

*City of Monterey Park Fire Department
California*



Fire Services Analysis

August 2012



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City of Monterey Park

Fire Department, California

Fire Service Analysis

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Executive Summary

The report document is divided into six major sections including: 1) an evaluation of the existing fire protection, emergency medical system and ancillary services both emergency and non-emergency, and comparative discussion in each service area; 2) a review of fire/EMS service demand, reliability and performance; 3) resource analysis and evaluation of the LACFD proposal; 4) a fiscal analysis; 5) a strengths, weaknesses, opportunities, challenges matrix, and 6) a survey of city managers in cities recently annexed to LACFD for service.

Analysis of the LACFD Proposal

Section I provides a detailed evaluation of current fire department services and comparative analysis with LACFD proposed service levels. The evaluation includes the following headings:

1. Organization Overview
2. Management Components
3. Staffing, Personnel Management, Personnel Involvement
4. Emergency Medical Services
5. Training Program
6. Capital Assets and Assessment of Current Infrastructure
7. Support Programs - Fire Prevention/Public Education/Development Review Programs

Observations and comparative analysis are supported by current conditions data collected during the information gathering process and from the cumulative emergency services experience of ESCI. Current conditions data that was developed and evaluated encompass all phases of emergency service delivery and performance, non-emergency services, support services, and a fiscal overview.

Organizational Overview

The Monterey Park Fire Department (MPFD) and the Los Angeles County Fire Department (LACFD) are different in many respects. The two organizations are of disparate size and operate under dissimilar governance models. It is important that City of Monterey Park decision makers gain an appreciation for the differences that exist as they deliberate the question of transitioning their fire protection services to LACFD. Differences may be viewed as advantageous to the City in many instances, while others may result in a modification of levels of service.

A high level view of the LACFD organization depicts a well-organized fire department structure; chain of command, rules and regulations, and overall attributes of a successful organization are in place.

Management Components

Based on the information available, it is determined that LACFD has a well-developed foundation of management controls and organizational procedures in place.

Organizational policies, rules and regulations are essential to defining the administrative operating practices of a fire department. Of equal importance are standard operating guidelines directly and critically impacting fire fighter safety and operational effectiveness. ESCI was informed that the above items are included in the LACFD Manual of Operations.

Should the transition to LACFD service delivery be implemented, MPFD will experience considerable organizational change. Communicating information to the members of the organization as well as the community will prove to be challenging.

Staffing, Personnel Management, Personnel Involvement

Under the LACFD proposal, total staffing of emergency response personnel stationed at Monterey Park fire stations will be reduced from 49 to 36 personnel. There will be fewer responders assigned to 24-hour duty in MPFD stations than there are today. The total number of responders dispatched to an initial fire response will increase under the proposal, although the total number of personnel stationed within the city declines. Total daily staffing of 24-hour fire fighters will be reduced a total of five positions, from 17 to 12 personnel.

Transferring employees will be required to pass a physical examination prior to acceptance by LACFD. If an employee fails the examination, he or she will not be accepted by LACFD. Under the proposal, non-uniform personnel are only transferred subject to LACFD “needs and negotiations”.

Monterey Park citizens are accustomed to being able to go to Station 61 to conduct business with the fire department, as they are able to do currently. Maintaining a physical presence in the

form of an office that is staffed and accessible to the public is in the interest of effective customer service. LACFD has indicated it will assign an Assistant Chief to Station 61.

Emergency Medical Services

LACFD personnel will continue to deliver fire department-based first response Emergency Medical Services (EMS). Both paramedic-advanced life support and basic life support resources will be located in city fire stations.

Total daily staffing of 24-hour paramedics will be reduced from six to five personnel. Two paramedic assessment engines and one paramedic squad will provide service. Two rescue ambulances currently active in the city will be removed from service.

Another significant change proposed by LACFD involves ambulance transportation. Currently, MPFD provides transportation via fire department staffed rescue units. LACFD will not provide ambulance transportation services. The City will be required to contract with and administratively manage a private ambulance company to provide emergency transportation services. In this configuration, the City is in a position to retain revenues currently generated by patient transportation.

Training Program

Both departments are currently meeting all national and state requirements. Training manuals, standard operating procedures, position requirements, and recruit manuals are widely available and in active use. MPFD has a long history of dedicated, quality effort in training skills and readiness to ensure fire fighters operate safely and effectively. LACFD also provides a high level of initial and ongoing training at all levels of the department.

MPFD has no dedicated training facility, which presents a limitation to classroom or outdoor training. Recently, the MPFD has contracted limited use of the Alhambra training tower and partially mitigates this problem. LACFD operates four regional training centers available to and regularly used by all personnel.

The inclusion of dedicated training centers, live fire training, and the variety of training props, classroom environments, and dedicated administrative training staff make the LACFD system an enhancement over what is currently provided.

Capital Assets and Assessment of Current Infrastructure

The MPFD utilizes an internal fire departmental apparatus replacement plan that details expected vehicle life spans, including timelines for budgeting these large capital expenditures. Vehicles currently serving in first due emergency assignment capacities have an approximate average age of seven years and are in good to excellent condition. However, vehicle purchase and replacement do not always occur due to ongoing city budget constraints. Due to limited detailed information in the proposal, it is not known to what extent the LACFD vehicle replacement policies are effective.

MPFD fire stations are in fair to good condition. The buildings are small and are at maximum capacity of use considering the amount of assigned staff.

The LACFD proposal requires modifications and conversions be made to apparatus, facilities, and support equipment to comply with LACFD standards. The details regarding the conversion costs are discussed in detail in Appendix G on page 258.

Facility repairs and maintenance is an area the City is recommended to explore and gain a better understanding. The LACFD proposal places a maximum limit in the amount of \$25,000 for building repairs and maintenance. Repairs can easily exceed the proposal limit of \$25,000; the City is required to pay any additional costs exceeding \$25,000 during the first six years of the contract. The City should request clear contract language indicating parameters on types of repairs, decisions on repairs, and costing before transition.

Support Programs - Fire Prevention/Public Education/Development Review Programs

The City of Monterey Park operates under the 2010 California Fire Code and LACFD operates under the Los Angeles Fire Code, an adoption of the latter will be required under the service delivery proposal.

Comparison of current new construction permit processing, plan reviews and related inspection work indicates that LACFD will provide generally equivalent services in this area, relative to current practices.

If LACFD assumes responsibility for fire prevention in the City, it will be essential that the existing level of occupancy inspection performance be maintained, at a minimum. MPFD current actual inspection frequency is on an 18-month rotation. The proposal states that LACFD will perform inspections on all commercial buildings, as well as schools and institutional occupancies. It does not, however, indicate the frequency with which the inspections will be conducted.

Public education programs will be managed and delivered to Monterey Park by the LACFD Prevention and Operations Bureau. This is a vital service to the community, and the City should require further definition of specific public education components LACFD will provide.

Adequate fire cause and origin determination is an interest to the City not only in terms of arson prevention, but also as a tool with which to identify trends in accidental fire cause in order to target public education emphasis. The LACFD proposal states that fire investigation operations will be addressed.

Service Distribution, Demand, Concentration, Reliability, and Performance

During the period, from December 1, 2010, through November 30, 2011, the MPFD responded to a total of 3,391 incidents in the City of Monterey Park. MPFD responded to an additional 571 incidents outside the city at the request of neighboring agencies.

The following chart illustrates average response times for incidents in two major response types: fire and EMS. The information was provided to ESCI by MPFD staff.

Figure 1: Department Wide Response Performance by Incident Type - First Arriving Unit – Average Response Times

MPFD Station	Average Response Time Fire	Average Response Time Medical	Average Response Time Overall
Station 61	4:07	4:07	4:07
Station 62	6:30	4:55	5:43
Station 63	5:49	5:36	5:43
Average Total	5:28	5:06	5:17

MPFD units respond to calls for service “averaging” just over five minutes to incidents in the city.

Resource Analysis and Evaluation of the LACFD Proposal

First-due coverage initially decreases under the configuration proposed by LACFD primarily due to the reduction of available response units and personnel within the city. Full effective response force coverage, the total number of resources responding to a call, under the configuration proposed by LACFD increases on the initial alarm. This is a result of more LACFD staff available in the region nearby the City and sent on initial alarms.

All 911 calls within Monterey Park will continue to be routed through Monterey Park PD and then to LACFD Communications. Dispatch processing time for alarms will be similar to what is currently being provided by Verdugo Communications.

The proposal poses no improvement or enhancement to the response times of initial (first due) resources deployed to an emergency. Under the proposal, response times to incidents within the City will be approximately the same. However, LACFD response provides an overall increase in the depth and numbers of resources responding to initial incidents. The proposed level of service also increases depth of resources available during complex or long duration incidents.

Fiscal Analysis

The LACFD annexation proposal, as written, provides a long-term cost benefit to the City of Monterey Park. Later in this report, costs for the agreement are projected through 2017, and represent \$12.6 million accumulative savings including all one-time costs.

- The proposal represents a potential cost savings to the City (over a five-year period) of \$10,158,461 to \$12,567,520, depending on contract specified inflation increases.
- LACFD will purchase all fire apparatus and equipment after annexation. This would reduce the Capital Improvement Project (CIP) projected cost by \$1.8 million through 2017.
- Employees transferring to the LACFD system will no longer be in the City's CalPERS pool generating future unfunded liabilities.
- Property and liability insurance would continue to be a cost to the City. The five-year total City cost for property and liability insurance, as displayed in this report, is \$158,610.

- ESCI recommends the City outsource ambulance service to a third party provider to maintain annual revenue of approximately \$700,000 to \$800,000.
- Transferring fire employees to LACFD will reduce the total personnel in the City's public safety employee pool to below 100. The remaining City employees (police) will be required to be included in the State safety pool, as per CalPERS regulations. This will create an accumulative CalPERS cost increase through 2017 of \$1.3 million. However in totality, the proposal presents an overall savings to the City despite this increased cost should transition occur.

The proposed agreement verbiage is written to favor LACFD in a number of areas. The proposal transfers many costs to the City that should be reviewed and negotiated in finer detail, particularly in the area of facilities. The City should consider negotiating more detail in the proposal language to provide the City protection for any additional unforeseen risk and/or costs.

There are major financial advantages and disadvantages within the proposed annexation. It is the recommendation of ESCI that the City consider each and every recommendation to fully understand potential financial impacts.

Conclusion

The Monterey Park City Council, City staff, and community members have a series of difficult decisions to make regarding the future of the fire department and how emergency services will be provided to the community. Fire staff members are dedicated, well trained, and maintain a high level state of readiness. The department is well led and managed with a full-time fire chief, dedicated management and administrative staff, and quality line officers and fire fighters on duty each day. Emergency services are delivered in a timely and professional manner.

Managing the department has been strained with a continual history of budget reductions affecting and degrading many service levels found in typical fire departments. The City is faced with severe financial challenges threatening the stability and core levels of public safety service. Due to budget reductions, the fire department has been reduced in size, scope, and depth of service over recent years. ESCI believes the remaining primary option to reduce operational costs is to reduce levels of 24-hour emergency fire and medical services. With further reduction

comes additional risk to the community in the form of longer response times, less staff members to perform emergency tasks, and increased jeopardy to citizen and fire fighter safety.

Monterey Park Status Quo

The department continues to provide bare minimum of service levels, focused on the core area of emergency response. The primary and most critical issue is the continual challenge of static or diminished city revenues versus rising operational costs. Over time, the MPFD has adapted to budget reductions and have eliminated a variety of services and functions to meet declining operating budgets. Management staff is beyond maximum output in a number of administrative command and control areas. Nearly every reduction option has been exhausted leaving emergency service capacity the last to cut.

At the current status quo state, ESCI's observations conclude and indicate the primary option to maintain financial sustainability, short of regional cooperative efforts, is by reducing the number of fire fighters on duty, via partial or full unit or station closures.

Transition to LACFD

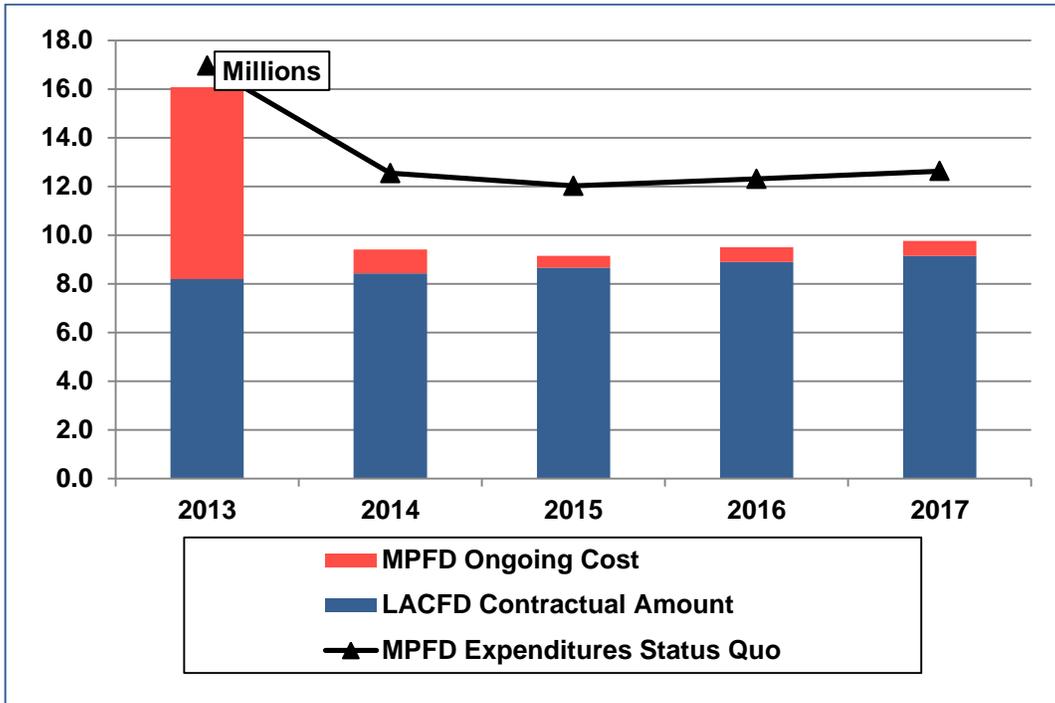
ESCI considers the availability of resources within the LACFD system as equal to or, in some cases, of greater benefit to the City residents than the current system. If a transition should occur, LACFD would provide the community with a commensurate delivery of timely, professional emergency services.

LACFD provides a deep resource and staffing base from which to draw. Should larger incidents or concurrent incidents occur in Monterey Park, the LACFD system provides greater numbers of resources and manpower delivered quicker than those available today. The LACFD system provides a regional automatic aid system that will also benefit the City during major incidents. In addition, LACFD can provide quicker delivery of higher-level technical specialty resources to incidents. The depth of administrative support and fire training are other key areas of distinct improvement over current status.

The expected cost savings with transition will directly address the critical financial challenge facing Monterey Park today. The financial impact of a transition will provide much needed financial relief to the City while maintaining or improving various service levels, including emergency response, administrative services, and support areas.

The chart below shows ongoing costs post transition to LACFD. The black line represents MPFD expenses at status quo.

Figure 2: Cost Comparison MPFD Status Quo to LACFD Proposal with 2.79 Annual Increase



Utilizing an inflation index of 2.79 percent per year, the preceding figure shows that the LACFD proposal presents an annual potential savings, with the exception of the first year, of over \$2 million per year. The accumulative cost impact to the City of Monterey Park from 2013 to 2017 represents a savings of \$12,567,520. This includes calculating all LACFD conversion costs incurred in 2013.

Overall Recommendation

ESCI recommends the City of Monterey Park transition to LACFD for fire services. This recommendation is based upon observations, data collection and analysis, and a comparative analysis of the LACFD proposal. Emergency services, support services (such as fire prevention), training, hazardous materials response, and various administrative functions will at the least be equal to or improved in a variety of areas when compared to existing service levels.

A non-scientific survey, provided later in this report, found that most city managers of recently transitioned cities find that LACFD is providing quality service in their communities.

Furthermore, some managers stated that if they were faced with the same situation again, they would make the decision to contract with LACFD.

The most compelling reason ESCI recommends transition to the LACFD system is financially based. The positive economic impact and potential cost savings to the City (over a five-year period) of \$10,158,461 to \$12,567,520 dollars, including required LACFD one-time conversion costs through 2017, will have a positive effect on the city budget.

The ESCI project team began collecting information concerning the fire services for MPFD in December 2011. The team members recognize that the report contains a large quantity of information and ESCI would like to thank the elected officials, employees of Monterey Park, as well as the individual fire department employees and leadership for their tireless efforts in bringing this project to fruition. ESCI would also like to thank the various individuals and external organizations for their input, opinions, and candid conversations throughout this process. It is ESCI's sincere hope that the information contained in this report is utilized to its fullest extent and that the emergency services provided to the citizens of Monterey Park is improved.

Purpose of the Report

This report details the review and analysis of the current fire protection, emergency medical, and other services provided by the Monterey Park Fire Department, California (MPFD) by Emergency Services Consulting International (ESCI). The intent is to provide a comparative analysis of Los Angeles County Fire Department (LACFD) services offered in a feasibility study document for the provision of fire protection, paramedic, and incidental services provided by the Consolidated Fire Protection District of Los Angeles County dated June 2011).¹

In 2010, the Monterey Park City Council requested a proposal for the provision of Fire Protection, Paramedic, and Incidental Services from LACFD. The City of Monterey Park received and evaluated the proposal and decided to proceed with negotiations for annexation; to go forth with an LACFD evaluation of MPFD facilities, equipment, and vehicles; and to prepare a one-time cost conversion for transition to LACFD services.

In December 2011, MPFD requested an independent study in accordance with the City of Monterey Park Municipal Code² which dictates, *“a report by an independent auditor of the financial costs associated with a final proposal, shall be submitted to an ad hoc committee of residents appointed by the city council.”* ESCI was engaged by the City to analyze current fire services provided by MPFD vis-a-vis the proposed LACFD services as outlined in the feasibility study.

MPFD staff has provided large amounts of written and verbal information to ESCI during the development of this report. The Monterey Park Fire Chief, MPFD fire fighters and administrative staff members, and LACFD officials, have been generous in their effort to provide us with accurate and complete information. We are grateful for their able assistance and cooperation throughout this process.

¹ Feasibility Study for the Provision of Fire Protection, Paramedic, and Incidental Services for the City of Monterey Park by the Consolidated Fire Protection District of Los Angeles County, June 2011, approved by the Los Angeles County Board of Supervisors, July 19, 2011.

² Title 2 Administration and Personnel, Chapter 2.40 Police and Fire Personnel, Section 2.40.065.

Methodology

ESCI recognizes that the information provided by MPFD, by its very nature, is often dynamic. Organizations such as MPFD tend to undergo a process of continuous change. Every effort has been made to compile data that is as comprehensive and accurate as possible. Data provided by the City and MPFD was combined with information collected in the course of ESCI's on-site fieldwork.

Our information gathering process includes the use of a data collection tool that observes contemporary organizational attributes and measures results against acceptable industry standards and best practices. Checklists and documentation are developed and validated through direct observation and by one-on-one interviews with key staff members from MPFD within every program area, elected members of the community, and city staff members. In December 2011, ESCI attended a short meeting with LACFD Chief Debbie Aguirre to discuss details regarding the proposal and to gain more insight to the LACFD system.

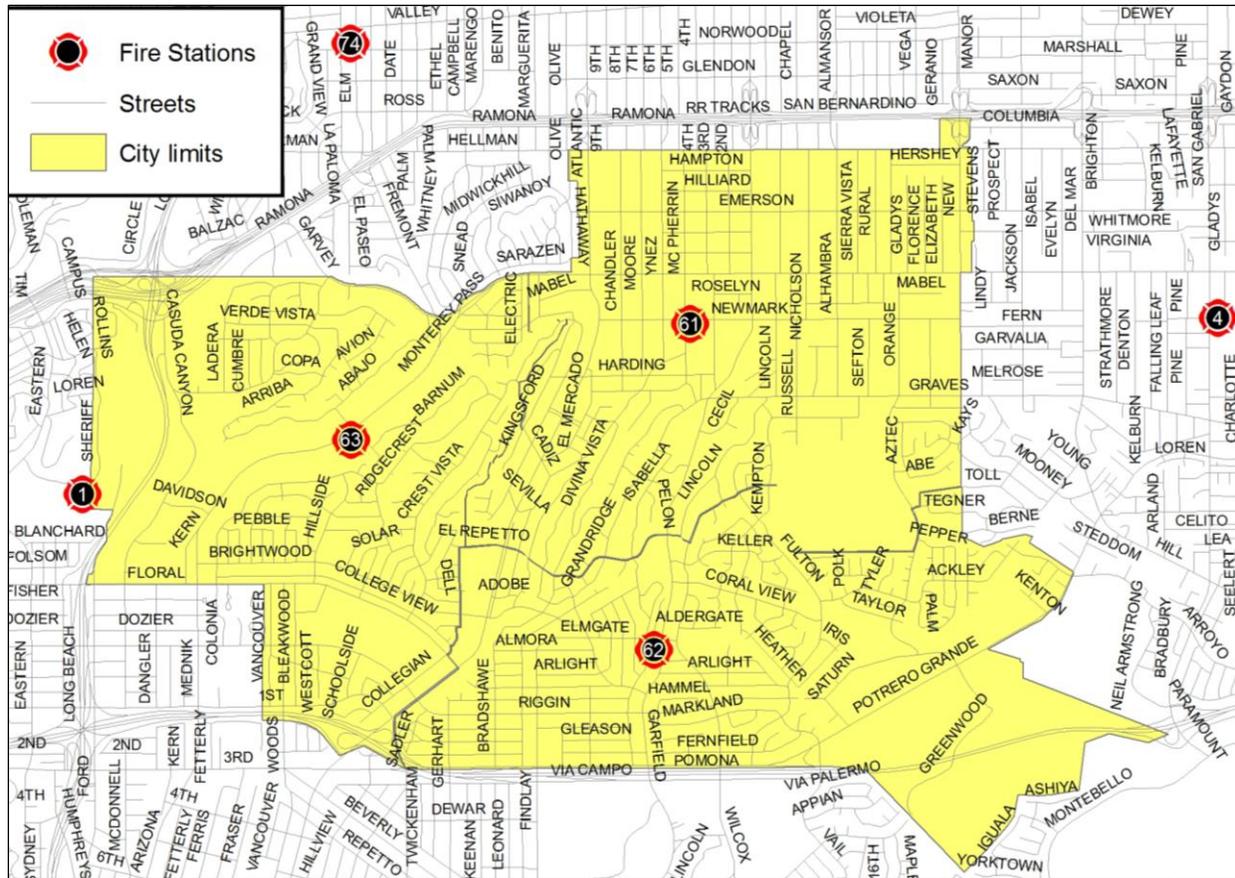
ESCI applied a comparative analysis technique examining current MPFD services and proposed LACFD service levels as stated in the feasibility document. The scope of work was limited to providing a comparison of services proposed by LACFD and the current services in operation to in Monterey Park. In some areas, the LACFD proposal does not provide enough comprehensive detail to support various areas of focus and study within this report.

ESCI data collection methods, measurement of data and review of current conditions is a very detailed, wide net method of data gathering. For areas in which ESCI garnered detailed and comprehensive MPFD service data, the LACFD document may not have had the same level of specificity. Based on areas of low level detail presented in the LACFD proposal, there are areas of limited comparative analysis. ESCI has noted areas where subject matter is insufficient for a comparative analysis.

In a collaborative effort with ESCI and LACFD, MPFD staff members under the direction of Chief Birrell, researched a variety of sources augmenting particular deficient areas in the report. This was data originally not provided in the LACFD proposal. Any additional data researched and provided by MPFD staff is highlighted and footnoted in the report.

ESCI recommends the City of Monterey Park consider requesting more comprehensive and detailed information from LACFD specifically in areas regarding proposed services prior to annexation engagement. In some of those undefined areas, the City should consider developing comprehensive, detailed agreements with LACFD to protect future City liability, cost containment, and ensure effective administrative management.

Figure 3: Map of Monterey Park Study Area



Analysis of LACFD Proposal

This is a fire service analysis of the City of Monterey Park Fire Department (MPFD) and the Los Angeles County Fire Department (LACFD). ESCI was engaged to provide an analysis and comparison of services currently being provided by the City, and those defined in the LACFD proposal document.

Overview

Data provided by the fire department was combined with information collected in the course of ESCI's fieldwork and used to develop an overview of the subject organization and the Los Angeles County Fire Department. The purpose of the following organizational overview is two-fold. First, it verifies the accuracy of the baseline information and ESCI's understanding of the agency composition. Secondly, the overview serves as a reference for the reader who may not be familiar with the details of MPFD's operations.

A review of MPFD fire services and management was conducted using a variety of data provided to ESCI. Data provided by the MPFD was analyzed; interviews were conducted with MPFD staff members, including staff responsible for various programs. Site visits were conducted in Monterey Park to evaluate service quality and how it compares to the LACFD proposal.

Data Sources from Monterey Park

- ESCI agency data request completed by MPFD staff, January 2012
- Field interviews by ESCI with MPFD staff, December 2011 and January 2012
- MPFD Addendum to Response – Fire Prevention Division, January 19, 2011
- Counter Proposal from the City of Monterey Park to the Consolidated Fire Protection District of Los Angeles County for the Provision of Fire Protection, Paramedic, and Incidental Services, February 13, 2012
- Staff Report from James Birrell, then Acting Fire Chief, to Paul Talbot, City Manager. Subject: Response Matrix and Staffing Levels, March 21, 2010
- Information provided by MPFD staff, under direction of Chief Birrell, augmenting LACFD proposal elements deficient in detail.
- The following are general descriptions of information received from Monterey Park Fire Department as part of the ESCI Agency Request

- General agency information
- Demographics, community fire protection rating, agreements, previous reports and studies
- Financial information, revenues, expenditures, liabilities, assets, debt obligations
- Risk management information
- Emergency response information, response data and performance, staffing, policies, guidelines, and communications center information
- Fire prevention, public education, and community connection information
- Training information
- Apparatus, facility, and support equipment data
- Electronic GIS mapping data

Data Sources from Los Angeles County Fire Department

- Feasibility Study for the Provision of Fire Protection, Paramedic and Incident Services for the City of Monterey Park by the Consolidated Fire Protection District of Los Angeles County, June 2011
- Draft Agreement for Fire Services By and Between the Consolidated Fire Protection District of Los Angeles County and the City of Monterey Park, undated
- Meeting with LACFD Chief Debbie Aguirre and staff on January 7, 2012

Organization Overview

Overview

Data provided by the fire department was combined with information collected in the course of ESCI's fieldwork and used to develop an overview of the Monterey Park Fire Department. While cataloguing the information collected from MPFD, any comparable data that was found in the LACFD proposal was placed in a column that parallels the baseline MPFD data.

The purpose of the following organizational overview is two-fold; first, it verifies the accuracy of the baseline information and ESCI's understanding of the agency's composition—the foundation from which the comparative analysis is developed. Secondly, the overview serves as a reference for the reader who may not be familiar with the details of each agency's operations.

Survey Component	Organization Overview – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
1. Responsibilities and Lines of Authority			
A. Governance			
i) head of governing body	Mayor governing a five-member city council	Chair, Los Angeles County Board of Supervisors	Where MPFD is a municipal subdivision of the City, LACFD is a special district within Los Angeles County Government
ii) key employee of governing body	City Manager	Chair, Los Angeles County Board of Supervisors	
iii) meetings	Scheduled for the 1 st and 3 rd Wednesday of each month	Every Tuesday (Refer to County of Los Angeles Information Regarding Agendas and Meetings of the Board of Supervisors) ³	

³ Information and data collected by MPFD staff during the draft review process. This data was not originally provided in documentation within the LACFD proposal.

City of Monterey Park Fire Department, California
Fire Services Analysis

Survey Component	Organization Overview – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
B. Elected official authority defined	By General Law	By California Government Code Section 55632	
C. Fire Chief position			
i) hired by contract	At will employee	Conditions of the Fire Chief's employment were not included in the LACFD proposal	The City of Monterey Park will have no direct control over the Fire Chief's position
ii) term of contract	N/A		
iii) periodic performance evaluation	Annually, although the last review was 4/2010	Annually ³	
D. Fire chief/authority defined	Human Resources – Job Analysis conducted in 2011; Fire Department SOPs and the City Emergency Operations Plan		
E. Policy and administrative roles defined	Yes	Yes ³	
2. Attributes of Successful Organizations			
A. Rules and regulations maintained	Department Rules and Regulations are in place, as well as City Rules and Regulations. They are coordinated with minimal conflicts. There are also City Administrative Policies. The three generally complement each other and do not conflict	Rules and Regulations are listed in the LACFD "Manual of Operations". The manual was not provided for review	LACFD operating Rules and Regulations may differ in some respects from current MPFD practices
i) process for revision provided	Administrative policies are revised as needed per the City Manager and Human Resources. Others on as-needed basis	Fire Department Compliance Office assists in the establishment and compliance with department policies and regulations (Refer to Human Resources Section) ³	

City of Monterey Park Fire Department-California
Fire Service Analysis

Survey Component	Organization Overview – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
B. Legal counsel maintained			
i) consultation available	Yes, a contracted City Attorney and Assistant City Attorney provide legal counsel	Yes, County Counsel (Refer to County Counsel Section) ³	Legal representation will fall under the Los Angeles County Department of County Counsel
ii) labor counsel	A separate contracted firm is used for labor counsel – Leibert, Cassidy and Whitmore	Administrative Services, Employee Relations Division and County Counsel (Refer to County Counsel and Human Resources Sections) ³	
C. Financial controls			
i) financial control system	Yes	Yes – Auditor-Controller (Refer to Finance and Purchasing Section) ³	Financial controls are subject to Los Angeles County administrative procedures. Additional detail was not included in the proposal
ii) financial review	Ongoing	Ongoing ³	
iii) auditor	Caporicci & Larson, Inc. is the independent auditor for the City. The 2011 audit report was issued on November 18, 2011	Auditor-Controller (Refer to Finance and Purchasing Section) ³	
iv) frequency of review	Annual, with presentations to council		
D. Governing body minutes maintained			
i) availability of minutes	Internet, City website		
3. Organizational Structure			
A. Structure type	The fire department is organized in a typical top-down hierarchy with the fire chief supervision and three Battalion Chiefs	The District's organizational chart is configured as a top-down hierarchy consisting of a Fire Chief and two Chief Deputies overseeing six functional bureaus, each of which is supervised by a Deputy Chief	The LACFD organizational structure is configured in a similar manner to that of MPFD, though larger

City of Monterey Park Fire Department, California
Fire Services Analysis

Survey Component	Organization Overview – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
B. Descriptions of all jobs maintained	Maintained for all positions	Maintained for all positions	
i) job descriptions updated	Battalion Chief and Fire fighter descriptions are due for update in 2012	Battalion Chief – 2002, Fire Captain – 2001, Fire Fighter Specialist – 2001, Fire Fighter 2001 (Refer to Human Resources Section) ³	
C. Employment agreements	Office personnel are members of separate collective bargaining units. Battalion Chiefs and line personnel are subject to Collective Bargaining Agreements. The fire fighters are represented by IAFF Local 1014. The Professional Chief Officers' Association represents MPFD Battalion Chiefs	Line personnel are represented by IAFF Local 1014	Collective Bargaining Agreement negotiations and administration will become the responsibility of LACFD, absent City involvement
4. Chain of Command			
A. Span of control	5 to 1 ratio	7 to 1 ratio, based on the LACFD organizational chart provided	
B. Hiring/Firing authority	Fire Chief, with approval of the Human Resources Department and the City Manager	Fire Chief and Human Resources Director	All Human Resource functions will become the responsibility of LACFD
5. Formation and History			
A. Organization formed	1916	1949	
B. History maintained	Informally only	Formally - History & Insignias (Refer to History Section) ³	
i) Individual or group responsible	No formal history maintained	Los Angeles County Fire Museum Association (Refer to History) ³	
6. Fire Department Overview			
A. Agency type	Department of the City of Monterey Park	Special District as defined by California Code	
B. Area, square miles	7.7	All unincorporated Los Angeles County plus 58 cities	

City of Monterey Park Fire Department-California
Fire Service Analysis

Survey Component	Organization Overview – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
C. Headquarters	Station 61 – 320 W Newmark Ave, Monterey Park	1320 N Eastern Ave, Los Angeles	
D. Fire stations	3	169	
E. Other facilities	None	Training Facilities, Pacoima Warehouse, Del Valle, Forestry Camps (Refer to other facilities in the Operations Section, including Training) ³	
F. Emergency vehicles			
i) engine	3	163	
ii) engine, reserve	2	62, includes 10 reserve trucks and 2 reserve quints ³	
iii) ladder truck	1	32 ³	
iv) ambulance	2 (RA - Rescue Ambulance)	LACFD does not operate fire department ambulance transport	
v) ambulance, reserve	1		
vi) command	1 Frontline, 1 reserve		
vii) boat	0	2 fire boats, 8 rescue boats, 2 paramedic boats ³	
viii) water tenders	0	12 water tenders, 8 helicopter tenders ³	
ix) brush	0		

City of Monterey Park Fire Department, California
Fire Services Analysis

Survey Component	Organization Overview – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
x) Utility/rescue	1 Utility Pickup, Partnership with City of San Gabriel on USAR ⁴ unit	<p>2 USAR Task Forces, 4 Hazardous Materials Response Squads, numerous support and special services units.</p> <p>Helicopters: 3 Sikorsky S-70 Fire Hawks, 4 Bell 412's, a Bell 206 Jet Ranger, 4 foam units, 14 air/light, 6 fuel tenders, 4 emergency support teams</p> <p>One dozer team-heavy equipment unit (3 personnel, 1 dozer, 1 transport. During daylight hours-5 helicopters (3 air squads for EMS or fire, 1 standby at Camp 8, and 1 fire ship) (Refer to Emergency Operations)³</p>	
xi) Paramedic squad/rescue	0	67	LACFD has a larger emergency vehicle fleet than MPFD, with the exception of ambulances
G. ISO rating	3	4	MPFD's Insurance Services Office rating is one point superior to that of LACFD. Fire insurance premium rates may increase as a result
i) date of most recent rating	April, 2011	ISO rating schedule data was not included in the proposal documents	
ii) maximum fire department deficiency points possible	100%		
iii) relative classification	77.07%		
iv) divergent reduction	-3.29%		

⁴ USAR: Urban Search and Rescue.

City of Monterey Park Fire Department-California
Fire Service Analysis

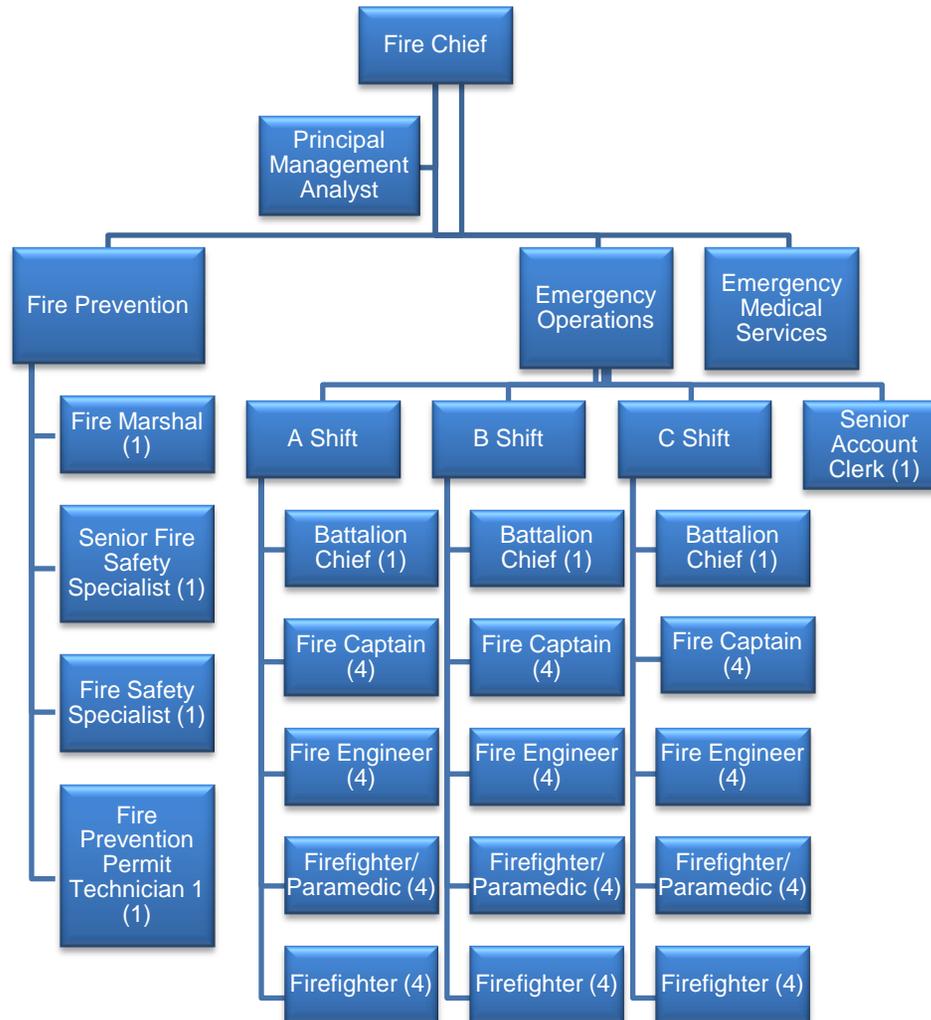
Survey Component	Organization Overview – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
H. Total fire department personnel, uniformed and civilian	59	4,554 total positions (FY12-13 Budget) ³	
i) administrative and support personnel, full-time	3, plus 1 vacant Fire Marshal position	1,000: Administration Section 247: Fire Prevention Section (Refer to Administration page and Finance Section, Budget) ³	
ii) administrative and support personnel, volunteer	0		
iii) operational personnel, full-time	52, plus 3 vacant positions	3,106: Operational Section (Refer to Finance Section, Budget) ³	
7. Finance Overview			
A. Designated fiscal year	July 1 – June 30	July 1 – June 30	
B. Assessed property value, FY 2012	\$5,448,783	Agency financial data was not included in the LACFD proposal	
C. Revised 2011/12 general operating fund budget, fire department	\$11,033,630 (adopted budget plus capital outlay)	\$971,033,000 (Refer to Finance Section, Budget) ³	
D. General fund property tax, FY 2011/12	City does not collect property taxes independently for the fire department	\$536,194,000 (Refer to Finance Section, Budget) ³	
E. Bonds, fire department	None		
i) levy rate	N/A	Single family residence 2% or CPI, whichever is less. Rates for other property types vary. (Refer to Finance Section) ³	
F. Other tax levy, public safety	The city collects property tax for funding of retirement expense	Other Revenue (Refer to Finance Section, Budget-shows \$263,821,000) ³	
i) levy rate	0.0091175		

City of Monterey Park Fire Department, California
Fire Services Analysis

Survey Component	Organization Overview – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
8. Demographics			
A. Population, 2010	60,269 (2010 Census)	LACFD service population listed at 4,000,000 ³	The LACFD service area is larger than that of the city, resulting in a reduced level of local control
i) population history (2000 – 2010)	2000 population: 60,051 2010 population: 60,269 Limited variation in population is reported	3,976,398 (Refer to Emergency Operations, 2011 Statistical Summary) ³	
ii) percent urban/suburban	100	100	
iii) percent rural	0	0	
B. Total residential units, 2010	20,209 (Census)	1,222,870 (Refer to Emergency Operations 2011 Statistical Summary) ³	
C. Businesses, 2010	5,410		
9. Emergency incidents, 2011			
A. Fires	130	7,549 ³	
i) value of property exposed to fire, 2011	Not recorded		
ii) value of property lost to fire, 2011	\$2,409,069	\$158,377,170 (Total Fire Loss in 2011-Refer to 2011 Statistical Summary) ³	
B. Rupture or explosion	2		
C. EMS/rescue	2,861	216,576 (2011 Stats) ³	
D. Number of EMS transports	2,468		
E. Hazardous condition	89	674 (2011 Status) ³	
F. Service call	179		
G. Good intent call	573		
H. False call	144	34,049 (2011 Stats) ³	
I. Severe weather	152		
J. Other	40	35,898 (2011 Stats) ³	
K. Total	4,530 (Includes out of jurisdiction calls)	302,960 (2011 Stats) ³	

Figure 4 depicts the Monterey Park Fire Department organizational structure.

Figure 4: Monterey Park Organizational Chart



The MPFD organizational chart is configured in a traditional top-down hierarchy and represents appropriate levels of span of control.

Figure 5 depicts the Los Angeles County Fire Department organizational chart, reflecting only the highest levels of command structure due to the large size of the organization.

Figure 5: Los Angeles County Fire Department Organizational Chart



The LACFD organizational chart is comprised of six bureaus, each assigned to a functional area of responsibility. Each bureau operates under the command of a Deputy Chief. Three of the bureaus are operational in their missions, providing direct service delivery and administrative and support functions.

Organizational Overview - Summary Discussion

The Monterey Park Fire Department and the Los Angeles County Fire Department are different in many respects. The two organizations are of disparate size and operate under dissimilar governance models. It is important the City decision makers gain an appreciation for the differences that exist as they deliberate whether to transition fire protection services to LACFD. Differences may be viewed as advantageous to the City in many instances, while others may result in a reduction in service.

Understanding this difference in organizational configuration, consideration needs to be given to the fundamental structure of each agency and how any dissimilarity may impact the service that is provided to the citizens of Monterey Park. In looking at the LACFD organization, ESCI finds that the foundational elements that we expect to find in a well-organized fire department - those of organizational structure, chain of command, rules, and regulations and overall attributes of a successful organization - are in place.

Oversight and Control

An overarching change that will occur if the City chooses to transition fire and EMS service delivery to LACFD is that of oversight and control at the city council level. Currently, the City enjoys direct regulation and decision making with regard to how the fire department delivers services and with the administration, operations, and financial functions. Under the proposed service agreement, the city council will no longer have the same level of direction and control and will be, instead, bound by the terms and conditions of its contract with Los Angeles County. This consideration underscores the critical importance of making a cautious and educated decision on the part of the City.

Insurance Rating

A factor of importance that was identified in the comparison is the differential in Insurance Services Office (ISO) ratings between the City of Monterey Park and LACFD. ISO uses a "Public Protection Classification Program" to rate the capabilities of a fire department

for the purpose of establishing insurance premium rates. Each insurance company independently determines the premiums charged to customers using the ISO rating schedule.

ISO rates fire departments on a scale of one to ten, with one being the best possible score and ten the lowest. In our review, ESCI finds that MPFD currently carries an ISO rating of 3. LACFD's rating is 4, one point lower than that of Monterey Park. If the class 4 rating is applied to Monterey Park, should it enter into the LACFD agreement, insurance premiums for property and business owners may increase. Premium differences are of lesser amounts in the lower ranges of the rating scale (classes 1 to 5) and may have only small impacts on residential insurance costs; however, commercial impacts can be higher.

The LACFD feasibility study states "The annexation of the City to the Fire District and the proposed change in staffing would not result in a rating change to the City". It will be important for the City to verify what, if any, change in protection class rating may occur.

Recommendation 1: Consult with the Insurance Services Office to confirm that the existing protection class rating will remain intact and/or to identify the potential effect of a reduction in insurance rating, should one occur under the proposed agreement.

Pro Observations

- LACFD offers availability of greater depth of resources including manpower, capital, and administrative resources.
- Collective bargain agreement negotiations and administration become the responsibility of LACFD.
- The foundational elements of the LACFD organizational structure and overall attributes of a successful organization are well established.

Con Observations

- Reduced direct city council control of fire and EMS service delivery.

- Differences will exist in LACFD operating practices, rules and regulations and policies, relative to current MPFD protocols.
- Insurance Services Office (ISO) property classification may be impacted negatively with the transition to LACFD, potentially resulting in increased insurance premiums.

Management Components

Overview

Fire department management coupled with organizational change is a common challenge for fire service leaders. MPFD and LACFD are not immune to the need to adapt to management components to meet current conditions. The modern fire department must address management complexities in areas that include the consistency and adequacy of response, maintenance of competencies, and recruitment of a qualified and diverse workforce. A forecast of continued high response activity demand might, in the future, necessitate changes in staffing to meet anticipated service demand. Careful management of the organizational infrastructure is required to support operational personnel. This section examines and compares MPFD’s efforts to manage the organization and measures it to proposed services by LACFD.

Survey Component	Management Components – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
1. Mission, Vision, Strategic Planning, Goals and Objectives			
A. Mission statement adopted	Yes	Yes	
i) displayed	Yes, and in wallet cards	Posted on LACFD website	
ii) periodic review	Every five years		
B. Vision established and communicated	Yes	Vision Statement is posted on the LACFD website	
C. Values of staff established	Yes	Yes, managed by Organization Development (Refer to Human Resources) ³	

City of Monterey Park Fire Department, California
Fire Services Analysis

Survey Component	Management Components – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
D. Strategic or master plan	Strategic Plan in place, completed 4 years ago	A Strategic Plan is in place, but was not included in the proposal documents for review	Strategic and Master Planning will become the responsibility of LACFD. The City will want to have a role in long range planning processes as they may affect service delivery
i) adopted by elected officials	No		
ii) published and available	Yes	Yes	
iii) periodic review	Reviewed every five years. Plan is current	Maintained and continually updated to keep current annually ³	
E. Agency goals and objectives established	Established in the MPFD Strategic Plan	Refer to the LA County budget ³	
i) date developed	The Strategic Plan is updated annually as a part of the budget process	Updated annually as part of the budget ³	
ii) periodic review	Updated as a part of the budget process annually, and at mid-year		
iii) tied to division/personnel performance statements/plans	Yes, linked to staff positions and to annual personnel evaluations	Workforce Excellence Section of the Organizational Development Division (Refer to Human Resources) ³	
iv) objectives linked to programs	Yes	Yes ³	
v) performance objectives established	Included in training program	Yes, Training Division ³	
F. Code of ethics established	Yes, via City Policy	Yes, LACFD code ³	It is important that a Code of Ethics document be in place and reviewed by the City
2. Availability of SOPs, Rules and Regulations, Policies			

City of Monterey Park Fire Department-California
Fire Service Analysis

Survey Component	Management Components – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
A. Agency rules and regulations available	The Fire Department has a set of Rules and Regulations and the City also has Rules and Regulations, along with a City Administrative Policy Manual	Rules and Regulations are compiled in the LACFD Manual of Operations	Rules and Regulations, Standard Operating Guidelines and Policies are in place and similarly configured in LACFD. A comparative review was not completed, however, and is recommended later in this section
i) last date reviewed	As needed basis only		
B. Copies of Standard Operating Guidelines (SOGs) available	Standard Operating Guidelines are in place – available in hard copy manual and via intranet	SOGs are also in the LACFD Manual of Operations. The Manual was not provided for review	
i) regular update	Continual and ongoing process	Continually updated and maintained (Refer to Human Resources, Compliance Office Section) ³	
ii) process for development of new SOGs	A committee meets quarterly to review all SOPs and suggest revisions to the chief	Manual Revisions Unit develops new SOG's ³	
iii) SOGs used in training evolutions	Yes	Yes, Training Division under Performance Division ³	
C. Policy manual available	City Policy Manual ⁵	Included in the Manual of Operations. The Manual was not submitted for review	
i) reviewed for consistency	Ongoing	Ongoing ³	
ii) reviewed for legal mandates	Yes		
iii) training on policies provided	Yes		
3. Critical Issues			
A. Critical issues are identified	Ongoing and as a part of the budget process		A practice of ongoing identification of critical issues facing the organization will be important to maintain
i) first critical issue	Budget and financial challenges		

⁵ Also uses Los Angeles County Department of Health Services Pre-hospital Care manual for all EMS operations and procedures.

City of Monterey Park Fire Department, California
Fire Services Analysis

Survey Component	Management Components – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
ii) second critical issue	The LA County annexation question/issue		
iii) third critical issue	The previous loss of Administrative Secretary and the freezing of the vacant Fire Marshal position has been problematic		
iv) Internal evaluation of critical issues	Occurs at the Battalion Chief level and higher management		
4. Challenges of the Future			
A. Challenges are identified			
i) first challenge	Meeting financial demands		A practice of ongoing identification of organizational challenges will be important to maintain
ii) second challenge	Resolution of the County annexation question is needed		
iii) third challenge	Meeting organizational goals and objectives with reduced administrative staff		
5. Internal and External Communications			
A. Internal communications			
i) regularly scheduled staff meetings	Formal staff meetings are scheduled every three months. There are also daily briefings on each shift	Each battalion has monthly meetings. Each division has monthly meetings. Shifts have daily briefings ³	Given the considerable organizational change that can be anticipated, internal communication with all employee classifications will be critical
ii) written staff meeting minutes	No formal minutes are maintained. Action plan notes are recorded resulting from meetings	Yes ³	
iii) memos	E-mail and attachments	Memos and E-mails from headquarters section unit from Fire Chief ³	
iv) member newsletter	None	Yes, "The Pulse," "On the Line", and "Headlines" ³	

City of Monterey Park Fire Department-California
Fire Service Analysis

Survey Component	Management Components – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
v) member forums	A quarterly meeting is held with all three shifts	Monthly for each battalion and for each division ³	
vi) open door policy	In place, but employees are not to circumvent the chain of command	Chain of Command, Organizational ³	
vii) vertical communication path clearly identified	Yes, follows the organizational chart	Chain of Command, Organizational ³	
viii) e-mail	Yes	Yes ³	
ix) employee mail boxes	Yes	Yes ³	
x) voice mail	No	No ³	
B. External communications			
i) community newsletter	City monthly newsletter. Fire Department includes an article at least once per month on fire-related considerations	Yes (Refer to Public Affairs Section) ³	The community is concerned about how changes impact their service delivery, underscoring the importance of effective external communications
ii) website	Yes	Yes (Refer to Public Affairs) ³	
iii) advisory committee(s)	No Advisory Committee		
iv) complaint process	A City defined complaint process is in place	Yes ³	
v) email	Via the City website	Via LA County Website ³	
vi) community survey	A Captain is assigned to conduct random surveys sent to citizens that have received service from the Fire Department		
vii) local community planning organizations	After an update of the Emergency Operations Plan (EOP) is completed, a citizen advisory committee to be established to review the EOP	Public Information Unit: Centralized staff coordinates public information activities/information with regional public information officers and seven community service representatives at the local level. (Refer to Public Affairs) ³	
viii) focus groups	Active Neighborhood Watch programs		

City of Monterey Park Fire Department, California
Fire Services Analysis

Survey Component	Management Components – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
6. Decision Making Process			
A. Preferred management methodology of the Fire Chief	The Fire Chief prefers a collaborative methodology and empowers personnel to make good decisions		The LACFD decision-making process is unknown. Knowledge and understanding of how decisions are made that impact the City will be important
B. Management process identified	Communicated verbally		
C. Decision making process established	None		
7. Document Control			
A. Process for public records access established	Yes, via the City Clerk's Office	County Clerk ³	
B. Hard copy files protected	Yes	Yes (Refer to Information Management Division) ³	
C. Computer files backed up	A routine backup process is in place	Yes (Refer to Information Management Division) ³	
8. Security			
A. Building security	Locked at all times	Locked at all times ³	
B. Office security	Locked after hours	Code entry only ³	
C. Computer security	Password protection	Intrusion protection systems (Refer to Information Management Division) ³	
D. Vehicle security	Secured	Secured ³	
E. Capital inventory maintained			
i) asset security system used	In Firehouse [®] Software	PC Application, Warehouse application by Development Section (Refer to Info Management Division) ³	
ii) inventory interval	Periodic, but not clearly defined		
F. Monetary controls used			
i) cash access controls	Appropriate controls are in place		

City of Monterey Park Fire Department-California
Fire Service Analysis

Survey Component	Management Components – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
ii) credit card controls	Limited cards and access	Limited. Purchasing Pilot Programs: The Cal-Card utilizing a VISA credit card (Refer to Finance, Materials Management Section) ³	
iii) purchasing controls	Purchase order process is in place and appropriate controls are in place	All purchases are made by the Materials Management Division except under special provisions (Refer to Finance) ³	
9. Reporting and Records			
A. Computerized record keeping		CAD, NFIRS, IPFIRS, eDapts systems (Refer to Information Management) ³	Further information is needed regarding how records will be maintained and what reporting will be provided to the City by LACFD as it relates to service delivery and performance
i) type of platform	PC	PC ³	
ii) operating system	Windows [®] based	Windows based ³	
B. Periodic reporting to elected officials		Annual Report (BAD) to the County CAO ³	
i) financial report	Monthly by Finance Department	Information is not included in the proposal documents	The City should assure LACFD will provide appropriate periodic financial reporting
ii) management report	Weekly report to City Manager, relayed to the City Council		
iii) operational report	Weekly incident/operations report to council each Wednesday	Provided by Headquarter Sections Unit ³	
iv) distributed to others	Internal only		
C. Annual report produced	Discontinued	Yes, LACountyAnnualReport.com ³	
i) distributed to others	N/A	Yes, PDF, Website, Interviews ³	
ii) analysis of data provided	N/A	Yes ³	
D. Required records maintained		Yes ³	

City of Monterey Park Fire Department, California
Fire Services Analysis

Survey Component	Management Components – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
i) incident reports	Yes	Information is not included in the proposal documents. However, LACFD (BI) tools allow management and staff to produce up to date stats and reports on the fly along with delivery of a portal-based ³	LACFD will be responsible for all incident related reporting
ii) patient care reports	Yes, HIPAA compliant	Yes, HIPAA compliant ³	
iii) exposure records	Yes, via Firehouse [®] RMS and hard copy in personnel files	Yes, Risk Management Division, Safety Office ³	
iv) SCBA testing	Yes, annual FIT testing performed/recorded by assigned fire fighter	In-house fit testing ³	Equipment testing will become the responsibility of LACFD
v) hose	Annually, in house		
vi) ladder	Annually, contracted	In-house, annually ³	
vii) pump	Annually, in house		
viii) breathing air	Outside contract for service	In-house, annually ³	
ix) gas monitors	Yes, repairs by outside vendor		
10. Budgetary Controls			
A. Designated fiscal year	July 1 – June 30	July 1 – June 30	Financial aspects of fire department operations become the responsibility of LACFD
i) budget cycle	One year	One year	
B. Budget officer	City Manager	Administrative Services, Financial Management Division, Budget Services Section (Refer to Finance Section) ³	
C. Budget development process		Budget development is a multi-year fiscal planning process included the Auditor-Controller's Strategic Plan (Refer to Finance) ³	

City of Monterey Park Fire Department-California
Fire Service Analysis

Survey Component	Management Components – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
i) governance	Component of city budget process	Component of LA County budget process (LA County Board approval required) ³	
ii) administration	City Manager and Finance Director	Financial Management Division (Refer to Finance) ³	
iii) management	Fire Department budget - Fire Chief		
iv) staff	Administrative staff	Financial Management Division (Refer to Finance) ³	
v) community	Involved only at the City budget process level		
D. Budget adoption process		Information is not included in the proposal documents	Operating budgets will be adopted at the County level
i) budget approval	City Manager	County Administrative Officer ³	
ii) funding approval	City Council	Board of Supervisors ³	
E. Financial control officer	City Finance Director	County Financial Officer ³	
i) financial report	Finance Department		
ii) financial review	Finance Department	Financial Management Division ³	
F. Basis of accounting	Modified accrual for recording of financial statements converted to full accrual for issuing of CAFR ⁶	Information is not included in the proposal documents	
G. Purchasing		Information not contained in proposal. Coordination of selection, acquisition, warehousing, logistics and procurement of supplies is handled by the Materials Management Division (Refer to Materials Management Division) ³	
i) purchasing policy	In place		

⁶ Comprehensive Annual Financial Report

City of Monterey Park Fire Department, California
Fire Services Analysis

Survey Component	Management Components – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
ii) credit cards	Three cards are issued to the fire department and are tightly controlled	As referenced in the Materials Management Division, a pilot program was implemented entitled “The Cal-Card Program” utilizing a VISA card ³	
iii) purchase orders	Process is in place	Process in place by the Materials Management Division, Procurement Section ³	
iv) open accounts	One at local hardware store. There are no others		
v) petty cash accounts	Battalion Chiefs and the Fire Chief have access to petty cash	Procurement Section of the Materials Management Division ³	
vi) central supplies/logistics	Central supply is located at Station 63 – assigned to a Captain	Pacoima Warehouse (Refer to the Materials Management Division) ³	
vii) joint agreements/ventures	Apparatus and turnout gear is purchased through Los Angeles City and County Fire joint purchasing programs		
viii) JPAs	Area joint purchasing programs are leveraged for medical equipment purchasing		
ix) bidding	A process is defined by city policy	Contracts exceeding \$100,000 handled by the Contracts Section of the Materials Management Division ³	
x) leases	Fire apparatus has been lease-purchased in past. There are no outstanding leases at this time		

City of Monterey Park Fire Department-California
Fire Service Analysis

Survey Component	Management Components – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
11. Planning			
A. Strategic/Master planning	Strategic plan is in place	A strategic plan is in place although not included in the proposal for review; noted in the FY2012-13 Recommended Budget is the launch of a major strategic planning effort focusing on using information technology	
i) plan period	5 years		
ii) periodic review	Yes	Yes	
iii) goals	Yes	Yes	
iv) funding	Annual budget process only	Yes	
B. Capital improvement plan (CIP)			
i) plan period	5-year plan is in place for station and apparatus replacement. The fire department's CIP is shown as part of the City's annual budget package in the T section	Capital Improvement planning information was not provided in the LACFD proposal. (Refer to Finance, Budget Services Section, Fleet Services Division, Construction and Maintenance Divisions for additional detail) ³	Capital Improvement planning and funding will become the responsibility of LACFD
ii) periodic review	Every 6 months		
iii) projects	Apparatus, stations, major equipment	\$19,103,000 Capital Assets (Refer to Finance Section, the Budget Detail for Project categories) ³	
iv) funding	Identified for the CIP. Building updates and repairs are funded with Public Safety Impact fees. Vehicle purchases are from Public Works. Construction costs are through Debt. Other items are funded from the General Fund	Del Valle ACO Fund finances development of the Del Valle Firefighting Training Facility, Helicopter replacement ACO Fund, Developer Fee Funds (Refer to Finance) ³	
12. Budget			
A. Service level defined	Not defined	Information is not included in the proposal documents	

City of Monterey Park Fire Department, California
Fire Services Analysis

Survey Component	Management Components – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
B. Operating budgetary funds			
i) organized by program or category	Yes	Yes (Refer to Finance) ³	
ii) sub accounts	To the account level		
C. Reserve funds	No reserve funds specific to fire department		
D. Revenue funds	The fire department is funded through the General Fund, Retirement Fund, Shop Fund, Separation Benefits Fund, Public Safety Impact Fund, and Public Safety Augmentation Fund	Department is funded through a Special Fire Tax, Capital Improvement (ACU) Funds, development fees (Refer to Finance) ³	
E. Enterprise funds	None for fire, ambulance transport is a revenue source		
F. Adopted budget FD income accounts, 2011 actual amounts	\$11,133,439	FY11-12-\$971,033,000 (Refer to Finance) ³	
i) EMS transport revenue	\$950,000		
ii) Plan review & permits	\$308,500		
G. Revised budget FD expense accounts, 2011 General Fund	\$11,133,439	FY11-12-\$971,033,000 (Refer to Finance, Budget identifying Reserve Designations) ³	
i) personnel	\$7,046,989	\$535,030,000- Salaries only (Refer to Finance) ³	
ii) contractual	\$454,506 (Verdugo Communications, Wittman EMS billing, Data Processing, Other Professional Services, R&M/Contractual)	Contracted Program Service and Other Professional Services (need to verify with County intent of accounts) \$10,532,000 (Refer to Finance) ³	Contractual obligations will change depending on the service. Select contracts will be severed resulting in potential cost savings
iii) commodities	\$256,999		
iv) capital outlay	\$146,000	\$19,103,000 (Refer to Finance) ³	
H. Overhead			
i) reserve fund contributions	\$0	\$29,229,000 ³	

City of Monterey Park Fire Department-California
Fire Service Analysis

Survey Component	Management Components – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
ii) fleet rental charges	\$0	\$1,349,000 (Refer to Finance) ³	
iii) fleet maintenance charges	A \$258,861 motor pool charge includes calculations for costs of fuel, oil, lubrication, repairs and maintenance, labor, and insurance	\$10,353,000 (Refer to Finance) ³	Maintenance costs for all transferred vehicles become the financial responsibility of LACFD
iv) motor fuel charges	Included with maintenance costs		
v) property/casualty insurance	Self-insurance is included with motor pool costs. Third party coverage is charged to the Risk Manager and is not allocated	\$5,945,000-Budget references a category for insurance (Refer to Finance) ³	Insurance costs for transferred vehicles and facilities become the responsibility of LACFD
vi) medical and dental insurance	\$555,423	Employee benefits excluding Deferred Compensation. Retirement and Workers Compensation-\$60,092,000 (Refer to Finance Section) ³	Personnel insurance and pension costs are included in the annual fee to be paid to LACFD
vii) workers' compensation	\$292,710	\$40,568,000 (Refer to Finance) ³	
viii) workers' compensation mod rate	N/A		
ix) CalPERS pension plan	\$1,838,829	Los Angeles County Employees Retirement Association (LACERA)- \$118,999,000 (Refer to Finance) ³	
13. Debt			
A. Bonded debt	None	Not included in the proposal	
B. Capital lease	None		
C. Unfunded liability			

City of Monterey Park Fire Department, California
Fire Services Analysis

Survey Component	Management Components – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
i) pension fund	MPFD is part of the City for all pension and post-employment benefits. The numbers below are for the entire City. As of 6/30/11, CalPERS had an unfunded liability of \$33,375,000. In addition, the City has an unfunded liability of \$49,150,000 for post-employment benefits	LACFD employees are members of the LACERA	Transferring MPFD safety personnel will become members of LACERA
ii) workers' compensation claims	2010/11 totaled 10 claims with a projected cost of \$80,000		
14. Revenue			
A. Tax levy	No separate tax for fire protection	Not included in the proposal Special Tax approved in 1997 (Refer to Finance) ³	The City is not to be included in the Fire District special tax for fire and EMS services
i) limitations	City operates under the 1% Proposition 13 limitations	2% or the CPI, whichever is less for a single-family dwelling/property. Rates for other properties vary. (Refer to Finance) ³	
B. Service contracts	None		
C. Grants			
i) recent awards	Urban Area Security Initiative, SHSGP ⁷ , AFG ⁸	County administers SHSGP Funds for LACFD area ³	
ii) outstanding applications	None		
D. Fundraising			
i) Foundation	None	Chaplain Association, Museum Foundation, and Bomberos Association (Refer to Community) ³	

⁷ SHSGP: State Homeland Security Grant Program

⁸ AFG: Assistance to Firefighters grant program

City of Monterey Park Fire Department-California
Fire Service Analysis

Survey Component	Management Components – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
E. Fees for service			
i) ambulance transport fee structure	Yes, there are both paramedic assessment and transport fees in place		Ambulance transport will not be provided by LACFD. EMS transport consideration is addressed later in this report
ii) billing for fire response	Defined in the City Master Fee Schedule. May bill for repeat false alarms and some others, but not routinely		Revenues generated from fire response or related cost recovery will be retained by LACFD, this does not include EMS transport revenues
iii) inspection fee	Yes, initial and return inspection fees as well as plan check fees for cost recovery from outsourced services		Fire inspection fees, excluding business license inspections, will be retained by LACFD
iv) hazardous materials	Yes, in the City Master Fee Schedule		Hazardous materials cost recovery fees will be retained by LACFD
v) cost recovery -- external	Only recovery of plan review costs from outsourced engineering services		Cost recovery related to fire or hazardous materials response will be retained by LACFD
vi) impact fee(s)	Yes, via City policy		Impact fees will be retained by the City
vii) school/student fee	No		
viii) event stand-by charges	Yes, via City policy	Yes, via LACFD ³	Standby fees will be retained by LACFD
F. Ambulance service collection(s)	Contracted to Wittman and Associates. Total amount collected in 2010/11 was \$1,011,137		Ambulance transport will not be provided by LACFD and no revenue will be generated. The EMS transport consideration is addressed later in this report
i) percentage collected (2010)	62.29%		
ii) collection fee(s)	\$22.50 flat rate		

Management Components - Summary Discussion

The Management Components section of ESCI's current conditions review is completed based on data collection performed for the areas listed in the table above. Certain elements of data were not included in proposal documents submitted by LACFD, so a complete comparison of all listed elements could not be performed.

