

OCT 29 2008

LOS ANGELES FIRE DEPARTMENT



DOUGLAS L. BARRY
FIRE CHIEF

October 27, 2008

BOARD OF FIRE COMMISSIONERS
FILE NO. BFC 08-158

TO: Board of Fire Commissioners
FROM: Douglas L. Barry, Fire Chief *DLB*
SUBJECT: PROPOSED BUDGET FOR FISCAL YEAR 2009-10

FINAL ACTION:	<input type="checkbox"/> Approved	<input type="checkbox"/> Approved w/Corrections	<input type="checkbox"/> Withdrawn
	<input type="checkbox"/> Denied	<input type="checkbox"/> Received & Filed	<input type="checkbox"/> Other

Recommendations: That the Board:

1. Approve the Proposed Budget for FY 2009-10 and authorize the Department's Budget Management Section to make technical adjustments, as necessary, to implement the Board's intention.
2. Authorize the Department to transmit the Proposed Budget to the Mayor and the Office of the City Administrative Officer, with a final copy submitted to the Board.

Summary: The Department's Proposed Budget for FY 2009-10 has been developed based on the Mayor's goals, and guidelines provided by the Mayor's Office and City Administrative Officer.

Given the difficult financial situation projected for next fiscal year, our proposed budget identifies only the most critical Department needs to maintain operations, and ensure that Department programs provide both the City of Los Angeles and its citizens with the highest level of service. These are in line with the Mayor's and the Department's goals to continue addressing various audit recommendations (Phase II of the Professional Standards Division and Phase I of the Recruitment Plan) and to continue to improve Public Safety by enhancing the Department's ability to effectively respond to emergencies while improving the delivery of services throughout the City. In the past few months, our Department resources have been vital in providing emergency resources to attack major brush fires and to protect lives and property.

The Obligatory changes reflect minimal cost of living and expense increases which are necessary to address ongoing budget shortfalls, the continuation of recruit training to continue pace with retirements and members exiting Deferred Retirement Option Plan

(DROP) and contract price increases, as well as continuation of positions to provide support to critical Department programs.

The budget submitted reflects the fiscal realities facing the City in the upcoming year(s) and only the most essential and critical requests are submitted for further review and funding consideration. This budget also reflects the collaboration of Department management, staff, and representatives from concerned labor organizations.

Providing a budget that includes a 9% budget reduction would require major policy decisions and a clear understanding of public safety impacts. The FY 2008-09 Adopted budget is \$561 million. A 9% reduction translates to approximately \$50 million in cuts or 360 sworn positions. The Department's civilian salary accounts total \$25 million for approximately 400 regular and resolution authorities. All expense accounts total \$23 million. Our Department's budget is 96% salaries and 4% expense/equipment. Attached is the impact of a 9% budget cut.

The Department continues to evaluate potential revenue sources to offset the cost of services provided. However, these have to be analyzed carefully in light of the current financial crisis and the ability to realistically bring in more revenue.

Conclusion: The approved proposed budget is to be submitted to the Mayor and Office of the City Administrative Officer by December 8, 2008.

Board report prepared by Sandra Ocon, Senior Management Analyst II, Administrative Services Bureau.

DLB:GM:sjo

Attachment

LOS ANGELES FIRE DEPARTMENT

**FIRE DEPARTMENT BUDGET GOALS
FISCAL YEAR 2009-10**

Transform Los Angeles into a world-class model for emergency preparedness while changing the Fire Department to reflect the highest commitment to diversity, civil liberties, and community trust.

PUBLIC SAFETY – Maintain the capacity to respond to emergencies

- Restore the funding and regular authority for 18 EMS Captain positions deleted in the 2008-2009 budget.
- Implement the second year of a five-year EMS Deployment Plan to increase the number of paramedics and to reduce response time by upgrading 9 Firefighter positions to Paramedic at 4 fire stations to deploy 4 new Paramedic Assessment fire companies and provide full Paramedic Rotation.
- Maintain the Fleet Replacement Program (MICLA) at the present 2008-2009 minimum levels.
- Regularize the number of Dispatcher/Call-Takers at the Fire Department's Operations Control Dispatch (OCD) Center and maintain the overtime funding to provide a second dispatcher training class to avoid a major disruption in the staffing of trained dispatchers.
- Complete the final phase of the Unified Fire Inspection System infrastructure technical support to unify all fire inspector programs.
- Maintain the Recruit Training Program at the 2008-2009 level.

