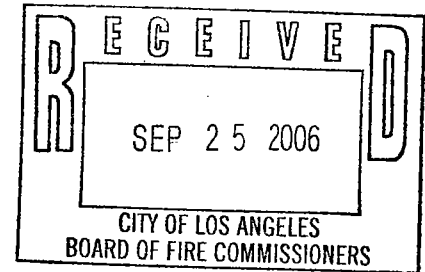


LOS ANGELES FIRE DEPARTMENT



WILLIAM R. BAMATTRE
FIRE CHIEF

BFC 06-092



September 21, 2006

TO: The Honorable Board of Fire Commissioners
City of Los Angeles

FROM: William R. Bamattre
Fire Chief

SUBJECT: **NEW FIVE-YEAR EMERGENCY MEDICAL SERVICES (EMS) PLAN**

SUMMARY

The Planning Section has compiled the collaborative work of the Labor-Management Work Group tasked with formulating a new five-year EMS Plan. This new EMS Plan follows the successful conclusion of the original five-year EMS Plan and addresses the problems and challenges currently facing the Department's emergency medical services delivery system.

The EMS Plan Work Group consisted of 16 members representing both labor and management. Members from the Bureau of Emergency Services EMS Section, several fire stations, In-Service Training Section, and the Planning Section worked together with members from UFLAC and the Chief Officers' Association to create this five-year plan.

The EMS Plan was presented to the Fire Commission's EMS Committee on Tuesday, September 19, 2006. A preview of the EMS Plan was presented the same day to the Board of Fire Commissioners during the Report from the EMS Committee.

RECOMMENDATIONS

1. That the new five-year EMS Plan be approved (see attachment).
2. That the first year of the EMS Plan be included in the budget requests for Fiscal Year 2007-2008.



FINDINGS

The Fire Commission's EMS Committee began meeting in July of 2006 to study the Department's EMS delivery system and to identify any existing problems. In August, a Labor-Management Work Group was convened to formulate a new five-year EMS Plan to address the identified problems.

Sixteen members met three times over a three-week period. The Work Group identified several problems that needed to be addressed, several goals and objectives that needed to be achieved, the practical solutions that could be considered, and ultimately the specific action plans that needed to be included in the new EMS Plan.

The EMS Plan Work Group completed its task and presented its recommendations to the EMS Committee on September 19, 2006. The EMS Committee endorsed the EMS Plan.

The six objectives of the new EMS Plan are:

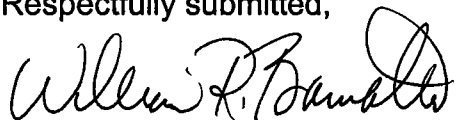
- Deploy a Paramedic Ambulance at every fire station
- Provide full Paramedic rotation with Paramedic Assessment fire companies at every fire station
- Reduce Paramedic Response Times
- Create a Paramedic Field Training Officer Program
- Establish a LAFD Paramedic Training Academy
- Improve EMS Management and Supervision

Over the next five years, 57 additional Paramedic Assessment fire companies, 19 more Paramedic Ambulances, and 4 more BLS Ambulances will be requested in the budget for deployment at fire stations throughout the City.

CONCLUSION

The new EMS Plan will maximize the efficient use of the increasing number of resources and personnel necessary to staff all of the fire stations over the next five years. It will address the need to provide full rotation for all Firefighter-Paramedics at every fire station.

Respectfully submitted,



WILLIAM R. BAMATTRE
Fire Chief

WRB:WNW

Attachment

LOS ANGELES FIRE DEPARTMENT

FIVE-YEAR

EMERGENCY MEDICAL SERVICES (EMS) PLAN

2007 - 2012

The new EMS Plan follows the successful conclusion of the original five-year EMS Plan and addresses the problems and challenges currently facing the Department's emergency medical services delivery system.

The Fire Commission's EMS Committee began meeting in July of 2006 to study the Department's EMS delivery system and to identify any existing problems. In August, a Labor-Management Work Group was convened to formulate a new five-year EMS Plan to address the identified problems.

The Work Group, consisting of sixteen members representing both labor and management, identified several problems that needed to be addressed, several goals and objectives that needed to be achieved, the practical solutions that could be considered, and ultimately the specific action plans that needed to be included in the new EMS Plan.

The EMS Plan Work Group completed its task and presented its recommendations to the EMS Committee on September 19, 2006. The EMS Committee endorsed the EMS Plan and recommended that the entire Board of Fire Commissioners consider and vote on the new five-year EMS Plan at its next Board meeting on October 3, 2006.