Foundational Documents

Based on the information available, it is determined that LACFD has developed the foundational documents that one can expect to be found in a contemporary and well-managed fire department. Those are:

- Mission Statement
- Statement of organizational Vision
- Statement of staff and organizational Values

The above items were located on the LACFD website and appear to be current.

Code of Ethics

The presence of a document declaring an organization's Code of Ethics is imperative. LACFD may have this document in place, however it was not provided for review. It is recommended that the City obtain and review the LACFD Code of Ethics to assure that it meets appropriate standards desired by the City Council.

Recommendation 2: *Obtain and review the LACFD Code of Ethics for consistency with City standards.*

Planning for the Future

MPFD has undertaken appropriate long-range planning efforts in the past. Most of those planning initiatives will become the responsibility of LACFD, should the transition occur. However, the City will have a vested interest in future planning as it applies to its jurisdiction. To that end, City officials are encouraged to play an active role in LACFD planning practices.

Recommendation 3: *Pursue active involvement in Master, Strategic, and other future long-range planning efforts that will be conducted by LACFD.*

Operational Rules, Regulations, Policies, and Guidelines

Information developed from field work interviews indicate that appropriate operational guidelines and components are in place in LACFD including:

- Agency Rules and Regulations
- Standard Operating Guidelines

Organizational Policies, Rules, and Regulations are essential to defining the administrative operating practices of a fire department. Of equal importance are Standard Operating Guidelines that are, in essence, the “play book” that defines how responders operate on the emergency scene – directly and critically impacting fire fighter safety and operational effectiveness. ESCI was informed that the above items are included in the LACFD Manual of Operations. Because the manual was not provided for review, ESCI is recommending that a comparative review of these foundational documents be conducted and that their elements be compared to existing MPFD efforts to identify any potential conflicts.

Recommendation 4: *Conduct a comparative review of LACFD operational guidelines, regulations and policies to identify potential conflicts that may exist relative to current MPFD practices.*

Identification of Critical Issues

Circumstances change with time, and new, unexpected issues develop. A practice of periodic identification and analysis of critical issues as they arise keeps an organization focused on the inevitable changes that will occur. MPFD was able to effectively verbalize

critical issues facing the organization at the time of ESCI's fieldwork. Should transition to LACFD occur it would be important to, as a matter of routine, undertake a process of identifying newly created issues and plan for their resolution.

Recommendation 5: *Establish a practice of ongoing identification of critical issues and challenges that develop in the course of the transition to LACFD.*

Internal and External Communications

Should the transition to LACFD service delivery be implemented, MPFD will experience considerable organizational change. Communicating information to the members of the organization, as well as the community, will prove to be challenging. Establishing an understanding of how information will be disseminated internally and externally will be valuable in mitigating communications issues.

Recommendation 6: *Confer with LACFD staff to identify a plan for communicating information regarding changes that will occur both to MPFD staff and to the community.*

Decision Making Processes

The manner in which decisions are made should be defined and codified in written form. The City will have a justified interest in decisions that are made by LACFD and effecting the Monterey Park service area. Efforts should be made to establish a role for City representatives to be involved in related decisions.

Recommendation 7: *Establish a role for City representation in the LACFD decision-making processes when decisions impact City concerns.*

Reporting and Record Keeping

MPFD maintains an appropriate level of documentation and reporting of its activities. Information was not available with regard to LACFD reporting practices under the proposal. While the assumption may be made that reporting and record keeping will be consistent with current practices, ESCI points out the importance of ongoing documentation of response performance. Should the proposed change take place, the City should implement steps to measure response performance on an ongoing basis as a way to evaluate and monitor the service that is being received.

Recommendation 8: *Identify response performance benchmarks and measures. Implement periodic reporting requirements from LACFD relative to identified standards.*

Pro Observations

- LACFD has the appropriate foundational documents in place including Mission, Vision, and Values Statements.
- LACFD has established a Manual of Operations that includes the necessary fundamental elements of administrative and operational guidelines.
- LACFD has completed a Strategic Plan and undertakes other appropriate planning efforts.
- Some city costs are eliminated and included in the annual fee paid to LACFD.

Con Observations

- A process for ongoing identification of critical issues and future challenges facing Monterey Park fire protection is not addressed in the LACFD proposal.
- Future planning initiatives that are now undertaken at the City level will be completed by LACFD with a need for City involvement.
- Intended practices regarding internal communications and community outreach are not defined in the proposal.
- Documentation, reporting of response performance, and comparison to identified benchmarks will need to be negotiated as part of an agreement with the City to measure service levels.

Staffing, Personnel Management, Personnel Involvement

Overview

Fire and EMS organizations must provide adequate staffing in three key areas: emergency response and operations, administration, and support. Several standards address staffing issues. Specifically, the *OSHA Respiratory Protection Standard 29 CFR 1910.134* and *NFPA 1710 Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, to the Public by Career Fire Departments* are frequently cited as authoritative documents. In addition, the Center for Public Safety Excellence (CPSE) publishes benchmarks for the number of personnel required on the emergency scene for various levels of risk.⁹

However, numbers and deployment of people is not the only consideration. Careful attention must be paid to managing the workforce to achieve maximum productivity for the organization as well as maximum satisfaction for the individual. A safe working environment, fair treatment, and recognition for a job well done are key components to job satisfaction.

Survey Component	Staffing, Personnel Management, Personnel Involvement – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
1. Policies, Rules, Regulations, and Operational Guidelines			
A. Human resource manager	City Human Resources Director	Human Resources Director/Division within LACFD	All Human Resources responsibilities are transferred to LACFD
B. Personnel policy manual maintained			
i) manual provided at initial hiring	Yes, City Personnel Manual	Yes, to all personnel	All personnel considerations will be subject to LACFD policies, procedures and operational guidelines
ii) training provided	Yes, to all personnel	Yes, to all personnel	
iii) periodic review & update	As needed by City Human Resources	Yes, but not specified	

⁹ CPSE: formerly the Commission on Fire Accreditation International (CFAI).

City of Monterey Park Fire Department-California
Fire Service Analysis

Survey Component	Staffing, Personnel Management, Personnel Involvement – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
C. Rules and regulations provided	Department Rules and Regulations and City Rules and Regulations	The departmental Manual of Operations is maintained at all LACFD stations	
D. Operational guidelines provided	Standard Operating Procedures are established	Included in the departmental Manual of Operations	
E. Position Descriptions current/accurate	Yes, Battalion Chief and Fire fighter job descriptions are due for review 2012-2013 Fiscal Year	Yes, for all positions	
E. Desk manuals	SOP manual at each station	Manual of Operations is in each station	
F. Retention program established	Officer and personnel development program is in place via East LA Community College "Full Time Equivalent" program	Not needed according to LACFD personnel	
2. Compensation, Point System, and Benefits			
A. Uniformed employee compensation, FT annual		The proposal states that no reduction in salaries will be incurred by fire fighters; however, city paid bonuses are subject to review by LACFD. Compensation schedules were not included in the proposal	Salary levels are maintained under the proposal; however, existing bonuses are subject to approval by LACFD
i) Fire Chief	\$11,083 – \$14,833/Month		
ii) Assistant Fire Chief	N/A		
iii) Deputy Fire Chief	N/A		
iv) Battalion Chief (BC)	\$8,961 – \$11,464/Month		
v) Fire Captain	\$7,040 – \$8,557/Month		
vi) Fire Marshal	Battalion Chief additional duty		
vii) Fire Engineer	\$6,043 – \$7,345/Month		
viii) Fire fighter/Paramedic	\$5,483 – \$7,299/Month		
ix) Fire fighter	\$5,222 – \$6,347/Month		

City of Monterey Park Fire Department, California
Fire Services Analysis

Survey Component	Staffing, Personnel Management, Personnel Involvement – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
B. Non-uniformed employee compensation, FT annual			
i) Fire Prevention Permit Technician	\$3,897 – \$4,985/Month	Non-uniform personnel are transferred subject to “LACFD needs and negotiations” in the proposal	Some non-uniform positions may be vacated in the transition. Disposition may be subject to negotiation, as stated in the proposal
ii) Fire Safety Specialist	\$5,627 – \$7,059/Month		
iii) Fire Safety Specialist	\$5,127 – \$6,559/Month		
iv) Principal Management Analyst	\$6,462 – \$8,267/Month		
v) Senior Account Clerk	\$3,897 – \$4,985/Month		
C. Additional compensation			
i) EMT-D premium pay	\$200/Month		
ii) paramedic pay	5% 1 st year; 10% 2 nd year; 15% 3 rd year; for Engineer & Captain: 2.5% 1 st year; 5% 2 nd year; 7.5% for 3 rd year and thereafter		
iii) clothing allowance	3 shirts and pants; 1 jacket, belt & buckle/year		
iv) longevity pay	None		
v) other specialty pay	Bilingual \$150/month; USAR \$100/month; shift investigator pay \$100/month Educational incentive pay: AA Degree-\$135; BA Degree-\$275 & Master’s Degree-\$325 Move up pay: if employee works a complete 24-hr shift: \$60/shift for Engr., \$70/shift for Captain, and \$80/shift for BC		
D. Career employee benefits			
i) social security	Provided	Provided	

City of Monterey Park Fire Department-California
Fire Service Analysis

Survey Component	Staffing, Personnel Management, Personnel Involvement – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
ii) workers' compensation	Provided per California Labor Code	Provided per code with transfer conditions	Conditions are applied to transferring employees regarding current and prior workers' compensation claims. The City should review applicability of the conditions and potential financial impacts
iii) pension	Provided via CalPERS	Existing employees' contributions to remain in CalPERS system. Employees will be provided reciprocity with LACERA	
iv) deferred compensation	Available	Transferring employees are eligible for participation	
v) medical insurance	Provided via cafeteria plan	Transferring personnel will receive "benefits now provided to Fire District personnel". No further detail regarding medical or dental coverage is listed	
vi) dental insurance	Provided via cafeteria plan		
vii) short and long term disability insurance	Long term disability plan available through Fire fighter's Union. Non represented personnel through a city plan		
viii) life insurance	Yes, cafeteria plan		
ix) vision insurance	Yes, cafeteria plan		
x) survivor income benefit	Yes		
xi) additional life insurance	Employee may purchase in \$10,000 increments up to the lesser of \$300,000, or 3 times employee's gross salary		

City of Monterey Park Fire Department, California
Fire Services Analysis

Survey Component	Staffing, Personnel Management, Personnel Involvement – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
3. Personnel Reports and Records			
A. Personnel records maintained			
i) application retained	Records are maintained both in Fire Department personnel files as well as in Human Resources	Record keeping information was not included in the proposal	Personnel reporting and record keeping will become the responsibility of LACFD Human Resources Division
ii) historical records retained	Records are maintained both in fire department personnel files as well as in Human Resources	Human Resources Division (Human Resources) ³	
iii) performance evaluations retained	Records are maintained both in fire department personnel files as well as in Human Resources	Personnel Services Section of Human Resources (Refer to Human Resources) ³	
iv) injury and accident records retained	Records are maintained both in fire department personnel files as well as in Human Resources	Risk Management Division, Safety Officer Section and Return to Work Section (Refer to Human Resources) ³	
v) health and exposure records maintained	Records are maintained both in fire department personnel files as well as in Human Resources	Health Programs (Refer to Human Resources, Health Program Overview and Wellness Fitness Program) ³	
4. Disciplinary Process			
A. Disciplinary policy established	Yes, via city policy but superseded by the Firefighter Bill of Rights	Based on the Firefighter Bill of Rights	Disciplinary practices will be subject to collective bargaining agreements and the Firefighter's Bill of Rights
B. Disciplinary process communicated	Yes	Yes	
C. Appeal process provided			
i) recent litigation	No	Not reported	
ii) pending litigation	Pending harassment/hostile work environment complaint		

City of Monterey Park Fire Department-California
Fire Service Analysis

Survey Component	Staffing, Personnel Management, Personnel Involvement – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
5. Counseling Services			
A. Critical incident stress debriefing	Internal team and area resources available	Internal resources available	Counseling and related resources are comparable in LACFD
B. Employee assistance program	City program	Yes, based on Firefighter Bill of Rights	
C. Intervention program	No		
6. Application and Recruitment Process			
A. Recruitment program	Ongoing recruitment for reserve fire fighters	Ongoing	Recruitment and hiring will be performed by LACFD Human Resources Division
B. Application process			
i) qualification check	Yes	Yes	
ii) reference check	Yes	Yes	
iii) background check	Yes	Yes	
iv) physical standards established	CPAT based entry testing	CPAT based entry testing	
v) knowledge testing	Yes	Yes, must submit interest card, and have CPAT card in advance	
vi) interview	Yes	Yes	
vii) medical exam required	Yes, via Alhambra Community Hospital. NFPA Compliant	Yes, NFPA compliant physical examination	Transferring employees will be required to undergo an LACFD physical examination. If a member fails, they will not be accepted by LACFD
viii) psychological exam required	Yes	Not required	MPFD currently requires an entry-level psychological examination. LACFD does not require this examination
7. Testing, Measuring and Promotion Process			
A. Periodic competence testing	All training is competency based. As a result performance testing at company level is ongoing. EMS Continuing Education requirements met	Competence testing is incorporated into the training activities and evaluates competency on an ongoing basis	Competency testing is applied equally in MPFD and LACFD

City of Monterey Park Fire Department, California
Fire Services Analysis

Survey Component	Staffing, Personnel Management, Personnel Involvement – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
B. Periodic physical competence testing	Completed every other year. Also a voluntary physical fitness incentive program is in place	Annual NFPA compliant and fitness for life program – not mandatory but a bonus is provided	Physical competence testing is currently performed bi-annually and will be performed annually by LACFD
C. Periodic performance review	Annual performance evaluations are completed. Also ongoing as a part of the training program	Performance evaluations are completed annually	
D. Promotional testing	Examination process including knowledge and skills testing via written examination and assessment center process	Promotional tests are scheduled every two years. Defined criteria for application, experience levels, etc.	Promotional testing processes differ but are fundamentally equivalent
8. Health and Safety			
A. Medical standards established			
i) periodic medical exam	Conducted every other year	Annual examination	Medical examinations are conducted more frequently under the LACFD proposal
B. Safety committee established	Yes	Yes	
i) membership	Fire fighter, Engineer, Captain and one Battalion Chief	Wellness Fitness Program ³	
ii) meetings	Twice per year		
iii) function	Advisory to the Fire Chief via Battalion Chief	Advisory to Chief	
9. Administration and Support Staff Positions (Full Time Equivalent)			
A. Fire Chief	1	0 assigned within the City	Existing MPFD Fire Chief's position would no longer be present
B. Assistant Fire Chief	0	1	LACFD has proposed assigning an Assistant Chief to Station 61

City of Monterey Park Fire Department-California
Fire Service Analysis

Survey Component	Staffing, Personnel Management, Personnel Involvement – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
C. Battalion Chief (Combined administrative and response responsibilities)	3 (Primary activities- Emergency response, command, and control activities in addition to administrative)	0 assigned within the City	Where a Battalion Chief is always on duty in the city currently, one BC will be covering a larger area under the LACFD deployment plan, stationed outside of the City
D. Fire Marshal	1 (vacant – duties are currently performed by a shift Battalion Chief)	1	A dedicated Fire Marshal's position will be eliminated under the proposal. Fire Prevention programs will be overseen by the LACFD Fire Marshal's Office
E. Fire Prevention Permit Technician	1	0	
F. Fire Safety Specialist (Inspector)	2	2	
G. Fire Protection Engineering Asst. II (Plan Check)	0	0.5	
H. Captain – Fire Prevention	0	0.25	
i) subtotal fire prevention personnel, excluding Fire Marshal	3	2.75	Fire Prevention staffing, excluding the Fire Marshal, is reduced by 0.25 FTE under the proposal
I. Management Analyst	1	0	Position eliminated under the proposal
J. Senior Account Clerk	1	0	Position eliminated under the proposal
K. Total administrative & support staff	3 (Fire Chief, Analyst & Account Clerk)		
L. Percent administrative & support to total personnel	16.1% ¹⁰		

¹⁰ ESCI has found that emergency services agencies generally require a 10 to 15 percent ratio of administration and support to operational personnel. The 16 percent calculated here includes three Battalion Chiefs because they carry administrative assignments. The Battalion Chiefs are, however, primarily operations personnel. If they are removed from the calculation, the ratio is reduced to 11.2 percent.

City of Monterey Park Fire Department, California
Fire Services Analysis

Survey Component	Staffing, Personnel Management, Personnel Involvement – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
10. Emergency Service Staff			
A. Battalion chief (Combined administrative and response responsibilities)	3	0 allocated within the City under the proposed staffing configuration	Where a Battalion Chief is always on duty assigned in the City currently, one BC will be covering a larger area from an outlying station under the LACFD deployment plan
B. Captain	12 (4 are Paramedics)	9 allocated within the City under the proposed staffing configuration	Current 12 Captains positions are reduced to 9 due to the elimination of one company at Station 61 (Current Engine and Truck Company are consolidated to a single “Quint” company)
C. Engineer	12 (9 are Paramedics)	9 allocated within the City under the proposed staffing configuration	Current 12 Engineer positions are reduced to 9 due to the reduction of one company at Station 61
D. Fire fighter	24 (13 are Paramedics)	18 allocated within the City under the proposed staffing configuration	Current 24 Fire fighter positions are reduced to 18
E. Total operational staff	48 (+1 vacant FF position) excluding Battalion Chiefs	36 allocated	Current total operational staffing of 49 positions are reduced to 36
F. Fire department total	61 (+1 vacant FF position)	38.75	Total of all Fire Department personnel reduces from 61 to 38.75
G. Percent of operational officers to fire fighters	32%	25%	The ratio of fire officers to line firefighting personnel reduces from 32 percent to 25 percent
11. Use of Personnel			
A. Career schedule			
i) length of normal duty period	24 hours	24 hours	
ii) FLSA period	27 days	24 days	Fair Labor Standards Act (FLSA) work periods differ which may result in scheduling changes for transferring personnel

City of Monterey Park Fire Department-California
Fire Service Analysis

Survey Component	Staffing, Personnel Management, Personnel Involvement – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
iii) duty hours per week	56	56	Work schedules and conditions are comparable
iv) normal shift begins	0800 (BCs @ 0700)	0800	
v) callback requirements	Yes	Yes	
vi) residency requirements	No	No	
vii) standby duty requirements	No	No	
B. Operational services provided			
i) fire suppression	Yes	Yes	Operational services provided are equivalent with the exception of ambulance transport. Hazardous Materials response is provided at a higher level
ii) EMS/rescue, first response	Yes	Yes	
iii) EMS, advanced life support	Yes	Yes	
iv) specialized rescue	Yes	Yes	
v) fire prevention inspections	Yes	Yes	
vi) emergency management	Yes	Yes	
vii) public education	Yes	Yes	
viii) hazardous materials response (level)	Yes, Awareness and Operations	Yes, Technician Level	
ix) EMS ambulance transport	Yes	No	Ambulance transportation would not be provided by LACFD
12. Emergency Response			
A. First Alarm Apparatus Assignment – Residential Fire	Current MPFD assignment: 3 Engines, 2 Ladder Trucks, 1 Rescue Ambulance, 1 Battalion Chief (Includes Mutual Aid) Total personnel: 19 - 24	Proposed assignment: 4 Engines, 1 Ladder Truck 1 Squad, 1 Battalion Chief, 1 Emergency Support Team Total personnel: 21 - 25	A First Alarm residential structure fire response assignment provides higher numbers of equipment and personnel under the LACFD proposal ¹¹

¹¹ Detailed alarm assignments displaying a comparison of MPFD and LACFD staffing and resources on various call types are located on page 155.

City of Monterey Park Fire Department, California
Fire Services Analysis

Survey Component	Staffing, Personnel Management, Personnel Involvement – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
B. First Alarm Apparatus Assignment – Commercial Fire	Current MPFD assignment 3 Engines, 2 Ladder Trucks, 1 Rescue Ambulance, 1 Battalion Chief (Includes Mutual Aid) Total Personnel: 18 - 23	Proposed assignment: 5 Engines, 2 Ladder Trucks, 1 Paramedic Rescue Squad, 2 Emergency Support Team, 2 Battalion Chiefs Total Personnel: 29 - 33	A First Alarm commercial structure fire response assignment provides higher numbers of equipment and personnel under the LACFD proposal
C. Third Alarm Apparatus Assignment – Commercial Fire (resources in addition to 1 st and 2 nd alarm assignments)	3 Engines, 1 Ladder Truck, 1 Battalion Chief, 1 Air/Light Unit, 1 Rescue Ambulance Total Personnel: 13-17	Proposed Assignment: 4 Engines, 2 Ladder Trucks, 2 Battalion Chiefs, 1 Assistant Chief, 1 Deputy Chief Total Personnel: 24 - 28 Cumulative average staffing - 104	A Third Alarm commercial structure fire response assignment provides higher numbers of equipment and personnel under the LACFD proposal

City of Monterey Park Fire Department-California
Fire Service Analysis

Survey Component	Staffing, Personnel Management, Personnel Involvement – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
13. Personnel Involvement			
A. Participation in local/regional community events	<p>Neighborhood Watch. Community Events: Chinese New Year celebration, Health Fair, City birthday celebration. The fire department has an engine present and home fire escape trailer</p>	<p>The proposal states only that LACFD will provide “public education programs”</p> <p>Public Information Unit: Centralized staff coordinates public information activities/information with regional public information officers and seven community service representatives at the local level. (Refer to Public Affairs)³</p> <p>LACFD conducts a Junior Fire Chiefs Poster Contest Safety, Safety preparedness program “Shakey-Quakey” Community Emergency Response Teams (CERT), “Every 15 Minutes” Program, and CPR training (Refer to Community Section)³</p>	<p>Fire department participation in community events is important. The LACFD role in these events should be clarified</p>
B. Participation in civic organizations by management personnel	<p>Limited participation at this time. Staff occasionally attends civic organization meetings on request only</p>	<p>Civic organization participation is not addressed in the proposal</p>	<p>It is valuable for fire department leadership to participate in community organizations. Clarification of the extent to which LACFD management staff will attend civic organization meetings and events needs to be obtained</p>

City of Monterey Park Fire Department, California
Fire Services Analysis

Survey Component	Staffing, Personnel Management, Personnel Involvement – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
C. Impact to administrative and technical support services	Current administrative staffing consists of the Fire Chief, three Battalion Chief's with administrative duties, one Management Analyst, one Senior Account Clerk and three Prevention Staff. One Fire Marshal's position is vacant	The proposal does not specify the inclusion, if any, of existing MPFD personnel. The only positions defined in the proposal are 2.75 FTE Fire Prevention positions	Administrative staffing impacts are unclear. MPFD assumes that functions will change to LACFD and staff will either be absorbed or moved back to city roles. Fire Prevention Staff: also unclear. The 2.75 FTE prevention positions are identified in the proposal, but it is unknown if those positions would be filled by current MPFD personnel
D. Customer service, local accessibility and community interaction	Currently the office is staffed during business hours by the fire chief, the management analyst, senior account clerk and a battalion chief, when available	LACFD proposal does not discuss anticipated staffing of the office	Under the proposal, the Station 61 administration office may not be staffed during regular business hours. It is unknown if LACFD Fire Prevention or Command staff will be assigned to the offices
E. Impact on services currently integrated with other municipal departments (HR, Finance, Administration, Planning and Community Development)	Daily interaction occurs between MPFD administrative staff and other city departments. Of particular note is interaction with the Building and Community Development Departments in regard to Fire Prevention and Code Enforcement activities	Under the proposal, Human Resources and most Finance and Administration functions will be absorbed by LACFD. The Prevention/Code Enforcement interaction with Building and Community Development needs to be clarified	Human Resources workload will be reduced, as will impacts on Administration and Finance Departments. Interaction with Community Development and Building Department on permit and code issues may become more cumbersome in the absence of an in-house prevention staff

City of Monterey Park Fire Department-California
Fire Service Analysis

Survey Component	Staffing, Personnel Management, Personnel Involvement – Observations		
	MPFD	LACFD Proposed Services	Comparative Analysis
F. Emergency planning and disaster preparedness engagement	Currently, emergency planning and preparedness is a function performed by the fire department. The Fire Chief and Battalion Chiefs share responsibilities in performance of these tasks	The proposal states that city emergency management responsibilities will remain with the City, absent LACFD participation	MPFD performs emergency management for the City currently. Under the proposal, that function will be lost. LACFD has an extensive emergency planning and management staff. The City will need to either reassign this function or negotiate LACFD performance of emergency management
G. Impact on CERT (Community Emergency Response Team) program	Currently an MPFD Captain manages the CERT program. The program produces 1 to 2 classes per year with typical attendance of 20 - 25 people	Whether LACFD will participate in supporting the CERT program is not addressed	The CERT Captain is likely to be reassigned. Clarification is needed regarding the extent to which LACFD will support the CERT function
H. Other considerations/impacts noted	Currently paramedic and ambulance transport services are provided with two Advanced Life Support Rescue Ambulances, each of which is staffed by two paramedics	LACFD proposes eliminating the 2 Rescue Ambulances. Instead, 1 Paramedic Squad unit (non-transporting) will be placed in the city along with one Paramedic-staffed Quint unit and two Paramedic-staffed Engine companies	Reducing from 2 ALS ambulances to 1 ALS squad and engine response. Paramedics stationed in the MPFD stations are going to respond outside the city to other jurisdictions, and not exclusively dedicated to Monterey Park
I. Other considerations/impacts	Paramedic Staffing: Currently each of Monterey Park's 3 engines and 1 Ladder Truck are staffed by at least 1 Paramedic and, in some instances, 2 Paramedics	The proposal indicates that 1 Paramedic Assessment Quint, 2 Paramedic Assessment Engines and 1 Paramedic Squad will be employed. It does not specify the number of paramedics that will staff those units	The number of EMS personnel and training level is not defined. Clarification is needed regarding how many paramedics will staff the units

Staffing, Personnel Management, Personnel Involvement - Summary Discussion

Uniformed Personnel Compensation and Benefits

The LACFD proposal states that “There would be no reduction in salaries of City fire fighters blanketed in as Fire District fire fighter series employees.” It appears, but is not stated, that the fire fighters referenced would include all line-level personnel being transitioned from MPFD above the rank of fire fighter. Clarification is needed on the question.

Further, the proposal states “City paid bonuses would be reviewed for possible inclusion in Fire District salaries.” The language leaves the question of total compensation for transferring personnel unclear.

Recommendation 9: *Conduct a comparative review of total compensation package impacts on transferring employees.*

Non-Uniformed Personnel

Under the proposal, non-uniform personnel are only transferred subject to LACFD “needs and negotiations”. As a result, the status of administrative support and fire prevention personnel is unknown and those positions may be subject to displacement. Given that the proposal language provides opportunity for negotiation of the disposition of these positions, and in the best interest of existing employees, clarification and resolution of the question is recommended before any transition.

Recommendation 10: *Determine the intended disposition of non-uniform personnel and negotiate future placement, as appropriate.*

Personnel Insurance Benefits

The proposal includes the statement that “All employees blanketed into the Fire District would receive benefits now provided to Fire District personnel.” There is no detail in the proposal that indicates levels of health and dental insurance coverage, deductible levels, or any other specific information. Comparison of coverage under the proposal relative to current insurance is recommended.

Recommendation 11: *Conduct a comparative review of insurance benefits to verify equivalency to those currently provided.*

Physical Examination Requirement

Transferring employees will be required to pass a physical examination prior to acceptance by LACFD. If an employee fails the examination, he or she will not be accepted by LACFD. The City will need to determine what, if any, action will be taken regarding an employee that fails the examination.

Recommendation 12: *Establish a plan for the management of an employee that fails the LACFD physical examination.*

Emergency Services Staffing

MPFD currently staffs its operational response units with a total of 49 personnel (including one vacant fire fighter position). To make an equitable comparison, the number does not include the existing three Battalion Chief positions because their duties are primarily administrative in nature.

Based on the apparatus deployment and staffing plan outlined in the LACFD proposal, emergency response personnel that will be stationed at the Monterey Park fire stations will be reduced from 49 to 36. The reduction occurs as a result of the following:

- One MPFD Battalion Chief per shift is eliminated in the City, replaced by a LACFD Battalion Chief responding from an outlying station.
- Reduction of one Engine and one Truck company at Station 61 combined into a single Quint company results in:
 - 12 Captain positions reduced to 9
 - 12 Engineer positions reduced to 9
 - 24 Fire fighter positions reduce to 18
 - Total reduction from 48 (+1 vacant) to 36 personnel

There will be fewer responders on duty in MPFD stations than there are today. However, the effect of the reduction needs to be put into perspective to obtain a clear appreciation for its impact on service delivery. One measurement approach is to compare the number of responders that are currently dispatched to an emergency to the number that will be dispatched under the proposed agreement. Comparing an initial response assignment to a residential fire reveals the following:

- Current MPFD first alarm residential fire response: Total personnel dispatched 19 – 24¹²
- Proposed first alarm residential fire response: Total personnel dispatched 21 – 25

The same comparison is applied to a commercial fire response with the following result:

- Current MPFD first alarm commercial fire response: Total personnel dispatched 18 – 23
- Proposed first alarm commercial fire response: Total personnel dispatched 29 – 33

When viewed purely from a response standpoint, there are more emergency responders dispatched to incidents under the proposal than what currently occurs. Responses may be delayed to some extent since some units will be coming from stations outside of the City; however, in some instances, the response will be faster should an incident occur in closer proximity to a LACFD station.

This response effectiveness is an important factor that the City needs to consider. Additional insight into the question and detailed analysis is provided in the Current Resource Deployment Strategies and Performance section of this report.

Customer Service, Local Accessibility and Community Interaction

Maintaining a physical presence in the form of an office that is staffed and accessible to the public should be evaluated in the interest of effective customer service. Monterey Park citizens are accustomed to being able to go to Station 61 to conduct business with the fire department.

¹² Staffing is listed in a range because of daily variations in individual company crew configurations due to leaves and vacancies.

Response personnel will be present at the station only when they are not responding to emergencies, training or performing other tasks. The initial LACFD proposal did not indicate whether non-responder office staff members would be present in the office during business hours. A subsequent correspondence¹³ indicates that LACFD will assign an Assistant Chief to Station 61. Doing so may address the concern, but it needs to be pointed out that the Assistant Chief will have responsibilities that fall outside of the City, so it is not expected that he or she will be in the office at all times.

MPFD's current fire prevention staff members work from offices in City Hall. Consideration may be given to relocating some or all of the prevention personnel to unused offices in Station 61 to increase presence in the office for public accessibility.

Recommendation 13: Address customer service presence by clarifying the consistency of office presence in Station 61 by the LACFD Assistant Chief and evaluate the practicality of relocating prevention personnel from City Hall to the Station for added business hour coverage.

Emergency Planning and Management

Emergency planning and management is currently a duty assigned to the MPFD Fire Chief and command staff. That function is not defined in the proposal and needs to be addressed. The alternatives are to either assign emergency management duties to another qualified individual within the city or to negotiate with LACFD to perform this function.

Recommendation 14: Address a void that will be created regarding emergency planning and management services either by reassignment of duties to a qualified city employee or negotiated provision of these services by LACFD.

¹³ Letter from LACFD Chief Osby to Paul Talbot, City Manager, March 14, 2012.

CERT (Community Emergency Response Team) Program

The City has made an investment in the CERT program that it will want to sustain. The program is not addressed in the LACFD proposal.

Recommendation 15: Obtain clarification regarding whether LACFD will continue management of the City's CERT program.

Participation in Local and Regional Community Events

MPFD personnel have historically maintained a presence at a variety of community events. Doing so carries multiple benefits to the fire department and the community in that it establishes a personal connection between the citizens, their city government, and their emergency responders. In addition, participation in these activities provides invaluable opportunities to deliver fire and injury prevention messages.

As a matter of routine, MPFD attends events including Neighborhood Watch activities, the annual Chinese New Year celebration, the Health Fair, and the City birthday celebration. Typically, fire department personnel will be present at these gatherings with a fire engine and their home fire safety trailer as an educational component.

The continuation of maintaining a presence at community events was identified as important to the City of Monterey Park. In its proposal, there is a statement that LACFD will provide public education programs but no additional detail is included. Requesting clarification on the intended participation in these activities is warranted.

Recommendation 16: Request clarification regarding the extent to which fire personnel will participate in community events under the proposal.

Participation in Civic Organizations by Management Personnel

Much like community event participation by the fire responders, a presence and involvement with community civic organizations by fire department leadership plays an important role in keeping the agency in touch with the community. Due to staffing limitations, MPFD participation in community groups has been limited in the past but the importance remains.

Participation is not detailed in the LACFD proposal. Clarification is needed regarding the extent to which LACFD will establish a presence with civic organizations.

Recommendation 17: Discuss the importance of participation by fire department leadership in community civic organizations.

Pro Observations

- The total number of responders that will be dispatched to an initial fire response will increase under the proposal, although the total number of personnel stationed within the city declines.
- Overall depth of staffing resources available from LACFD is higher than currently available in MPFD through the Verdugo Unified Command System.
- More emergency vehicles will be initially dispatched to emergency incidents by LACFD.

Con Observations

- Some questions exist with regard to uniformed personnel compensation and benefits.
- Non-uniform personnel are at risk of displacement and are not protected under the proposal.
- Some MPFD personnel will be at risk if they are unable to pass the LACFD physical examination.
- The total number of responders available in City fire stations is reduced from 49 to 36.
- Response times for a full effective firefighting force will be lengthened in instances when resources are responding from stations outside of the City.

Emergency Medical Services

Overview

Essential to the effective delivery of emergency medical services (EMS) is appropriate system management, support, and oversight, including the key components of logistical support, medical control and oversight, quality assurance, appropriate training, and credentialing of personnel. This section provides a comparative overview of MPFD EMS system relative to the EMS services discussed in the LACFD proposal. The Monterey Park Fire Department provided EMS data to ESCI. Information provided and data collected in the course of ESCI's fieldwork are used to develop an overview of the EMS delivery system, used as a baseline and compared to the Los Angeles County Fire Department proposal.

Survey Component	Emergency Medical Services		
	MPFD	LACFD Proposed Services	Comparative Analysis
1. Authority and Regulation			
A. Regulatory authority	Los Angeles County EMSA, California Health and Safety Code, Division 2.5, Section 1797-1799. California Code of Regulations, Title 22, Chapter 4	Los Angeles County EMSA, California Health and Safety Code, Division 2.5, Section 1797-1799. California Code of Regulations, Title 22, Chapter 4	The same regulatory authority, as defined in the California Health and Safety Code, currently applies to both LACFD and MPFD EMS/Paramedic services. Either provider is covered and operates under the same regulating authority. No change to current status
i) ambulance	Los Angeles County Department of Health Services (DHS) regulates ambulance transportation	Los Angeles County Department of Health Services (DHS) regulates ambulance transportation	The same ambulance service regulatory authority applies equally to both LACFD and MPFD. No change to current status
ii) EMT/paramedic	Los Angeles County Department of Health Services (DHS)	Los Angeles County Department of Health Services (DHS)	The same EMT/paramedic regulatory authority applies equally to both LACFD and MPFD. No change to current status

City of Monterey Park Fire Department-California
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Survey Component	Emergency Medical Services		
	MPFD	LACFD Proposed Services	Comparative Analysis
iii) EMS service	Los Angeles County Department of Health Services (DHS) certifies services	Los Angeles County Department of Health Services (DHS) certifies services	EMS service delivery falls under the same authority in both LACFD and MPFD. No change to current status
iv) city ordinance	No city ordinances, all authority at county and state level	N/A	
v) county ordinance	Los Angeles County Emergency Medical Services Agency (EMSA) California Health and Safety Code, Division 2.5, Section 1797-1799	Los Angeles County EMSA, California Health and Safety Code, Division 2.5, Section 1797-1799. California Code of Regulations, Title 22, Chapter 4	
B. State authorizing statutes	California Code of Regulations, Title 22, Chapter 4	California Code of Regulations, Title 22, Chapter 4	State of California authorizes both delivery systems
i) ambulance service area	City of Monterey Park city limits	City of Monterey Park city limits	No change to the area served
ii) ambulance service licensing	Licensing by Los Angeles County Department of Health Services (DHS)	Licensing regulated by Los Angeles County Department of Health Services (DHS)	The Los Angeles County Department of Health Services (DHS) licenses both delivery systems
iii) EMT/paramedic licensing	Licensing regulated by Los Angeles County Department of Health Services (DHS), Los Angeles County EMSA. California Health and Safety Code, Division 2.5, Section 1797-1799. California Code of Regulations, Title 22, Chapter 4	Licensing by Los Angeles County Department of Health Services DHS, Los Angeles County EMSA. California Health and Safety Code, Division 2.5, Section 1797-1799. California Code of Regulations, Title 22, Chapter 4	EMT-1, EMT-D and Paramedic licensing would be the same with LACFD services
iv) physician oversight	MPFD Medical Director, Dr. Joseph Englanoff, provides physician oversight and limited annual pre hospital care training	Registered nurse/professional educators coordinate all EMT training. Experienced administrative paramedics or the LACFD's Emergency Physician/Medical Director, Franklin Pratt, M.D. (Emergency Operations, EMS)	Currently, Dr. Joseph Englanoff provides physician oversight to the MPFD. He is well liked, provides all oversight duties, and is available. Physician oversight will be provided by LACFD EMS division, and will be comparable to what is currently in place

City of Monterey Park Fire Department, California
Fire Services Analysis

Survey Component	Emergency Medical Services		
	MPFD	LACFD Proposed Services	Comparative Analysis
v) equipment	The Medical Director provides oversight for purchase and procurement of controlled medications and cardiac equipment	LACFD will inherit all required maintenance and inventory of equipment for ALS and BLS responses	
vi) training	California Emergency Medical Services Authority (CAEMSA) State licensure requires 48 hours of continuing education. This is met by all ALS personnel MPFD contracts UCLA for quality assurance, training hours, and reporting	Minimum training and required continuing education for LACFD paramedics is the same as MPFD, regulated by CAEMSA. LACFD operates with the assistance of the Pre-hospital Care Operations Section of the DHS which oversees the provision of basic and advanced life support	Training hours for paramedics are not defined in LACFD proposal. The requirements are detailed within the DHS and would be the same as currently required for MPFD paramedics
C. Workload			
i) number of EMS responses	2,851 (A total of 2,468 ¹⁴ responses were billed)	216,576 (Refer to Emergency Operations Section, 2011 Statistics) ³	
ii) number of EMS responses in jurisdiction	612 ¹⁴ (total responses outside of City)		
iii) number (or percent) that are ALS	1,278 ¹⁴		
iv) number (or percent) that are BLS	734 ¹⁴		
v) number (or percent) non-transport	456 ¹⁴		

¹⁴ Whitman Enterprises, LLC report July 1, 2010 to June 30, 2011.

City of Monterey Park Fire Department-California
Fire Service Analysis

Survey Component	Emergency Medical Services		
	MPFD	LACFD Proposed Services	Comparative Analysis
D. Dispatch services	Verdugo Fire Communications Center ¹⁵	LACFD Command and Control Facility process all alarms ¹⁶	The LACFD Command and Control Facility will provide comparable EMS dispatch. Additional discussion is provided in the Resource Analysis and Evaluation section of the LACFD Proposal
E. Agreements and contracts			
i) Annual Service Agreement	N/A	Not defined in LACFD proposal	
ii) first response agreement	MPFD provides all EMS response in the city. No additional first response agreements are in place	LACFD will continue to provide EMS first response under the proposed annexation, but with the exception of ambulance transportation	No changes from current operations
iii) physician supervisor agreement	Dr. Englanoff and a nurse educator provided as part of a contract with UCLA	Registered nurse/professional educators coordinate all LACFD EMT training. Experienced administrative paramedics or the LACFD's Emergency Physician/Medical Director oversees EMS program	LACFD system of medical supervision and oversight will be more comprehensive than what is currently in place. LACFD provides physician directors, registered nurses and professional educators supporting added training and management to staff members
iv) on-line medical control agreement	N/A	Not defined in LACFD proposal	

¹⁵ <http://www.unified-response.org/index.asp>

¹⁶ <http://fire.lacounty.gov/SpecialOps/SpecOps911Dispatch.asp>

City of Monterey Park Fire Department, California
Fire Services Analysis

Survey Component	Emergency Medical Services		
	MPFD	LACFD Proposed Services	Comparative Analysis
F. Radio communications & dispatch protocol	Verdugo Fire Communications Center provides Emergency Medical Dispatch (EMD) system on line. MPFD EMS management staff is satisfied with system process times	LACFD Command and Control Facility processes all communications. All 911 calls will continue to be routed through the Verdugo Fire Communications Center, and then forwarded to the LACFD Command and Control Facility. Dispatchers are trained and operate under Emergency Medical Dispatch (EMD) protocol	Currently, the MPFD units are dispatched via Verdugo Fire Communications Center. Verdugo Communications provides comparable services to those proposed by LACFD
G. EMS skills and protocol	All state requirements followed	Not defined in LACFD proposal, is defined by LA County DHS and State Requirements	
2. Analysis and Planning			
A. EMS long term planning	MPFD has yet to engage in EMS planning	Not defined in LACFD proposal	
i) EMS comprehensive plan	MPFD has yet to engage in EMS planning		
ii) EMS master plan	MPFD has yet to engage in EMS planning		
iii) EMS strategic plan	MPFD has yet to engage in EMS planning	Not defined in LACFD proposal	

City of Monterey Park Fire Department-California
Fire Service Analysis

Survey Component	Emergency Medical Services		
	MPFD	LACFD Proposed Services	Comparative Analysis
iv) response time goals established	<p>MPFD, through the Verdugo Communications agreement, have adopted NFPA Standard 1710. The NFPA 1710 response goal states “a fire/EMS unit should arrive at the scene of an emergency within 5 minutes 90% of the time.” Verdugo Communications submits annual response statistics to the MPFD each year</p>	<p>The proposal states: <i>“the Fire District would respond from the same City stations or closer Fire District stations on a “first-in” response. As a result, response times in the City would be equal to or better than the existing response times, since some areas of the City may be closer to an adjacent Fire District station”</i></p>	<p>Response goals are not specified in the LACFD proposal. Without credible response data history, ESCI is unable to quantify whether the response times comment in the LACFD proposal will be “equal to or better than the existing response times”, as stated in the proposal.</p> <p>Later in this report are response time and staffing predictions based on travel times. This data can be found in the Resource Analysis and Evaluation section of this report found on page 125</p>
B. Capital asset replacement			
i) apparatus	MPFD Battalion Chief of Operations handles the apparatus replacement program	Proposal dictates that the City transfers all interest, rights, and titles of specified apparatus to the LACFD	At the point of transfer, apparatus and major equipment replacement becomes the responsibility of LACFD
ii) equipment	Equipment items are replaced on an as-needed basis. Battalion chiefs monitor replacement needs and have flexibility to make purchases when needed	Fleet Service Division (Refer to Administration-Fleet Service) ³	
3. Training Facilities and Resources			
A. Training facilities (classroom, props, equipment)			
	N/A	EMS related training is provided at the LACFD training centers	LACFD has adequate EMS training facilities and resources
i) simulators	Mannequin, rhythm generator, training adjunct equipment, intubation, pediatrics training new, and equipment readily available	EMS Division Cache ³	

City of Monterey Park Fire Department, California
Fire Services Analysis

Survey Component	Emergency Medical Services		
	MPFD	LACFD Proposed Services	Comparative Analysis
ii) driving grounds	Local city streets	Training Tower, Four regional training grounds ³	
B. Classroom facilities	In Station 61, city hall, library rooms, other fire stations	LACFD operates four regional fire-training centers	LACFD training facilities have adequate classroom facilities to conduct EMS training. This is an enhancement over what currently offered at the MPFD
C. VCR, projectors, computer simulations	Available	Available through the Video Unit Division ³	
D. Books, periodicals, instructional materials	Yes, available and in stations	Yes, in stations ³	
4. Training Procedures Manual			
A. EMS manual developed and used	Yes, maintained and reviewed, updated as needed	Yes, by DHS and State ³	
5. Methodology Used for Training			
A. Manipulative	Station 61, continuing education consists of two hours per member per month. Includes lecture, presentation and skills assessment	LACFD provides ongoing training for all personnel, accomplished by mandatory, daily, two-hour drills. LACFD proposal states that personnel are continually introduced to new or improved emergency and non-emergency procedures	Manipulative EMS training in the LACFD system will be comparable to the current practices at MPFD
B. Task performances	Use of task sheets during training and development of new fire fighters and must be signed off by Supervisor		
C. Annual training hours	Annual training hours for each member are a minimum 24 hours per year	LACFD provides ongoing training for all personnel, accomplished by mandatory, daily, two-hour drills for all fire fighters	
D. Use of lesson plans	Yes, provided by nurse trainer from UCLA	Yes, by Nurse Educator ³	
E. Annual skills evaluation conducted	Yes	Yes, by Nurse Educator ³	

City of Monterey Park Fire Department-California
Fire Service Analysis

Survey Component	Emergency Medical Services		
	MPFD	LACFD Proposed Services	Comparative Analysis
6. Recordkeeping			
A. Individual training files maintained	A mix of electronic (FireHouse Software®) and in house training records tracking computer system and some hard files	Information Management Division; Computer Tracking (Refer to Info Division) ³	
B. Records and files computerized	A mixture of hard copy and computer records	Computer and hard copy ³	
C. EMS training equipment inventoried	Yes, all equipment inventoried and checked out as needed	Yes, Materials Management Division ³	
7. Administrative Priority			
A. Budget allocated to EMS	2011/12-Operational EMS Budget for training: \$5,950 2011/12-EMS - Budget for Services and Supplies: \$230,680		
B. Using certified instructors	Yes, UCLA staff and the MPFD Medical Director	Registered nurse/professional educators coordinate all EMT training. Experienced administrative paramedics or the Fire District's Emergency Physician/Medical Director coordinate medical procedures	Use of certified instructors for EMS training is provided by the LACFD to fire fighters and paramedics. This is similar to MPFD current practices
C. Annual EMS training report produced	Yes, submitted to DHS, and Fire Chief		
8. EMS Program Clerical Support			
A. Administrative secretary support	An MPFD Account Clerk (part time FTE) manages most administrative needs for the system. A Nurse Educator provided as part of the UCLA contract processes incident review and Quality Assurance reporting		

City of Monterey Park Fire Department, California
Fire Services Analysis

Survey Component	Emergency Medical Services		
	MPFD	LACFD Proposed Services	Comparative Analysis
B. Adequate office space, equipment, and supplies	There is not adequate, administrative support, and office space devoted to the support and management of the EMS system. There are adequate supplies and specialized equipment provided		
9. Response Analysis			
A. Reporting and data analysis	Fire House NFIRS	NFIRS, IDFIRS, eDapts reporting systems (Refer to Information Systems) ³	
i) Computerized software used	Fire House software		
10. Quality Assurance (QA)			
A. QA guideline	QA guidelines and processes are in place and available to all staff	EMS Division maintains a quality improvement director, four paramedic coordinators, and nine nurse educators. This section is responsible for quality improvement. One registered nurse is in charge of quality improvement and a second directs EMS continuing education. (Refer to Emergency Operations-EMS) ³	
i) QA reporting	MPFD contracts with UCLA for reporting, and then reports are sent to DHS. All records available	LACFD based registered nurse (Refer to Emergency Operations-EMS) ³	
ii) complaint process	Internally processed in MPFD	EMS Division manages complaints ³	
iii) patient care follow-up	In select cases		
11. Finance			
A. EMS transport rates	Set at Los Angeles County EMSA established rates	N/A. LACFD will not provide ambulance transportation services under the proposed agreement	

City of Monterey Park Fire Department-California
Fire Service Analysis

Survey Component	Emergency Medical Services		
	MPFD	LACFD Proposed Services	Comparative Analysis
B. EMS billing	Billing services are contracted through Wittman and Associates. Gross annual EMS revenue collected in 2010/11 was \$1,011,137 ¹⁷	N/A	
i)collection percentage	62.29%		

Emergency Medical System - Summary Discussion

Under the LACFD proposal, fire department personnel will continue to deliver fire department-based EMS as a first response. However, the system will be a non-transporting service. Both paramedic-advanced life support and basic life support resources will be located in the City fire stations and will be dispatched as incidents dictate. Training, preparation, and required certifications for EMS staff will remain the same as they are currently.

The most significant change that is proposed involves ambulance transportation. LACFD will not provide ambulance transportation services, as is currently the case in Monterey Park. This represents a significant change from current practices. The configuration and number of emergency resources will be reduced and alternative approaches to ambulance transportation will be required.

EMS Transportation Provider

Today, MPFD provides the services of paramedic staffed rescue ambulances and is designated as the ambulance transport provider for the City. As proposed by LACFD, there will no longer be patient transportation via fire fighter staffed rescue ambulances. The City will be required to contract with a private ambulance provider to maintain patient transportation services. Fire fighters and paramedics will continue to serve as first responders assigned to fire trucks and squads in the City; however, patients will be transported via private ambulances. When needed, fire fighter/paramedics will continue to escort patients to local hospitals.

¹⁷ As noted in the City of Monterey Park budget FY 2010/2011.

The proposal states that LACFD will “provide assistance” to explore implementing a contractual relationship with an ambulance carrier and can maintain the City as administrator of an EMS transportation system. The City receives revenues from ambulance transportation fees.¹⁷ If City management decides to engage in a contract with a private ambulance provider, it could continue to receive EMS billing revenue. Retaining the transportation system would require additional City staff time for management to ensure an efficient and quality service to the community.

Recommendation 18: *Develop and procure a local City managed private ambulance transport service contract to provide EMS transportation and retain ambulance transportation revenues.*

EMS Training Methodologies, Facilities, and Resources

When compared to current conditions, LACFD offers access and support from a larger system of EMS management and oversight. As a result of budget constraints, the MPFD administrative staff size has been reduced and is at maximum capacity with administrative duties. LACFD offers an increased depth of administrative support such as medical directors, physician/nurse oversight, training options, and logistical structure to fire fighters and paramedics.

Minimum training, certification requirements, and certifications are the same under the LACFD system. All fire fighters and paramedics are required to have the same initial training, possess the same certifications, and be required to receive the same levels of continuing education.

EMS Response Analysis and Quality Assurance

The LACFD proposal does not contain details on how response statistics are provided and analysis performed. In addition, there is no information discussing medical quality assurance within the EMS system. Both of these are important factors to measure in order to examine how the system is operating. It is essential to produce measureable response and performance data regarding the EMS system. Without this data, it is not possible for ESCI to provide an independent analysis.

Recommendation 19: *Require that LACFD provide details on how medical quality assurance is measured, monitored, and feedback/follow up to EMS staff is accomplished.*

Recommendation 20: *Require that LACFD provide monthly, quarterly, and annual response statistical information to measure response times and service delivery performance.*

Paramedic Resource Deployment Proposed by the LACFD

Under the proposal, the number of assigned paramedics located on the city will be reduced from six paramedics to five per 24-hour shift. There will continue to be paramedics in each of the three Monterey Park stations; however, the assignment configuration will be different. Total overall daily fire fighter staffing will be reduced from a total of 17 to 12 citywide, a reduction of five positions, one of which is a paramedic position.

The LACFD proposal states that MPFD Station 61 will house a paramedic assessment quint truck company, staffed with one paramedic, and three fire fighters, and a paramedic squad with two paramedics.¹⁸ A paramedic assessment engine or assessment truck is not a new concept for the MPFD. Currently, there are two paramedic assessment engines operating in the city. Staffing will be a total of six fire fighters, three of which are paramedics.

MPFD Station 62 and Station 63 will each house one paramedic assessment engine. Staffing will be three fire fighters on each engine, one of which is a paramedic

Paramedics will continue to escort patients to the hospital aboard a private ambulance as treatment and patient condition dictate. Under the LACFD system, paramedics will continue to be dispatched to medical emergency calls. Should a paramedic assessment

¹⁸ A quint is a ladder truck equipped with a fire pump and can deliver water as a dual-purpose resource.

unit respond to an incident, a secondary paramedic unit will be simultaneously dispatched ultimately resulting in two paramedics arriving on each emergency.

As a benefit to the City and located within five miles of the City of Monterey Park are 27 LACFD response units, with a daily staffing of 83 fire fighters. The LACFD proposal does not provide details as to how many of the 27 units are paramedic equipped. There are 67 paramedic squads strategically assigned among the entirety of the 169 LACFD fire stations. The proposal states that the “LACFD will derive some benefit from the transition, including enhanced paramedic response to the South San Gabriel communities, unincorporated areas of East Los Angeles, and the LACFD served City of Rosemead.” Without LACFD area response statistics, ESCI cannot confirm of any response benefits inside Monterey Park or LACFD services in the South San Gabriel areas. The table below displays the current MPFD daily paramedic staffing and proposed staffing by LACFD.

Figure 6: MPFD Daily Paramedic Staffing vs. LACFD Proposed Daily Paramedic Staffing

Station	MPFD Current Daily Staffing		LACFD Proposed Daily Staffing	
	Location	Apparatus Type	Paramedic Staffing	Apparatus Type
Station 61	Paramedic Assessment Engine ¹⁹ Rescue Ambulance (Paramedics)	1 2	Paramedic Assessment Quint (Truck Company) Paramedic Squad	1 2
Station 62	Rescue Ambulance (Paramedics)	2	Paramedic Assessment Engine	1
Station 63	Paramedic Assessment Engine	1	Paramedic Assessment Engine	1
	Monterey Park Current Total Daily Paramedic Staffing	6	LACFD Proposed Total Daily Paramedic Staffing	5

Paramedic staffing is reduced from six to five, as shown in the table above. Two paramedic assessment engines, one paramedic assessment quint, and one paramedic squad will replace two paramedic rescue ambulances.

¹⁹ Paramedic assessment unit has one paramedic assigned.

