
Public Safety and Infrastructure Technical Review Committee

City Council Report – Proposed Fire
Operational Staffing Model Implementation
Proposal

July 2014

Agenda

- PSITRC History and Background
- Current Fire Department Situation
- Operational Staffing Model Changes to Address the Current Situation
- Funding the New Operational Model
- Educational Campaign
- Recommendation Summary

The History and Accomplishments of Our Citizen Driven Committee

■ History and Background

- ❑ Formed in 2007 – Citizen driven committee
- ❑ 75+ meetings to date
- ❑ 4 HOA Meetings w/access to 110 HOA's
- ❑ Revised Scope and Charge in 2014
 - Renamed Public Safety and Infrastructure Technical Review Committee

■ Major Accomplishments

- ❑ 2010 – Repurposed expiring millage for Local Roads
 - \$1 million in new funding with no tax increase
 - Primarily funds road maintenance
- ❑ 2012 Repurposed expiring Drain Debt Millage for Local Roads
 - \$1.4 million in new funding with no tax increase
- ❑ 2012 Fully funded Police Services for 10 years
 - Simplified funding sources
 - No change to overall tax rate

Fire Operational Staffing Model Objective

**Maintain acceptable level of Fire/EMS service by
implementing a revised staffing model**

Several challenges are impacting our Fire Department's expected level of service to the Rochester Hills community.

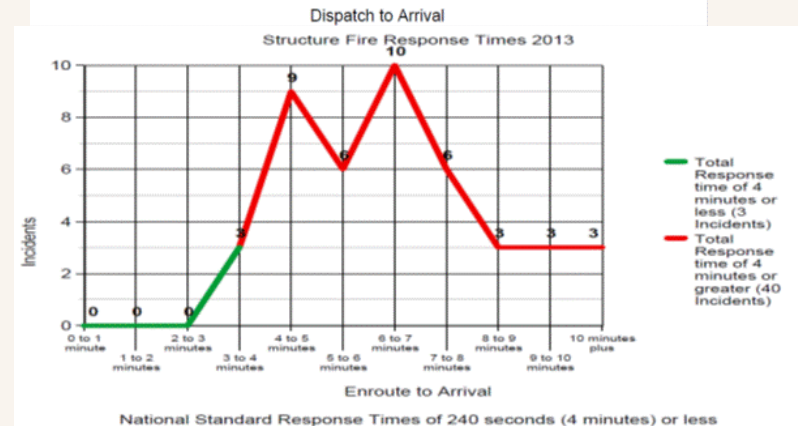
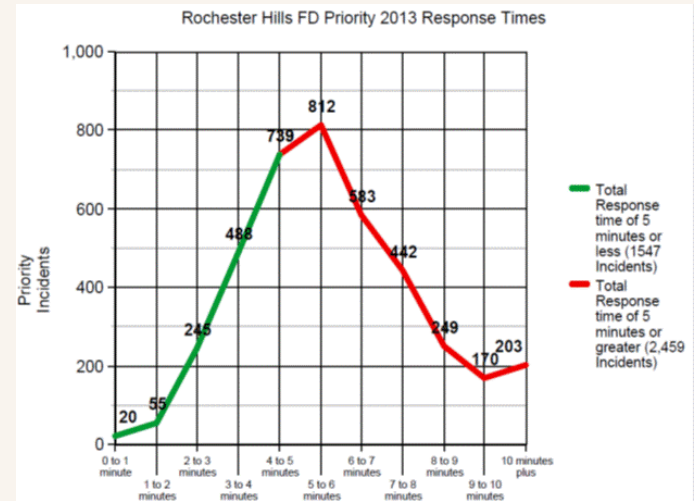
Challenge

Response Times Increasing

- Increasing Call Volume
- Shift to Higher EMS Service Calls

Facts

- Incident Calls: 2011 – 5,988; 2013 – 6,152



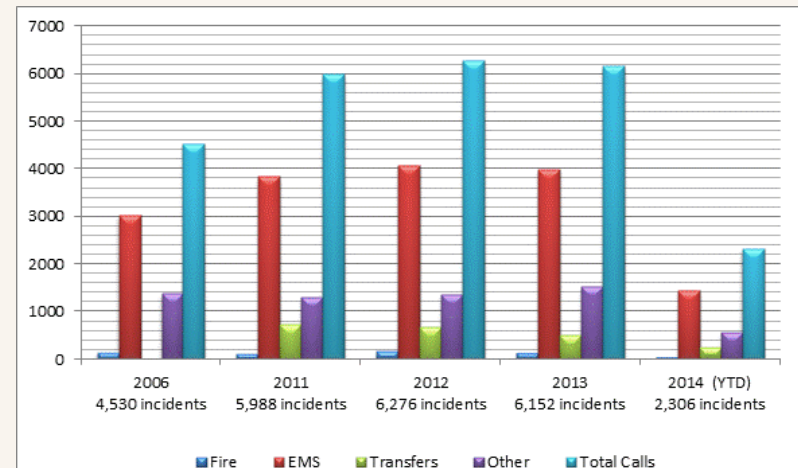
Several challenges are impacting our Fire Department's expected level of service to the Rochester Hills community.

