cost required to make the previously temporary promotions permanent and maintaining minimum daily staffing of 13 fire suppression personnel.

Furnishings:

The facilities will need to have basic furnishings to make it adequate for 24 hour occupation by fire department members. Items would include office furniture, bedroom furniture, lockers, electronics, kitchen necessities, and other miscellaneous items.

Equipment:

The equipment to be used by the squad will be purchased with various grant funds and Lower Sweetwater Fire Protection District Funds. We currently have received all the communication equipment required for the squad vehicle via federal grants, and we have received a twenty five thousand dollar City Council accepted grant from the National City Public Safety Foundation for any additional equipment needs. Due to the size and mission of the squad, it does not require the extensive amount of equipment found on fire engines or ladder trucks.

GOALS OF THE SQUAD PILOT PROGRAM

Enhance service delivery to the residents of National City

- Decrease response times to the northeastern section of our city by 90 seconds
- Decrease overall City response times by 30 seconds
- Improve cardiac arrest survivability rates by decreasing patient down time prior to initiation of life saving interventions
- Maintain and enhance public satisfaction with the service delivery of our Fire Department

Improve NCFD efficiency

- Increase minimum daily staffing from 11 to 13 firefighters
- Provide 13 National City firefighters on first alarm responses in National City
- Reduce mileage on more expensive department engines and trucks by 20% during Squad Pilot Program
- Lower fuel and maintenance costs for department engines and trucks

ESTIMATED COST OF SQUAD PILOT PROGRAM

Facility Options:

- Mobile home to include site improvements estimated total cost:
 - o Lease: \$250,000 (optional \$38,170 purchase price at end of lease)
 - o Purchase: \$336,950
- Prefabricated metal structure to include site improvements estimated total cost:
 - o Leasing not available
 - o Purchase: \$497,950
- Both options include metal garage structure for the squad vehicle and associated site improvements with lighting
- Operating cost including utilities and maintenance: \$4,800 (Estimation based on 1/3 cost of Station 31 operating costs, which would equal \$400 a month x 12 months)

Vehicle Options:

- Purchase a medium duty truck: \$163,435 (estimated total life span of 15 - 20 years)
- Lease/purchase (5-10 year options): \$177,770-\$199,600 (See Appendix E – Quote)
- Annual lease cost options are \$35,554 for 5 years, \$26,470 for 7 years, or \$19,960 for 10 years
- Operating cost: \$1,500 (This cost will be offset by reduced wear/tear on department engines and trucks and lower fuel consumption, which we believe will be in the thousands of dollars over the duration of the squad pilot program; however, we will only have a true number at the end of the squad pilot program. It is estimated that fuel savings alone will be approximately \$3,300 annually.)

Staffing:

- Temporary promotions: \$37,646
 Three Fire Engineers to the rank of Fire Captain
 Three Firefighters to the rank of Fire Engineer
- Maintaining daily staffing at a minimum of 13 per day, inclusive of over-time: \$112,354

Furnishings:

- Several areas to include the kitchen & dining, bedrooms, exercise area, office, day room, and janitorial supplies: \$14,240

Equipment:

- Communications equipment funded with State Homeland Security Grant: \$23,208
- EMS equipment funded with National City Public Safety Foundation Grant: \$25,000
- Other equipment funded with Lower Sweetwater Fire Protection District Equipment Fund: \$25,000
- All funds are currently available for expenditures

FISCAL IMPACT

As presented, the squad will result in the following one-time and ongoing costs:

One-time Costs

Year 1

Site improvements,

- General Fund – \$106,950
- Furnishings, General Fund – \$14,240

Equipped medium duty truck, Vehicle Replacement Fund – \$163,435 (replenished over 10 years by General Fund)

Equipment

- Communications, State Homeland Security Grant – \$23,208
- Water Pump, National City Public Safety Foundation – \$25,000
- Other Equipment, Lower Sweetwater Fire Protection District Equipment Fund – \$25,000

All grant funds currently are available for expenditures.

Year 2

Mobile home facility (used) purchase, General Fund – \$42,000 (applicable only if program is extended beyond pilot year)

Ongoing Costs (General Fund)

Pilot/Year 1

- Mobile home facility (used) operating lease - \$26,400
- Equipped medium duty truck – \$21,247 (This expense will continue irrespective of the continuation of the squad program.)
- Facility maintenance and utilities¹ – \$4,800
- Fuel and maintenance costs (vehicle)¹ – \$1,500²
- Staffing
 - Temporary promotions – \$26,361
 - Overtime – \$150,000

1 Via internal service charges

2 These costs are expected to be offset by lower fuel and maintenance costs of larger trucks and engines resulting from reduced use due to the squad program.

As outlined above, should the City Council approve this pilot program, funding would come primarily from the General Fund. The costs of the fire squad program currently are not budgeted. Therefore, costs incurred for the program require new appropriations. Unless financed with debt or grant funds, new appropriations for the current fiscal year would require the use of available fund balance or reserves.

As noted above, staff recommends purchase of the squad truck from the Vehicle Replacement Fund (“VRF”) with annual replenishment payments of \$21,247 to the VRF from the General Fund for ten (10) years, and grant funding totaling \$73,208 has been acquired for communications, water pump, and other equipment for the medium duty truck. Based on available estimates, the General Fund cost for this proposed pilot program is \$323,951 for the facility, staffing and furniture.

Consistent with information staff provided City Council during development of the fiscal year 2017 budget, fund balances available in several funds have been transferred to the newly-established Facilities Maintenance Reserve. In recognition of this and other unfunded needs (i.e. park lighting, an item under consideration on the City Council’s open session agenda), \$900,000 of the fund balances originally identified for transfer, has not been transferred to the Facilities Maintenance Reserve. These one-time funds can be used for one-time purposes, including the funding of this proposed pilot program, while reducing the ability to complete other facility maintenance projects (by reducing funds available in the Facilities Maintenance Reserve).