Both rescue ambulances will be removed from service; the burden of securing a private ambulance service contract will be placed on the City. The City has expressed an interest in retaining the revenue generated by ambulance transportation and LACFD has agreed to assist in that facet of the transition. The City should consider procuring and managing a contract to provide ambulance transportation for community members and retain ambulance transportation revenues.

Pro Observations

- LACFD will offer the availability of a wide variety of technical and specialized EMS training monitored by medical professional staff members in well-equipped facilities, including a professional video unit that produces audio and visual training materials.
- Training facilities and training resources appear to be more comprehensive with access and use of four regional LACFD training centers.
- LACFD has many resources available in the area to augment staffing and resources on large medical incidents.
- As a result of staffing cutbacks, MPFD staff is stretched to maximum effort with regard to EMS system oversight. LACFD will offer a greater depth of administrative support such as physician/nurse oversight, logistical and management structure to fire fighters and paramedics.

Con Observations

- Following a transition to LACFD services, the City of Monterey Park will need to consider and secure a privately contracted ambulance service in order to retain revenues. This will impact staff time to find a quality vendor then manage a program.
- The City should consider requiring the LACFD provide statistics so response times can be tracked and measured if annexation occurs.
- LACFD proposes reducing on duty paramedic staffing from six to five paramedics, resulting in a manpower reduction of one daily assigned paramedic. Total daily fire fighter staffing will be reduced a total of five positions, from 17 to 12 personnel.

Training Programs

Overview

Fire fighters operate in a complex, dangerous, and dynamic environment, as demonstrated by over 100 fire fighter fatalities and 3,000 serious injuries annually. Firefighter training is the single most important factor that prepares them to meet the challenges of the situations and environments in which they work. The delivery of safe and effective fire and emergency medical services is, therefore, clearly dependent on a well-trained response force. Without a comprehensive training program, emergency outcomes are compromised, response personnel are at risk, and the city may be exposed to liability for the actions of its employees. The function of a training program is not merely imparting personal knowledge and technical skills to an individual, it is developing the self-confidence to perform correctly under stressful, if not hostile, conditions.

MPFD provides quality training to all fire fighters and paramedics. Fire administration and management have historically placed a high degree of priority on quality training to keep fire fighters efficient and the community safe. All national and state-mandated training is regularly delivered to staff members. MPFD fire fighters are exposed to a variety of training methods, specialized and technical training, and promotion track development training. The department provides regularly scheduled classroom and manipulative training, has a qualified teaching staff and adequate training equipment, and utilizes standard teaching methodologies for classroom sessions.

The following table provides information describing the current MPFD training program, the proposed LACFD training program, and an analysis comparing the two systems.

City of Monterey Park Fire Department-California
Fire Service Analysis

Survey Component	Training Programs		
	MPFD	LACFD Proposed Services	Comparative Analysis
1. General Training Competency			
A. Incident command system – certification levels	MPFD follows all National Incident Management System (NIMS) standards. All national and state requirements are followed	LACFD also follows NIMS and incident command protocols	No change to current practices
B. Accountability procedures	Fire scene accountability used routinely		
C. Policy and procedures	Included in ongoing training		
D. Safety procedures	All safety procedures are included in ongoing training		
E. Recruit academy	<p>New MPFD recruit fire fighters are required to have Firefighter 1 and EMT-1 certification. Many come with previous experience from additional coursework in Fire Science</p> <p>MPFD conducts an internal 12-day orientation for new fire fighters. After the initial training, recruits are assigned to company officers for further training and development</p>	All new recruits attend a 17-week basic recruit training academy, which includes EMT-1 and EMT-D certifications, and a variety of other core-training subjects	<p>Proposed LACFD recruit training is considered to be an enhancement over current recruit fire fighter training</p> <p>A 17-week recruit academy offers more time for learning, experience, and retention. The training also instills a high level of standardization and LACFD core training at the recruit level</p>
F. Special rescue (high angle, confined space, etc.)	Specialized rescue training is provided. Some members participate in more advanced technical rescue training and training events regionally	LACFD has committees designated to provide procedures and training for railroad accidents, truck operations, wild-land pre-attack, fire prevention, and other specialized incident types	<p>LACFD technical training is more comprehensive and is considered to be an enhancement</p> <p>Availability of specialized training staff, training props, and other technical rescue scenarios provides more learning opportunities to fire fighters than what is currently offered</p>

City of Monterey Park Fire Department, California
Fire Services Analysis

Survey Component	Training Programs		
	MPFD	LACFD Proposed Services	Comparative Analysis
G. Hazardous materials	Included in the initial fire fighter recruit training and ongoing continuing education for all members		
H. Wildland firefighting	Wild-land training is delivered to all new employees at orientations and annually conducted for all members of the department		
I. Vehicle extrication	Included in initial training and annual refreshers		
J. Defensive driving	Driving training is conducted on city streets for members seeking positions requiring code three driving skills		
K. Use and care of small tools	Included in initial training, annual refreshers, and in station company training		
L. Radio communications & dispatch protocol	Included in initial training, annual refreshers, and in station company training		
M. EMS skills and protocol	Included in initial training, annual refreshers, and in station company training. All minimum certification standards are met	17-week basic training academy for all recruits includes EMT-1 and EMT-D certifications	
2. Training Administration			
A. Director of training program	There is no dedicated Training Officer. A shift battalion chief is assigned to manage all departmental training	Training Officer position not discussed in detail in the proposal	
B. Education or background	N/A		
C. Goals and objectives identified	Yes		
D. Governing body support and concurrence	City Council and City Manager support quality training for staff members		

City of Monterey Park Fire Department-California
Fire Service Analysis

Survey Component	Training Programs		
	MPFD	LACFD Proposed Services	Comparative Analysis
E. Personnel knowledge and understanding	MPFD has established the training office shall be a chief officer level position		
3. Training Facilities and Resources			
A. Training facilities (tower, props, pits)	There is no training facility in the City. The department uses a yard behind Station 63 and buildings around the city to conduct training Limited use of the City of Alhambra tower recently became available	LACFD provides four fire training centers located regionally	The LACFD training facilities are more advanced, and provide better environments for learning including classroom and outdoor training
i) live fire prop	None		
ii) fire and driving grounds	Driver training is performed on city streets		
B. Classroom facilities	Classroom facilities are limited	LACFD has four fire training centers located regionally with adequate classroom facilities	The LACFD training facilities will provide enhanced dedicated classroom facilities, however they are not within the City
C. VCR, projectors, computer simulations	Full audiovisual systems available	Adequate audio-visual equipment is available at the training centers	
D. Books, magazines, instructional materials	In stations, current, relevant library, including videos		
4. Training Procedures Manual			
A. Manual developed and used	Manuals widely available for all fire fighter positions		
B. IFSTA, Jones and Bartlett, Delmar manuals used	Yes, and available to staff		
5. Methodology Used for Training			
A. Manipulative	Manipulative training methodologies are used in ongoing training practices	Manipulative training methodologies are used in ongoing training practices	No change to current practices

City of Monterey Park Fire Department, California
Fire Services Analysis

Survey Component	Training Programs		
	MPFD	LACFD Proposed Services	Comparative Analysis
B. Task performances/frequency	Task performance standards are measured annually and are scheduled as part of the MPFD Training Activity Calendars		
C. Annual training hours	<p>Training hours are tracked. The total departmental combined annual number of training hours in 2011 was 15,660</p> <p>Although hours are tracked, performance standards are used to measure competency</p>		
D. Use of lesson plans	Not formally used in each class	Comprehensive training program developed by training staff (Refer to Human Resources, Training) ³	
E. Night drills	Yes, average two per year/shift. Not regularly scheduled		
F. Multi-agency drills	Conducted with surrounding cities including Montebello, and Area C cities	Annual Tonner Canyon Drill (10 different agencies involved (refer to Tonner Canyon Drill Webpage). LACFD and Los Angeles City FD joint training event, Topanga Evacuation Drill with area public safety agencies, and County departments (Refer to Human Resources, Training) ³	
G. Inter-station drills	A Battalion Chief is assigned as Training Officer who coordinates drills and publishes a Monthly Training Activity Calendar. Company officers conduct and monitor training	Each station captain performs one battalion drill. Each region has a training captain that coordinates each division and battalion drills. Station captains perform drills as needed. ³	

City of Monterey Park Fire Department-California
Fire Service Analysis

Survey Component	Training Programs		
	MPFD	LACFD Proposed Services	Comparative Analysis
H. Physical standards or requirements	MPFD has voluntary physical standards only	Fitness for Life Program, assessment annually ³	
I. Annual performance evaluation conducted	Not formally conducted		
6. Operations and Performance			
A. Disaster drills conducted	Yes, conducted with area agencies, Montebello (wildland), Area C agencies, includes USAR, MCI, training (quarterly). No regular training with LACFD		
B. Attention to safety	High priority and training placed on safety for emergency and non-emergency situations		
C. Post incident analysis	Not formally adopted		
D. Priority by management toward training	Management places a high priority on training	Under the LACFD proposal, it appears that management is supportive of training	No change to current practices
7. Recordkeeping			
A. Individual training files maintained	A training record is maintained for each employee		
B. Records and files computerized	Training hours are input into Firehouse Software® and some certification records are in hard copy form		
C. Daily training records	A member of each crew is designated to enter hours into the software systems daily		
D. Company training records	Fire Captains are responsible for recording company training		
E. Training equipment inventoried	Yes		
F. Lesson plans used	Not in regular classroom training. Lesson plans are only used during the 12-day new recruit orientation		

City of Monterey Park Fire Department, California
Fire Services Analysis

Survey Component	Training Programs		
	MPFD	LACFD Proposed Services	Comparative Analysis
G. Pre-fire planning included in training	Included in ongoing training		
H. Check-out system on training materials	Verbal system notifying company officer		
8. Personnel Trained			
A. Training objective (who, level, etc.)	Newly appointed fire fighters complete a Rookie Probationary Guide Book (18-month probationary period). New hires are rotated each 4 months to another captain for continued development and training; the guidebook follows the recruit and is completed within 12 months	Newly appointed fire fighters complete a 17 week academy-one year probation period and rotate to three stations ³	
B. Employee development program used	Employee development is accomplished with the following documents: Rookie Probationary Guide Book for fire fighter, Paramedic Task Book, positional Task Books for Engineer, and Captain		
9. Administrative Priority			
A. Budget allocated to training, 2011	\$17,000, not including equipment purchases	FY2011-12-\$4,092,000 (Refer to Finance, Budget) ³	
B. Adequate funding for training	Although there is a high managerial priority on training, funds for training devices, regional or national training opportunities are limited. There is a current need for more training tools, devices and simulators		

City of Monterey Park Fire Department-California
Fire Service Analysis

Survey Component	Training Programs		
	MPFD	LACFD Proposed Services	Comparative Analysis
C. Using certified instructors	MPFD uses in-house instructors to teach specialty areas and some are state certified. Outside professional development instructors are also used for some training subjects	LACFD uses certified instructors for training in a variety of areas	Both systems use certified instruction staff
D. Annual training report produced	A semiannual training report is submitted to the Fire Chief. Training information is submitted by the Fire Chief to the City Manager for inclusion in the City annual budget		
E. Adequate training space/facilities/equipment	Facilities and outdoor training grounds are limited and inadequate to support manipulative training. MPFD has a recently formed an agreement with Alhambra Fire for limited training tower use	LACFD provides four training centers located regionally with adequate classroom facilities	LACFD maintains and provides high-level training facilities. The training facilities and fire training centers will be an enhancement to what is currently available to MPFD
F. Maintenance of training facilities	N/A		
10. Training Program Clerical Support			
A. Support Staff	A small part of the Senior Management Analyst position and Senior Clerk Typist time is assigned to training. Staff support for training is very limited	The Training Division utilizes training captains as a full time training staff, and a secretary (Refer to Human Resources, Training) ³	
B. Records computerized software used	Records maintained on both computerized software, and hard copies		
C. Adequate office space, equipment, and supplies	Office space is limited		

Fire Training - Summary Discussion

The following is a summary of observations of current conditions in the area of training employed at the Monterey Park Fire Department compared to services as described in the Los Angeles County Fire Department proposal.

General Training Competency

MPFD fire fighters pride themselves on staying trained to face any incident, regardless of type and complexity. Department management considers training to be a high priority and dedicates as many resources as possible to this effort.

Fire department training is managed by 24-hour shift suppression Battalion Chief who is assigned to training duties as an additional responsibility. Ideally, a fire department should have a dedicated, full time position devoted to the training program.

All national and state requirements are being met and delivered via a cadre of internal MPFD staff members. Training manuals, standard operating procedures, position requirements, and recruit manuals are widely available and in active use.

Training Facilities and Resources

Today, most fire departments have access to fire training facilities that include dedicated outdoor drill grounds, live fire training resources, vehicle extrication props, technical rescue and ladder drill props, driver training areas, etc. Training facilities also provide necessary classroom environments with audio-visual systems and computer simulators.

MPFD has no dedicated training facility. This presents a problem with regard to the availability of a fire training facility and the department faces an obstacle of limited training space, whether classroom or outdoor training. In short, the space issues do not support the best training logistics possible.

Classroom training is conducted in city hall rooms or fire station meeting rooms. Outdoor training is limited to the use of public streets, in parking lots, or small fire station rear yards. These areas are not conducive to safe and productive outdoor firefighting training or code three (lights and siren) driver training.

MPFD recently contracted with the City of Alhambra for limited use of its fire-training center. Use of the Alhambra training facility is a positive step; however, the LACFD proposal would offer fire fighters full, regularly scheduled access to four regional, well-designed training centers.

Recruit Firefighter Training

As part of the initial application and screening process, MFPD requires new recruits to be Firefighter I certified and to possess a current EMT-1 certificate.²⁰ This is a benefit because the City appoints recruits that already have a high level of basic training. Upon appointment, the MPFD provides a 12-day orientation for new fire fighters, after which they are assigned directly onto shift work under the supervision of a captain. The MPFD 12-day orientation period provides a minimal level of departmental operations, safety, and knowledge. MPFD staff members do their very best to prepare the recruits despite the short orientation period, however a longer training time provides a better foundation of training and adds an additional layer of safety. After the orientation, the responsibility of further educational development generally rests with the individual or that recruit's fire captain. The orientation period is fairly short as compared to the LACFD firefighter academy, but the LACFD recruits enter training with no required basic training or certifications.

²⁰ Fire Fighter I certification identifies the skills and knowledge necessary for the entry-level fire fighter to safely perform the tasks required of the job. This training prepares the fire fighter to perform essential and advanced fire ground tasks with minimal supervision and to use, inspect and maintain firefighting and rescue equipment. The Emergency Medical Technician-I level provides the ability of fire service personnel to render pre-hospital basic life support care under field emergency conditions.

LACFD requires a new recruit to complete a 17-week basic firefighting academy designed to provide a comprehensive level of training to safely perform in the field. Once the recruit successfully graduates from the academy, he or she is assigned to a captain in the field.

A comparison between LACFD's 17-week academies and MPFD's 12-day orientation shows a contrast. Primarily, recruit baseline education and experience in the LACFD system is a more comprehensive approach to instill a developed understanding of standardized procedures and basic skill development. The inclusion of dedicated training centers, live fire training, training props, classroom environments, and dedicated administrative training staff make the LACFD system an enhancement over what is currently provided by MPFD.

Funding for training is limited due to declining City financial resources. MPFD management is doing an excellent job delivering the best training possible given financial constraints, but in terms of comparison, the LACFD system is considered to be an enhancement.

Pro Observations

- LACFD operates four regional training centers, which fire fighters are scheduled to regularly access.
- LACFD is involved with a wide array of regional and national training opportunities for fire fighters to gain specialized skills such as technical rescue, extensive confined space training, earthquake preparedness, etc.
- The LACFD recruit training is a 17-week comprehensive recruit academy.
- The 17-week academy will provide the new fire fighter with a more advanced foundation and mastery of basic skills.

Con Observations

- MPFD provides a 12-day orientation, which is considered short by today's standards. Although the MPFD recruit enters training with a Firefighter 1 certified skill level.

- An MPFD 24-hour shift battalion chief is assigned the management duties as training program manager and training officer. The battalion chief manages day-to-day training division needs, and is also responsible for personnel on a 24-hour shift and response to emergency incidents within the City. This additional set of training responsibilities does not allow the provision of adequate administrative management and overhead. This is considered an over utilized position and is not the best scenario for managing and supporting training needs for the department.

Capital Assets and Assessment of Current Infrastructure

Overview

Three basic resources are required to successfully carry out the emergency mission of a fire department — trained personnel, firefighting equipment, and fire stations. Because firefighting is an extremely physical task, the training and capacity of personnel resources is a vital concern. However, no matter how competent or numerous the fire fighters, the department will fail to execute its mission if it lacks sufficient fire equipment deployed in an efficient and effective manner.

The tables below review data provided by MPFD to display the current state and condition of capital assets, apparatus, and facilities in Monterey Park.

Survey Component	Capital Asset, Capital Improvement and Replacement Programs		
	MPFD	LACFD Proposed Services	Comparative Analysis
1. Fire Stations/Structures			
A. Replacement plan maintained	No city adopted plan. Replacement needs are incorporated into the city budget process, varying each year. Fire department management has an internal replacement schedule		
i) period of plan (from – to)	N/A		
ii) funding mechanism	N/A		

City of Monterey Park Fire Department-California
Fire Service Analysis

Survey Component	Capital Asset, Capital Improvement and Replacement Programs		
	MPFD	LACFD Proposed Services	Comparative Analysis
B. Construction or improvement and maintenance plans	<p>Improvements and any high-level maintenance items are submitted via the City Capital Improvement Plan (CIP), Five-year plan</p> <p>Historically, requests are deferred to future years due to budget constraints</p>	<p>Three fire stations will remain the property of Monterey Park, and occupied by LACFD on a lease contract for \$1.00/year for the first five years</p> <p>Fire station maintenance and minor repairs will be the responsibility of LACFD up to \$25,000 per station for the first five years, then would increase by 5% each year until the sixth year. Beginning the sixth year, minor station repairs and maintenance would be the responsibility of LACFD, and any major repairs would be the responsibility of the City</p> <p>Repairs in excess of LACFD's annual share would remain the responsibility of the City</p>	<p>Even small building repairs can easily exceed a cost of \$25,000. The City should consider negotiating an agreement raising the threshold amount to protect the risk of rising costs</p> <p>More detailed financial analysis regarding maintenance costs can be found in the Fiscal Analysis section of this analysis</p>

City of Monterey Park Fire Department, California
Fire Services Analysis

Survey Component	Capital Asset, Capital Improvement and Replacement Programs		
	MPFD	LACFD Proposed Services	Comparative Analysis
i) 2013	Station 61: <ul style="list-style-type: none"> • Apparatus floor repair and resurface: \$49,800 • Paint interior walls and trim: \$30,800 • Shower remodel: \$45,000 • Replace rear parking lot with concrete: \$50,000 • Dorm bathroom, remodel: \$425,000 Station 62: <ul style="list-style-type: none"> • Station replacement: \$4,000,000 Station 63: <ul style="list-style-type: none"> • Retaining wall: \$80,000 • Locker replacement: \$9,400 		
ii) 2014	Station 61: <ul style="list-style-type: none"> • Apparatus bay extension: \$500,000 		
iii) 2015	Not projected		
2. Apparatus			
A. Plan maintained	MPFD has adopted a vehicle replacement program within the last six months. It has yet to be adopted. The plan includes fire apparatus and rescue units	MPFD participates with LACFD in a group-purchasing consortium for fire apparatus replacement planning is not discussed in the LACFD proposal	Migration of fire apparatus to an LACFD system will be streamlined, as MPFD fire equipment specifications mirror those of LACFD
i) period of plan (from – to)	From 2010 - 2014		
ii) funding mechanism	In CIP		

City of Monterey Park Fire Department-California
Fire Service Analysis

Survey Component	Capital Asset, Capital Improvement and Replacement Programs		
	MPFD	LACFD Proposed Services	Comparative Analysis
B. Planned purchases	Fire apparatus lifespan per MPFD policy: <ul style="list-style-type: none"> • Engines: 15 years front line (five years reserve) • Ladder Trucks: 15 years front line (five years reserve) 		
i) 2012, recommended	Truck 61 replacement: \$1,000,063		
ii) 2013, recommended	Engine 61 replacement: \$525,000		
iii) 2014, recommended	Rescue 61 replacement: \$225,000		
3. Support Equipment			
A. Plan maintained	There is no formal replacement plan established for support equipment. Purchases are made as needed and when funds are available		
i) period of plan	Replacement as needed, item specific		
ii) funding mechanism	As needed and as available		
B. Planned purchases	Items placed in future FD budgets when replacement needed. Items purchased for training and EMS receives a higher priority		
i) 2012, recommended	None		
ii) 2013, recommended	None		
iii) 2014, recommended	None		
4. Methods of Financing			

City of Monterey Park Fire Department, California
Fire Services Analysis

Survey Component	Capital Asset, Capital Improvement and Replacement Programs		
	MPFD	LACFD Proposed Services	Comparative Analysis
A. General revenue	In CIP process, mostly leased programs and handled by City Finance Department	Not identified ion the LACFD proposal Identified on the County Fire Website for FY2005-06 various funding sources such as Del Valle ACO Fund, Helicopter Replacement ACO Fund, Developer Fee Funds, and Hazardous Waste Enforcement Fund (Refer to Finance) ³	
B. Reserve fund(s)	Managed by the City Finance Department		
C. Revenue fund(s)	Managed by the City Finance Department		
D. General obligation bond	Managed by the City Finance Department		
E. Lease-Purchase	Managed by the City Finance Department		
F. Grants or gifting	None		
G. Special fees	None		

City of Monterey Park Fire Department-California
Fire Service Analysis

Apparatus Overview

Figure 7: MPFD Vehicle Inventory

Year	Vehicle	Unit #	Assigned To	Type	Engine Type	Condition	Projected Replacement Year
2000	KME	E61	Station 61	Engine	Diesel	Good	2012 - 13 CIP ²¹
2005	KME	E62	Station 62	Engine	Diesel	Excellent	Recommended 2020 ²²
2007	KME	E63	Station 63	Engine	Diesel	Excellent	Recommended 2021
2000	KME Custom 100' Quint Ladder Truck	T61	Station 61	Truck	Diesel	Good	2013 - 14 CIP
2009	Chevrolet	Battalion 1	Station 61	Suburban SUV	Gas	Excellent	Recommended 2019
2006	Ford F-350	RA61	Station 61	Ambulance	Diesel	Excellent	2014 - 15 CIP
2009	Ford F-350	RA62	Station 62	Ambulance	Diesel	Excellent	Recommended 2018
1999	Chevrolet Suburban	Battalion 6	Station 61	SUV	Gas	Fair	Recommended 2019
1991	Emergency One	E64	Reserve	Engine	Diesel	Poor	2012 - 13 CIP
1991	Emergency One	E65	Reserve	Engine	Diesel	Poor	N/A
2003	Ford F-350	RA63	Station 63	Ambulance	Diesel	Fair	2014 - 15 CIP
2000	Ford Crown Victoria	Staff 6	Station 61	Sedan	Gas	Fair	2012 - 13 CIP
2003	Chevrolet Tahoe	N/A	Fire Prevention	SUV	Gas	Fair	Determined ²³
2004	Ford F-550	Utility 6	Fire Admin	Pick Up Truck	Gas	Good	Determined

²¹ As stated in City budget Capital Improvement Plan.

²² As per an internal fire department memo, June 2010, outlining apparatus replacement policy, not yet adopted in city budget.

²³ Monterey Park City shop personnel monitor the condition of vehicles, including mileage, age, condition and submit recommendations for replacement to MPFD staff.

City of Monterey Park Fire Department, California
Fire Services Analysis

Year	Vehicle	Unit #	Assigned To	Type	Engine Type	Condition	Projected Replacement Year
2005	Ford Crown Victoria	N/A	FD Admin	Sedan	Gas	Fair	Determined
2007	Chevrolet Colorado	N/A	Station 61	Mid Size Truck	Gas	Excellent	Determined
2009	Toyota Prius	N/A	Fire Prevention	Compact Sedan	Gas	Excellent	Determined
2011	Ford Escape	N/A	Fire Prevention	Compact SUV	Gas	Excellent	Determined

Facilities Overview

Figure 8: Fire Station 61



Survey Components	Observations
1. Structure	
A. Construction type	Masonry, wood, steel
B. Date Built	1981
C. Seismic protection/energy audits	No
D. Auxiliary power	Yes, with automatic switchover. Part of city hall system. Supports minimal services only
E. Condition	Newly painted exterior. Interior areas need patch/paint in areas. Some interior living areas need new flooring. Asphalt in driveways needs re seal. New concrete needed throughout, see current CIP five-year improvement plan
F. Special considerations (American with Disabilities Act of 1990 (ADA), compliant, mixed gender appropriate, storage, etc.)	Partially ADA compliant in administrative office area. Fire station not ADA compliant. Gender accommodations with signage
G. Number of bays (drive-thru/back-in)	3 drive-through, 1 back-in
H. Roof Type/Condition	New composition roof installed in 2008
I. Heating system and fuel type	Natural Gas
J. Air conditioning/% of building/Type	HVAC: 100% coverage in living areas and offices
2. Design Issues	
A. Size of facility adequate for current use	Yes, meeting current capacity
B. Apparatus exit to traffic flow safe and effective	Yes

City of Monterey Park Fire Department, California
Fire Services Analysis

Survey Components	Observations
C. Blends well with surrounding area	Yes
D. Structure adaptable to future needs of community	No, at some future point may need expansion for more staff or suppression staff
E. Adequate parking for staff and visitors	No, very minimal
3. Square Footage	9,652
4. Facilities Available	
A. Adequate space for working in, on and around apparatus	Yes
B. Adequate space for working on small equipment, hose, tools, etc.	Yes
C. Adequate space for safe and rapid response turnout	Yes
D. Adequate space for cooking and eating	Yes
E. Adequate space for personal hygiene	At capacity for staff level
5. Protection Systems	
A. Sprinkler system	No
B. Smoke detection/monitored	Yes, not monitored
C. Security	Locked doors
D. Apparatus exhaust system passive/direct connect	Direct connect
1) Evidence of use	Yes
E. Underground Storage Tanks	Yes
1) Meets UST standards	Yes
F. Apparatus floor drain oil separation in use	No
G. Automatic door openers operating	Yes
H. Adequate building fire extinguishers not on apparatus	Yes
I. Cooking equipment central point shut down in place	No
J. Fixed Fire Extinguishing Systems Present	No
K. Flammable and combustible liquids in approved storage	Yes
L. Pressure cylinders properly stored	Yes
M. SCBA Compressor	Yes
N. SCBA Compressor Air samples certified	Yes
6. Station Amenities Comments	
A. Dept. Administrative Offices	Yes
B. Station Watch Room/Offices	Yes
C. Communications/Dispatch/Computer Work stations	Yes, computer work stations in offices and two in fire station living quarters
D. Conference/Classroom	Yes, administration area
E. Training Library	Yes
F. Day Room/Lounge Area	Yes
G. Kitchen	Yes
H. Male Dormitory Sleep	Yes
I. Female Dormitory Sleep	No
J. Co-ed Dormitory Sleep	In main dormitory
K. Male	Yes
L. Restroom/Shower/Locker	Yes

City of Monterey Park Fire Department-California
Fire Service Analysis

Survey Components	Observations
M. Female	Accommodations for female fire fighters provided by signage and internal station procedures
N. Restroom/Shower/Locker	No
O. Co-Ed	Yes
P. Restroom/Shower/Locker	Yes
Q. Exercise/Work Out Area	Yes
R. Back-In Bays	1
S. Drive-Through Bays	3
T. SCBA Fill Station	Yes, fit testing station on premises
U. Laundry – Gear Extractor	No
V. Laundry – Residential Type	Yes
W. Turn Out Gear Room	Turnouts stored on apparatus floor in open racks
X. Storage Area	Yes, various

Comments: The building is located next to Monterey Park City Hall. The station has three drive-thru bays with one back-in bay for the command vehicle. Station 61 houses one engine company, one truck company, one rescue ambulance, one command vehicle, one utility vehicle, and one Urban Search and Rescue (USAR) unit. Emergency power is provided by an on-site diesel powered generator however, staff members reported inadequate circuitry while operating under emergency power. Fire Station 61 also houses Fire Administrative offices.

Figure 9: Fire Station 62



Survey Components	Observations
1. Structure	
A. Construction type	Wood frame, stucco
B. Date Built	1946
C. Seismic protection/energy audits	No
D. Auxiliary power	Yes, with automatic switchover
E. Condition	Older building. Exterior wood trim needs replacement. Exterior paint and stucco repairs recently completed. Interior areas need patch/paint in areas. Bathrooms/lockers need grouting/painting. Some interior living areas need new flooring, and bath areas need tile grouting. There are also areas with older wiring, staff member mentioned possible wiring issues
F. Special considerations (American with Disabilities Act of 1990 (ADA), mixed gender appropriate, storage, etc.)	No
G. Number of bays (drive-thru/back-in)	2 back-in, very narrow
H. Roof Type/Condition	Composition, roof leaks reported
I. Heating system and fuel type	HVAC roof mounted
J. Air conditioning/% of building/Type	100% living areas
2. Design Issues	
A. Size of facility adequate for current use	No, beyond capacity for staff
B. Apparatus exit to traffic flow safe and effective	No, direct onto busy street within 40 feet
C. Blends well with surrounding area	Yes
D. Structure adaptable to future needs of community	No, lot is currently built to maximum size available

City of Monterey Park Fire Department-California
Fire Service Analysis

Survey Components	Observations
E. Adequate parking for staff and visitors	No, use rear yard or church lot next door
3. Square Footage	3,200
4. Facilities Available	
A. Adequate space for working in, on and around apparatus	Minimal
B. Adequate space for working on small equipment, hose, tools, etc.	Yes
C. Adequate space for safe and rapid response turnout	Minimal
D. Adequate space for cooking and eating	Yes
E. Adequate space for personal hygiene	Yes
5. Protection Systems	
A. Sprinkler system	No
B. Smoke detection/monitored	Yes/No
C. Security	Locked doors
D. Apparatus exhaust system passive/direct connect	Direct connect
1) Evidence of use	Yes
E. Underground Storage Tanks	No
1) Meets UST standards	N/A
F. Apparatus floor drain oil separation in use	No
G. Automatic door openers operating	Yes
H. Adequate building fire extinguishers not on apparatus	Yes
I. Cooking equipment central point shut down in place	No
J. Fixed fire extinguishing systems resent	No
K. Flammable and combustible liquids in approved storage	Yes
L. Pressure cylinders properly stored	Yes
M. SCBA Compressor	No
N. SCBA Compressor Air samples certified	N/A
6. Station Amenities Comments	
A. Dept. Administrative Offices	No
B. Station Watch Room/ Offices	Yes
C. Communications/Dispatch/Computer Work stations	Yes, 2 work stations
D. Conference/Classroom	Minimal
E. Training Library	Yes
F. Day Room/Lounge Area	Yes
G. Kitchen	Yes
H. Male Dormitory Sleep	Yes
I. Female Dormitory Sleep	No
J. Co-ed Dormitory Sleep	Yes
K. Male	Yes
L. Restroom/Shower/Locker	Yes
M. Female	No
N. Restroom/Shower/Locker	No
O. Co-Ed	No
P. Restroom/Shower/Locker	Yes, minimal in size
Q. Exercise/Work Out Area	Yes, minimal size area on apparatus floor

City of Monterey Park Fire Department, California
Fire Services Analysis

Survey Components	Observations
R. Back-In Bays	2
S. Drive-Through Bays	No
T. SCBA Fill Station	No
U. Laundry – Gear Extractor	No
V. Laundry – Residential Type	No
W. Turn Out Gear Room	In outside storage room
X. Storage Area	Minimal in station, additional in outside storage building

Comments: Station 62 is located at 2001 S. Garfield Ave. The station has two back-in bays. Station 62 houses a single engine company and one rescue ambulance. The station is small considering the staffing of five fire fighters. Classroom, apparatus floor area, outside parking area, locker and dorm spaces are small. Parking for staff vehicles is limited, and the busy street presents a safety issue on the ability of the crew to safely navigate fire apparatus back into station. An on-site diesel powered generator provides emergency power.

Figure 10: Fire Station 63



Survey Components	Observations
1. Structure	
A. Construction type	Masonry, wood frame
B. Date Built	1957
C. Seismic protection/energy audits	No
D. Auxiliary power	Yes, with automatic switchover
E. Condition	Interior areas need patch/paint in areas, bathrooms/lockers/flooring grouting/painting. Some interior living areas, bath areas need new flooring/tile work. Exterior areas recently had patch and paint completed
F. Special considerations (American with Disabilities Act of 1990 (ADA), mixed gender appropriate, storage, etc.)	No
G. Number of bays (drive-thru/back-in)	It is a single bay station. The rear portion of the bay is used as a back in bay
H. Roof Type/Condition	Comp
I. Heating system and fuel type	HVAC roof mount
J. Air conditioning/% of building/Type	100% living areas
2. Design Issues	
A. Size of facility adequate for current use	At the limit of size and functionality given size of crew
B. Apparatus exit to traffic flow safe and effective	Direct onto major roadway
C. Blends well with surrounding area	Yes
D. Structure adaptable to future needs of community	Possibly, there is a larger piece of property in the rear lot (training lot) that could be utilized

City of Monterey Park Fire Department, California
Fire Services Analysis

Survey Components	Observations
E. Adequate parking for staff and visitors	Yes
3. Square Footage	3,608
4. Facilities Available	
A. Adequate space for working in, on and around apparatus	Minimal
B. Adequate space for working on small equipment, hose, tools, etc.	Minimal area on apparatus floor, basement space
C. Adequate space for safe and rapid response turnout	Yes
D. Adequate space for cooking and eating	Yes
E. Adequate space for personal hygiene	Yes
5. Protection Systems	
A. Sprinkler system	No
B. Smoke detection/monitored	Yes/No
C. Security	Lockable doors
D. Apparatus exhaust system passive/direct connect	Direct connect
1) Evidence of use	Yes
E. Underground Storage Tanks	No
1) Meets UST standards	N/A
F. Apparatus floor drain oil separation in use	No
G. Automatic door openers operating	Yes
H. Adequate building fire extinguishers not on apparatus	Yes
I. Cooking equipment central point shut down in place	No
J. Fixed Fire Extinguishing Systems Present	No
K. Flammable and combustible liquids in approved storage	Yes
L. Pressure cylinders properly stored	Yes
M. SCBA Compressor	No
N. SCBA Compressor Air samples certified	N/A
6. Station Amenities Comments	
A. Dept. Administrative Offices	N/A
B. Station Watch Room/ Offices	Yes
C. Communications/Dispatch/Computer Work stations	Yes
D. Conference/Classroom	No, using kitchen and day room areas
E. Training Library	Yes
F. Day Room/Lounge Area	Yes
G. Kitchen	Yes
H. Male Dormitory Sleep	Yes
I. Female Dormitory Sleep	No
J. Co-ed Dormitory Sleep	Yes
K. Male	Yes
L. Restroom/Shower/Locker	Yes
M. Female	No
N. Restroom/Shower/Locker	No
O. Co-Ed	No
P. Restroom/Shower/Locker	No
Q. Exercise/Work Out Area	Yes in separate room

Survey Components	Observations
R. Back-In Bays	1 front and back of apparatus floor
S. Drive-Through Bays	No
T. SCBA Fill Station	No
U. Laundry – Gear Extractor	No
V. Laundry – Residential Type	Yes
W. Turn Out Gear Room	No, storage on apparatus floor
X. Storage Area	Rear yard has a 2-bay steel building for reserve engines and rescue

Comments: The station houses one engine company. The facility has a drive-through capability; however, it is not used for its intended purpose. There is a small 175' x 175' asphalt parking area that is used for training, including a roof prop. A cell tower on premises is used as a ladder prop and hose tower. The station is equipped with an emergency diesel generator that supplies power to the station and the reserve apparatus storage building at the rear of the location.

In 2010, the department completed two projects at Station 63. The first building is a 36' x 50' reserve apparatus storage facility that currently houses two reserve engines, one reserve rescue ambulance, and a disaster cache storage container.

Capital Assets – Apparatus and Facilities Summary Discussion

Apparatus

Other than the fire fighters assigned to stations, response vehicles is the next most important resource of the emergency response system. If emergency personnel cannot arrive quickly due to unreliable transportation, or if equipment does not function properly, the delivery of emergency services is likely compromised.

Fire apparatus are unique and expensive pieces of equipment, customized to operate efficiently for a narrowly defined mission. An engine may be designed such that the compartments fit specific equipment and tools, with virtually every space on the vehicle designed for function. This vehicle, with its specialized design, cannot be expected to operate in a completely different capacity, such as a hazardous materials unit or a rescue squad. For this reason, fire apparatus are expensive and offer little flexibility in use and reassignment. As a result, communities across the country have sought to achieve the longest life span possible for these vehicles.

Unfortunately, no piece of mechanical equipment can be expected to last forever. As vehicles age, repairs become more frequent, parts are more difficult to obtain, and downtime for repair increases. Given the emergency mission that is critical to the community, downtime is one of the most frequently identified reasons for apparatus replacement.

Because of the expense of fire apparatus, most communities develop replacement plans. To enable such planning, communities often turn to the accepted practice of establishing a life cycle for the apparatus that results in an anticipated replacement date for each vehicle.

As part of internal fire departmental policy, MPFD has an apparatus replacement schedule that details expected vehicle life spans including timelines for budgeting these large capital expenditures. However, vehicle purchase and replacement may not always occur due to ongoing city budget constraints. It should be noted that fire department management is doing an excellent job handling evolving budget constraints and has been able to maintain a reliable fleet of vehicles.

Vehicles currently serving in first due emergency assignment capacities have an approximate average age of seven years and are in good to excellent condition. There are a variety of support and staff vehicles listed in the inventory that are also in good condition.

Recommendation 21: *Seek to include the fire department apparatus replacement schedule as part of the citywide budget process.*

The LACFD proposal requires that modifications and conversions be made to facilities, apparatus, and support equipment to comply with LACFD standards. A summary of conversion costs is displayed in Figure 11 and discussed in more detail in the Fiscal Analysis section of this report, including a detailed breakdown of those costs. This information is also included in Appendix G on page 258.

Fire Stations

Fire stations play an integral role in the delivery of emergency services for a number of reasons. A station's location will dictate, to a large degree, response times to emergencies. A poorly located station, resulting in long response times, can mean the difference between confining a

fire to a single room and losing the structure. The location of a station can even make the difference between saving and losing a life.

Consideration should be given to a fire station's ability to support the department's mission as it exists today and in the future. The activities that take place within the fire station should be closely examined to ensure the structure is adequate in both size and function. Examples of these functions may include:

- The housing and maintenance of apparatus and equipment
- Living space for on-duty crew members (gender specific where needed)
- Administrative or management office(s)
- Training, classroom, and library areas
- Firefighter fitness area

While this list may seem elementary, the lack of dedicated space compromises the ability of the facility to support all of these functions and can detract from its primary purpose.

The MPFD stations are older buildings. Station 61 is 31 years old, Station 62 is 66 years old, and Station 63 is 55 years old. At the time MPFD fire stations were constructed, emergency call volumes, service demand, and numbers of fire fighters on duty were less than today. Overall, the stations are in fair to good condition.

Conversion Costs

The LACFD proposal calls for infrastructure modifications identified in the Consolidated Fire Protection District Conversion Costs document found in Appendix G on page 258. The cost for facility, apparatus, and equipment conversion to the LACFD system is \$687,289 including a credit for certain fire department vehicles. Complete and exact conversion costs are not calculated by LACFD until a transition is complete. In addition, the LACFD proposal is vague as to ongoing maintenance cost sharing, which agency is responsible for certain repairs, and overall cost containment. This is discussed in more detail in the Financial Analysis section.

Recommendation 22: *Before a transition, the City should negotiate an agreement to clearly prescribe definition of repairs (major/minor), decision processes, and cost limitations. The LACFD proposal is vague and leaves the City with potential and unknown costs.*

The following table provides a summary of estimated LACFD conversions costs.

Figure 11: LACFD Conversion Costs Summary

Item	Conversion Costs
Facilities	\$291,100
Communications	\$159,265
Vehicles	\$178,518
Fire Equipment	\$134,033
Personal Protective Equipment and Uniforms	\$23,972
Medical Equipment	\$10,699
Miscellaneous	\$14,995
Subtotal	\$812,582
Credit for Vehicles	(\$254,800) ²⁴
Contingency – 15%	\$120,507 ²⁵
Total Conversion Costs	\$678,289

Pro Observations

- A large portion of MPFD front line fire apparatus, staff, and support vehicles are in good to excellent condition. A small number of reserve apparatus are in poor to fair condition. See Figure 8 for more detail.
- MPFD fire apparatus assigned to active status have an average age of seven years, well under the 15-year cap replacement lifetime.
- Migration of fire apparatus to an LACFD system will be streamlined, as the department has been specifying and purchasing apparatus through a County purchasing consortium using specifications that mirror LACFD.
- LACFD will upgrade buildings with needed repairs and infrastructure improvements such as mitigating any hazardous materials, install new communications systems and radios, and other building repairs. Costs for the upgrades are included in the conversion cost calculations.
- The City will realize a vehicle credit of \$254,800.

Con Observations

- The LACFD proposal does not provide for the purchase and/or credit of all fire apparatus (including staff and support vehicles), leaving the City in a position of needing to re-assign or sell vehicles not migrated to LACFD.

²⁴ LACFD has agreed to accept eight City of Monterey Park vehicles for a credit value of \$254,800.

²⁵ Contingency amount derived from LACFD conversions costs are an estimate. Final costs are determined after transition.

- Apparatus conversion costs of \$338,246 are required to bring apparatus to LACFD standard including supportive fire equipment.
- Prior to a transition to LACFD services, the City is required to have an Electromagnetic Field Survey, a Phase I Site Assessment and Building Asbestos Survey, and a Phase II Site Assessment. A Cal-OSHA registered environmental assessor would conduct assessments to determine the presence of asbestos, lead paint, fuel, or other hazards.
- The City is responsible for hazardous assessment costs and any related abatement and mitigation efforts.
- The City should negotiate an agreement prescribing cost limitations of facility repairs, decision processes related to maintenance, definitions of major and minor repairs, and any future capital expenditure planning.
- Building repairs can easily exceed the proposal limit of \$25,000; the City pays any additional costs over \$25,000 during the first six years of the contract.²⁶ The City should consider raising the \$25,000 threshold amount to protect potential risk; even small repairs can drive costs beyond the limit.
- Any building construction or improvements will have an impact on the City budget without clear contract language indicating parameters on types of repairs, decisions on repairs, costing, etc. More discussion and direction are provided in the Fiscal Analysis section.

²⁶ Under the LACFD proposal, for the first five years, fire station maintenance and minor repairs would be the responsibility of LACFD up to \$25,000 per station for the first year, and would increase 5% per year until year six. After the sixth year, all repairs would be the responsibility of LACFD and major repairs would be the responsibility of the City.

Support Programs – Fire Prevention/Public Education/Development Review Programs

When evaluating fire prevention programs, ESCI reviews legal obligations, national standards, and best practices to which fire departments are accountable. Those responsibilities are specified in state laws, local codes, National Fire Protection Association (NFPA) Standards and Codes, International Building Codes (IBC), International Fire Codes (IFC), and Uniform Electrical and Plumbing Codes. Such laws, ordinances, and codes establish the authority and responsibility under which the MPFD delivers fire prevention and life safety services.

Aggressive community risk reduction programs, delivered, as a part of an active fire prevention program, is a fire department's best opportunity to minimize the losses and human trauma associated with fire. The International Association of Fire Chiefs (IAFC) defines proactive fire service as:

...Embracing new, proven technology and built-in protection, like automatic fire sprinklers and early detection systems, combined with aggressive code enforcement and strong public education programs.

A fire department should actively encourage the use of fire resistive construction, built-in early warning, and fire suppression systems, as well as the development of an educated public trained to minimize risk of fire.

The most effective way to combat fires is to prevent them. A strong fire prevention program reduces loss of property, life, and the personal disruption that accompanies a catastrophic fire. The impacts of fire are significant; it is reported that nearly 50 percent of all small businesses that are forced to close due to fire never re-open. The economic consequence of a fire is estimated to be 2.5 times the actual damage caused to a structure and its contents.

In Monterey Park, fire prevention and public education has been effectively addressed. Working together, fire department, building department and planning personnel coordinate efforts to address fire safety. The following table reviews the current practices, compared to those identified in the LACFD proposal.

City of Monterey Park Fire Department-California
Fire Service Analysis

Survey Component	Fire Prevention/Public Education/Development Review Programs		
	MPFD	LACFD Proposed Services	Comparative Analysis
1. Code Enforcement			
A. Fire codes adopted			
i) Code used – year/version	California Fire Code – 2010 edition. Adopted by City Council	Los Angeles County Fire Code Title 32 is required to be adopted by the city under the proposal	The City's adoption of the California Fire Code will be nullified and the City will be required to adopt the Los Angeles County Fire Code by ordinance
B. Local codes or ordinances adopted, amendments	30 amendments covering a variety of administrative, storage and operational subject areas	LACFD proposal states that existing amendments will continue to be enforced	There will be no change to enforcement of code amendments previously adopted by the City
C. Sprinkler ordinance in place	Included in model code adoption		
2. New Construction Review and Inspections			
A. Consulted in proposed new construction	Yes, processed and approved by the fire department	According to the proposal, LACFD will review new construction building plans for subdivisions, conditional use permits, zone changes and water system improvement plans	The LACFD proposed involvement is equivalent to current MPFD practices
B. Perform fire and life safety plan review	The function is provided via the use of an outsourced fire protection engineer	Included in proposed services	
C. Sign-off on new construction	Fire department sign-off is required	Included in proposed services	
D. Charges for inspections or reviews	Yes, defined in the city master fee schedule. Also cost recovery for outsourced services		
E. Perform new construction inspections	Yes, based on plan review inspection requirements		Inspections pursuant to new construction plan reviews are likely to be performed, but the City should confirm that they are planned under the proposed annexation
F. Special risk inspections	Performed by prevention staff		

City of Monterey Park Fire Department, California
Fire Services Analysis

Survey Component	Fire Prevention/Public Education/Development Review Programs		
	MPFD	LACFD Proposed Services	Comparative Analysis
G. Storage tank inspections	MPFD completes storage tank inspections through CUPA (Certified Unified Program Agency)		Inspection of fuel storage tanks is not discussed in the proposal and will need to be clarified
H. Key-box entry program in place	A Knox Box® system is in place. Approximately 800 boxes are installed citywide		
I. Hydrant flow records maintained	Records are maintained by the City Water Department	LACFD will test hydrants annually and report to the City Water Department	
J. Pre-incident planning	Yes, conducted by line personnel		Pre-incident planning is not identified in the proposal. The City should verify that pre-incident planning will be performed by LACFD
3. General Inspection Program			
A. Self-inspection program in place	Yes, for residential apartment occupancies only	The draft agreement states LACFD will provide “fire code and related code enforcement” but does not specifically address existing occupancy inspections as detailed in this section	While it may be logical to assume that the existing occupancy inspection areas in this section will be provided by LACFD, the proposal does not address this area. The City should seek verification that existing occupancy inspections will be addressed
B. Perform existing occupancy inspections	Yes, line personnel complete Type B and small mercantile inspections as part of the company inspection program. Fire prevention staff performs inspections of high-risk occupancies		

City of Monterey Park Fire Department-California
Fire Service Analysis

Survey Component	Fire Prevention/Public Education/Development Review Programs		
	MPFD	LACFD Proposed Services	Comparative Analysis
C. Frequency of inspections	Targeted goal is annual inspection of all occupancies. Current actual inspection frequency is approximately 18 months on rotation		The frequency of existing occupancy inspections is not identified in the proposal. The City should determine if inspection frequency would be acceptable
D. Inspection program	Yes, inspections are performed both by engine companies and Fire Prevention Division staff ²⁷		The proposal does not indicate if inspections will be performed by on duty engine companies
E. Citation process in place and formally documented/adopted	A City citation process is used		
i) court cited to	Primarily administrative citations only. Others are prosecuted in Municipal Court		
F. Inspections computerized	Yes, via Excel spreadsheet		
G. Community feedback system in place	No		A system of receiving community feedback on fire prevention efforts is not identified, but is important
H. Number of personnel devoted to program	1 Battalion Chief/Fire Marshal – Frozen/Vacant 2 Fire Safety Specialists 1 Permit Technician		
I. Fees for specialty inspections	Yes, via City Master Fee Schedule		
4. Fire Safety and Public Education			
A. Public education/information officer in place	No, additional duties assigned to the Senior Inspector		To be provided by LACFD Prevention staff. No additional detail is provided
B. Feedback instrument used	None		

²⁷ Company inspections – The City estimates that 1,645 occupancies are inspected at the company level – primarily Group B and mercantile occupancies. Two civilian inspectors conduct inspections in commercial and higher risk occupancies

City of Monterey Park Fire Department, California
Fire Services Analysis

Survey Component	Fire Prevention/Public Education/Development Review Programs		
	MPFD	LACFD Proposed Services	Comparative Analysis
C. Public education in the following areas:	Limited Public Education activities are conducted due to staffing limitations ²⁸		
i) calling 9-1-1	N/A		
ii) EDITH (exit drills in the home)	N/A		
iii) smoke alarm program	N/A		
iv) fire safety (heating equipment, chimney, electrical equipment, kitchen/cooking, etc.)	N/A		
v) injury prevention (falls, burns/scalding, bike helmets, drowning, etc.)	N/A		
vi) fire extinguisher use	N/A		
vii) fire brigade training	N/A		
viii) elderly care and safety	N/A		
ix) curriculum used in schools	N/A		
x) baby-sitting classes offered	N/A		
xi) CPR courses, blood pressure checks offered	Yes, the City offers CPR and Automatic External Defibrillator classes to the public		
D. Publications available to public	Yes		
E. Bilingual information available	Yes		
F. Annual report distributed to community	No, only distributed internally. Internal budget report is produced		
G. Juvenile fire setter program offered	No		
H. Wildland interface education offered	Yes		
5. Fire Investigation			
A. Fire origin and cause determination	Each shift has two designated cause and origin investigators. Investigators are Level 1 certified as defined by the State Fire Marshal		LACFD indicates it will conduct fire cause and origin investigations

²⁸ Public Education is very limited due to staffing. Some Fire Prevention Week activities occur and an annual Open House at the Headquarters Station in conjunction with the annual "Play Days" celebration.

City of Monterey Park Fire Department-California
Fire Service Analysis

Survey Component	Fire Prevention/Public Education/Development Review Programs		
	MPFD	LACFD Proposed Services	Comparative Analysis
B. Arson investigation and prosecution	If fire is considered suspicious, it is referred to one of 4 certified arson investigators within the department		
i) arson investigation training provided	Yes		
C. Person responsible for investigations	Fire Marshal		
D. Local FIT membership (fire investigation team)	No		
E. Process for handling juvenile suspects	Processed via Police Department		
F. Liaison with law enforcement	A strong liaison in place with city Police Department Arson Investigator		
G. Scene control practices in place	Yes		
H. Photographer available	Yes		
I. Adequate and appropriate equipment issued/supplied	Yes		
J. Evidence collection process in place	Yes, via Police Department		
K. Reports and records of all incidents made	Yes		
L. File, record, and evidence security	Yes		
6. Statistical Collection and Analysis			
A. Records kept by computer	Yes		Measuring the effectiveness of fire prevention efforts is an important concern to the community Information is not provided regarding how prevention related records and reporting. Clarification will be necessary
i) type of operating platform	PC		
ii) software used	Windows		

City of Monterey Park Fire Department, California
Fire Services Analysis

Survey Component	Fire Prevention/Public Education/Development Review Programs		
	MPFD	LACFD Proposed Services	Comparative Analysis
B. Information collected in the following areas:			
i) fire incidents	Yes		
ii) time of day and day of week	Yes		
iii) method of alarm (how received)	Yes		
iv) dispatch times	Yes		
v) response times	Yes		
C. Information analyzed & used for planning	No		
D. Reports made & distributed	Incident reports only		
E. FTEs used in data collection & analysis	None		
F. Are fire facilities networked	Yes		
i) e-mail used	Yes		

Fire Prevention Programs – Summary Discussion

Fire Code Adoption

Since the City of Monterey Park has adopted the 2010 California Fire Code and LACFD operates under the Los Angeles Fire Code, an adoption of the latter is required under the service delivery proposal. Both documents are developed based on nationally accepted model codes, indicating there should not be major differences between them that will adversely impact fire and life safety code enforcement in the City. There may, however, be discrepancies that could be of local concern. A comparison of the two codes is beyond the scope of this project. MPFD, City Planning, and City Building and Safety representatives should enter into discussion with the LACFD Fire Marshal’s staff to identify any potential areas of concern.

Recommendation 23: *City Fire, Planning, and Building and Safety officials should meet with LACFD Fire Marshal's Office staff to review and identify any differences between the California Fire Code and the Los Angeles Fire Code that may be in conflict with existing practices.*

New Construction Review and Inspections

Comparison of current new construction permit processing, plan reviews and related inspection work indicates that LACFD will provide generally equivalent services in this area, relative to current practices. Detail is limited regarding specific elements and how they will be performed.

The key considerations that come into play with new construction projects, from a fire and life safety standpoint, are based around fire department involvement in the following:

- Inclusion in the process of reviewing proposed construction projects
- Performance of Fire and Life Safety reviews on submitted plans
- Input and sign-off on plans
- Compliance inspections during the construction process

In the LACFD proposal, completion of new construction plan reviews is listed as a provided service. Associated compliance inspections are not discussed. The City is advised to review the above elements with LACFD officials to confirm it will be included and identify any areas of concern or procedural matters that need to be addressed.

Recommendation 24: *Review new construction plan review, approval and inspection practices that are to be conducted with LACFD personnel to assure that they fully address city needs.*

Existing Occupancy Inspections and Code Enforcement

MPFD has done a good job of recognizing the importance of and addressing the need for regular safety inspections of existing buildings and compliance enforcement. An appropriate goal of inspecting all commercial occupancies in the city annually has been identified by the fire department and current actual inspection frequency is on an 18-month rotation. An important element that enables the department to conduct the inspections is that of using on-duty response personnel to conduct lower risk category inspections.

When LACFD assumes responsibility for fire prevention in the City, it will be essential that the level of existing occupancy inspection performance be maintained, at a minimum. The proposal states that LACFD will perform inspections on all commercial buildings, as well as schools and institutional occupancies. It does not indicate the frequency with which the inspections will be conducted. Inspection frequency needs to be clarified with the LACFD Fire Marshal's Office.

Recommendation 25: *Task MPFD fire prevention personnel to meet with the LACFD Fire Marshal's Office to conduct a comparative review of current MPFD existing occupancy inspection practices and identify the frequency of planned inspections and any differences that may occur under the proposed agreement.*

Fire Safety and Public Education

Public education programs will be managed and delivered to Monterey Park by the LACFD Prevention and Operations Bureau. No further detail is included. This is a vital service to the community and the City desires further definition of the specific public education components LACFD will provide.

Recommendation 26: *Identify the City's desired level of public fire education delivery and request clarification from LACFD regarding what services are to be included.*

Fire Investigation

Adequate fire cause and origin determination is an interest to the City not only in terms of arson prevention, but also as a tool with which to identify trends in accidental fire cause in order to target public education emphasis. The LACFD proposal states that fire investigation operations will be addressed.

Fire Prevention Records and Statistics

It is important that records be maintained of fire prevention activities and correlated to the community's incidence of fire occurrences in order to measure effectiveness. The proposal does not indicate what kind of record keeping will be performed by LACFD as it relates to fire prevention practices.

Recommendation 27: *Determine the type and content of fire prevention records that will be provided by LACFD for the purpose of analyzing fire incidents and areas that are in need of enhanced prevention focus.*

Pro Observations

- LACFD has a well-developed and effective fire prevention division.
- LACFD prevention personnel are capable of maintaining current existing occupancy inspection levels.

Con Observations

- The City of Monterey Park has adopted a different fire code than that of LACFD. It is unknown if the differences are of enough substance to be of concern.
- The degree of emphasis on fire safety public education is unclear in the proposal.

Service Distribution, Demand, Concentration, Reliability, and Performance

Response System Workload and Performance

The most visible service delivered by a fire department is its response to emergency incidents. Fire departments are called to assist with a wide variety of emergencies daily. Evaluating MPFD’s current capabilities and performance is necessary to determine if the LACFD proposal will produce an equal or improved result in the future.

Historic incident information captured by MPFD was evaluated and the results are expressed in the following discussion. This information is for incidents that occurred within the city between December 1, 2010, and November 30, 2011 (study period).

Historic System Response Workload

Before a full response time analysis is conducted, it is important to first examine the level of workload (service demand) that the fire department experiences. Higher service demands can strain the resources of a department and may result in a negative effect on response time performance. The following table shows response workload for the study period listed by type of incident and the agency within which the incident occurred. 3,391 incidents occurred within the City of Monterey Park. MPFD responded to an additional 571 incidents outside the city at the request of neighboring agencies.

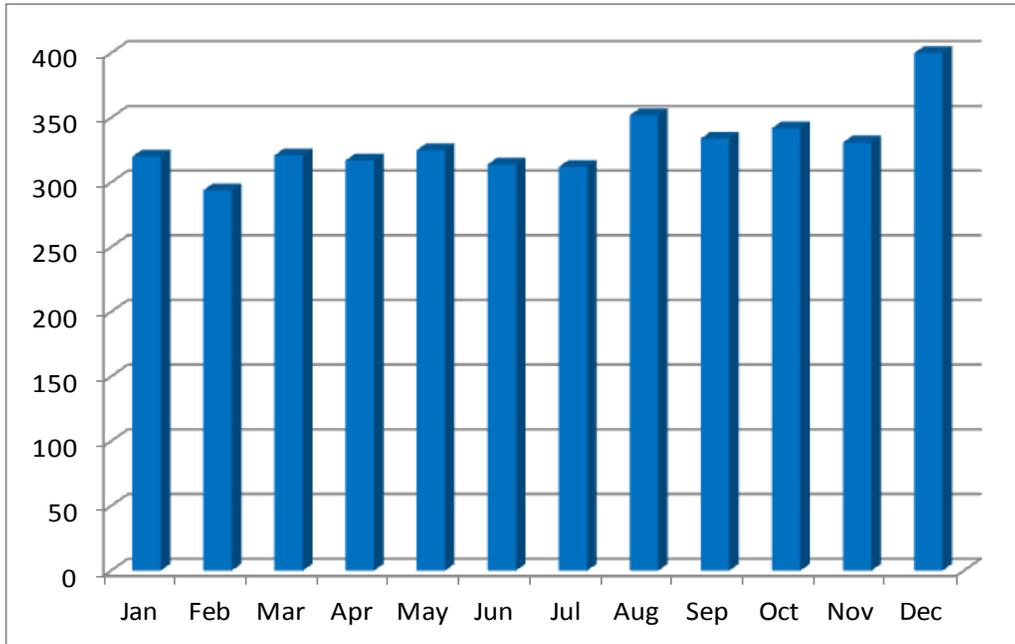
Figure 12: MPFD Responses by Type and Agency

Agency	Fire	Medical	Other	Service	Total by Agency
Monterey Park	380	2,790	43	178	3,391
Out of City Response	Fire	Medical	Other	Service	Total by Agency
Alhambra	103	135	1	7	246
Burbank	1				1
Los Angeles County	81	1		1	83
Montebello	47	73		1	121
Pasadena	5			1	6
San Gabriel	31	61	2	2	96
San Marino	2				2
South Pasadena	14	1		1	16
Total by Type	664	3,061	46	191	3,962

Temporal Analysis

A review of incidents by time of occurrence also reveals when the greatest response demand is occurring. The following charts show how activity and demand changes based on various measures of time. Figure 13 shows response activity for the study period by month.

