

EMS Financial Sustainability



FEBRUARY 4, 2014

Status Quo Analysis

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			MILLAGE RATE										
1st Responder Assumptions	Ambulance	Reserve	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23
Continue current assumption of 5% annual growth in 1st Responder contracts from FY15 through forecast period.	Continue current assumption of Contractor increases capped at 6% from FY15 through the forecast period.	Mill at .9158 for FY14, then increases from FY15 through the forecast to maintain 25% reserve.	0.9158	0.9158	0.9825	1.0361	1.0823	1.1339	1.1869	1.2407	1.2956	1.3517	1.4088
				0.0000	0.0667	0.0536	0.0462	0.0516	0.0530	0.0538	0.0549	0.0560	0.0572
			% change	0.00%	7.28%	5.46%	4.46%	4.77%	4.67%	4.53%	4.43%	4.32%	4.23%

Fitch & Associates Study Scope

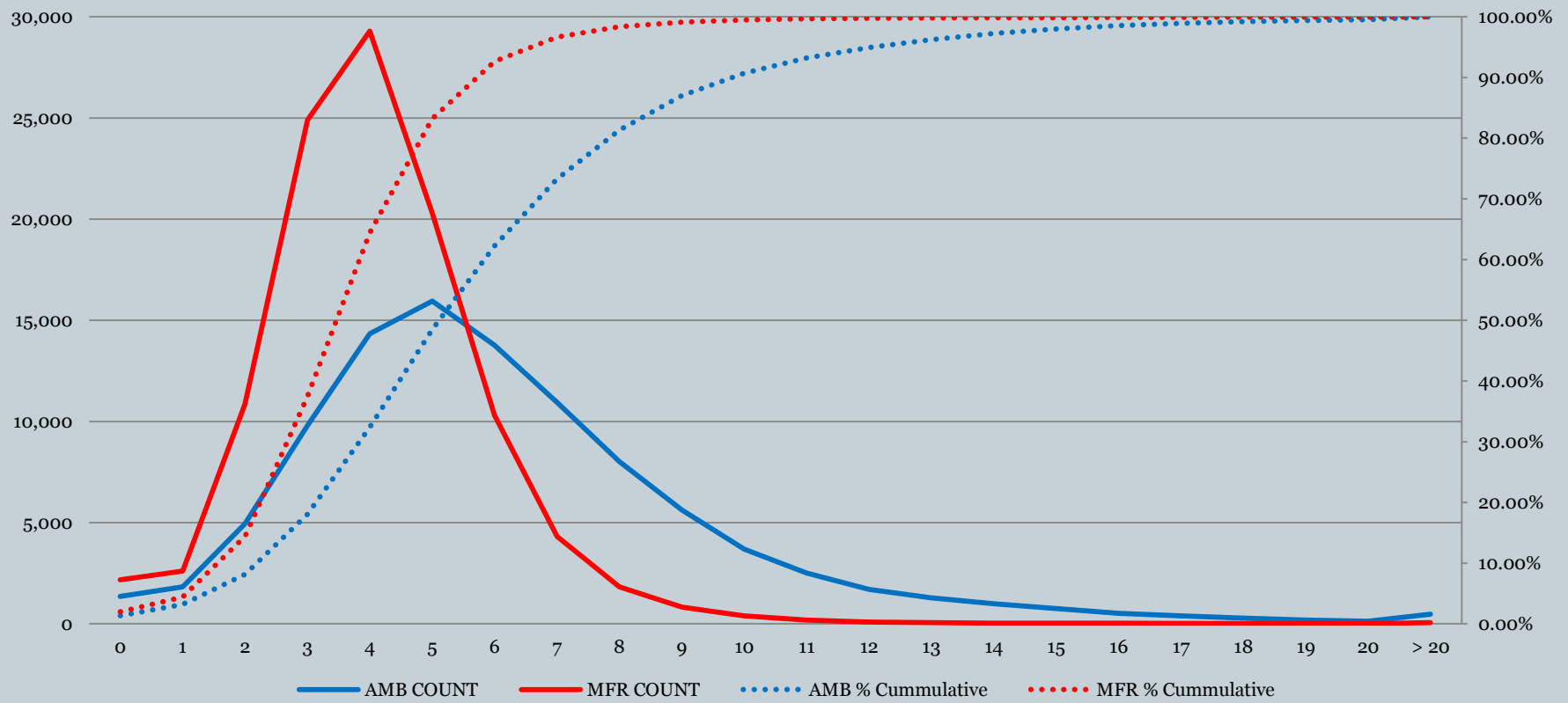
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- Compare the IPS Study and Sanford Millican Plan to the existing EMS System.
- Provide any further Recommendations deemed appropriate by consultant
- At a minimum, the model configurations should keep system performance for first-responder at the current 7:30 minute response interval 90% of the time and ambulance at 10:00 minutes 90%