LAFD PROPOSED BUDGET REQUESTS FY 09-10 (As of 10/27/08)

	SALARIES	EXPENSE	EQUIPMENT	SUB-TOTAL	POS	TOTAL	
2008-09 ADOPTED BUDGET	\$538,207,599	\$23,366,480	\$166,394	\$561,730,473	(1)	\$561,730,472	
MICLA FUNDED ITEMS			\$25,150,825	\$25,150,825		\$25,150,825	
TOTAL	\$538,207,599	\$23,366,480	\$25,307,219	\$586,881,298	(1)	\$586,881,297	
OBLIGATORY	\$3,019,220	\$2,510,749	(\$73,894)	\$5,456,075	7	\$5,456,075	
NEW REQUESTS	\$6,571,293	\$1,367,998	\$124,500	\$8,053,791	46	\$8,053,791	
FEE SUPPORTED	\$510,138	\$1,535,549	\$115,444	\$2,161,131	12	\$2,161,131	
PROPOSED BUDGET	\$10,100,651	\$5,404,296	\$166,050	\$15,670,997	65	\$15,670,997	INCR OVER FY 08-09
MICLA			\$27,666,174	\$27,666,174		\$27,666,174	
CAPITAL IMPROVEMENT EXPENDITURE PLAN (CIEP)		\$1,000,000		\$1,000,000		\$1,000,000	

OBLIGATORY REQUESTS

BUR	PRTY	TITLE	DESCRIPTION	ESTIMATE SALARIES	ESTIMATE EXPENSE	ESTIMATE EQUIPMENT	ESTIMATED COST	POS	SPACE NEEDS (sq ft)	FEE SUPP
VAR	OB1	Salary Account Adjustments	Sworn MOU increases to be determined, CAO will place any Sworn MOU increases in the UB; Civilian MOU increases 3% \$751,000, Upgrades (AC \$41,182; SCT \$14,125); Acct 1050 Unused Sick Time \$1.1 million increase due to DROP; 1098 (\$90,000 see detail)	1,996,307			1,996,307			
VAR	OB2	Expense Accounts Increase	Includes increase Field Equipment Expense Account - \$1.2 million; Paramedic Contract Funding - \$419,000, Helitanker Contract increase - \$119,000 and miscellaneous		1,898,929		1,898,929			
BTR	OB3	Continue Recruit Training Program in FY 09-10 (5 Classes and 250 Recruits)	Salary Adjustment above FY 08-09 Recruit Training Program Budget Base of amount of \$10.7 million. Recruit Training Program needs to be continued due to ongoing attrition.	200,000			200,000	7		
BSS	OB4	Fire Stations Opening in 09-10 (Expense & Equipment FF&E)	FS 94 opens 12/09, New Dispatch Center (funding provided in the UB in 08-09)		611,820		611,820			
VAR	OB5	Continue Resolution Authorities	Continue same authorities as in FY 08-09 \$5,388,104. Increase is due to salary increases.	100,000			100,000			
VAR	OB6	Regularize Resolution Authorities - Sworn & Civilian	(1) CI, (4) Inspector II; (1) SMAIL and (1) Sr. Auditor for Claims Reimbursement, Salaries are part of FY 08-09 base budget (\$754,945). Positions have been carried as Resolution Authorities for more than 2 years and assignments are long-term.	0		82,500	82,500			
VAR	OB7	Regularize Substitution Authorities - Sworn & Civilian	Various - Regularize positions that have been carried as substitute authorities for many years and are necessary due to workload.	586,913			586,913			
VAR	OB9	Reorganization	Regularize positions changes due to Reorg	136,000			136,000			
VAR	OB10	Delete One-Time Funding (Equipment, Expense, Communications)				(156,394)	(156,394)			
SUB-TOTAL CURRENT LEVEL				\$3,019,220	\$2,510,749	(\$73,894)	\$5,456,075	7		

LAFD PROPOSED BUDGET REQUESTS FY 09-10 (As of 10/27/08)