TIMELINE

- Upon City Council approval in September 2016, the Squad Pilot Program will take 6-8 months to implement with a start date scheduled for May 2017.

MONTHS	1	2	3	4	5	6	7	8	9	10	11	12
Council Approval	█											
Develop Plan and Specifications		█	█	█								
Public Bid for Site Improvements					█	█						
RFP for Structure					█	█						
Award Contracts							█					
Site Improvements								█	█	█		
Permits								█	█	█		
Fabricate Structure								█	█	█	█	
Install Structure												█

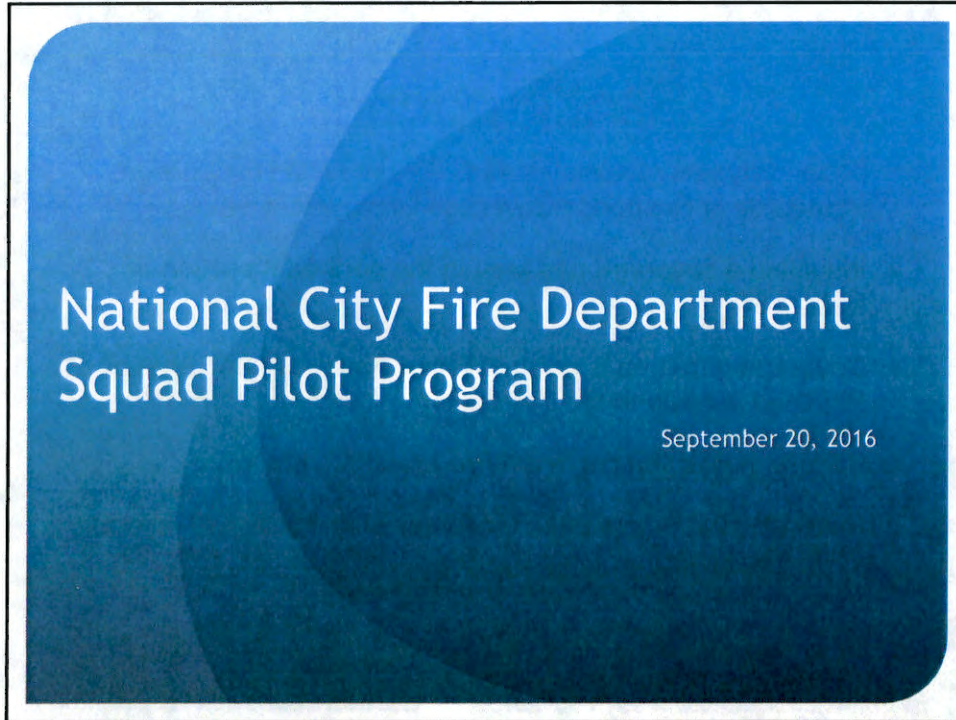
STAFF RECOMMENDATION

Adopt a Resolution authorizing staff to develop and execute a one year Squad Pilot Program including:

- Completion of the meet and confer process through which the specific terms of the one year pilot and evaluation of said pilot will be negotiated.
- Development and issuance of all necessary bid documents including but not limited to site preparation, and structure and vehicle purchases.
- The appropriation of funds for:
 - Facility: Lease a mobile home (\$250,000 inclusive of site improvements)
 - Vehicle: Purchase a medium duty truck (\$163,435)
 - Staffing: Restructuring the Fire Department staffing to support a Squad by the use of fund balance (\$150,000)
 - Furnishings: Purchase necessary furnishings for a Squad response station by the use of fund balance (\$14,000)
 - Equipment: Purchase necessary equipment for a Squad through a public safety grant (\$25,000)

***Dollar figures included are estimates and subject to refinement during the procurement process.

Appendix A



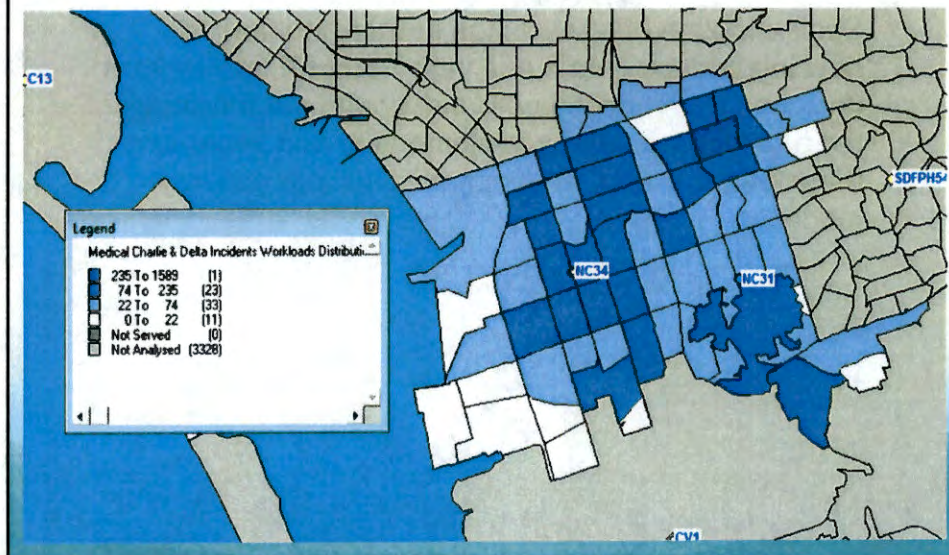
Purpose

- Seek adoption of a resolution authorizing staff to develop and execute a one year Squad Pilot Program designed to enhance public safety and the efficiency of the Fire Department by implementing and evaluating the effectiveness of an alternative service delivery model.

