



# Standards of Cover and Utilization Analysis

*City of Fair Oaks Ranch, TX*

***Joe Pozzo, Senior Manager for Fire and EMS***

June 6, 2024

# Center for Public Safety Management

*The Exclusive Provider of Public Safety Technical Assistance to the International City/County Management Association*

- Strategic and Public Safety Master Planning
- Technical analysis for Police, Fire, EMS, and 911 Centers
- Public Safety Chief Selection
- Conducted more than 400 studies in 46 states and Canada
- Fire and EMS team with hundreds of years experience as practitioners, middle managers and senior administrators

# Scope of Work



- ❖ Utilization analysis of the contracted services for Fire and EMS.
- ❖ Analysis of the City's Draft Emergency Operations Plan.
- ❖ Analyze the Fire and EMS contracted services utilizing the Standards of Cover analysis components.
  - ❖ A community risk assessment.
  - ❖ An analysis of levels of service provided to the areas protected by the fire and EMS agencies.
  - ❖ An analysis of the agency's current response capability in terms of staffing, equipment, and response time performance.

# Methodology

- ❖ Data Analysis and Document Review.
- ❖ Stakeholder Interviews.
  - ✓ Virtual, On-Site.
- ❖ Operational/Administrative Observations and Analysis.
- ❖ Deployment Analysis.
- ❖ National Benchmarking.
  - ✓ National Fire Protection Association.
  - ✓ Insurance Services Organization.
  - ✓ EMS Best Practices and National Accreditation.

# Overall Assessment

The City has long-standing contractual agreements with Fire and EMS service providers with established relationships.



CPSM assesses that ESD 4 (LSFD), and Acadian Ambulance are providing contemporary, professional, and essential services to the city.

# Overall Assessment

CPSM assesses the current contracts with ESD 4 for fire services and Acadian Ambulance Service for EMS services are reasonable when compared to the costs of creating a Fair Oaks Ranch Fire and EMS city agency.

# ESD 4 Contract Content

- District shall provide the necessary qualified and certified personnel and equipment for providing Emergency Services to the City in accordance with this Agreement and the operational standards and practices used by the District and its subcontractors and shall enter into and maintain reciprocal mutual aid agreements with surrounding governmental entities and/or fire departments when necessary or advisable.
- Monitor the fire alarm or alert system and radio system utilized by the District.
- Respond to and fight fires within the city limits of Fair Oaks Ranch 24 hours a day, 7 days a week. The District will strive to achieve an average response time consistent with the District's contract with the emergency service provider Leon Springs Fire department (Attachment B of the agreement). Response time shall be measured by the amount of time lapsing between the time of dispatch notification and arrival of the fire vehicle at the dispatched location).
- Section 7.1.6 of the aforementioned ESD 4 and LSFJ contract outlines LSFJ performance as:
  - **Maintain an average response time goal for an LSFJ emergency vehicle at not more than 8 minutes.**
- Respond to emergency medical and incident response calls within the city limits of Fair Oaks Ranch 24 hours a day, 7 days a week.

# ESD 4 Contract Costs

Article V of the agreement outlines the payment schedule for fire protection, first responder EMS, and other emergency response services as follows:

- |  |                           |
|--|---------------------------|
| ■ Initial one year term October 1, 2021-September 30, 2022: \$362,927        | <b>Base contract cost</b> |
| ■ First one year term renewal October 1, 2022-September 30, 2023: \$417,981  | <b>+15.2% increase</b>    |
| ■ Second one year term renewal October 1, 2023-September 30, 2024: \$492,105 | <b>+17.7% increase</b>    |
| ■ Third one year term renewal October 1, 2024-September 30, 2025: \$528,581  | <b>+7.4% increase</b>     |

**Beginning with the October 1, 2024, contract, contract costs will have increased 40.3% aggregately over the term of the contract.**



# ESD 4 Contract Costs

FY 2023 Per Call Costs: \$821.18 when ESD 4 arrived on scene.  
\$682.98 when cancelled calls included.

FY 2024 Per Call Costs: \$939.13 when ESD 4 arrived on scene.  
\$781.12 when cancelled calls included.

\*\* Includes 3% call increase.

FY 2024 Per Call Costs: \$978.85 when ESD 4 arrived on scene.  
\$814.45 when cancelled calls included.

\*\* Includes 3% call increase.

CPSM Analyses Historical  
Fire Per Call Costs

Fire only agency:  
\$1,225 to \$3,340 per call

# Acadian Ambulance Service Contract Content

- One staffed ambulance eight hours/day, five days/week (between the hours of 8:00 am and 5:00 pm).
- After 5:00 pm and until 8:00 am and 24-hours a day on weekends a standby crew will be utilized. The standby crew will be available at the station location within the city.
- Acadian will post one ambulance, as arranged, at the location agreed upon with the city. Acadian, if indicated, may amend the posting location from time to time to meet specified response criteria (the agreement does not stipulate response criteria for the city, only that Acadian will use its best efforts to produce response time reliability for all city calls, comparable to the standards set forth in the contract for the unincorporated areas of Bexar county). The city acknowledges and understands that Acadian is allowed and permitted to use the Fair Oaks Ranch dedicated unit to respond to other areas in Bexar County. This agreement is intended for non-dedicated, priority posting only. However, should the unit be dispatched outside of the city, Acadian shall use all reasonable efforts to send an available unit and crew towards the city to standby and cover until the dedicated city unit returns.

As a note here, the Acadian-Bexar County contract outlines Acadian performance as:

- *Acadian will provide continuous response capability for all EMS calls and shall maintain an average fractile monthly emergency response time of not greater than eleven (11) minutes and shall strive to achieve an average fractile monthly emergency response time of less than eleven (11) minutes, for at least 70% of responses.*

# Acadian Ambulance Service Contract Costs

FY 2023 Per Call Costs: \$180.59.

FY 2024 Per Call Costs: \$175.42.

\*\* Includes 3% call increase.

FY 2025 Per Call Costs: \$170.14.

\*\* Includes 3% call increase.

\*\*\* Utilizes current contract costs.

## CPSM Analyses of Historical EMS Per Call Costs

EMS only agency:

\$400 to \$800 per call (EMS ambulance responses)

\$600 to \$1,200 per transport

# FY 25 Fair Oaks Ranch Per Capita Costs for Fire & EMS

U.S. Census Estimated Population, July 1, 2023: 11,406

FY 24 Fire Contract: \$492,105  
FY 24 EMS Contract: \$73,500  
**FY 24 Contract Costs: \$565,605**

Fire Contract Per Capita Cost: \$43.14  
EMS Contract Per Capita Cost: \$6.44  
**Total Fire & EMS Per Capita Costs: \$49.58**

Average persons per household (U.S. Census 2018-2022): 2.71  
**Average per capita Fire & EMS Costs per household: \$134.36**

# Community Survey

**181**  
Total  
Responses



**88% of residents have a good overall perception of LSFD**



**85% of residents have a good overall perception of AAS**

**CPSM<sup>®</sup>**

CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC

## **Fair Oaks Ranch Fire and EMS Survey**

The City of Fair Oaks Ranch is currently working with the Center for Public Safety Management to assess its public safety services. Part of this assessment is to elicit community feedback regarding their experiences with either the Fire Rescue (Leon Springs Volunteer Fire Department) or EMS provider (Acadian). Perceptions of performance are also important as Fair Oaks Ranch works toward continuous improvement of services and ensures access to all community members.

# Community Risk

## Environmental

| Hazard                        | Risk     |
|-------------------------------|----------|
| Flood                         | High     |
| Drought                       | High     |
| Wildfire                      | High     |
| Extreme Heat                  | Moderate |
| Extreme Wind                  | Moderate |
| Hail                          | Moderate |
| Hazardous Materials           | Moderate |
| Infectious Disease            | Moderate |
| Pipeline Failure              | Moderate |
| Terrorism                     | Moderate |
| Tornado                       | Moderate |
| Winter Storm and Extreme Cold | Moderate |

## Building

The greatest amount of building risk in Fair Oaks Ranch is of a low hazard (single family dwellings- predominately wood frame construction).

Fair Oaks Ranch does have a limited number of educational facilities/institutional facilities and multifamily residential structures (apartments/townhomes).

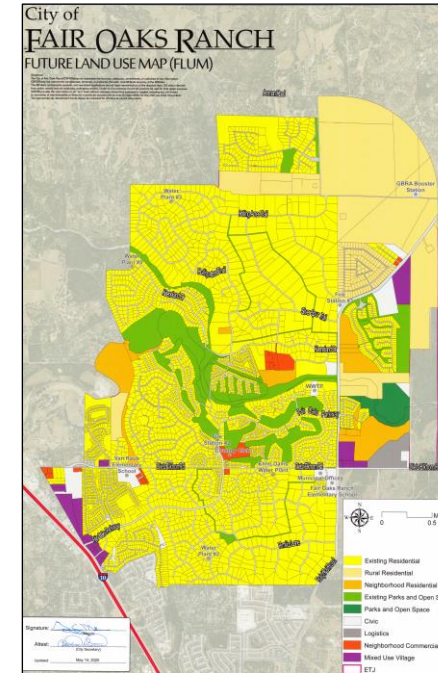
## Transportation

The road and transportation network In Fair Oaks Ranch poses limited risks for a vehicular accident, some at medium to greater than medium speeds, as well as vehicular-versus-pedestrian risks.

# Community Risk

## Population/Demographics

The demographics in Fair Oaks Ranch overall pose a moderate to low risk in totality. While not a high risk, a single call involving vulnerable population poses a higher risk on that particular response.



## Growth

Though much of Fair Oaks Ranch is already developed, large tracts of developable land still exist on the City's edges, and major gateways into the City are still evolving. Fair Oaks Ranch has seen single-family growth which is expected to continue as several large undeveloped parcels are platted and built-out. These are primarily in the Ralph Fair Road and Ammann Road corridors on the eastern and northeastern side of town.