Response Times

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Medical First Responder & Ambulance Emergency Response Times by Minute Intervals
Jan 2012 - Dec 2012



Process

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- Engagement of key stakeholders was essential. Fitch met with fire chiefs; ambulance contractor; 9-1-1 personnel; medical director; hospitals; county & local officials; and labor representatives.
- Optima deployment software modeled actual system performance (FY2011) and correlated with financial data. Fire rescue agencies were asked to provide their financial data as well.
- Key in this process was fire chiefs. They provided their concurrence/comments on model assumptions and operational issues.

Report Findings

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- The system is clinically excellent – one of the best EMS systems in North America
- The system has excess capacity – especially in first responder resources
- Hybrids, as outlined by stakeholders, do not work. Fragmentation increases costs and/or reduces efficiencies achieved through a true regional system
- Gave every ‘benefit of doubt’ to fire departments in analysis
- IPS works – saves \$16M; however a dramatic change to system
- Sanford-Millican could work if appropriately staffed, but costs \$9M greater
- CARES pushes more efficiency out of system from excess capacity, and saves \$7.0M (current value)
- Prepares system for changes in health care; Response times requirements remain as they are
- FDs recommended to handle low priority calls, as they requested
- FDs should adjust work schedules during middle of the night when there are less calls and less traffic. We don’t need the same number of units at 2AM as we do at 2PM.
- System wide costs may be reduced by up to \$7.0M annually (not necessarily County funding)

County Proposal – December 2013

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- County staff discussed long-term agreement and implementation of CARES model with providers in November & December 2013
- Goals are protect level of service, funding fairness, reliability & appropriate cost controls.
 - Concept included a new ALSFR five-year agreement.
- Phasing in over 5 years, funding changes that provide fiscal sustainability.
 - In FY15, those cities/districts overcapacity will be reduced by their proportionate share of \$1.4M for 5 years.
 - This allows us to establish a new base funding rate
- If future budget requests are tied to an appropriate index (i.e. CPI) and codified in longer-term agreements, existing millage projections show that system is sustainable;
 - Starting in FY18, increases will be indexed to the lesser of 1) Price Index or 2) 125% of taxable valuation based on actual costs
- Allows for development of new system attributes that may ultimately be cost saving in themselves (i.e. community paramedics, significant public outreach for injury prevention, etc.)
- Reduced & capped Sunstar increases at 4% (vs. 6%)

Stakeholder Response

Moving toward Consensus

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- In Phase 1 discussion (November & December 2013), County staff proposed providers assume the cost to connect to County's technology infrastructure from their fire stations. The County currently spends over \$250,000 per year total to connect fire stations back to the County network. **Agencies largely disagree with this recommendation and we said 'OK, the County can**
- City manager's raised the practice of funding 'allowable costs' for some agencies. The recent practice has decreased considerable, but current value is \$256,996 (CLW=\$71,273; PP=\$185,723). **City managers felt 'allowable costs' must be tied to specific system benefit / justification and applied equally to all, and we said 'OK, the County can ...**

- Stakeholders questioned new County proposed requirements for increased Professional Liability insurance. **Agencies largely disagree with this recommendation and we said ‘OK, the County can**
- Cities and Districts expressed concerns with County proposed language on Community Paramedics, Medical Direction, and paramedic continuing education. **The concerns focused on potential additional costs to providers, and we said ‘OK, the County can ...**

- The Fitch report analyzed resources irrespective of their funding source. Accordingly, some EMS districts have municipal/district funded units that the CARES model anticipates decreasing. **Municipalities/districts do not believe their funding should be reduced when the CARES model indicates a contractor funded units being reduced, and we said . . .**
 - Let's model Authority funded units only to resolve this main stakeholder concern
 - Allow every city and district agency to go online to verify response times to ensure they are receiving appropriate resources