Challenge

Coverage Model
not Adequate for
Today's Service
Requirements

- Changing City Demographics
- Stations Unable to Respond

Facts



“Additionally, there are certain apparatus within our fleet that do not fit in this station due to current configuration of the apparatus bays, which limits our ability to reassign apparatus as needed.”

- Facilities Improvement and Staffing Report

Several challenges are impacting our Fire Department's expected level of service to the Rochester Hills community.

Challenge

Changing Fire Department Response Demographics

- Higher Senior Population
- Growth in Nursing & Assisted Living
- Shift to Medical Emergencies

Facts

- Fire Dept. Averages One call per Nursing, Assisted Living Bed – 1498 Calls in 2013
- 207 New Nursing, Assisted Living Beds are in Planning and Construction
- Cardiac Arrest Calls: 62 – 2012; 70 – 2013

Several challenges are impacting our Fire Department's expected level of service to the Rochester Hills community.

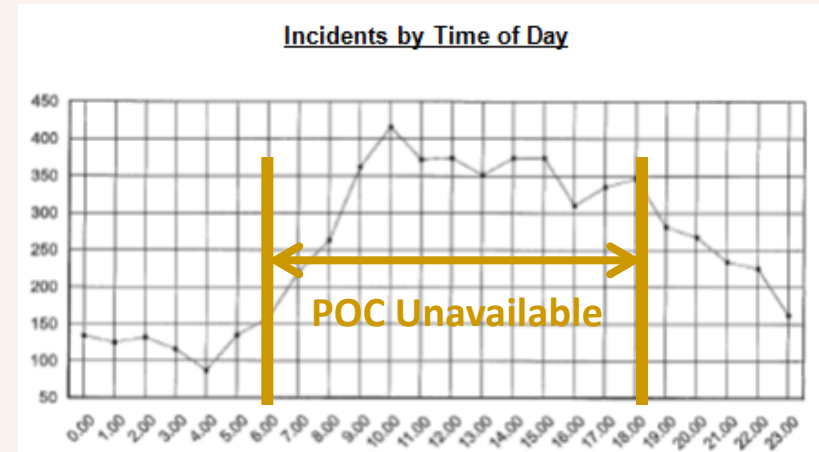
Challenge

**Paid-On-Call
Model is not
Sustainable**

- POC Model Inconsistent with Service Trends
- National Trend Toward Full-Time

Facts

- ISO Public Protection Classification Survey – 2011
 - Fire Dept. Personnel – 2.92/15.0
- Most Cardiac Arrests Occur During Peak Hours



Other constraints limit the Fire Department's options to implement a new staffing model

- **Union Agreements**

- **International Association of Fire Fighters (IAFF)**
- **Michigan Association of Fire Fighters (MAFF)**

- **National Fire Protection Association (NFPA)**

- **POC Model – Limited Day Coverage**

Why Now?

**...this is an opportunity to take proactive action
before the challenges impact the community**

Shifting to a new operational model for staffing Fire Stations can positively impact the service levels desired by our community.

Operational Changes

Add Nine Full-Time Fire/Paramedic Staff

Shift Current POC Model to Part-Time

Impacts

- ✓ Allows 24/7 Coverage at All Fire Stations
 - ✓ Minimizes Stations Unable to Respond
 - ✓ Improve Response Times
 - ✓ Better Leverage of Available Assets (e.g. Aerial)
 - ✓ Improves Coverage for Shifts in Service and RH Demographics
-
- ✓ Increases Coverage for Peak Times
 - ✓ Improves Retention
 - ✓ Higher Quality Candidates
 - ✓ Help Maintain Cost Structure

PSITRC considered potential options to implement the new operational model

Option	Potential Benefits	Potential Issues
Hire Nine Full-Time Fire/Paramedic Staff In One Year	<ul style="list-style-type: none"> ✓ Achieves Immediate Objective ✓ Supports NFPA Standards for Response Time ✓ Control Over Key Performance Indicator (e.g. Response Time) 	<ul style="list-style-type: none"> ✓ Rapid Hiring Could Constrain HR and Fire Department Leadership ✓ Significant Change Could Be Disruptive
Hire 15 Full-Time Fire/Paramedic Staff	<ul style="list-style-type: none"> ✓ Longer-term Solution ✓ Best Response to ISO/PPC Benchmark Findings ✓ Best Support of NFPA Standards for Response Time 	<ul style="list-style-type: none"> ✓ Costs Increase Beyond Charter-defined Millage ✓ Current Perspective of Fire Dept. Service Still Good
Contract EMS Services	<ul style="list-style-type: none"> ✓ Avoids Cost of Full-Time Hires ✓ Level of Service Defined By Contract 	<ul style="list-style-type: none"> ✓ Past Experience with Private EMS Unfavorable ✓ Faster Response Time = Increased Fees