The six objectives of the new EMS Plan are:

- Deploy a Paramedic Ambulance at every fire station
- Provide full Paramedic rotation with Paramedic Assessment fire companies at every fire station
- Reduce Paramedic Response Times
- Create a Paramedic Field Training Officer Program
- Establish a LAFD Paramedic Training Academy
- Improve EMS Management and Supervision

The nine action plans of the new EMS Plan are:

- Implement 57 new Paramedic Assessment fire companies (one per fire station) at the rate of 12 companies per year over the next five years
- Convert 15 Basic Life Support (BLS) Ambulances into Paramedic Ambulances at the 15 fire stations currently with no Paramedic Ambulance over the last four years of the next five years
- Deploy 4 additional BLS and 4 additional Paramedic Ambulances at the busiest fire stations over the last three years of the next five years
- Develop a Paramedic Field Training Officer Program
- Develop a LAFD Paramedic Training Academy to train more Paramedics
- Implement a Coded Assign Hire Pilot Program for Paramedics
- Negotiate a single Paramedic Bonus for all Paramedics
- Determine ways to improve EMS management and supervision
- Determine ways to improve the equipment used for EMS training

ACTION PLANS

- Implement 57 new Paramedic Assessment fire companies (one per fire station) at the rate of 12 companies per year over the next five years

This will provide full Paramedic Rotation for ALL Firefighter-Paramedics assigned to Paramedic Ambulances to be able to work on fire companies. This should reduce Paramedic response times by adding 57 additional Paramedic resources. At the end of five years, every fire station should have one Paramedic Assessment fire company and at least one Paramedic Ambulance.

- Convert 15 Basic Life Support (BLS) Ambulances into Paramedic Ambulances at the 15 fire stations currently with no Paramedic Ambulance over the last four years of the next five years

This will provide a Paramedic Ambulance and full Paramedic rotation for ALL Firefighter-Paramedics at ALL fire stations in the City. This should reduce Paramedic response times by adding 15 additional Paramedic resources.

- Deploy 4 additional BLS and 4 additional Paramedic Ambulances at the busiest fire stations over the last three years of the next five years

This will provide workload relief for the Firefighters and Paramedics assigned to the EMS and Fire resources at the busiest fire stations that are currently exceeding the Workload Guidelines. This should reduce Paramedic response times by adding four additional Paramedic resources.

- Develop a Paramedic Field Training Officer Program

This program, like the Lead Paramedic Program of the past, will ensure new Paramedics are partnered with experienced Paramedics to provide training and development during their first year as new Paramedics. The EMS Plan Work Group should continue meeting to develop this important program.

- Develop a LAFD Paramedic Training Academy to train more Paramedics

A LAFD Paramedic Training Academy would greatly increase the number of new Paramedics that could be trained to fill existing vacancies and future Paramedic positions. Surveys suggested that more Firefighters expressed interest in volunteering for Paramedic Training if there was such an academy. The Bureau of Training and Risk Management should be tasked with developing the LAFD Paramedic Training Academy.

- Implement a Coded Assign Hire Pilot Program for Paramedics

This program, like the Coded Assign Hire Program used by Paramedics 20 years ago, will ensure a fair and equitable system to maintain constant staffing on the Paramedic Ambulances and Paramedic Assessment fire companies. A UFLAC and Management Work Group has already formulated the system that should be implemented as soon as possible.

- Negotiate a single Paramedic Bonus for all Paramedics

Currently, Paramedics are compensated at different salary schedules, with different bonuses, depending on their regular assignment and the type of resource that they are riding in. A single Paramedic Bonus for all Paramedics should ensure parity and simplify the timekeeping process. Management and the City should continue negotiating with UFLAC to obtain a single Paramedic Bonus.

- Determine ways to improve EMS management and supervision

The EMS Plan Work Group should continue to meet to determine ways to improve the EMS management and supervision of the Department. Subsequent recommendations should be added to future budget requests.

- Determine ways to improve the equipment used for EMS training

The EMS Plan Work Group should continue to meet to determine ways to improve the equipment and tools used for EMS training. Subsequent recommendations should be added to future budget requests.

IMPLEMENTATION PLANS

The resource deployment of the new EMS Plan will be spread over the next five years.