Authority Funded – CARES 2

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- Asked Fitch to model contractor funded units only.
- Results showed Countywide was largely compliant at 7:30 without contractor funded units 90% of the time.
- Further modeling added 3 units and updated turnout times to reflect closely to 2013 actual.
- New model (CARES 2) shows Countywide and districts meet 90% compliance at 7:30

Recommended Framework

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- Fund only those resources required to meet system criteria – 7:30 response time on 90% of calls
- Utilize CARES model – adjust funding during late night/early morning hours when resources not required
- Add new (required) resources where needed
- Reduce funding for current excess resources over 3 years
- Freeze payments for 3 years (FY 2015 thru FY 2017)
- Apply cost index to first responder funding beginning FY 2018

	Conservative Model				Upper Bound Model			
Reporting Districts	Avg	50th%	90th%	% 7:30	Avg	50th%	90th%	% 7:30
Belleair/Belleair Bluffs	5:04	4:55	7:38	89.15%	4:23	4:18	6:35	94.65%
Clearwater	5:20	5:13	7:41	88.27%	4:28	4:21	6:35	95.59%
Dunedin	5:17	5:08	7:44	88.06%	4:33	4:21	6:48	94.37%
East Lake	5:37	5:29	8:04	86.07%	4:40	4:42	6:55	94.27%
Gulfport	4:29	4:24	6:09	98.01%	4:29	4:24	6:09	98.01%
Largo	5:02	4:55	6:57	93.99%	4:09	4:04	5:48	98.34%
Lealman	4:55	4:48	7:02	93.49%	4:03	3:58	5:54	97.84%
Madeira Beach	5:12	5:06	7:21	90.80%	4:15	4:04	6:12	97.57%
Oldsmar	5:02	4:43	7:44	88.25%	4:19	3:53	7:09	91.26%
Palm Harbor	5:09	4:59	7:18	91.49%	4:15	4:07	6:08	97.61%
Pinellas Park	5:00	4:55	7:07	93.03%	4:11	4:05	6:07	97.72%
Pinellas Suncoast	5:05	5:01	7:25	90.69%	4:12	4:11	6:17	97.58%
Redington Beach	4:11	4:10	6:07	96.88%	3:16	3:16	5:04	99.44%
Safety Harbor	5:41	5:42	8:07	83.17%	4:48	4:47	6:59	93.91%
Seminole	4:57	4:43	7:09	92.25%	4:04	3:50	6:11	97.16%
South Pasadena	4:28	4:20	6:22	96.19%	3:34	3:26	5:16	98.64%
St. Pete Beach	4:24	4:05	6:43	93.53%	3:31	3:09	5:36	97.04%
St. Petersburg	5:00	4:51	7:07	92.51%	4:10	4:00	6:03	96.94%
Tarpon Springs	5:21	5:11	7:44	88.46%	4:30	4:17	6:35	94.21%
Tierra Verde	4:14	3:57	6:22	95.24%	3:24	3:07	4:59	97.20%
Treasure Island	5:00	4:45	7:48	87.92%	4:10	3:53	6:41	94.57%

Transparency in Agency Performance

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Search Prior CAD Records - Separate Multiple Entries with Comma

BEGIN DATE: 1/22/2014 END DATE: 1/22/2014
BEGIN TIME: 00:00 END TIME: 24:00

TRUCK(s):
DISPATCH CODE(s):

NATURE(s):
STREET NAME(s):
BLOCK NAME(s):
GRID(s):
Municipality: ALL MUNICIPALITIES
COMPLAINANT NAME(s):
TELEPHONE NUMBER(s):
FID(s) precede with 'Y' to exclude:
INCIDENT NUMBER(s):
OPERATOR INITIAL(s):
FIRE AREA CHIEF(s) precede with 'Y' to exclude:
EMS AREA CHIEF(s) precede with 'Y' to exclude:
Note: Payroll:
TAC Channel:
Alarms: 1 or More

