

Pinellas Suncoast Fire & Rescue

Stakeholder Task Force Meeting Agenda Packet



May 17, 2018



Pinellas Suncoast Fire & Rescue

**304 FIRST STREET
INDIAN ROCKS BEACH, FLORIDA 33785-2587**

(727) 595-1117 FAX: (727) 595-5879

www.psfrd.org

**FIRE CHIEF
T. MICHAEL BURTON**

STAKEHOLDER TASK FORCE MEETING NOTICE

May 17, 2018

The Meeting Begins at 9:00 a.m.

**LOCATION:
INDIAN ROCKS BEACH AUDITORIUM
1507 BAY PALM BOULEVARD, INDIAN ROCKS BEACH FL 33785**

AGENDA

**MEETING CALLED TO ORDER
ROLL CALL**

- | | |
|---------------------------------------------------------------------------------|----------------------|
| 1. APPROVAL OF MAY 3, 2018 MINUTES | Fire Chief |
| 2. OLD BUSINESS | Fire Chief |
| a. FRACTILE RESPONSE TIMES | |
| b. PROPERTY BREAKDOWN WITHIN DISTRICT | |
| c. EMS MILLAGE BY DISTRICT COMMUNITY | |
| 3. MATRIX REPORT REVIEW | Kelly Cisarik |
| 4. COMPARISON OF ADMINISTRATIVE STAFFS | Fire Chief |
| 5. COST CONTAINMENTS | Fire Chief |
| 6. COMPARISONS OF COSTS WITHIN FIRE DISTRICTS
AND TAXING AUTHORITIES | Fire Chief |
| 7. COMPARISONS OF COLLECTIVE BARGAINING
AGREEMENTS | Fire Chief |
| 8. METHODS OF RAISING REVENUE (PROS AND CONS) | Fire Chief |

GENERAL REMARKS FROM THE AUDIENCE: *Any member of the public may comment on any item or relevant topic during this time. When called upon to speak, the speaker will state their full name and address. There will be a 3 minute time limit per speaker.*¹

ADJOURNMENT

**NEXT MEETING: June 7, 2018, 9:00 a.m., to be held at the
Indian Rocks Beach Auditorium,
1507 Bay Palm Blvd., Indian Rocks Beach, FL 33778.**

**Pinellas Suncoast Fire & Rescue District
Stakeholder Task Force**

Public Meeting Information

Requirements for Appeal

Persons are advised that if they wish to appeal any decision made at a meeting/hearing, they will need a record of the proceedings; and for such purpose, they may need to insure that a verbatim transcript of the meeting is made, which record includes the testimony and evidence upon which the appeal is made.

It is not the responsibility of the Secretary to provide the above-referenced verbatim record. The Secretary will provide an audio recording of the meeting, upon request and payment for the materials used for the recording.

Public Input

Persons wishing to speak during any Meeting or Public Hearing should try to complete a Citizen Comment Request Card at the entrance of the meeting room and submit the card to the Secretary. During each session, the Chair will call for Public Input at the appropriate times. The Pinellas Suncoast Fire & Rescue District (PSFRD) wishes to receive public input on all matters set for discussion on the agenda and on relevant topics that are not on the agenda. When recognized by the Chair and called to the podium, speakers should give their name and address for the record.

Please note that PSFRD reserves the right to adjust the time allotted to each speaker as the Chair deems proper to allow for meaningful input and a fair chance to be heard and to allow the Stakeholder Task Force fair time to undertake its duties and obligations.

Accommodations

In accordance with the Americans with Disabilities Act and Section 286.26, Florida Statutes, persons with disabilities needing special accommodation to participate in this proceeding, or those requiring language assistance (*free of charge*) should contact the Pinellas Suncoast Fire & Rescue District Administration at (727) 595-1117 ext. 100 no later than forty-eight (48) hours prior to the proceeding. If contact is made after that time the District may not have sufficient time to make special accommodations.

¹ Please see Note as to Public Input.

ITEM #1

APPROVAL OF MINUTES

MAY 3, 2018



Pinellas Suncoast Fire & Rescue

**304 FIRST STREET
INDIAN ROCKS BEACH, FLORIDA 33785-2587**

**(727) 595-1117 FAX: (727) 595-5879
www.psfrd.org**

**FIRE CHIEF
T. MICHAEL BURTON**

**MINUTES
MAY 3, 2018
STAKEHOLDER TASK FORCE MEETING**

**Held at the Indian Rocks Beach Auditorium
1507 Bay Palm Boulevard, Indian Rocks Beach, FL 33785**

WORKSHOP MEETING CALLED TO ORDER AT 9:00 a.m.

ROLL CALL: Task Force members answering roll call were Fire Chief Mike Burton, Ms. Kelly Cisarik, Mr. John Yackowski, Mr. Lynn Rives, Mr. Raymond Piscitelli, Mr. Matt Loder, Sr., Ms. Brigett Cerce, Mr. Mike Murray, and District Chief Jeremy Sidlauskas. Ms. Katrena Hale was in attendance but arrived after roll call. Commissioner Joe Bruni was absent.

DISCUSSION ITEMS:

1. APPROVAL OF APRIL 17, 2018 MINUTES

A motion to approve the minutes of the April 17, 2018 Stakeholder Task Force Meeting.

MOTION: MS. BRIGETT CERCE SECOND: MR. RAYMOND PISCITELLI

All in favor, motion passed unanimously.

2. GUEST SPEAKER: JIM FOGARTY

- a. DATA-DRIVEN FOCUS GROUP**
- b. EMS ADVISORY COUNCIL**
- c. DETERMINANTS USED TO ESTABLISH FUNDING LEVELS**

Discussion: Jim Fogarty, Director of Pinellas County Safety and Emergency Services, introduced himself and discussed his background.

Mr. Fogarty prepared a PowerPoint presentation. The first slide listed the entities involved in Pinellas County Emergency Medical Services (EMS), EMS revenue (fee for service and taxes), EMS expenses (contracts with fire departments, ambulance company, and medical director; EMS division expenses such as employees and capital items), and fund balance/reserves (about 25% of operating expenses).

Ms. Cisarik asked, from a legal perspective, if the EMS Authority (EMSA) is a dependent or independent special district. Mr. Fogarty explained that it is dependent, and the Board of County Commissioners (BCC) is the EMS Authority.

Mr. Fogarty explained that the EMS Advisory Council is a stakeholder group with defined representatives that meets quarterly and acts as an advisory group to the BCC acting as the EMSA. He explained that its objectives are to study and analyze the procedures and protocols of emergency medical services throughout Pinellas County.

With regard to the determinants of funding ALS units, Mr. Fogarty explained that the number of units funded is dependent upon call volume criteria and response time criteria. The response time criteria states that an advanced life support (ALS) unit should arrive within 7 minutes and 30 seconds of being dispatched, 90% of the time. He added that there are areas of the community in which that is impossible, or nearly impossible, to meet, and those are considered exceptions in the resolution which dictates the funding of units. Mr. Fogarty distributed several different maps of the county which show response time compliance by geographically defined areas. He mentioned that Station 27's area was in compliance with response time objectives. The Data Driven Focus Group uses this data in their work. He added that if an area that is difficult to serve has a high call volume, that area may require an ALS unit. Ms. Cisarik asked if the maps indicated response times with any district responding, to which Mr. Fogarty confirmed that they do, but there is a separate map which shows how often a first-due unit handles calls in their area. Ms. Cerce asked what the average response time for the District is. Mr. Fogarty stated that he did not have that information with him, but he would get it. He added that fractile response times are a more proper metric to use than averages.

Mr. Fogarty explained that the call volume criteria help identify how many units each area needs. He distributed a document which indicates how many units are funded based on the number of calls. Ms. Cisarik asked if seasonal population is taken into consideration, to which Mr. Fogarty confirmed that it is. He discussed how certain departments deal with even daily spikes and put special units into service when they are needed. Mr. Fogarty also explained the difference between "seats" and "units" – each unit has multiple seats, and EMSA will fund one or more seats in each apparatus based on this call volume.