# Public Protection Classification Rating

2014 Community Rating: 03/8B

***CPSM assesses and recommends***

ESD 4 should contact ISO and schedule another ISO-PPC rating analysis so that a new rating will align with ESD 4 changes and the new ISO-PPC rating schedule implemented in July 2014.

| FSR Component  | Earned Credit | Credit Available |
|--|---------------|------------------|
| 414. Credit for Telephone Service  | 1.80          | 2                |
| 422. Credit for Operators  | 3.00          | 3                |
| 432. Credit for Dispatch Circuits  | 1.50          | 5                |
| <b>440. Credit for Receiving and Handling Fire Alarms</b>  | <b>6.30</b>   | <b>10</b>        |
| 513. Credit for Engine Companies   | 10.00         | 10               |
| 523. Credit for Reserve Pumpers  | 0.75          | 1                |
| 532. Credit for Pumper Capacity  | 5.00          | 5                |
| 549. Credit for Ladder Service   | 3.27          | 5                |
| 553. Credit for Reserve Ladder and Service Trucks  | 0.33          | 1                |
| 561. Credit for Distribution   | 1.28          | 4                |
| 571. Credit for Company Personnel  | 2.58          | 15               |
| 581. Credit for Training   | 3.52          | 9                |
| 580A. Supplemental Credit for Texas State Training<br>*Note: Maximum value for 581 + 580A = 9 points | 3.26          | 3.26*            |
| <b>590. Credit for Fire Department</b>   | <b>29.99</b>  | <b>50</b>        |
| 616. Credit for Supply System  | 35.00         | 35               |
| 621. Credit for Hydrants   | 2.00          | 2                |
| 631. Credit for Inspection and Condition   | 1.62          | 3                |
| <b>640. Credit for Water Supply</b>  | <b>38.62</b>  | <b>40</b>        |
| Divergence   | -7.31         | --               |
| Texas Addendum Credit  | <b>4.56</b>   | 6.5              |
| <b>Total Credit</b>  | <b>72.16</b>  | <b>100</b>       |





# ESD 4 Leon Springs Fire Department

- ❖ The City of Fair Oaks Ranch has a moderate workload for fire and first response EMS resources.
- ❖ One year data analysis (10/1/2022-10/1/2023):
  - ❖ LSFD responded into Fair Oaks Ranch 509 times (103 calls were cancelled).
  - ❖ 62% of the calls were EMS related and 16.2% were fire related.
  - ❖ LSFD averaged 1.7 calls/day in Fair Oaks Ranch.

# LSFD Deployable Resources

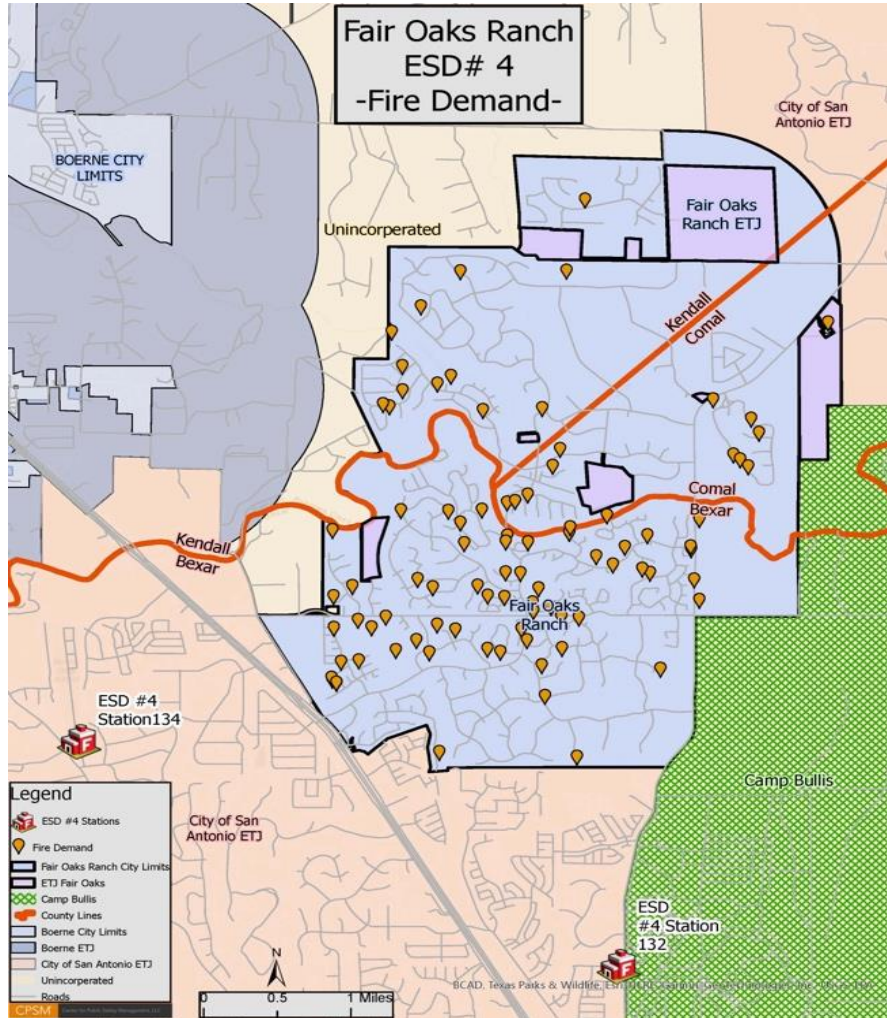
## Station 132: 26217 Ralph Fair Road

- 1 Engine
- 1 Rescue
- 1 Brush Truck
- 3 career staff (1 Officer, 1 Driver Operator, 1 FF: minimum staffing)
  - Part-time and volunteers expand staffing to 5 or more/shift

## Station 134: 28036 Old Boerne Stage Road

- 1 Engine
- 1 Rescue
- 1 Aerial Ladder
- 1 Heavy Rescue
- 1 Brush Truck
- 3 career staff (1 Officer, 1 Driver Operator, 1 FF: minimum staffing)
  - Part-time and volunteers expand staffing to 5 or more/shift

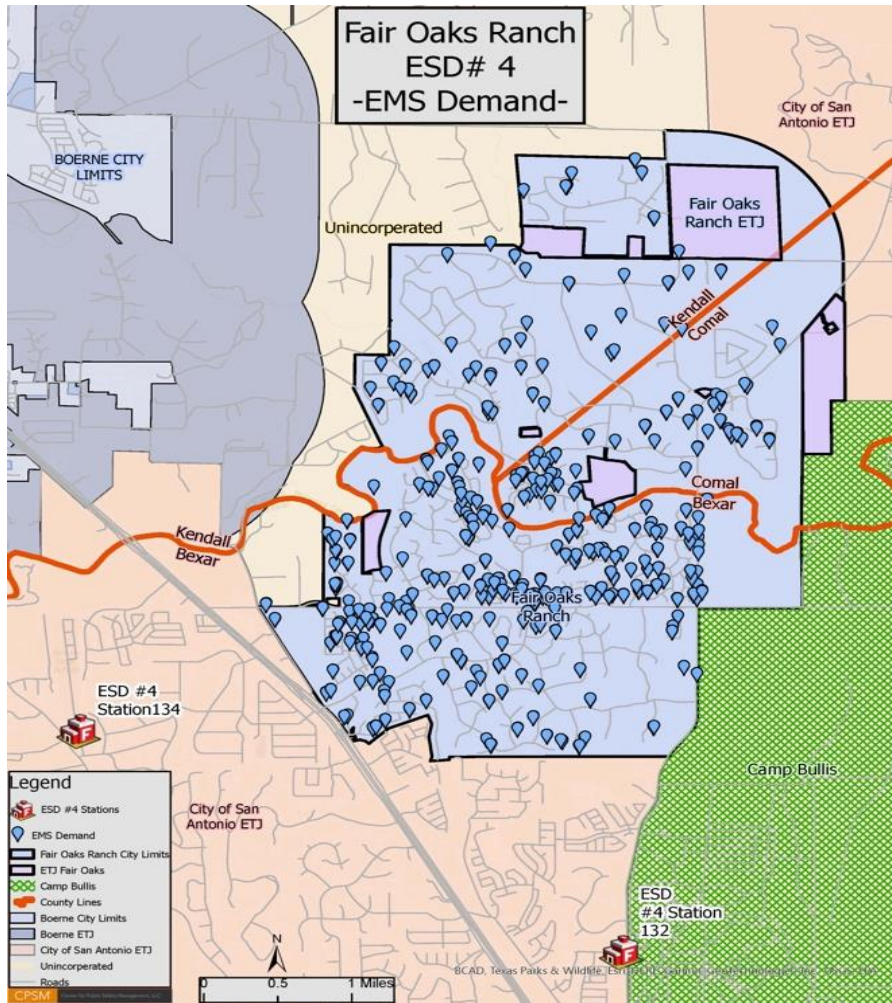
# LSFD Fire Demand Analysis



## Fire and Fire Related Incidents

- ✓ There were 509 Fire and EMS calls in Fair Oaks Ranch during the one-year study period (excluding canceled calls) which the LSFD responded to. 103 calls were cancelled prior to a LSFD unit arriving.
- ✓ Overall, the LSFD responded to 1.7 calls per day in the city.
- ✓ 62% of the Fire and EMS calls are EMS related.
- ✓ Motor vehicle accidents make up 2.5% of Fire and EMS calls.
- ✓ Fire and Fire related calls make up 16.2% of Fire and EMS calls.
- ✓ Structure and Outside Fires make up 2.5% of Fire related calls.
- ✓ Non fire calls (typically false alarms good intent, hazard, and public service) make up 13.8% of Fire related calls.