☐ Working Fleet ONLY
☐ Exclude Downgraded Calls
☐ Full for Alarm Compliance Onscene
☐ Response Times over: 5 Minutes: 30 Seconds ONLY
☐ Response Times over 10 Minutes ONLY
☐ Response Times under: 15 Minutes: 00 Seconds ONLY
☐ Only Show Calls in which the First Due Unit was already involved
☐ SUMMARY ONLY
☐ Display Process and Turnout Time Calculations

Prior Calls Search Results... 1721 Calls Found- WorkID: 0102591

Avg. Response Time: 00:04:08 -- Avg. Turnout Time: 00:00:56 -- Avg. ALS Response Time: 00:04:28 -- Avg. BLS Response Time: 00:04:19

Calls Processed in under 60 Seconds: 74.8366%

Calls Processed in under 90 Seconds: 92.1569%

Turnout in under 60 Seconds: 86.6013%

Percent of Time ALS Arrived Onscene in 7:30 or less: 95.9906%

90 Percent of the Calls Processed in 00:01:24 or less

90 Percent of the Turnout was complete in 00:01:05 or less

90 Percent of the time, ALS was Onscene in 00:06:23 or less

Criteria Used

Date Range Searched: 1/1/2014 to 1/22/2014

Dispatch Code: 1, 3, 7, 8, 9, 11, SA, SW, TA, BA, 1DM, 3DM, ST, TE, M72, ME, MS, R54, R58, R62, RI, RIS, VIP

Municipality: ST PETERSBURG

EMS Area Chief: SP

Excluded Downgrades

Highest Counts in Red

Disclaimer

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- Fiscal impacts are for illustrative purposes only
- Final discussions on an long-term interlocal agreements will require further analysis and clarification between County and stakeholders.

Authority Funded – CARES 2

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Reflects actual FY13 revenues and expenses at year-end close.				MILLAGE RATE									
1st Responder Assumptions	Ambulance	Reserve	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24
Reduce ALSFR base in FY15, FY16 and FY17, with no growth factor. Add 3.8% annual growth in 1st Responder contracts from FY18 through forecast period. Allows for up to 125% of ad valorem.	Revised assumption of Contractor increases to cap at 4% from FY15 through the forecast period. Reduce base by \$500k in FY15.	Mill at .9158 for FY14, maintain at .9158 through FY18. Increase from FY19 through the forecast to maintain 25% reserve.	0.9158	0.9158	0.9158	0.9158	0.9158	0.9186	0.9554	0.9783	1.0010	1.0238	1.0467
				0.0000	0.0000	0.0000	0.0000	0.0028	0.0368	0.0228	0.0227	0.0228	0.0229
			% change	0.00%	0.00%	0.00%	0.00%	0.31%	4.00%	2.39%	2.32%	2.28%	2.24%

Typical Funding Adjustment – Single Station

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- **Current**

- Rescue truck X 2 personnel X 24 hours = 48 hours of funding

- **Proposed**

- Rescue truck X 2 personnel X 14 hours = 28 hours of funding

- Engine X 1 personnel X 10 hours = 10 hours of funding

38 hours of funding

Funding Changes

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No Impact	Increased Funding	Decreased Funding
Dunedin	Palm Harbor	Clearwater
East Lake	Seminole	Largo
Gulfport	Tarpon Springs	Lealman
Madeira Beach		Pinellas Park
Oldsmar		St. Petersburg
Pinellas Suncoast		
Safety Harbor		
South Pasadena		
St. Pete Beach		
Treasure Island		