With regard to the cost of those specific seats, he explained that the standard template lists actual salaries and benefits of the firefighters on each apparatus. He also added that there is a constant staffing multiplier that is measured as a way of accounting for personnel days off. Lastly, he discussed that the document encompasses the associated costs of supervision and overhead. He explained that they use a reasonable and customary costs concept, and turnover plays a big role in this.

Mr. Fogarty stated that the Data Driven Focus Group, comprised of fire chiefs and other stakeholders, was formed in fiscal year 2015/2016 to bring objectivity to the process. The group meets quarterly and focuses on data for decision making purposes. He added that the group helps with transparency and setting priorities in resources.

Mr. Piscitelli asked why fire funding is used to subsidize EMS in PSFRD's area. He added that this area pays higher taxes than many areas of Pinellas County. Mr. Fogarty explained that the District has most of its EMS needs met according to the resolution, as there is not a high call volume and response time criteria is being met. Mr. Piscitelli stated that there is not enough money for EMS to pay for services in the District and suggested raising the EMS millage rate. Discussion ensued regarding the cost of EMS and

the need for 24/7 service. Mr. Rives asked what percentage of the EMS millage collected in the District is returned to the District, and Chief Burton explained this is a common concern for those in the beach communities. Mr. Fogarty discussed that the system as a whole is designed as a county-based regional system and also pays for the standard operations across the county and the 911 center. He also added that residents receive the same service no matter where they travel within Pinellas County. Chief Burton stated that he will get those numbers for the next meeting. Further discussion ensued regarding the number of calls versus funded seats. Chief Burton stated that he will try to get the seasonal call volume for the next meeting, as well as try to put something together regarding average response times versus fractile response times. Ms. Hale stated that she understands the funds from the EMS millage rate are to help the entire county run smoothly, but she feels if the District is currently in a deficit, it should be receiving more of those funds to help. Ms. Cerce asked if the tourist bed tax could be used to fund fire, to which Mr. Craig Hare (in audience) stated that it is not allowed per Florida Statute. Mr. Hare then introduced himself as the Director of EMS and Fire for Pinellas County. He added that, with EMS funds, the County is also providing other items back to the districts – dispatch center, radios, medical director oversight, medical supplies, and medical equipment, for example – and he stated that he will work with the Chief to put something together that shows a snapshot of those amounts.

Ms. Cisarik asked if it was correct that, with regard to the settlement agreement, the County expressed a preference to move Station 28 north and west, and that additional funding would be granted if it wasn't at the extreme southwest corner of the District. Mr. Fogarty stated that the County generally tries to partner with fire jurisdictions regarding station replacement when it comes time to rebuild; however, fire departments typically pay for their own capital infrastructure. He added that the County would be able to work with PSFRD to make decisions when it comes time to rebuild Station 28 by intuitively looking at the data. Ms. Cerce stated that earlier in the meeting, it was discussed that there were response time issues in the Bay Pines area and made the suggestion of potentially moving Station 31 to that area.

Ms. Cisarik inquired as to if the EMS Authority plays a role in the County's awarding of Penny for Pinellas funds. Mr. Fogarty stated that, from a legal perspective, the EMS Authority and the Board of County Commissioners are virtually the same entity. He explained that when they approve budgets, they sit as the BCC. Ms. Cisarik asked if they ask for input from the EMS Advisory Council, which Mr. Fogarty confirmed that do.

District Chief Sidlauskas stated that some of the data on the different maps were conflicting. Mr. Fogarty stated that he will look into it.

GENERAL REMARKS FROM THE AUDIENCE: None.

At this point, Chief Burton asked for remarks from the audience.

Jim Palamara – Mr. Palamara stated that he feels the firefighters do a good job and the EMS Authority is a “bad investment” for the District, and he feels that there is a double taxation.

John Pfanstiehl – Mr. Pfanstiehl said that his calculations estimate that what the District pays into EMS versus what it gets back “is in the 20s.” He stated that he would like the County Commission to set an amount that must stay in the District. He also stated that he would like the Task Force to discuss more things than funding, and that he would like the matrix study to be reviewed again. Mr. Pfanstiehl also stated that he wants the County's cost per seat analysis to be discussed before funding.

Chief Burton introduced Madeira Beach Fire Chief Derryl O'Neal who was in the audience.

3. COMPENSATION LEVELS AND PER-SEAT COSTS

Discussion: Chief Burton stated that there were two papers in the agenda packet which break down the cost per seat and compensation levels for the District. He stated that the Florida Retirement System (FRS) cost is 24% of the base salary amount, which the District has no control over. The Chief discussed that the documents give a glimpse into what the benefits are and more accurately portray the earnings of employees. He added that he is still working on a comparison with other agencies' compensation packages and labor agreements

4. NUMBER OF UNITS IN THE DISTRICT

Discussion: Chief Burton stated that there are approximately 11,300 residential properties and 700 commercial properties in the District. The non-ad valorem assessment for residential properties is \$260, but businesses vary depending on occupancy and square footage. Ms. Cerce requested a breakdown of where the 11,300 properties are located. Ms. Cisarik asked if the data was collected from Pinellas County. Chief Burton stated that the data is from the Property Appraiser.

5. REFERENDUM HISTORY

Discussion: Chief Burton stated that the referendum history is included in the agenda packet. He said he included everything he was able to find from the department's files, and collected the additional information through the Supervisor of Elections website. He added that the limitation of the District Charter is that any change is required to go back to referendum, and the history has not been particularly successful. He also discussed that there are costs to conduct a referendum, which vary depending on a few factors.

6. REFERENDUM AND BALLOT TIMELINE

Discussion: Chief Burton stated that, for example, to go to referendum at the November 6, 2018 general election, the ballot language must be submitted 60 days prior – August 21, 2018. At that point, a contract would be signed, and the Supervisor of Elections would inform the District what the cost will be.

GENERAL REMARKS FROM THE AUDIENCE: None.

Chief Burton requested input from members for the next meeting's agenda. He stated that he would like to bring forward funding models used in other fire districts, with some pros and cons, and examples of how they could work here.

Mr. Piscitelli stated that he is interested in hearing the cost-saving measures PSFRD has already taken, as he has heard that the District is currently operating at the "bare bones," but he said he feels that the public is generally unaware of this.

Ms. Hale asked how long the assessment has been \$260, to which Mr. Piscitelli and Chief Burton responded it has been since the 2009 tax year. Mr. Piscitelli also added that there should be a four-year plan of raising the assessment. He stated that informations should be shared regarding what the cost would

be for residents if the County took over and what other towns are paying, to help people understand that if this happened, the residents would end up paying more.

Ms. Cerce stated that the only thing that has been successful is the flat rate increase. She added, though, that a millage coincides with a cost of living increase.

Chief Burton stated that he could pick random properties in the District and calculate what they would potentially pay.

Mr. Rives asked if there is a copy of the matrix review, to which Chief Burton confirmed there is, and it will be included with the next agenda. Mr. Rives stated that he was on that committee and both good and bad came from it, and added that it was after that committee when the assessment was raised to \$260. He also stated that people on the beach would be happier to see the flat fee raised accordingly, but he feels there needs to be more communication and visibility to accomplish this.

ADJOURNMENT

The meeting was adjourned at 10:57 a.m.

APPROVED:

ATTEST:

Fire Chief Mike Burton, Chair Date

Kimberly G. Fugate, Executive Assistant

ITEM #2a

FRACTILE RESPONSE TIMES

J GORDON ROUTLEY

FIRE PROTECTION ENGINEER

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FRACTILE RESPONSE TIMES

Every type of organization seeks the most appropriate system of measures to report its own performance and to compare its performance with other organizations or with accepted standards. In the case of fire-rescue agencies and emergency response services, response time is one of the key factors that reflect the performance of an organization in relation to the service that is being delivered to its customers. In a true emergency situation, prompt response is often the most critical factor that determines success or failure.

There is no single measurement that can be used to thoroughly analyze and compare response time performance for emergency service providers. Nevertheless, most emergency service providers try to report their performance in a manner that can be easily expressed and is comprehensible to their customers and the decision makers who control their budgets. In the past, most agencies reported "average response time" as the basic index of performance. More recently, most agencies have adopted fractile reporting as a more appropriate performance measurement system. All of the nationally accepted performance standards have adopted fractile measurement systems.