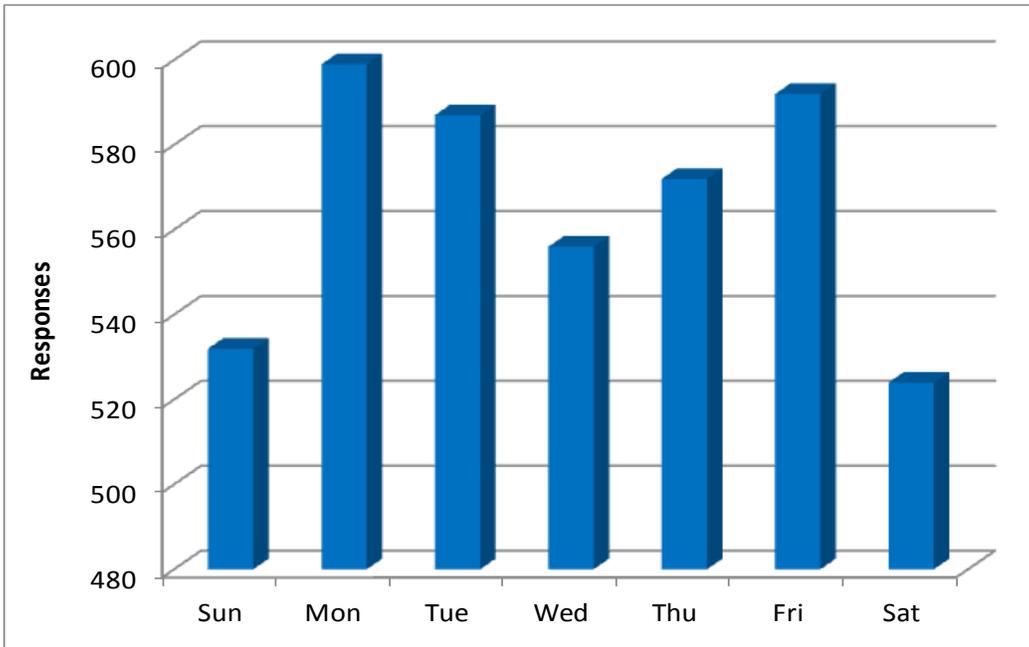
Figure 13: MPFD Monthly Response Workload



During the study period, there was 36 percent more incident activity in the busiest month, December, versus the slowest month, February.

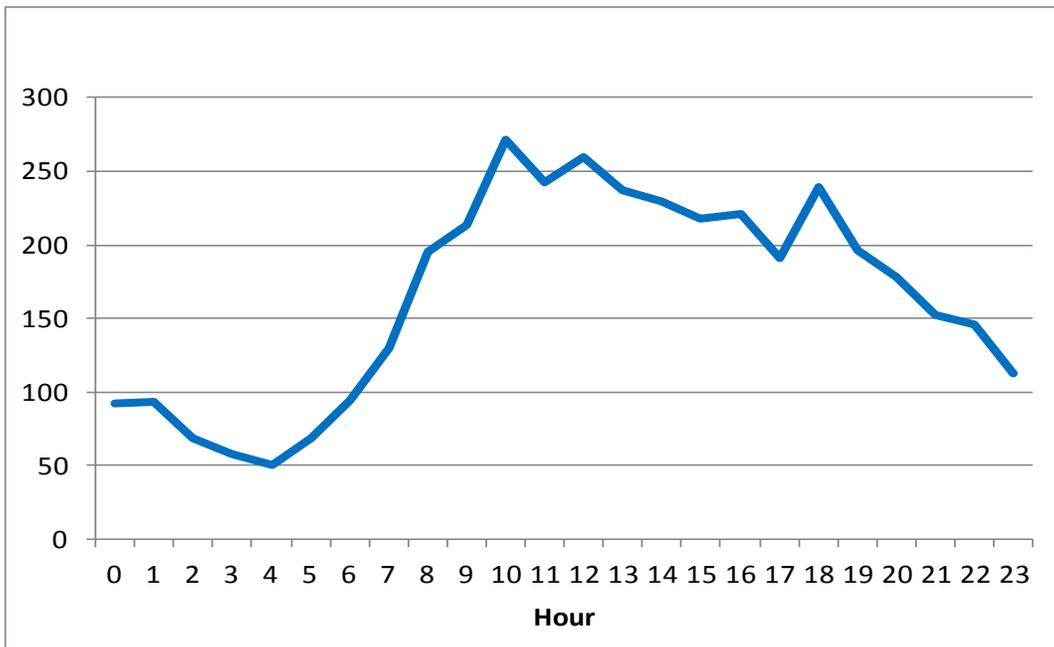
Next, response workload is compared by day of week. In this case, there is 14 percent more incident activity on the busiest day, Monday, versus the slowest day, Saturday.

Figure 14: Daily Workload



The time analysis that always shows significant variation is response activity by hour of day. Response workload directly correlates with the activity of people, with workload increasing during daytime hours and decreasing during nighttime hours as shown in the following chart. Incident activity is at its highest between 10:00 AM and 6:00 PM.

Figure 15: MPFD Responses by Hour of Day

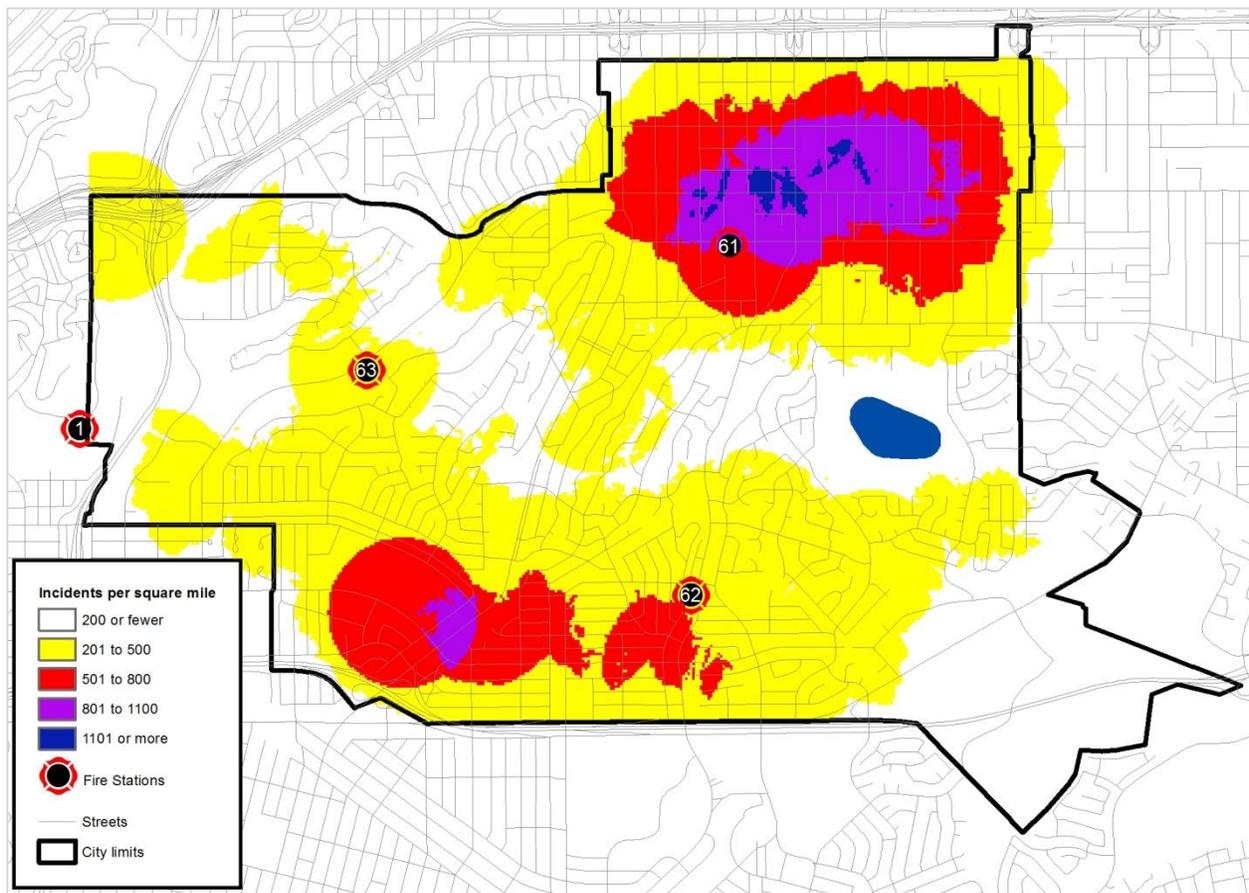


Spatial Analysis

In addition to the temporal analysis of the current service demand, it is useful to examine geographic distribution of service demand. This can be highly valuable for resource deployment analysis since areas of higher incident concentration generally require greater numbers of response units.

The following map illustrates incident concentration within the City of Monterey Park. Response activity is most frequent in the Station 61 area.

Figure 16: Incidents per Square Mile – Study Period

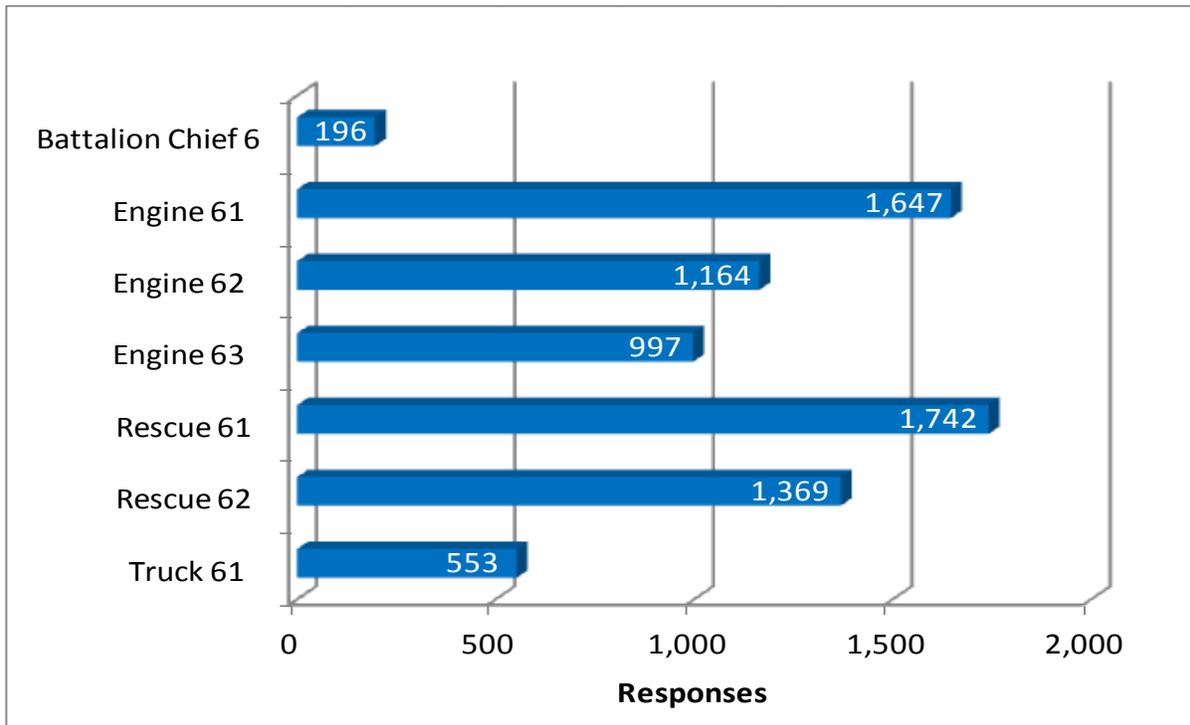


Unit Workload Analysis

A review of workload by response unit is important in this study since the LACFD proposal intends to reduce the number of response units available within the City of Monterey Park. Although fire stations and response units may be distributed in a manner to provide quick response, that level of performance can only be obtained when the response unit is available in its primary service area. If a response unit is already committed on an incident and a concurrent request for service is received, a more distant response unit will need to be dispatched. This will increase response times.

The following chart shows response by unit for the study period. At present, no individual unit is approaching excessive workload.

Figure 17: Responses by Unit – Study Period



Analysis of Historical System Performance

Incident data for the study period (December 1, 2010, through November 30, 2011) was evaluated in detail to determine MPFD's current response performance. Only incidents within the City of Monterey Park were reviewed.

The total incident response time continuum consists of several steps, beginning with the onset of the incident and concluding with the appropriate mitigation of the incident. The time required for each of the components varies. The policies and practices of the fire department directly influence some of the steps.

Accurate, complete response data that captures response and deployment performance is necessary to measure performance. At a minimum, response data should consist of:

- Detection
- Dispatch center call processing time
- Turnout time (elapsed time from notification until apparatus is responding to the incident)
- Distribution and initial unit travel time (elapsed time from apparatus enroute to incident until on scene at the incident)
- Response time of first unit (elapsed time from notification until first unit on scene)
- Incident clear time

What follows is a detailed description and review of important phases of the response time continuum for which data was provided.

Detection

The detection of a fire or medical incident may occur immediately if someone happens to be present or if an automatic system is functioning. Otherwise, detection may be delayed, sometimes for a considerable period. The time period for this phase begins with the inception of the emergency and ends when the emergency is detected. It is largely outside the control of the fire department and not a part of the event sequence that is reliably measurable.

Dispatch Center Call Processing

Most area emergency incidents are reported by telephone to the Verdugo 9-1-1 Center. Call takers must quickly elicit accurate information about the nature and location of the incident. The dispatcher must identify the correct units based on incident type and location, dispatch them to

the emergency, and continue to update information about the emergency while the units respond. This phase typically begins when the 9-1-1 call is answered at the dispatch center and ends when response personnel are notified of the emergency. This phase is labeled “call processing time.”

National Fire Protection Association Standard (NFPA) 1221 sets a standard for call processing performance.²⁹ The standard expects that an incident will be dispatched to response personnel within 60 seconds of the receipt of the call at the dispatch center. Data was not provided that would allow an analysis of current dispatch center performance.

Turnout Time

Turnout time is the first of the response phases controllable by the fire department. This phase begins at notification of an emergency in progress by the dispatch center and ends when personnel and apparatus begin movement towards the incident location. Personnel must don appropriate equipment, assemble on the response vehicle, and begin travel to the incident. Good training and proper fire station design can minimize the time required for this step.

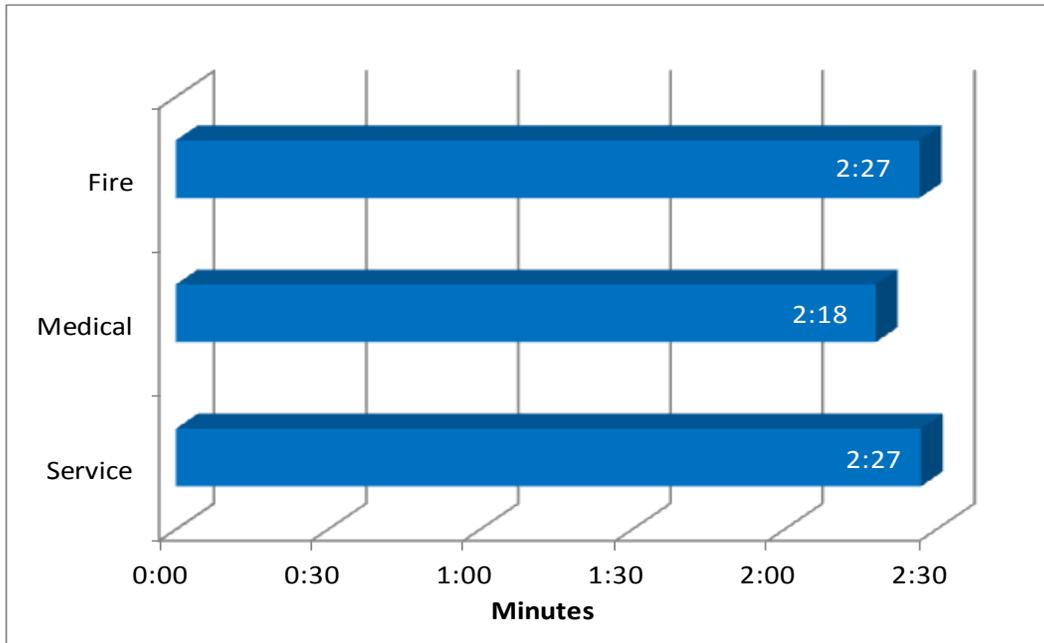
National Fire Protection Association (NFPA) Standard 1710 recommends turnout times of 60 seconds or less, 90 percent of the time for most non-fire incidents.³⁰ The standard further specifies that turnout times for fire-related emergencies should be 80 seconds or less, 90 percent of the time.

The following chart lists turnout time performance during the study period by incident type for incidents within the city.

²⁹ *National Fire Protection Association Standard 1221* prescribes the Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems, sections 6.4.2 and 6.4.3.

³⁰ *NFPA 1710, Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments.* (National Fire Protection Association 2010).

Figure 18: Turnout Time by Incident Type at the 90th Percentile – Study Period



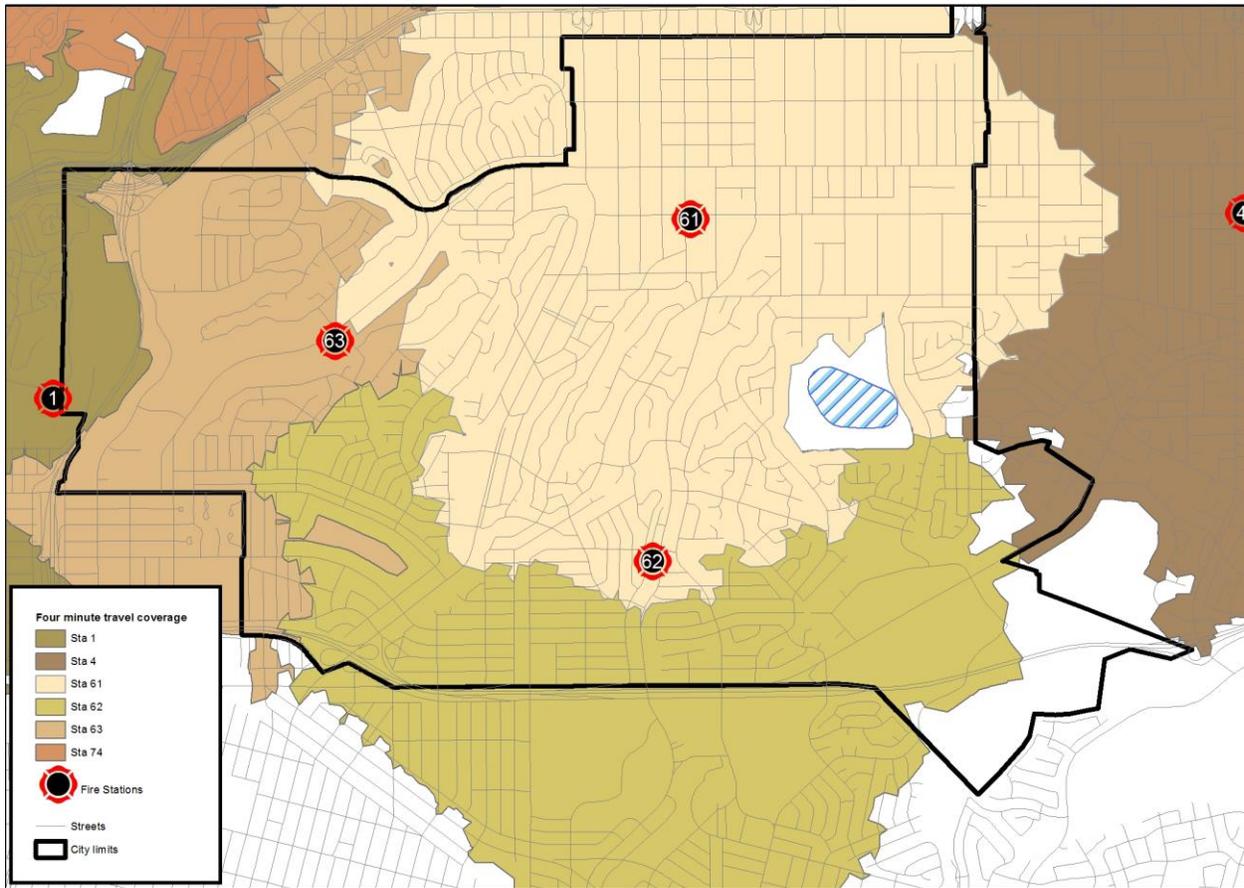
Current turnout times do not meet the MPFD-adopted 60/80-seconds, 90 percent of the time standard for turnout time.

Distribution and Initial Arriving Unit Travel Time

Travel time is typically the longest of the response phases. The distance between the fire station and the location of the emergency influences total response time the most. The quality and connectivity of streets, traffic, driver training, geography, and environmental conditions are also factors. This phase begins with initial apparatus movement towards the incident location and ends when response personnel and apparatus arrive at the emergency's location. The *NFPA 1710 Standard* recommends fire agencies achieve travel times of four minutes or less, 90 percent of the time.

The following maps illustrate the area that can be reached from the three MPFD fire stations and the neighboring agency stations with which MPFD has automatic aid agreements. It is based on posted road speeds and compensates for speed reductions caused by turning movements.

Figure 19: Four-Minute Travel Coverage



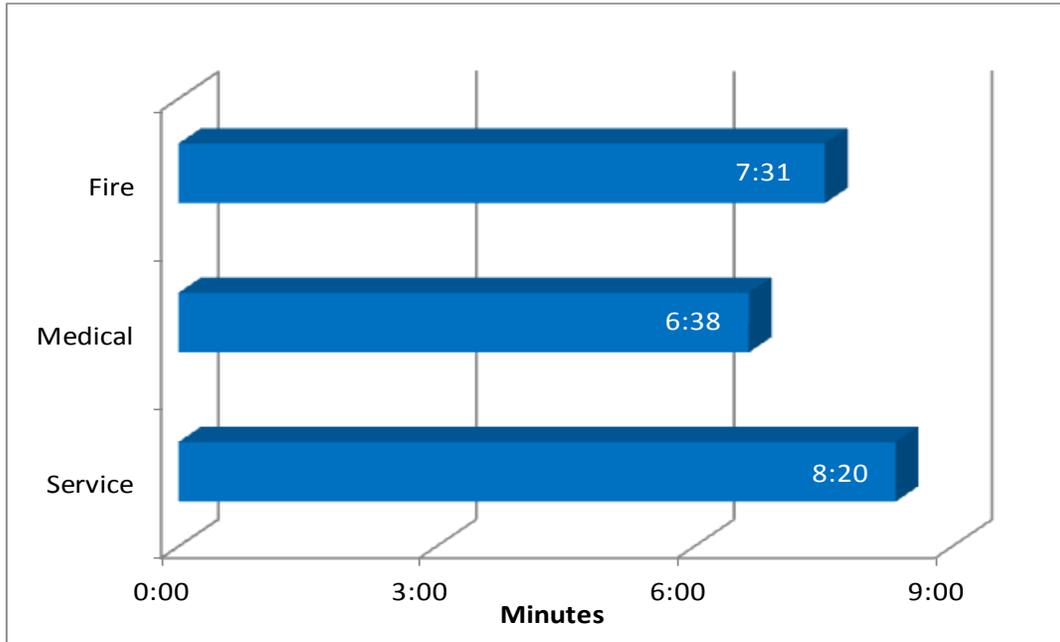
The preceding map shows that all three MPFD stations are strategically located and are within a four-minute travel time to most areas of the city.

First Arriving Unit Response Time

Response time is the period of time between notification of response personnel by the dispatch center that an emergency is in progress and the arrival of the first fire department response unit at the emergency.

The following chart illustrates response time for all incidents in the three major response types: fire, EMS, and service calls.

Figure 20: Department Wide Response Performance by Incident Type at the 90th Percentile – First Arriving Unit

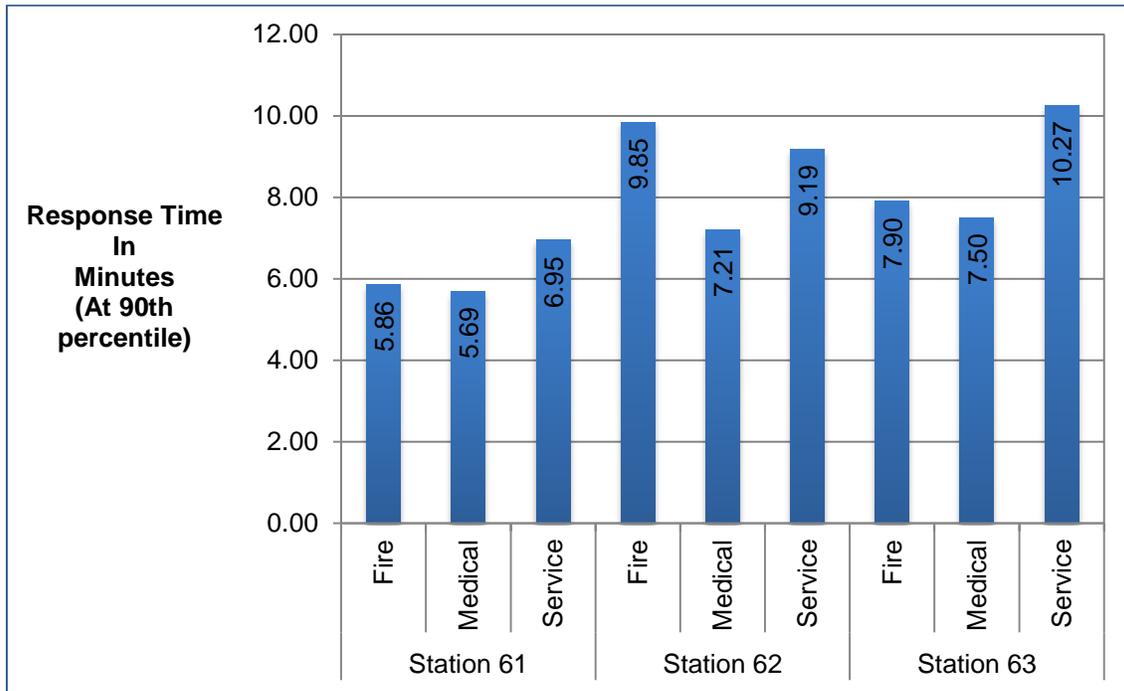


The chart above shows that MPFD response performance is not meeting the *NFPA 1710* objectives. Service calls are many times responded to without lights and sirens, therefore a longer response time is expected.

Response Time by Station and Category

The next figure shows response times calculated at the 90th percentile, per MPFD-adopted *NFPA 1710* response performance policy. The data in the figure is segregated by station, type of call, and includes plotted response times.

Figure 21: Monterey Park Fire Department Response Time Station and Category³¹

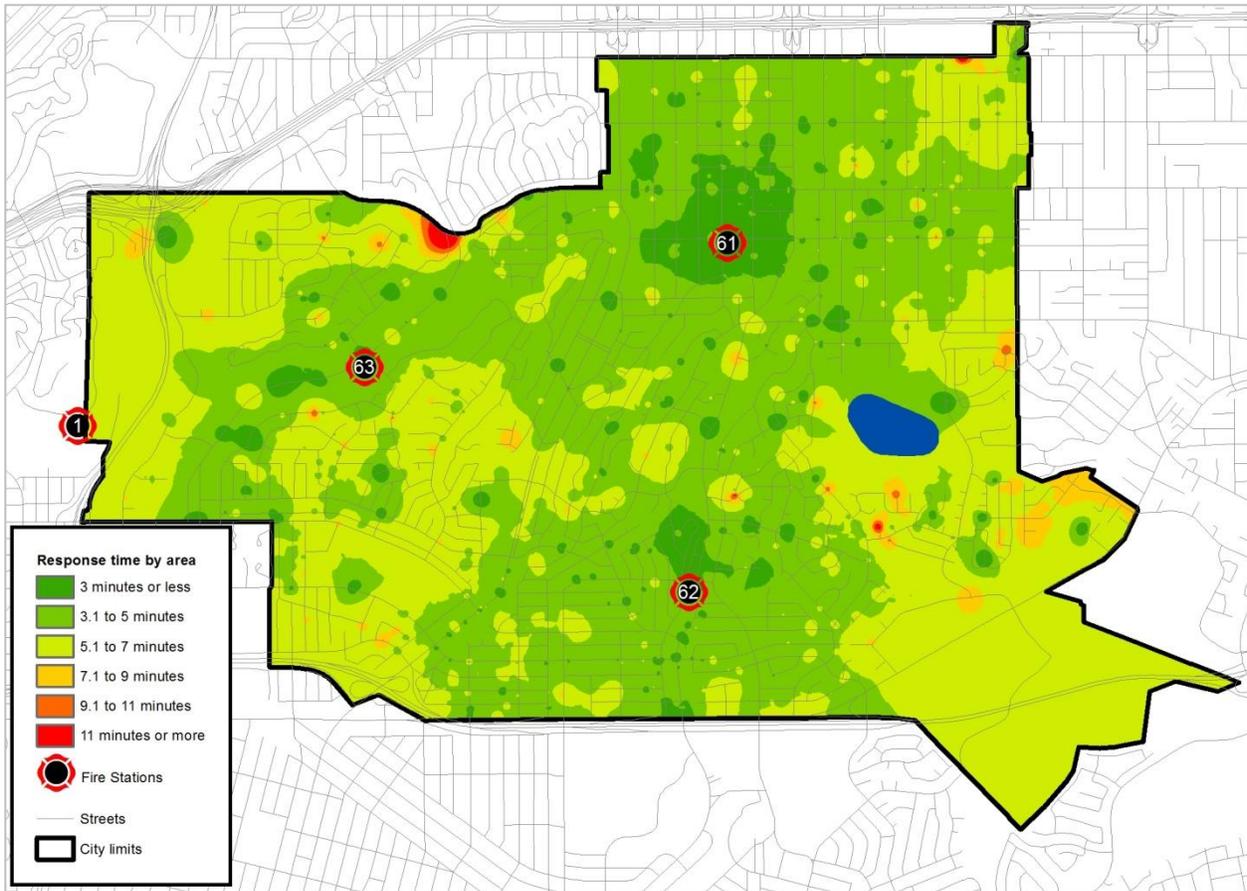


Response times for medical incidents are the fastest response time types across the three stations. Station 61's response time is close to the *NFPA 1710 Standard* for each call type however it is still higher than the organizational goal of within five minutes, 90 percent of the time.

To better understand response time performance by region, the following map illustrates response time by geographic area. This map is derived from analyzing actual incident response times by geographic area.

³¹ Data provided to ESCI by category of fire, EMS, and service and did not contain any other categories. All results calculated at the 90th percentile. The data for this chart was derived January 1, 2011 – December 31, 2011.

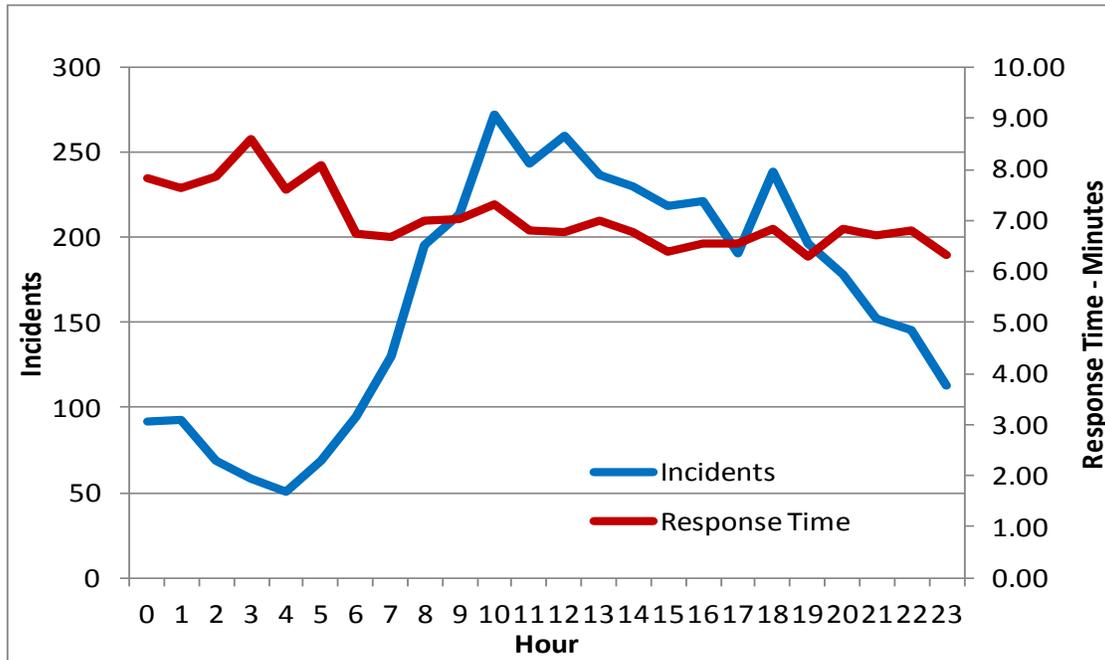
Figure 22: Response Time by Station Area – First Arriving Unit



The map above depicts the response times for the first arriving unit to an emergency. About half the area within the City is served within five minutes; however, there are areas in the southeast and western area that fall into the five to seven-minute response times.

The next chart shows response time by hour of day for all incidents compared to hourly incident activity. Only fire and emergency medical type incidents are included. Response time is variable throughout the course of the day. Incident activity does not appear to have a negative impact on response time.

Figure 23: Response Time and Incidents by Hour



This chart shows that most incidents occur between the hours of 9:00 AM and 6:00 PM, and response times are generally longer in the hours from midnight until 6:00 AM.

Concentration and Current Effective Response Force Capability Analysis

Effective Response Force (ERF) is the number of personnel and apparatus required to be present on the scene of an emergency incident to perform the critical tasks in such a manner to effectively mitigate the incident without unnecessary loss of life and/or property. ERF is specific to each individual type of incident, and is based on critical tasks that must be performed. Moderate risk structural fires, for example, typically call for the arrival of at least three fire engines, a ladder truck, and 14 fire fighters to achieve the effective response force. The MPFD first alarm staffing for a typical structure fire varies between 19 and 24 fire personnel.

Data provided did not specifically identify structure fire incidents thus an analysis of current full effective response force performance could not be conducted.

Emergency Call Concurrency

One way to evaluate resource workload is to examine the number of times multiple incidents happen concurrently, at the same time in each station area. Incidents during the study period were examined to determine the number of times multiple emergencies occurred within a station's response area at one time. This is important because more incidents occurring simultaneously can stretch available assets and extend response times by forcing reliance on more distant resources.

In a perfect world, a fire station resource must be available at least 90 percent of the time to cover a call occurring in its primary service area. Otherwise, adjacent stations must cover the call with longer travel times and longer overall response times.

The following chart and table show the percent of concurrent incidents by station, all of which are beyond 10 percent. Concurrent incidents were highest in the Station 63 area at 17.8 percent of total incidents and lowest in the Station 62 area at 16.3 percent of total incidents.

Figure 24: Concurrent and Total Incidents by Station Area

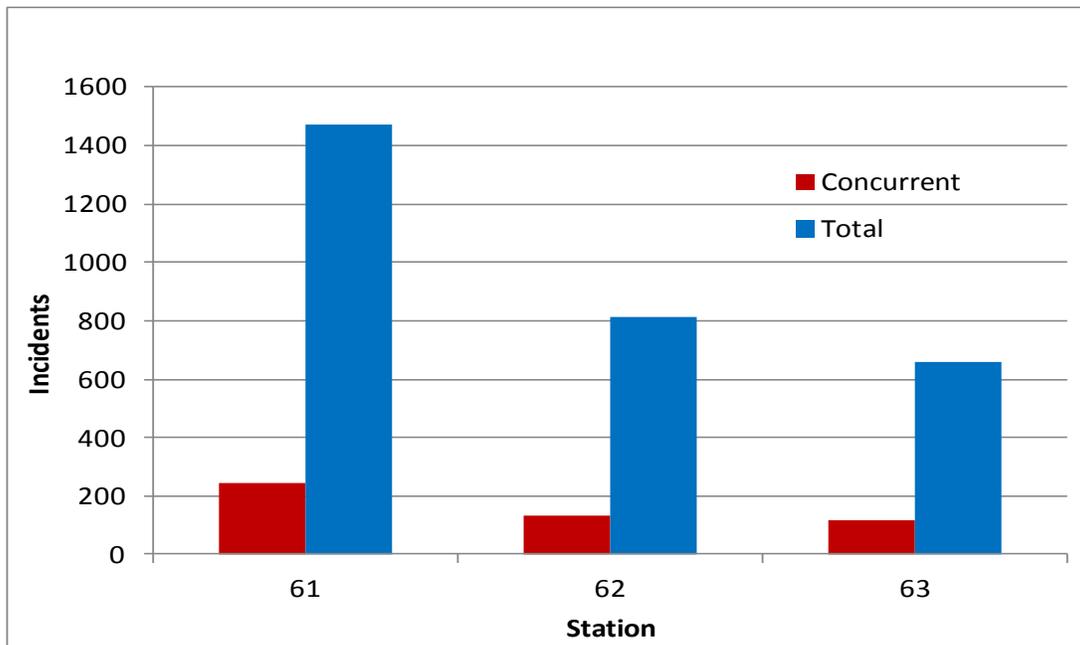


Figure 25: Concurrent and Total Incidents by Station Area – Table

Incidents	Station 61	Station 62	Station 63
Total Incidents	1,471	814	658
Non-Concurrent Incidents	1,228	681	541
Concurrent Incidents	243	133	117
Call Concurrency Rate	16.5%	16.3%	17.8%

A review of incident activity also revealed that MPFD experienced three concurrent incidents seven times during the study period. There were no instances of more than three concurrent incidents.

Resource Analysis and Evaluation of the LACFD Proposal

Resource Concentration Analysis

A key consideration in the review of the LACFD proposal is how it might affect the availability of resources to serve the emergency response needs of the City of Monterey Park. This section evaluates how resource concentration, which is the number of units available to serve various portions of the City, may change if the proposal is accepted.

Both first-due coverage and full effective response force (ERF) coverage will be evaluated to compare current resource concentration with proposed resource concentration. First-due coverage will be evaluated using four-minute travel times for stations inside and outside the City. Full effective response force coverage will be evaluated using eight-minute travel times for stations inside and outside the City.

Background

Currently, when a person in the City of Monterey Park calls 9-1-1 to request fire department services the call is initially answered at the Monterey Park Police Department dispatch center. If the caller needs fire department services, the call is transferred to the Verdugo dispatch center. Verdugo dispatchers determine the nature of the request, select the appropriate fire department units for response, and notify those units of the type of incident and its location. Verdugo dispatchers can select and send both Monterey Park Fire Department as well as other fire department response units that are part of the Verdugo Unified Response System.³²

If a response unit from LACFD is needed, a Verdugo dispatcher sends a computer message to the LACFD dispatch center. When LACFD dispatch receives the request, the dispatcher selects the appropriate unit from LACFD and notifies that unit or units of the nature and location of the incident. This process can take up to a minute.

The LACFD proposal shifts responsibility for the dispatch process to its own dispatch center. Thus, when a person in the City of Monterey Park calls 9-1-1 to request fire department services

³² Verdugo Fire Communications Center is a regional emergency dispatch facility serving the cities of Burbank, Glendale, Pasadena, Alhambra, Arcadia, Monrovia, Montebello, Monterey Park, San Gabriel, San Marino, Sierra Madre, and South Pasadena.

the Monterey Park Police Department dispatcher will transfer the call to LACFD Dispatch rather than Verdugo.

The LACFD dispatchers will determine the nature of the request, select the appropriate fire department units for response, and notify those units of the type of incident and its location. LACFD dispatchers will have the option to select and send both LACFD response units, based in the City of Monterey Park, as well as other response units in the LACFD system.

If a response unit is required from the Verdugo system, the LACFD dispatcher sends a computer message to the Verdugo dispatch center. When Verdugo dispatch receives the request, a dispatcher selects the appropriate unit from the Verdugo system and notifies that unit or units of the nature and location of the incident. This process, as it is currently, can also take up to a minute.

Resources Available

The number, type, and location of response resources that will be available in the City of Monterey Park under the LACFD proposal will be different than are currently available. The engine and ladder truck in Station 61 will be replaced with a Quint, a response vehicle with a pump, hose, water tank, and an aerial ladder similar to a ladder truck. Given the number of fire fighters that would be assigned to the quint, it will typically only be able to function as either an engine or a ladder truck on the emergency scene. The rescue ambulance located at Station 62 will be removed from service under the LACFD proposal. Overall, there will be a net reduction of two available response units based inside the City of Monterey Park. The following table and map lists current and proposed resources and fire station locations in the region.

Figure 26: Current and Proposed Response Resources

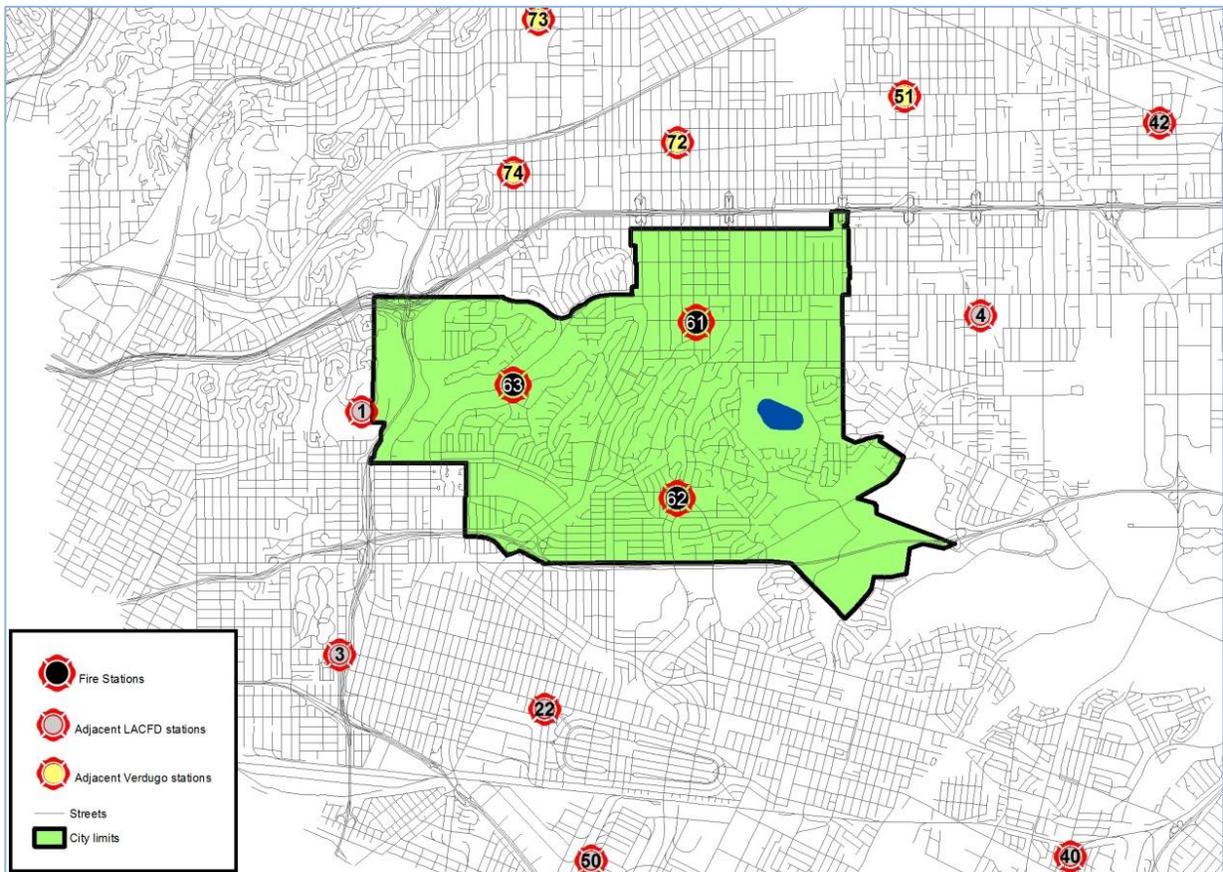
Fire Station	Current MPFD Resources			Proposed LACFD Resources		
	Engine	Truck	Paramedic ³³	Engine	Truck	Paramedic
MPFD 61	1-Paramedic Assessment Engine	1	1	1- (Quint-Paramedic)		1 Paramedic Squad
MPFD 62	1		1	1-Paramedic Assessment Engine		
MPFD 63	1-Paramedic Assessment Engine			1-Paramedic Engine		

³³ Noted as one of the following: Paramedic equipped squad, paramedic engine or paramedic assessment engine

City of Monterey Park Fire Department-California
Fire Service Analysis

Fire Station	Current MPFD Resources			Proposed LACFD Resources		
	Engine	Truck	Paramedic ³³	Engine	Truck	Paramedic
San Gabriel 51	1			1		
Alhambra 72	1			1		
Alhambra 73	1			1		
Alhambra 74	1		1	1		1
LACFD 1	1			1		
LACFD 3	1	1	1	1	1	1
LACFD 4	1	1		1	1	
LACFD 22	1			1		
LACFD 40	1		1	1		1
LACFD 42	1			1		
LACFD 50	1		1	1		1

Figure 27: MPFD and Adjacent Agency Fire Stations

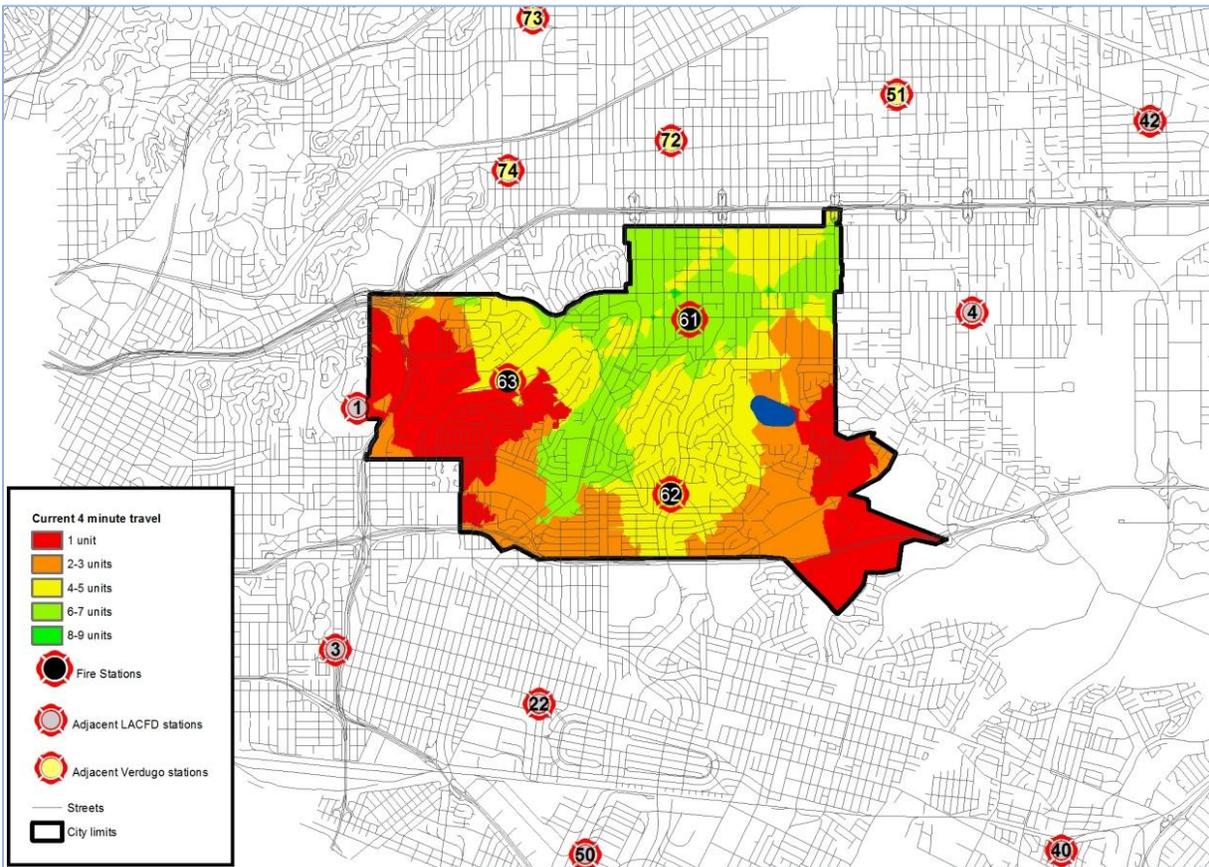


The map above shows the locations of MPFD stations and others in a five-mile range from the City borders. The other stations are LACFD Stations 1, 4, 22, 40, 42, and 50; Alhambra Stations 72, 73, and 74; and San Gabriel Station 51.

First-Due Response Coverage

The following map illustrates the number of units that can currently reach various parts of the City within four minutes of travel. The distance a given response unit can travel within four minutes has been analyzed using geographic information systems mapping technology. It uses the posted speed limit of each road traveled to define apparatus speed. Travel time for units responding from LACFD stations has been reduced to three minutes. This is necessary in order to compensate for the extra minute of dispatch processing time discussed earlier in this section.

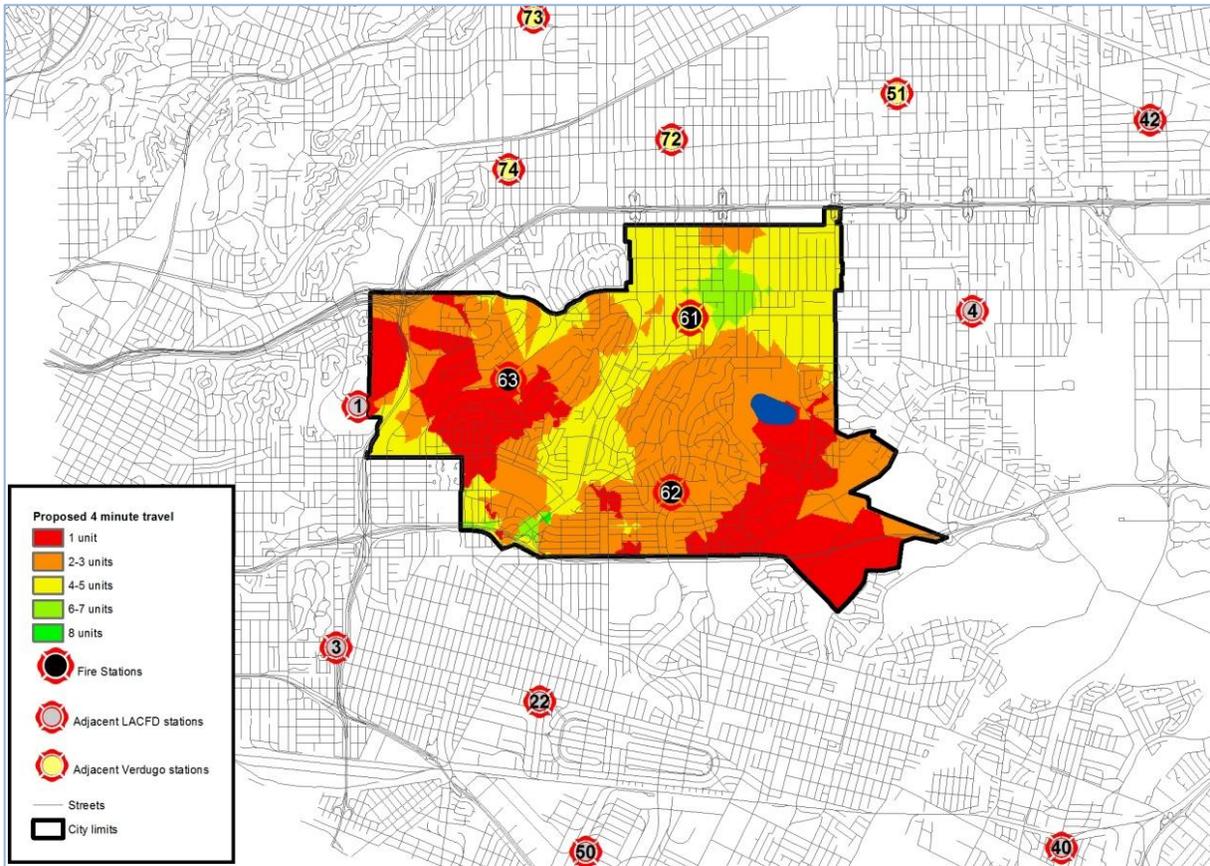
Figure 28: Current Number of Response Units Within Four Minutes Travel Time



Larger maps are located in Appendix H on page 283.

The next map shows the number of units under the LACFD proposal that can reach the various locations in Monterey Park within four minutes travel time. Travel time for units responding from Verdugo Unified Command system stations has been reduced to three minutes. This is necessary in order to compensate for the extra minute of dispatch processing time discussed earlier in this section.

Figure 29: Proposed Number of Response Units Within Four Minutes Travel



The map above shows the proposed number of response units within a four-minute travel time inside Monterey Park. There will be two fewer response units assigned to service within the City, and therefore more reliance on resources located in adjacent regions.

The following chart and table lists the amount of land area covered by various numbers of response units within the four-minute travel target. Coverage, measured by the number of units available per square mile, is reduced under the LACFD proposal by 31.6 percent. This is due to two factors. First, two fewer response units will be available within the City of Monterey Park. Second, most LACFD stations are further away from the City than are the Verdugo stations. Even though Verdugo system units could be dispatched, the dispatch call transfer process reduces the reach of these stations by one minute of travel.

Figure 30: Comparison of Unit Coverage per Square Mile at Four-Minute Travel

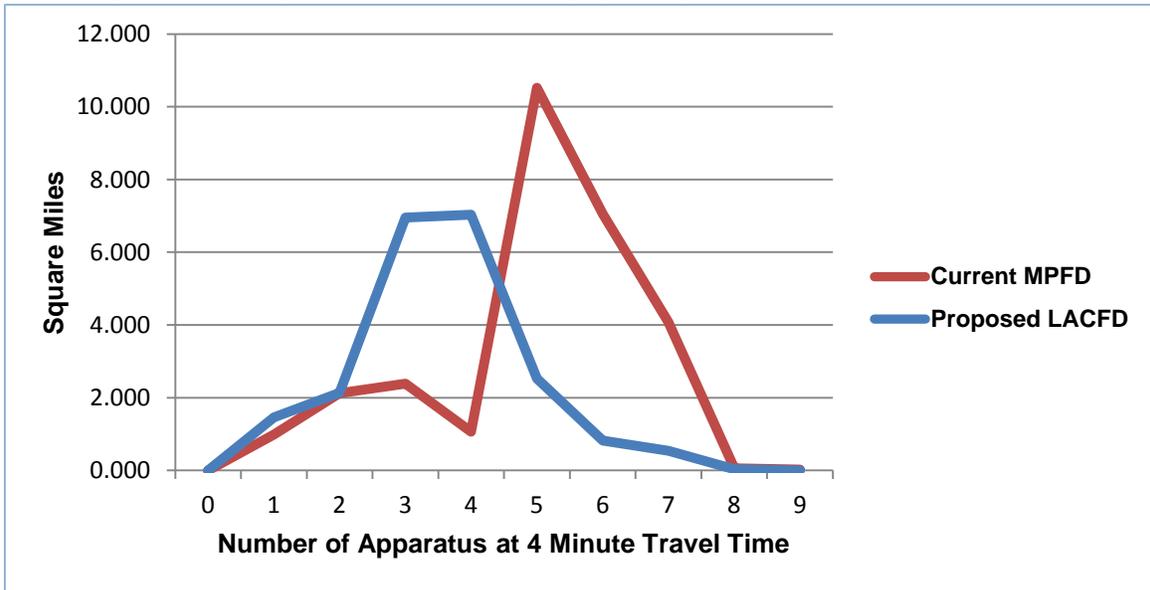


Figure 31: Comparison of Unit Coverage per Square Mile at Four-Minute Travel (Tabular Format)

Number of Response Units Within Four Minutes Travel	MPFD Current Unit Coverage (Square Miles)	LACFD Proposed Unit Coverage (Square Miles)	Change
1 unit	0.983	1.454	48.0%
2 units	2.126	2.132	0.3%
3 units	2.385	6.949	191.4%
4 units	1.068	7.028	557.9%
5 units	10.524	2.527	-76.0%
6 units	7.046	0.815	-88.4%
7 units	4.072	0.538	-86.8%
8 units	0.055	0.032	-40.8%
Total Units per Square Mile	28.279	21.475	-31.68%

First-due response unit coverage, as measured by the number of response units available per square mile, decreases under the LACFD proposal. Most notable is the increase in area, as shown on previous maps, served by three or fewer response units within four minutes travel time. Since three concurrent incidents happen rarely this decreased coverage should not result in a significant degradation of service. Approximately 16 percent of Station 62’s responses are concurrent with another response in the Station 62 area. Since this station will be reduced to one response unit, the concurrent responses will experience longer response times.