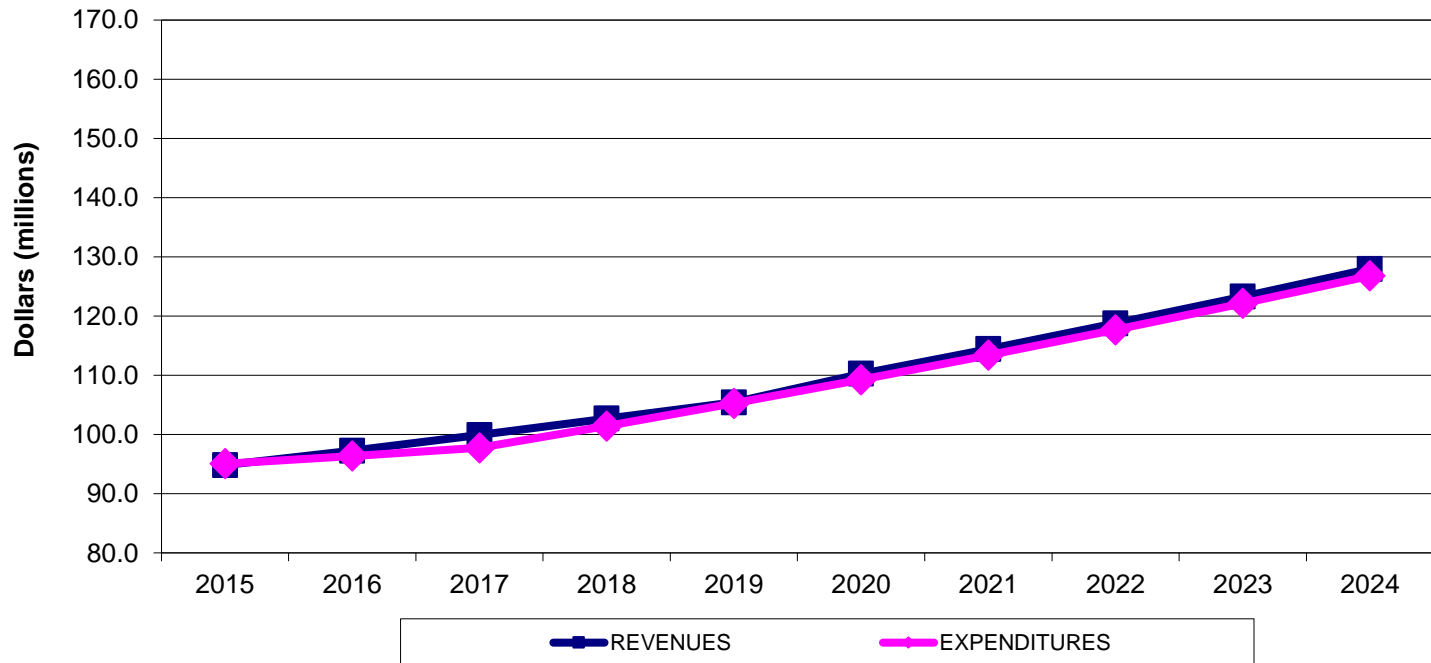
Methodology

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Agency	FY 2014	CARES-2	New Base	FY 2015 Reduction	FY 2015 Payment
Clearwater	\$5,787,934	-\$669,690	\$5,118,244	-\$223,230	\$5,564,704
Dunedin	\$1,302,283	\$0	\$1,302,283	\$0	\$1,302,283
East Lake	\$1,385,987	\$0	\$1,385,987	\$0	\$1,385,987
Gulfport	\$400,007	\$0	\$400,007	\$0	\$400,007
Largo	\$4,282,689	-\$527,566	\$3,755,123	-\$175,855	\$4,106,834
Lealman	\$2,164,487	-\$285,454	\$1,879,033	-\$95,151	\$2,069,336
Madeira Beach	\$363,043	\$0	\$363,043	\$0	\$363,043
Oldsmar	\$430,034	\$0	\$430,034	\$0	\$430,034
Palm Harbor	\$1,913,608	\$240,740	\$2,154,348	\$240,740	\$2,154,348
Pinellas Park	\$2,328,686	-\$504,789	\$1,823,897	-\$168,263	\$2,160,423
Pinellas Suncoast	\$660,815	\$0	\$660,815	\$0	\$660,815
Safety Harbor	\$845,114	\$0	\$845,114	\$0	\$845,114
Seminole	\$2,016,700	\$143,945	\$2,160,645	\$143,945	\$2,160,645
South Pasadena	\$771,767	\$0	\$771,767	\$0	\$771,767
St. Pete Beach	\$1,317,862	\$0	\$1,317,862	\$0	\$1,317,862
St. Petersburg	\$13,144,183	-\$1,069,369	\$12,074,814	-\$356,456	\$12,787,727
Tarpon Springs	\$958,106	\$381,531	\$1,339,637	\$381,531	\$1,339,637
Treasure Island	\$370,920	\$0	\$370,920	\$0	\$370,920
TOTALS	\$40,444,225	-\$2,290,650	\$38,153,575	-\$252,739	\$40,191,486

Emergency Medical Services Fund Forecast FY2014 - FY2023

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Questions

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