Fractile Response Time

A fractile measure refers to how often a particular objective or benchmark is achieved. This is very appropriate in situations where there is a definitive "pass-fail" point, or in the case of emergency response, a time that is considered "fast enough" versus "not fast enough". A fractile measure can be used to compare the number of responses that pass (fast enough) with the number of responses that fail (not fast enough).

If a patient is in cardiac arrest, the most important objective is to respond quickly enough to save the person's life. If a building is burning, the key objective is to have firefighters on the scene in time to control the fire within a limited area. A fractile reporting system measures performance in relation to the benchmark time that is considered "fast enough". The benchmark is set at the upper limit of acceptable performance.

If the benchmark is set, for example, at "7 minutes or less", any response that takes 420 seconds (7 min:00 sec) or less is classified as a "pass" and any response that takes 421 seconds (7 min:01 sec) or more is classified as a "fail". The measure is commonly expressed as "X" percent within 7 minutes or less. A system that achieves *80 percent within 7 minutes or less* is clearly performing better than a system that achieves *60 percent within 7 minutes or less*.

Average Response Time

An average is a calculated number that is intended to be representative of a set of data. Averages are commonly used to report and compare data of many types and most people understand and accept the basic concept of an average. An average is a value

that reduces a range of information to a single number, although that number does not necessarily represent any value that is found within the set. For example, if the average height of a group of 5 people is 5 feet 6 inches, we tend to think of the “average person” as being that height. We may be oblivious to the fact that three of the people are less than 5 feet tall, while the other two are well over 6 feet in height. No one in the group is reasonably close to 5-ft 6-in.

The average response time does not provide an adequate indication of performance for most situations. When we consider an average response time in relation to the “7 minutes or less” benchmark, the significance is difficult to interpret. If the average response time is reported as 6 minutes and 30 seconds, it appears that the objective is being met. In reality, the 6:30 average could be achieved with all of the reported response times under 7 minutes or with less than half of the responses under 7 minutes.

The distribution of response times makes a huge difference in the calculation of an average response time, particularly if the calls are concentrated in particular areas. If there is a cluster of the calls in an area with short response times, the average goes down. A cluster of calls in an area with long response times drives the average up. Two clusters, one fast and one slow, can balance each other out.

Reporting an average response time is significant in some situations. For example, if the vast majority of responses fall within a relatively narrow band, such as between 4 minutes and 6 minutes, a change in the average response time can be indicative of an important trend. A change from 5 minutes and 15 seconds average response time to 5 minutes and 25 seconds suggests that response times are getting longer. It remains to be determined whether this shift resulted from heavier traffic that is slowing down response speeds or from an increasing number of calls in the more distant parts of the coverage area.

Median Response Time

Average response time is often confused with median response time. The average is the arithmetic mean value, which must be calculated. The median is the central value in a range of data – half of the data points are higher and half are lower than the median.

If the values in a data set are:

3 – 3 – 3 – 4 – 12 – 12 – 12

The **average** is 7 (sum of 49 divided by 7)

The **median** is 4 (half of the values are 4 or less; half are 4 or greater)

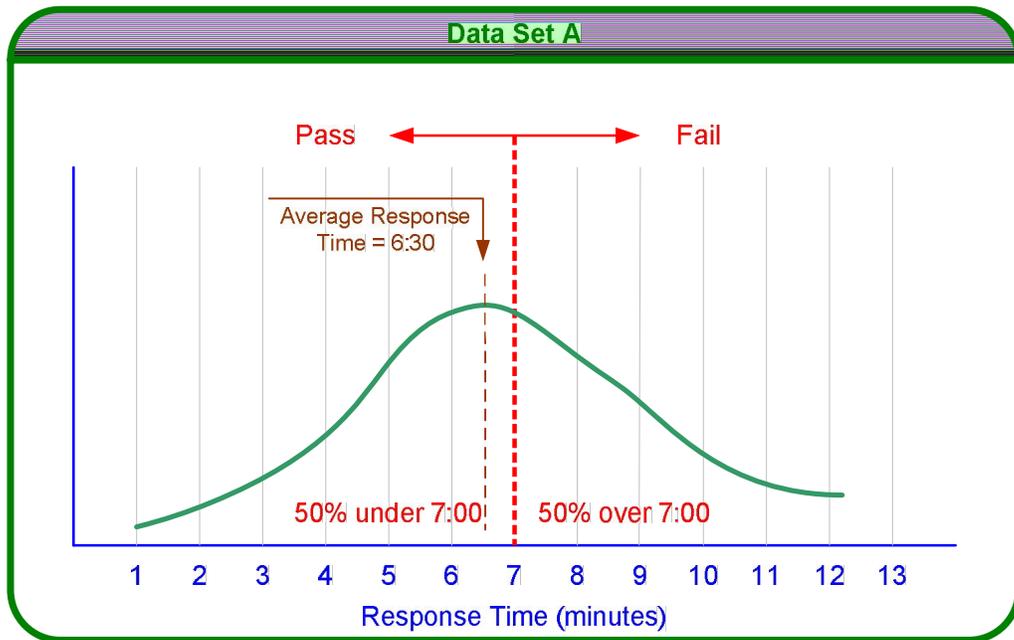
The median response time is not necessarily more or less useful than the average response time for evaluating the performance of an emergency response system.

Examples

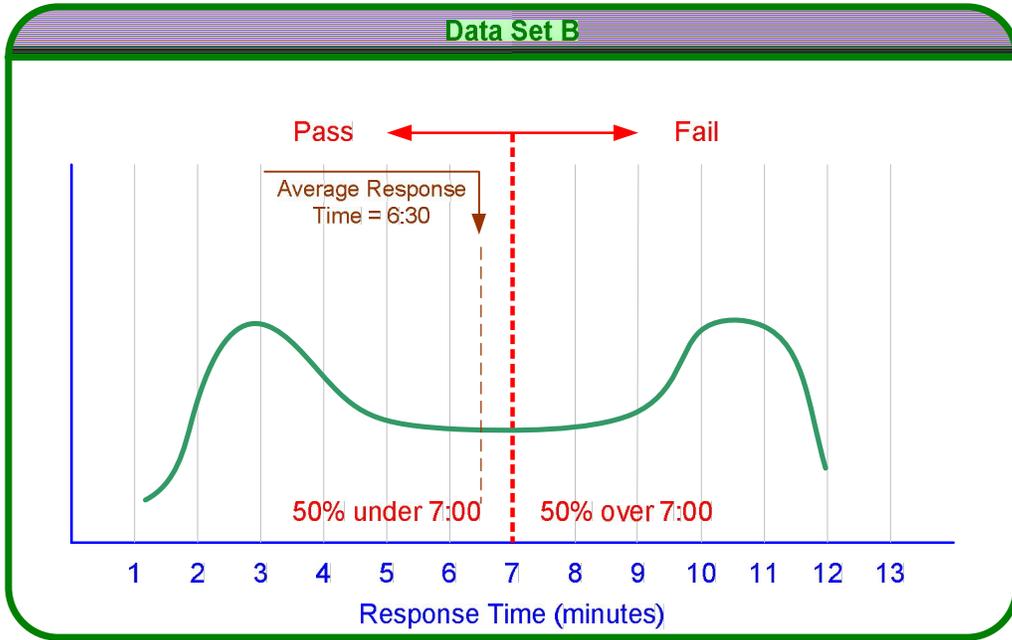
To illustrate the differences that can occur in certain situations, the following figures have been produced. In each case the average response time is 6 minutes and 30 seconds, while the fractile response times (percentage in 7 minutes or less) range from 50% to 90%. The fractile response times express the system performance much more clearly than the average response time.