During the first year of the plan (2007/2008), the following resource improvements and action plans should be included in the budget requests for implementation:

- Upgrade 12 BLS fire companies into Paramedic Assessment fire companies
- Implement Coded Assign Hire Pilot Program for Paramedics
- Implement the Field Training Officer Program for Paramedics
- Implement a single Paramedic Bonus for all Paramedics
- Develop a LAFD Paramedic Training Academy

During the second year of the plan (2008/2009), the following resource improvements should be included in the budget requests for implementation:

- Upgrade 12 BLS fire companies into Paramedic Assessment fire companies
- Upgrade 4 BLS Ambulances into Paramedic Ambulances

During the third year of the plan (2009/2010), the following resource improvements should be included in the budget requests for implementation:

- Upgrade 12 BLS fire companies into Paramedic Assessment fire companies
- Upgrade 4 BLS Ambulances into Paramedic Ambulances
- Add 1 new Paramedic Rescue Ambulance
- Add 1 new BLS Rescue Ambulance

During the fourth year of the plan (2010/2011), the following resource improvements should be included in the budget requests for implementation:

- Upgrade 12 BLS fire companies into Paramedic Assessment fire companies
- Upgrade 4 BLS Ambulances into Paramedic Ambulances
- Add 1 new Paramedic Rescue Ambulance
- Add 1 new BLS Rescue Ambulance

During the fifth year of the plan (2011/2012), the following resource improvements should be included in the budget requests for implementation:

- Upgrade 9 BLS fire companies into Paramedic Assessment fire companies
- Upgrade 3 BLS Ambulances into Paramedic Ambulances
- Add 2 new Paramedic Rescue Ambulances
- Add 2 new BLS Rescue Ambulances

Over the next five years, 57 additional Paramedic Assessment fire companies, 19 more Paramedic Ambulances, and 4 more BLS Ambulances will be requested in the budget for deployment at fire stations throughout the City.

CONCLUSIONS

The new EMS Plan will maximize the efficient use of the increasing number of Paramedic resources and personnel necessary to staff all of the fire stations over the next five years.

The new EMS Plan will ensure that all Firefighter-Paramedics will be able to rotate between a Paramedic Ambulance and a Paramedic Assessment fire company.

The new EMS Plan should decrease the number of Paramedics decertifying just to be able to work on fire companies by creating the environment whereby all Firefighter-Paramedics will be able to work on fire companies and maintain their Paramedic license.

The new EMS Plan will provide a Paramedic Assessment fire company and at least one Paramedic Ambulance in every fire station district in the City.

The new EMS Plan should reduce Paramedic response times by increasing the total number of Paramedic resources from 134 to 210 (a 57% increase).

The new EMS Plan should increase the number of Firefighters volunteering to enroll in Paramedic School since over 70% of all fire companies and ambulances will be staffed with Firefighter-Paramedics. Every fire station with an Engine and Rescue Ambulance will have one Firefighter-Paramedic assigned to the Engine and two Firefighter-Paramedics assigned to the Paramedic Ambulance. The only other Firefighter position will be on the Engine, and that will probably be filled with a Probationary Firefighter. Seasoned, non-Paramedic Firefighters will most likely be working on the Light Forces, BLS Ambulances, or specialized resources.

The success of the new EMS Plan will be dependent upon continued support from both labor and management, as well as obtaining Mayoral and City Council approval and funding with each year's budget requests.

Prepared by Captain William Wells, LAFD Planning Section on 09-20-06.

EMS PLAN DECISION MATRIX USED BY WORK GROUP

CURRENT PROBLEM OR FUTURE GOAL	PRIORITY	SOLUTION	PARAMEDICS NEEDED	ANNUAL COST
+Paramedics unable to rotate onto fire companies +More Paramedic fire companies; At least one at every fire station +Paramedic Response Times +Unable to transfer Paramedics into long-term PM RA vacancies +Paramedics decertifying to work on fire companies	Not considered	Paramedic Rotational Expansion Program (PREP) Immediate rotation for all PM's Paramedic on every Engine Paramedic on ½ Light Forces Paramedic on RA 50% of time	None	\$ 1.0 million for first year only
	Years 1 2 3 4 5	More Paramedic Assessment Fire Companies (every station) 57 new Assessment companies 12 per year X 5 years 28 Paramedics needed	142 total 28 per year x 5 yrs	\$ 720,000 per year x 5 years
	Year 1	Lead Paramedic / Field Training Officer Program		Up to \$500,000 each year
Paramedic RA at every station	Years 2 3 4 5	Convert 15 existing BLS RA's into Paramedic RA's 3 per year X 5 years 18 Paramedics needed	90 total 18 per year x 5 yrs	\$ 360,000 per year x 5 years
+Ability to train more Paramedics +More Firefighters volunteering for Paramedic Training	Year 1	LAFD Paramedic Training Academy		Initial - \$0.7 M Ongoing- \$1 M
	Consider in future	Incentive Program		Unknown
Paramedic & BLS Ambulances exceeding Workload Guidelines	Years 3 4 5	Deploy 4 new Paramedic and 4 new BLS Ambulances 36 Paramedics needed	36 total 9 per year x 2 yrs 18 per year x 1 year	\$ 1.6 million per year x 2 yrs \$3.2M last year
Paramedic Overtime Hiring and Coded Assign Hire Systems	Year 1	Negotiate system of Paramedic Coded Assign Hire		None
Paramedic Bonus inequity	Year 1	Negotiate a single Paramedic Bonus for all Paramedics-Parity		Neutral or more