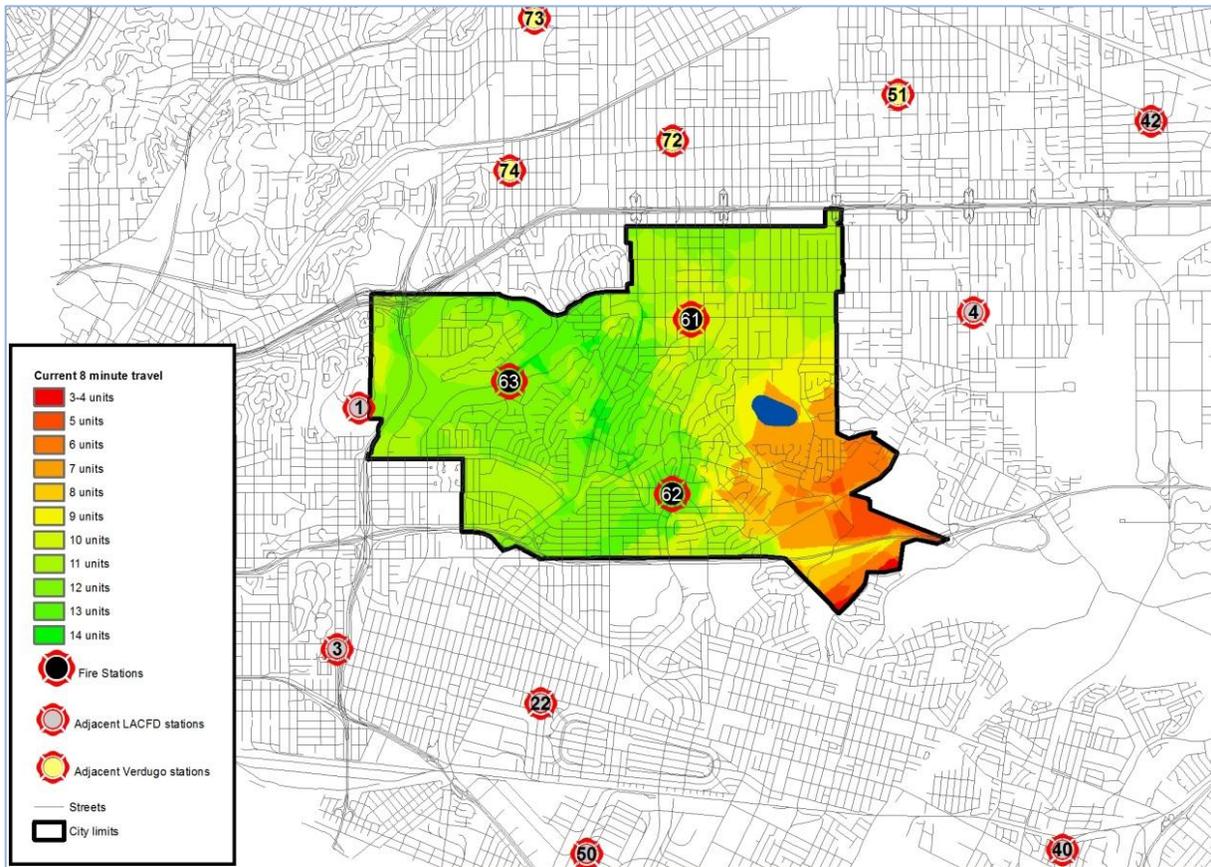
Recommendation 28: *Integrate the Verdugo Communications Center and LACFD Command and Control Center computer aided dispatch systems so that requests for resources are automatically processed between dispatch centers at the time of dispatch.*

Full Effective Response Force Coverage (ERF)

The following map illustrates the number of units that can currently reach various parts of the City within eight minutes of travel time. The distance a given response unit can travel within eight minutes has been analyzed using geographic information systems mapping technology. It uses the posted speed limit of each road traveled to define apparatus speed.

Because of the one-minute delay that can be expected when Verdugo Dispatch requests a response by LACFD, the travel time for units responding from LACFD stations has been reduced to seven minutes.

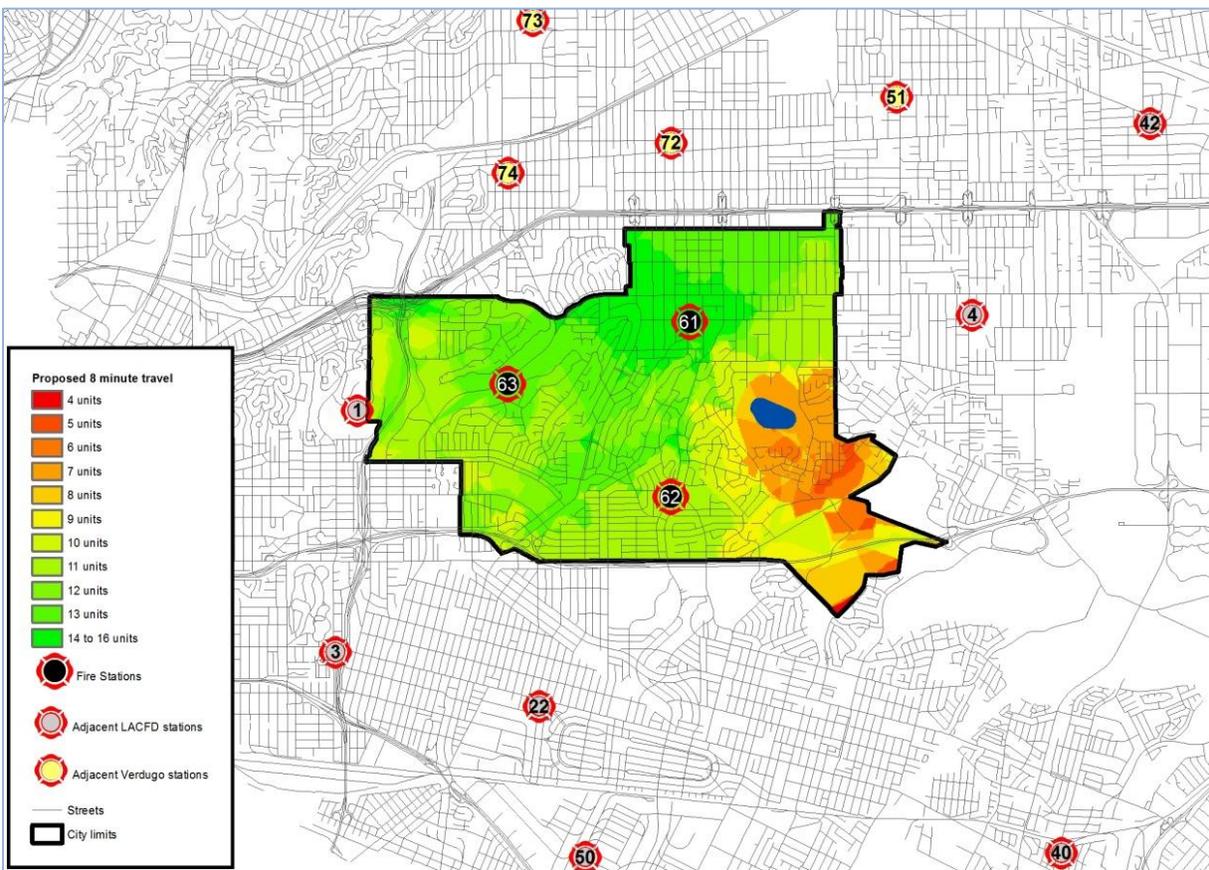
Figure 32: Current Number of Response Units Within Eight Minutes Travel



The preceding map shows the current number of units covering Monterey Park within an eight minute travel time. Larger maps can be located in Appendix H on page 283.

The next map shows the number of units within eight minutes travel time under the LACFD proposal. Also in this case, because of the one-minute delay that can be expected when LACFD Dispatch requests a response by Verdugo system units, the travel time for units responding from Verdugo Unified Command system stations has been reduced to seven minutes. Once again, this is necessary in order to compensate for the extra dispatch processing time.

Figure 33: Proposed Number of Response Units Within Eight Minutes Travel



The maps demonstrate that a small improvement is provided by the LACFD proposal in the number of response units available to provide the full effective response force. This improvement is provided mostly in the City's southeastern corner.

The following table lists the amount of land area covered by various numbers of response units within the eight-minute travel target. Overall coverage as measured by the number of units available per square mile is improved under the LACFD proposal by 5.78 percent. This is a result of the ability to more promptly dispatch adjacent LACFD response units. Post-transition, LACFD units will be dispatched without the one-minute delay resulting from the transfer of 911 calls from Verdugo to LACFD

Figure 34: Comparison of Unit Coverage per Square Mile at Eight-Minute Travel

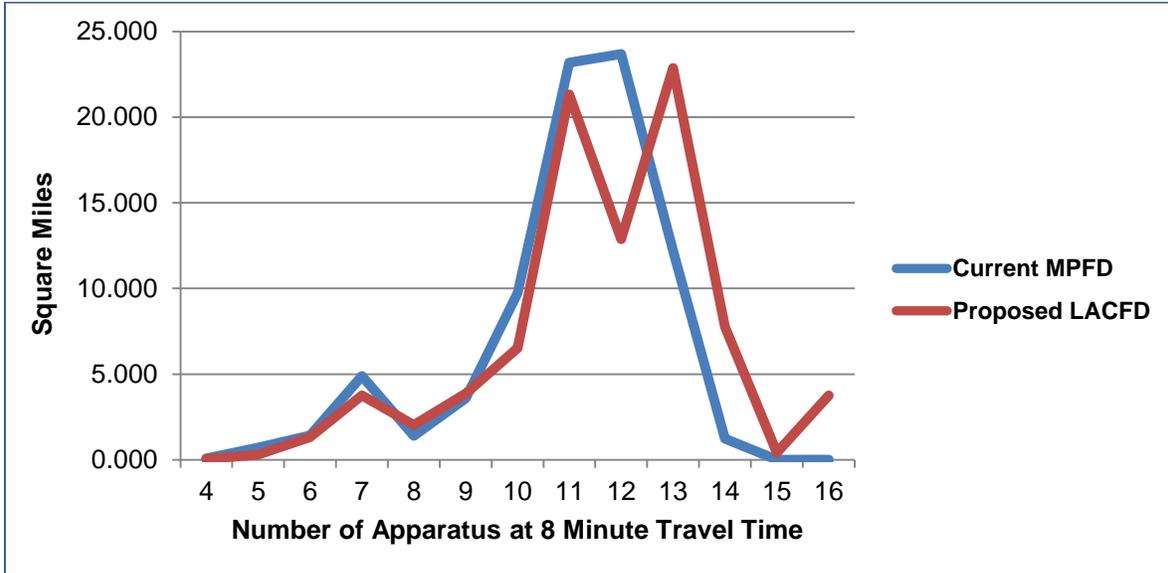


Figure 35: Comparison of Unit Coverage per Square Mile at Eight-Minute Travel (Tabular Format)

Number of Response Units Within Eight Minutes Travel	MPFD Current Unit Coverage (Square Miles)	LACFD Proposed Unit Coverage (Square Miles)	Change
4 units	0.085	0.041	-52.3%
5 units	0.720	0.300	-58.3%
6 units	1.409	1.324	-6.1%
7 units	4.894	3.761	-23.2%
8 units	1.390	2.036	46.5%
9 units	3.597	3.876	7.8%
10 units	9.736	6.528	-32.9%
11 units	23.176	21.322	-8.0%
12 units	23.680	12.873	-45.6%
13 units	12.200	22.867	87.4%
14 units	1.237	7.773	528.5%
Total Units per Square Mile	82.124	86.872	5.78%

The current full effective response force coverage and that proposed by LACFD are comparable. There is a slight reduction in coverage for the number of units typically dispatched as part of the first-alarm assignment, but LACFD's proposal does provide a stronger response for catastrophic emergencies requiring 14 or more response units.

MPFD Resource Analysis and LACFD Proposal - Summary Discussion

First-due coverage decreases under the deployment configuration proposed by LACFD primarily due to the reduction of available response units within the city. This can become a concern when several incidents are occurring simultaneously. If the LACFD proposal is implemented, an aggressive program to move units within the system to assure prompt first-unit response to emergencies should be implemented (move-up and cover). LACFD does this elsewhere in its response system.

Full effective response force coverage under the deployment configuration proposed by LACFD increases overall but decreases for the number of units typically dispatched on the initial alarm. This is primarily due to the delay expected in notifying Verdugo system units, which are generally closer to Monterey Park than LACFD units.

Pro Observations

- Full effective response force coverage, measured by the number of units available per square mile, is improved under the LACFD proposal by 5.78 percent.
- Unit coverage during concurrent incidents increases up to four units responding, after which there is a significant drop in units per square mile coverage.
- LACFD has an aggressive, programmed "move up and cover" policy in which units move into the City and cover stations during incidents deemed lasting 30 minutes or longer.

Con Observations

- First-due coverage, measured by the number of units available per square mile, is reduced under the LACFD proposal by an overall 31.68 percent.
- The proposal poses no improvement or enhancement to the timeliness of initial (first due) resource deployment to an emergency as a result of the call processing delay. This is considered to be less efficient than current service levels provided mainly as result of two fewer response units based in the City.
- A delay in the Verdugo and LACFD dispatch processing times (alarm notification to system units) will reduce the response times of units into the City. This delay is

remedied by automating the communications centers call processing (Verdugo and LACFD).

Fiscal Analysis

The first section of this fiscal analysis will provide a comparative snapshot of historical financial results and a projection of what Monterey Park would look like through 2017 if the organizational structure and working conditions were to remain unchanged. The information calculates current department operations including all associated costs. The purpose of the discussion is to provide a view of the financial status of MPFD as it is currently operating as a department of the City, including any costs that are not allocated to the department. Information in this section will be used as the basis to compare future costs to the City against the projected costs of a potential transition of fire and EMS services to LACFD.

Historical Financial Review of Monterey Park Fire Department

MPFD utilizes four cost center classifications to collect expenses associated with the operation of the fire department. The four cost centers will be reviewed individually but are consolidated into one fire department financial report. The cost centers are 1) Administration, 2) Fire Prevention, 3) Operations, and 4) Medical. Capital expenditures are not charged directly to the fire department but are recorded through other City departments. In this financial analysis, capital costs were identified, reported, and included with overall costs for the fire department.

Services provided by the City to the fire department are not allocated to the fire department. These costs are generally referred to as in-kind or indirect charges and include, but are not limited to, payroll processing, human resources, accounts payable, risk management, legal, technical support, budgeting and financial control/reporting. To estimate in-kind costs, ESCI reviewed other client agencies that calculate and record a charge for in-kind costs to their fire departments. The table below provides an estimate of in-kind charges for the Monterey Park Fire Department and how it compares to other fire departments.

Figure 36: Monterey Park Fire Department Estimated In-Kind Costs

Allocation Organization	In-Kind Cost Allocated	Department Budget	Percent Allocation to Total per Budget Dollars
Vancouver, Washington	837,670	30,729,353	2.726%
SeaTac, Washington	602,282	7,598,182	7.927%
Imperial Valley, California	281,175	5,680,012	4.950%
Glenwood Springs, Colorado	151,305	3,272,845	4.623%
Total/Average	1,872,432	47,280,392	3.960%
Monterey Park FD Cost based on Average Allocated Amount	440,914	11,133,439	3.960%

The above costs have not been included in the financial analysis for the fire department. Many of the tasks that generate in-kind costs are completed by personnel assigned to other departments as part of their normal duties. Workload on the City's non-fire staff will be reduced but not eliminated if the fire department consolidates with another entity.

Recommendation 29: Review the tasks associated with the potential integration with LACFD and determine if all internal City labor costs can be consolidated or re-assigned to non-fire City staff to identify potential costs savings.

Debt

In the 2011/12 budget, the fire department is not charged for debt. The City of Monterey Park has a budgeted debt service of \$5,681,002.³⁴ Included in this amount is \$1,465,807 for Pension Obligation Bonds. A portion of this cost is for fire department personnel but is not charged to the fire department. If annexation proceeds, this cost will need to be identified as an ongoing cost to the City.

The City of Monterey Park Historical Taxable Assessed Value (TAV)

Figure 37, below, shows the historical TAV for the City of Monterey Park from 2008 through 2012. The table includes taxable assessed valuation and the percentage change by year.

Figure 37: City of Monterey Park Historical TAV (000's) and Change From Previous Year Percentage, 2008 – 2012

Description	Year End 6/30/2008 Actual	Year End 6/30/2009 Actual	Year End 6/30/2010 Actual	Year End 6/30/2011 Actual	Year End 6/30/2012 Budget
Secured Roll	4,895,657	5,199,694	5,271,725	5,315,996	5,426,623
Unsecured Roll	102,978	123,150	124,622	132,787	135,243
Total TAV	4,998,635	5,322,844	5,396,347	5,448,783	5,561,866
Percent Change from Prior Year	7.71%	6.49%	1.38%	0.97%	2.08%

The average percentage change for TAV for the five-year period was 3.73 percent. However, for 2010 through 2012, the increase was substantially reduced to 1.48 percent. The slower growth in TAV between 2010 and 2012 mirrors the decline in the housing market and slow economic growth in the region and city.

³⁴ Page B73 of the adopted 2011/12 budget publication.

MPFD Operations Historical Revenue

The following figure provides a review of MPFD fire operations revenue from 2008 through 2012.

Figure 38: MPFD Operations Historical Fire Revenue, 2008 – 2012

Description	Year End 6/30/2008 Actual	Year End 6/30/2009 Actual	Year End 6/30/2010 Actual	Year End 6/30/2011 Actual	Year End 6/30/2012 Budget
General Fund	6,290,354	6,564,188	6,679,514	7,003,625	6,961,006
Retirement Fund	1,258,781	1,377,681	1,515,047	1,609,764	1,838,829
Shop Fund	0	0	50,000	50,000	70,000
Separation Benefit Fund	106,734	153,738	142,206	166,061	162,000
Public Safety Impact Fees	238,216	288,000	370,520	85,980	85,980
Public Safety Augmentation Fund	330,000	321,300	300,000	270,000	270,000
Fire Report Copy	329	283	511	406	500
Fire Inspections	101,934	85,154	106,486	90,460	98,000
Fire Plan Checks	149,929	191,461	106,759	107,586	110,000
Fire Response	7,525	5,165	12,261	9,092	13,000
Business Safety Inspections	96,089	50,526	77,641	80,051	75,000
Ind. Waste Permits/Inspections	78,023	87,551	100,203	91,051	100,000
Medical Subscriptions	119,527	111,600	107,869	107,294	107,000
Ambulance Transport	827,292	879,495	966,731	1,011,137	950,000
Homeland Security Grant	131	0	0	0	29,456
Urban Area Security Initiatives - 2005	120,679	0	0	0	0
Urban Area Security Initiatives - 2006	83,023	140,725	0	0	0
Urban Area Security Initiatives - 2007	0	0	0	0	0
Urban Area Security Initiatives - 2008	0	0	11,024	27,681	23,747
Urban Area Security Initiatives - 2009	0	0	0	0	23,112
Urban Area Security Initiatives – 2010/14	0	0	0	0	65,809
Disaster Area C Emer. Op Grant	0	0	0	0	2,500
Measure B Trauma Prop Assessment	25,779	0	0	0	0
ELAC Instructional Serv. Program	41,562	47,836	48,640	40,000	0
Citizen CPR/AED Training	0	30	2,135	515	1,500
Emergency Fire Response	0	0	6,390	1,945	0
Capital Transfer	71,852	214,490	42,200	218,262	146,000
Total Revenue	9,947,759	10,519,223	10,646,137	10,970,910	11,133,439

Total fire operations revenue increased 11.92 percent from 2008. The general fund line item (see in the table above) is the City's actual amount required to fully fund the fire department. Capital acquisitions are included in other departments of the City budget; these costs have been added to both revenue and expense to depict the actual cost of the fire department.

MPFD Operations Historical Expenditures

The following table depicts the historical spending for MPFD Operations from 2008 through 2012.

Figure 39: MPFD Operation Historical Fire Operations Expenditures, 2008 – 2012

Description	Year End 6/30/2008 Actual	Year End 6/30/2009 Actual	Year End 6/30/2010 Actual	Year End 6/30/2011 Actual	Year End 6/30/2012 Budget
Salaries	6,612,122	6,897,247	7,112,644	7,183,273	7,046,989
Employee Benefits	2,134,524	2,295,900	2,464,174	2,464,172	2,707,690
Services & Supplies	1,129,261	1,111,586	1,027,119	1,105,202	1,232,760
Debt	0	0	0	0	0
Capital Assets	71,852	214,490	42,200	218,262	146,000
Total Expenditures	9,947,759	10,519,223	10,646,137	10,970,910	11,133,439

Fire operations salaries, taxes and benefits account for 87.616 percent of the total 2011/12 operations budget expense. The detailed breakdown of the cost by expense category is shown in the table below.

Figure 40: MPFD Historical Cost Percentage by Category, 2008 – 2012

Description	Year End 6/30/2008 Actual	Year End 6/30/2009 Actual	Year End 6/30/2010 Actual	Year End 6/30/2011 Actual	Year End 6/30/2012 Budget
Salaries	66.47%	65.57%	66.81%	65.48%	63.30%
Employee Benefits	21.46%	21.83%	23.15%	22.46%	24.32%
Services & Supplies	11.35%	10.57%	9.65%	10.07%	11.07%
Debt	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Assets	0.72%	2.04%	0.40%	1.99%	1.31%
Total Expenditures	100.00%	100.00%	100.00%	100.00%	100.00%

Fringe benefits and taxes account for 24.32 percent of total expense and calculate to 38.42 percent of total salaries. The figure below provides a breakdown of cost as a percentage of salaries.

Figure 41: MPFD Historical Fringe and Tax Cost Percentage of Salaries, 2008 – 2012

Description	Year End 6/30/2008 Actual	Year End 6/30/2009 Actual	Year End 6/30/2010 Actual	Year End 6/30/2011 Actual	Year End 6/30/2012 Budget
Taxes/Other	1.76%	1.86%	1.83%	1.69%	1.55%
Workers Comp	4.62%	4.65%	4.74%	3.70%	4.15%
Retirement	19.04%	19.97%	21.30%	22.41%	26.09%
Medical	6.86%	6.79%	6.78%	6.50%	6.63%
Total	32.28%	33.29%	34.64%	34.30%	38.42%

The largest area of cost growth is retirement, growing from 19.07 percent in 2008, to 26.09 percent of salaries in the 2012 budget. Unlike all other City employees, public safety employees (fire fighters and police) do not contribute to the cost of retirement in the City. Retirement costs represent 9 percent of wages as a state-mandated employee contribution, an amount fully paid by the City. City contributions are based annually on several factors that impact the assets for the state pension fund. The City's retirement payment in 2011/12 was 24.69 percent of wages.

MPFD Historical Summary of Fire Operations

The following table summarizes historical operations fund activity and balance of MPFD from 2008 through 2012.

Figure 42: MPFD Historical Fire Operations, 2008 – 2012

Description	Year End 6/30/2008 Actual	Year End 6/30/2009 Actual	Year End 6/30/2010 Actual	Year End 6/30/2011 Actual	Year End 6/30/2012 Budget
Revenue	9,947,759	10,519,223	10,646,137	10,970,910	11,133,439
Expenditures					
Salaries	6,612,122	6,897,247	7,112,644	7,183,273	7,046,989
Benefits	2,134,524	2,295,900	2,464,174	2,464,172	2,707,690
Services & Supplies	1,129,261	1,111,586	1,027,119	1,105,202	1,232,760
Capital Assets	71,852	214,490	42,200	218,262	146,000
Total Expenditures	9,947,759	10,519,223	10,646,137	10,970,910	11,133,439
Revenue Gain/(Loss)	0	0	0	0	0

The fire operation fund activity is projected to have a zero balance. Shortfalls of revenue are historically paid out of the City's general fund.

MPFD Capital Reserve Fund

MPFD does not maintain a capital reserve specifically designated for the fire department. Capital expenditures for facilities and vehicles are purchased through other departments of the City. However, in 2006/07, the City Council recognized that eventually Fire Station 63 would need to be replaced and set aside \$5 million to cover the cost of construction. These funds have never been encumbered for the project and are not shown as a separate fund within the City.

Projected Capital Costs

ESCI developed a vehicle replacement schedule for MPFD projecting the useful life of large apparatus and support vehicles. The schedule, an internal plan within the fire department, identifies replacement dates for vehicles based on a factor of remaining useful life. Vehicle life expectancies, based on MPFD policy, are used for this calculation and shown in the three figures below. Displayed are useful life expectancies for active and reserve status vehicles. Then following in Figure 45 are vehicle replacement costs.

Figure 43: Apparatus Life Expectancy – MPFD Policy (Active Service)

Apparatus Type	Average
Pumper/Engine	15
Aerial	15
Rescue	9

Figure 44: Apparatus Life Expectancy – MPFD Policy (Reserve Service)

Apparatus Type	Average
Pumper/Engine	5
Aerial	10
Rescue	5

Replacement values for vehicles shown below are equivalent to the purchase amounts reported to ESCI by MPFD staff:

Figure 45: Apparatus Replacement Costs

Apparatus Type	Average Cost
Pumper/Engine	\$525,000
Equipment for engine	\$75,000
Rescue	\$175,000
Aerial Apparatus	\$1,063,000
Equipment for Aerial Apparatus	\$125,000
Command/Utility Vehicles	\$35,000 – \$181,000

The replacement schedule calculates an annual amount of required funding encumbrance based on estimated replacement cost divided by the useful life of the vehicle. If fully funded, when vehicles need to be replaced in the future, funds would be available. This would avoid incurring debt or creating a budget shortfall.

The vehicle replacement schedule summary below shows the annual reserve requirement necessary to fully fund apparatus replacement at the appropriate conclusion of its useful lifetime.

Figure 46: MPFD Vehicle Replacement Schedule Summary

Vehicle Number	Purchase Date	Make	Useful Life	Years left as of 12/31/11	Replacement Cost	Reserve Required' @ 12/31/11	Annual Reserve Requirement
Engine 61	2000	KME	20	8	525,000	315,000	26,250
Engine 62	2005	KME	20	14	525,000	157,500	26,250
Engine 63	2007	KME	20	13	525,000	183,750	26,250
Truck 61	2000	KME	25	13	1,063,000	510,240	42,520
RA 61	2006	Leader	14	9	225,000	80,357	16,071
RA62	2009	Leader	14	11	225,000	48,214	16,071
RA63	2003	Leader	14	6	225,000	128,571	16,071
Battalion 6	1999	Chevrolet	14	2	181,000	155,143	12,929
Engine 64R	1991	E-One	20	0	525,000	525,000	26,250
Engine 65R	1991	E-One	20	0	525,000	525,000	26,250
Utility 6	2004	Ford F-550	15	8	75,000	35,000	5,000
Staff 6	2000	Ford Crown Vic	15	4	35,000	25,667	2,333
Admin	2006	Ford Crown Vic	15	10	35,000	11,667	2,333
Fire Prev.	2003	Chev Tahoe	15	7	50,000	26,667	3,333
Station 1	2011	Ford Escape	15	15	30,000	0	2,000
ID 023	2009	Toyota Prius	15	13	35,000	4,667	2,333
Battalion 1	2009	Chev Suburban	14	12	181,000	25,857	12,929
ID 009	2007	Chev Colorado	15	11	30,000	8,000	2,000
Total Annual Funding Requirement						2,766,300	267,173

Based on the calculation methodology of the replacement schedule, the fund balance at 12/31/11 would need to be \$2,766,300. The City has included in the five-year capital plan projected purchases of \$1,813,000 for a ladder truck (Truck 61) in 2013, for a replacement engine (Engine 61) in 2014, and a replacement rescue ambulance in 2015. If these purchases are to be made as planned, a fund shortfall of \$953,300 would result. In addition to near-term planned vehicle purchases, the City will have to encumber annual contributions in the amount of an additional \$267,173 in order to maintain funding of the vehicle replacement schedule.

Fire department vehicles that are retained in service beyond their recommended service life can be subject to lengthy down time for maintenance and high costs for parts and service. An aging fire apparatus fleet can create response reliability issues in the future. ESCI recommends that a vehicle replacement plan be established and funded.

Recommendation 30: *Should a transition to LACFD not occur, the City should establish and fund a vehicle replacement schedule, adopted as city policy.*

MPFD Unfunded Liabilities

The City of Monterey Park, including the fire department, has unfunded liabilities for retirement, post-retirement, other post-employment benefits, workers’ compensation, accrual payroll time-off and insurance property/liability claims. The following information depicts the fire department’s unfunded liabilities. In the case of the “retirement specific” unfunded liability, the entire City amount is shown. The fire department liability was not calculated as a separate total and will need to be determined by actuarial calculation.

Retirement

City of Monterey Park personnel operate within two retirement systems. Unfunded liability has been created over time as a result of two plans that have been provided by the City. The current plan is the California Public Employees’ Retirement System (CalPERS). The second retirement plan is Massachusetts Mutual Retirement Plan (MMRP) for non-safety employees on payroll prior to April 1, 1976. In 1976, all city employees joined CalPERS, and some employees continue to remain vested and entitled to benefits from one or both systems. The figure below shows the City’s total unfunded liability for employees involved in both plans as of June 30, 2010, using 2011 Monterey Park Comprehensive Annual Financial Report data.³⁵

Figure 47: Monterey Park Unfunded Retirement Liability

Plan	Actuarial Date	Unfunded Liability	Data Source
CalPERS	June 30, 2010	33,375,000	2011 CAFR, page 67
MMRP	July 1, 2010	6,136,000	2011 CAFR, page 69
Total		39,511,000	

³⁵ A Comprehensive Annual Financial Report (CAFR) is a set of U.S. government financial statements comprising the financial report of a state, municipal or other governmental entity that complies with the accounting requirements—generally accepted accounting principles (GAAP)—promulgated by the Governmental Accounting Standards Board (GASB).

Recommendation 31: *Should annexation occur with LACFD, the City should complete a detailed actuarial calculation to determine any financial impact should the fire fighters' employee group be removed from the CalPERS system.*

Other Post-Employment Benefits

Unfunded liability for this expense category is derived from the 2011 CAFR, and the City of Monterey Park post-employment health benefits actuarial report date July 1, 2009. The figure below is a breakdown of unfunded benefits liabilities for police, fire, and municipal employee groups.

Figure 48: Other Post-Employment Benefits Unfunded Liabilities

Description	Police	Fire	Miscellaneous	Total
Unfunded Liability	19,021,000	8,512,000	21,617,000	49,150,000
Percent of Total	38.70%	17.32%	43.98%	100.00%

Recommendation 32: *Should annexation occur with LACFD, the City should complete a detailed actuarial calculation to determine the cost impact of fire fighters' pension and post-retirement liabilities.*

Workers' Compensation

The City is partially self-insured for Workers' Compensation. The City retains the risk for the first \$500,000 of each claim; the Independent Cities Risk Management Authority pays the balance of any claims with coverage up to \$100 million per occurrence. As of January 25, 2012, the fire department had the following open claims:

Figure 49: MPFD Open Workers' Compensation Claims³⁶

Case Number	Injury Date	Paid	Outstanding to be Paid	Total Projected Cost
75-37	10/17/75	228,827	166,912	395,739
75-44	11/05/75	40,123	4,261	44,383
76-10	06/24/76	74,638	51,236	125,874
77-77	02/07/78	265,181	90,276	355,457
78-79	02/11/79	101,140	21,628	122,768
86-13	07/15/85	62,972	43,790	106,762
87-26	09/29/86	32,253	33,011	65,264

³⁶ Claim Summary Report from City of Monterey Park developed by M. Millo.

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Case Number	Injury Date	Paid	Outstanding o be Paid	Total Projected Cost
87-55	02/25/87	53,938	33,018	86,956
88-16	09/17/86	66,566	34,722	101,288
89-59	01/20/89	563,808	297,632	861,440
90-20	04/29/89	58,830	7,659	66,489
91-101	06/22/91	56,326	25,109	81,435
97-82	06/01/97	55,289	16,213	71,502
99-20982	12/24/99	1,144,447	1,235,460	2,379,907
00-22058	07/03/00	52,576	73,892	126,468
06-50934	11/07/06	330,228	535,609	865,837
08-60983	12/13/07	50,496	34,389	84,885
10-84617	06/05/10	120,017	103,012	223,029
10-86047	08/03/10	54,837	14,291	69,128
10-87240	09/10/10	137,408	86,969	224,377
10-87905	10/05/10	25,396	11,193	36,589
10-88284	01/20/09	7,507	4,212	11,719
11-94454	06/10/11	22,628	8,200	30,829
11-95645	08/01/11	404	346	750
11-95901	08/01/11	11,738	4,762	16,500
11-97835	10/23/11	4,016	8,984	13,000
11-98595	11/08/11	842	958	1,800
11-99385	12/28/11	3,908	30,082	33,990
12-99792	12/12/11	5	28,445	28,450
Total		3,626,345	3,006,269	6,632,614

Displayed in the table above, only three claims will exceed the \$500,000 self-insured level of the City. If these claims were removed, the total unfunded liability for open claims would be \$937,569.

Accrued Payroll Time-off

MPFD's collective bargaining agreements outline various time-off provisions for which personnel can accrue benefits for future time-off with pay. Five different categories of time-off are recorded and paid out at a future date. The information shown in the table below quantifies the liability as of January 19, 2012:

Figure 50: MPFD Accrued Payroll Time Off

Department	Admin Leave	Comp Time	Holiday	Vacation	Sick Leave	Total
Administration	1,145	4,054	4,964	20,991	22,295	53,449
Prevention	0	30,867	11,279	26,130	36,474	104,751
Operations	2,187	0	577,116	477,001	626,914	1,683,219
Total	3,332	34,921	593,359	524,123	685,684	1,841,419

Property/Liability Claims

The City is partially self-insured for property and liability claims. The City retains the risk for the first \$500,000 of each claim. Claim balances due are paid by the Independent Cities Risk Management Authority, which includes coverage up to \$100 million per occurrence. The following is a listing of current open claims for the fire department as of December 1, 2011.

Figure 51: MPFD Open Property/Liability Claims

Client File Code	Claim Date	Paid	Outstanding to be Paid	Total Projected Cost
1801-CI	05/18/11	0	600	600
1793-CL	06/03/11	0	11,500	11,500
1793-CL	06/03/11	0	5,000	5,000
Total		0	17,100	17,100

The next figure summarizes the unfunded liability of retirement, workers' compensation, accrued time-off, and insurance.

Figure 52: Unfunded Liability Summary

Liability	Unfunded Liability	Comment
Retirement	39,511,000	Total City
Other Post-retirement Benefits	8,512,000	MPFD Only
Workers' Compensation	937,569	MPFD Only
Accrued Paid Time-off	1,841,419	MPFD Only
Property & Liability Insurance	17,100	MPFD Only
Total Unfunded Liabilities	50,819,087	

Economic Indicators

Economic indicators specific to Monterey Park, California, and the local area will provide the historical basis for projecting future costs that impact the operation of the organization. Information in this section is provided to substantiate the forecast and projected increases in taxable assessed value, revenue, and expenditures. Reviewing historical home retail sales information, unemployment statistics, and a ten-year historical review of CPI-U will support potential inflation adjustments.³⁷

³⁷ U.S. Department of Labor, Bureau of Labor Statistics, Consumer Price Index—All Urban Consumers, Series Id: CUUSA421Sao not seasonally Adjusted, Los Angeles, Riverside and Orange County California

Taxable Assessed Value

Monterey Park faces limiting factors related to property tax revenues. The People's Initiative to Limit Property Taxes, known as Proposition 13, was implemented as an amendment of the Constitution of California by means of the initiative process. Proposition 13 was approved by California voters on June 6, 1978, and was then enacted. It was declared constitutional by the United States Supreme Court in the case of *Nordlinger v. Hahn*, 505 U.S. 1 (1992). Proposition 13 is embodied in Article 13A of the Constitution of the State of California.

The most significant portion of the act is the first paragraph, which limited the tax rate for real estate:

- Section 1: (a) The maximum amount of any ad valorem tax on real property shall not exceed one percent (1%) of the full cash value of such property. The one percent (1%) tax to be collected by the counties and apportioned according to law to the districts within the counties.

The proposition decreased property taxes by assessing property values at their 1975 value and restricted annual increases of assessed value of real property to an inflation factor, not to exceed 2 percent per year. It also prohibited reassessment of a new base year value except for (a) change in ownership or (b) completion of new construction.

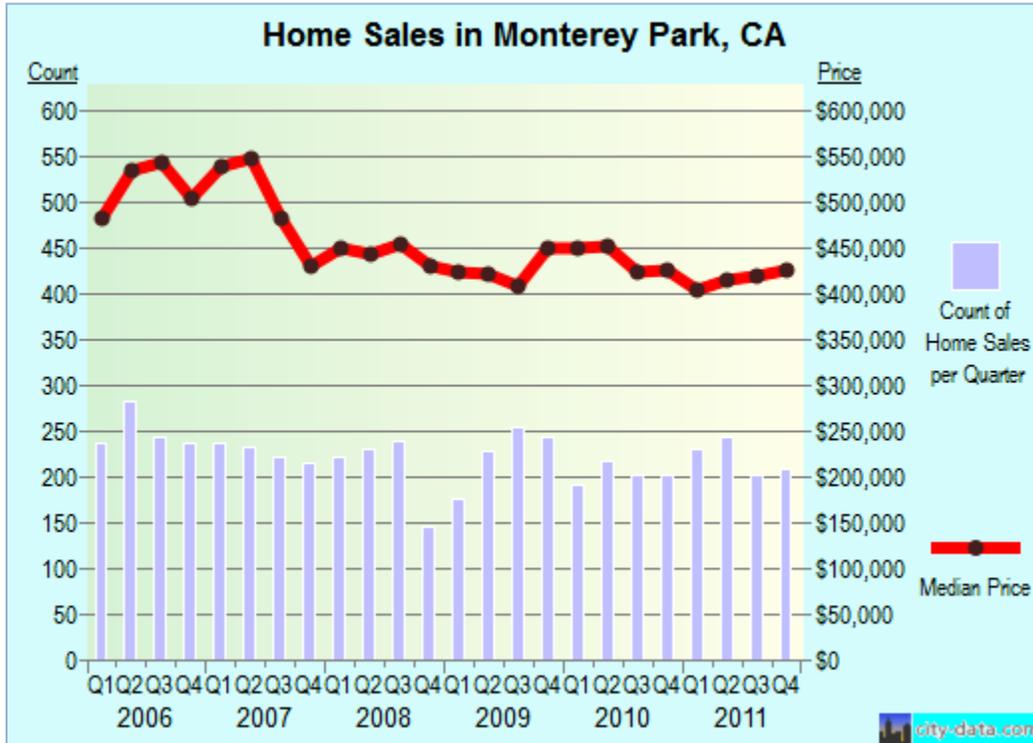
In addition to decreasing property taxes, the initiative also contained language requiring a two-thirds majority in both legislative houses for future increases of any state tax rates or amounts of revenue collected, including income tax rates. It also requires a two-thirds vote majority in local elections for local governments wishing to increase special taxes.

The county assessor's office complies with all components of Proposition 13 in re-assessing property tax values. Once the re-assessed property tax amounts are sent to the residents of the county, they can appeal the tax rate. If the appeal is successful, the difference between the property revenue collected and the newly re-calculated property tax amount is refunded to the resident. In the current economic environment, many taxpayers are appealing the tax values applied to their property. There is approximately a two year backlog in the assessor's department pending review of the appeal applications.

Historic Residential Property Sales

The assessor's office utilizes recent residential home sales in establishing increases or decreases in new appraised values. The following figure shows the number of home sales and the median value (by quarter) from January 2006 through September 2011 for Monterey Park:

Figure 53: Monterey Park Home Values, 2006 – 2011³⁸



The number of retail home sales declined significantly in 2007 and has remained down through 2011. The average sales price of these homes has dropped from the 2006 level of between approximately \$500,000 - \$550,000, to the current price of approximately \$425,000.

Historic Unemployment Rate

The level of employment in the region could potentially impact the number of homes being sold and the ultimate sales price. In the table below, the historic unemployment rates are shown for Monterey Park.

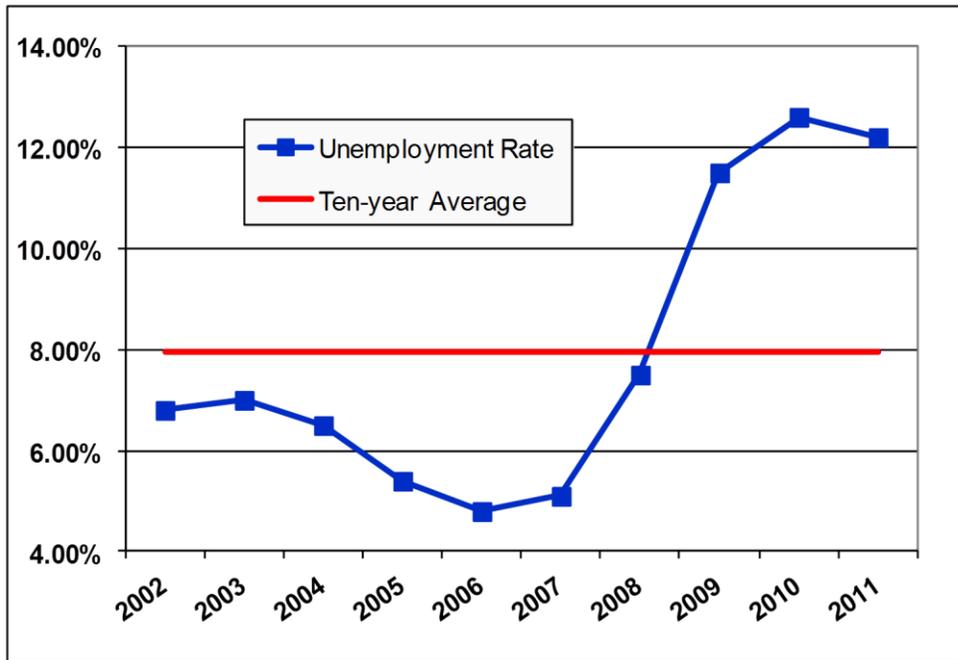
³⁸<http://www.city-data.com/city/Monterey-Park-California.html>

Figure 54: Unemployment, 2002 – 2011³⁹

Year	Unemployment Rate	Ten-Year Average
2002	6.80%	
2003	7.00%	
2004	6.50%	
2005	5.40%	
2006	4.80%	
2007	5.10%	
2008	7.50%	
2009	11.50%	
2010	12.60%	
2011	12.20%	

The next chart graphically displays the same information.⁴⁰

Figure 55: Graphical Unemployment, 2002 – 2011



Annual Inflation Rate

Inflation is also an important consideration when forecasting cost. For the purpose of this analysis, ESCI will use the average Consumer Price Index for all urban consumers (CPI-U)

³⁹ BLS.Gov ID Series LAUCN06037003

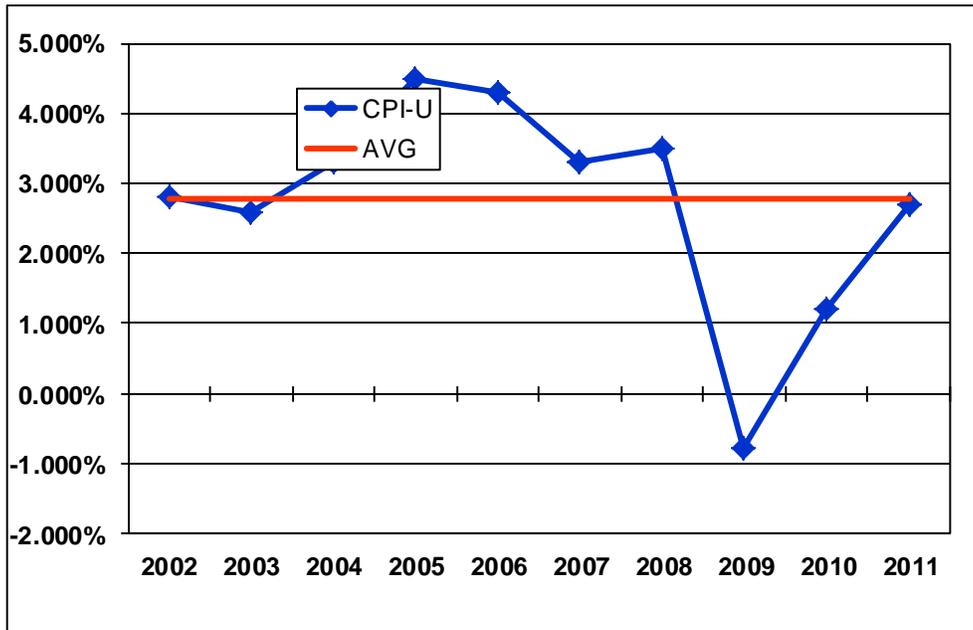
⁴⁰ The growth in the unemployment rate from 2007 through 2011 provides a strong indicator that the housing market will not improve dramatically in the next few years.

reported for the 2002 through 2011 period for the Los Angeles, Riverside, and Orange County California as compiled by the U.S. Department of Labor.³⁷ The information is displayed in both table and graphical format (below).

Figure 56: Historical and Average CPI-U Table, 2002 – 2011

Year	CPI-U	10-Year Average
2002	2.80%	
2003	2.60%	
2004	3.30%	
2005	4.50%	
2006	4.30%	
2007	3.30%	
2008	3.50%	
2009	-0.80%	
2010	1.20%	
2011	2.70%	

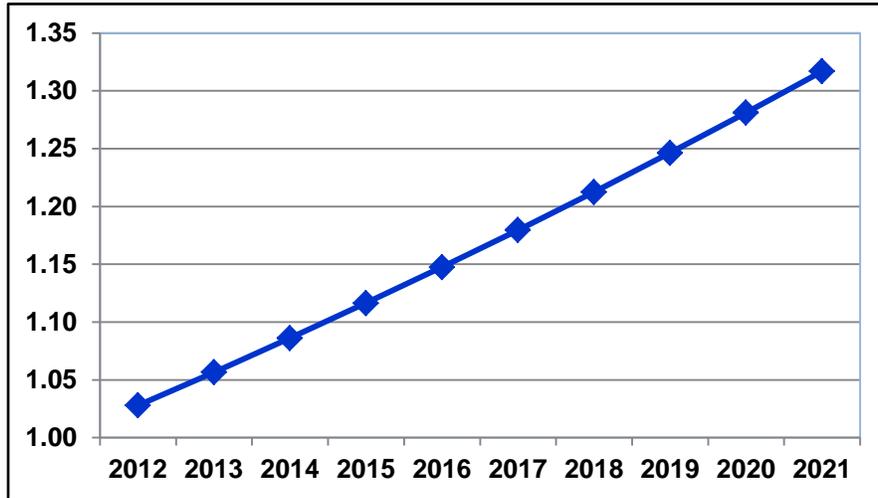
Figure 57: Historical and Average CPI-U Graphic, 2002 – 2011



As shown above, the ten-year average Consumer Price Index – Urban was 2.79 percent per year. This rate is used for analytical purposes for this financial review. The use of this value is an estimate to project potential cost trends in future years. However, the actual CPI-U for a given year could be higher or lower.

Historical data was used to develop an inflation index for the years 2013 through 2021 (Figure 58). The CPI-U average increase will be applied to other revenue and expense categories of the 2012 budget to develop the forecast impact on the organization’s future financial stability.

Figure 58: CPI-U Forecast Budget Impact Graphic, 2012 – 2021



Expenditures in 2020 are projected to be approximately \$1.317 for each of today’s dollars.

MPFD Fire Operations Status Quo Financial Forecast 2012 – 2017

Using the assumptions outlined in the section *Economic Indicators*, projections of financial stability were created for MPFD. Future financial forecasts in this document use the 2012 budget as the beginning point for all calculations. Any changes made to the base data are itemized in the section under review with an explanation.

MPFD Forecast Taxable Assessed Value (TAV)

The inflation assumptions used for TAV is shown in the table below:

Figure 59: TAV Growth Rates by Year, 2012 – 2017

Year	Rate Change
2012	0.00%
2013	1.25%
2014	1.50%
2015	1.75%
2016	2.00%
2017	2.00%

The above inflation rate used for future TAV is projected to remain low for the next five years due to the high unemployment rate and the continued low retail sales price of housing. With the slow growth of TAV, the City of Monterey Park will have limited economic growth through property tax revenue.

The table below forecasts the changes in total TAV from 2012 through 2017 using the growth factors above.

Figure 60: MPFD Forecast TAV (000's), 2012 – 2017

Description	Year End 6/30/2012 Budget	2013	2014	2015	2016	2017
Total TAV	5,561,866	5,631,389	5,715,860	5,815,888	5,932,205	6,050,850

Monterey Park Fire Department Revenue Forecast

The City contribution to the revenue for fire operations is a forced value to cover departmental costs for the year. All other revenue categories have been inflated at the ten-year average CPI-U of 2.79 percent.

Figure 61: MPFD Fire Operations Revenue Forecast, 2012 – 2017

Description	Year End 6/30/2012 Budget	2013	2014	2015	2016	2017
General Fund	6,961,006	7,008,956	7,245,716	7,410,483	7,634,170	7,781,512
Retirement Fund	1,838,829	1,937,714	2,023,576	2,099,330	2,222,470	2,330,564
Shop Fund	70,000	71,954	73,962	76,026	78,148	80,329
Separation Benefit Fund	162,000	162,000	166,860	170,197	175,303	178,809
Public Safety Impact Fees	85,980	88,380	90,846	93,382	95,988	98,667
Public Safety Augmentation Fund	270,000	277,536	285,282	293,244	301,428	309,841
Fire Report Copy	500	514	528	543	558	574
Fire Inspections	98,000	100,735	103,547	106,437	109,407	112,461
Fire Plan Checks	110,000	113,070	116,226	119,470	122,804	126,232
Fire Response	13,000	13,363	13,736	14,119	14,513	14,918
Business Safety Inspections	75,000	77,093	79,245	81,457	83,730	86,067
Ind. Waste Permits/Inspections	100,000	102,791	105,660	108,609	111,640	114,756
Medical Subscriptions	107,000	109,986	113,056	116,211	119,455	122,789
Ambulance Transport	950,000	976,515	1,003,769	1,031,784	1,060,581	1,090,182

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Description	Year End 6/30/2012 Budget	2013	2014	2015	2016	2017
Homeland Security Grant	29,456	0	0	0	0	0
Urban Area Security Initiatives - 2008	23,747	24,410	0	0	0	0
Urban Area Security Initiatives - 2009	23,112	23,757	24,420	0	0	0
Urban Area Security Initiatives - 2010/ 14	65,809	67,646	69,534	71,474	73,469	75,520
Citizen CPR/AED Training	1,500	1,542	1,585	1,629	1,675	1,721
Emergency Fire Response	0	0	0	0	0	0
Capital Transfer	146,000	5,793,000	1,025,000	225,000	100,000	100,000
Total Revenue	11,133,439	16,950,961	12,542,547	12,019,396	12,305,341	12,624,943

Total fire operations revenue requirements will increase 13.4 percent from the year-end 2012 budget to the projected 2017 required revenue. The general fund line item in the table above is the actual amount of City funds required to fully fund the fire department. Fire department capital purchases are accounted for in another department of the City budget. Capital costs have been re-classified to both revenue and expense to depict the actual cost of the fire department. The large capital requirement in 2013 is a result of a planned replacement of Station 63 and the purchase of a new ladder truck.

Monterey Park Fire Department Operations Expenditures Forecast

An objective stated by the City Manager, during interviews with ESCI, is that safety personnel should begin to pay for a portion of their retirement benefits. This objective will be an item of negotiation between the labor group and the City, should the City Manager decide to pursue it. Negotiations for this change have not been initiated; therefore, ESCI did not include it in potential expense recovery for this cost.

As displayed in the following table, the expenditure forecast from 2013 – 2017 calculates a constant 9 percent City contribution for the employee PERS contributions. The following figure shows the timeline that has been included in expense projections. The employee mandated column is the amount the City will be required to contribute to PERS on behalf of the employee.

Figure 62: MPFD Fire Operations Wage and Retirement Increases Forecast, 2012 – 2017

Year	Salary/Wage Increase	Employee Mandated	City Cost
2011/12 Actual	0.00%	9.00%	24.69%
2012/13 Actual	0.00%	9.00%	25.62%
2013/14	3.00%	9.00%	26.10%
2014/15	2.00%	9.00%	26.70%
2015/16	3.00%	9.00%	27.69%
2016/17	2.00%	9.00%	28.72%

Increases in expenditures for 2013 – 2017 use the following methodology:

- Salary and wage increases have been included in the cost projections and percentage increases shown in the table above by year. These wage increases represent potential upward salary/wage requests the union may make during contract negotiations to keep wage levels pacing at or above CPI-U.
- Benefits and taxes were increased at the average ten-year CPI of 2.79 percent.
- Capital costs are included at the same detailed level as outlined in the city capital improvement plan.
- All other expense categories were increased at the ten-year average CPI-U of 2.79 percent.

Figure 63: MPFD Fire Operations Expenditure Forecast, 2012 – 2017

Description	Year End 6/30/2012 Budget	2013	2014	2015	2016	2017
Salaries	7,046,989	7,046,989	7,258,399	7,403,567	7,625,674	7,778,187
Employee Benefits	2,707,690	2,843,805	2,956,615	3,051,942	3,203,413	3,332,090
Services & Supplies	1,232,760	1,267,166	1,302,533	1,338,887	1,376,255	1,414,666
Debt	0	0	0	0	0	0
Capital Assets	146,000	5,793,000	1,025,000	225,000	100,000	100,000
Total Expenditures	11,133,439	16,950,961	12,542,547	12,019,396	12,305,341	12,624,943

MPFD Fire Operations Forecast Summary Fund Balance

The following figures depict the summary activity to provide a snapshot of what the fund balance would be available in years 2012 through 2017.

Figure 64: MPFD Forecast Summary Fire Operations, 2012 – 2017

Description	Year end 6/30/2012 Budget	2013	2014	2015	2016	2017
Revenue	11,133,439	16,950,961	12,542,547	12,019,396	12,305,341	12,624,943
Expenditures						
Salaries	7,046,989	7,046,989	7,258,399	7,403,567	7,625,674	7,778,187
Benefits	2,707,690	2,843,805	2,956,615	3,051,942	3,203,413	3,332,090
Services & Supplies	1,232,760	1,267,166	1,302,533	1,338,887	1,376,255	1,414,666
Capital Assets	146,000	5,793,000	1,025,000	225,000	100,000	100,000
Total Expenditures	11,133,439	16,950,961	12,542,547	12,019,396	12,305,341	12,624,943

Changes in assumptions for TAV, CPI-U, wage and benefit could alter the overall projection of these values. Assumptions and results shown above do not include any costs for replacement of department vehicles. The above projection of revenue and expense will be used to compare to the LACFD proposal.

Loss of Potential or Current Revenue Sources

The potential revenue growth for the City of Monterey Park is limited as property tax revenues are capped through Proposition 13. Construction and development is low due to a stagnant economy, which tends to reduce the number of home sales that could provide an increase in property tax revenue. With limited revenue growth potential, the City should review fire department operations to determine if any programs or services can be modified to reduce cost.

Ambulance Program

Currently, the MPFD provides ambulance transport service staffed by fire department personnel for the community. Under the LACFD proposal, ambulance service would need to be provided by a privately contracted company. The City has an option to manage a transport system, while receiving fire/EMS services from LACFD. Ambulance services have been privately outsourced by other cities within the region.

The City of La Habra recently created an alternative ambulance service following annexation into LACFD. MPFD staff previously met with La Habra to discuss the effectiveness of its current program. MPFD staff stated during ESCI interviews, "...the system in La Habra is a potential

model for design and use in Monterey Park and reportedly creates an income stream of \$250,000.”

The following information is a financial summary of the ambulance transport service currently provided by MPFD.

MPFD staffing for the rescue/ambulance incorporates four personnel per 24-hour shift. Four fire fighter positions are assigned to rescue units, two on Rescue Ambulance 61 and two on Rescue Ambulance 62. MPFD budget data does not separate personnel costs for fire fighters assigned to the rescue/ambulance. Of the total daily fire fighter positions, some are assigned to other non-ambulance positions in the department. As a result of the staffing assignments being mixed, this allocation of expense will not project the true cost but will provide a reasonable estimate.

The following figure shows the percentage of fire fighters currently assigned to the rescue/ambulances to total shift personnel.

Figure 65: Rescue/Ambulance Percent of On-Duty Shift Personnel

Staffing	FTEs
Fire	13
Rescue/Ambulance	4
Total Staffing	17
Rescue/Ambulance %	23.53%

The next figure utilizes the 23.53 percent factor above of shift personnel multiplied against 2012 operations budget salary cost to arrive at an estimated cost of manpower expense.

Figure 66: Rescue/Ambulance Manpower Cost

2011/12 Budget Cost	Amount
Total Operation Wages	6,478,908
Rescue/Ambulance Wages	1,524,449

The next figure is a projection of net cost for rescue/ambulance service by using identified ambulance revenue and then comparing revenues to projected costs.

Figure 67: Rescue/Ambulance Net Cost

Description	2011/12 Budget Amount
Revenue	
Medical Subscriptions	107,000
Ambulance Transport	950,000
Total Revenue	1,057,000
Expenditures	
Salaries	1,524,449
Medical Cost Center	230,680
Total Cost	1,755,129
Income/(Loss)	(698,129)

The projection above (using assumptions on income, cost streams, and labor utilization) indicates an approximate \$700,000 operating loss incurred annually for operating the ambulance service. Some of the costs included in the 2012 budget are used for rescue operations, which would remain a function of MPFD under a City managed, privately contracted ambulance service. The data shown above does not include liability/property insurance, vehicle repair, or capital requirement.

If the City structures a private ambulance agreement to generate income similar to that of the City of La Habra, the City of Monterey Park could reduce net cost by approximately \$700,000 and increase revenue by \$250,000 to provide a positive impact to the City of ~\$1 million per year.

Financial Overview of LACFD Proposal

The proposal submitted by LACFD indicates that fire and EMS services would be delivered from all three stations in the City of Monterey Park at an estimated overall cost of \$8.2 million for the 2012/13 fiscal year. Included in the cost for services is a 50 percent cost credit as part of a sharing agreement.⁴¹ The cost credit is applied to the paramedic squad and the assessment quint/truck operating from Station 61. These funds provide for constant staffing for all three stations with two assessment engine companies, one assessment quint apparatus, and one paramedic squad. A total staffing of 12 uniformed personnel would be on-duty in the City each day. The following figure categorizes the costs of the LACFD proposal.

⁴¹ The cost sharing amount of 50 percent was provided to the City of Monterey Park in a memo from Chief Osby dated May 23, 2012 found in Appendix H on page 301. The 50 percent cost sharing amounts require LACFD board approval prior to being finalized.

Figure 68: LACFD Cost Proposal, 2011 – 2012

Cost Category	Staffing	Estimated 2012- 13 Gross City Cost	Cost Share Amount	Estimated 2012 - 13 Net City Cost
Paramedic Assessment Quint St. 61	4.00	2,361,255	(1,180,627)	1,180,628
Paramedic Squad St. 61	2.00	1,212,417	(606,208)	606,209
Paramedic Assessment Engine St. 62	3.00	1,923,579	0	1,923,579
Paramedic Assessment Engine St. 63	3.00	1,923,579	0	1,923,579
Fire Protection Engineer II (Plan Check)	0.50	121,020	0	60,510
Captain	0.25	200,856	0	50,214
Firefighter Specialist	2.00	170,017	0	340,034
LACFD Overhead @ 34.62360%		2,739,670	(632,910)	2,106,760
Total	14.75	10,652,393	(2,419,745)	8,191,512

Key financial related items included in the LACFD proposal:

- The LACFD proposal does not provide fire department operated ambulance transportation. If the City wished to retain this revenue stream, it will need to do so by establishing and managing a privately contracted system
- The minimum term of the proposed agreement is ten years
- Under the agreement, an annual fee payment is prorated on a monthly basis, equaling \$680,126 per month
- The proposal provides for a 60-day notice for the adjustment to the next year's annual fee. The provision for a 60-day notice does not allow sufficient time for planning and is not in line with the City's annual budget process
- LACFD will impose a maximum fee increase cap of 5.5 percent for the first five years of the agreement. The sixth year of the agreement, a cap would be the average of the preceding actual four-year percentage increase, plus one percent. For each subsequent year, the payment cap would be the average of the preceding actual five-year percentage increase plus one percent. In the event that the calculated payment exceeds the payment cap, the excess amount would be carried-over to the subsequent year in which the amount can be collected under the maximum cap.

In the following figures, the 2012 - 13 estimated contract amount is increased through 2017 in two ways: 1) Using the ten-year average CPI-U of 2.79 percent (this is the same inflation value as used earlier in the MPFD status quo financial analysis), and 2) Calculated at the maximum cap level of 5.5 percent per year.