	SET A	SET B	SET C	SET D
AVERAGE RESPONSE TIME	6:30	6:30	6:30	6:30
FRACTILE: (7:00 OR LESS)	50%	50%	70%	90%
MAXIMUM RESPONSE TIME	12:00	12:00	10:00	12:00

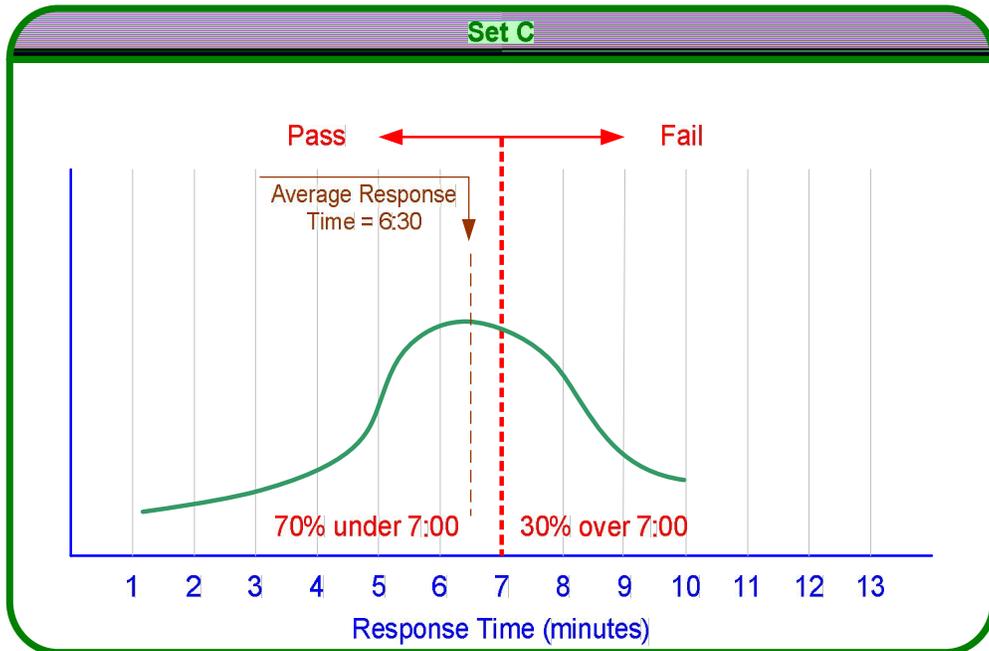
Set A represents data from a community where emergency calls are evenly distributed over a relatively large area. Response times range from one minute to 12:00 with approximately the highest concentration between 5:00 and 9:00. Half of the calls are over 7 minutes.



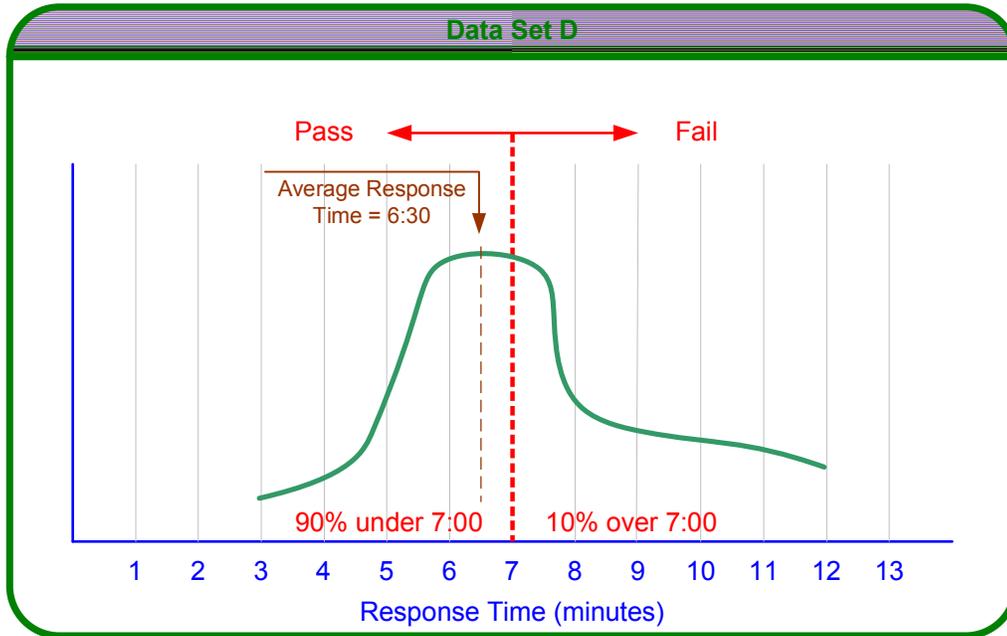
The figures in Set B could be produced from a community where there is a concentration of calls within an area where response times are between 2 minutes and 4 minutes and another concentration of calls in an area where response times are between 9 and 12 minutes.



Set C represents data from a community where the maximum response time is 10 minutes and 70 percent of responses are under 7 minutes.



Set D represents data from a community where response times vary from 3 minutes to almost 12 minutes; however only one in ten exceeds 7 minutes.



References to Standards

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 - 2004 Edition

4.1.2.1 The fire department shall establish the following time objectives:

- (1) One minute (60 seconds) for turnout time
- (2)* Four minutes (240 seconds) or less for the arrival of the first arriving engine company at a fire suppression incident and/or 8 minutes (480 seconds) or less for the deployment of a full first alarm assignment at a fire suppression incident
- (3) Four minutes (240 seconds) or less for the arrival of a unit with first responder or higher level capability at an emergency medical incident
- (4) Eight minutes (480 seconds) or less for the arrival of an advanced life support unit at an emergency medical incident, where this service is provided by the fire department

4.1.2.2 The fire department shall establish a performance objective of not less than 90 percent for the achievement of each response time objective specified in 4.1.2.1.

NFPA 1221

Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems - 2007 Edition

7.4.1* Ninety-five percent of alarms received on emergency lines shall be answered within 15 seconds, and 99 percent of alarms shall be answered within 40 seconds. *(For documentation requirements, see 12.5.2.)*

7.4.1.1 Compliance with 7.4.1 shall be evaluated monthly using data from the previous month.

7.4.2* Ninety-five percent of emergency call processing and dispatching shall be completed within 60 seconds, and 99 percent of call processing and dispatching shall be completed within 90 seconds. *(For documentation requirements, see 12.5.2.)*

7.4.4* Where alarms are transferred from the primary public safety answering point (PSAP) to a secondary answering point, the transfer procedure shall not exceed 30 seconds for 95 percent of all alarms processed. *(For documentation requirements, see 12.5.2.)*

ITEM #2b

PROPERTY BREAKDOWN

WITHIN DISTRICT

Parcel Breakdown by Area/Community

City/Town/Area	Single Family Residence	Condo, Apartments, Multi-Family, Business, Hotel/Motel, Vacant Land, etc.
Belleair Beach	789	515
Belleair Shore	57	7
Indian Rocks Beach	1,099	2,352
Indian Shores	108	2,696
Unincorporated/Oakhurst	3,350	1,623

Per Pinellas County Property Appraiser's Public Website

ITEM #2c

EMS MILLAGE BY

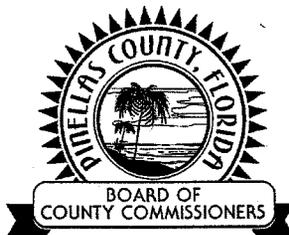
DISTRICT COMMUNITY

**PSFRD EMS Funding
By Location**

		<i>EMS Rate = 0.9158</i>	
Location	Txbl Value	000s	Total Tax
Indian Rocks Beach	\$1,079,056,985	\$1,079,057	\$988,200.39
Indian Shores	\$869,916,906	\$869,917	\$796,669.90
Belleair Beach	\$510,804,512	\$510,805	\$467,794.77
Belleair Shore	\$141,733,092	\$141,733	\$129,799.17
Mainland	\$619,132,966	\$619,133	\$567,001.97
Totals	\$3,220,644,461	\$3,220,644	\$2,949,466.20

ITEM #3

MATRIX REPORT REVIEW



BOARD OF COUNTY COMMISSIONERS

DATE: May 20, 2008

AGENDA ITEM NO. 14.

Consent Agenda

Regular Agenda

Public Hearing

Jan
County Administrator's Signature *[Signature]*

Subject:

Final Report of the Pinellas Suncoast Fire Rescue District Oversight Process

Department:

EMS and Fire Administration

Staff Member Responsible:

C.T. Kearns, Director

Recommended Action:

STAFF RECOMMENDS THAT THE BOARD NOTIFY THE STATE LEGISLATURE THAT THE COUNTY CONDUCTED AN OVERSIGHT PROCESS AS AUTHORIZED BY CHAPTER 189, F.S. INFORMATION OBTAINED THROUGH THE OVERSIGHT PROCESS WAS SHARED WITH THE FIRE DISTRICT AND NO FURTHER ACTION IS RECOMMENDED AT THIS TIME.