+Improve EMS Management positions and Medical Control +Improve EMS Supervision positions & selection process	Year 1	EMS Management and Supervision Work Group	TBD
Increase the number of Paramedics on the LAFD	Consider in future	Selective Certified Paramedic Program	TBD
	Consider in future	Lateral Entry of Paramedics	TBD
Improve EMS Training tools	Year 1	EMS Training Work Group	TBD
Too many field Firefighter vacancies causing excessive overtime and Assign Hiring	Consider	Do not implement any more field resource positions for the next two years.	None
New Fire Stations needing new fire and Paramedic resources	Consider	Labor-Management request when stations are opening	TBD

Prepared by Captain Wells, LAFD Planning Section on 09-20-06.

LOS ANGELES FIRE DEPARTMENT

PROPOSED FIVE-YEAR EMS PLAN

PARAMEDIC ROTATION AT ALL FIRE STATIONS

FIRE STATION	PARAMEDIC RESOURCES	NEW ENGINE PARAMEDICS NEEDED	NEW RA PARAMEDICS NEEDED	TOTAL PARAMEDICS PER SHIFT
1	PM RA ALF	3		3
2	PM RA ALF	3		3
3	PM RA ALF	3		3
4	PM RA ALF	3		3
5	PM RA ALF	3		3
6	PM RA AE	3		3
8	PM RA AE		6	3
9	PM RA X2 AE ALF	0		6
10	PM RA ALF	3		3
11	PM RA ALF	0		3
12	PM RA ALF	3		3
13	PM RA AE	3		3
14	PM RA ALF	0		3
15	PM RA ALF	3		3
16	PM RA AE		6	3
17	PM RA ALF			3
18	PM RA AE		6	3
19	PM RA AE	3		3
20	PM RA ALF	3		3
21	PM RA AE	3		3
23	PM RA AE			3
24	PM RA AE		6	3
25	PM RA AE			3
26	PM RA ALF	0		3
27	PM RA ALF	3		3
28	PM RA ALF		6	3
29	PM RA ALF	3		3
33	PM RA ALF	0		3
34	PM RA AE	3		3
35	PM RA ALF	3		3
37	PM RA ALF	3		3
38	PM RA ALF	3		3
39	PM RAx2 AE ALF	3		6
40	PM RA AE		6	3
41	PM RA AE	3		3

FIRE STATION	PARAMEDIC RESOURCES	NEW ENGINE PARAMEDICS NEEDED	NEW RA PARAMEDICS NEEDED	TOTAL PARAMEDICS PER SHIFT
42	PM RA AE		6	3
43	PM RA AE	3		3
44	PM RA AE		6	3
46	PM RA AE	3		3
47	PM RA ALF	3		3
48	PM RA ALF		6	3
49	PM RA AE		6	3
50	PM RA ALF		6	3
51	PM RA AE			3
52	PM RA AE	3		3
55	PM RA AE	3		3
56	PM RA AE			3
57	PM RA X 2 AE	6		6
58	PM RA ALF	0		3
59	PM RA AE			3
60	PM RA ALF	0		3
61	PM RA ALF	3		3
62	PM RA AE			3
63	PM RA ALF	3		3
64	PM RA ALF	0		3
65	PM RA X 2 AE	6		6
66	PM RA ALF	0		3
68	PM RA AE	3		3
69	PM RA ALF	3		3
70	PM RA ALF			3
71	PM RA AE			3
72	PM RA ALF	3		3
73	PM RA ALF			3
74	PM RA ALF			3
75	PM RA ALF			3
76	PM RA AE		6	3
77	PM RA AE			3
78	PM RA AE			3
79	PM RA AE			3
80				
81	PM RA AE			3
82	PM RA AE	3		3
83	PM RA AE			3
84	PM RA AE			3
85	PM RA ALF	3		3
86	PM RA AE			3
87	PM RA AE			3
88	PM RA ALF	3		3