Figure 69: LACFD Five-Year Accumulated Total Cost of Proposal with 10-Year Average CPI-U

Description	2013	2014	2015	2016	2017	Five-Year Total
Operation Staffing	7,420,830	7,828,976	8,259,569	8,713,846	9,193,107	41,416,328
Shared Cost Paramedic Squad	(606,209)	(639,550)	(674,726)	(711,836)	(750,987)	(3,383,308)
Shared Cost Assessment Quint	(1,180,628)	(1,245,563)	(1,314,068)	(1,386,342)	(1,462,591)	(6,589,192)
Fire Prevention Staffing	450,758	475,550	501,705	529,299	558,410	2,515,721
Overhead	2,106,760	2,222,632	2,344,877	2,473,845	2,609,906	11,758,019
Total Proposal Cost	8,191,512	8,642,044	9,117,357	9,618,811	10,147,846	45,717,569

Figure 70: LACFD Five-Year Accumulated Total Cost of Proposal with Maximum 5.5% Cap

Description	2013	2014	2015	2016	2017	Five-year Total
Operation Staffing	7,420,830	7,627,945	7,840,841	8,059,679	8,284,625	39,233,921
Shared Cost Paramedic Squad	(606,209)	(623,128)	(640,520)	(658,397)	(676,773)	(3,205,026)
Shared Cost Assessment Quint	(1,180,628)	(1,213,579)	(1,247,450)	(1,282,267)	(1,318,055)	(6,241,979)
Fire Prevention Staffing	450,758	463,339	476,270	489,563	503,227	2,383,157
Overhead	2,106,760	2,165,560	2,226,000	2,288,128	2,351,990	11,138,438
Total Proposal Cost	8,191,512	8,420,136	8,655,142	8,896,707	9,145,014	43,308,511

Over the initial six years of the agreement, the difference in the projected increases from 2013 – 2017 totals \$2.4 million. This rate will increase the payment in future years. City decision makers should fully understand and deliberate the calculation methodology.

Recommendation 33: *The methodology used for the calculation of the cost increase should be fully understood by the City.*

Additional key financial components of the LACFD proposal:

- Workers’ Compensation outlays are included in the total cost and will not be the responsibility of the City. However, unfunded Workers’ Compensation claims that are outstanding and in “current” status (presently a total of \$937,569) will continue to be the responsibility of the City

- The City would transfer all rights of equipment and apparatus to LACFD. As a result of recent negotiations, LACFD has agreed to accept eight additional vehicles for a value of \$254,800. The City can sell excess equipment not assumed by LACFD
- Three City fire station buildings would continue to be owned by the City and leased to the fire district for \$1 per year. Fire station maintenance and repairs will be the responsibility of LACFD with a maximum expense of \$25,000 per station for year one. Years two through five, the amount increases five percent per year. Any costs above these levels will be the responsibility of the City. Beginning in year six, all minor costs for repairs and maintenance will be the responsibility of LACFD; all major repairs will be the responsibility of the City.

Recommendation 34: *Develop a definitive agreement/waiver between the City and LACFD on the use of the facilities to reduce any potential liability impact to the City.*

Recommendation 35: *Develop a written agreement between the City and LACFD defining all facility repairs and giving the City more control and approval for such repairs and improvements.*

The following table displays LACFD’s financial obligations of minimum and maximum costs of fire station maintenance as described in the proposal. The City must pay any costs above these amounts. This does not include major repairs or capital expenses.

Figure 71: Costs for Fire Station Maintenance

Years	Cost per Station	Total Maximum Cost
Year 1	25,000	75,000
Year 2	26,250	78,750
Year 3	27,563	82,688
Year 4	28,941	86,822
Year 5	30,388	91,163

- The City retains the responsibility for any existing, or previously removed, underground fuel tanks
- The City is required to reimburse LACFD for any conversion cost required to bring City equipment, apparatus and facilities compatible with LACFD standards. This is discussed later in this section

- Liability insurance costs are included in the LACFD total cost and are not the responsibility of the City. The agreement does not specifically elaborate on items covered in liability costs. One item that needs to be resolved is the liability that may occur at the fire stations, which are owned by the City
- Revenue derived within the City as a result of LACFD services (such as business license and fire inspections) may be collected and retained by the City
- Under the proposal, fire communications will be migrated to the LACFD Command and Control Facility, which will result in a delayed savings. The City is required to provide a one year notification to Verdugo Communications requesting withdrawal from the system. The City is required to continue payments to Verdugo for a minimum of one year from annexation.⁴² The current annual contract payment to Verdugo is \$225,000
- Firefighting personnel with less than six months' service will not be transferred to LACFD
- All other personnel would be subject to a medical examination, drug screening, and personnel review prior to acceptance to LACFD. Those employees not qualifying would remain the obligation of the City
- Personnel-associated costs, including the transfer of and sick and or vacation time, will need to be calculated and the proper amount transferred to LACFD. The City would transfer these funds at the current City salary rates
- MPFD fire fighters transferring would become members of the LACERA retirement plan on the first day of the month following the transfer.⁴³ Transferring City employees will leave retirement contributions on deposit with CalPERS. All unfunded pension liability that exists prior to the annexation remains the financial responsibility of the City
- The City will be required to have an electromagnetic field survey, a Phase I site survey, and a building asbestos survey prior to the three fire stations being staffed. The cost of these surveys and any remediation would be the responsibility of the City

Financial Comparison – MPFD Status Quo Versus LACFD Proposal 2013 – 2017

This section of the analysis will compare the status quo MPFD financial projected costs through 2017 compared to the costs for LACFD proposed services using two cost escalators: 1) the ten-year average CPI-U of 2.79 percent, and 2) the maximum increased allowed by the proposal of 5.5 percent per year. Prior to making the comparison, two analyses must be made equal by

⁴² Verdugo Fire Communications Service Agreement, 2005.

⁴³ Los Angeles County Employees Retirement Association.

calculating the one-time and ongoing costs for the City after an annexation is complete. These items have been discussed in more detail in previous section of the analysis.

One-time Costs

The categories of one-time costs included in this section are 1) conversion costs, 2) fire district survey, 3) cash payout/transfer for accrued time-off, and 4) one year payout of the Verdugo Communications contract. The financial comparisons will include these values in the 2012 column of the report. Not included in one-time costs is a potential cost of any required remediation from an Electromagnetic Field Survey, Phase I site assessment, building asbestos survey and a Phase II site assessment.

Conversion Costs

Included in the LACFD proposal are one-time conversion costs for the facilities, equipment, uniforms and supplies to bring MPFD equipment to LACFD standards. The table below details one-time conversion costs.

Figure 72: MPFD One-Time Conversion Costs

Conversion Costs	Amount
Facilities	291,100
Communications	159,265
Vehicles	178,518
Fire Equipment	134,034
PPE & Uniforms	23,972
Medical Equipment	10,699
Miscellaneous	14,995
Credit for City Vehicles	(254,800)
Contingency @ 15%	120,507
Total Conversion Costs	678,289

Fire District Survey

The LACFD proposal includes a payment of \$24,000 for completing the survey on facility conversions costs.

Accrued Time-Off

MPFD personnel have accrued \$1.8 million in unfunded accrued time off that must either be paid to LACFD when transferring these benefits or must be paid to each fire fighter should benefits be in excess of LACFD maximum benefit amounts.⁴⁴

⁴⁴ LACFD Proposal, June 2011, page 22.

Figure 73: MPFD Accrued Time-off⁴⁵

Department	Administrative Leave	Comp Time	Holiday	Vacation	Sick Leave	Total
Administration	1,145	4,054	4,984	20,991	22,295	53,449
Prevention	0	30,867	11,279	26,130	36,474	104,751
Operations	2,187	0	577,116	477,001	626,914	1,683,219
Total	3,332	34,921	593,359	524,123	685,684	1,841,419

Verdugo Communications Contract

The 2005 Verdugo Communications contract includes language that states a party can request contract cancellation with a one-year notice. The 2012 budget includes \$225,000 for the annual communication expense. If the annexation is approved, the City will need to provide a notice of cancellation to Verdugo. Because of the one-year notice period, the City will have financial liability post-annexation. The City should be prepared to provide Verdugo with the one-year requisite notice to reduce financial liability after the first year. From that point forward, the City will see a reduced annual cost of \$225,000. If the notification is delayed, this amount will continue for an additional year.

The analysis in the one-time cost summary (below) assumes that the City provides a notice to Verdugo six months prior to annexation leaving a one-time cost of \$112,500.

One-Time Cost Summary

The table below summarizes the one-time costs that will be included in the financial comparison. These costs are shown in the 2012 column on the comparative statements later in the report.

Figure 74: MPFD One-Time Cost Summary

One-Time Costs	Amount
Conversion Cost	678,289
Fire District Survey Cost	24,000
Accrued Time-off Cost	1,841,419
Communication Contract	112,500
Total One-Time Cost	2,656,208

⁴⁵ The calculations are based on leave balances on the payroll book as of 01/19/2012 and assumed 100% payout as provided by Monterey Park Finance Department.

Ongoing Costs

Ongoing costs can be grouped into two categories 1) ongoing costs that have an impact on this study because they are pre-existing and continue into future years of the contract; however, once paid the fees will not continue, and 2) ongoing fees that will continue as long as the agreement is in effect.

Pre-Existing Ongoing Costs

Three pre-existing costs will be carried over to future years after an annexation to LACFD. Open workers' compensation claims not covered by outside insurance, unfunded pension liability that will remain with the City, and any open insurance claims at the signing date.

Workers Compensation

Currently, there are open claims totaling \$937,569 not covered by outside insurance and remain the responsibility of the City. Once this amount has been cleared, no additional fire department workers' compensation claims will need to be paid. For the purpose of this analysis, the remaining balance has been ratably applied to a period from 2013 – 2017; the actual payment dates could vary, but the total liability does apply. The figure below shows this amount over future years.

Figure 75: Workers' Compensation Open Claims, 2013 - 2017

Cost Category	2013	2014	2015	2016	2017	Total
Workers' Compensation	187,514	187,514	187,514	187,514	187,514	937,569

Unfunded Pension Liability

Earlier in the report, an unfunded pension liability of \$39,511,000 was identified and is shown in the table below. This amount applies to all City employees. It is recommended the City perform an actuarial analysis to calculate the value of the fire department employee specific CalPERS pension program and financial impact it will have on future costs to the City. It is likely that the unfunded portion for fire department personnel is currently at maximum level. If the merger occurs, the City will incur no additional pension liability.

Figure 76: Unfunded Pension Liability

Plan	Actuarial Date	Unfunded Liability	Data Source
CalPERS	June 30, 2010	33,375,000	2011 CAFR, page 67
MMRP	July 1, 2010	6,136,000	2011 CAFR, page 69
Total		39,511,000	

Open Insurance Claims

Currently, there is a total of \$17,100 in unpaid open claim liabilities. According to interviews with City risk management staff, this amount may be settled in 2013.

Figure 77: Open Insurance Claims

Client File Code	Claim Date	Paid	Outstanding to be Paid	Total Projected Cost
1801-CI	05/18/11	0	600	600
1793-CL	06/03/11	0	11,500	11,500
1793-CL	06/03/11	0	5,000	5,000
Total		0	17,100	17,100

Ongoing Costs to the City

Should annexation occur; the City will be required to pay certain costs for the term of the agreement. Two of the ongoing cost categories are ownership of fire stations and CalPERS cost changes for personnel in the police department.

Fire Station-Related Costs

Ownership of the fire department real property (fire station buildings and land) remains with the City. Certain costs will remain the responsibility of the City such as 1) property and liability insurance, 2) repair and maintenance costs above the defined amounts in the proposal, and 3) any future capital costs for the facilities.

Property and Liability Insurance

In the 2012 budget, \$98,700 in annual property insurance premiums was paid to a third party insurance company. The City centralizes property insurance premium payouts in the Risk Management Division and the amount is not allocated separately among departments. For this analysis, \$30,000 per year plus 2.79 percent average ten-year CPI-U inflation index is factored to calculate this cost. The table below summarizes this cost.

Figure 78: Ongoing Property and Liability Insurance, 2013 – 2017

Cost Category	2013	2014	2015	2016	2017	Total
Property & Liability Insurance	30,000	30,837	31,698	32,583	33,492	158,610

Minor Repair and Maintenance to the Facilities

The annexation agreement outlines the maximum amount that LACFD will pay for minor repairs to the facilities; any costs above these thresholds will need to be paid by the City. This analysis uses an amount of \$5,000 per station, per year, plus the ten-year average CPI-U of 2.79 percent inflation factor. The actual amount of this cost will vary from year to year as the required maintenance items may change. The figure below summarizes this cost at the maximum \$5,000 threshold.

Figure 79: Ongoing Repair and Maintenance Costs, 2013 – 2017

Cost Category	2013	2014	2015	2016	2017	Total
Repair & Maintenance	15,000	15,419	15,849	16,291	16,746	79,305

Capital

Capital acquisition dollars have been included which are currently budgeted in the City's capital improvement plan for fire department facilities. Future expenditure details will need to be discussed and imbedded into an agreement with LACFD to protect the City from unwarranted costs. The chart below shows the planned capital expenses from 2013 – 2017.

Figure 80: Ongoing Capital Costs, 2013 – 2017

Description	2013 CIP	2014 CIP	2015 CIP	2016 CIP	2017 CIP
Station 61 Interior Painting	30,800				
Station 61 Shower Re-model	45,000				
Station 61 Floor Repair & Re-surfacing	49,800				
Station 61 Dorm & Bathroom Remodel	425,000				
Station 63 Locker Replacement	9,400				
Station 61 Apparatus Bay Extension		500,000			
Small Projects				100,000	100,000
Station 61 Replace Asphalt With Concrete	50,000				
Station 63 Retaining Wall	80,000				
Station 63 Study	40,000				
Station 62 Replacement	4,000,000				
Total Capital	4,730,000	500,000	0	100,000	100,000

Recommendation 36: *The City should review the transferring of ownership stipulation in the proposal of three fire stations and eliminate future insurance expense, costs for minor repairs, and any capital expenditures. It should be emphasized to LACFD that any cost associated with assets would be the responsibility of LACFD and not the City.*

Police Department Retirement Cost

Fire and police department safety personnel participate in CalPERS retirement plans through the City's Safety Pool. The 2012 budget shows the City contribution rate of 25.62 percent of wages. One of the requirements for the City's CalPERS pool is that of maintaining a minimum participation of 100 city public safety personnel. Should annexation occur, the City's Safety Pool enrollment would drop below the 100 staff minimum, requiring the City's police public safety personnel to join the California state safety pool.

This represents a major change in the costs to the City for retirement benefits. In 2012, the California state safety pool contribution rate was 29.84 percent. This is an increase of 4.22 percent over the current rate. In the 2012 budget, the police department had \$6,270,000 of public safety employee annual wages. Applying the 4.22 percent contribution rate increase to these wages would result in an annual cost increase of \$237,069.

Figure 81: Police Retirement Impact Cost

Cost Category	Base Wages	City Contribution @ 25.619%	State Pool Contribution @ 29.840%	Cost Increase to City
2012 Police Wages	6,270,000	1,606,311	1,843,380	237,069

Figure 82 is a table based on an assumption that the City will migrate police personnel into the California state safety pool. The table shows the resulting cost increases through 2017. The amount is increased by the inflation factor of the ten-year average CPI of 2.79 percent, and is used to estimate cost impacts in future years.

Figure 82: Ongoing Police Retirement Impact Cost, 2013 – 2017

Cost Category	2013	2014	2015	2016	2017	Total
Police Retirement	243,686	250,487	257,478	264,664	272,051	1,288,365

The table below summarizes the total one-time and ongoing cost incurred by the City for the years 2013 – 2017.

Figure 83: One-Time and Ongoing Cost Summary, 2013 – 2017

Cost Category	2013	2014	2015	2016	2017	Total
Conversion Cost	678,289	0	0	0	0	678,289
Fire District Survey Cost	24,000	0	0	0	0	24,000
Accrued Time-off Cost	1,841,419	0	0	0	0	1,841,419
Workers' Compensation	187,514	187,514	187,514	187,514	187,514	937,569

City of Monterey Park Fire Department-California
Fire Service Analysis

Cost Category	2013	2014	2015	2016	2017	Total
Unfunded Pension	112,500	0	0	0	0	0
Open Insurance Claims	17,100	0	0	0	0	17,100
Property and Liability Insurance	30,000	30,837	31,698	32,583	33,492	158,610
Repair & Maintenance	15,000	15,419	15,849	16,291	16,746	79,305
Capital	4,730,000	500,000	0	100,000	100,000	5,430,000
System - Verdugo	0	0	0	0	0	0
Police Retirement	243,686	250,487	257,478	264,664	272,051	1,288,365
Total Costs	7,879,507	984,257	492,539	601,052	609,803	10,454,657

Approximately 52 percent of the ongoing costs are planned capital acquisitions or improvements that are attributed to the three MPFD fire stations. The amounts shown above are costs included in the current City CIP plan. However, the City has flexibility in how and when capital items are budgeted. By removing or modifying the capital costs, totaling \$5,430,000 through 2017, the City can significantly change this comparison.

LACFD Annexation Cost Comparison

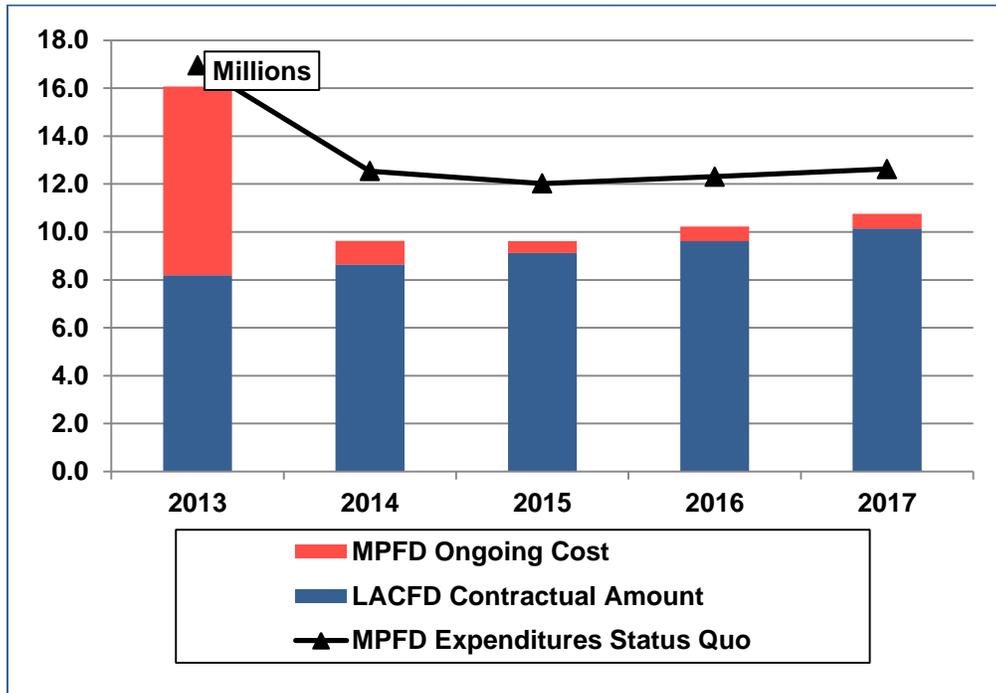
By accumulating all of the above one-time and ongoing costs and then combining these costs with the projected future billing amount from LACFD, this analysis demonstrates two scenarios for the annexation proposal with LACFD. The first table below is using an inflation factor of the ten-year average CPI-U of 2.79 percent compared to the LACFD annual invoice amount described in the proposal.

Figure 84: Cost Comparison MPFD Status Quo to LACFD Proposal with 2.79% Annual Increase (Tabular Format)

Description	2013	2014	2015	2016	2017
MPFD Expenditures - Status Quo	16,950,961	12,542,547	12,019,396	12,305,341	12,624,943
LACFD Costs					
One-time Cost to MPFD	2,656,208	0	0	0	0
Ongoing Costs to MPFD	5,223,299	984,257	492,539	601,052	609,803
LACFD Contractual Amount	8,191,512	8,420,136	8,655,142	8,896,707	9,145,014
Total LACFD Cost	16,071,019	9,404,393	9,147,681	9,497,759	9,754,817
Cost Change MPFD	879,942	3,138,154	2,871,715	2,807,582	2,870,126

The following chart displays the same cost comparison information in a graphic format.

Figure 85: Cost Comparison MPFD Status Quo to LACFD Proposal with 2.79% Annual Increase (Graphic Format)



The accumulative cost impact to the City of Monterey Park for the six years, from 2013 to 2017, represents a cost benefit of \$12,567,520 utilizing an inflation index of 2.79 percent per year.

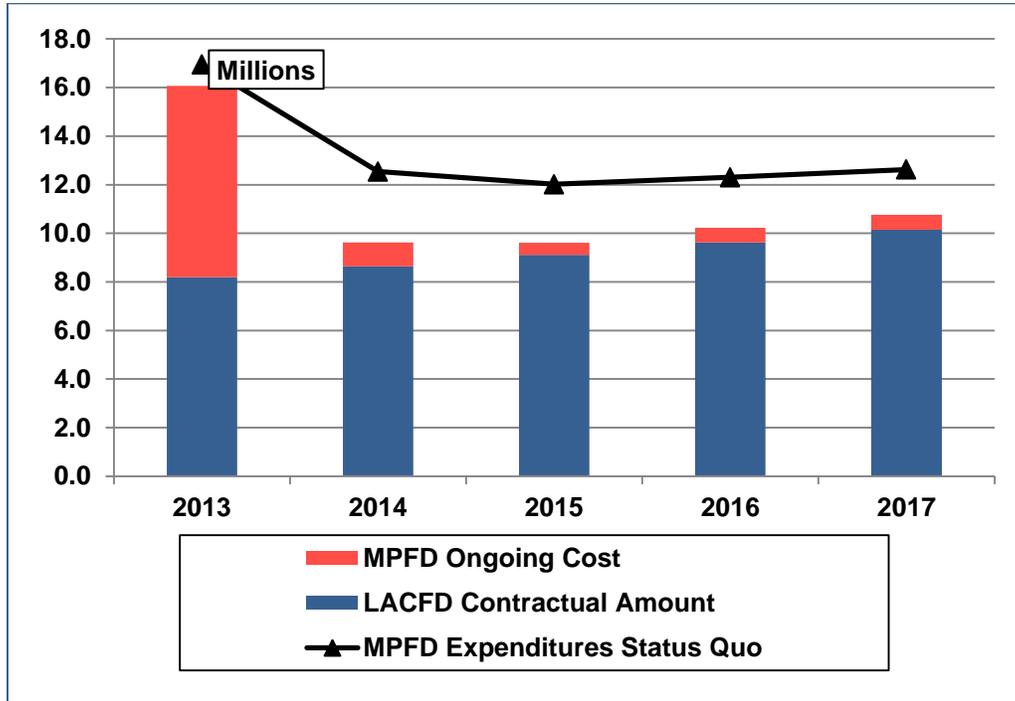
The next comparison represents LACFD's annual cost increase set at the maximum rate allowed by the proposal.

Figure 86: Cost Comparison MPFD Status Quo to LACFD Proposal with Maximum Increase of 5.5 Percent (Tabular Format)

Description	2013	2014	2015	2016	2017
MPFD Expenditures - Status Quo	16,950,961	12,542,547	12,019,396	12,305,341	12,624,943
LACFD Costs					
One-time Cost to MPFD	2,656,208	0	0	0	0
Ongoing Costs to MPFD	5,223,299	984,257	492,539	601,052	609,803
LACFD Contractual Amount	8,191,512	8,642,044	9,117,357	9,618,811	10,147,846
Total LACFD Cost	16,071,019	9,626,301	9,609,896	10,219,863	10,757,649
Cost Change MPFD	879,942	2,916,246	2,409,500	2,085,478	1,867,294

The following chart displays the same cost comparison information in a graphical format.

Figure 87: Cost Comparison MPFD Status Quo to LACFD Proposal with Maximum Increase of 5.5 Percent (Graphic Format)



The accumulative cost impact to the City of Monterey Park from 2013 to 2017 is a cost decrease of \$10,158,461 factoring an increase at the maximum amount stated in the proposal with the 5.5 percent per year cap.

Based on these two comparisons, it is imperative that the City carefully develops a contract to manage and control annual increases of an LACFD agreement. The City could incur large contract cost increases beyond projected if MPFD remained status quo.

Financial Benefits from Transition to LACFD

The LACFD annexation proposal, as written, provides a long-term cost benefit to the City of Monterey Park. When costs for the agreement were projected through 2017,⁴⁶ a \$12.6 million accumulative saving could be calculated including all one-time costs. Overall, and from a financial perspective, the proposal leans heavily in favor of LACFD regarding management and approval of fees and costs.

⁴⁶ Compared to MPFD status quo operations and projections for LACFD inflation rate used the 10-year average CPI of 2.791%.

The City would need to outsource the ambulance service to a third party provider or face losing annual revenue of approximately \$700,000 to \$800,000.

Overall Financial Pros and Cons of Annexation

The section below is a summarized listing of the major financial advantages and disadvantages or the proposed annexation. The total cost-benefit stated in the first bullet includes the impact of all additional points outlined; they are not additive to the total but rather detailed for discussion. There are many factors that can place impact on the financial calculations presented earlier in this section. It is the recommendation of ESCI that the City considers each and every recommendation in the section to fully understand potential financial impacts.

Pro Observations:

- The proposal represents a potential cost savings to the City (over a five-year period) of \$10,158,461 to \$12,567,520 depending on the contract specified inflation increases.
- LACFD will purchase all fire apparatus and equipment after the annexation is approved. This would reduce the Capital Improvement Project (CIP) projected cost by \$1.8 million through 2017.
- Monterey Park would retain full ownership of the fire department buildings and property.
- Employees transferring to the LACFD system will no longer be in the City's CalPERS pool generating future unfunded liabilities.
- LACFD will pay \$25,000 in the first year for minor repairs and maintenance to the each facility. The amount will increase by 5 percent each year through 2017.
- LACFD will assume all services related to the provision of fire dispatch.

Con Observations:

- Should the inflation index rate rise unreasonably high, cost savings to the City will be significantly reduced or eliminated.
- The proposal does not discuss equipment and apparatus capital purchases in detail. The City needs to ensure that any capital improvements are accounted for in the proposal fee structure.
- Monterey Park will continue to own all facilities. All capital replacement will continue to be the responsibility of the City. The accumulative cost included in the CIP through 2017 is \$5.4 million.

- Property and liability insurance would continue to be a cost to the City. To eliminate this exposure, it is recommended that the City investigate transferring ownership of the property to LACFD, or craft a contract to protect potential risk to the City. Facilities must have continuous property and liability insurance and should be provided by the LACFD. The five-year total City cost for property and liability insurance, as displayed earlier in this report, is \$158,610.
- Facility maintenance costs above the amounts described in the proposal (\$25,000 per station for the first year, with an annual 5 percent increase each year through 2017) will be the responsibility of the City.
- The proposal does not include language on how management and approval of facility repairs will happen. The City may incur unforeseen costs. Included in the analysis is a five-year cost to the City of \$79,503.
- Transferring fire employees to LACFD will reduce the total personnel in the City's public safety employee pool to below 100. The remaining City employees (police) will be required to be included in the State safety pool, as per CalPERS regulations.⁴⁷ This will create an accumulative cost increase through 2017 of \$1.3 million.
- One-time costs: The City will need to make one-time payments for the required conversion cost of fire equipment to LACFD standards (\$678,289), inspection fees (\$24,000), and either pay or transfer all accrued time off funds (\$1,841,419).
- Any pre-existing workers' compensation claims are the responsibility of the City. This represents \$937,569. The current insurance claims of \$17,100. These claims need to be paid prior to annexation.
- The City will be required to pay the communications contract for a period of one year after formal notice to Verdugo. This could be planned six-months in advance of any annexation.
- Agreement form and terminology: The proposed agreement verbiage is written to favor LACFD in a number of areas. The proposal transfers many costs to the City that should be reviewed and negotiated in finer detail, particularly in the area of facilities. The City should consider negotiating more detail in the proposal language that provides protection for any additional, unforeseen risk and/or costs.

⁴⁷ Documented in emails provided to ESCI related to CalPERS costing

Strengths, Weaknesses, Opportunities, and Challenges

This report takes into account the many shared critical issues that MPFD is facing and how such matters affect the ability to ensure efficient service to the community, whichever provider. Because the questions posed to stakeholders by ESCI were presented in the context of a potential contract for fire department services from LACFD, most responses were provided in that frame of reference.

Organizational Strengths

It is important for any organization to identify its strengths in order to assure it is capable of providing the services requested by customers, and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths or the primary function of the business should be seriously reviewed to evaluate the rate of return on precious staff time. Strengths were identified in context of an analysis and comparison to the LACFD proposal. In the course of ESCI’s stakeholder interviews, strengths of MPFD were identified and listed below, as stated by those interviewed. The full list of interviewees can be found in the appendix.

Organizational Strengths
Currently MPFD enjoys effective internal leadership
Fire administration instituting activities to improve the efficiency and effectiveness of the department’s ability to deliver services
Council members state support for the department administration and fire fighters
Communications with other city departments are open and constructive
Labor and fire administration currently have a constructive, communicative, and productive relationship
Community is satisfied with MPFD response times, and have high regard for fire department
City administration and elected members rarely deal with any citizen complaints regarding fire services. Complaints are handled within the department and mitigated before becoming larger issues
There is a discernable “community connection” to the local fire department. MPFD members are very familiar with the needs of the community and deliver high quality,= “personal” service
Local control of services and budget
Department is aggressive and safe when responding, they are a “can do” group
There is a civic pride regarding the fire department
Paramedics provide great service to the elderly population
Current system provides high level, professional, and caring service to the community
Great staff, and people to work with

Organizational Weaknesses

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization’s overall problems, it can be difficult for organizations to be able to identify and deal with these issues effectively on their own.

The ESCI analysis includes the examination and discovery of weaknesses currently faced by MPFD and whether a transition to LACFD could mitigate service weaknesses and offer enhanced and/or more efficient services.

For any organization to either begin or to continue move progressively forward, it must not only be able to identify its strengths, but also those areas where it does not function well. These areas of needed enhancements are not the same as challenges, but rather those day-to-day issues and concerns that may slow or inhibit progress. As with the strengths (listed previously), ESCI asked stakeholders to list organizational weaknesses in the organization.

Organizational Weaknesses
Current financial constraints are negatively effecting services
Continual financial sustainability problems threaten the level and quality of fire services
Future demands for emergency service calls may not be met
Administrative functions are not being effectively managed; vacant positions are leaving gaps of service. Support functions of the department are not being well managed, e.g. fire prevention, training, and records, grant searches, planning are all areas of deficiency
Fire department members have wide language and cultural barriers with current population. There is little or no community interaction between the fire department and community
Inconsistent accountability between department leadership and fire department members
Station facilities are old and in need of repair, renovation, replacement
Feeling that the department is cut to the lowest level of service, cannot take any more reductions, only remaining areas to be cut are emergency services
High overtime costs
Long term jealousy, animosity between fire and police staff
Labor group too strong and has own agenda
High benefit costs for City under current contract

Opportunities

The opportunities for an organization depend on the identification of strengths, how they are built upon, and in what way the weaknesses are diminished. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional boundaries of business as usual.

The LACFD proposal is a potential opportunity; however, much study and deliberation needs to occur to challenge this type of change. The community, elected leaders, city management, and others should ensure due diligence and understanding of the LACFD proposal and other opportunities to maintain quality fire services to the City.

Organizational Opportunities
Investigate mergers and regionalization efforts with other agencies
Consider the LACFD proposal facts and compare services
Explore more specialized training, national level professional training, and conferences to ensure MPFD staff are at a high level of professionalism
LACFD has deeper, more specialized resources that are quickly available than resources delivered via Verdugo Unified Command agencies mutual aid system
Retain management of EMS transport system to maintain financial revenue to city, examine private source for ambulance contract
Explore whether city staff can control and implement their own austerity measures to control costs, rather than going to another agency "Have we cut as much as we can?"
Potential funding with a public safety tax
LACFD provides a higher level of regionalized, national training for staff members
Recruit and appoint a full time fire chief and begin leading the department into the future
If the LACFD proposal is declined, move the department into the future ending future speculation and attempts to merge with other agencies

Challenges

To gain full benefit of any opportunity, the challenges to the organization, and associated risks and threats, must also be identified. By recognizing potential challenges, an organization can greatly reduce the potential for future setbacks.

There are a number of challenges in simply understanding the LACFD proposal and how it may impact the city. Challenges will always be a part of any organization, it is how leaders explore, develop, and manage challenges that grow the organization to provide the most efficient and effective services to the community.

Today, Monterey Park is facing severe financial constraints. Over the years, the fire department has implemented drastic service cuts to balance budgets. The challenges continue with an examination of the LACFD proposal and the impact it may have. However, the challenges will continue should a transition occur as the City will not have direct control of fire services.

Organizational Challenges
Managing department baseline functions with financial constraints. Is it possible to maintain current level of service?
Maintain and improve financial sustainability
Maintaining current level of service into the future
If there is a transition to LACFD, will we have local support, community contact, and LACFD staff locally availability for city staff contact and interface?
Maintaining response times is important, can that be done?
A deep concern for local cost control if a LACFD transition occurs
Concern that MPFD offices may not be staffed and available for community contact and questions
LACFD conversion costs are very high
How will citizens react to a "new" department and see different faces from what they are used to?
How to manage ongoing high facility and equipment maintenance costs
Labor group is strongly pushing transition to LACFD
How to lead and build the organization through a time of uncertainty related to LACFD proposal
Decision regarding LACFD is highly volatile and political, has been tried before and failed
Community is receiving mixed, and erroneous information regarding LACFD proposal for service from a variety of interest groups

Survey of Recent Transitioned Agencies to LACFD Services

An anonymous, informal on-line survey was developed by ESCI and MPFD. The over-arching goal was to determine attitudes of five agencies that have recently transitioned to LACFD for fire services.⁴⁸ The survey gathered information about how city managers experienced their own transition to LACFD, how city managers believe LACFD is currently serving their communities, and what they have learned through the experience.

The Monterey Park City Manager’s office sent request letters to five municipalities in the region that transitioned to LACFD within the last ten years. City managers included: Daryl Parrish, City Manager, City of Covina; Renee Bobadilla, City Manager, City of El Monte; Mitch Lansdell, City Manager, City of Gardena; Artie Fields, City Manager, City of Inglewood; and Don Hannah, City Manager, City of La Habra. Only three of five agencies responded to the anonymous survey.

A total of ten questions were presented in an on-line survey system on January 12, 2012. Responses were gathered on March 15, 2012. The survey is provided to the reader as informational, there is no analysis associated with the survey. The following questions were posed to city managers that have recently transitioned to LACFD.

1. How long has LACFD (Los Angeles County Fire Department) been serving your community?	
1 - 5 years	0
6 - 10 years	1
10+ years	2

2. What was your core reason for choosing to contract your municipal fire department services or annex into LACFD?	
Cost Savings	2
Better Services to the Community	1
Quicker Response Times	0
Better ancillary service such as fire prevention, training, public education, etc.	0
Other reason(s)	1*

*One respondent cited: Other Reason(s), “Ballot measure was supported by City fire employees”

⁴⁸http://www.surveymonkey.com/MySurvey_EditorFull.aspx?sm=rCWmTkP45YEJ3gR_2B3kqSbjP3nd1oUiz48QzfcC u/eYw_3D_0A.

City of Monterey Park Fire Department, California
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3. From annual response time data information, which may have been provided to you, are the LACFD Fire/EMS response times acceptable in your community?			
Response	Fire Response	EMS Paramedic Response	Ancillary Services
Generally, slower than previous system			1
Generally better than previous system, but not always			1
The same as previous system		1	
Faster than previous system	1		
Data is not provided to me	1		

*Participants could choose multiple responses, there were a total of five answers from three participants.

4. Would you recommend LACFD services to other decision makers considering transitioning out of municipal based services and contracting with LACFD?		
Response	Fire/EMS Responses	Ancillary Services, e.g. Fire Prevention, Public Education, etc.
No		
Possibly		
Probably		1
Yes, definitely	2	
If not, why?		

*One participant skipped this question.

5. How satisfied are you currently with the services rendered by the LACFD?			
Response	Fire/EMS Response	Ancillary Services, e.g. Fire Prevention, Public Education, etc.	Community Involvement
No, not satisfied for a variety of reasons			
Not very satisfied, some services are acceptable, some services are lacking			1
Mostly satisfied		2	
Satisfied		1	1
Very satisfied	3		

6. If long term financing was a core factor in the decision to contract or annex to LACFD, are you concerned that costs are out of your immediate control?	
No	0
Sometimes concerned	2
Frequent concern	1
Yes, very concerned	0

7. If you were in the same position as when the initial decision was made to join LACFD, would you proceed in the same direction and contract or annex to LACFD?	
No, we would not, would like to return to former department status	0
May be considered, but not likely	0
Would be considered	0
Would strongly be considered	3
Yes, would contract with LACFD again	0

The following question provided the availability for a respondent to write text responses.

8. In order of importance, what were the top three issues your agency had to deal with during the transition to LACFD?
Issue One
“Supported by fire fighters placed on ballot, no choice for Council”
“Unknown as transition was over 11 years ago”
“Personnel transition issues relating to the existing union contract”
Issue Two
“Based on cost to re-establish, I do not see that as an option with built in escalator fire costs increase when other operating departments do not”
“Station retrofits”
Issue Three
“Time period for transitioning”

9. Does the LACFD provide that “community connection” that your former agency provided? Such as direct and frequent contact with community, community event participation, communication and availability for city hall, or elected members to make contacts, etc.?	
No, very little if any contact	0
Sometimes, but not as effective as our former department	1
Mostly, we have adequate contact, contact is equal to our former department	1
Always, contact is greater than our former department	0

*One participant skipped this question.

The following question provided the availability for a respondent to write text responses.

10. What can you share with other decision makers about your experience with LACFD that may assist in the decision to stay as a local department or contract with LACFD?
“Although our agreement has been in place in excess of 11 years, when it recently became necessary to amend the existing agreement due to ongoing municipal finance concerns, the LACFD was receptive even though doing so required the closure of one of four stations.”
“The plan check department is not as quick/responsive as we would have liked; a lot of bureaucracy. Although, we have been able to work through most of the issues with the County and have come to a satisfactory relationship with them.”
“Unfortunately because multiple answers could not be made on some of the questions, I am not sure the survey is of much value.”

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Recommendation 4: Conduct a comparative review of LACFD operational guidelines, regulations and policies to identify potential conflicts that may exist relative to current MPFD practices.	45
Recommendation 5: Establish a practice of ongoing identification of critical issues and challenges that develop in the course of the transition to LACFD.	46
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Recommendation 13: Address customer service presence by clarifying the consistency of office presence in Station 61 by the LACFD Assistant Chief and evaluate the practicality of relocating prevention personnel from City Hall to the Station for added business hour coverage.	65
Recommendation 14: Address a void that will be created regarding emergency planning and management services either by reassignment of duties to a qualified city employee or negotiated provision of these services by LACFD.	65
Recommendation 15: Obtain clarification regarding whether LACFD will continue management of the City's CERT program.	66
Recommendation 16: Request clarification regarding the extent to which fire personnel will participate in community events under the proposal.	66
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Recommendation 18: Develop and procure a local City managed private ambulance transport service contract to provide EMS transportation and retain ambulance transportation revenues.78

Recommendation 19: Require that LACFD provide details on how medical quality assurance is measured, monitored, and feedback/follow up to EMS staff is accomplished.79

Recommendation 20: Require that LACFD provide monthly, quarterly, and annual response statistical information to measure response times and service delivery performance.79

Recommendation 21: Seek to include the fire department apparatus replacement schedule as part of the citywide budget process. 110

Recommendation 22: Before a transition, the City should negotiate an agreement to clearly prescribe definition of repairs (major/minor), decision processes, and cost limitations. The LACFD proposal is vague and leaves the City with potential and unknown costs.....111

Recommendation 23: City Fire, Planning, and Building and Safety officials should meet with LACFD Fire Marshal's Office staff to review and identify any differences between the California Fire Code and the Los Angeles Fire Code that may be in conflict with existing practices.121

Recommendation 24: Review new construction plan review, approval and inspection practices that are to be conducted with LACFD personnel to assure that they fully address city needs..121

Recommendation 25: Task MPFD fire prevention personnel to meet with the LACFD Fire Marshal's Office to conduct a comparative review of current MPFD existing occupancy inspection practices and identify the frequency of planned inspections and any differences that may occur under the proposed agreement.122

Recommendation 26: Identify the City's desired level of public fire education delivery and request clarification from LACFD regarding what services are to be included.122

Recommendation 27: Determine the type and content of fire prevention records that will be provided by LACFD for the purpose of analyzing fire incidents and areas that are in need of enhanced prevention focus.123

Recommendation 28: Integrate the Verdugo Communications Center and LACFD Command and Control Center computer aided dispatch systems so that requests for resources are automatically processed between dispatch centers at the time of dispatch.147

Recommendation 29: Review the tasks associated with the potential integration with LACFD and determine if all internal City labor costs can be consolidated or re-assigned to non-fire City staff to identify potential costs savings.154

Recommendation 30: Should a transition to LACFD not occur, the City should establish and fund a vehicle replacement schedule, adopted as city policy.....160

Recommendation 31: Should annexation occur with LACFD, the City should complete a detailed actuarial calculation to determine any financial impact should the fire fighters' employee group be removed from the CalPERS system.....161

Recommendation 32: Should annexation occur with LACFD, the City should complete a detailed actuarial calculation to determine the cost impact of fire fighters' pension and post-retirement liabilities161

Recommendation 33: The methodology used for the calculation of the cost increase should be fully understood by the City.176

Recommendation 34: Develop a definitive agreement/waiver between the City and LACFD on the use of the facilities to reduce any potential liability impact to the City.177

Recommendation 35: Develop a written agreement between the City and LACFD defining all facility repairs and giving the City more control and approval for such repairs and improvements.177

Recommendation 36: The City should review the transferring of ownership stipulation in the proposal of three fire stations and eliminate future insurance expense, costs for minor repairs, and any capital expenditures. It should be emphasized to LACFD that any cost associated with assets would be the responsibility of LACFD and not the City.....183

Appendix C: Transition Pro and Con Matrix

Organizational Overview

Pro Observations

- LACFD offers availability of greater depth of resources including manpower, capital and administrative resources.
- Collective bargain agreement negotiations and administration become the responsibility of LACFD.
- The foundational elements of the LACFD organizational structure and overall attributes of a successful organization are well established.

Con Observations

- Reduced direct city council control of fire and EMS service delivery.
- Differences will exist in LACFD operating practices, rules and regulations and policies, relative to current MPFD protocols.
- Insurance Services Office (ISO) property classification may be impacted negatively with the transition to LACFD, potentially resulting in increased insurance premiums.

Management Components

Pro Observations

- LACFD has the appropriate foundational documents in place including Mission, Vision, and Values Statements.
- LACFD has established a Manual of Operations that includes the necessary fundamental elements of administrative and operational guidelines.
- LACFD has completed a Strategic Plan and undertakes other appropriate planning efforts.
- Some city costs are eliminated and included in the annual fee paid to LACFD.

Con Observations

- A process for ongoing identification of critical issues and future challenges facing Monterey Park fire protection is not addressed in the LACFD proposal.
- Future planning initiatives that are now undertaken at the City level will be completed by LACFD with a need for City involvement.

- Intended practices regarding internal communications and community outreach are not defined in the proposal.
- Documentation, reporting of response performance, and comparison to identified benchmarks will need to be negotiated as a part of an agreement to permit the City to measure service levels.

Staff, Personnel Management and Personnel Involvement

Pro Observations

- The total number of responders that will be dispatched to an initial fire response will increase under the proposal, although the total number of personnel stationed within the city declines.
- Overall depth of staffing resources available from LACFD is higher than currently available in MPFD through the Verdugo Unified Command System.
- More emergency vehicles will be initially dispatched to emergency incidents by LACFD.

Con Observations

- Some questions exist with regard to uniformed personnel compensation and benefits.
- Non-uniform personnel are at risk and are not protected under the proposal.
- Some MPFD personnel will be at risk if they are unable to pass the LACFD physical examination.
- The total number of responders residing in City fire stations is reduced from 49 to 36.
- Response times for a full effective firefighting force will be lengthened in instances when resources are responding from stations outside of the City.

Emergency Medical Services

Pro Observations

- LACFD will offer the availability of a wide variety of technical and specialized EMS training monitored by medical professional staff members in well-equipped facilities, including a professional video unit that produces audio and visual training materials.
- Training facilities and training resources appear to be more comprehensive with access and use of four regional LACFD training centers.

- LACFD has many resources available in the area to augment staffing and resource needs on larger medical incidents.
- As a result of staffing cutbacks, MPFD staff is stretched to maximum effort with regard to EMS system oversight. LACFD will offer a greater depth of administrative support such as physician/nurse oversight, logistical and management structure to firefighters and paramedics.

Con Observations

- Following a transition to LACFD services, the City of Monterey Park will need to consider and secure a privately contracted ambulance service in order to retain revenues. This will impact staff time to find a quality vendor and then manage a program.
- The City should consider requiring the LACFD provide statistics so response times can be tracked and measured if annexation occurs.
- LACFD proposes reducing on duty paramedic staffing from six to five paramedics, resulting in a manpower reduction of one daily assigned paramedic, Total daily firefighter staffing will be reduced a total of five positions, from 17 to 12 personnel.

Training Programs

Pro Observations

- LACFD operates four regional fire-training centers, which firefighters can regularly access.
- LACFD is involved with a wide array of regional and national training opportunities for firefighters to gain specialized skills such as technical rescue, extensive confined space training, earthquake preparedness, etc.
- The LACFD recruit training is a 17-week comprehensive recruit academy.
- The 17-week academy will provide the new firefighter with a more advanced foundation and mastery of basic skills.

Con Observations

- MPFD provides a 12-day orientation, which is considered very short by today's standards. Although the MPFD recruit enters training with a Firefighter 1 certified skill level.

- An MPFD 24-hour shift battalion chief is assigned the management duties as training program manager and training officer. The battalion chief manages day-to-day training division needs, and is also responsible for personnel on a 24-hour shift and response to emergency incidents within the City. This additional set of training responsibilities does not allow the provision of adequate administrative management and overhead. This is considered an over utilized position and is not the best scenario for managing and supporting training needs for the department.

Capital Assets and Assessment of Current Infrastructure

Pro Observations

- A large portion of MPFD front line fire apparatus, staff, and support vehicles are in good to excellent condition. A small number of reserve apparatus are in poor to fair condition. See Figure 8 for more detail.
- MPFD fire apparatus assigned to active status have an average age of seven years, well under the 15-year replacement lifetime.
- Migration of fire apparatus to an LACFD system will be streamlined, as the department has been specifying and purchasing apparatus through a County purchasing consortium using specifications that mirror LACFD.
- LACFD will upgrade buildings with needed repairs and infrastructure improvements such as mitigating any hazardous materials, install new communications systems and radios, and other building repairs. Costs for the upgrades are included in the conversion cost calculations.
- The City will realize a vehicle credit of \$254,800.

Con Observations

- The LACFD proposal does not provide for the purchase and/or credit of all fire apparatus (including staff and support vehicles), leaving the City in a position of needing to re-assign or sell vehicles not migrated to LACFD.
- Apparatus conversion costs of \$338,246 are required to bring apparatus to LACFD standard including supportive fire equipment.
- Prior a transition to LACFD services, the City is required to have an Electromagnetic Field Survey, a Phase I Site Assessment and Building Asbestos Survey, and a Phase II Site Assessment. A Cal-OSHA registered environmental assessor will be contracted to

determine the presence of asbestos, lead paint, fuel, or other hazards would conduct assessments.

- The City is responsible for hazardous assessment costs and any related abatement and mitigation efforts.
- The City should negotiate an agreement prescribing cost limitations of facility repairs, decision processes related to maintenance, definitions of major and minor repairs, and any future capital expenditure planning.
- Building repairs can easily exceed the proposal limit of \$25,000; the City pays any additional costs over \$25,000 during the first six years of the contract.⁴⁹ The City should consider raising the \$25,000 threshold amount to protect potential risk; even small repairs can drive costs beyond the limit.
- Any building construction or improvements will have an impact on the City budget without clear contract language indicating parameters on types of repairs, decisions on repairs, costing, etc. More discussion and direction are provided in the Fiscal Analysis section.

Support Programs-Fire Prevention, Public Education

Pro Observations

- LACFD has a well-developed and effective fire prevention division.
- LACFD prevention personnel are capable of maintaining current existing occupancy inspection levels.

Con Observations

- The City of Monterey Park has adopted a different fire code than that of LACFD. It is unknown if the differences are of enough substance to be of concern.
- The degree of emphasis on fire safety public education is unclear in the proposal.

⁴⁹ Under the LACFD proposal, for the first five years, fire station maintenance and minor repairs would be the responsibility of LACFD up to \$25,000 per station for the first year, and would increase 5 percent per year until year six. After the sixth year, all repairs would be the responsibility of LACFD and major repairs would be the responsibility of the City.

Resource Analysis and Evaluation of the LACFD Proposal

Pro Observations

- Full effective response force coverage, measured by the number of units available per square mile, is improved under the LACFD proposal by 5.7 percent.
- Unit coverage during concurrent incidents increases up to four units responding, after which there is a significant drop in units per square mile coverage.
- LACFD has an aggressive, programmed “move up and cover” policy in which units move into the City and cover stations during incidents deemed lasting 30 minutes or longer.

Con Observations

- First-due coverage, measured by the number of units available per square mile, is reduced under the LACFD proposal by an overall 31.68 percent.
- The proposal poses no improvement or enhancement to the timeliness of initial (first due) resource deployment to an emergency as a result of the call processing delay. This is considered to be less efficient than current service levels provided mainly as result of two fewer response units based in the City.
- A delay in the Verdugo dispatch and LACFD dispatch processing times (alarm notification to system units) will reduce the response times of units into the City. This delay is remedied by automating the communications centers call processing (Verdugo and LACFD).

Fiscal Analysis

Pro Observations:

- The proposal represents a potential cost savings to the City (over a five-year period) of \$10,158,461 to \$12,567,520 depending on the contract specified inflation increases.
- LACFD will purchase all fire apparatus and equipment after the annexation is approved. This would reduce the Capital Improvement Project (CIP) projected cost by \$1.8 million through 2017.
- Monterey Park would retain full ownership of the fire department buildings and property.
- Employees transferring to the LACFD system will no longer be in the City’s CalPERS pool generating future unfunded liabilities.
- LACFD will pay \$25,000 in the first year for minor repairs and maintenance to the each facility. The amount will increase by 5 percent each year through 2017.

- LACFD will assume all services related to the provision of fire dispatch.

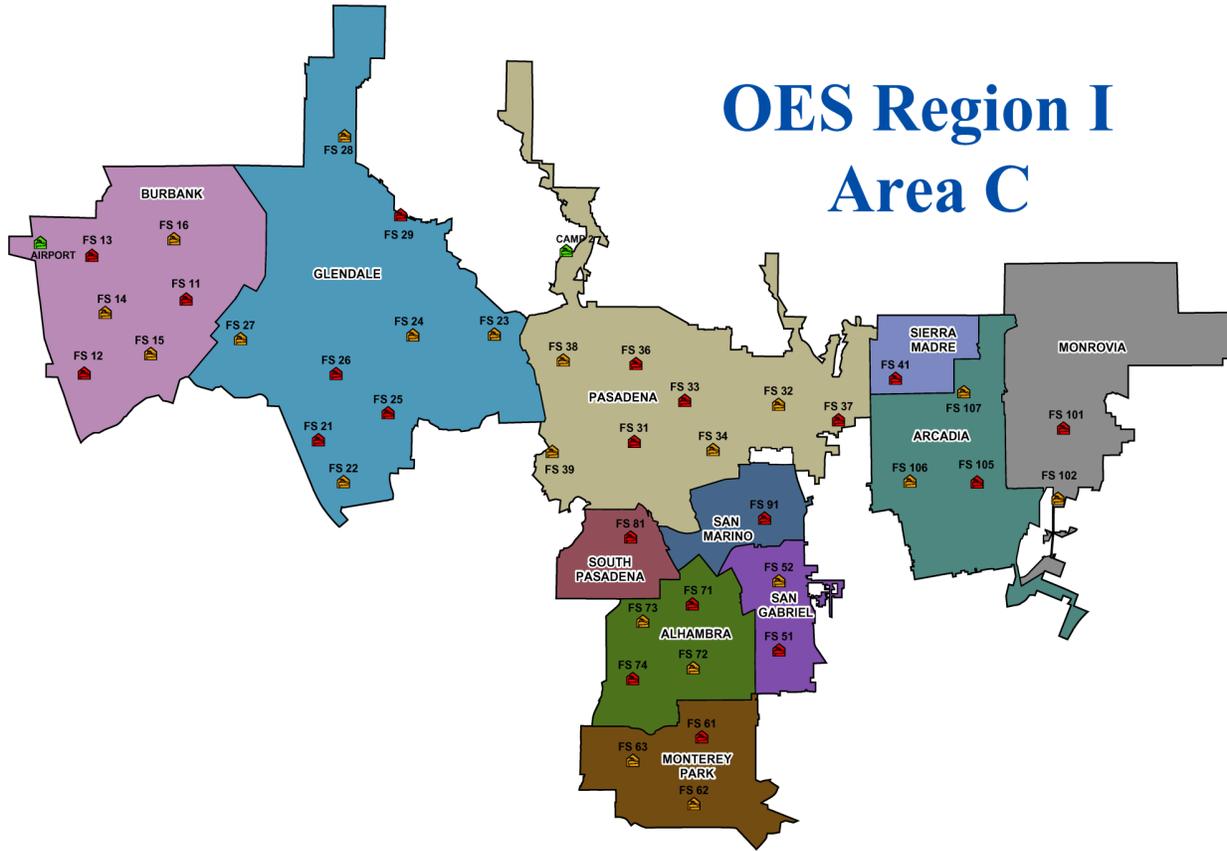
Con Observations:

- Should the inflation index rate rise unreasonably high, cost savings to the City will be significantly reduced or eliminated.
- The proposal does not discuss equipment and apparatus capital purchases in detail. The City needs to ensure that any capital improvements are accounted in the proposal fee structure.
- Monterey Park will continue to own all facilities. All capital replacement will continue to be the responsibility of the City. The accumulative cost included in the CIP through 2017 is \$5.4 million.
- Property and liability insurance would continue to be a cost to the City. To eliminate this exposure, it is recommended that the City investigate transferring ownership of the property to LACFD, or craft a contract to protect potential risk to the City. Facilities must have continuous property and liability insurance and should be provided by the LACFD. An earlier analysis shows a five-year total City cost for property and liability insurance of \$158,610.
- Facility maintenance costs above the amounts described in the proposal (\$25,000 per station for the first year, with an annual 5 percent increase each year through 2017) will be the responsibility of the City.
- The proposal does not include language on how management and approval of facility repairs will happen. The City may incur unforeseen costs. Included in the analysis is a five-year cost to the City of \$79,503.
- Transferring fire employees to LACFD will reduce the total personnel in the City's public safety employee pool to below 100. The remaining City employees (police) will be required to be included in the State safety pool, as per CalPERS regulations.⁵⁰ This will create an accumulative cost increase through 2017 of \$1.3 million.
- One-time costs: The City will need to make one-time payments for the required conversion cost of fire equipment to LACFD standards (\$678,289), inspection fees (\$24,000) and either pay or transfer all accrued time off funds (\$1,841,419).

⁵⁰ Documented in emails provided to ESCI related to CalPERS costing.

- Any pre-existing workers' compensation claims are the responsibility of the City. This represents \$937,569, and current insurance claims of \$17,100. These claims need to be paid prior to annexation.
- The City will be required to pay the communications contract for a period of one year after formal notice to Verdugo. This could be planned six-months in advance of any annexation.
- Agreement form and terminology: The proposed agreement verbiage is written to favor LACFD in a number of areas. The proposal transfers many costs to the City that should be reviewed and negotiated in finer detail, particularly in the area of facilities. The City should consider negotiating more detail in the proposal language that provides protection for any additional unforeseen risk and/or costs.

Appendix D: Map of Area C Verdugo Unified Command and Verdugo Area Cities



Appendix E: List of Stakeholder Interviews

Person	Date	Affiliation or Group
Internal		
Paul Talbot	12.5.2011	City Manager
Teresa Real Sebastian	12.5.2011	City Council Member
Lillian Bow	12.5.2011	Fire Administration
Betty Tom Chu	12.5.2011	City Council Member
Jim Smith	12.5.2011	Police Chief
Yvette Becker	1.6.2012	Fire Administration
Mitchell Ing	1.6.2012	Mayor Pro Tem
Anthony Wong	1.6.2012	City Council Member
James Birrell	1.6.2012	Fire Chief
Mark Khail	1.6.2012	Battalion Chief
Ken Leasure	1.6.2012	Battalion Chief
Randy Harper	1.6.2012	Battalion Chief
Frank Padilla and Mario Lenni	1.6.2012	IAFF 1014 Labor Group, MPFD firefighters
David Lau	1.19.2012	City Mayor
External		
Dr. Joseph Englanoff	12.5.2011	Emergency Room Medical Director, Monterey Park Hospital
Debbie Aguirre	1.7.2012	Chief, Planning Division, Los Angeles County Fire Department
Lorraine Buck	1.7.2012	Supervising Planning Analyst, Los Angeles County Fire Department
Dean McGuire	1.7.2012	Battalion Chief, Los Angeles County Fire Department, assigned to former transitions and annexations
Don Wise	1.7.2012	Verdugo Communications, Executive Administrator
Christine Chandler	1.19.2012	Community Member
Tom Ono	1.19.2012	Community Member
Barry Pierrott	1.20.2012	Community Member
Yukio Kawaratani	1.20.2012	Community Member

Appendix F: LACFD Feasibility Study

LACFD Feasibility Study, June 2011

The following information is a copy of the Feasibility Study for the Provision of Fire Protection, Paramedic, and Incidental Services for the City of Monterey Park by the Consolidated Fire Protection District of Los Angeles County, June 2011, as approved by the Los Angeles County Board of Supervisors (approved July 19, 2011)

**FEASIBILITY STUDY
FOR THE PROVISION OF FIRE PROTECTION,
PARAMEDIC AND INCIDENTAL SERVICES**

FOR

THE CITY OF MONTEREY PARK

BY

**THE CONSOLIDATED FIRE PROTECTION DISTRICT OF LOS
ANGELES COUNTY**



June 2011

Approved by the Los Angeles County Board of Supervisors 7-19-2011

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I. INTRODUCTION

In 2010, the Monterey Park City Council requested a proposal for the provision of Fire Protection, Paramedic, and Incidental Services from the Consolidated Fire Protection District of Los Angeles County (Fire District). In accordance with the guidelines approved by the Los Angeles County Board of Supervisors (Board) on July 13, 2010 for the preparation of such proposals, this feasibility study was prepared by the Fire District to outline for the Board the Fire District's preliminary recommendations for proposed staffing in the City of Monterey Park and to provide preliminary findings regarding the following:

- reciprocal benefits to Los Angeles County and Fire District residents and businesses, as well as those of Monterey Park, including increased staffing and units that will be available to serve the Fire District and Monterey Park;
- evaluation of any increased County risk exposures and costs, including but not limited to liability and workers compensation benefits, to ensure that the fee structure would include a proportional charge for such costs to the City of Monterey Park, and if appropriate, a charge back of any unique costs identified for the City's contract; and
- evaluation of the City of Monterey Park's financial solvency, in consultation with the Auditor-Controller, using the City's last published Comprehensive Annual Financial Report (CAFR).