PSITRC Operational Approach Recommendation

Approach

**Directly Hire up to Nine
Fire/Paramedic Professionals
and Shift POC to Part-Time**

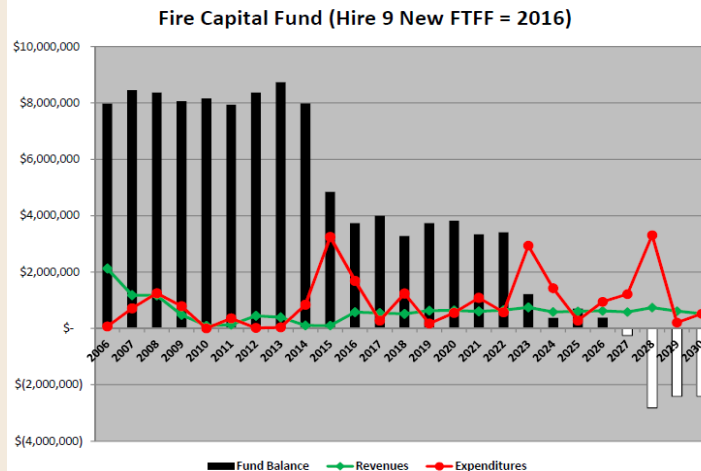
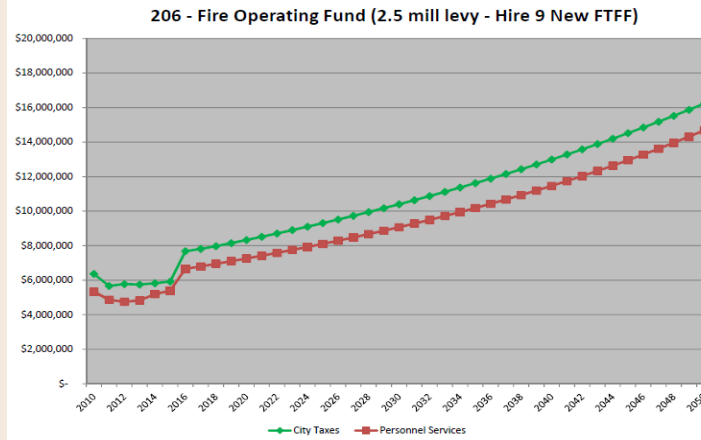
Benefits

- Higher Level of Control Over Key Performance Indicators
 - 24/7 Coverage at All Stations
 - Best Use of Fire Department Assets
 - Aligns with Changing RH Demographics
 - Minimize POC Turnover
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Funding methods to implement the Fire Department operational changes.

Funding Option

Restore 2.5 mills via Headlee Override

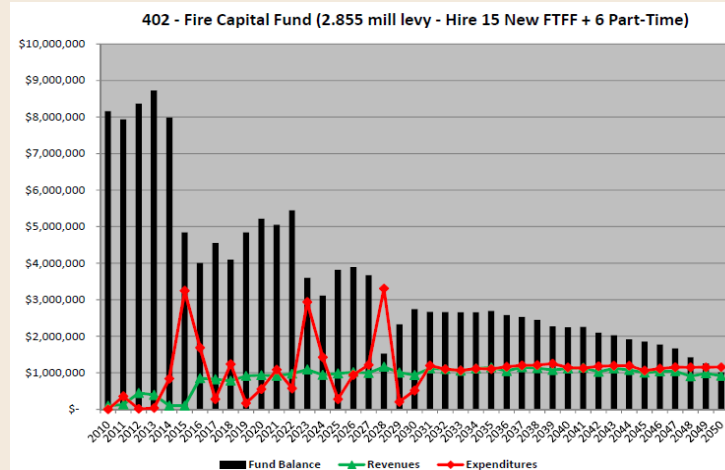
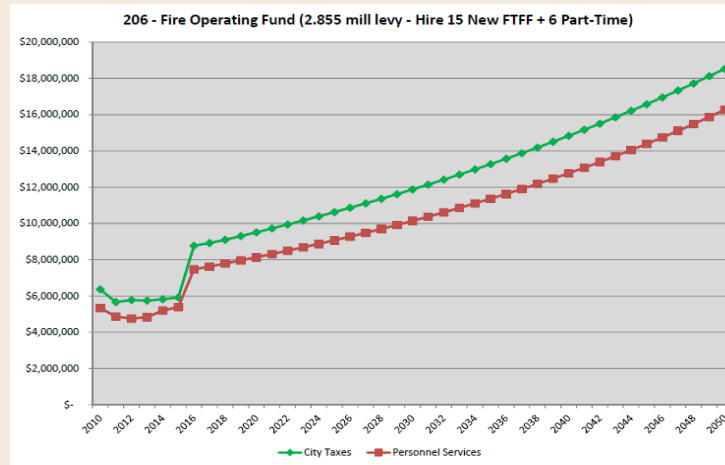


- ✓ Funds Immediate Operational Changes
- ✓ Funds up to nine additional response staff
- ✓ Contribution to Fire Capital Fund Limited in 2027
- ✓ Change in tax bill: \$54.36 (\$100K Valuation)

Funding methods to implement the Fire Department operational changes.