Background

- 2009 - Citygate Associates, LLC conducted a Fire Service Standards of Response Coverage Deployment Study
- Identified a coverage gap area in the northeast section of National City
- Coverage gap area is north of Plaza Boulevard and east of Highland Avenue to the City limits
- Recommended adding a 3rd Fire Station to that area
- Medical services are provided to this area jointly by National City Fire Department and by auto-aid companies, primarily from the San Diego Fire Rescue Department

2015 Emergency Medical Calls



Average Response Times

- NFPA 1710 - arrive at scene within **5:30**, 90% of the time (i.e. 90 seconds dispatch and turnout time & 4 minute travel time)
- Engine 34, located at 16th Street and D Avenue, had an average response time of **7:26** to the coverage gap area
- Engine 31, located at 24th Street and Euclid Avenue, had an average response time of **7:35** to the coverage gap area
- San Diego Fire Rescue units also have similar response times averaging **7:46**

2015 Responses To The Coverage Gap Area

Unit	No. of Responses	Total Response Time (90 Percentile)							
		Fire	Rescue	Emergency Medical Response	Urgent Medical Response	Non-Emergency Medical Response	Hazard	Service	Overall
B57	66	0:15:11	0:10:24	0:16:54			0:23:30	0:08:05	0:17:13
NCE231	8	0:11:40		0:10:58					0:12:52
NCE234	1			0:06:23					0:06:23
NCE31	1,497	0:10:36	0:07:06	0:07:35	0:08:40	0:10:38	0:08:59	0:09:55	0:07:59
NCE34	714	0:10:39	0:10:34	0:07:26	0:09:09	0:08:24	0:10:04	0:23:29	0:07:49
NCT34	159	0:12:25	0:12:18	0:06:18	0:13:20		0:15:19	0:04:11	0:11:16
Overall	2,445	0:12:14	0:10:47	0:07:40	0:09:27	0:09:35	0:11:31	0:10:27	0:08:19

Current Situation

- In 2009, NCFD responded to **4,928** calls for service
- Study estimated by 2020 the population would increase to an estimated call volume of 6,100.
- In 2015, calls for service in National City totaled **8,759**
- This reflects an increase of 67% in call volume, far outpacing the estimated Citygate study predictions
- **2,445** of these calls were in the coverage gap area

Total Responses within National City during 2015

Unit	Call Category Responses								Total Responses
	Fire	Rescue	Emergency Medical Response	Urgent Medical Response	Non-Emergency Medical Response	Hazard	Service	Other	
NCE231	1	-	8	1	1	-	-	-	11
NCE234	-	-	4	-	3	-	-	-	7
NCE31	167	10	1,969	189	124	129	21	1	2,610
NCE34	150	15	2,484	247	178	135	34	-	3,243
NCT34	97	20	594	62	32	56	14	1	876
SQB34	-	-	2	-	-	-	-	-	2
B57	116	24	139	-	-	31	2	-	312
B257	1	-	-	-	-	-	-	-	1
Auto-aid	347	55	1,059	79	52	99	6	-	1,697
TOTAL	879	124	6,259	578	390	450	77	2	8,759

1,401 Outside Fire Agency Responses into National City in 2015

UNITS	RESPONSES
SDFD E12	590
SDFD E19	103
SDFD E32	94
SDFD E51	18
SDFD T12	232
CHV E51	194
CHV E52	46
CHV T51	124
TOTAL	1,401

* Highlighted units are closest to the proposed Squad response area.

Squad Pilot Program

- An alternative response vehicle housed at a location within the northeast section of National City
- Two person unit designed to provide advanced life support, limited fire suppression, incident command, and ancillary support functions during larger emergencies
- Providing an enhanced response capability to aid the residents of National City
- Solely dedicated to National City and not available for auto-aid responses into other jurisdictions
- Subject to a review at 12 months from inception for consideration as a permanent program

Justification

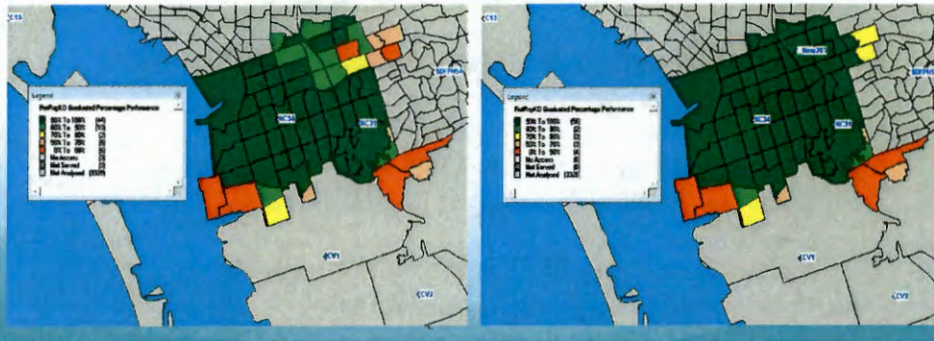
- 75% of NCFD calls for service are medical in nature
- A squad at El Toyon Park will meet medical call demands for the northeast section of National City
- Meets a public need for improved response times in the northeast section of National City
- Adds an additional response vehicle thus increasing apparatus availability within the city
- Creates an official presence at El Toyon Park with a visual vantage point
- Saves the City approximately \$4-5 million in construction costs as opposed to building a 3rd Fire Station

Current vs. 2005 E 4th St. - Percent

First Responder Call Receipt to On-Scene – Medical Priority – 7:30 Time Target

Current Percent Performance
87% to 7:30 Time Target

4th Street Percent Performance
94% to 7:30 Time Target



Facility Options

- El Toyon Park



Facility Location at El Toyon Park



Mobile Home



Prefabricated Metal Structure



Mobile Home vs. Prefabricated Metal Structure

- Mobile Home
 - Lower initial costs
 - Commercial useful life up to 20 years
 - Lower resale value
 - Lower quality and less architectural appeal
 - Looks temporary
 - Greater presence in the park and neighborhood
 - 3-6 months to complete from contract

- Prefabricated Metal Structure
 - Higher initial costs
 - Commercial useful life up to 50+ years
 - Higher resale value
 - Higher quality and greater architectural appeal
 - Is a permanent structure
 - Greater presence in the park and neighborhood
 - 4-6 months to complete from contract