If authorized by the Board, the Fire Chief would submit this feasibility study to the City of Monterey Park for review. The City would then determine whether or not to proceed with negotiations for annexation to the Fire District. If the City decides to proceed, it would be required to sign a Reimbursement Agreement that ensures payment to the Fire District of its costs for evaluating the City's facilities, equipment, and vehicles to determine potential one-time costs of conversion to Fire District operation.

If negotiations with the City are successful, the Fire District would return to your Board with final recommendations and request that the Board make application to the Local Agency Formation Commission (LAFCO) to annex the City of Monterey Park to the Fire District. Appendix D outlines the steps in the annexation process.

II. EXECUTIVE SUMMARY

Annexation of the City of Monterey Park to the Fire District would provide reciprocal benefits to both agencies. The City and Fire District's common boundaries, which lie along the eastern boundary of the unincorporated East Los Angeles community and along the western boundary of the City of Rosemead and the unincorporated South San Gabriel area, are conducive for economically sharing resources. The City would benefit from the Fire District's regional and specialized resources, while the Fire District and Los Angeles County would benefit from the additional resources that would be staffed within the City.

The Fire District would operate the City of Monterey Park's three fire stations, Station 61 located at 350 West Newmark Avenue, Station 62 located at 2001 S. Garfield Avenue, and Station 63 located at 704 Monterey Pass Road, for a total 2011-12 estimated cost of \$9.7 million. Constant staffing for all three City stations with two assessment engine companies, one assessment quint apparatus, and one paramedic squad would provide a total staffing of twelve uniformed personnel on-duty daily in the City, plus fire prevention staff.

A service contract between the Fire District and the City would provide benefits to both agencies, including:

- Specialized Fire District resources such as hazardous materials and urban search and rescue squads are constantly staffed and would be available to respond within the City as needed. Within 5 miles of the City, 27 Fire District units are constantly staffed and would respond to major or simultaneous incidents within the City.
- Paramedic squad response times to the unincorporated South San Gabriel area as well as the adjacent City of Rosemead would improve due to the proximity of the paramedic squad which would be staffed at Monterey Park Station 61. City units would also be available as second-due units to adjacent Fire District areas when simultaneous or large-scale incidents occur within the vicinity.

The Fire District's fee structure ensures that the City of Monterey Park would pay its proportional share of costs associated with providing fire protection and emergency medical services, including expenses such as liability workers compensation, and overhead. Additionally, a review of the City's 2010 Comprehensive Annual Financial Report concluded that it is anticipated that the City would be able to meet its financial commitments to the Fire District. Specifically, this study found:

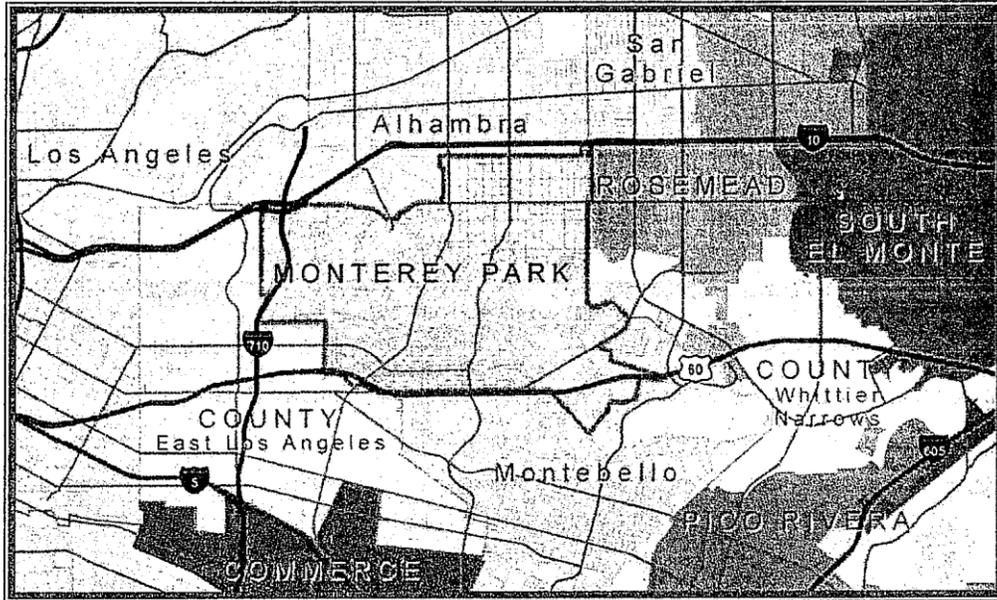
- 1) The Fire District's rate structure for salary and employee benefits ensures the City of Monterey Park would proportionally share in the worker's compensation costs associated with positions assigned to the City of Monterey Park.
- 2) Transferring City employees would be required to leave retirement contributions on deposit with CalPERS and establish reciprocity with LACERA, limiting the Fire District's retirement benefit costs. The transferring employees' LACERA contribution rates would be based on their age upon entering the CalPERS system. The Fire District's rate structure for salary and employee benefits includes a component for retirement costs for positions staffing City stations, and therefore the Fire District costs would be fee offset.
- 3) The Fire District's overhead rate includes actual liability costs incurred by the Fire District over the last five fiscal years. The proposed annual fee for the City of Monterey Park would include a proportional amount of liability costs based upon City staffing costs.
- 4) The Los Angeles County Office of the Auditor-Controller has reviewed the Fire District's assessment of the CAFR for 2010. Based on the guidelines developed by the Government Finance Officers Association (GFOA) for evaluating a city's adequate level of fund balance necessary to mitigate current and future risks, the City met the GFOA's criteria for determining solvency in 2010.

Based upon the above evaluation, the following Board actions are recommended:

- 1) Authorize the Fire Chief of the Fire District to provide a copy of the Feasibility Study to the City of Monterey Park.
- 2) Authorize the Fire Chief to begin the process of negotiations and, should the City Council of the City of Monterey Park decide to proceed, to execute a Reimbursement Agreement with the City.
- 3) Upon successful conclusion of negotiations with the City, direct the Fire Chief to report back to your Board requesting adoption of a resolution making application to LAFCO for the annexation of the City to the Fire District and, upon LAFCO's approval of the annexation, to return to your Board requesting final approval of the negotiated annexation agreement as approved by the City Council.

III. THE CITY OF MONTEREY PARK

The City of Monterey Park is located in Los Angeles County at the western gateway to the San Gabriel Valley. It is bordered by the unincorporated East Los Angeles area to the west, the City of Rosemead and the unincorporated South San Gabriel area to the east, the City of Alhambra to the north, and the City of Montebello to the south.



Monterey Park is primarily a residential community with 78% of its land zoned for single and multiple family housing uses. Major businesses include food and drug, auto sales, and service, banking, restaurants, hospitals, medical offices, and light manufacturing. Major commercial development projects recently completed or currently underway include: Atlantic Times Square, Market Place, Towne Centre, and Garvey Villas. The City is adjacent to three major freeways that provide north-south and east-west access to all of Southern California - bounded on the west by the Long Beach Freeway, on the north by the San Bernardino Freeway, and the south by the Pomona Freeway.

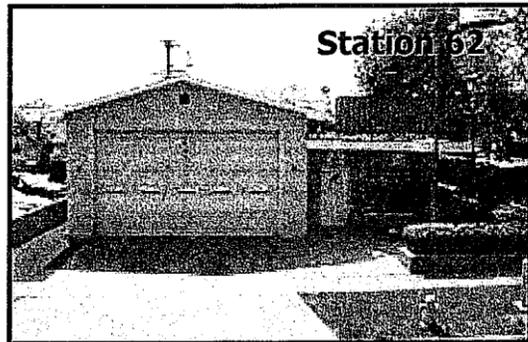
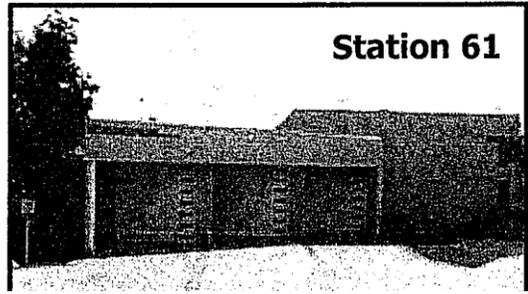
Some of the pertinent statistics of the City are:

Population:	65,027
Area:	7.73 Square Miles
Assessed Valuation:	\$5.4 Billion
Annual Fire Dept. Incidents in the City:	3,537 (3-Year Average)

Monterey Park Fire Department

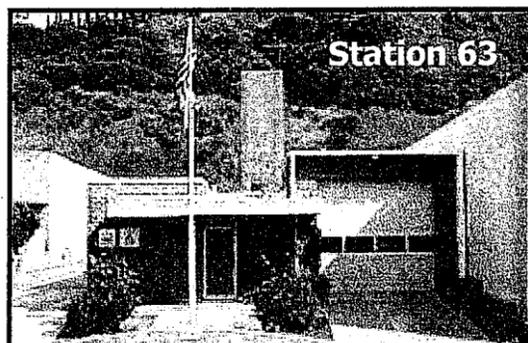
The City of Monterey Park Fire Department is currently administered by a Fire Chief and three suppression Battalion Chiefs. A Battalion Chief serves as Fire Marshal. Civilian staff serve as Fire Safety Specialists, Fire Prevention Permit Technician and Principal Management Analyst.

The City's fire protection and emergency medical services are provided from three fire stations. Fire Station 61 houses a truck company, an engine company, a paramedic rescue ambulance, a USAR unit which is shared with the City of San Gabriel and housed at Station 61 every other month, and a command and utility vehicle. Fire Station 62 houses an engine company and a paramedic rescue ambulance. Fire Station 63 houses one engine company. Constant staffing in the City of on-duty daily suppression staff is currently 17 per day.



At Fire Stations 61 and 62, the City has fully equipped advanced life support rescue ambulances with full transportation capabilities, staffed with two paramedics on each vehicle. Other City resources that are not constantly staffed include 2 reserve engines and a reserve rescue ambulance.

The Monterey Park Fire Department cross staffs a Type 1 Heavy, Urban Search and Rescue Unit (USAR 51) with the City of San Gabriel Fire Department. USAR 51 is owned by the City of San Gabriel and housed at Monterey Park Fire Station 61 every even month. When dispatched, USAR 51 is staffed by three Monterey Park Fire personnel and three San Gabriel Fire personnel. Monterey Park Fire Department has 18 members that have the necessary qualifications to staff USAR 51.



All suppression members are Emergency Medical Technicians (EMTs). All paramedics are cross-trained as firefighter/paramedics.

Dispatch & Communications

The City of Monterey Park receives fire/rescue dispatch services from the Verdugo Fire Communications Center and is part of a joint fire communications system with the cities of Glendale, Burbank, and Pasadena (collectively, the "Verdugo cities").

Mutual Aid

Monterey Park receives mutual aid through the Area C Mutual Aid Agreement (cities of Alhambra, Arcadia, Burbank, Glendale, Monrovia, Monterey Park, San Gabriel, San Marino, Sierra Madre, and South Pasadena). Monterey Park is also a partner in a local Mutual Aid agreement with the neighboring cities of Alhambra, Pasadena, San Gabriel, San Marino, and South Pasadena.

In addition, an Exchange for Fire Protection and Rescue Services (Automatic Aid) Agreement was executed by the City and the Fire District in 1986 which authorizes a reciprocal exchange of services between the agencies, at no cost to either agency, through a Memorandum of Understanding (MOU). The MOU details the day-to-day operations of both agencies and is not intended to replace or adjust any Uniform Mutual Assistance Agreement which may be in effect. The City also has automatic aid agreements with the cities of Alhambra and Montebello.

IV. PROPOSED OPERATION BY THE FIRE DISTRICT

The Fire District has evaluated the fire protection and emergency medical service needs of the City of Monterey Park and developed the following proposed staffing level, resource deployment, and an estimated 2011-12 annual fee structure for Fire District services:

Operations Staffing:

City	Estimated 2011-12		
Station	Equipment	Post Positions	Net City Cost
61	Paramedic Assessment Quint	4	\$2,248,509
	Paramedic Squad	2	\$ 871,315
62	Paramedic Assessment Engine	3	\$1,831,425
63	Paramedic Assessment Engine	<u>3</u>	\$1,831,425
Total Daily On-Duty Station Staffing		12	

Fire Prevention Staffing:

Fire Protection Engineering Asst. II (Plan Check)	0.5	\$ 58,971
Captain	0.25	\$ 47,904
Fire Fighter Specialist (Inspector)	2	<u>\$ 324,404</u>
Total Estimated Salary and Employee Benefits		\$7,213,953
Overhead @ 34.4560%		<u>\$2,485,639</u>
Estimated 2011-12 Annual Fee		\$9,699,592

- (a) Three persons staff each post position through a 56-hour work week. Station operations include overtime required to maintain 24-hour constant staffing.
- (b) The paramedic squad cost includes three paramedic bonuses - one for each of the two paramedics assigned to the squad itself, and one for the paramedic assigned to the assessment quint.
- (c) In recognition of the regional benefit to be derived by the Fire District from this unit, the Fire District will share 25% of its annual cost.

Ambulance transport within the Fire District is normally done through private ambulance contracts administered by the Los Angeles County Department of Health Services (DHS). However, the Fire District will work with the City of Monterey Park and DHS to determine the viability of the City maintaining an ambulance transport program in concert with Fire District

station personnel, similar to the program operated by the City of La Habra, if requested by the City.

Below is the Fire District's proposed staffing as compared to the City's current configuration:

City of Monterey Park			Fire District Proposal	
Station	Unit/Apparatus Type	Staffing	Unit/Apparatus Type	Staffing
61	Truck	4	Paramedic Assessment Quint Paramedic Squad	4 2
	Paramedic Assessment Engine	3 ^(a)		
	Rescue Ambulance	2		
62	Engine	3	Paramedic Assessment Engine	3
	Rescue Ambulance	2		
63	Paramedic Assessment Engine	3	Paramedic Assessment Engine	3
Total Daily Permanent Staffing		17		12

(a) This four-person unit runs short of 1 firefighter.

Insurance Services Office (ISO) Fire Protection Class

This City's current ISO protection class is a rating of "3." The annexation of the City to the Fire District and the proposed change in staffing would not result in a rating change to the City.

V. FINANCIAL ANALYSIS

Annual Fee for Fire District Services

The Fire District's estimated 2011-12 Annual Fee is comprised of salaries, employee benefits, and overhead costs for the proposed staffing level to be provided within the City. This estimated annual fee amount can be compared to the City's current Fire Department budget, plus any Fire Department related costs incurred by the City and not a part of the Fire Department budget, to project the amount of savings the City would have realized had it been annexed to the Fire District the entire fiscal year. The annual fee, as described in this report, would fund all fire suppression, hazardous materials response, fire prevention, emergency medical services, and support functions such as dispatching, training, equipment maintenance, supplies, procurement, and all other services required for the effective operation of a modern fire department.

The City would pay the annual fee directly from municipal funds. The annual fee-would be prorated on a monthly basis; payments by the City would be due monthly in advance. Interest would be added to any payment received after the due date.

Fire protection, hazardous materials, and emergency medical services **would not be performed** unless the City:

1. Has available funds previously appropriated to cover the annual fee
and
2. Has paid the appropriated funds to the Fire District.

Approximately 60 days prior to the upcoming Fire District fiscal year (July 1 - June 30), the Fire District would provide the City an estimate of the fee for the following year. When the Fire District has information available to determine the actual annual fee, the Fire District would present the City with a statement reflecting the difference between the actual and estimated fee. An adjustment representing that difference would be charged or credited to the City over the following 12 months in the subsequent fiscal year.

Annual Fee Payment Cap:

The minimum term of an annexation agreement between the City and the Fire District would be ten years. A five and one-half percent (5.5%) payment cap would be placed on any increases to the City's annual fee each year for the first five years of the Agreement. -This payment cap applies only to the City's annual fee payment amount (i.e., the salary, employee benefits, and overhead cost). Calculation of the payment cap would not include any conversion costs, credits, rebates, etc., which may be factored into the City's monthly payment amount.

For the sixth year of the Agreement term, the payment cap would be the average of the immediately preceding four years' percentage increases in the annual fee plus one percent. For the seventh year of the Agreement and each subsequent year, the payment cap would be the average of the immediately preceding five years' percentage increases plus one percent.

In any year where the City's annual fee payment amount exceeded the preceding year's payment amount plus the applicable payment cap, payment of the excess amount would be deferred to a subsequent fiscal year when the increase in the annual fee payment for that fiscal year over the preceding fiscal year is less than the payment cap. The excess amount would be repaid by the City in any subsequent fiscal year to the extent the City's annual fee payment increase in that fiscal year is less than the excess amount for that fiscal year.

Workers' Compensation:

The "Estimated 2011-12 Net City Cost" which comprises the Estimated 2011-12 Annual Fee (page 9) is based upon Uniform Position Costs (UPC) calculations which are comprised of both salaries and employee benefits for firefighter series positions'. Workers compensation costs are included as part of those employee benefit calculations. The total estimated workers compensation costs that the City of Monterey Park would fund, which is included in the Total Estimated Salary and Employee Benefits, is \$535,992.

Liability:

The Fire District's overhead rate includes actual liability costs incurred by the Fire District over the last five fiscal years. The overhead rate is charged as a factor to the total salary and employee benefits costs in the City. Therefore, the Estimated Annual Fee for services each year would include the City's proportional share of liability costs. Based upon the Estimated 2011-12

Annual Fee, the total estimated liability costs that the City of Monterey Park would fund as part of the overhead charge is \$46,970.

Fire District Special Tax:

The City would not be a part of the Fire District's special tax for fire and paramedic services.

Conversion Costs:

Certain items of City apparatus, equipment, and facilities would require conversion, repair, upgrade, or replacement to be compatible with Fire District operations and meet Fire District standards. The City would be required to reimburse the Fire District for all expenditures made to convert the City's Fire Department to Fire District operations.

A comprehensive evaluation and conversion cost estimate would be completed by the Fire District if negotiations are commenced. Before such survey could be commenced for City stations and equipment, the City would be required to enter into a Reimbursement Agreement with the Fire District for the reimbursement of the costs incurred by the Fire District in completing the survey, which costs would total \$24,000.

Revenues:

Revenues, if any, generated by the Fire District for its services would be revenues of the Fire District. Those revenues may include fees from hazardous materials inspections (recovery of costs) or others. Revenues derived by the City for Fire District services such as business license inspections may be collected and retained by the City as long as they are not in conflict with any Fire District charges. Should the City undertake a City ambulance transport program, any revenues the City would derive from such a program would be retained by the City.

City Annexations:

The annual fee for service is predicated upon the City's current service requirements and boundaries. To maintain adequate levels of service, increases in fire and emergency medical services resources may be required by the Fire District if City annexations occur. Should the City annex additional territory, the City and the Fire District would need to assess resultant service needs.

Monterey Park Solvency Calculation

Monterey Park's solvency calculation is based upon the City's 2009 and 2010 CAFRs. Both the Government Finance Officers Association (GFOA) and the Los Angeles County Auditor-Controller's Office recommend that, at a minimum, the unreserved (unrestricted) General Fund Balance for a city should be **no less than two months of regular general fund operating revenue or regular general fund operating expenditures.**

Applying the GFOA and Auditor-Controller's recommended criteria to the City's 2009 and 2010 CAFRs, in both years the total available fund balances have exceeded both the City's General Fund Revenue and General Fund Expenditures and, thus, the City of Monterey Park has met the criteria for determining solvency for 2009 and 2010, as follows:

2009 CAFR Analysis

Total 2009 Unreserved General Fund Balance	<u>\$16,941,912</u>
General Fund Revenue Two Month Fund Balance	\$5,280,040
General Fund Expenditures Two Month Fund Balance	<u>\$5,398,955</u>

2010 CAFR Analysis

Total 2010 Unreserved General Fund Balance	<u>\$13,009,641</u>
General Fund Revenue Two Month Fund Balance	\$4,834,685
General Fund Expenditures Two Month Fund Balance	<u>\$5,437,127</u>

VI. BENEFITS OF ANNEXATION TO THE FIRE DISTRICT

Both the City and the Fire District provide outstanding fire protection and emergency medical services. However, the Fire District, due to its overall size and economy of scale, is able to provide a broader range of in-depth, quality services than most municipal fire departments. There are certain benefits to being part of a larger organization that strives to be an attentive and responsive "hometown fire department" to each of the cities and communities it serves. For a general background of the Fire District, please see Appendix B.

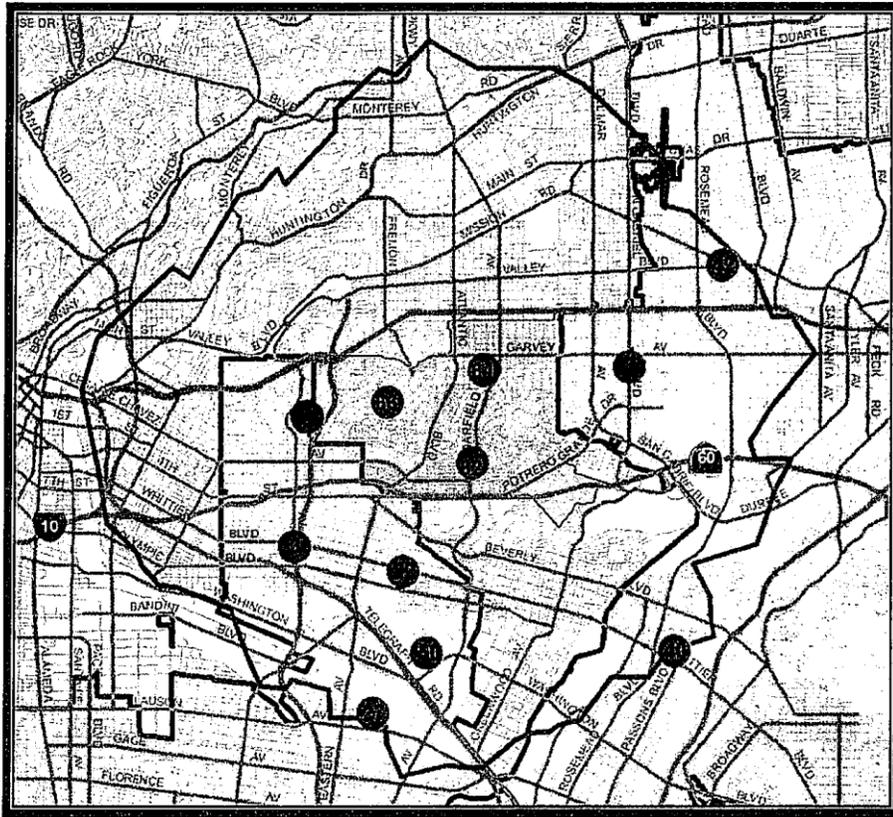
Regional Concept of Services Delivery

The Fire District operates under a regional approach in providing emergency services to its Fire District cities and unincorporated areas of Los Angeles County. Some of the nearby cities and communities that are served by the Fire District include Rosemead, Commerce, East Los Angeles, and South San Gabriel. To ensure the best response times possible, the closest available resource is dispatched to an incident, regardless of jurisdictional or municipal boundaries, thereby providing an optimum level of service. Both the Fire District and the City would benefit from annexation of the City as follows:

- **Benefit to the City:**
The City would benefit from the 27 Fire District emergency response units located within five miles of the City and which would be available to provide enhanced responses to large incidents, and/or simultaneous incidents when the City's units are assigned to other incidents.
- **Benefit to the County:**
The unincorporated communities of East Los Angeles and South San Gabriel, as well as some areas within the western Rosemead area, would benefit from the proximity of the City Fire Stations. In addition, because paramedic squad companies' jurisdictions cover a larger area than the first-in engine, the paramedic squad assigned to City Station 61 would enhance the level of paramedic service available to the unincorporated East Los Angeles and South San Gabriel communities, along with the Fire District-served City of Rosemead.

The following map shows the Fire District's jurisdiction that is within 5 miles of Monterey Park's three fire stations. These areas highlighted in yellow within the blue boundary will particularly benefit from the additional service that would be available by annexing the City.

**Fire District Areas within Five Miles of
City of Monterey Park Fire Stations**



Response Times

In most cases, the Fire District would respond from the same City stations or closer Fire District stations on a "first-in" response. As a result, response times in the City would be equal to or better than the existing response times, since some areas of the City may be closer to an adjacent Fire District station.

Paramedic response times in the Fire District areas of the City of Rosemead and unincorporated South San Gabriel would improve due to the proximity of the paramedic squad which would be assigned to City Station 61, and which would have first-in response jurisdiction in those communities.

Major or Simultaneous Incidents

The City has addressed the need to respond to large, complex, or simultaneous incidents involving major loss of life or property through the use of automatic and mutual aid agreements. While these agreements can provide significant resources, emergency operations are less effective under these agreements than if City forces were an established part of the Fire District and all responding resources were under a unified command. Also, there is usually a dispatch "lag time" for automatic and mutual aid requests, which causes longer response times for assisting units.

Fire Ground and Emergency Operations

The fire service has recognized standards for the provision of fire and emergency medical services. Some of these standards are dictated by federal or state regulations. Tasks such as commanding and coordinating responding units, operating the fire equipment, searching for and rescuing trapped persons, laying out and attacking the fire with hoses, etc., must be done by an adequate number of properly trained and equipped staff. All the tasks must be accomplished in rapid sequence within very limited and critical time frames. Criteria such as "prior to flash over," "confinement to building of origin," "prior to brain death," and "time to intervention" are applied.

The service configuration presented in this Feasibility Study, with supporting Fire District resources, provides strengthened numbers of trained staff to quickly perform required tasks and meet standards within the City.

Response Matrix

The Fire District's Command and Control Division, Dispatch Services Center, utilizes standardized response profiles to dispatch resources to emergencies. Initial response for a building fire is dependent on the required fire flow in gallons of water per minute necessary to extinguish the fire. Following are a few examples of the Fire District's typical response to reported fires:

Initial Commercial Response: The standard first alarm response for a commercial building fire is:

- 5 Engine Companies
- 2 Ladder Truck Companies
- 1 Paramedic Rescue Squad
- 2 Battalion Chiefs

Total average staffing level = 29

If the initial response does not provide the necessary resources, greater alarms may be requested by the incident commander.

Commercial Third Alarm: Response to a third alarm for a commercial building fire would result in the following:

- 13 Engine Companies
- 6 Truck Companies
- 2 Paramedic Rescue Squads
- 1 Hazardous Materials Task Force (Engine & Squad)
- 1 USAR Task Force (Engine and USAR Squad)
- 1 Mobile Air Unit
- 6 Battalion Chiefs
- 2 Assistant Chiefs
- 1 Deputy Chief

Total average staffing level = 104

Additional resources, including various specialized pieces of equipment, technical teams, etc., may be requested by the incident commander. When it is anticipated that an engine company would be out for 30 minutes or more in designated critical coverage areas, companies are automatically dispatched to "move-up" to pre-designated vacant stations near the greater alarm incident so that coverage is available for any subsequent emergency.

Paramedic Services

Sixty-seven (67) paramedic rescue squads are strategically assigned among the Fire District's 169 fire stations. Paramedic rescue squad personnel provide advanced life support, including drug therapy and sophisticated medical procedures, in addition to their basic firefighting duties. In 2005, the Fire District instituted the 12-Lead Electrocardiogram (ECG) Program. The primary goal of this program is to improve patient care and outcomes by immediately correlating the chief complaint, clinical presentation, transport decision, and hospital intervention. The Fire District has the capability of responding numerous additional squads to an incident or area when a high demand for service occurs.

In appropriate locations, the Fire District operates paramedic engine companies and paramedic assessment engines to increase the optimum use and efficiency of personnel. A paramedic assessment engine has one qualified paramedic firefighter who can perform more advanced care, such as heart monitoring and interpretation of cardiac rhythms, manual defibrillation and synchronized cardioversion, intravenous (IV) therapy, and advanced pharmacology drug calculations and administration. A paramedic squad is simultaneously dispatched with the paramedic assessment engine to provide additional paramedic support and aid with transport, if needed.

Hazardous Materials Services

The Fire District provides hazardous materials response services to all of its jurisdictional area and, upon request and availability, to cities outside the Fire District's jurisdiction. Hazardous materials task force personnel (hazardous materials response squad and an accompanying engine) are trained to identify and deal with a hazardous materials release or potential release on emergency incidents.

Related Services

The Fire District conducts a variety of public service, educational, fire prevention, and related programs such as: the Explorer Program which introduces young people ages 15 through 21 to the fire service as a possible career through training and participation in actual situations; the Juvenile Fire Setters Program which provides youth counseling; the Rescue Youth Program, operated in conjunction with the District Attorney's Office, which provides a mentoring program at Fire District fire stations for at-risk youths that are between 12 and 14 years of age; and the

Yogi Bear Schoolhouse earthquake simulator, which provides earthquake preparedness training.

The Fire District also provides ocean lifeguard, forestry, hazardous materials regulation, and other health and safety related services.

Patient Transport

The Fire District provides, without charge to patients, pre-hospital paramedic and emergency medical services, including Advanced Life Support (ALS). The Fire District does **not** provide ambulance transportation. Patients are transported to the hospital utilizing private ambulance service under contract with the Department of Health Services, using the exclusive operating area arrangement. Fire District firefighter paramedics accompany the patient in the ambulance if needed for patient care. The private ambulance firm charges the responsible private party for transportation including a charge for the paramedic who aids in the transport. Revenues collected for the paramedic on board the ambulance would be passed through to the City.

Fire Prevention

Fire District fire prevention and related services are provided by both the Prevention and Operations Bureaus as follows:

- Building inspections for all commercial, industrial, high-rise, and multi-residential occupancies.
- Fire prevention inspections in connection with the issuance of business licenses, at the request of the City.
- Inspection of schools and institutional occupancies.
- Dwelling brush clearance inspections.
- Public education programs.
- Investigation of all fire hazard complaints, such as arson, from area residents.
- Review of all building plans, subdivisions, conditional use permits, zone changes and water system improvement plans.

- Review of applications for filming and special effects permits, sets requirement and conducts inspections at filming locations to ensure public safety and compliance with the Fire Code.

Move-Up Coverage

Fire District policy would require automatic engine company "move-up" coverage of any designated critical coverage City station(s) when the jurisdictional engines are committed to emergencies anticipated to last 30 minutes or more. Just as Fire District resources outside the City would be used to move up and cover a designated City station(s), a selected company in the City may be used to move up and cover stations outside the City when necessary.

Automatic Aid

The Fire District utilizes automatic aid agreements with other fire departments to provide the most expeditious response to designated areas on a day-to-day basis while maintaining a reciprocal exchange of services. The Fire District would continue to participate in the City's existing automatic aid agreements and mutual aid programs if the City were to annex to the Fire District. Modifications would be made as appropriate.

Adjacent Fire District Resources

The Fire District has 15 fire stations, housing 27 units that are staffed daily with 83 firefighters, within 5 miles of the City which would provide direct and support service under the regional service delivery concept. Following is a chart listing all of the resources:

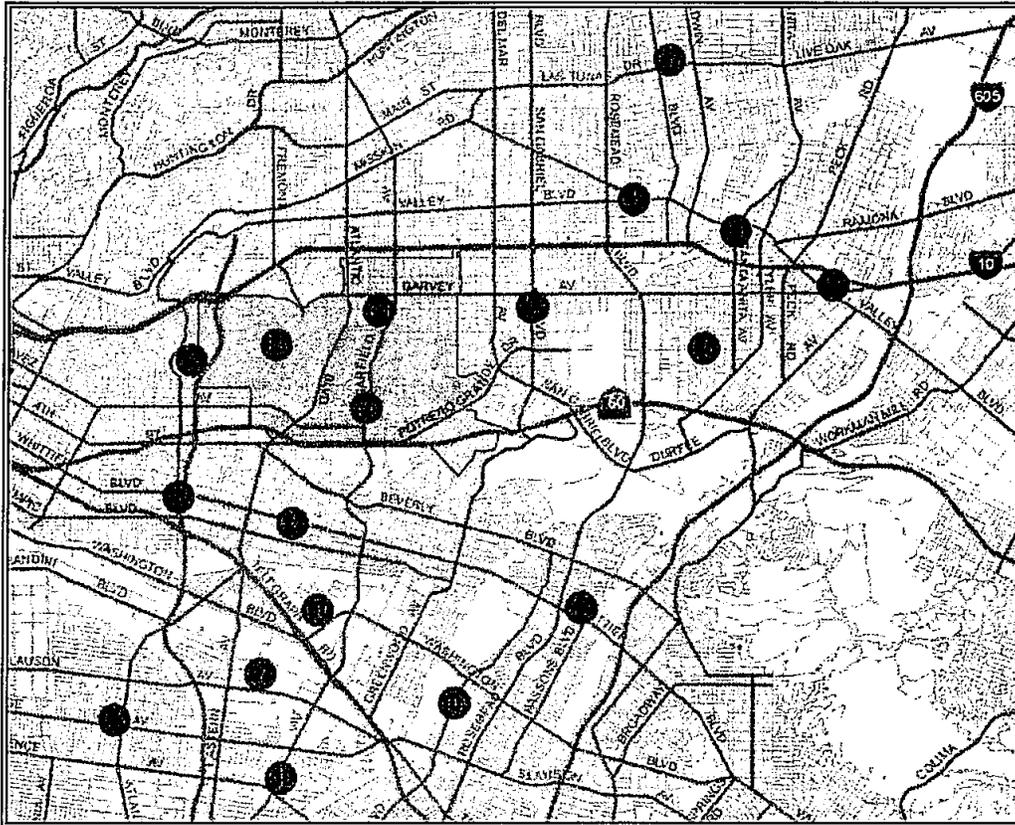
Fire District Stations and Resources Within Five Miles of the Nearest City of Monterey Park Boundary

Fire District Station	Engine Company	Quint/Truck Company	Paramedic Rescue Squad	USAR Squad	Post Position Staffing	Distance to Nearest City Boundary (Miles)
1	X				4	.6
3	X	X	X		10	1.6
4	X ^(a)	X			8	1.1
22	X				3	1.4
27	X	X			7	3.7
39	X		X		5	5.0
40	X		X		5	3.8
42	X				4	3.0
47	X		X		5	5.0
50	X		X		5	2.9
90	X		X		5	3.3
103	X			X	7	4.3
163	X		X		6	4.9
166		X	X		6	4.2
168	X				3	5.0
15	14	4	8	1	83	Total Units

(a) Paramedic Assessment Unit

The following map illustrates the resources that are assigned within 5 miles of the City's borders:

Fire District Stations Within Five Miles of the City of Monterey Park



Dispatch and Communications

Dispatching for Fire District units in the City would be provided from the Fire District's Fire Command and Control Facility located at 1320 North Eastern Avenue, Los Angeles. Fire communications specialists staff the facility, all of whom are Emergency Medical Dispatchers (EMDs). They are trained to provide lifesaving instructions over the phone while persons are waiting for the arrival of emergency units.

If the City annexes to the Fire District, the "911" emergency reporting system would remain in effect. A direct computer link and a direct telephone (ring-down) line or "speed dial" system would be maintained between the Verdugo Fire Communications Center and the Fire District's Fire Command and Control Facility.

All Fire District emergency vehicles contain mobile data terminals (MDTs) and automatic vehicle locators (AVLs) for the most efficient communication and allocation of resources. Command and other appropriate units use cellular phones in addition to radios.

Coordination between City and Fire District

Recognizing that constant liaison is essential between the City and its fire department, the area Assistant Fire Chief, who is located at Fire Station 4 in the neighboring City of Rosemead, along with his Community Services Representative, would maintain a day-to-day working relationship with the City Manager and, through her/him, the City Council. The Assistant Fire Chief would be responsible for representation at meetings called by the City Clerk, meetings of the City Council, and other City staff meetings where Fire District input is needed. The Assistant-Fire Chief would act as the personal representative of the Fire Chief of the Fire District on all daily operations between the City and the Fire District.

Emergency Preparedness

Internal City emergency management, programs, and responsibilities would remain with the City.

Public Education

Community and school education programs are provided as a Fire District service by local fire stations, assisted by the regional Community Services Representatives.

Fire Cause and Arson Investigation

Fire cause determination services are provided by the Fire District. According to established policy, either the engine company officer, Battalion Chief or, if necessary, the Fire Investigation Unit conducts an initial investigation and establishes the cause of the fire. Should the cause be determined to be arson, the Fire District's arson investigation service would handle the investigation assisted by the City Police Department.

Hazardous Materials Programs

The County is currently the administering agency for the City for the Hazardous Release Response Plan Inventory Program and the Risk Management and Prevention Program. Were the City to annex to the Fire District, this would not change.

Hydrants

The Fire District would annually inspect all fire hydrants within the City to ensure that they are mechanically operable and capable of delivering water in accordance with standard Fire District policy. The Fire District would notify the City of Monterey Park Water Utility Division, in writing, of any maintenance requirements as soon as possible after such inspections and at any other time the Fire District becomes aware of maintenance or repair requirements. The Fire District would maintain liaison with the City's Water Utility Division for water needs during emergencies and routine functions.

Additional Fire District Services

See Appendix C for additional details regarding services provided by the Fire District.

VII. TRANSITION FROM CITY TO FIRE DISTRICT

City Personnel

The California Health and Safety Code (Section 13861) and the California Government Code (Sections 53292 and 55632) provide the legal authority for the Fire District to furnish services to the City and to blanket in or appoint City Fire Department personnel to Fire District status. Ultimately, the blanketing in of personnel is subject to joint agreement between the City Council and the Board of Supervisors, the details of which would be specified in an agreement for services.

Firefighting personnel with less than six months' service with the City at the time of transfer to the Fire District, as well as trainees, reserves, auxiliaries, cadets, and fire fighter apprentices, could not be brought in as Fire District employees. Positions and salaries of all personnel blanketed in to the Fire District would be specified in the agreement for services between the City and the Fire District. There would be no reduction in salaries of City fire fighters blanketed in as Fire District fire fighter series employees. City paid bonuses would be reviewed for possible inclusion in Fire District salaries. Appointment of non-uniformed civilian or non-medically qualified fire fighters for non-safety positions is subject to Fire District needs and negotiation and would require a probationary term for any of these employees.

All personnel would be subject to a medical examination, drug screening, and an appropriate personnel review prior to acceptance as Fire District employees. Those not qualifying would remain the obligation of the City.

Personnel costs associated with annexation of the City to the Fire District including transfer of any sick and/or vacation time as discussed below, would be defined during the negotiation process.

Benefit Time

All employees blanketed into the Fire District would receive benefits now provided to Fire District personnel. All time spent in rank as City/Fire District employees would be considered for purposes of determining benefit accrual. Some of the prevailing benefits and conditions are vacation time, holidays, sick leave, retirement plan, and group insurance.

So that no employee is transferred to the Fire District without any available benefit time, the City would be required to transfer to the Fire District for each employee, to the extent the employee is entitled to such benefit time in City employment, a maximum of 20 vacation days, or 10 shifts, whichever is applicable, and 12 sick days, or 6 shifts, whichever is applicable. City would reimburse the Fire District for transferred benefit time at City salary rates. All remaining benefit time, such as vacation days, holidays, sick leave, etc., accrued prior to the employee's transfer to the Fire District would remain as obligations of the City. All City employees would be subject to the Hospital Insurance Tax and any other applicable federal regulations.

CalPERS/LACERA Retirement

A sworn City employee transferring to the Fire District would become a LACERA member on the first day of the month following the transfer of service to the Fire District. CalPERS and LACERA retirement systems are reciprocal. A transferring City employee would leave his or her retirement contributions on deposit with CalPERS and establish reciprocity. The member's LACERA contribution rate would be based on his or her age upon entering the earliest reciprocal system.

At the time of retirement, a reciprocal member would receive retirement benefits from both agencies based on the benefits of reciprocity, such as adding service credit under each system to determine eligibility to retire and using the highest earnings under either system to calculate benefits from both. Service with CalPERS or other reciprocal system is not used to determine the amount Los Angeles County contributes towards the members' retiree health insurance premiums.

Probation

Any City employee on probation on the commencement date of service by the Fire District would remain on probation until the Los Angeles County probation requirement for the respective rank is met.

Promoted Positions

Current policy of the Fire District is to accept only as many officers and other promoted personnel as there are positions created within the Fire District as a result of the City's annexing

to the Fire District. The City would be required to designate the following number of promoted positions and the remaining firefighting members would be blanketed in as fire fighters:

9 Captains

11 Fire Fighter Specialists/Engineers

All personnel designated for promoted positions must be duly qualified to hold those positions.

Seniority

The annexation of the City to the Fire District would create 38 additional Fire District sworn positions; therefore, 38 uniformed personnel with the highest City Fire Department seniority would receive seniority rights based on service time with the City Fire Department. The remaining transferring employees would be assigned a seniority date consistent with the effective date of transfer and placed on the Fire District's seniority list in order of their relative service time with the City Fire Department. As those transferring uniformed employees with full seniority status leave Fire District service, the other transferring uniformed employees would be assimilated into full seniority status based on their total time in service as uniformed City/Fire District employees.

Employees would be eligible for promotional examinations within the Fire District without regard to the normal six-month period applicable to new employees. All time spent in rank as City/Fire District employees would be considered for purposes of determining eligibility for promotional examination.

City Equipment

The City would transfer to the Fire District its interest, right, and title, which shall be free and clear, in specified pieces of vehicular equipment which would be necessary for the operation within the City by the Fire District. Major fire equipment or other equipment essential to the operation of the vehicles or stations would also be transferred. All vehicles and major equipment transferred would be specified in an agreement for services negotiated by the City and the Fire District. Expendable equipment, tools, fixtures, furnishings, supplies, and all items incidental to the operation of the Fire Department would also be transferred but not specified. This includes all items currently in possession or assigned to the City Fire Department unless specifically excluded.

The method by which any vehicles leased by the City would be transferred would be addressed in an agreement for services. An agreement for services would also specify the disposition of the equipment and vehicles transferred in the event the agreement is terminated. Unless negotiated otherwise, the Fire District would return comparably aged vehicles to the City upon termination of service.

City Fire Department Facilities

If the City were to annex to the Fire District, the Fire District would occupy the three existing City fire stations. The Fire District would lease the City fire stations for \$1 per year, per facility. For the first five years, fire station maintenance and minor repairs would be the responsibility of the Fire District to the extent of \$25,000 per station for the first year, and would increase by 5% each year until the sixth year. All repairs in excess of the Fire District's annual share would remain the responsibility of the City. Beginning the sixth year, all fire station minor repairs and maintenance would be the responsibility of the Fire District, and major repairs would be the responsibility of the City.

Landscape Maintenance

Fire District fire station personnel would perform all routine maintenance of the landscaping at City fire stations.

Fuel Tanks

The Fire District would maintain and utilize the underground fuel tank located at Fire Station 61. Costs to refuel Fire Department vehicles are included in the overhead component of the proposed annual fee. The City would retain all responsibility for previously removed and existing underground fuel tanks, fuel pumps, piping, etc., located at the City fire stations occupied by the Fire District, including but not limited to any leaks, soil contamination and/or necessary remediation as a result thereof.

Site Assessments

Prior to the commencement of services by the Fire District, the City would be required to have performed an Electromagnetic Field Survey, a Phase I Site Assessment and Building Asbestos Survey, and a Phase II Site Assessment, if subsequently required, for the three proposed Fire District-staffed City fire stations. The site assessments would be conducted by a Cal-OSHA

registered environmental assessor who would determine if asbestos, fuel, lead paint, or other environmental contaminants or hazards are present.

All site assessment reports would be reviewed by the Fire District and its environmental services consultants to determine if pertinent standards have been met or if further mitigation measures are required. The City would be required to mitigate and abate all environmental hazards and provide evidence to the Fire District that all recommended measures have been completed and that all applicable laws and requirements have been complied with. Any residual contaminations discovered any time after Fire District occupancy would be the responsibility of the City to abate.

All costs relating to Phase I and II site assessments and hazard abatement/mitigation measures would be borne by the City.

Withdrawal from the Fire District

An annexation agreement entered into by the City and the Fire District would be for a minimum term of ten (10) years. Should the agreement be terminated by either party subsequent to the initial term, the distribution of assets would be determined as defined in the agreement.

The Fire District would not be obligated to return to the City any item such as apparatus, vehicles, furnishings, equipment, tools, or other personal property for which a monetary or in-kind credit was given to the City.

VIII. SUMMARY

Annexation of the City of Monterey Park to the Fire District would result in the City becoming an integral part of an organization that provides quality service to 58 cities and the unincorporated areas of Los Angeles County through a regional fire protection system. Under this regional concept, fire stations are strategically located throughout the service area, ensuring the most efficient use of resources for response to alarms. The three existing City fire stations would be occupied by the Fire District. Daily, on-duty staffing would total 12 in the City. A total of 83 daily, on-duty staff, located within five (5) miles of the City's boundaries, would also be immediately available for fire, hazardous materials, and medical emergencies within the City.

Participation in the Fire District offers a means for the City to provide and maintain a very high level of emergency services. It also affords the Fire District enhanced paramedic coverage to the unincorporated South San Gabriel and East Los Angeles communities as well as the Fire District-served City of Rosemead. Based on the proposed operation by the Fire District, the City's estimated 2011-12 annual fee would be \$9.7 million. The initial agreement term of any service agreement would be a minimum of ten (10) years.

PROPOSAL APPENDIX A

GLOSSARY

ALS	Advanced Life Support including emergency care by a certified paramedic (EMT-P)
ASSESSMENT ENGINE	The staffing on a Paramedic Assessment Engine includes 1 fire fighter paramedic. In addition to the care that EMTs provide, an assessment engine can provide advanced EMS care such as: heart monitoring and interpretation of cardiac rhythms; manual defibrillation and synchronized cardioversion; IV therapy; and advanced pharmacology drug calculations and administration. A paramedic squad is dispatched simultaneously with an assessment engine to assist with patient care and follow up at a receiving hospital, if necessary.
BLS	Basic Life Support including emergency care provided by an Emergency Medical Technician (EMT-1)
BOARD OF SUPERVISORS	The Los Angeles County Board of Supervisors, Board of Directors of the Consolidated Fire Protection District of Los Angeles County
CaIPERS	California Public Employees Retirement System
CITY	The City of Monterey Park
CITY COUNCIL	The City Council of the City of Monterey Park
FIRE DISTRICT	The Consolidated Fire Protection District of Los Angeles County, also commonly referred to as the Los Angeles County Fire Department

EMS	Emergency Medical Services
EMT-1	Emergency Medical Technician 1 - personnel certified to perform basic life support and first aid
EMT-D	Emergency Medical Technician D - personnel certified to perform basic life support and first aid, and to operate an automatic defibrillator. Currently, all engine and truck companies carry automatic external defibrillators and their personnel are certified at the Emergency Medical Technician-Defibrillator (EMT-D) level
LACERA	Los Angeles County Employees Retirement Association
PARAMEDIC ENGINES	The staffing on Paramedic Engines includes two fire fighter paramedics and, in addition to the care that EMTs and assessment engines can provide, can calculate and administer controlled drugs. Paramedic engines also maintain a disaster cache with medical inventory for chemical and biological acts of terrorism. Paramedic engines perform patient follow-up, if necessary, to a receiving hospital. A paramedic squad is not dispatched with a paramedic engine.
QUINT	A fire service apparatus that serves the dual purpose of a truck and also functioning as a pumper, carrying a water tank
TRUCK	A fire service apparatus designed with ladder capabilities and rescue tools such as the "jaws of life."

PROPOSAL APPENDIX B

THE CONSOLIDATED FIRE PROTECTION DISTRICT OF LOS ANGELES COUNTY

The Consolidated Fire Protection District of Los Angeles County was established in 1949 and is a "special district" under California law. Pursuant to California Government Code Section 55632, the Board of Supervisors of Los Angeles County, as the governing body of the Fire District, may contract with any other neighboring city, county or fire protection district for the furnishing of fire protection to such other agency.

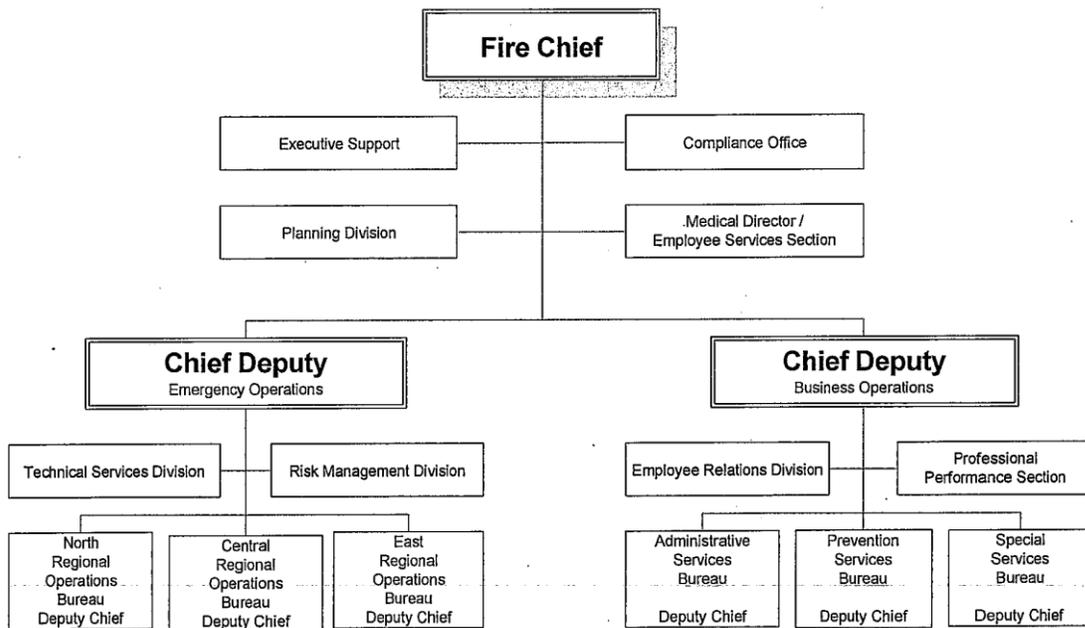
Population and Resources

The Fire District serves approximately 4.14 million people in 58 cities and all of the unincorporated areas of Los Angeles County. The Fire District is a nationally recognized fire department that provides a variety of high-quality emergency and safety related services.

The Fire District operates 169 fire stations with 163 staffed engine companies; 32 ladder truck companies, which include 19 quints that have both pumper and ladder truck' features; 5 light forces, which are comprised of both an engine and truck company that respond in tandem; 4 hazardous materials response squads; 2 urban search and rescue' task forces; 3 staffed paramedic air squads (with the capability of staffing an additional 7 air squads); and 67 paramedic rescue squads. In addition, numerous support services and special pieces of equipment are utilized.

Organizational Structure

The Fire District's Organizational Structure is as follows:



For efficient management, the Fire District is divided into six functional bureaus, each commanded by a Deputy Chief:

- Central, East, and North Regional Operations Bureaus
The firefighting, hazardous materials emergency response and emergency medical forces of the Fire District are assigned into these three regional Operations Bureaus. These forces are divided into nine field divisions, each under the command of an Assistant Fire Chief. Each field division is composed of two to three battalions.

Each battalion is supervised 24 hours per day by a Battalion Chief. Six to twelve fire stations make up a battalion. The Battalion Chief provides overall supervision and administrative control of the stations and is the first line of management responsible for dealing with union-represented employees.

An on-duty Fire Captain is assigned to each engine and truck company. The Fire Captain supervises the station and is responsible for the fire prevention and suppression, emergency medical, and other emergency and routine services that are provided within the station's jurisdictional area.

The City of Monterey Park would be included in the East Regional Operations Bureau. The Deputy Fire Chief in command of the East Regional Operations Bureau is located at Fire Station 118 in the City of Industry. The local Assistant Fire Chief is located at Fire Station 4 in the City of Rosemead.

- Prevention Services Bureau
Comprised of the Prevention, Health/Hazardous Materials, and Forestry Divisions.
- Special Services Bureau
Comprised of the Command and Control, Fire Fleet Services, Construction and Maintenance, and Information Management Divisions.
- Administrative Services Bureau
Comprised of the Human Resources, Financial Management, Organizational Development, and Materials Management Divisions.

PROPOSAL APPENDIX C

ADDITIONAL FIRE DISTRICT SERVICES

Training

The Fire District operates four regional training centers. A newly hired Fire District employee is given 17 weeks of intense training at the Fire District's training centers. Our training system is designed to ensure that only highly trained firefighting personnel are available for all emergency and non-emergency duties. In addition to basic firefighting skills, the recruit fire fighter is trained for medical emergencies and is certified as an EMT1 and EMT-D. For one year after graduation, the employee is on probation and is rated monthly on training progress. The probationary fire fighter receives daily drills and must pass a final examination before being approved for permanent employment.

Ongoing training for all personnel is accomplished by mandatory, daily, two-hour drills. Personnel are continually introduced to new or improved emergency and nonemergency procedures. City firefighting personnel assimilated into the Fire District, if not already certified, would receive EMT-1 and EMT-D training and certification, and Class "B" commercial driver's training and licensing as required by the Department of Motor Vehicles. Those personnel would also receive various other orientations and training for their specific positions in the Fire District.

Technical Expertise

The Fire District is a progressive leader in the fire service. It is comprised of many individuals and groups with specialized skills and equipment who provide a high degree of efficiency and cost-effectiveness for both routine and emergency functions. Although the Fire District's urban search and rescue, hazardous materials squads and helicopter operations receive much publicity, the Fire District's scope of expertise and specialization is wide and varied. A few examples follow:

- Arson investigators are full-time professionals.
- Specially trained members of the Joint Regional Intelligence Center (JRIC) Terrorism Early Warning Group (TEW) which is comprised of personnel from other agencies such as the Sheriff's Department, L. A. City Fire Department, L. A. City Police Department, Department of Health Services, FBI, the Rand Corp., and others.

- Six OES/FEMA certified urban search and rescue dogs and one ATF certified arson dog.
- Swift water rescue teams.
- Fire prevention staff are specialized and develop in-depth knowledge in particular areas. These areas include:

Schools and Institutions - Conducts inspections of schools and institutional type buildings.

Area Offices - Inspections include new construction, tenant improvement, large occupancies, public assemblies, some of the smaller projects and tenant improvement plan checks.

Petroleum and Chemical Unit - Conducts inspections of refineries, large chemical plants, etc.

Arson/Fire Investigation Unit - Conducts arson investigations and cause determination investigations.

Engineering/Plan Check Section - Reviews all new construction/large tenant improvement plans for Fire Code requirements.

Health/Hazardous Materials Division - Handles hazardous materials disclosure.

- A full-time, professionally equipped video unit produces quality and effective audio and visual training materials.
- Special committees provide procedures and training for railroad incidents, truck operations, wildland pre-attack, fire prevention and other specialized areas.
- Experienced administrative paramedics or the Fire District's Emergency Physician/Medical Director coordinate multi-casualty medical procedures.
- A full-time, licensed breathing apparatus technician and experienced, trained assistants repair and maintain breathing apparatus.
- Registered nurse/professional educators coordinate EMT training.

- The Information Management Division, with approximately 49 skilled technicians, provides computer support to the field, administration, and the Command and Control Division (dispatching).
- The Fire District's 53 fire shop and field mechanics maintain the Fire District's apparatus for maximum use and efficiency.
- A state-of-the-art, computerized Command and Control Center dispatches and manages the closest available resources on an incident. All first responder units are equipped with an automatic vehicle locator device (AVI) that sends real time data reflecting the location of each unit, unit type, and current rate of travel.

Dispatching and command staff see exactly where resources are at any time so that units can be moved or repositioned, if necessary, to optimize the use of emergency first responders based upon their actual location.

Following are examples of the Fire District's specialized emergency apparatus and units:

Urban Search and Rescue (USAR) Task Forces - Comprised of a USAR Squad and a USAR Engine, these two units combine to form a USAR Task Force that is specially trained to respond to technical rescues, collapsed structures, trench rescues, confined space rescues, swift water rescues, cliff rescues, major vehicle accidents with entrapment, and structure fires.

Hazardous Materials Emergency Response Task Forces - Comprised of a Hazardous Materials Squad and Engine, these two units are staffed with fire fighters who are specially trained to provide immediate response to hazardous chemical emergencies and collapse incidents and provide additional personnel for major emergencies.

Water Tenders - Provide water if hydrants fail.

Metropolitan Incident Resource Vehicle (MIRV) - A vehicle designed to convey supplies and equipment to support a multi-casualty mass decontamination operation.

Tractors - Transport bulldozers and search and rescue trailers to incident sites.

Rehabilitation and Food Trucks - Assist fire fighters working on incidents for extended times.

Bulldozers - Dike off hazardous materials flows or flood waters, assist in rescue efforts, fire overhaul, and wildland firefighting.

Light Units - Provide lighting and electricity for effective nighttime operations.

Brush Patrol Trucks - Provide jurisdiction patrolling and immediate extinguishment of small fires in the urban interface areas.

Foam Units - Provide special types of foam application for chemical and petroleum fires. These are separate from foam units carried on engine companies.

Mobile Air Units - Provide on-scene refill of breathing apparatus to enable continuous firefighting operations.

Mobile Command and Communication Centers - Allow on-site communication and coordination of resources at major incidents such as floods, earthquakes, explosions, large industrial or life loss incidents.

Helicopters - Provide paramedic treatment and transport in life-threatening situations as well as fire suppression water-dropping capabilities and air reconnaissance for major disasters. The Fire District has 9 helicopters which includes 3 Firehawks with a water capacity of 1,000 gallons, and 6 Bell 412s.

Emergency Support Teams ESTs) - Strategically located two-person units provide first-alarm firefighting support to specific areas in the Fire District to augment firefighting staffing.

Deluge Units - Provide very large water streams for effective application and knockdown of large industrial fires.

While the resources listed above are representative of the specialized capabilities of the Fire District, application of these specialized resources in addition to the economy of scale the Fire District enjoys leads to the high quality and wide variety of service the Fire District offers the City.

PROPOSAL APPENDIX D

ANNEXATION PROCESS

This process has been designed for the most timely method of annexation. Modifications to the process may result in increasing the length of time to complete the annexation.

District Fire Chief: Transmits completed Feasibility Study to the Board of Supervisors for approval. Upon Board approval, transmits the Study to the City.

City: Requests negotiations of an annexation agreement with the Fire District Fire Chief, approves Reimbursement Agreement with the Fire District for costs incurred to evaluate City's facilities and equipment for conversion to Fire District standards. Upon successful conclusion of negotiations, City signs annexation agreement and adopts a \$-0- Joint Property Tax Transfer Resolution.

Fire District: Submits for Board approval a Resolution Making Application to the Local Agency Formation Commission (LAFCO), \$-0- Joint Property Tax Transfer Resolution, Negative Declaration, and legal description.