Summary Explanation/Background:

In July 2004, Pinellas County received a request from the Cities of Indian Rocks Beach and Indian Shores to establish an oversight process, as authorized by §189.428 F. S., to review the operations of the fire district. Several concerns were raised regarding the financial stability of the District. The District's EMS station in North Redington Beach also caused concern for several cities since North Redington Beach is not included in the fire district. A study was conducted by Matrix Consulting Group and the final report is attached for reference. The non-ad valorem assessment fee increase was recently approved by the voters in the District. In addition, the Fire District has relocated the EMS unit inside the fire district.

Fiscal Impact/Cost/Revenue Summary:

Matrix Consulting Group \$27,214

Exhibits/Attachments Attached:

Staff Summary - Pinellas Suncoast Fire Rescue District Oversight
Matrix Consulting Group Assessment of the Pinellas Suncoast Fire Rescue District

MEMORANDUM

TO: Fred Marquis, Interim County Administrator

THROUGH: James Dates, Assistant County Administrator
Chuck Kearns, Director, EMS and Fire Administration *OK*

FROM:  Michael Cooksey, Fire Division Manager

DATE: April 28, 2008

SUBJECT: PINELLAS SUNCOAST FIRE RESCUE DISTRICT OVERSIGHT STUDY

BACKGROUND

The Pinellas Suncoast Fire and Rescue District is one of four independent fire districts in the county and is the only fire district that charges a non-ad valorem flat rate assessment fee for fire protection. According to the District's charter, any increase in the assessment must be approved by the voters within the District. The rate was increased in 2004 from \$120.00 to \$190.00 per household.

In July 2004, Pinellas County received a request from the Cities of Indian Rocks Beach and Indian Shores to establish an oversight process, as authorized by §189.428 F. S., to review the operations of the District and report back to the Legislature. Several questions were raised regarding the financial stability of the District and their legal rights to operate an EMS station in North Redington Beach. It was the position of County Administration that any oversight process must be independent and the Cities situated in the District were invited to assist in funding the procurement of a qualified independent consultant to perform an evaluation. The report would cover those items required by §189.482 and some other areas which were requested by the Cities.

DISCUSSION

In January 2005, appointed and elected officials from Indian Rocks Beach, Indian Shores, Belleair Beach, Belleair Shore and Pinellas County began meeting as an ad hoc group to discuss the oversight process. The first action of this group was to retain a consultant through a competitive process to study the situation.

Matrix Consulting Group was selected to perform the study and provided a review and a comprehensive analysis of the District. All parties shared proportionately in the cost of the report and have paid their funds in full. The final written report with Matrix's recommendations is attached.

These are some of the key findings included in the Matrix report:

- *Expenses increased significantly in 2001-02, rising by more than 33%. This is largely due to the purchase of fire apparatus as well as salary increases for staff coming on-line. This was accompanied by a commensurate draw on the fund balance of almost \$1 million. Comparing 2000-01 with 2002-03 shows a 17% increase – an increase masked by the large expenditures in 2001-02.*

- *Revenues and expenses are once again on a trend towards expenses exceeding revenues. Without a rate increase it appears that this line will be crossed in the 2006-07 budget year.*
- *Long term financial planning including revenue and expense forecasting has been largely absent in the District, potentially leading to fiscal "crises" which result in significant rate increases (rather than steady annual increases).*

Matrix evaluated what steps could be taken to reduce the cost of delivering services in the area served by the District. This includes examining the likely impacts from the following types of reconfiguration:

- *Maintain the District as an entity, but contract for services with another (or more than one) service provider.*
- *Eliminate the District as an entity and combine the service delivery area under one or more existing service providers.*
- *Eliminate the District with the County seeking contracts for service for the unincorporated areas and the cities seeking contracts for service (or providing it on their own) for their jurisdictions.*

They also suggested that two stations (Stations 26 and 28) could be closed without the system falling below the current response time performance standard of 7 minutes and 30 seconds to 90% of all emergency incidents.

The Report also states *the District operates one of the smaller fire / rescue agencies in the County but maintains a level of command staffing and "overhead" which is similar to agencies which are larger. These positions include the following:*

- *Fire Chief*
- *Assistant Fire Chief / Operations*
- *Assistant Fire Chief / Fire Marshal*
- *District Chief / EMS*
- *District Chiefs (3 for shifts)*
- *Mechanic*
- *Administrative Assistant*
- *Bookkeeper*

It is conceivable that all of these positions could or would be eliminated if the PSFRD service areas were reconfigured as previously described (either through contract, consolidation or some other mechanism).

The following actions have been initiated by the District since the final report from Matrix was submitted:

- *Management staff from the District along with Fire Commissioner John Todia began attending the ad hoc meetings.*

- The District has requested the County Fire Authority provide them with an annual review of their proposed budget along with written recommendations. This non-binding process will occur prior to budget adoption by the District Board.
- The District has relocated the County funded EMS unit to a new location inside the fire district.
- The Fire District Board initiated several unsuccessful attempts to increase the non ad valorem fire assessment fee.
- Another attempt to increase the assessment fee by \$70 went to the voters in March 2008. The referendum passed with 58.85% of the 2,046 voters supporting the increase.

SUMMARY

EMS and Fire Administration staff will continue working with the District in researching cost effective opportunities for improving the fire department.

Staff recommends that the Board notify the State Legislature that the County conducted an oversight process as authorized by Chapter 189, F.S. Information obtained through the oversight process was shared with the Fire District and the only recommended action at this time is to forward this report with all attachments to the Florida Speaker of the House and the Senate President.



May 5, 2006

Michael Cooksey
Pinellas County Fire and EMS Department
Fire Coordinator
12490 Ulmerton Road
Largo, FL 33774-2700

Dear Mr. Cooksey:

The Matrix Consulting Group is pleased to provide you with our findings following our review of the Pinellas Suncoast Fire Rescue District, under the requirements set forth in Florida Statute Section 189.428. We have structured this letter to deal with each of the requirements found in the statute. Following the directions of the Oversight Committee we have limited our analyses and findings to those specific requirements.

1. REQUIREMENTS OF SECTION 189.428.

The relevant Florida Statute requires the review to focus on the following key elements:

- The degree to which the service or services offered by the special district are essential or contribute to the well-being of the community.
- The extent of continuing need for the service or services currently provided by the special district.
- The extent of municipal annexation or incorporation activity occurring or likely to occur within the boundaries of the special district and its impact on the delivery of services by the special district.
- Whether there is a less costly alternative method of delivering the service or services that would adequately provide the district residents with the services provided by the district.
- Whether transfer of the responsibility for delivery of the service or services to an entity other than the special district being reviewed could be accomplished without jeopardizing the district's existing contracts, bonds, or outstanding indebtedness.

- Whether the Auditor General has notified the Legislative Auditing Committee that the special district's audit report, reviewed pursuant to s.11.45(7), indicates that the district has met any of the conditions specified in s. 218.503(1) or that a deteriorating financial condition exists that may cause a condition described in s. 218.503(1) to occur if actions are not taken to address such condition.
- Whether the district is inactive according to the official list of special districts, and whether the district is meeting and discharging its responsibilities as required by its charter, as well as projected increases or decreases in district activity.
- Whether the special district has failed to comply with any of the reporting requirements in this chapter, including preparation of the public facilities report.
- Whether the special district has designated a registered office and agent as required by Section 189.416, and has complied with all open public records and meeting requirements.

This document describes the process by which the project team undertook this study and the findings and conclusions that we are able to draw under the review requirements described, above.