NEW FUNDING REQUESTS				ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATED		SPACE	FEE
BUR	PRTY	TITLE	DESCRIPTION	SALARIES	EXPENSE	EQUIPMENT	COST	POS	NEEDS (sq ft)	SUPP
BES	PRI-1	EMS Captains	Restore funding and regular authority for 18 EMS Captain positions deleted in 08-09 Budget	2,891,549			2,891,549	18	0	No
ASB	PRI-2	Public Safety Systems Project - LAFD Staffing	Provides staffing for the transition of the computer aided dispatch system to the new dispatch facility. Positions requested:(1) Sr. Senior Systems Analyst I & (3) Systems Analyst II. Current staffing levels for the Dispatch Systems Section of MISD are inadequate to provide for current support and maintenance levels for CAD operations, CAD related projects, and the new CAD systems.	404,421	45,580		450,001	4	288	No
ADM	PRI-3	Professional Standards Division - Phase II	Provide funding for 3 Captain II's, 1 Secretary and 1 Human Relations Advocate (Plus 1 Human Relations Advocate for BTR) for Phase II of the Professional Standards Division	570,102	85,710	124,500	780,312	6	672	No
ADM	PRI-4	Homeland Security	Restore 2 Captain II's and 2 Captain I's which were deleted in FY 08-09	658,224	0	0	658,224	4		No
BSS	PRI-5	OCD Service Enhancement & Workload Relief (Regularize 6 detailed Dispatchers)	Regularize 6 FFIII/Dispatchers that have been detailed for the past three years (69 regular authorities + 6 detailed = 75 total assigned)	811,320	38,880		850,200	6		No
ADM	PRI-6	EMS PLAN (2ND OF 5 YEARS)	Convert 4 BLS Companies into Paramedic Assessment fire companies (9 FFIII to FF/Paramedic salary differential)	110,582	60,000		170,582			No
BTR	PRI-7	Recruitment Plan Phase I	Funding for 1 civilian and 4 sworn positions. Total cost for the Recruitment Section is estimated at \$2.5 mil. Phase I represents the bare minimum to initiate the program and the balance would be requested through subsequent budgets.	750,095	79,328		829,423	5		No
BSS	PRI-8	Fire Facilities Staffing	1-BC, 1-Capt. II, 1-MAII - To replace resolution authorities that are funded by bonds which will end June 2009. These positions are needed to maintain the 107 FS in the City.	375,000	40,000		415,000	3		No
BTR	PRI-9	Public Access Defibrillator Program (PAD)	The PAD Program provides training in the use of the AED and in cardiopulmonary resuscitation (CPR) to employees at each facility equipped with AEDs once every two years. Request of additional PADS for Recreation and Parks per C.F. 05-1964 (Requesting PADS for Recreation Centers, Seasonal Pools and Museums)		508,500		508,500			No
BES	PRI-10	Light-Weight Hose Packs	Half the Department's Companies currently have the Light-Weight Hose Packs which are lighter and easier for Firefighters to carry. This request is for \$500,000 to provide to the other half of Department's companies that are not equiped with Light-Weight Hose Packs. Ongoing replacement funding will then be reduced to \$100,000.	0	500,000	0	500,000			No
SUB-TOTAL NEW FUNDING PACKAGES				\$6,571,293	\$1,357,998	\$124,500	\$8,053,791	46	960	

LAFD PROPOSED BUDGET REQUESTS FY 09-10 (As of 10/27/08)