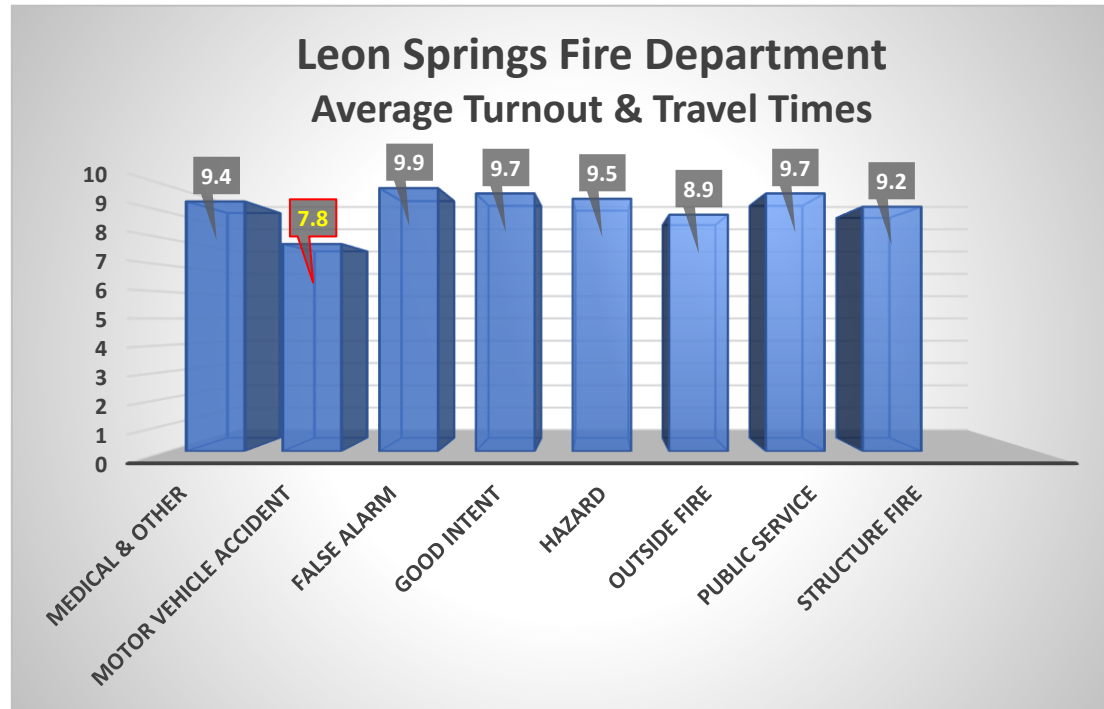
# LSFD EMS Demand Analysis



EMS demand, like fire demand, is concentrated in the more densely populated residential areas around the Fair Oaks Ranch Golf & Country Club and along the western boundary, north and south of Dietz Elkhorn Rd. EMS demand however is much heavier than fire demand in these areas.

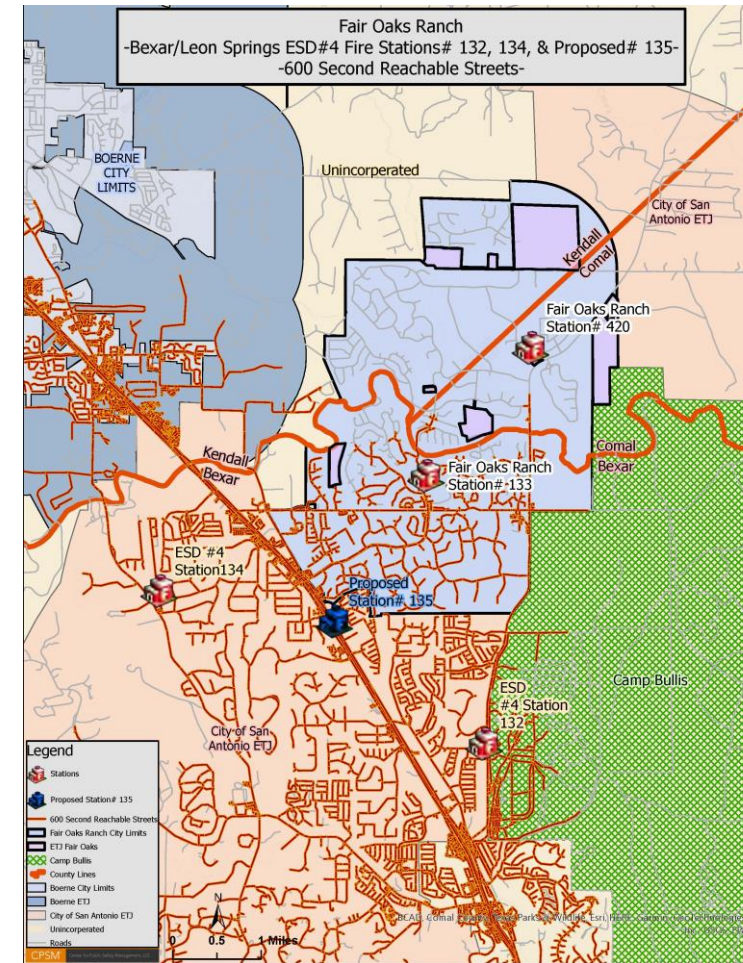
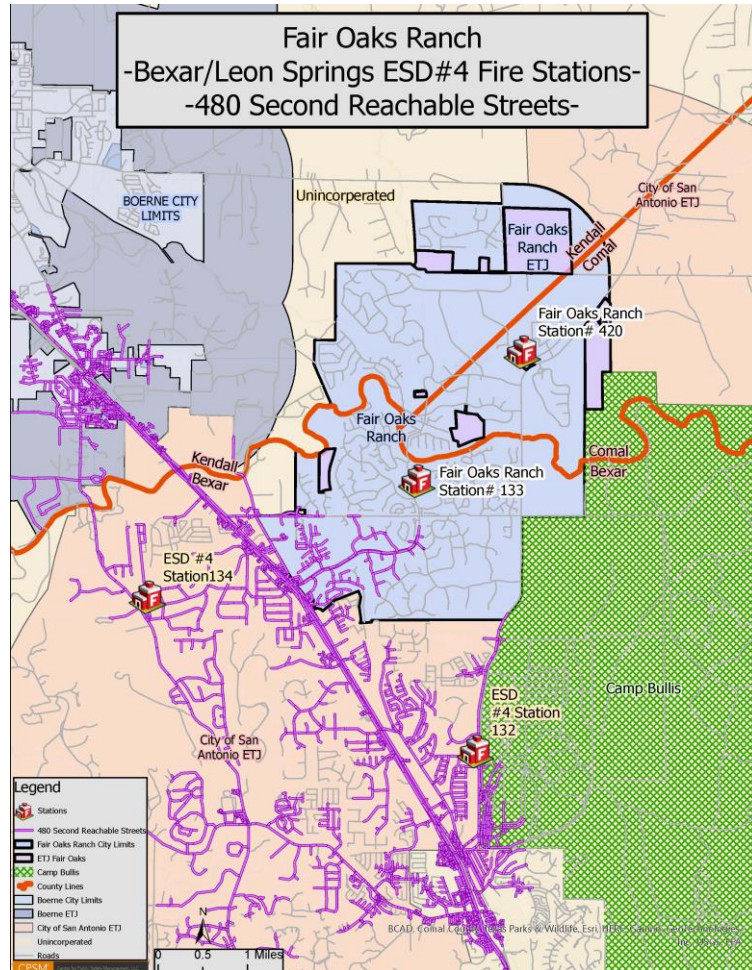


# LSFD Response Times



- ❖ The benchmark for response time for the LSFD into Fair Oaks Ranch as outlined in the contract for fire protection services is an ***eight-minute*** turnout-travel time.
- ❖ It is further assessed that the LSFD has only moderate permeation into Fair Oaks Ranch with the current stations.
- ❖ The addition of a new station 135 and Limestone Pass Frontage Road and Ranch Land View provides improved permeation into the city north of Dietz Elkhorn Road along the Fair Oaks Parkway corridor.

# LSFD Response Times



# ESD 4 Assessment

CPSM assesses the LSF/ESD 4 has a robust mutual and automatic aid system.

However, estimated response times as reported by the LSF range from 10 minutes to 46 minutes depending on where the incident is occurring in the ESD 4 response area and where the mutual or automatic aid unit is responding from.

## Mutual Aid

- Bexar County District 2 Fire & Rescue (30 minutes).
- Bexar County District 7 Fire & Rescue (23-26 minutes).
- Helotes Fire Department (22 minutes).
- Shavano Park Fire & EMS Department (22 minutes).
- Bexar County ESD 8 (18-19 minutes).
- Boerne Fire Department (16 minutes).
- Bergheim Vol. FD (19 minutes).
- Sisterdale Volunteer Fire Department (28 minutes).
- Bulverde Spring Branch Fire & EMS (20-46 minutes)
- Camp Bullis (23 minutes).