FIRE STATION	PARAMEDIC RESOURCES	NEW ENGINE PARAMEDICS NEEDED	NEW RA PARAMEDICS NEEDED	TOTAL PARAMEDICS PER SHIFT
89	PM RA ALF	0		3
90	PM RA ALF	3		3
91	PM RA AE			3
92	PM RA ALF			3
93	PM RA ALF	3		3
94	PM RA ALF	0		3
95	PM RA ALF	3		3
96	PM RA ALF			3
97	PM RA AE			3
98	PM RA ALF			3
99	PM RA AE			3
100	PM RA AE	3		3
101	PM RA AE	3		3
102	PM RA ALF	3		3
103	PM RA AE			3
104	PM RA AE	3		3
105	PM RA ALF			3
106	PM RA AE		6	3
107	PM RA AE	3		3
108	PM RA AE		6	3
109	PM RA AE		6	3
110				
111				
112	PM RA AE ABT	3		4
114	PM Air Amb.			2
TOTALS	72 New Resources	141 New Paramedics	90 New Paramedics	312 Daily Paramedics

LEGEND OF RESOURCES

PM RA (15) = New Paramedic Rescue Ambulance (with 2 Paramedics)
 PM RA (88) = Paramedic Rescue Ambulance (with 2 Paramedics)
AE (21) = New Paramedic Assessment Engine (with 1 Paramedic)
 AE (31) = Paramedic Assessment Engine (with 1 Paramedic)
ALF (36) = New Paramedic Assessment Light Force (with 1 PM)
 ALF (13) = Paramedic Assessment Light Force (with 1 Paramedic)
 ABT (1) = Paramedic Assessment Fireboat (with 1 Paramedic)
 PM Air Amb (1) = Paramedic Air Ambulance (with 2 Paramedics)

Prepared by Captain Wells, LAFD Planning Section on 09-20-06.

LOS ANGELES FIRE DEPARTMENT



**WILLIAM R. BAMATTRE
FIRE CHIEF**



FIRE COMMISSION ACTIONS

JULY - SEPTEMBER 2006

**EMS COMMITTEE MET TO STUDY EMS
DELIVERY PROBLEMS**

**EMS PLAN WORKGROUP CONVENED TO
FORMULATE A NEW 5-YEAR EMS PLAN**

OCTOBER 2006

APPROVED NEW 5 -YEAR EMS PLAN

LAFD EMS PLAN

OBJECTIVES OF THE FIVE-YEAR EMS PLAN:

- Deploy a Paramedic Ambulance at every fire station
- Provide full Paramedic rotation with Paramedic Assessment companies at every fire station
- Reduce Paramedic Response Times
- Create a Paramedic Field Training Officer Program
- Establish an LAFD Paramedic Training Academy
- Improve EMS Management and Supervision

LAFD EMS PLAN

ACTION PLANS OF THE 5-YEAR EMS PLAN:

- Implement 57 new Paramedic Assessment Fire Companies (one per fire station) at the rate of 12 Companies per year over the next 5 years.

This will provide full Paramedic Rotation for ALL Firefighter-Paramedics assigned to Paramedic Ambulances to be able to work on Fire Companies.

This should reduce Paramedic Response Times.

LAFD EMS PLAN

ACTION PLANS OF THE 5-YEAR EMS PLAN:

- Convert 15 BLS Ambulances into Paramedic Ambulances at the 15 Fire Stations currently with no Paramedic Ambulance over the last four years of the next 5 years.

This will provide a Paramedic Ambulance and full Paramedic Rotation for ALL Firefighter-Paramedics at ALL Fire Stations in the City.

This should reduce Paramedic Response Times.

LAFD EMS PLAN

ACTION PLANS OF THE 5-YEAR EMS PLAN:

- Deploy 4 additional BLS and 4 additional Paramedic Ambulances at the busiest fire stations over the last three years of the next 5 years.

This will provide Workload Relief for the Firefighters and Paramedics assigned to the EMS and Fire resources at the busiest fire stations that are currently exceeding the Workload Guidelines.