FEE SUPPORTED REQUESTS				ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATED		SPACE	FEE
BUR	PRTY	TITLE	DESCRIPTION	SALARIES	EXPENSE	EQUIPMENT	COST	POS	NEEDS (sq ft)	SUPP
ASB	Fee-1	Unified Fire Inspection System (UFIS) - Phase III	1 Programmer Analyst IV - The UFIS will provide an integrated inspection system to consolidate and replace the current legacy Vegetation Management System (VMS) for the Brush Clearance Unit.	97,426	601,437	0	698,863	1	96	Yes
ASB	Fee-2	E-Commerce	Development of a E-Commerce/Public Portal to provide online payment, permitting, and inventory maintenance for the CUPA Program.	0	200,000	0	200,000	0	0	Yes
FPB	Fee-3	International Fire Code (IFC) - Updates to Fire Codes	Transition to IFC requires amendments and publication of new codes. Contract for the republishing of LA City Codes to reference the IFC and cost for new code books.	0	300,000		300,000	0		Yes
FPB	Fee-4	LA Live Events Inspector	Six months funding for one dedicated Inspector II will oversee all LA Live events. Fee supported.	53,885	16,169	16,492	86,546	1	36	Yes
FPB	Fee-5	Film Unit (Spot Check) Oversight	Six months funding for 4 Inspector I, 1 Clerk Typist, 1 Accounting Clerk II - Staffing to ensure that fire/life safety oversight issues are properly administered and enforced. Fee supported.	244,673	75,140	65,968	385,781	6	272	Yes
FPB	Fee-6	Reg 4 - Fire/Life Safety Systems Oversight	Six months funding for 1 Captain I and 1 Inspector II - This staffing is necessary to ensure proper oversight of Chief Regulation 4 testers that test all the fire life safety and fire protection systems in the City. (currently only one Inspector I and one Clerk Typist in Reg 4 Unit.) Fee supported.	11,709	32,337	32,984	77,030	2	132	Yes
FPB	Fee-7	Increase allocation for Brush Clearance Contractor Line Item	Request reflects increase in costs for contracting for brush clearance services. Services are billed to owners of cleared property. (Costs are reimbursed or returned to General Fund). More city agencies are also requesting the Brush Unit to clear their properties (e.g. LA Zoo).	0	300,000	0	300,000	0	0	Reimbursed
FPB	Fee-8	New Construction Low-Rise Support Staff	Six months funding for 1 Accounting Clerk II - Office support for fee-supported unit to process Div 4, 5 & 15 permits, and fee support documentation	22,886	10,466	0	33,352	1	64	Yes
FPB	Fee-9	Arson	Request 1 MA II to be the Subpoena Coordinator	79,559			79,559	1		Yes
SUB-TOTAL FEE SUPPORTED				\$510,138	\$1,535,549	\$115,444	\$2,081,672	12	600	

ALTERATIONS & IMPROVEMENT										
BSS	1-31	Separate List of A&I's - See list	Repairs to various locations. GSD to cost out and evaluate.							
SUB-TOTAL A&I'S				\$0	\$0	\$0	\$0	0	0	

2009-10 BUDGET REQUEST				\$10,100,651	\$5,404,296	\$166,050	\$15,591,438	65	1,560	
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MICLA										
BSS	M01	Fleet Replacement Program	Fleet Program - MICLA (Increase of \$1,320,444 for contract price increase projected at 5%) FY 08-09 Budget is \$25,147,997	0	0	26,466,174	26,466,174	0		No
BSS		Hand-held transmitters for vehicle backups	Hand-held transmitters for vehicle backups - Safety Item to be used instead of backup cameras.			1,200,000	1,200,000			No
SUB-TOTAL MICLA				\$0	\$0	\$27,666,174	\$27,666,174	0		

DELETE ONE TIME PURCHASE - MICLA - FY 2008-09						(\$25,147,997)	(\$25,147,997)			
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CIEP										
BSS		Frank Hotchkins Memorial Training Center (FHMTC)	Remodel and update training center - upgrade; HVAC, electrical, plumbing, and re-paint; also, refurbish unused space for office occupancy.		500,000		500,000	0		No
BSS		Fire Stations Maintenance	Maintenance on 107 Fire Stations. Existing Fire Stations are in need of upgrades and repairs. 5-Year Plan Total Cost \$5 Million		500,000		500,000			No
SUB-TOTAL CIEP				\$0	\$1,000,000	\$0	\$1,000,000	0		

2009-10 BUDGET REQUEST FOR MICLA AND CEIP				\$0	\$1,000,000	\$27,666,174	\$28,666,174	0	0	
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ALTERATION & IMPROVEMENT LIST - FY 2009-2010