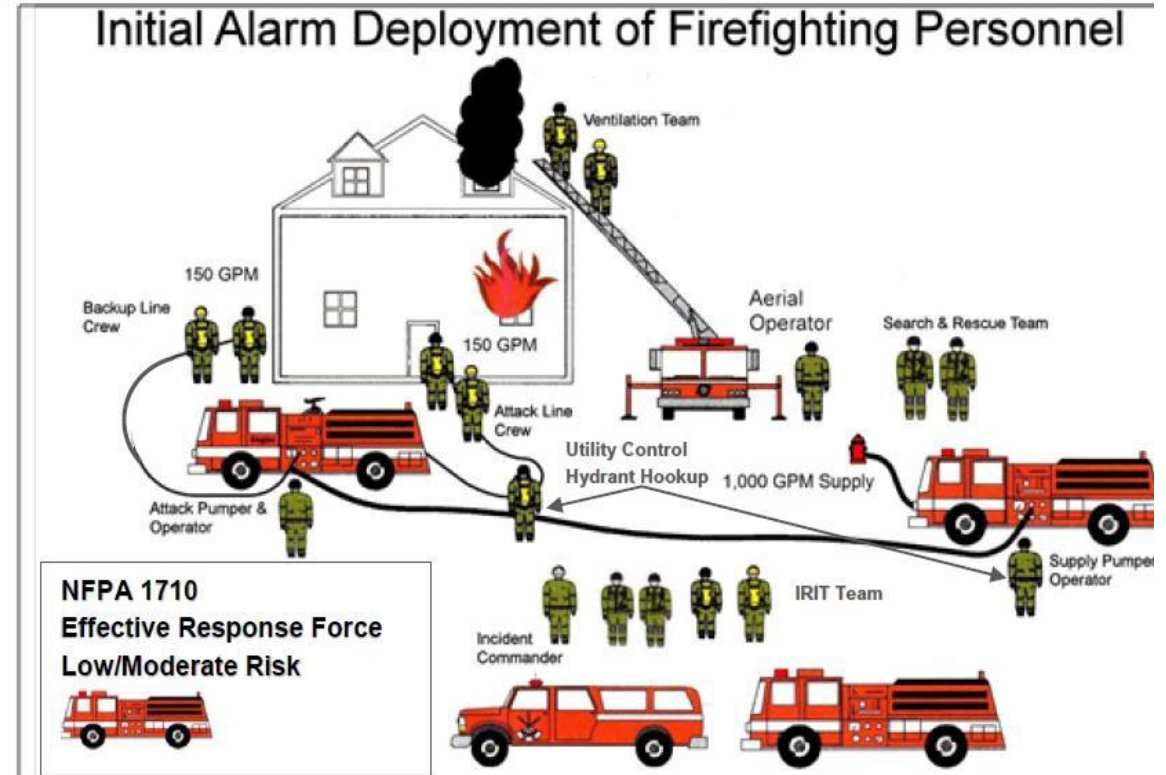
## Automatic Aid

- Bexar County ESD 8: one engine and one ladder (18-19 minutes).
- Shavano Park FD: one ladder (two staff) (22 minutes).
- Boerne FD: one engine (16 minutes).
- Bergheim Vol. FD: one engine (Fair Oaks Ranch incidents). *As a note, as an automatic aid asset, Bergheim Fire Department is a volunteer fire department. If an alarm comes in for automatic aid to Fair Oaks Ranch, the response by Bergheim is delayed if there are no volunteer members in the station ready to respond. Travel time to the northeast quadrant of Fair Oaks Ranch is approximately 10 minutes.*



# ESD 4 Assessment

It is assessed that the LSF can assemble an Effective Response Force, when benchmarked against NFPA 1710, for single family dwellings (16-17 FFs) in Fair Oaks Ranch utilizing automatic and mutual aid agreements, which is permitted under NFPA 1710.





# ESD 4 Assessment

It is assessed that the LSFD cannot assemble an Effective Response Force, when benchmarked against NFPA 1710, for open air strip mall/commercial and apartment buildings in Fair Oaks Ranch using the current deployment matrix with automatic/mutual aid (27-28 FFs). However, with the arrival of automatic and mutual aid resources, the LSFD will assemble resources for the initial attack and prioritized additional critical tasks.

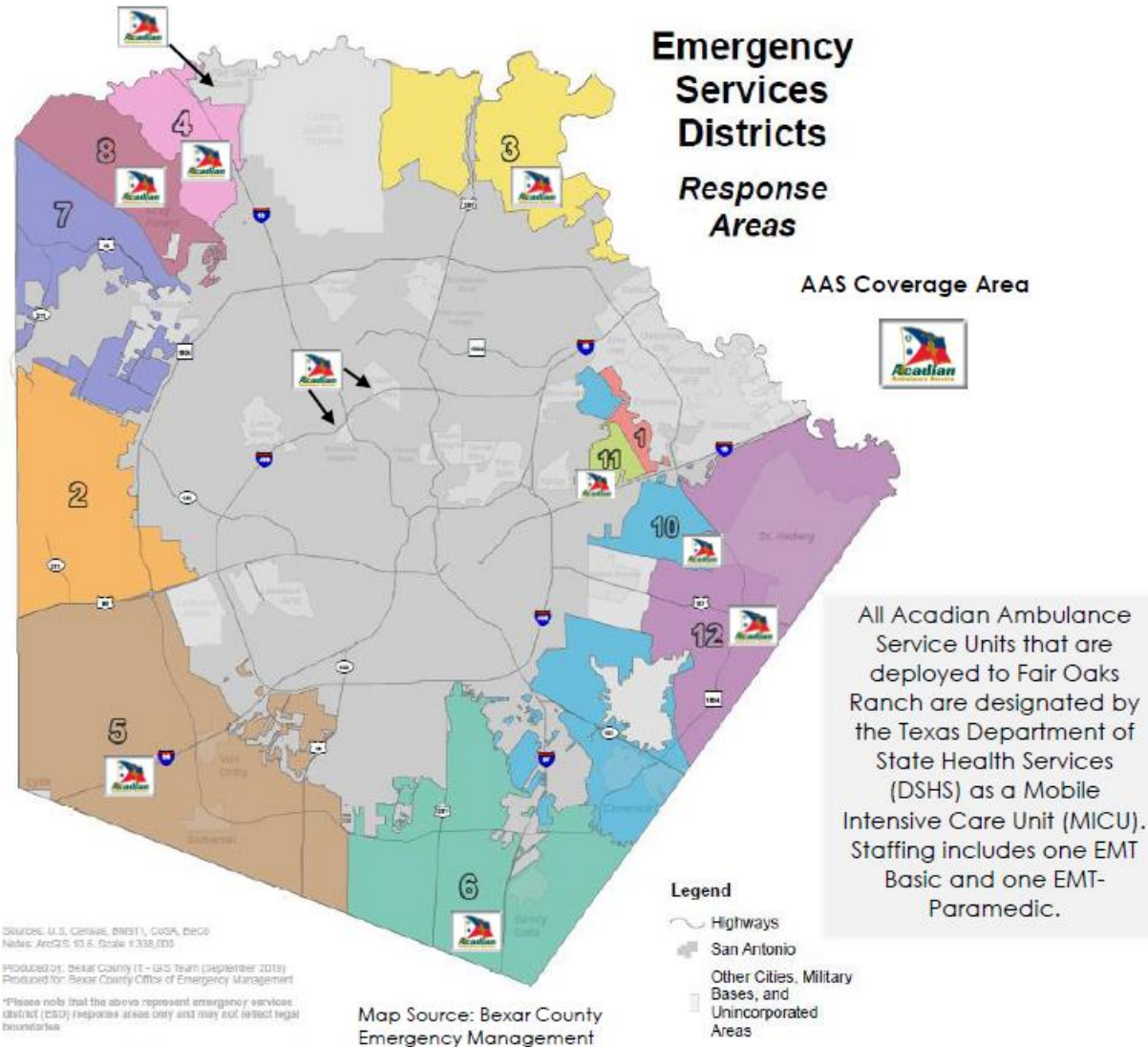
It is further assessed that the LSFD, based on time and distance of automatic and mutual aid resources, cannot assemble the entire Effective Response Force in eight minutes for building fires. However, the LSFD can initiate mitigation efforts with the two responding crews (Engines 132 and 134) as the remainder of the initial alarm resources are responding and arriving.



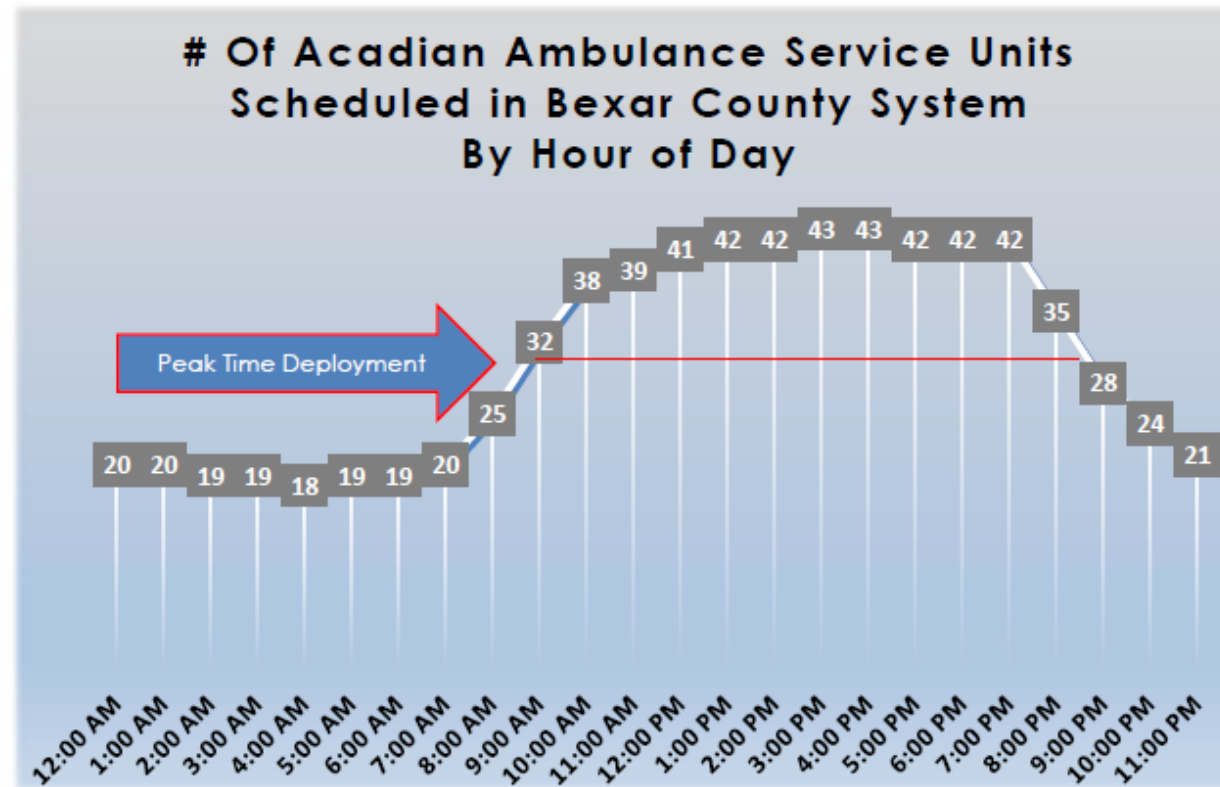
# Acadian Ambulance Service

- ❖ The City of Fair Oaks Ranch has a moderate workload for EMS ground transport resources (just over one call per day) resources.
- ❖ One year data analysis (10/1/2022-10/1/2023):
  - ❖ AAS responded into Fair Oaks Ranch 407 times.
  - ❖ There were 284 transports completed by AAS (69.8% of the EMS responses).