Funding Option

Adjust Funding to 3.0 mills via Charter Amendment



- ✓ Funds Long-term Operational Changes
- ✓ Maintains Contribution Levels to Fire Capital Fund
- ✓ Add up to 15 additional response staff
- ✓ Change in tax bill: \$104.36 (\$100K Valuation)

PSITRC Funding Recommendation (s)

Funding Option

Benefits

Challenges

Restore 2.5 mills via Headlee Override
Recommended

- Funds Immediate Operational Changes
- Aligns with Improved Near-term Service Needs

- Contribution to Fire Capital Fund Limited in 2027
- Change Total Resident Taxes
- Will Require Education

Adjust Funding to 3.0 mills via Charter Amendment
Alternative

- Funds Long-term Operational Changes
- Maintains Contribution Levels to Fire Capital Fund
- Sustains Operations and Service Levels over 30 Years

- Requires Amendment to Charter
- Larger Change in Total Resident Taxes
- Will Require Education

Maintain Current Funding

Will not fund operational changes

Resolving the Complexity – Educational Campaign

Fire Operational Staffing Education Program

- Postcards/Video/Press Releases
- HOA , OPC/other citizen input opportunities
- Facebook Page/other Social Media
- Town Hall event (s)
- Articles in Hills Herald/other print media
- City web site

Budget Request

- \$35,000
- Similar to other requests
- Complexity expected to require higher funding levels

Summary: Recommended City Council Actions

- Approve Fire Department Operational Staffing Model
 - Includes nine full-time and part-time considerations
 - Approve Ballot Proposal to Fund Operational Model
 - Nov. 2014 Ballot
 - Proposed Ballot Initiatives:
 - Recommended: Headlee Rollback – 2.5 mills
 - Alternative: Charter Amendment – 3.0 mills
 - Approve Appropriation: Up to \$35,000 for Educational Campaign
 - Mailing and Handouts
 - Resident Meetings
 - Similar to Local Road and Police Millage Educational Campaigns
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Thank You

Members

City Council Members

Greg Hooper, Michael Webber

Citizen Representatives

Dale Hetrick, Tom Stephens, Walter Johnson, LeAnne Rogers, Orville Hokscho, Tom Blackstone, Jorge Ipinia

Administrative Representatives

Keith Sawdon - Director of Finance, Joe Snyder – Sr. Finance Analyst, Allan Schneck - Director of Public Services, and Paul Davis – Deputy Director, Sean Canto – Fire Chief, Ron Crowell, Deputy Chief

Rochester Hills Government Youth Council Representatives

Pranita Balusu, Sharanya Pai



And Especially...

Christine Wissbrun

Proposed 2014 Ballot Language: Headlee Rollback

PROPOSAL

HEADLEE OVERRIDE MILLAGE PROPOSAL FOR FIRE DEPARTMENT FUNDING

Shall a “Headlee Override” be adopted to restore funding of the Fire Department to the original tax rate authorized by City of Rochester Hills Charter Section 4.2.4 of 2.5 mills (Two Dollars and Fifty Cents (\$2.50) per one thousand dollars (\$1,000) of taxable value of real and personal property in the City)? Required millage rollbacks have reduced this tax rate, which is exclusively for funding the Fire Department, to the current level of 1.9564 mills. If voters approve this “Headlee Override,” and if the City decides to levy the full amount of the restored tax rate, an estimated \$1,670,080 in additional revenue will be raised in the first year of levy.

Do you approve this Proposal?

Yes

No

Proposed 2014 Ballot Language: Charter Amendment

PROPOSED CITY CHARTER AMENDMENT TO AUTHORIZE ADDITIONAL MILLAGE FOR FUNDING THE FIRE DEPARTMENT

A proposal to amend the City Charter by modifying Section 4.2, subsection .4. This subsection authorizes the City to levy up to 2.5 mills for funding of the Fire Department. If adopted, the charter amendment will increase the amount the City may levy for funding of the Fire Department to 3 mills.

Shall the City of Rochester Hills Charter be amended to modify Section 4.2 to authorize the City to levy up to 3.0 mills for funding of the Fire Department?

Yes ___

No ___