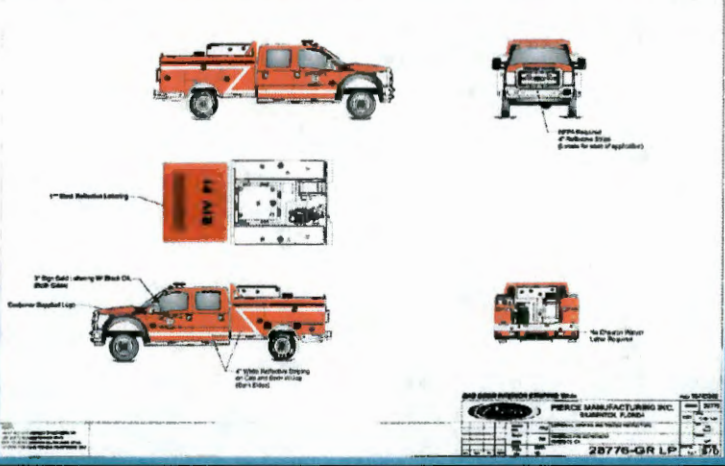
Facility Cost Estimates

OPTION #1:		OPTION #2:	
2 BR Temporary Structure with Garage		2BR Permanent Structure with Garage	
Mobile Home	100,000-200000	Prefabricated Metal Structure	340,000
Prefab Metal Storage/Garage	25,000	Prefab Metal Storage/Garage	25,000
Concrete Slab for Garage	9,000	Concrete Slab for Garage	9,000
Sewer Lateral	10,000	Sewer Lateral	10,000
Water Service	4,000	Water Service	4,000
Electrical Service	5,000	Electrical Service	5,000
Communications & Security	15,000	Communications & Security	15,000
Fence & Gates	25,000	Fence & Gates	25,000
Engineering and Mgmt (20%)	13,950	Engineering and Mgmt (20%)	64,950
Total (top) Estimate	336,950	Total Estimate	497,950

- Operating Cost: \$4,800 (\$400 a month x 12 months)

Vehicle

- Medium duty truck configured with a rescue body capable of carrying advanced life support equipment, fire suppression pump with 150 gallons of water for small incipient fires, and other specialized rescue equipment



Vehicle Cost Estimates Lease vs. Purchase

- Purchase Option - **\$163,453**
- Lease Options:

Lease Term	5 Years	7 Years	10 Years
Number of Payments	5 Annual	7 Annual	10 Annual
Payment Amount	\$35,554	\$26,470	\$19,960
Total Lease Cost	\$177,770	\$185,290	\$199,600

- Operating Cost: \$1,500 (this cost will be offset by reduced wear/tear on NCFD Engines and Trucks)

Staffing

- Staffed by two department members (one Fire Captain and one Firefighter certified Paramedic) utilizing budgeted personnel
- Promote three Fire Engineers in a Temporary Appointment to the rank of Fire Captain and three Firefighters in a Temporary Appointment to the rank of Fire Engineer
- Staff Engine 34 and Engine 31 with three personnel (Fire Captain, Fire Engineer, & Firefighter with Paramedic certification)
- The Fire Department will continue to be staffed with 39 currently budgeted personnel

Staffing Cost Estimates

Staffing Costs	
Temporary promotions of three Fire Engineers to Fire Captain	\$37,646
Maintaining Daily staffing at a minimum of 13 personnel per day, inclusive of over-time	\$112,354
Total Staffing Costs	\$150,000

Dollar figures included are estimates and subject to refinement during the procurement process

Furnishings Cost Estimates

Room Description	Cost
Kitchen & Dining	\$2,100
Bedrooms	\$2,300
Exercise Area	\$5,000
Office	\$2,740
Day Room	\$1,600
Janitorial Supplies	\$500
Total Furnishings Cost	\$14,240

Dollar figures included are estimates and subject to refinement during the procurement process

Equipment Cost Estimates

- Communications equipment funded with State Homeland Security Grant: \$23,208
- EMS Equipment funded with National City Public Safety Foundation: \$25,000
- Other Equipment funded with Lower Sweetwater Fire Protection District Equipment Fund: \$25,000
- All funds are currently available for expenditures
 - **Approximately \$73,208 worth of funded Equipment**

Total Costs

One Time Costs	Ongoing Costs	Operating Costs
\$514,625-\$711,790	\$126,350	\$8,700

- Total Cost of Squad Pilot Program would be between \$649,675-\$846,840.

Dollar figures included are estimates and subject to refinement during the procurement process

Goals of the Squad Pilot Program

- Enhance service delivery to the residents of National City
 - Decrease response times to the coverage gap area by 90 seconds 90% of responses
 - Decrease overall City response times by 30 seconds 90% of responses
 - Improve cardiac arrest survivability rate by decreasing patient down time prior to initiation of life saving interventions
 - Maintain and enhance public satisfaction with the service delivery of the fire department

Goals of the Squad Pilot Program

- Improve fire department efficiency
 - Increase minimum daily staffing from 11 to 13 firefighters
 - Provide 13 firefighters on every first alarm response in National City
 - Reduce mileage on more expensive fire engines and fire trucks by 20% during Squad Pilot Program
 - Lower fuel and maintenance costs for engines and trucks

Recommendation

Adopt a Resolution authorizing staff to develop and execute a one year Squad Pilot Program including:

- Completion of the meet and confer process through which the specific terms of the one year pilot and evaluation of said pilot will be negotiated.
- Development and issuance of all necessary bid documents including but not limited to site preparation, and structure and vehicle purchases.
- The appropriation of funds for:
 - Facility: Lease a mobile home (\$250,000 inclusive of site improvements)
 - Vehicle: Purchase a medium duty truck (\$163,435)
 - Staffing: Restructuring the Fire Department staffing to support a Squad by the use of fund balance (\$150,000)
 - Furnishings: Purchase necessary furnishings for a Squad response station by the use of fund balance (\$14,000)
 - Equipment: Purchase necessary equipment for a Squad through a public safety grant (\$25,000)