# Acadian Bexar County Deployment



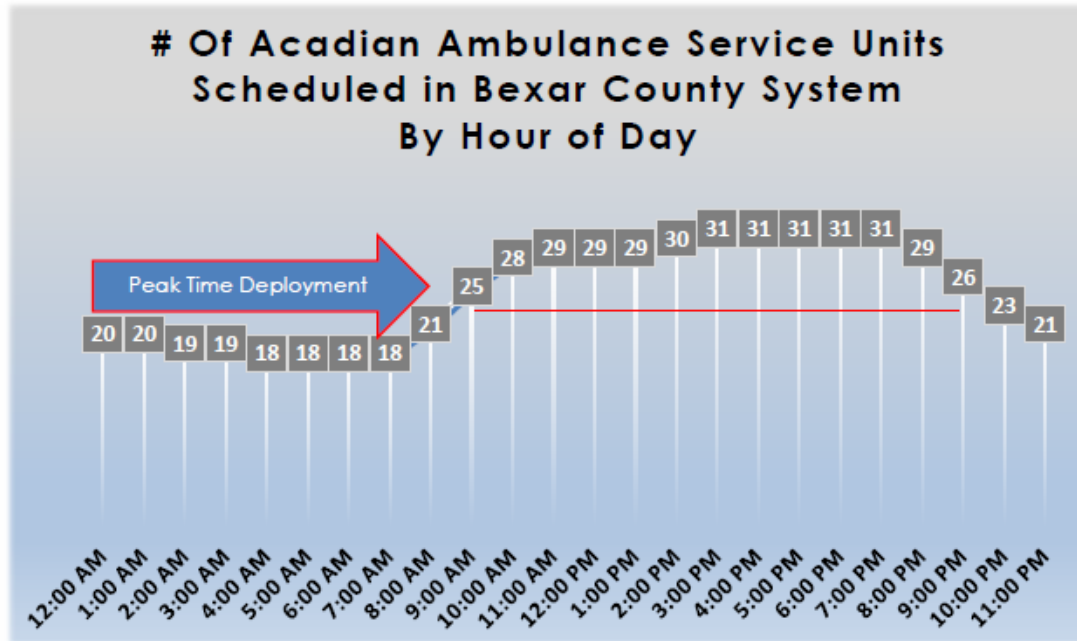
# Acadian Resources



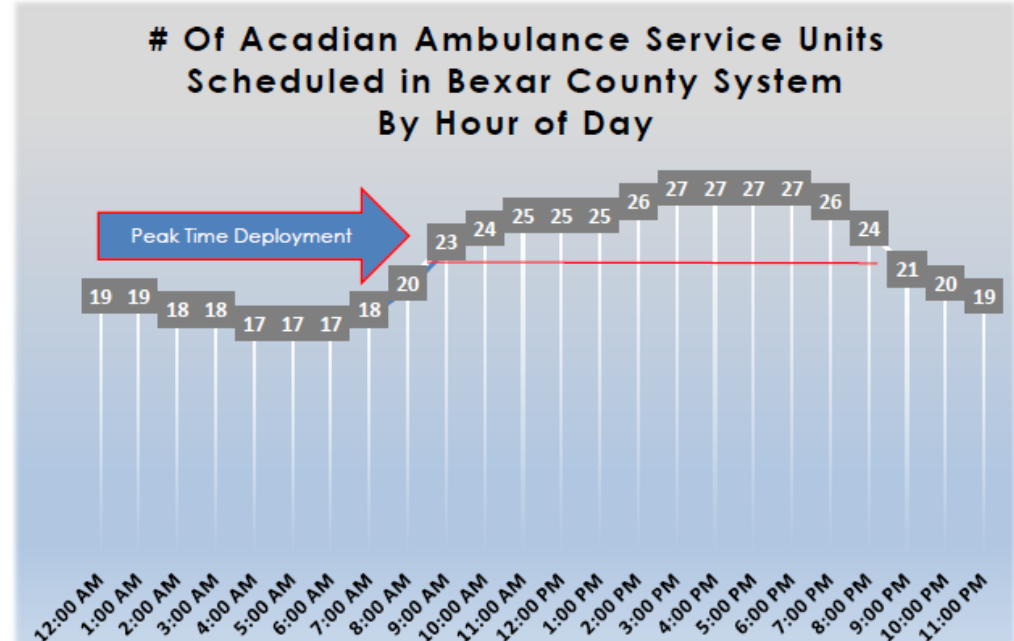
Monday - Friday

# Acadian Resources

## Available Resources

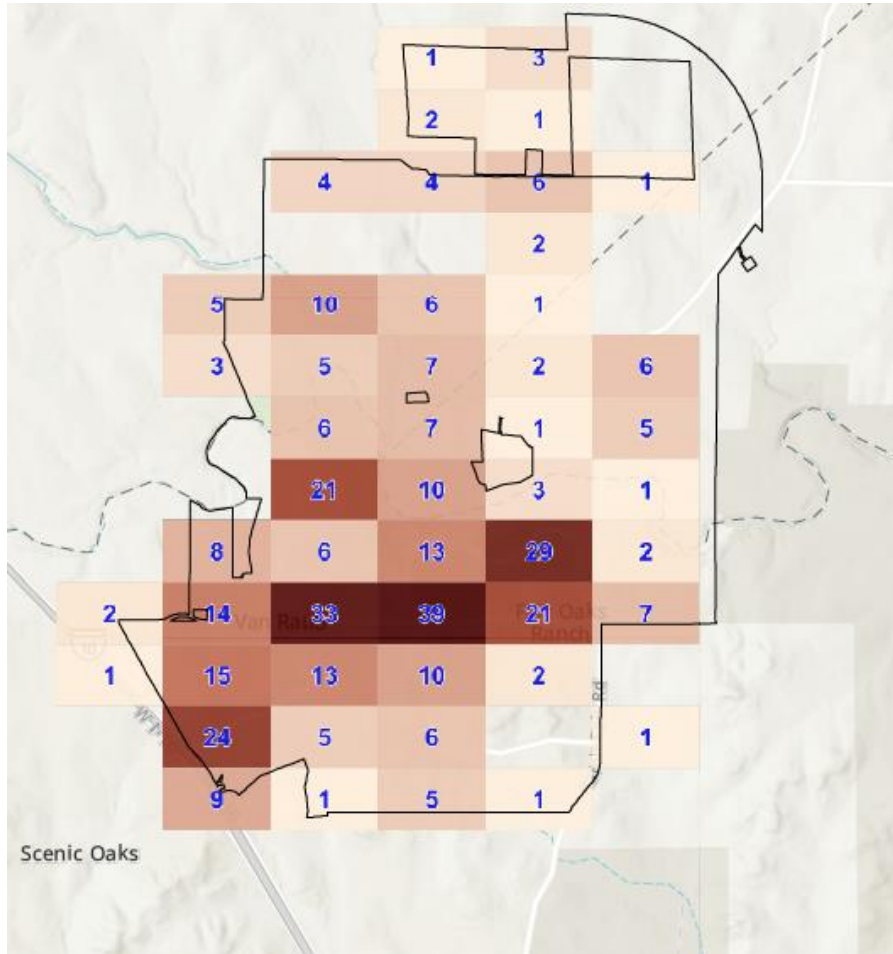


Saturday



Sunday

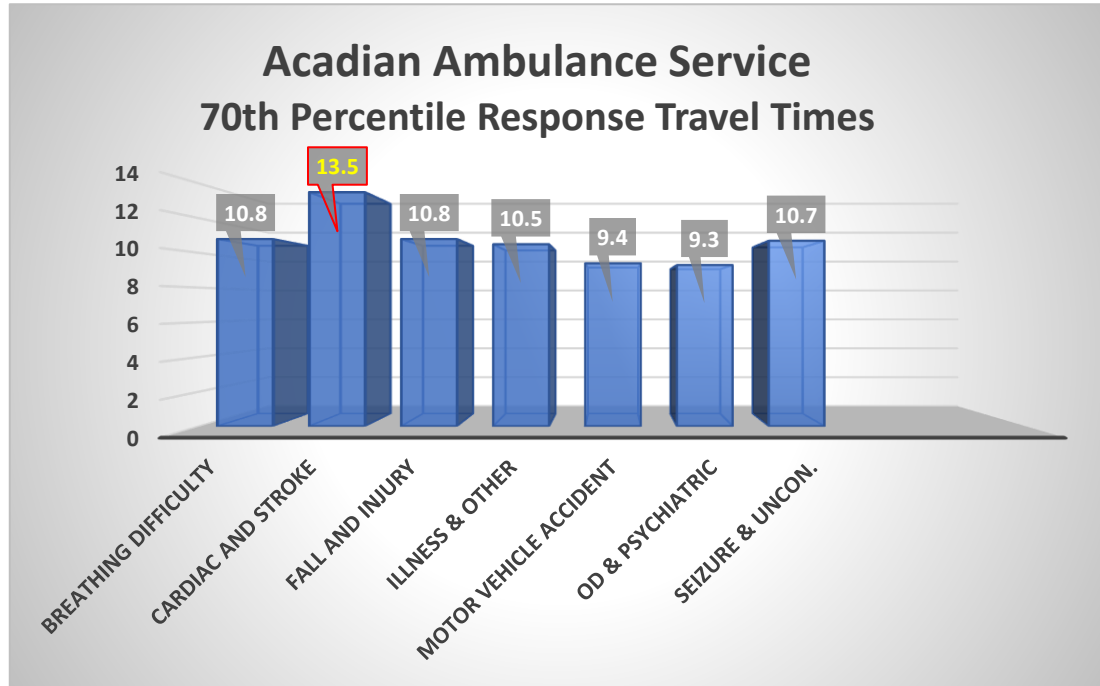
# Acadian EMS Demand Analysis



## EMS Incidents

- ✓ There were 407 EMS calls in Fair Oaks Ranch during the one-year study period which AAS responded to.
- ✓ Overall, AAS responded to 1.1 calls per day.
- ✓ 33.9% of the EMS calls were Illness and Other call determinants (the largest % of EMS calls).
- ✓ Motor vehicle accidents make up 4.4% of EMS calls.
- ✓ Breathing Difficulty and Cardiac and Stroke related call determinants make up 19.9% of EMS calls.
- ✓ Fall and Injury call determinants make up 26.5% of EMS calls.
- ✓ Overdose and Psychiatric and Seizure and Unconsciousness related call determinants make up 15.2% of EMS calls.