2. PROJECT METHODOLOGY

The focus of this project was on the operations and financial situation of the Pinellas Suncoast Fire Rescue District (PSFRD). The Matrix Consulting Group utilized a multi-step process in conducting this assignment on behalf of Pinellas County and the PSFRD Oversight Board. This process included the following elements:

- Conducted interviews with all members of the PSFRD Board of Fire Commissioners.
- Met individually with all members of the PSFRD Oversight Board.
- Interviewed all command and support staff in the PSFRD. This included:
 - Fire Chief
 - Assistant Fire Chief for Operations
 - Assistant Fire Chief / Fire Marshal
 - District Chief for EMS
 - District Chiefs (on each shift)
 - Mechanic
 - Executive Secretary

- Accounting Clerk
- The Matrix Consulting Group project team also toured the district with command staff members. This included reviewing the following key issues:
 - District boundaries and interaction with neighboring fire / rescue agencies.
 - Placement and deployment of personnel and resources from each of the PSFRD's three stations.
 - Target hazards, response impediments and other key factors in fire rescue operational and deployment planning.
- The Matrix Consulting Group also collected data from a number of sources including the PSFRD and Pinellas County (dispatch data).
- The project team developed a "Profile" to ensure that we had developed an accurate factual understanding of the operations, organization and finances of the PSFRD. This was reviewed with the PSFRD and corrections were made to ensure that our analyses were based on a sound understanding of the District.
- The Matrix Consulting Group also met with the Oversight Committee, with PSFRD staff present, to review preliminary issues and to discuss various options for financing operations and for the delivery of services.

The following section provides a summary of the Matrix Consulting Group's findings as it relates to the list of required elements described previously.

3. FINDINGS AND CONCLUSIONS

This section provides a summary of our findings and recommendations on each of the points required under Section 189.428.

(1) The Services Provided by the PSFRD Are Essential to the Community.

The PSFRD provides an "all-hazards" initial response to fire, medical, hazardous materials, rescue and other emergency situations. The services are provided by the District from three stations (one of which – Station 26 - is located outside the district as part of a contract to provide EMS services). Medical responses are provided in conjunction with the County's "Sunstar" EMS transport service. Responses to major emergencies are conducted in conjunction with numerous other agencies from within the County under the County's comprehensive Fire and EMS contracts and automatic mutual aid agreements. These cooperative service delivery arrangements are facilitated by the County's consolidated dispatch center.

The delivery of fire rescue services to the community are recognized as essential services. The services provided by the PSFRD either mitigate or prevent loss of life, illness and destruction of property. This view is shared by the Florida legislature

(401.211 Fla. Stat.), the Florida Supreme Court and various lower courts in a number of opinions and is expressly stated by municipalities in Pinellas County and elsewhere. While the services are “essential” there is no requirement for the PSFRD to provide them, as is discussed elsewhere in this document.

(2) There Is Continued Demand for the Services Provided by the PSFRD Within Its Current Service Area.

The services provided by the PSFRD continue to be essential and required within the service area covered by the District. These services could be provided by the PSFRD or by other providers under conceivable scenarios.

(3) The Likelihood and Potential Impact of Annexation on the PSFRD Are Difficult to Ascertain.

The PSFRD currently provides services in an area of Pinellas County which includes the incorporated jurisdictions of several municipalities. In addition, the District borders areas which include potential annexation targets for the cities of Largo and Seminole. However, it is not possible to predict if and when any such annexations might take place which would impact the service area of PSFRD (none are currently planned). None of the four incorporated jurisdictions found within the PSFRD have any stated plans for annexation in the area.

(4) There Appear to Be Several Less Costly Approaches for Delivering the Services Currently Offered by the PSFRD – Potential Savings Could Exceed \$1.7 Million Annually.

The Matrix Consulting Group evaluated what steps could be taken to reduce the cost of delivering services in the area served by the District. This includes examining the likely impacts from the following types of reconfiguration:

- Maintain the PSFRD as an entity, but contract for services with another (or more than one) service provider.
- Eliminate the PSFRD as an entity and combine the service delivery area under one or more existing service providers.
- Eliminate the PSFRD with the County seeking contracts for service for the unincorporated areas and the cities seeking contracts for service (or providing it on their own) for their jurisdictions.
- Consolidate the PSFRD with other beach areas into a larger service area.

These changes would have impacts on both the command and support staffing and possibly on the line staffing required in each agency. The Matrix Consulting Group considered the following impacts:

COUNTY OF PINELLAS, FLORIDA
Assessment of the Pinellas Suncoast Fire Rescue District

- **Operational** – could the number of stations or the number of units be reduced or reconfigured thereby reducing the cost of operations?
- **Overhead** – could the command and support staffing costs be reduced if the PSFRD were reconfigured in some way?

In order to assess the first question, the Matrix Consulting Group utilized our fire station location model to test the capability of the current system and to test if Stations 28 (mainland) and 26 (island – EMS contract station) were eliminated. Our model operates using ESRI's ArcGIS suite of software to conduct a series of analyses.

The project team tested the capability that the two alternative systems would have on the ability to meet the County's stated minimum criteria of delivering a paramedic response from a fire station in 7:30 (seven minutes 30 seconds) 90% of the time or less. One of these minutes is taken up by reflex time. The resulting maps are shown on the following pages. The tables, below, provide the relevant statistical summary:

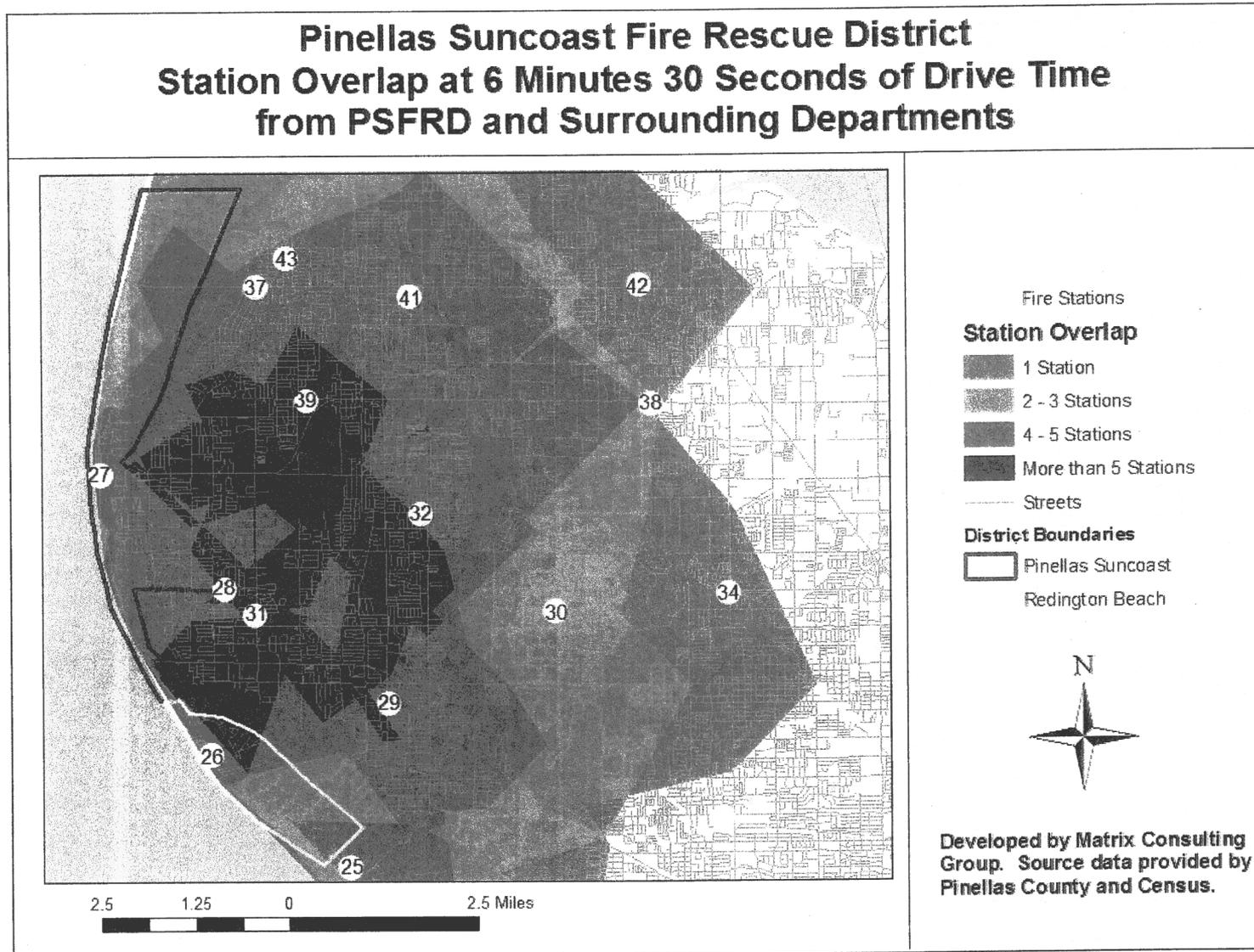
Current Station Coverage of Emergency Calls (PSFRD Service Area)