Dollar figures included are estimates and subject to refinement during the procurement process

Timeline

MONTHS	1	2	3	4	5	6	7	8	9	10	11	12
Council Approval	█											
Develop Plan and Specifications		█	█	█								
Public Bid for Site Improvements					█	█						
RFP for Structure					█	█						
Award Contracts							█					
Site Improvements								█	█	█		
Permits								█	█	█		
Fabricate Structure								█	█	█	█	
Install Structure												█



FIRE RESPONSE STUDY FOR THE

NATIONAL CITY FIRE DEPARTMENT

VOLUME 1 OF 3 – MAIN REPORT

January 23, 2009



■ 2250 East Bidwell St., Ste #100 ■ Folsom, CA 95630
(916) 458-5100 ■ Fax: (916) 983-2090



CITYGATE ASSOCIATES, LLC
FIRE & EMERGENCY SERVICES

EXECUTIVE SUMMARY

National City retained Citygate Associates, LLC to conduct a Standards of Response Cover Planning analysis (fire response study) for the City. This study reviews the adequacy of the existing deployment system from the current fire station locations, and based on that analysis and possible service area growth, proposes what deployment enhancements the City could consider as funds allow. This deployment report is presented in two main sections, including this Executive Summary summarizing the most important findings and recommendations and a deployment analysis section supported by maps and response statistics bound in supplemental volumes as attachments to this document.

This planning effort is part of National City's efforts to enhance its services through progressive planning as the community continues to evolve. At this point in a slow economy, it is an ideal time to take stock of fire services and place fire defense planning on the forefront before the pace of growth again becomes fast and the City finds itself behind the planning timeline to match a desire for additional services to serve growth.

POLICY CHOICES FRAMEWORK

First, the City leadership must understand there are no mandatory federal or state regulations directing the level of fire service response times and outcomes. The body of regulations on the fire service provides that *if fire services are provided at all, they must be done so with the safety of the firefighters and citizens in mind* (see regulatory discussion on page 7). Historically, the City has made significant investments in its fire services, and as a result, has good fire and EMS response coverage, which is further supported by the countywide automatic aid system, which provides for the closest appropriate unit response to all emergencies regardless of jurisdictional borders. Some of these resources are commonly dispatched by one east countywide communications center, and the remainder by the City of San Diego.

CITYGATE'S OVERALL OPINIONS ON THE STATE OF THE CITY'S FIRE SERVICES

In brief, Citygate finds that the challenge of providing fire services in the National City is similar to that found in many California communities: providing an adequate level of fire services within the context of limited fiscal resources, competing needs, growing and aging populations plus uncertainty surrounding the exact timing of future development. The Department today is handling the City's needs through local resources and the use of partnerships with its neighbors in the mutual aid system. The deployment system meets the City's current basic needs and could grow commensurate with additional development and revenue to provide increased fire services over time as the City approaches build out of its General Plan. Throughout this report, Citygate makes observations, key findings, and, where appropriate, specific action item recommendations. Overall, there are 10 key findings and 3 specific action item recommendations.

CHALLENGE – FIELD OPERATIONS DEPLOYMENT (FIRE STATIONS)

Fire department deployment, simply stated, is about the *speed* and *weight* of the attack. Speed calls for first-due, all risk intervention units (engines and ladder trucks) strategically located across a community. These units are tasked with controlling everyday average emergencies without the incident escalating to second alarm or greater size, which then unnecessarily depletes the department's resources as multiple requests for service occur. Weight is about multiple-unit response for significant emergencies like a "room and contents structure fire," a multiple-patient incident, a vehicle accident with extrication required, or a complex rescue incident. In these situations, departments must assemble enough firefighters in a reasonable period in order to control the emergency safely without it escalating to greater alarms.

In Section 2 of this study, Standards of Cover (Deployment) Analysis, Citygate's analysis of prior response statistics and use of geographic mapping tools reveals that the City has good fire station coverage for some of its neighborhoods. However, given the large area, hilly terrain, insufficient roadway circulation, and mix of suburban and rural population densities, the City is challenged to provide a desirable suburban level of service to the northeastern City from only the existing two fire stations. The maps provided in Volume 2 and the corresponding text explanation beginning on page 26 of Section 2 of this volume show that the City would need a combination of improvements to increase service levels above the current amount.

For effective outcomes on serious medical emergencies and to keep serious, but still-emerging fires small, best practices recommend that the first-due fire unit should arrive within 7 minutes of the 911-call receipt, 90 percent of the time. For serious fires and rescues, the balance of the multiple units needed (first alarm) should arrive within 11 minutes of the 911-call receipt, 90 percent of the time. In the City, the current fire station system provides the following unit coverage, averaged Citywide for emergency medical and fire incident types:

1st Apparatus On Scene 7:45 @ 90.6% of the time
1st Alarm On Scene <= 12:15 @ 90.3% of the time

The City is only staffed for one serious building fire at a time or one to two medical calls for service at the same time. The regional automatic response system delivers greater alarm and multiple-incident support, when needed, although with longer response times.

Citygate's deployment findings and recommendations are summarized below. For reference purposes, the findings and recommendation numbers refer to the sequential numbers as these are presented in the main body of the report.

Finding #1: The City does not have a fire deployment measure adopted by the City Council that includes the beginning time measure starting from the point of fire dispatch receiving the 911-phone call, and a goal statement tied to risks and outcome expectations. The deployment measure should have a second measurement statement to define multiple-unit response coverage for serious emergencies. Making these deployment goal changes will meet the best practice recommendations of the Center for Public Safety Excellence (formerly the Commission on Fire Accreditation International).