# Acadian Response Times

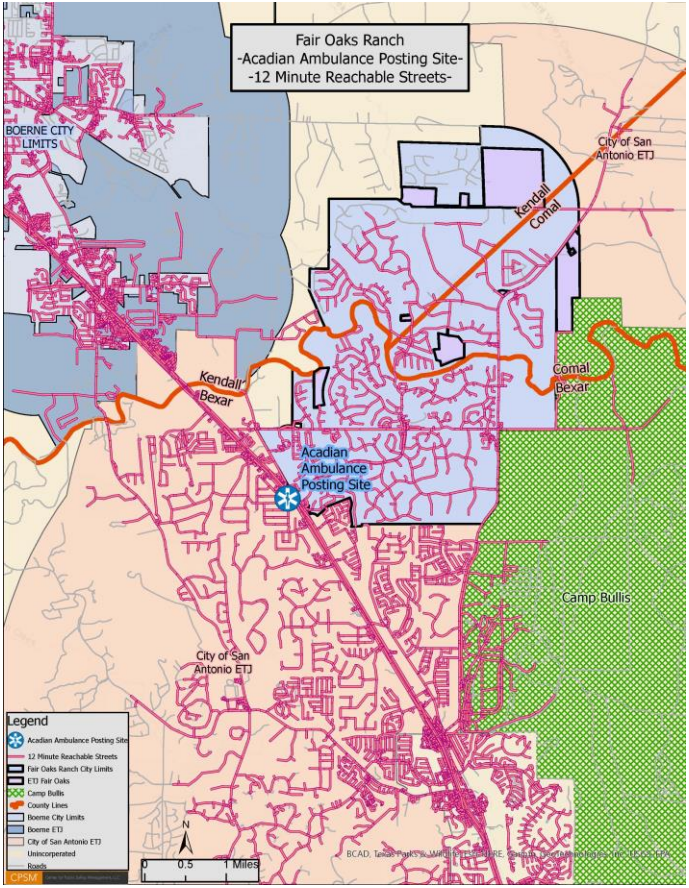
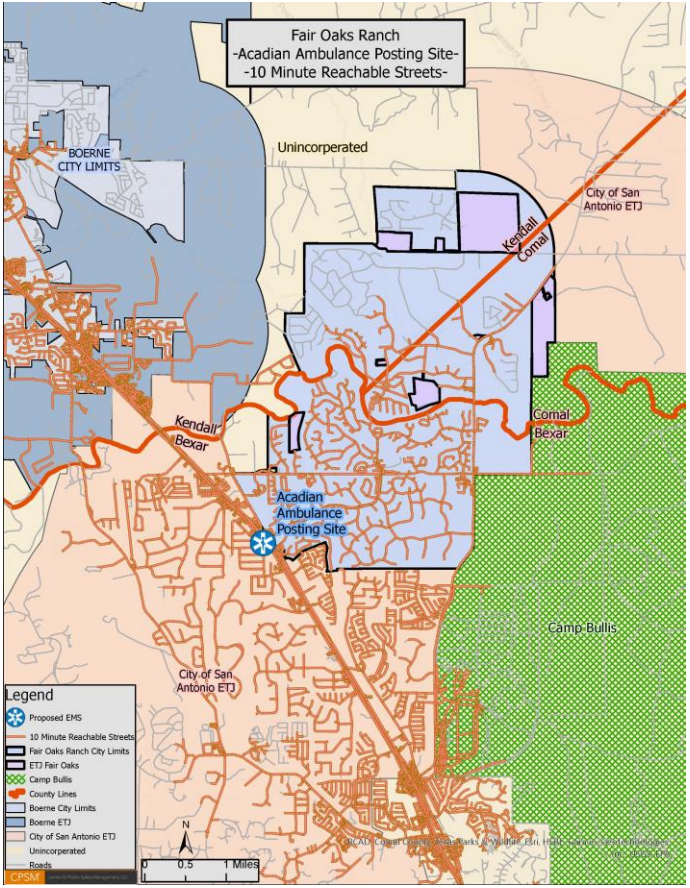
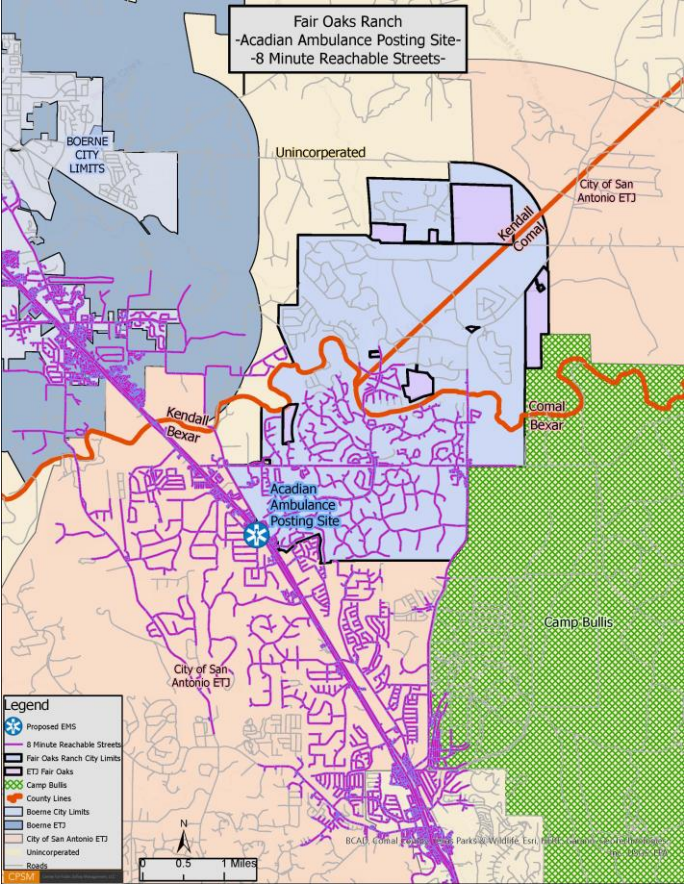


❖ The benchmark for response time for Acadian Ambulance service at the 70<sup>th</sup> percentile is ***eleven minutes.***

❖ As assessed in this report, Acadian Ambulance meets this performance standard for all responses except cardiac and stroke responses.



# Acadian Response Times

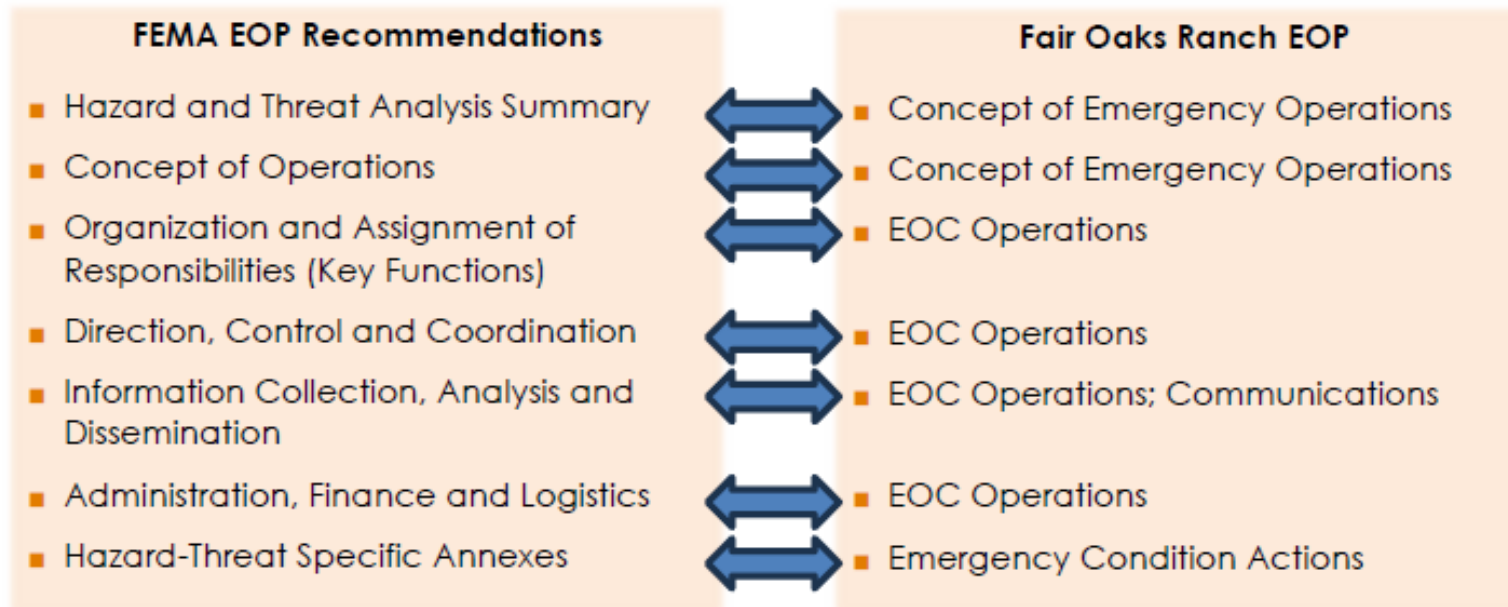




# Emergency Management



- ❖ CPSM reviewed the city's Emergency Operations Plan (EOP) and found the content valid.
- ❖ CPSM cross-walked the key components recommended in FEMA's *Developing and Maintaining Emergency Operations Plans, 2021 v 3.0* guide with the city's EOP. CPSM assesses through this cross walk that the Fair Oaks Ranch EOP aligns with each FEMA component.