Attachment 3

SUMMARY OF DEPARTMENT REQUESTS

Priority #	Department	Street Address	Bldg. #	Description	Category *	Estimated Cost (If Available)	Are Special Funds Available?	Notes
1	FIRE	140 N. Avenue 19		Provide and install conduit and electrical outlets; remove communication wires hanging on fire sprinkler system pipes.	B	GSD estm \$9,158; ITA estm pending	NO	
2	FIRE	140 N. Avenue 19		Installation and electrical work to install (2) air compressors.	C	37,595	NO	
3	FIRE	200 N. Main Street, P4		Install additional security cameras and monitors	C		NO	
4	FIRE	200 N. Main Street, P4		Remodel existing upstairs dorm; remove old workstations; add walls w/ electrical and phone conduit; rebuild walls/fix doors; locker area for ranked female members.	C	\$160,000	NO	
5	FIRE	5101 N Sepulveda Blvd		Install (2) wall/ceiling mounted natural gas heaters	C		NO	
6	FIRE	5101 N Sepulveda Blvd		Install post or ceiling mounted hose reels (air, water, engine oil and electric) in bays S3, S4, and S5. Total of (6) ea.	C		NO	
7	FIRE	5101 N Sepulveda Blvd		Add 16,000 lb hoist to accommodate lifting of Rescue Ambulances	C		NO	
8	FIRE	5101 N Sepulveda Blvd		Replace (15) manual shop roll-up doors w/ (15) electric roll-up doors.	C		NO	
9	FIRE	5101 N Sepulveda Blvd		Install (2) urinals in restroom.	C		NO	
10	FIRE	5101 N Sepulveda Blvd		Add-on awnings on southwest, northwest and southeast sides of maintenance buildings encompassing the bay door.	A		NO	
11	FIRE	140 N. Avenue 19		Insulate machine shop roof with spray foam.	A		NO	
12	FIRE	140 N. Avenue 19		Install roof fan in machine shop.	C		NO	
13	FIRE	140 N. Avenue 19		Install freestanding awning next to tire warehouse.	A		NO	
14	FIRE	140 N. Avenue 19		Insulate carpenter shop roof with spray foam.	A		NO	
15	FIRE	140 N. Avenue 19		Install roof exhaust fan in Carpenter Shop.	A		NO	

ALTERATION & IMPROVEMENT LIST - FY 2009-2010

Attachment 3

SUMMARY OF DEPARTMENT REQUESTS

Priority #	Department	Street Address	Bldg. #	Description	Category *	Estimated Cost (If Available)	Are Special Funds Available?	Notes
16	FIRE	140 N. Avenue 19		Install air conditioning in Carpenter Shop.	A		NO	
17	FIRE	140 N. Avenue 19		Clean and paint inside walls and ceiling of Triple Shop	C		NO	
18	FIRE	140 N. Avenue 19		Install awning in front of Aerial Shop/Paint booth.	A		NO	
19	FIRE	140 N. Avenue 19		Install (3) 220 volt single phase outlets to accommodate the 220 volt plug requirements on welding machines.	C		NO	
20	FIRE	330 Ferry Street, Terminal Island	FS#40	Add cord reels for apparatus located at FS 40, Training Academy.	C	\$5,000	NO	
21	FIRE	89861 Reseda Bl, Northridge 6811 De Soto Ave, Canoga Park 1962 E. Cesar Chavez Ave, LA 108 N. Fremont Ave, LA	FS#70 FS#72 FS#2 FS#3	Install cabinets & counter tops at the Fire Stations.	A	\$400,000	NO	
22	FIRE	5821 W. 3rd Street, LA 1962 E. Cesar Chavez Ave, LA	FS#61 FS#2	Renovate showers and fixtures at Fire Stations. Add shower, toilet and repipe.	C	\$300,000	NO	
23	FIRE	4305 Vineland Ave, North Hollywood 10010 International Rd, LA 1556 S. Robertson Blvd, LA 13035 Van Nuys Blvd, Pacoima 5320 Tujunga Ave, N. Hollywood 15045 Sunset Blvd, Pacific Palisades 1930 Shell Ave, Venice	FS#86 FS#95 FS#58 FS#98 FS#60 FS#69 FS#63	Renovate shower pans, doors, fixtures and partitions at the Fire Stations.	C	\$650,000	NO	
24	FIRE	15345 San Fernando Mission, Mission Hills	FS#75	Install new roofing at FS 75.. Has numerous patches.	C	\$60,000	NO	
25	FIRE	12229 Sunset Blvd, LA	FS#19	Install new front apparatus doors	C	\$50,000	NO	