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- Finding #2:** The age of the City's housing stock and the increasing numbers of younger and older populations means that there is a greater chance of more serious fires where rescues will be necessary, and if so, the current quantity of in-city firefighter staffing will be quickly overwhelmed with too many critical tasks to accomplish.
- Finding #3:** Given the travel distance difficulties in the northeast area of National City, coverage by a first-due unit within the desirable time of 4 minutes travel and 7 minutes from the time of 911 call is problematic. While a San Diego unit can make the 4-minute drive time, it is not always available, and due to multiple dispatch centers, it cannot make all of the needed National City areas within 7 minutes of the 911 call being processed.
- Finding #4:** If an additional fire company location could be funded, effective first-due unit coverage can be obtained from three (3) fire station sites, at 4 minutes travel time. This means that National City would add a 3rd fire station in the hard-to-serve northeast area.
- Finding #5:** Due to mutual aid, the multiple-unit first alarm coverage is good throughout National City at 8 minutes travel. However, this also depends on successful, timely, mutual aid.
- Finding #6:** With a City fire/EMS incident first-due unit performance of 07:00 minutes/seconds at 84.3 percent, as the mapping analysis predicted, the City does not have enough primary neighborhood fire stations in the City to deliver suburban response times to all areas. This is also seen in the first alarm response time measures.
- Finding #7:** The City has dispatch times close to meeting national best practices and these efforts need to continue. The City's overall turnout time measure is about 45 seconds slower than it could be.
- Finding #8:** The simultaneous emergency call for service rate of 18 percent for two incidents at once, while not a large problem, is a problem for the eastern City area. Even with a second company (the ladder truck) in Station 34 downtown, Station 31 east of I-805 runs 18 percent of their total calls in Station 34's area. When this occurs, the eastern City has to rely on a mutual aid company for a "3rd" simultaneous call for service and these companies are farther away in the eastern City than along the I-5 corridor.
- Finding #9:** The City's geography is a little too large to provide suburban outcome first alarm response time coverage from only two stations.
- Finding #10:** The City benefits from the closest unit "automatic aid" regional dispatch and response system. While this system cannot replace existing City stations or units, the City should continue to participate in this valuable support system for simultaneous calls for service and multiple-unit serious emergencies.

Observation: *Generally, population, not buildings, drives fire department calls for service. Additional people have accidents, medical problems, auto accidents, and cause fires. Over recent years, National City Fire has seen a call for service rate of 81 incidents per 1,000 population. The current City population is approximately 61,000 residents and the current General Plan year 2020 population forecast is for a population of approximately 76,000. At the current rate of 81 calls per 1,000 residents, in the year 2020 the annual incident count would be approximately 6,200, an increase of 25 percent over the current count of 4,928 calls per year. While this appears to be a large increase, it occurs slowly at a rate of about 2 percent per year, which gives the City time to assess its fire planning policies and, if desired, add a 3rd fire station and 4th crew per day as revenue allows.*

Recommendation #1: The City should adopt revised performance measures to direct fire station location planning and to monitor the operation of the Department. The measures should take into account a realistic company turnout time of 2 minutes and be designed to deliver outcomes that will save patients medically salvageable upon arrival; and to keep small, but serious fires from becoming greater alarm fires. Citygate recommends these measures be:

1.1 Distribution of Fire Stations: To treat medical patients and control small fires, the first-due unit should arrive within 7 minutes, 90 percent of the time from the receipt of the 911 call. This equates to 1 minute dispatch time, 2 minutes company turnout time and 4 minutes drive time spacing for single stations.

1.2 Multiple-Unit Effective Response Force for Serious Emergencies: To confine fires near the room of origin, to stop wildland fires to under 3 acres when noticed promptly and to treat up to 5 medical patients at once, a multiple-unit response of at least 14 personnel should arrive within 11 minutes from the time of 911 call receipt, 90 percent of the time. This equates to 1 minute dispatch time, 2 minutes company turnout time and 8 minutes drive time spacing for multiple units.

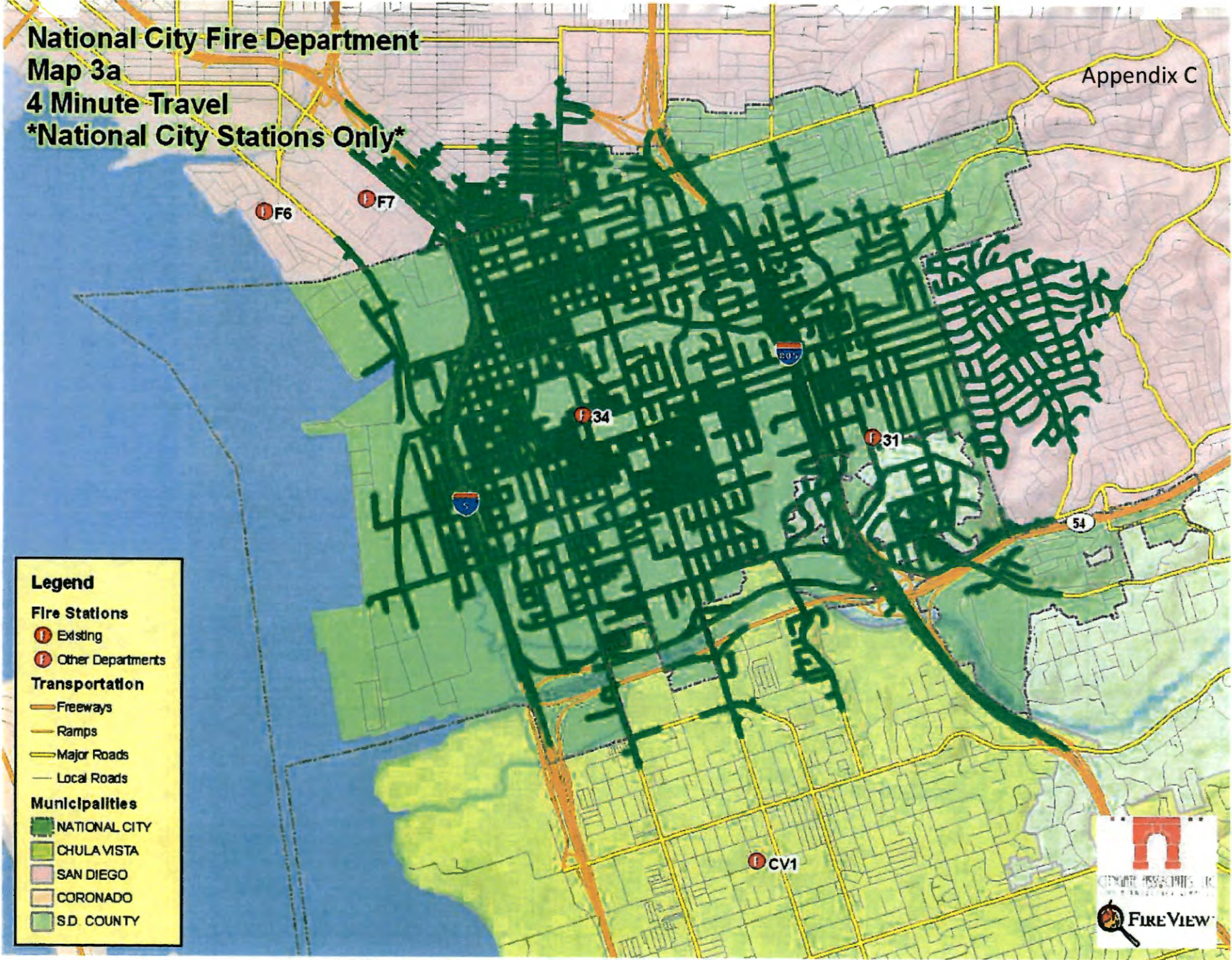
Recommendation #2: As fiscal resources allow, the most beneficial next improvement in fire services the City could make would be to add a fire station in the northeast City area equipped with one fire engine and a 3-person crew.