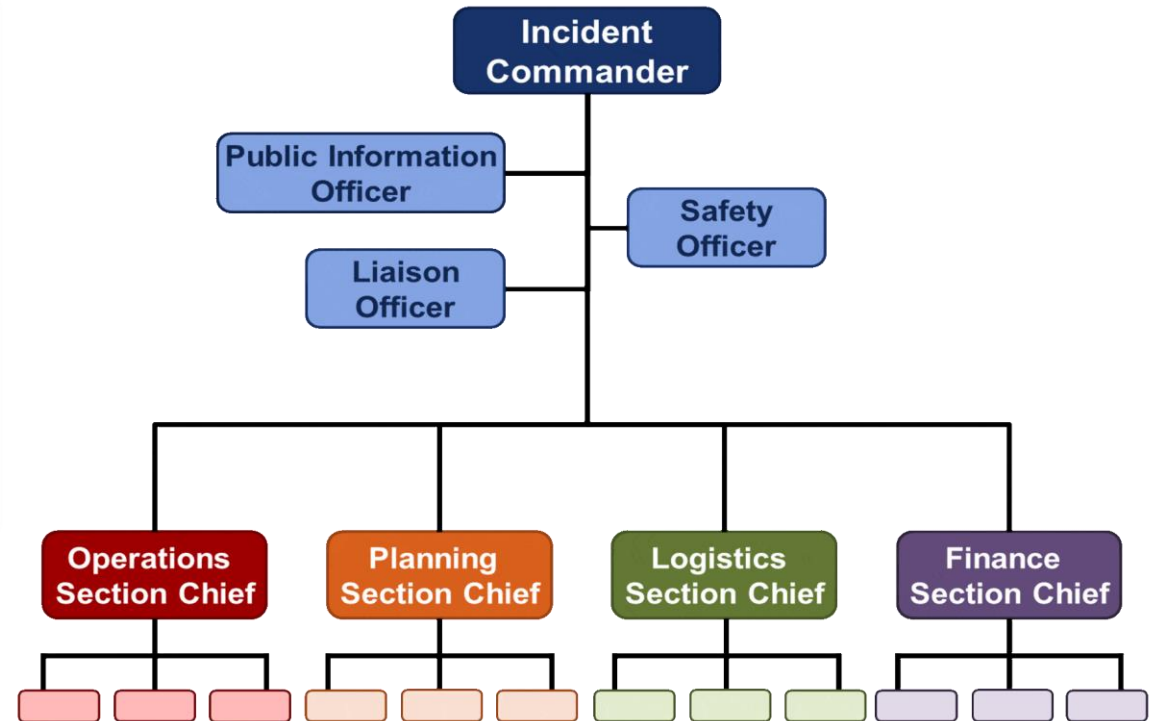
# Emergency Management



- ❖ CPSM also assesses the EOP aligns with the five mission areas outlined in Presidential Policy Directive 8 (PPD-8): National Preparedness.
- ❖ The city utilizes space designated as the police training room as the EOC when activation is required. The room is used regularly for roll call and training and is not set up for immediate EOC use. CPSM assesses the space is adequate and should follow the best practices as outlined in the report.

# Recommendations-Emergency Management

1. For Level 1 and Level 2 EOC activation, the Finance Director should be added to the staffing compliment. The potential to expend funding for various operations and to track expenditures for state and/or federal reimbursement is likely to occur and is better coordinated by the finance department.



# Recommendations-Emergency Management

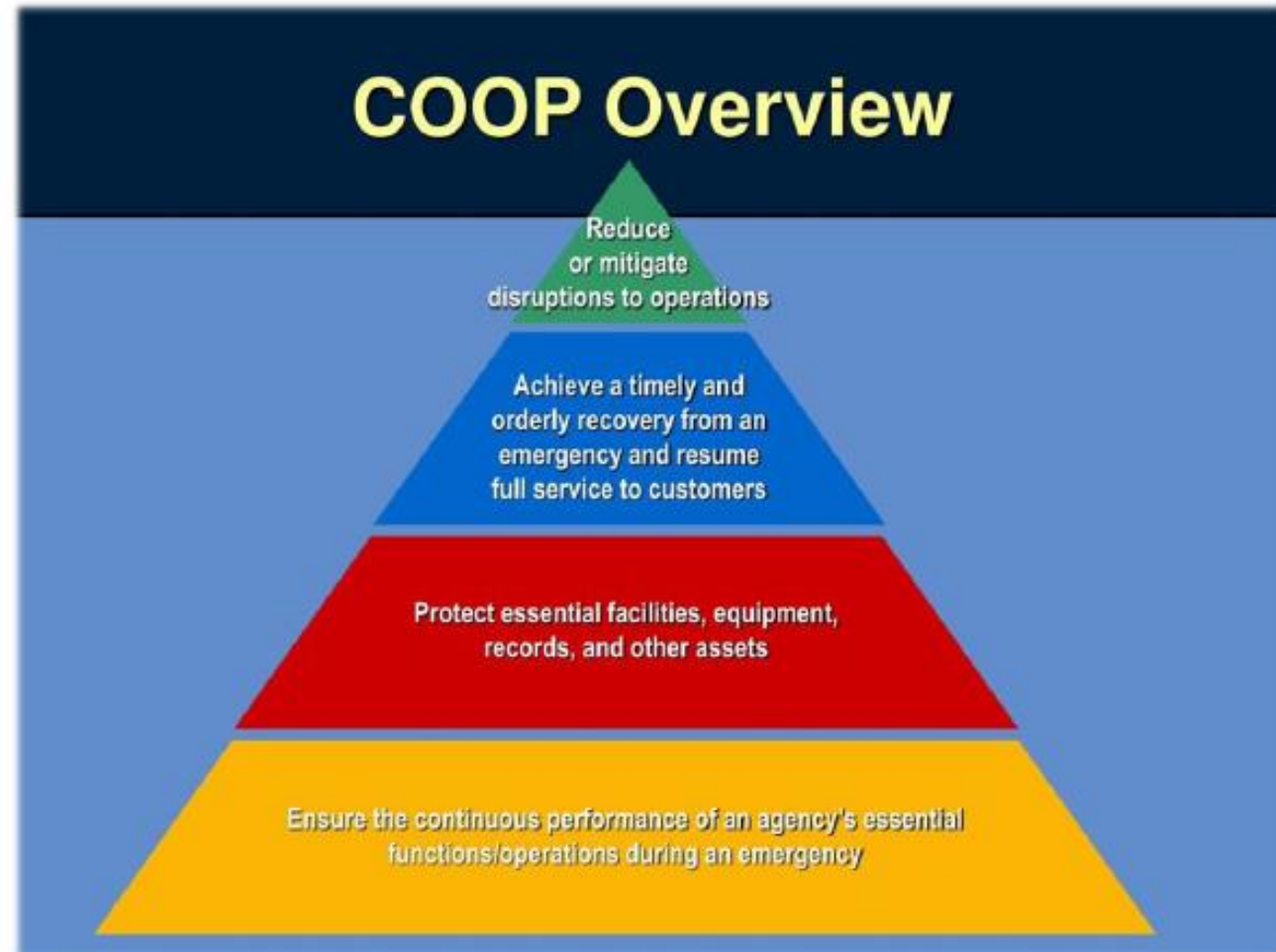
2. Essential personnel assigned to the city (or county) EOC, and who have response assignments during an emergency or disaster, be trained to the appropriate NIMS level as outlined in the report.

## ICS/NIMS Training Pyramid



# Recommendations-Emergency Management

3. Another important document **CPSM recommends** the city maintains is a Continuity of Operations Plan (COOP).



# Recommendations-Emergency Management

4. Consider aligning Section 2-Phases under the Emergency Planning Guidelines with the five mission areas outlined in *Presidential Policy Directive 8 (PPD-8): National Preparedness*.

Four Phases of Emergency Management



National Preparedness: 5 Mission Areas





# Overall Assessment for Moving Forward

Alternatives moving forward for fire and EMS services include:

1. Status Quo: The first alternative to be considered is to maintain the status quo and continue multi-year contracts with ESD 4 for fire protection and EMS first response services, and Acadian Ambulance for EMS ground transport services.
2. Contract with ESD 4 for Fire and EMS Ground Transport. ESD 4 will begin offering EMS ground transport October 1, 2024. The city can opt to contract with ESD 4 for fire, EMS first response, and EMS ground transport. This alternative alleviates one contract and combines both important public safety functions into one contract.
3. Develop and Implement Fair Oaks Ranch Fire and EMS City Services. The city can develop and implement a fire and EMS department to deliver fire protection and EMS services within the city boundaries.
4. Develop and implement a Public Safety Officer department that delivers law enforcement, fire, and EMS emergency services.

# Overall Assessment for Moving Forward

## Status Quo Considerations-EMS

- ✓ The current EMS contract remains stable throughout, the per call cost is reasonable, and overall, the citizens have a good general perception of AAS.
- ✓ The city could negotiate a Level of Performance contract where the city stipulates an acceptable response time, and/or a dedicated ambulance in the city limits.
- ✓ As a note here, a level of performance contract typically has enhanced costs—
- ✓ ***Participating in the bigger system keeps costs economical to the customer.***



# Overall Assessment for Moving Forward

## Status Quo Considerations-Fire

- ✓ The fire contract has grown 32.9 percent in the initial two years and will have grown 40.3 percent at the end of the third one-year term.
- ✓ The per call cost, however, is reasonable when compared to what CPSM has analyzed in the most recent three years.
- ✓ ESD 4 is adding an additional fire station in 2027-2028, which will provide beneficial response into Fair Oaks Ranch.

There is a potential the annual contract fee will increase to assist the funding of this new station, equipment, and staffing.