Stations Covering Within 6.5 Minutes of Drive Time	# of Calls	% of Calls
1 Station	-	0%
2 to 3	692	31%
4 to 5	1,312	59%
More than 5	215	10%
Total	2,219	100%

**Alternative Station Coverage of Emergency Calls (PSFRD Service Area)
Closure of Stations 26 and 28**

Stations Covering Within 6.5 Minutes of Drive Time	# of Calls	% of Calls
1 Station	87	4%
2 to 3	1,811	82%
4 to 5	316	14%
More than 5	5	0%
Total	2,219	100%

Note that the analyses shows that 100% of calls would still be reachable within the 6:30 drive-time element of the County's 7:30 standard that has been established as the universal service delivery target within Pinellas County for EMS calls and for first unit on-scene in fire responses. While there would be a slight reduction in the overlap in the number of stations, it should be noted that more than 96% of calls are within reach of at least two stations under the alternative scenario within the time standards set by the County. This suggests that the two stations could be closed and those savings realized by the system. An estimate of the potential savings is provided after the maps.



Pinellas Suncoast Fire Rescue District Station Overlap at 6 Minutes 30 Seconds of Drive Time from PSFRD and Surrounding Departments Without Stations 26 & 28



- Fire Stations - Alternative
- District Boundaries**
- Pinellas Suncoast
 - Redington Beach
 - Streets
- Station Overlap - Alternative**
- 1 Station
 - 2 - 3 Stations
 - 4 - 5 Stations
 - More than 5 Stations



Developed by Matrix Consulting Group. Source data provided by Pinellas County and Census.

**Potential Operating Cost Savings
 Closure of Station 26**

FF Staffing @ Station 26	2.00
FF Staffing for Three Shifts	6.00
FF Coverage for Leaves	1.50
Total FF FTE's Required	8.00
Salary (FF - 50% Para / 50% EMT) Class 1	\$47,359
Total Wages	\$378,872
Total Wages and Benefits (48%)	\$560,731
Estimate of Operating Cost Savings (10%)	\$56,073
Total Operating Cost Savings	\$616,804

**Potential Operating Cost Savings
 Closure of Station 28**

FF Staffing @ Station 28	2.00
Lt Staffing @ Station 28	1.00
Total Daily Staffing Both Classifications	3.00
FF Staffing for Three Shifts	6.00
Lt. Staffing for Three Shifts	3.00
FF Coverage for Leaves	1.50
Lt. Coverage for Leaves	0.75
Total FF FTE's Required	8.00
Total Lt. FTE's Required	3.00
Salary (FF - 50% Para / 50% EMT) Class 1	\$47,359
Salary (LT - 50% Para / 50% EMT) Class 1	\$54,093
Total Wages for FF's	\$378,872
Total Wages for Lt's	\$162,279
Total Wages	\$541,151
Total Wages and Benefits (48%)	\$800,903
Estimate of Operating Cost Savings (10%)	\$80,090
Total Operating Cost Savings	\$880,994

This analysis focuses on operating cost only – and does not take into account the possibility of land sales for Station 28 or for the possibility of selling two or more pieces of fire apparatus (Squad 26 and Truck 28). However, this analysis suggests that annual recurring costs could be reduced by as much as \$1.5 million without reducing the service below the County's current universal service targets. These operational steps could be taken even under the current organizational structure of the PSFRD. Note that the closure of Station 26 would be a decision made by the County as much as by the District given the current contractual relationship between the two parties. The "savings" enjoyed by the District from the decision to close Station 26 would be offset by a loss of revenue of approximately the same amount. If the District chose to close only Station 28, the savings to the District's taxpayers would be more than \$880,000 annually.

COUNTY OF PINELLAS, FLORIDA
Assessment of the Pinellas Suncoast Fire Rescue District

The District also operates one of the smaller fire / rescue agencies in the County but maintains a level of command staffing and "overhead" which is similar to agencies which are larger. These positions include the following:

- Fire Chief
- Assistant Fire Chief / Operations
- Assistant Fire Chief / Fire Marshal
- District Chief / EMS
- District Chiefs (3 for shifts)
- Mechanic
- Administrative Assistant
- Bookkeeper

It is conceivable that all of these positions could or would be eliminated if the PSFRD service area were reconfigured as previously described (either through contract, consolidation or some other mechanism). The savings from the elimination of these positions has also been estimated, below:

Position	Number	Cost Per	Wages
Chief	1	\$82,225	\$82,225
Assistant Chief	1	\$67,170	\$67,170
Fire Marshal	1	\$67,170	\$67,170
EMS District Chief	1	\$64,055	\$64,055
District Chief	3	\$64,055	\$192,165
Support Staff	3	\$30,000	\$90,000
Total			\$562,785
Benefits (48%)			\$270,137
Total Wages / Benefits			\$832,922

This analysis shows that the cost of providing the command and support staffing for the PSFRD is more than \$830,000 annually. This cost would be eliminated if the PSFRD either contracted for services with another entity or if its service area were reconfigured and incorporated into another jurisdiction.

A final alternative would be to consolidate the PSFRD with Madeira Beach Fire Rescue. If the new district included the "beaches" only (and not the mainland) this would consist of the areas served by Stations 25, 25 and 27. The following points summarize the basic elements of this alternative:

- The mainland portion of the District would be consolidated into either Largo or Seminole.

- Station 28 would be closed and could be shifted elsewhere in the region of the County (e.g., Bay Pines) if desired.
- One of the two Chief positions (between PSFRD and Madeira Beach) would be eliminated.
- Other command staff positions would be maintained.

The potential savings, to the PSFRD, from such a shift would be less than \$80,000 annually (their share of the savings from the Chief's position) plus savings from the shifting of Station 28 (which would also generate significant savings of more than \$880,000 annually). However, it is not possible within the context of this report to assess the impact on tax revenues from the loss of some or all of the mainland areas of the PSFRD current district. This shift would also require action of the State legislature.

In conclusion, the most cost effective approach, from the perspective of the PSFRD district taxpayers, would be for the District to contract with another service provider for management oversight. Alternatively, the formation of a "beach" fire department would provide a broader tax base with a service delivery mission focused on the "beach" service requirements.

(5) Transfer of Services to Another Entity in Pinellas County Could Be Accomplished Without Negatively Impacting the PSFRD's Contractual and Financial Obligations.

The PSFRD maintains a number of contractual and financial obligations common to municipalities and independent districts. Examples of these include:

- Collective Bargaining Agreement
- Mutual Aid Agreements
- County EMS Contract
- Capital Purchases
- Leases and other forms of indebtedness

None of these obligations would be negatively impacted by transfer of responsibility from one provider to another (or by contracting with a third party for service delivery). The project team's initial review of these obligations follows:

- **Collective Bargaining Agreement** – would be eliminated. Employees would either be employed by the successor organization(s) or by another party. No obligation under the contract would continue PSFRD ceasing service delivery.
- **Mutual Aid Agreements** – these agreements would be made with the new service provider(s) in the PSFRD's current service delivery areas.

- **County EMS Contract** – these agreements would be made with the new service provider(s) in the PSFRD’s current service delivery areas.
- **Capital Purchases** – responsibility for these would be determined either by the sale or transfer of title of the various assets under any change in service delivery. If the District maintained legal status, it would be possible for them to continue to pay for such resources – as long as they were consistently utilized within the PSFRD service area.
- **Leases and other forms of indebtedness** – responsibility for these would be determined either by the sale or transfer of title of the various assets under any change in service delivery.

All of these issues could be handled during the course of any transfer of service delivery responsibility. None of these transactions would be negatively impacted (i.e., defaulted) due to such a shift.