This capital improvement project can be phased over several fiscal years, from final location to land acquisition, design, bidding, and finally construction as the economy allows.

Recommendation #3: As fiscal resources allow, a follow-on step to adding the 3rd fire station would be to increase the daily staffing by one firefighter on the downtown engine at Station 34. The east side stations due to lower call for service volumes could stay long term at three personnel per day staffing.

**National City Fire Department
Map 3a
4 Minute Travel
*National City Stations Only***

Appendix C



Legend

Fire Stations

- Existing
- Other Departments

Transportation

- Freeways
- Ramps
- Major Roads
- Local Roads

Municipalities

- NATIONAL CITY
- CHULA VISTA
- SAN DIEGO
- CORONADO
- S.D. COUNTY

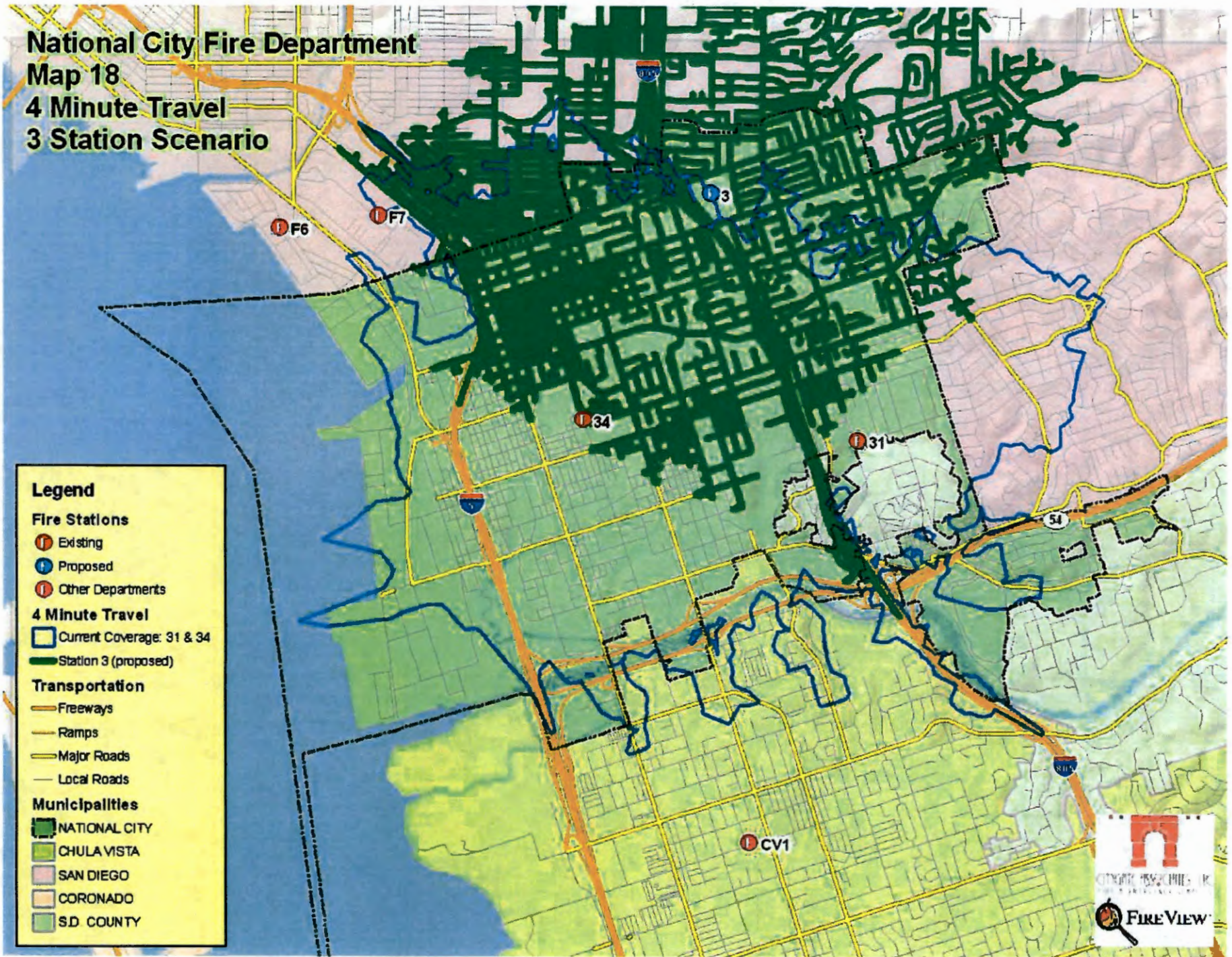


National City Fire Department

Map 18

4 Minute Travel

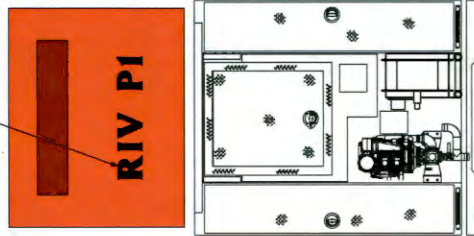
3 Station Scenario



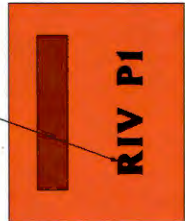
Appendix D



NFPA Required
4" Reflective Stripe
(Locate for ease of application).



11" Black Reflective Lettering

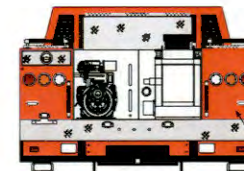


3" Sign Gold Lettering W/ Black O/L
(Both Sides)

Customer Supplied Logo



4" White Reflective Striping
on Cab and Body W/Jog
(Both Sides)



No Chevron Waiver
Letter Required

CAB DOOR INTERIOR STRIPING: White

PWO 18745066

		PIERCE MANUFACTURING INC. BRADENTON, FLORIDA		JOB NO.	28776
				DATE	SCALE 1:48 / 1:24
CHASSIS DATA	TITLE	LETTERING, STRIPING, AND PAINTING INSTRUCTIONS		REP.	TIM OLLEY
CHASSIS	FOR	RIVERSIDE FIRE DEPARTMENT		DOORS	LAP
FORD		RIVERSIDE, CA.			
MODEL F-450 4x4	DRWG. NO.	28776-GR LP		SHEET NO.	1 of 1
REV.	DATE	BY	CHG'D	SHEET SIZE B / D	

NOTE
LAYOUT AND SIZES PROVIDED BY CUSTOMERS MAY VARY DUE TO AVAILABLE WORKING SPACE.
BODY TOLERANCE VARIATION WILL INFLUENCE ACTUAL LOCATION, DIMENSIONS PROVIDED ARE REFERENCE ONLY.



FINANCIAL SOLUTIONS

Tax Exempt Lease Purchase

SALES ORGANIZATION: South Coast - Tim
LESSEE: City of National City
TYPE OF EQUIPMENT: Pierce Ford F450 Patrol unit
EQUIPMENT COST: \$163,435.00
CUSTOMER DOWNPAYMENT: \$0.00
TRADE-IN: \$0.00
DELIVERY TIME: Std delivery
PAYMENT MODE: Annual In Arrears
FIRST PAYMENT DUE DATE: 1 Year After Lease Commencement
LEASE COMMENCEMENT DATE: Upon contract signing with Pierce
Contact information: Tuesday, April 19, 2016
Kim Simon
Locator: B3-B230-05-07
155 East Broad St
Columbus, OH 43215
P: (800) 820-9041, ext. 1
M: (614)-670-3994
Fax: (800)-678-0602
Kim.simon@pnc.com