- ✓ Negotiations between the city and ESD 4 should include ESD 4 budget projections (example-future programs, future staff, future apparatus/equipment replacements) and cost per call for Fair Oaks Ranch projected throughout the life of the contract.
- ✓ ***The goal is to maintain a sustainable annual contract and cost per call costs.***

# Overall Assessment for Moving Forward

## **Contract with ESD 4 for Fire and EMS Ground Transport Services**

- ✓ ESD 4 will begin offering EMS ground transport October 1, 2024.
- ✓ The city can opt to contract with ESD 4 for fire, EMS first response, and EMS ground transport.
- ✓ This alternative alleviates one contract and combines both important public safety functions into one contract.
- ✓ Annualized costs will potentially increase with this alternative as ESD 4 is adding a program that includes infrastructure and staffing.

# Overall Assessment for Moving Forward

## Contract with ESD 4 for Fire and EMS Ground Transport Services

- ✓ The city should engage Acadian in the near future regarding a successor contract for services (and costs) prior to considering this alternative.
- ✓ **CPSM recommends** a contract from May 1, 2025, to September 30, 2025, then a contract with successor years beginning October 1, 2025, to September 30, 2026, and beyond.
- ✓ The city can then weigh separate and aggregate costs of ESD 4 and AAS contracts against a combined contract with ESD 4 for both fire and EMS services.
- ✓ **Again, the goal is to maintain a sustainable annual contract and cost per call costs.**

# Overall Assessment for Moving Forward

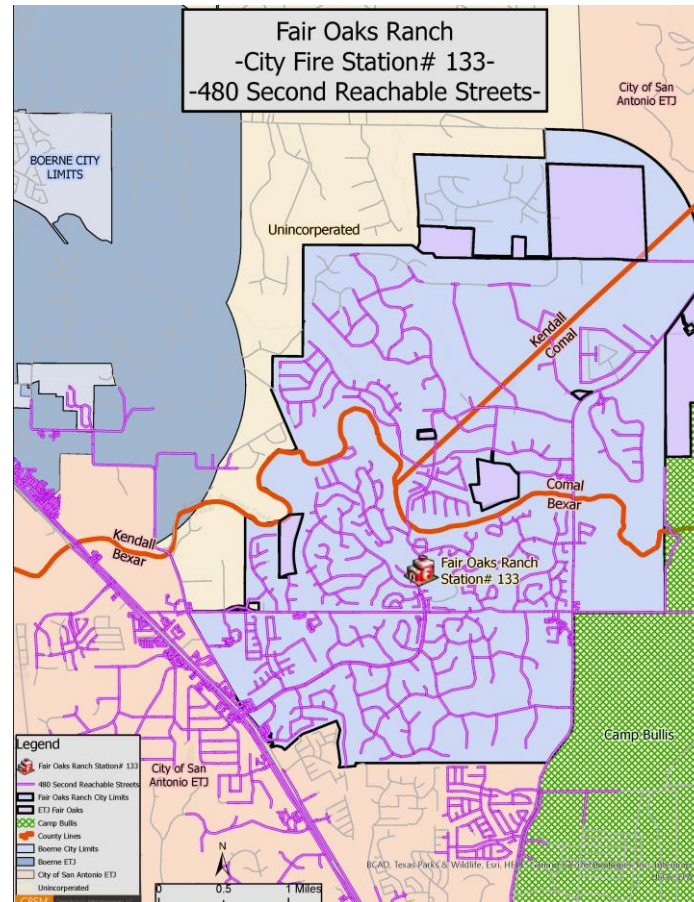
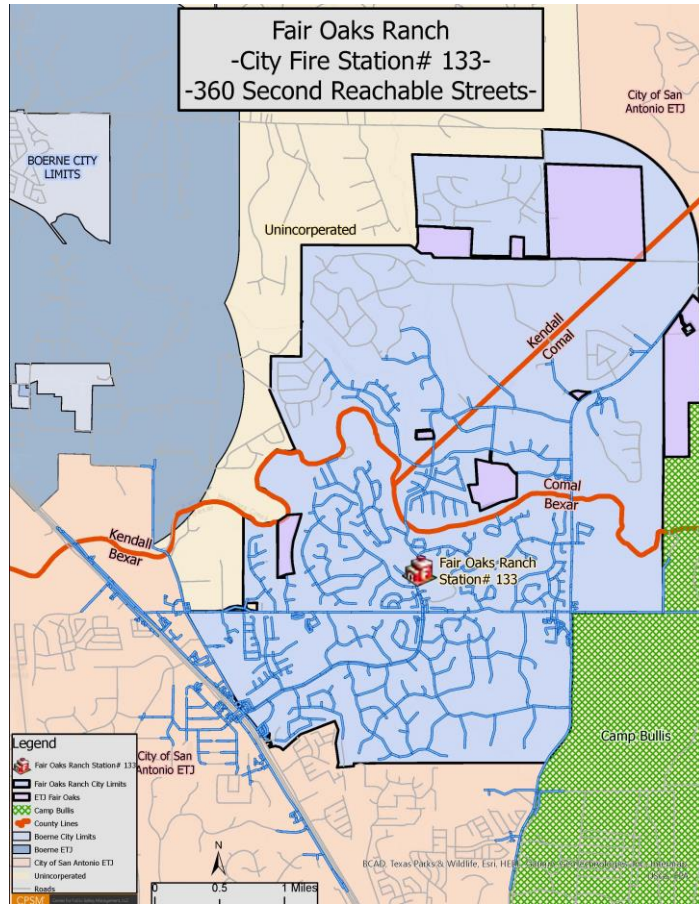
## Develop and Implement Fair Oaks Ranch Fire and EMS City Services

- ✓ The city can develop and implement a fire and EMS department
- ✓ Developing and implementing a full-time fire and EMS department does not come without initial and recurrent costs.
- ✓ A new city department will also require an agency head (Fire Chief), administrative assistance, and operational staff.
- ✓ A fire and EMS department, even small, takes considerable infrastructure, equipment, and supplies.
- ✓ In review of the city's risk profile, current call demand, and current infrastructure, CPSM suggests the city begin with:

One fire station that houses and responds one engine apparatus (staffing of three) for fire protection and EMS first response

One advanced life support ambulance (staffing of two-dual certified in fire and EMS) for EMS ground transport services.

# Overall Assessment for Moving Forward



## Develop and Implement Fair Oaks Ranch Fire and EMS City Services

If Station 133 can be renovated to accommodate the apparatus and five staff members, CPSM recommends this station serve as the primary Fair Oaks Ranch fire & EMS station due to its central location in the city.



# Overall Assessment for Moving Forward

## Develop and Implement Fair Oaks Ranch Fire and EMS City Services

### Estimated Capital Start Up and First Year Personnel Costs

| Category                           | Aggregate Cost                   |
|------------------------------------|----------------------------------|
| Capital                            | <b>\$3,300,000</b>               |
| Salary & Benefits:<br>18 Positions | <b>\$1,626,414 - \$1,634,814</b> |
| Additional Personnel Costs         | <b>\$365,956</b>                 |
| <b>Total</b>                       | <b>\$5,291,695-\$5,300,095</b>   |

Cost per call year 1:  
\$4,895 to \$4,903

Cost per call year 2:  
\$1,789 to \$1,797

Year 2 does not include  
capital expenses.

# Overall Assessment for Moving Forward

## **Develop and implement a Public Safety Officer department that delivers law enforcement, fire, and EMS emergency services.**

- ✓ Training police officers to the EMT level only and equipping patrol vehicles with EMS first response gear. Police patrol units can respond to EMS calls as the first tier either with or in lieu of fire department units.
- ✓ Training police officers in the firefighting discipline only and equipping each with firefighter personal protective clothing and associated gear. Police patrol units can respond to fire calls and be included in the assembling of an *Effective Response Force*.
- ✓ Training police officers in both the firefighting discipline and to the EMT level with issued gear and equipment.
- ✓ Long term- training firefighter staff in law enforcement and equipping each with required and necessary law enforcement equipment.

# Overall Assessment for Moving Forward

**Develop and implement a Public Safety Officer department that delivers law enforcement, fire, and EMS emergency services.**

## Estimated Capital Start Up and First Year Personnel Costs

| Category                   | Aggregate Cost     |
|----------------------------|--------------------|
| Capital                    | <b>\$3,247,000</b> |
| Salary & Benefits          | <b>\$1,225,161</b> |
| Additional Personnel Costs | <b>\$334,256</b>   |
| <b>Total</b>               | <b>\$4,806,417</b> |

Cost per call year 1:  
\$4,446

Cost per call year 2:  
\$1,401

Year 2 does not include  
capital expenses.

# Final Comments and Recommendations

- ✓ What needs to be achieved by the city going forward is a reliable and sustainable Fire and EMS service delivery system.
- ✓ CPSM assesses the current contracts with ESD 4 for fire services and Acadian Ambulance Service for EMS services are reasonable when compared to creating a Fair Oaks Ranch Fire and EMS city agency or implementing a Public Safety Officer service delivery model.
- ✓ The CPSM conducted citizen survey on Fire and EMS services told us that 53.6% of the respondents to the survey were neutral or agreed that they would be willing to pay more in taxes to support a city fire department.

# Final Comments and Recommendations

**CPSM recommends** the city continue to optimize contract renewal discussions with the current Fire and EMS providers with the goal of continued, sustainable Fire and EMS services. These negotiations may include:

- ✓ An Acadian Ambulance contract that aligns with the city's fiscal budget year as such: a successor contract from May 1, 2025, to September 30, 2025, then a contract with successor years beginning October 1, 2025, to September 30, 2026, and beyond.
- ✓ Per call payment structure based on historical Fair Oaks Ranch workload for Fire and EMS services.



# Final Comments and Recommendations

- ✓ Negotiation of a Level of Performance contract with Acadian Ambulance Service where the city stipulates an acceptable response time, and/or a dedicated ambulance in the city limits.
- ✓ Contract language in both the ESD 4 and Acadian Ambulance contract that has financial consequences for any call that does meet the contract language response time performance for the first arriving unit.
- ✓ Further evaluation and consideration of contracting with ESD 4 for both Fire and EMS services.



**End of Presentation**

**Questions and  
Discussions**