ALTERATION & IMPROVEMENT LIST - FY 2009-2010

Attachment 3

SUMMARY OF DEPARTMENT REQUESTS

Priority #	Department	Street Address	Bldg. #	Description	Category *	Estimated Cost (If Available)	Are Special Funds Available?	Notes
26	FIRE	107 S. Beverly Glen Blvd, LA 2144 W. Sunset Blvd, LA	FS#71 FS#20	Install fencing and gate at the Fire Stations for security.	C	\$65,000	NO	
27	FIRE	10010 International Rd, LA	FS#95	Expansion of facility; apparatus bay needed to accommodate Hazardous Material Squad.	A	\$1,000,000	NO	
28	FIRE	17281 Sunset Blvd, Pacific Palisades 15345 San Fernando Mission, Mission Hills	FS#23 FS#75	Install diesel above ground tanks (AGT) at the Fire Stations.	C	\$200,000	NO	
29	FIRE	19059 Ventura Blvd, Tarzana 11505 W. Olympic Blvd, LA 10010 International Rd, LA 6345 Fallbrook Ave, Woodland Hills 20225 Devonshire St, Chatsworth	FS#93 FS#59 FS#95 FS#105 FS#107	Install apparatus bay heaters at the Fire Stations. HVAC	C	\$150,000	NO	
30	FIRE	1700 Stadium Way, LA		Remove existing deck materials and re-coat deck. Reinstall plants/landscaping. Leakage into basement area at FHMTc.	C	\$238,833	NO	
31	FIRE	1700 Stadium Way, LA PAD Office Ste 112		Patch and paint PAD Program Office; replace existing lighting	C			

Categories * : A - Health Hazard; B - Building Code Violations; C - Unsafe Working Conditions

10/15/0903

LOS ANGELES FIRE DEPARTMENT

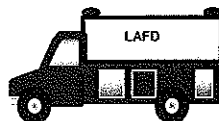
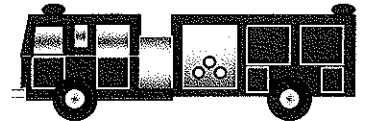
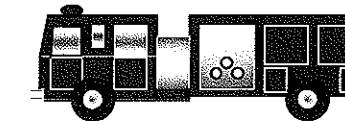
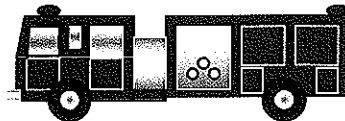
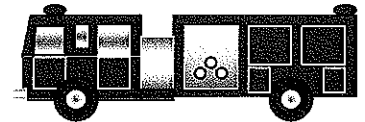
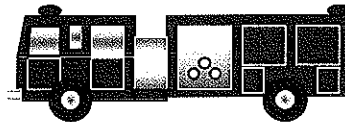
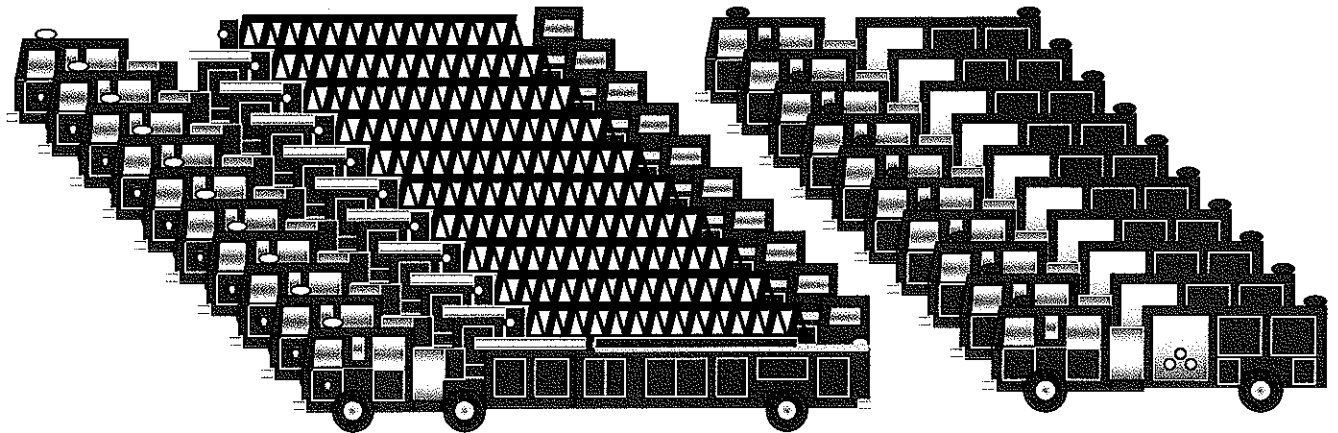
\$50 MILLION (9%) BUDGET CUT