This should reduce Paramedic Response Times.

LAFD EMS PLAN

ACTION PLANS OF THE 5-YEAR EMS PLAN:

- Develop a Paramedic Field Training Officer Program

This program, like the Lead Paramedic Program of the past, will ensure new Paramedics are partnered with experienced Paramedics to provide training and development during their first year as new Paramedics.

LAFD EMS PLAN

ACTION PLANS OF THE 5-YEAR EMS PLAN:

- Develop a LAFD Paramedic Training Academy to train Paramedics

A LAFD Paramedic Training Academy would greatly increase the number of new Paramedics that could be trained to fill existing vacancies and future Paramedic positions.

More Firefighters have expressed interest in volunteering for Paramedic Training if there was a LAFD Paramedic Training Academy.

LAFD EMS PLAN

ACTION PLANS OF THE 5-YEAR EMS PLAN:

- Implement a Coded Assign Hire Pilot Program for Paramedics

This program, like the Coded Assign Hire Program used by Paramedics 20 years ago, will ensure a fair and equitable system to maintain constant staffing on the Paramedic Ambulances.

A UFLAC and Management Work Group has already formulated the system that should be implemented.

LAFD EMS PLAN

ACTION PLANS OF THE 5-YEAR EMS PLAN:

- Negotiate a single Paramedic Bonus for all Paramedics

Currently, Paramedics are compensated at different salary schedules, with different bonuses, depending on their regular assignment and the type of resource that they are riding in.

A single Paramedic Bonus for all Paramedics should ensure parity and simplify the timekeeping process.

LAFD EMS PLAN

ACTION PLANS OF THE 5-YEAR EMS PLAN:

- Determine ways to improve EMS Management and Supervision
- Determine ways to improve the equipment used for EMS Training

The EMS Plan Work Group should continue to meet to determine ways to improve the EMS Management and Supervision of the Department, and to evaluate the equipment and tools used for EMS Training.

EMS PLAN DEPLOYMENT

FIRST YEAR – 2007/2008

- **Convert 12 BLS Fire Companies into Paramedic Assessment Companies to provide Paramedic Rotation at 12 more fire stations with Paramedic Ambulances**
- **Implement Coded Assign Hires for Paramedics**
- **Implement the Field Training Officer Program**
- **Implement single Paramedic Bonus for parity**
- **Work towards a Paramedic Training Academy**

EMS PLAN DEPLOYMENT

SECOND YEAR – 2008/2009

- **Convert 12 BLS Fire Companies into Paramedic Assessment Companies to provide Paramedic Rotation at 12 more fire stations with Paramedic Ambulances**
- **Convert 4 BLS Ambulances into Paramedic Ambulances at 4 fire stations without a Paramedic Ambulance**

EMS PLAN DEPLOYMENT

THIRD YEAR – 2009/2010

- **Convert 12 BLS Fire Companies into Paramedic Assessment Companies to provide Paramedic Rotation at 12 more fire stations with Paramedic Ambulances**
- **Convert 4 BLS Ambulances into Paramedic Ambulances at 4 fire stations without a PM RA**
- **Add 1 new Paramedics Ambulance**
- **Add 1 new BLS Ambulance**

EMS PLAN DEPLOYMENT

FOURTH YEAR – 2010/2011

- **Convert 12 BLS Fire Companies into Paramedic Assessment Companies to provide Paramedic Rotation at 12 more fire stations with Paramedic Ambulances**
- **Convert 4 BLS Ambulances into Paramedic Ambulances at 4 fire stations without a PM RA**
- **Add 1 new Paramedics Ambulance**
- **Add 1 new BLS Ambulance**

EMS PLAN DEPLOYMENT

FIFTH YEAR – 2011/2012

- **Convert 9 BLS Fire Companies into Paramedic Assessment Companies to provide Paramedic Rotation at the 9 remaining fire stations with Paramedic Ambulances**
- **Convert 3 BLS Ambulances into Paramedic Ambulances at 3 fire stations without a PM RA**
- **Add 2 new Paramedics Ambulances**
- **Add 2 new BLS Ambulances**

EMS PLAN DEPLOYMENT

FIVE YEAR SUMMARY

- **57 more Paramedic Assessment Fire Companies for a total of 102**
- **19 more Paramedic Ambulances for a total of 107**
- **4 more BLS Ambulances for a total of 29**
- **76 more Paramedic units for a total of 210**