Table with 4 columns: Term, 5 years, 7 years, 10 years. Rows: Number of Payments, Payment Amount.

NOTE: All lease documents must be fully executed within 14 days of the date of this proposal. Failure to receive completed documents may alter the final payment schedule due to changes in rates and/or discounts. There will be a \$250 fee if an escrow option is necessary.

PERFORMANCE BOND: To utilize the prepay program, a performance bond is required. Said performance bond shall be paid for directly to Pierce manufacturing or financed by PNC Equipment Finance as part of the transaction

TYPE OF FINANCING: Tax-exempt Lease Purchase Agreement with a \$1.00 buy out option at end of lease term. Said agreement shall be a net lease arrangement whereby lessee is responsible for all costs of operation, maintenance, insurance, and taxes.

BANK QUALIFICATION: This proposal assumes that the lessee will not be issuing more than \$10 million in tax-exempt debt this calendar year. Furthermore, it is assumed that the lessee will designate this issue as a qualified tax-exempt obligation per the tax act of 1986.

LEGAL TITLE: Legal title to the equipment during the lease term shall vest in the lessee, with PNC Equipment Finance perfecting a first security interest

AUTHORIZED SIGNORS: The lessee's governing board shall provide PNC Equipment Finance with its resolution or ordinance authorizing this agreement and shall designate the individual(s) to execute all necessary documents used therein.

LEGAL OPINION: The lessee's counsel shall furnish PNC Equipment Finance with an opinion covering this transaction and the documents used herein. This opinion shall be in a form and substance satisfactory to PNC Equipment Finance.

VOLUNTEER FIRE DEPARTMENTS: If Lessee is a Volunteer Fire Department, a public hearing under the requirements of Section 147(f) of the Internal Revenue Code of 1986 shall be conducted to authorize this transaction. It is recommended that a notice of the public hearing be published 10 to 14 days in advance of the public hearing.

This proposal will be valid for fourteen (14) days from the above date and is subject to final credit approval by PNC Equipment Finance and approval of the lease documents in PNC Equipment Finance's sole discretion. To render a credit decision, lessee shall provide PNC Equipment Finance with their most recent two years' audited financial statements, copy of their most recent interim financial statement, and current budget.

Accepted by: _____ Proposal submitted by Kim Simon