360 PERSONNEL

This equates to closing:

10 Light Forces, 10 Engines, and 10 Ambulances

Captain II-30 Captain I-30 Engineer-60 Apparatus Operator-30 Firefighter-210



**FY 2009-10 PROPOSED BUDGET
LOS ANGELES FIRE DEPARTMENT
PUBLIC SAFETY IMPACT OF \$50 MILLION (9%) REDUCTION**

Engine Companies Reduction Impact

COMMUNITY IMPACT

- SEVERE IMPACT ON EMERGENCY RESPONSE CAPABILITIES
- SEVERE POLITICAL IMPACT BY CLOSING EMERGENCY RESOURCES
- SEVERE LABOR RELATIONS IMPACT BY CLOSING RESOURCES
- INCREASED RESPONSE TIMES TO MEDICAL EMERGENCIES
- INCREASED RESPONSE TIMES TO STRUCTURE FIRES
- DECREASED NUMBER OF RESOURCES FOR MAJOR INCIDENTS
- DECREASED STATION PERSONNEL FOR FIRE SAFETY INSPECTIONS

DEPARTMENT IMPACT

- INCREASED WORKLOAD OF LIGHT FORCE AT AFFECTED STATIONS
- INCREASED WORKLOAD OF ADJACENT FIRE COMPANIES
- INCREASED NUMBER OF RESOURCES EXCEEDING WORKLOAD LIMIT
- INCREASED RISK OF FIREFIGHTER INJURIES AT EMERGENCIES
- DECREASED NUMBER OF RESOURCES FOR STRIKE TEAMS
- DECREASED NUMBER OF RESOURCES FOR PRE-DEPLOYMENT
- DECREASED NUMBER OF RESOURCES FOR MOVE-UP COVERAGE
- DECREASED NUMBER OF RESOURCES FOR COMPANY TRAINING
- DECREASED ASSIGNMENTS FOR PROBATIONARY FIREFIGHTERS

Rescue Ambulances Reduction Impact

COMMUNITY IMPACT

- SEVERE IMPACT ON EMERGENCY RESPONSE CAPABILITIES
- SEVERE POLITICAL IMPACT BY CLOSING EMERGENCY RESOURCES
- SEVERE MEDICAL COMMUNITY IMPACT BY CLOSING AMBULANCES
- SEVERE LABOR RELATIONS IMPACT BY CLOSING RESOURCES
- INCREASED RESPONSE TIMES TO MEDICAL EMERGENCIES
- INCREASED RESPONSE TIMES TO STRUCTURE FIRES
- DECREASED NUMBER OF AMBULANCES FOR PATIENT TRANSPORTS
- DECREASED NUMBER OF RESOURCES FOR MAJOR INCIDENTS
- DECREASED STATION PERSONNEL FOR FIRE SAFETY INSPECTIONS

DEPARTMENT IMPACT

- INCREASED WORKLOAD OF FIRE ENGINES AT AFFECTED STATIONS
- INCREASED WORKLOAD OF ADJACENT RESCUE AMBULANCES
- INCREASED NUMBER OF RESOURCES EXCEEDING WORKLOAD LIMIT
- DECREASED NUMBER OF RESOURCES FOR PRE-DEPLOYMENT
- DECREASED NUMBER OF RESOURCES FOR MOVE-UP COVERAGE
- DECREASED NUMBER OF RESOURCES FOR EMS SURGE POTENTIAL

DEPARTMENT IMPACT

- SEVERE IMPACT ON THE EMERGENCY MEDICAL SERVICES SYSTEM
- INCREASED RESPONSE TIMES OF EMS SUPERVISOR TO EMS INCIDENTS
- DECREASED ABILITY TO PROVIDE MEDICAL SUPERVISION AT EMS INCIDENTS
- DECREASED ABILITY TO TRAIN AND EVALUATE ALL NEW EMS PERSONNEL
- DECREASED PERSONNEL TO PROVIDE SAFETY OFFICER AT ALL EMERGENCIES
- DECREASED ABILITY TO PROVIDE MEDICAL SUPERVISION WITH HOSPITAL PROBLEM DECREASED ABILITY TO PROVIDE MEDICAL LIAISON DUTIES FOR INJURED MEMBER