Upon Board approval, submits Resolution Making Application to LAFCO, \$-0- Joint Property Tax Transfer Resolution, Negative Declaration, and a legal description to LAFCO.

Local Agency

Formation Commission: Holds a public hearing after receipt of Board Resolution Making Application.

Fire District: Submits request to finalize annexation and the annexation agreement to the Board for approval.

Board of Supervisors: Holds annexation public hearing and approves annexation and agreement.

Local Agency

Formation Commission: Records annexation on date requested. Notifies the County Engineer, County Assessor, the District Fire Chief, and the State Board of Equalization upon completion of the annexation procedures. *Map and filing fee must be received by LAFCO before recordation and filing can be made.*

City: Adopts ordinance to use the Fire District Fire Code and an ordinance for the Fire District to be the administering agency for hazardous materials programs, if applicable. Notifies the regional agency of the Insurance Services Office of the annexation.

NOTE: Public notice requirements for public hearing require approximately four weeks.

Appendix G: LACFD Conversion Costs

LACFD Conversion Costs, November 2011

The following information is a letter from LACFD dated January 2012, detailing conversion costs associated with transition.

COUNTY OF LOS ANGELES

FIRE DEPARTMENT
1320 NORTH EASTERN AVENUE
LOS ANGELES, CALIFORNIA 90063-3294
(323) 881-2404

January 4, 2012

Paul Talbot, City Manager
City of Monterey Park
320 W. Newmark Avenue
Monterey Park, CA 91754

Dear Mr. Talbot:

As discussed during our meeting of December 6, 2011, attached are the City of Monterey Park's (City) estimated one-time conversion costs. The total cost to convert the City's facilities, apparatus, vehicles, equipment, station uniforms, personal protective equipment, and other necessary incidental items so that they would be compatible with Fire District operations and meet Fire District standards are estimated to be \$924,000. If the City decides to contract with the Fire District, the estimated cost will be updated to reflect actual conversion costs incurred by the Fire District at the time the City transitions to Fire District service.

These estimated costs reflect the existing condition of the City Fire Department's facilities, apparatus and equipment as of November 2011. Any upgrades, purchases, repairs, etc., undertaken by the City prior to actual transition would affect the total actual conversion costs. As provided in the provisions of our draft agreement, the City would reimburse the Fire District the total actual conversion costs over a three-year period.

If you have any questions, please call us at (323) 881-2404.

Very truly yours,



DEBBIE AGUIRRE, CHIEF
PLANNING DIVISION

DA:gc

Enclosure

c: Jim Birrell, Acting Fire Chief

City of Monterey Park Fire Department, California
Fire Services Analysis

FACILITIES

<u>Description</u>	<u>Station 61</u>	<u>Station 62</u>	<u>Station 63</u>	<u>Total</u>
Asbestos/Environmental	\$ 10,000	\$ 5,000	\$ 5,000	
D.E.S.(BC Apparatus Bay)	14,000			
Exterior Locks	3,000	2,400	2,700	
Faucet Replacement		100		
Hot Start	500	500	500	
Map Boards	750	750	750	
Overhead Door Operator		3,500		
Privacy and Access	TBD	TBD	TBD	
SCU Antenna	500	500	500	
Security for Medical Room		1,500		
Signage	5,000	4,000	4,000	
Speaker Upgrade		500	500	
Toilet Replacement			300	
Water Heater Vent		100		
Weather Stripping			500	
Asphalt Replacement	100,000			
Ceiling Repair		15,000		
Drain Issue (Gutter etc.)		2,500		
Duct Cleaning		4,000		
Exhaust Fan R&R (Tool Room)	2,500			
Fascia Replacement		5,000	2,000	
HVAC Screen Repair		2,500		
Locker/Hardware Repair			500	
Patch/Paint (Dayroom Soffit)	1,500			
Patch/Paint (Sill Crew Dorm)	750			
Patch/Paint (Water Heater Closet)	1,000			
Patch/Paint BC App. Bay	1,500			
Shower Re-grout (Capt.'s Restroom)	1,500			

City of Monterey Park Fire Department-California
Fire Service Analysis

Structural Assessment			25,000
Stucco Patch/Paint	25,000		10,000
Terrazzo Cleaning/Treatment			1,000
Terrazzo Repair (Capt. Shower)			15,000
Tile R&R (Capt.'s Restroom)	2,500		
Wall Repair			5,000
Station Totals	\$ 145,000	\$ 72,850	\$ 73,250

TOTAL FACILITIES COST \$ 291,100

Costs identified as of November 2011

COMMUNICATIONS

<u>Description</u>	<u>Unit Cost</u>	<u>Station 61</u>	<u>Station 62</u>	<u>Station 63</u>
Station Telephone System Replacement		\$ 19,045	\$ 9,810	\$ 9,810
Selective Calling Units (SCU) Parts & Labor		30,000	30,000	30,000
Radios for Personnel VHF Handheld *	\$2,500	15,000	7,500	7,500
Radios for Personnel UHF Handheld (requires only code plug update)**	\$50	300	150	150
Station Totals		\$ 64,345	\$ 47,460	\$ 47,460

TOTAL COMMUNICATIONS COSTS \$ 159,265

Note: The cost for radios installed in the vehicles is included in each vehicle's outfitting costs.

* Based on twelve (12) personnel

** City uses XTS 5000 Handheld radios that are also used by LACoFD.

VEHICLES

MPK 950 2005 KME E 62:

Service/Repair Description	Mech. Hrs.	Total
A/C compressor leaking	4.0	
Air governor pressure cut out is low 115 PSI	1.0	
Check engine light	8.0	
Heater core leaking	5.0	
Left rear lower clearance light missing	1.0	
Light bar lights inoperable	2.0	
Oil pressure switch line leaking	1.0	
PTO leaking	2.0	
Rear compartment light inoperable	1.0	
Rear right compartment lower door latch inoperable	1.0	
Right rear lower light inoperable	<u>1.0</u>	
Total Mechanic Hours	27.0	
Labor Rate	<u>\$ 65.05</u>	
Total Service/Repair Labor	\$ 1,756.35	\$ 1,756.35
Total Parts		<u>1,895.00</u>
Total Service/Repair		\$ 3,651.35

<u>Outfitting</u>	<u>Mech. Hrs.</u>	<u>Total</u>
Install Blue and White Radios	24	
Install MDT Stand	6	
Install LA County Decals and NFPA Stripe	<u>4</u>	
Total Hours	34.0	
Labor Rate	<u>\$ 65.05</u>	
Total Outfitting Labor	\$ 2,211.70	\$ 2,211.70
Total Outfitting Parts		<u>15,300.00</u>
Total Outfitting		\$ 17,511.70
Total Service/Repair		<u>3,651.35</u>
Total MPK 950 E 62		<u>\$ 21,163.05</u>

VEHICLES (Cont.)

MPK 984 2007 KME E 63:

<u>Service/Repair Description</u>	<u>Mech. Hrs.</u>	<u>Total</u>
Left rear AED light inoperable	1.0	
Oil filter adapter leaking	1.0	
Replace secondary fuel filter	1.0	
Tank level sight glass dirty	1.0	
Transmission leak	1.0	
Update cab lift motor	<u>3.0</u>	
Total Mechanic Hours	8.0	
Labor Rate	<u>\$ 65.05</u>	
Total Service/Repair Labor	\$ 520.40	\$ 520.40
Total Service/Repair Parts		<u>954.00</u>
Total Service/Repair		\$ 1,474.40
<u>Outfitting</u>	<u>Mech. Hrs.</u>	<u>Total</u>
Install Blue and White Radios	24.0	
Install MDT Stand	6.0	
Install LA County Decals and NFPA Stripe	<u>4.0</u>	
Total Hours	34.0	
Labor Rate	<u>\$ 65.05</u>	
Total Outfitting Labor	\$ 2,211.70	\$ 2,211.70
Total Outfitting Parts		<u>15,300.00</u>
Total Outfitting		\$ 17,511.70
Total Service/Repair		<u>1,474.40</u>
Total MPK 984 E 63		<u>\$ 18,986.10</u>

VEHICLES (Cont.)

MPK 856 2000 KME T 61:

<u>Service/Repair Description</u>	<u>Mech Hrs.</u>	<u>Total</u>
Aluminum diamond plate loose	1.0	
Compartment lights inoperable (various)	2.0	
Compartment open indicator inoperable	1.0	
Coolant low (replace radiator cap)	1.0	
Cracked tiller windshield	2.0	
Diamond plate loose in front of pump	1.0	
Engine start switches need replacement	1.0	
Exhaust leak at turbo	2.0	
Foam system inoperable	2.0	
Front intersection lights inoperable	2.0	
Front lightbar red light burnt	1.0	
Heater control knob missing	1.0	
Hydraulic pump leaking	2.0	
Ladder cord retractor reel wear	4.0	
Oil filter adapter leaking	2.0	
Oil leak front cover	4.0	
Power steering leaking	2.0	
Rear right body damage (lower)	1.0	
Remote start works intermittently	1.0	
Replace dash lights as needed	1.0	
Replace water level sight glass	1.0	
Right outter rim damage	1.0	
Right side outrigger green lens broken	1.0	
Right side outrigger leaking	4.0	
Right side top compartment door switch broken	1.0	
Rung damage on 2nd section (replace all pads)	60.0	
Swivel bracket loose	1.0	
Tighten loose bolts in rear engine cover	1.0	
Tiller fan control knob loose	1.0	
Top compartment (under ladder not secure)	1.0	
Turbo drain oil leak (lower)	<u>2.0</u>	

City of Monterey Park Fire Department-California
Fire Service Analysis

Total Mechanic Hours	108.0	
Labor Rate	<u>\$ 65.05</u>	
Total Service/Repair Labor	\$ 7,025.40	\$ 7,025.40
Total Service/Repair Parts		12,071.00
Total Service/Repair		\$ 19,096.40

VEHICLES (Cont.)

MPK 856 2000 KME T 61 (cont.):

<u>Outfitting</u>	<u>Mech. Hrs.</u>	<u>Total</u>
Install Blue and White Radios	24.0	
Install MDT Stand	6.0	
Install LA County Decals and NFPA Stripe	<u>4.0</u>	
	Total Hours	34.0
	Labor Rate	<u>\$ 65.05</u>
	Total Outfitting Labor	\$ 2,211.70
	Total Outfitting Parts	<u>15,300.00</u>
	Total Outfitting	\$ 17,511.70
	Total Service/Repair	<u>19,096.40</u>
	Total MPK 856 T 61	<u>\$ 36,608.10</u>

VEHICLES (Cont.)

MPK 023 2009 Toyota Prius:

Service/Repair Description	<u>Mech Hrs.</u>	<u>Total</u>
Preventive Maintenance Service	1.0	
Labor Rate	\$ 65.05	
Total Outfitting Labor	\$ 65.05	\$ 65.05
Total Service/Repair Parts		<u>65.00</u>
Total Service/Repair		\$ 130.05

<u>Outfitting</u>	<u>Mech. Hrs.</u>	<u>Total</u>
Install MDT Stand	6.0	
Install LA County Decals and NFPA Stripe	1.0	
Total Hours	7.0	
Labor Rate	\$ 65.05	
Total Outfitting Labor	\$ 455.35	\$ 455.35
Total Outfitting Parts		<u>5,100.00</u>
Total Outfitting		\$ 5,555.35
Total Service/Repair		<u>130.05</u>
Total MPK 023		<u>\$ 5,685.40</u>

VEHICLES (Cont.)

MPK 56 2011 Ford Escape:

<u>Outfitting</u>	<u>Mech. Hrs.</u>	<u>Total</u>
Install Blue and White Radios	8.0	
Install MDT Stand	6.0	
Install LA County Decals and NFPA Stripe	1.0	
Total Hours	15.0	
Labor Rate	<u>\$ 65.05</u>	
Total Outfitting Labor	\$ 975.75	\$ 975.75
Total Outfitting Parts		<u>15,100.00</u>
Total Outfitting		\$ 16,075.75
Total Service/Repair		_____ -
Total MPK 56		\$ 16,075.75

New Apparatus Costs:

Paramedic Squad - New Vehicle including outfitting and communications costs	\$ 80,000.00
New Paramedic Squad Costs	<u>\$ 80,000.00</u>
TOTAL VEHICLE COSTS	<u>\$ 178,518.40</u>

City of Monterey Park Fire Department-California
Fire Service Analysis

FIRE EQUIPMENT

Equipment	Unit Cost	Engine 62	Engine 63	Quint 61	Squad
Axe: Flat Head 6 lb. 32" Handle	\$ 42.00	\$ 42.00	\$ 42.00	\$ 84.00	
BAR-RAM:33" Length w/Lock Breaker	420.00			840.00	
Belt: Ladder - Large and Med.	240.00			240.00	
Box: First Aid - Flambeau #PM2072	54.00	54.00	54.00	54.00	
Can: Safety - 1 Gallon 46.00 92.00					
Cab Items (Keys, Thomas Guide, D.O.T. etc.)	400.00	400.00	400.00	400.00	\$ 400.00
Claw Tool: Halligan Iowa American 30" Length 1 Piece	208.00	208.00	208.00	416.00	208.00
Cover: Salvage 12' x 18'	118.00			354.00	
Cutter: Bolt 14" Length	68.50	68.50	68.50	68.50	
Cutter: Bolt 36" Length	129.00			129.00	
Cutter: Hot Line - Fiberglass "ACSR" 6' Handle w/ Gloves	575.00			575.00	
Defibrillator - Semi Auto	2,325.00	2,325.00	2,325.00	2,325.00	
Eductor	920.00	920.00	920.00	920.00	
Fitting: 4" NSF x 2-1/2" NSM Pyrolite Rocker Lug Rigid	48.00		48.00	96.00	
Fitting: 4" NSM x 2 1/2" NSF Pyrolite Rocker Lug Rigid	39.50		39.50	79.00	
Fitting: 4" NSM x 2 1/2" NSF Pyrolite Long Handle	96.50			96.50	
Fitting: 4" NSM x 2 1/2" NSF Pyrolite Swivel 4" Rocker Lug, 2 1/2" Long Handle	96.50	96.50	96.50		
Fitting: 4" NSM x 3-1/2" NSM Pyrolite Rigid	48.00	96.00	96.00		
Fitting: 4" NSF x 4" NSF Pyrolite	60.75		60.75		
Ground Fault Interruptor: w/Twistlock Receptacles	455.00			455.00	
Hose: 4" Bypass x 20' - 4" NSM x 4" NSF	218.00		218.00		
Hose: 2 1/2" Soft Suction x 20'	81.00			81.00	
Hose: 4" Soft Suction x 20' 4" NSM x 4" NSF-Rubber Nitrile	320.00	640.00	640.00		
Hose: 1 3/4" x 50' High Rise Orange (100')	380.00	380.00	380.00		
Hose: 1 3/4" x 50' High Rise Orange (200')	760.00			760.00	
Hose: 4" Hard Suction	331.00	662.00	662.00		
Lantern: Pelican Big Beam	56.00	112.00	112.00	112.00	
Mallet: Rubber, 3 lb. Dead Blow	30.00			30.00	
Mallet: Rubber, NUPLA 3# Dead Blow	30.00	30.00	30.00		
MCMD Decontamination Kit	100.00	100.00	100.00		
Monitor: Apollo Portable	2,344.00			2,344.00	
Nozzle: "KK" Bubblecup 10-40 GPM	360.25	720.50	720.50	720.50	
Nozzle: TFT Metro 1 for 1 3/4" Lines	625.00	2,500.00	2,500.00	2,500.00	
Nozzle: TFT Metro 2 for 2 1/2" Lines	995.83	2,987.50	2,987.50	1,991.70	
Nozzle: Elkhart BA205 High-Rise	360.00	360.00	360.00	720.00	
Nozzle: Foam TFT MX-D	150.00			150.00	
Nozzle: Foam TFT MX-D w/Twister Nozzle	150.00	150.00	150.00		
Nozzle: Akron Breakapart - Straight Bore for Handline: 1"-1 1/8"- 1-1/4"-2 1/2" NSF Inlet	280.00	560.00	560.00		
Nozzle: Akron Breakapart - Straight Bore for Handline: 1"-1 1/8"-					

City of Monterey Park Fire Department, California
Fire Services Analysis

1 1/4"	280.00			560.00
Nozzle: Akron Breakpart - Straight Bore for Master: 3/4"-1 1/2"-				
1 3/4"-2"-2 1/2" NSF Inlet	690.00	690.00	690.00	
Plastic Sheeting: Roll	38.00	38.00	38.00	
Ram Bar	530.00			530.00
Reciprocating Saw Rescue Kit	775.00			775.00
Rescue Tool: "Amkus" only w/Spreader, Cutter, 44" Ram, Chain.	20,142.00			20,142.00
Rope: Drop Bags - 85' X 3/8"	81.25			487.50
Saw: Rotary K-12 FD or Equal	1,175.00			2,350.00
Shovel - L.H.R.P. Wood Handle	45.00			90.00
Shovel - L.H.S.P. Wood Handle	48.00			96.00

FIRE EQUIPMENT (Continued)

<u>Equipment</u>	<u>Unit Cost</u>	<u>Engine 62</u>	<u>Engine 63</u>	<u>Quint 61</u>	<u>Squad</u>
Shovel: Scoop 14"x17" Aluminum Blade w/ "D" Handle	\$ 50.75	\$ 101.50	\$ 101.50	\$ 101.50	
Siamese: Clappered (2) 2 1/2" x (1) 2 1/2"	670.00	670.00	670.00		
Terrorism Kit (Auto Injectors & Dosimeters)	200.00	200.00	200.00		
Thermal Imager - Bullard T-4 Max	9,000.00			9,000.00	
Tool: Forceable Entry "A" 210.00 2 10.00					
Vacuum: Water_WAP Turbo AE 13 Gallon or Equal	2,010.00			2,010.00	
Valve: Hydroassist For 4" Hose	780.00	780.00	780.00		
Valve: Keystone w/ 4' Female Outlet	1,225.00		2,450.00		
Wrench: Five Hole Spanner	15.20	76.00	76.00	76.00	
Wrench: Suction Spanner 2 1/2" to 6"	61.50	123.00	123.00		
Wrench: Suction 2 1/2" to 6" x 18"	61.50			123.00	
Wrench: Pipe 18"	42.00	42.00	42.00		
Wrench: Pipe 24"	64.00	64.00	64.00		
Wye:(1) 4" NSF x (3) 2-1/2" NSM Pyrolite	1,974.50	1,974.50	1,974.50	1,974.50	
Wye:(1) 2 1/2" NSF x (1) 1-1/2" NSM Brass	342.00			342.00	
Wye:(1) 2 1/2" NSF x (2) 1-1/2" NSM Brass	105.00	105.00	105.00		
Wye:(1) 2 1/2" NSF x (1) 1 1/2" NSM Pyrolite	264.00			264.00	
Wye:(1) 2 1/2" NSF x (2) 1 1/2" NSM Pyrolite	200.00		200.00		
Wye:(1) 2 1/2" NSF x (2) 2-1/2" NSM Pyrolite	1,130.00	1,130.00	1,130.00	1,130.00	
Wye: Water Thief	920.00	920.00	920.00		
Wildland Equipment:					
Belt - Harness - Pack (includes Canteen w/ cover; Clamp:					
Hose 1 1/2" to 1", Fittings: 1" IPF X 1" NSM	761.00	761.00	761.00		
wildland; 1" NSF X 1" IPM wildland, 1" IPF X 1 1/2					
NSM wildland; 1" 1/2 NSF X 1" IPM wildland;1" IP;					
Barrel Nozzle; Shelter: Emergency Wildland Complete;					
and Tee: Wildland 1 1/2")					
Hose: 1" Single Jacket	1,170.00	1,170.00	1,170.00		
Swiftwater Equipment:					

City of Monterey Park Fire Department-California
Fire Service Analysis

Bag: Equipment for Swiftwater	25.00	25.00	25.00	25.00
Helmet: Water Rescue - Yellow	51.50	206.00	206.00	206.00
Jacket: Flotation Dev - Type III w/ Whistle	107.50	430.00	430.00	430.00
Throwbag: S/W 70' x 3/8"	36.00	144.00	144.00	144.00

Homeland Security Equipment:

Terrorism Bag (T-Bag) for 12 post position:

Blackhawk Bag	65.00	195.00	195.00	260.00	\$130.00
APR Escape Face Piece	160.00	480.00	480.00	640.00	320.00
Dou-Dote Auto Injector	90.00	270.00	270.00	360.00	180.00
CBRN Canisters	72.00	216.00	216.00	288.00	144.00
Gas Trac Combustible Gas Leak Detectors*	300.00	300.00	300.00	300.00	
Co Dectectors	80.00	80.00	80.00	80.00	
Decon Buckets	200.00	200.00	200.00	200.00	
APD 2000*	10,000.00			10,000.00	
Two Ludlums per rig - Model 2241	1,500.00			1,500.00	1,500.00
Two Ludlums per rig - Model 2242	1,500.00			1,500.00	1,500.00

* Being phased out and replaced with a new version

Apparatus Totals	\$24,803.00	\$27,819.25	\$ 72,297.70	\$4,912.00
Trade-In Value of Hurst Extrication Systems			(5,000.00)	

FIRE EQUIPMENT TOTAL **\$ 124,831.95**

City of Monterey Park Fire Department, California
Fire Services Analysis

FIRE EQUIPMENT (Continued)

Items to be used from Engine 61 for front line apparatus in City

<u>Equipment</u>	<u>Unit Cost</u>	<u>Engine 62</u>	<u>Engine 63</u>	<u>Quint 61</u>	<u>Squad</u>
Breathing Apparatus: Warrior	\$ 4,060.77				\$ 8,121.53
Clamp: Hose 4" Capacity with Mount	396.00			\$ 396.00	
Cover Salvage 12' x 18'	118.00			118.00	
Fitting: 4" NSF x 4" NSF Pyrolite	60.75	\$ 60.75			
Fitting: 4" NSF x 2-1/2" NSM Pyrolite Rocker Lug Rigid	48.00	48.00			
Fitting: 4" NSM x 2 1/2" NSF Pyrolite Rocker Lug Rigid	39.50	39.50			
Hose: 4" Bypass x 20' - 4" NSM x 4" NSF	218.00	218.00			
Wye:(1) 2 1/2" NSF x (2) 1 1/2" NSM Pyrolite	200.00	<u>200.00</u>			
Total Cost		\$ 566.25	\$ -	\$ 514.00	\$ 8,121.53
Total Equipment Cost Transferred from Engine 61*					<u>\$ 9,201.78</u>

* The Fire Equipment Total on the preceding page reflects the availability of the equipment to be transferred from Engine 61 as detailed above.

Should any of the equipment itemized above not be available for transfer at the time of conversion, the cost incurred by the Fire District to purchase such equipment would be added to the City's total conversion cost obligation.

Costs identified as of November 2011.

PERSONAL PROTECTIVE EQUIPMENT & UNIFORMS

Personal Protective

<u>Equipment (PPE)</u>	<u>Quantity</u>	<u>Item Cost</u>	<u>Total Cost</u>
Beehood	38	\$ 11.50	\$ 437
Big ED Flashlight	38	35.00	1,330.00
Brush Coat	38	96.25	3,657.50
Goggles	38	10.00	380.00
Helmet Shield	38	6.00	228.00
Hose Straps	38	8.00	304.00
Nomex Hood	38	21.50	817.00
Personal Flashlight	38	21.50	817.00
Shroud	38	27.50	1,045.00
Wildland Helmet	38	32.00	1,216.00
Wildland T-Shirts (2 each)	76	7.00	<u>532.00</u>

Personal Protective Equipment Total **\$ 10,764**

Station Uniforms

Belt Buckle	38	\$ 10.50	\$ 399
Belts	38	9.95	378
Jacket	38	87.95	3,342
Name Tags (2 each)	76	10.00	760
Shirts (2 each)	76	69.85	5,309
Soft Hat	38	69.50	2,641
Tie	38	10.00	380

Station Uniforms Total **\$ 13,209**

PPE AND STATION UNIFORMS TOTAL **\$ 23,972**

City of Monterey Park Fire Department, California
Fire Services Analysis

MEDICAL EQUIPMENT

<u>Equipment</u>	<u>Unit Cost</u>	<u>Engine</u>	<u>Engine</u>	<u>Quint</u>	<u>Squad</u>
Back Board (2)	\$ 152.81				\$ 305.62
Back Board Straps (8 - four straps per board)	13.79				110.32
CAT Tourniquet	27.50	\$ 27.50	\$ 27.50	\$ 27.50	27.50
Cell Phone - Verizon Service	170.00				170.00
CPAP Ass. Masks (3)	21.78				65.34
CPAP Control Unit	1,150.00				1,150.00
CPAP Quick Connect	65.00				65.00
CPAP Soft Bag	182.68				182.68
Glucose Lancets	1.25	1.25	1.25	1.25	1.25
Glucose Monitor	79.10	79.10	79.10	79.10	79.10
Glucose Test Strip	19.41	19.41	19.41	19.41	19.41
Junkin Litter Plastic	589.10				589.10
Laryngoscope Handle Peds	21.95	21.95	21.95	21.95	21.95
Oxygen "D" Cylinder (2,2,2,5)	62.60	125.20	125.20	125.20	313.00
Oxygen Bag	142.67	142.67	142.67	142.67	142.67
Peds. Immob. Board	351.20				351.20
Sager Splint Adult	314.87	314.87	314.87	314.87	314.87
Sager Splint Peds.	295.17	295.17	295.17	295.17	295.17
Suction Unit (portable)	700.00	700.00	700.00	700.00	700.00
Trauma Box Black (3)	<u>204.50</u>				<u>613.50</u>

Apparatus Totals \$ 1,727 \$ 1,727 \$ 1,727 \$ 5,518

MEDICAL EQUIPMENT TOTAL \$ 10,699

	<u>Qty.</u>	<u>Cost</u>
Knox Systems Retrofit -	833	\$12,495 *
Re-switch of electric gates	50	\$2,500 *

* Estimated cost. Does not include labor.

Deferred Equipment Maintenance -

(To be completed prior to commencement of service)

MISCELLANEOUS TOTAL \$14,995

Costs identified as of November 2011.

CONVERSION COSTS SUMMARY

Facilities	\$291,100
Communications	159,265
Vehicles	78,518
Fire Equipment	124,832
PPE & Uniforms	23,972
Medical Equipment	10,699
Misc.	<u>14,995</u>
Subtotal	\$803,382
Credit for City vehicles	* (<u> </u>)*
Contingency - 15%	\$120,507
Total Conversion Costs	<u>\$923,889</u>

* Value of excess vehicles transferred to the District not required to provide service to the City.

Appendix H: LACFD Proposed Fees Updated 5.23.2012



COUNTY OF LOS ANGELES

FIRE DEPARTMENT

1320 NORTH EASTERN AVENUE
LOS ANGELES, CALIFORNIA 90063-3294
(323) 881-2401

DARYL L. OSBY
FIRE CHIEF
FORESTER & FIRE WARDEN

May 23, 2012

Paul Talbot, City Manager
City of Monterey Park
320 W. Newmark Avenue
Monterey Park, CA 91754

Dear Mr. Talbot:

As requested by City staff, we have reviewed the cost shares of truck service in our existing fee-for-service contracts in comparison to the Fire District's initial service proposal for Monterey Park. Trucks/quints are a valuable resource to the Fire District. Because of their operational costs, the Fire District has judiciously staffed truck or quints at strategic stations throughout the Fire District. We agree that a truck in the City of Monterey Park would be of great value to the surrounding East Los Angeles and Rosemead areas. Therefore, based upon the costs shared in other cities and the direct benefits to adjacent communities, the Fire District can share 50% of the cost of the quint in the City.

Attached is the updated annual cost for 2012-13, including the proposed District cost shares for the paramedic squad and quint. I must caution that any changes in the proposed cost shares as detailed in our Feasibility Study dated June 2011 are subject to Board approval.

If you have any questions regarding this issue, please contact me at (323) 881-6180 or Debbie Aguirre, Chief, Planning Division, at (323) 881-2404.

Very truly yours,


DARYL L. OSBY, FIRE CHIEF

DO:lb

Attachment

c: Jim Birrell, Acting Fire Chief

SERVING THE UNINCORPORATED AREAS OF LOS ANGELES COUNTY AND THE CITIES OF:

AGOURA HILLS	CALABASAS	DIAMOND BAR	HIDDEN HILLS	LA MIRADA	MALIBU	POMONA	SIGNAL HILL
ARTESIA	CARSON	DUARTE	HUNTINGTON PARK	LA PUENTE	MAYWOOD	RANCHO PALOS VERDES	SOUTH EL MONTE
AZUSA	CERRITOS	EL MONTE	INDUSTRY	LAKEWOOD	NORWALK	ROLLING HILLS	SOUTH GATE
BALDWIN PARK	CLAREMONT	GARDENA	INGLEWOOD	LANCASTER	PALMDALE	ROLLING HILLS ESTATES	TEMPLE CITY
BELL	COMMERCE	GLENDALE	IRVINDALE	LAWDALE	PALOS VERDES ESTATES	ROSEMEAD	WALNUT
BELL GARDENS	COVINA	HAWAIIAN GARDENS	LA CANADA FLINTRIDGE	LOMITA	PARAMOUNT	SAN DIMAS	WEST HOLLYWOOD
BELLFLOWER	CUDAHY	HAWTHORNE	LA HABRA	LYNWOOD	PICO RIVERA	SANTA CLARITA	WESTLAKE VILLAGE
BRADBURY							WHITTIER

City of Monterey Park Fire Department-California
Fire Service Analysis

**CITY OF MONTEREY PARK
PROPOSED SERVICE LEVEL
(Revised Proposal 5/23/2012)**

Operations:

Station	Equipment	Post Positions ^(a)	Est. 2012-13 Resource Cost	Est. 2012-13 Net City Cost
61	Assessment Quint	4	\$2,361,255	\$1,180,628 ^(b)
	Paramedic Squad	2	\$1,212,417	\$606,209 ^(c)
62	Assessment Engine	3	\$1,923,579	\$1,923,579
63	Assessment Engine	3	\$1,923,579	\$1,923,579
Total Station Staffing		12		

Fire Prevention:

Fire Protection Engineer II (Plan Check)	0.50	\$121,020	\$60,510
Captain	0.25	\$200,856	\$50,214
Fire Fighter Specialist	2.00	\$170,017	\$340,034
Total Salary and Employee Benefits Cost			\$6,084,752
Overhead @ 34.62360%			\$2,106,760
ESTIMATED 2012-13 ANNUAL FEE			\$8,191,512

^(a) Three persons staff each post position through a 56-hour work week.

^(b) The District funds 50% in recognition of the enhanced truck coverage provided to adjacent District service areas. The paramedic bonus for the paramedic is included in the squad cost.

^(c) The District funds 50% in recognition of the enhanced paramedic coverage provided to adjacent District service areas.

Proposed service configuration and District cost share subject to Board of Supervisors' approval.

fusers\planning\Monterey Park Service Level Scenarios. 12-13.xls

Appendix I: Resource Availability Verdugo Command - LACFD

Comparison of Resource Availability Verdugo Unified Command versus LACFD⁵¹

Below are a series of tables displaying resources available to respond to a variety of potential incidents inside Monterey Park. The tables represent a “resource surge capacity” comparison between Verdugo Unified Command and LACFD should a large, protracted, or complex incident occur. There are no time or distance measures associated with this information; the tables simply display what resources are potentially available to respond to a scene.

During an emergency, fire resources respond as grouped units and are referred to as separate alarms. A first alarm incident would typically be described as a small commercial or residential fire. Second and third alarms can be complex or protracted incidents. Each alarm contains a composite number of fire units and personnel needed for that particular incident. The following are examples of typical incident types.

The “Resource and Staffing” tables below show LACFD has the capacity to provide more resources and staffing overall on the emergency scene than currently available from the Verdugo Unified Command system.

⁵¹ Data provided by Monterey Park Fire Department staff, researching Verdugo Unified Command resources, and combining the data with LACFD available assets on given incident types

City of Monterey Park Fire Department, California
Fire Services Analysis

Figure 88: Resources and Staffing – Structure Fire (Single Dwelling) or Unknown Type Fires

1 ST ALARM		2 ND ALARM		3 RD ALARM	
LACFD	Verdugo	LACFD	Verdugo	LACFD	Verdugo
4 Engines (12-16)	3 Engines (9-12)	3 Engines (9-12)	3 Engines (9-12)	3 Engines (9-12)	3 Engines (9-12)
1 Truck (4)	2 Truck (6-8)	1 Truck (4)	1 Truck (3-4)	1 Truck (4)	1 Truck (3-4)
1 Squad (2)	1 Rescue Ambulance (2)				
1 Emergency Support Team (2)					
	1 Mobile Air Unit (1)	1 Mobile Air Unit (1)			
1 Battalion Chief (1)	1 Battalion Chief (1)	2 Battalion Chiefs (2)	1 Battalion Chief (1)	2 Battalion Chiefs (2)	1 Battalion Chief (1)
		1 Urban Search and Rescue Taskforce (9)			
		1 Assistant Chief (1)			
		1 Deputy Chief (1)			
		1 Ambulance (2)			
Total Staff Per Alarm (21-25)	Total Staff Per Alarm (19-24)	Total Staff Per Alarm (29-32)	Total Staff Per Alarm (13-17)	Total Staff Per Alarm (15-18)	Total Staff Per Alarm (13-17)
Total Number Of Personnel at a Third Alarm Call				Total Staff (65-75)	Total Staff (45-68)

City of Monterey Park Fire Department-California
Fire Service Analysis

Figure 89: Resources and Staffing – Commercial, Multi Occupant, Hi-Rise, and/or Hospital Fires

1 st Alarm		2 nd Alarm		3 rd Alarm	
LACFD	Verdugo	LACFD	Verdugo	LACFD	Verdugo
5 Engines (15-20)	3 Engines (9-12)	4 Engines (12-16)	3 Engines (9-12)	4 Engines (12-16)	3 Engines (9-12)
2 Trucks (8)	2 Trucks (6-8)	2 Trucks (8)	1 Truck (3-4)	2 Trucks (8)	1 Truck (3-4)
1 Squad (2)	1 Rescue Ambulance. (2)	1 Squad (2)	1 Rescue Ambulance (2)		
1 Emergency Support Team (2)		1 Hazardous Material Task Force (9)			
		1 Mobile Air Unit (1)	1 Air Mobile Air Unit (1)		
2 Battalion Chiefs (2)	1 Battalion Chief (1)	2 Battalion Chiefs (2)	1 Battalion Chief (1)	2 Battalion Chiefs (2)	1 Battalion Chief (1)
		1 Assistant Chief (1)		1 Assistant Chief (1)	
		1 Deputy Chief (1)		1 Deputy Chief (1)	
		1 Ambulance (2)			
Total Staff Per Alarm (29-33)	Total Staff Per Alarm (18-23)	Total Staff Per Alarm (38-42)	Total Staff Per Alarm (16-20)	Total Staff Per Alarm (24-28)	Total Staff Per Alarm (13-17)
Total Number Of Personnel at a Third Alarm Call				Total Staff (91-103)	Total Staff (47-60)

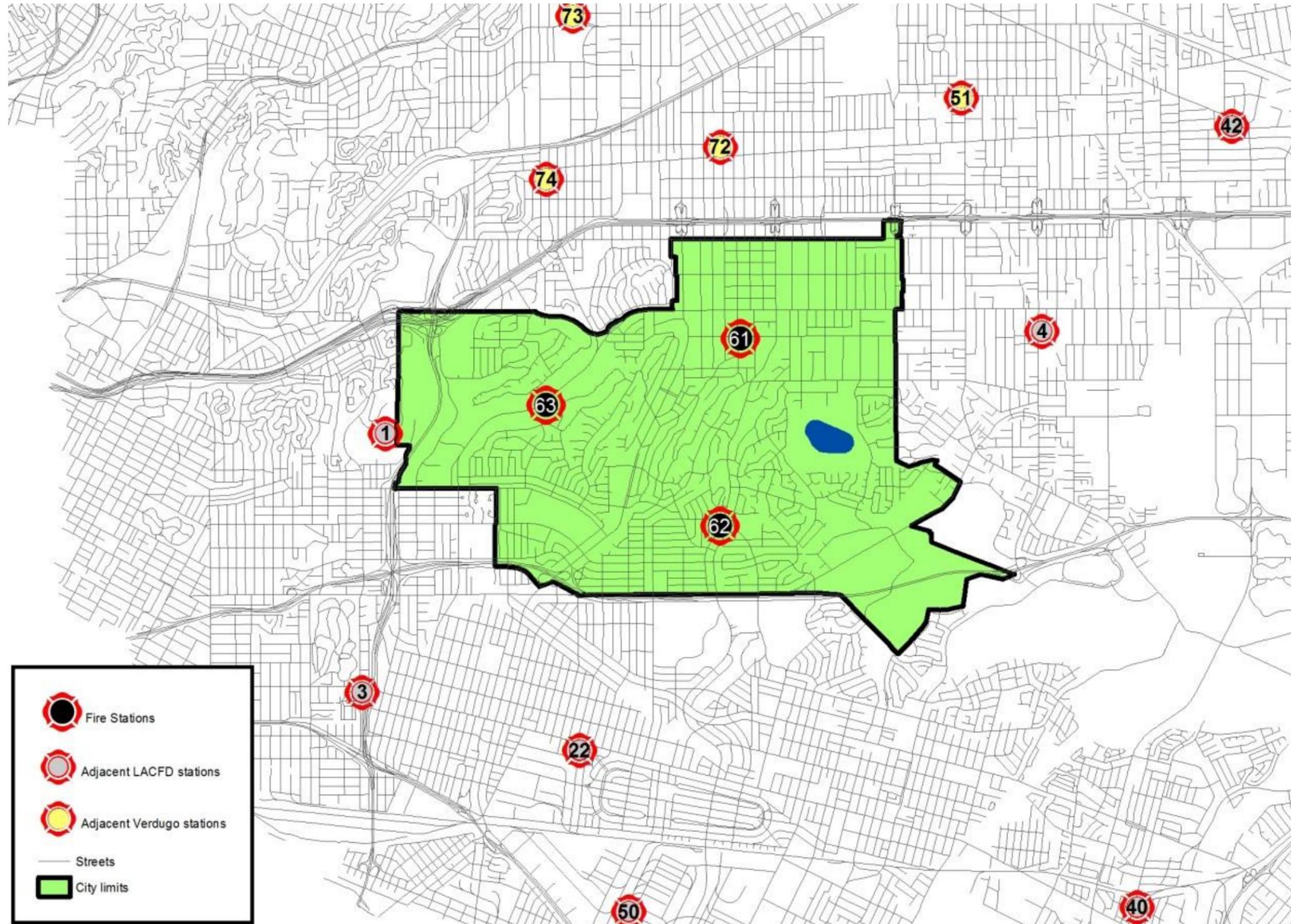
City of Monterey Park Fire Department, California
Fire Services Analysis

Figure 90: Resources and Staffing – Brush and Wild Land Fires

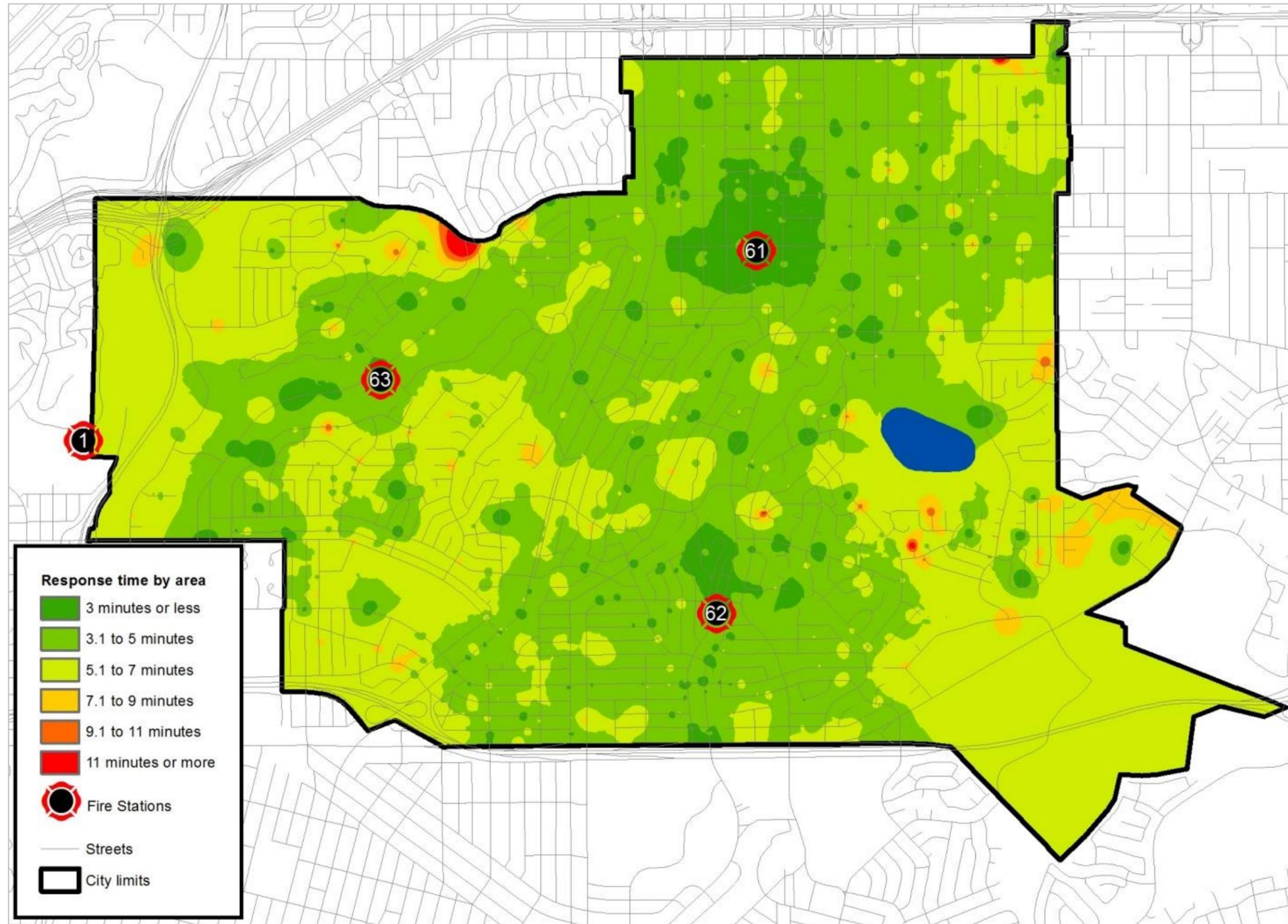
1 ST ALARM		2 ND ALARM		3 RD ALARM	
LACFD	Verdugo	LACFD	Verdugo	LACFD	Verdugo
5 Engines (15-20)	5 Engines (15-20)	5 Engines (15-20)	5 Engines (15-20)	As requested by Incident Commander	5 Engines (15-20)
1 Water Tender (1)		1 Squad (2)			
3 Camp Crews (33)		1 Water Tender (1)	1 Water Tender (1)		
1 Superintendent (1)		3 Camp Crews (33)			
1 Dozer Team (2)		2 Superintendents (2)			
2 Super Scoopers (4)					
1 Helicopter (2)	1 Helicopter (2)	1 construction Supervisor (1)			
1 Battalion Chief (1)	2 Battalion Chiefs (2)	1 Battalion Chief (1)	1 Battalion Chief (1)		1 Battalion Chief (1)
	1 Rescue Ambulance (2)	1 Dozer Team (2)			
		1 Helitender (1)			
		1 Helicopter (2)			
		1 Helitanker (1)			
		1 Assistant Chief (1)			
Total Staff Per Alarm (59-64)	Total Staff Per Alarm (21-26)	Total Staff Per Alarm (62-67)	Total Staff Per Alarm (17-22)	Additional As Requested (121-132)	Total Staff Per Alarm (16-21)
Total Number Of Personnel at a Third Alarm Call				Total Staff (212-132)	Total Staff (54-69)

Appendix J: Response Analysis Map Atlas

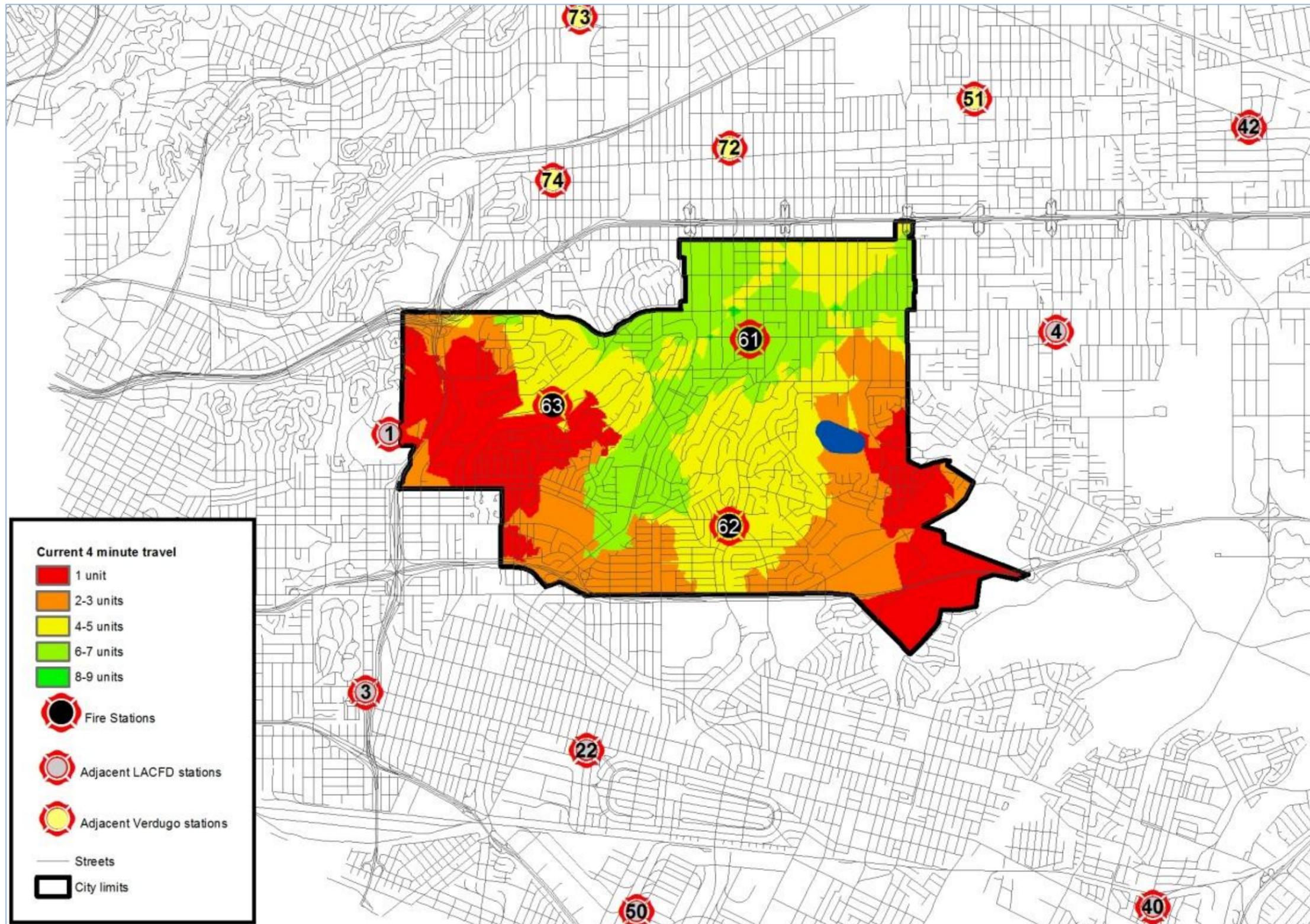
MPFD and Adjacent Agency Fire Station Locations



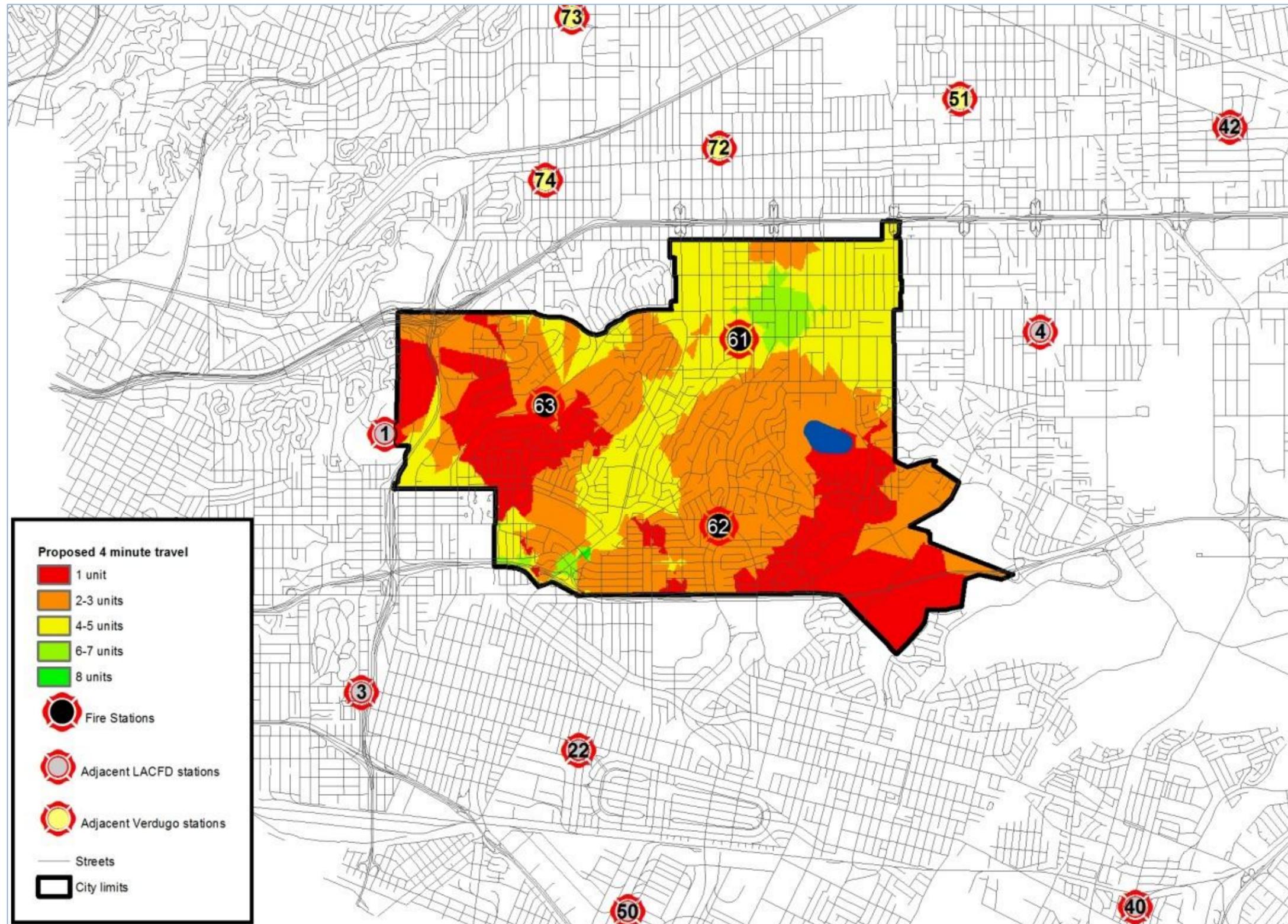
Response Time by Station Area – First Arriving Unit



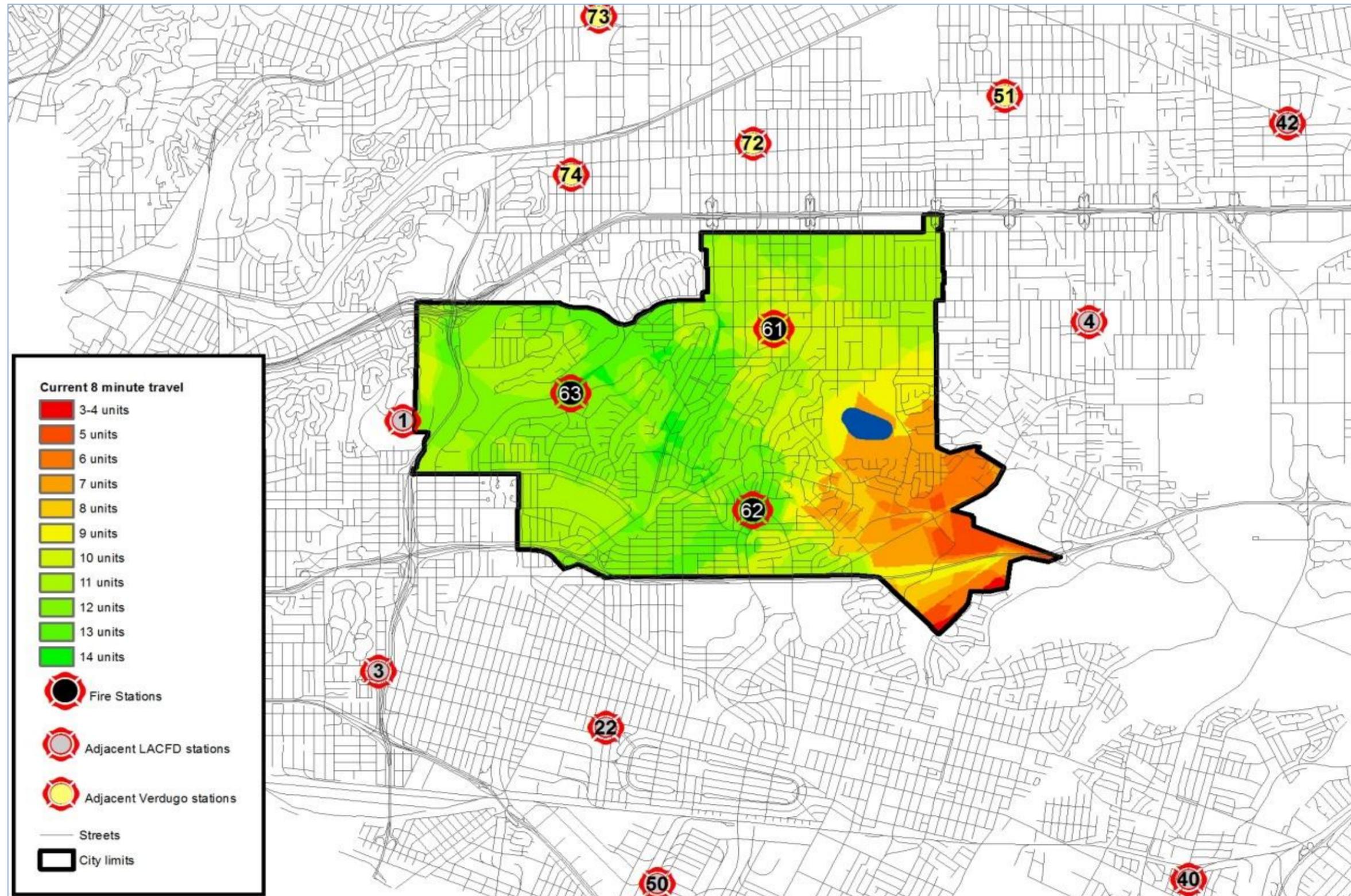
Current Number of Response Units Within Four Minutes Travel Time



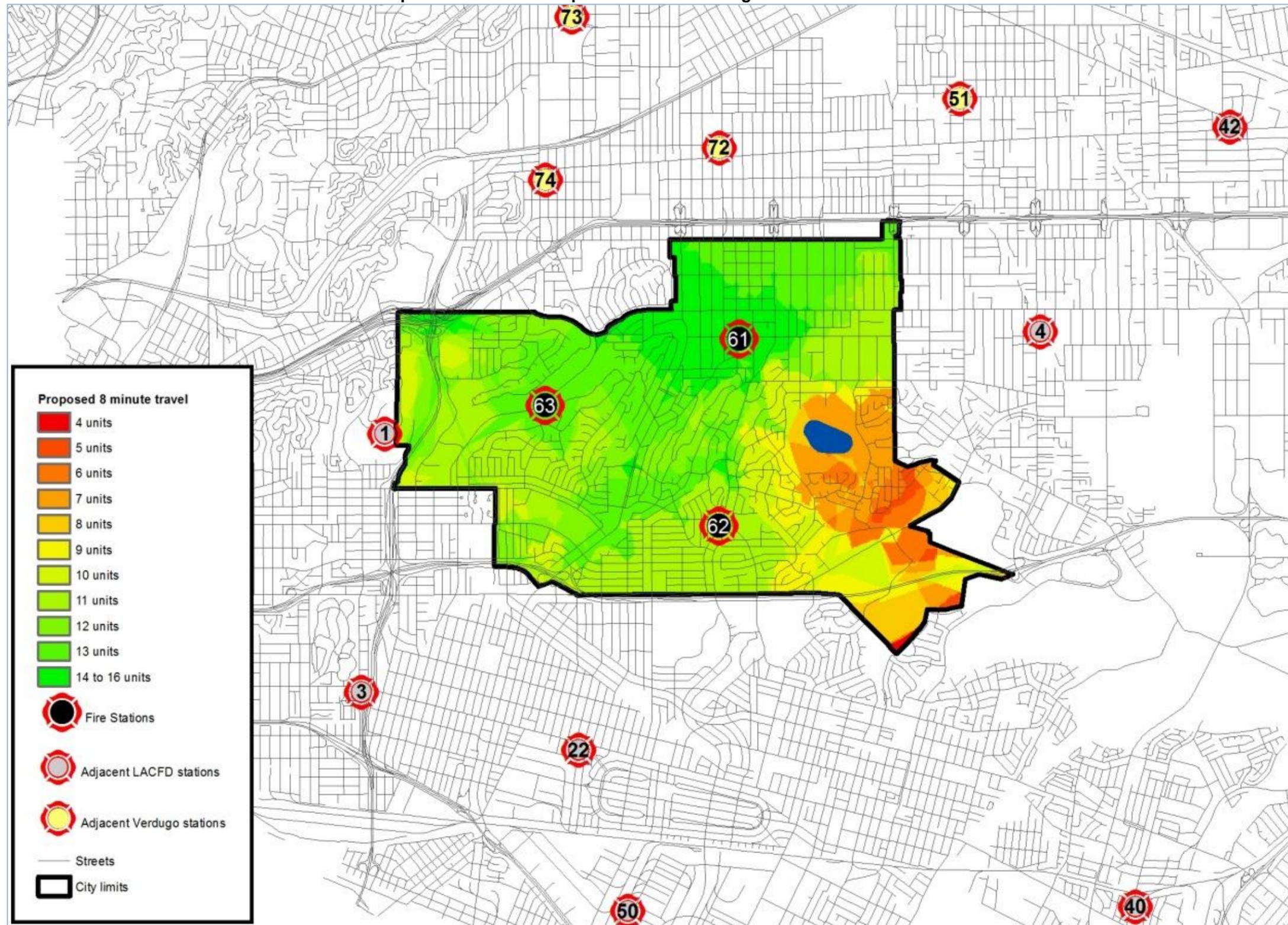
Proposed Number of Response Units Within Four Minutes Travel Time



Current Number of Response Units Within Eight Minutes Travel Time



Proposed Number of Response Units Within Eight Minutes Travel Time





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