(6) There Have Been No Official Indications That the District Is in a Deteriorating Financial Condition. However, Steps Must Be Taken to Stabilize the District’s Approach to Financial Planning and Management.

The District collects the majority, 65%, of its revenue through an assessment on real property within the district. In addition, the District receives a significant amount of revenue, 24%, through a County-wide EMS contract. The table that follows shows the budgeted operating and capital expenditures, as well as revenues, over the a 15-year period of fiscal years. Note that the District is operating with a fund balance:

Fiscal Year	Beginning Balance	Revenues	Expenses	Variance (Rev-Exp)	Fund Balance
1991/92	\$816,877	\$1,812,253	\$1,929,713	(\$117,460)	\$699,417
1992/93	\$699,417	\$2,325,553	\$2,021,315	\$304,238	\$1,003,655
1993/94	\$1,003,655	\$2,422,709	\$2,197,460	\$225,249	\$1,228,904
1994/95	\$1,228,904	\$2,467,003	\$2,054,367	\$412,636	\$1,641,540
1995/96	\$1,641,540	\$2,517,402	\$2,157,815	\$359,587	\$2,001,127
1996/97	\$2,001,127	\$2,531,147	\$2,196,686	\$334,461	\$2,335,588
1997/98	\$2,335,588	\$2,534,400	\$2,389,460	\$144,940	\$2,480,528
1998/99	\$2,480,528	\$2,906,417	\$2,483,728	\$422,689	\$2,903,217
1999/00	\$2,903,217	\$3,015,935	\$2,636,736	\$379,199	\$3,282,416
2000/01	\$3,282,416	\$2,839,822	\$2,856,750	(\$16,928)	\$3,265,488
2001/02	\$3,265,488	\$2,819,709	\$3,806,603	(\$986,894)	\$2,278,594
2002/03	\$2,278,594	\$2,691,420	\$3,352,432	(\$661,012)	\$1,617,582
2003/04	\$1,617,582	\$2,762,991	\$3,491,988	(\$728,997)	\$888,585
2004/05	\$888,585	\$4,052,289	\$3,691,490	\$360,799	\$1,249,384
2005/06	\$1,249,384	\$3,979,755	\$3,858,523	\$121,232	\$1,370,616

The most interesting observations to take from this exhibit include the following:

- Expenses increased significantly in 2001-02, rising by more than 33%. This is largely the purchase of fire apparatus as well as salary increases for staff coming on-line. This was accompanied by a commensurate draw on the fund balance of almost \$1 million. Comparing 2000-01 with 2002-03 shows a 17% increase – an increase masked by the large expenditures in 2001-02.
- Revenues and expenses are once again on a trend towards expenses exceeding revenues. Without a rate increase it appears that this line will be crossed in the 2006-07 budget year once again.
- It appears that the fund balance will be able to support a period of several years (assuming no major expenses or salary increases) before the PSFRD would be unable to sustain operations without a rate increase.

The project team also notes the following key observations:

- Rate increases have typically been accomplished without reliance on professional, third-party analysis of financing requirements.
- Long term financial planning including revenue and expense forecasting has been largely absent in the PSFRD, potentially leading to fiscal “crises” which result in significant rate increases (rather than steady annual increases).
- The PSFRD board no longer has the power to set rates for itself, meaning that a case must be made to gain the support of the voters each time a rate increase is sought.

While the District appears to be in acceptable financial health today, it is clear that a continuing pattern of expense / revenue mis-match continues. It is likely that, under current spending and collection patterns, the fiscal year 2006-07 will represent a year where revenues do not keep pace with expenses, forcing the District to dip into the fund balance again.

(7) The District Is Active in Providing Services within Its Service Area.

The Pinellas Suncoast Fire Rescue District continues to provide fire and EMS first response services throughout its service area. However, it should be noted that the District appears to be providing services outside its District in a manner which is contrary to the requirements of its Charter. The potential issues include:

- Use of District funds to supplement the cost of delivering the services using Squad 26 and its crew above the amount provided by the County.
- Use of District funds to acquire capital and utilize that capital outside the District (Squad 26).

These issues should be resolved quickly. Our previous operational analysis suggests that the County can deliver its targeted level of EMS service in the area around Station 26 using Stations 25 and Station 27 under contract.

(8) There Is No Indication That the District Has Failed to Meet Critical Reporting Requirements.

The PSFRD has met all required reporting to the State of Florida related to the finances of the District. There have been, to date, no negative audit findings related to the continued financial viability of the District.

(9) The District Appears to Have Complied With All Open Records and Meeting Requirements.

The PSFRD appears to have met with all open records and meeting requirements.

* * *

The Matrix Consulting Group has been pleased to have provided these analyses and observations to Pinellas County. The Matrix Consulting Group recognizes that this is a critical issue both to the residents and businesses served by the PSFRD, the PSFRD staff and neighboring jurisdictions. Our review of the current situation shows that the PSFRD can continue to function, though it will require a rate increase soon to maintain financial viability, and continues to provide essential services to its customers.

Concurrently, the Matrix Consulting Group has also shown that the PSFRD's services can be provided at a significant discount to the cost of delivering them today – by either contracting for the services or by reconfiguring the District's service area into one or more current providers. The cost of maintaining a separate service provider exceeds \$1.7 million annually (i.e., the cost of overhead and Station 28). An additional \$600,000 annually is expended to provide additional EMS first response coverage in the Redingtons.

The Matrix Consulting Group would be pleased to present our findings to Pinellas County and to the ad hoc working grouping which has been part of this process. Should you have any additional questions, please do not hesitate to contact me at 972.871.7950 or via email at tmiller@matrixcg.net.

Matrix Consulting Group

Travis Miller
Vice President

ITEM #4

COMPARISON OF

ADMINISTRATIVE STAFFS

Comparison of Administrative Staffing Levels Cities or Districts with Four or Less Stations

Agency	Number of Stations	Fire Chief	Asst. Chief	Deputy Chief	Division Chief	Fire Marshal	Training Chief	EMS Chief	Admin/Exec. Asst.	Community Education/ Public Affairs	Emergency Management Planner	Totals
East Lake Fire District	3	1	1	1	3	0	0	0	2	1	0	9
Palm Harbor Fire District	4	1	0	1	0	1	1	1	1	2	0	8
Lealman Fire District	2	1	0	1	0	1	1	1	1	1	0	7
City of Pinellas Park	4	1	0	1	0	1	1	1	1	0	1	7
City of Dunedin	3	1	0	1	0	1	1	1	1	0	0	7
City of Seminole	4	1	2	0	0	1	.5	.5	1	0	0	6
City of Tarpon Springs	3	1	0	2	0	1	0	0	2	0	0	6
Pinellas Suncoast Fire District	3	1	1	0	0	0	0	0	2	0	0	4
City of Madeira Beach	1	1	0	0	0	1	0	0	1	0	0	3

Note – City fire departments are often supported by City staff in the areas of human resources, finance, benefits, etc.

**SUPPLEMENTAL
INFORMATION –
DEPARTMENT UPDATE**



Pinellas Suncoast Fire & Rescue District

TO: STAKEHOLDER COMMITTEE MEMBERS

FROM: JEREMY SIDLAUSKAS, DISTRICT CHIEF

DATE: MAY 13, 2018

SUBJECT: DISTRICT INFORMATION

At our second meeting, members of the committee expressed interest in becoming more involved in the fire department and expressed some dissatisfaction in the lack of presence by the fire department in public meetings. Members appeared to be interested in hearing about operations, performance, etc. in the form of a report to their respective towns.

Below is some information I have gathered over the previous weeks, as well as some news and information about upcoming events. I encourage all members of the committee and audience to follow the PSFRD on Facebook and ask members to let me know of any specific information they would like to know or elements of daily activities for which they would like additional information. Your firefighters appreciate your support and welcome your input!

- The PSFRD responded to 3 cardiac arrest calls in a 72 hour period recently and achieved successful resuscitations on all three! On two of the scenes, bystanders were credited with performing CPR on the victim. Civilian commendations were awarded to both of them at this month's Board of Fire Commissioners meeting.
- Lt. Williams and Firefighter-Paramedic Charlie Morris have completed the Managing Officer program at the National Fire Academy and are working on their final capstone projects to receive their designation as managing officers. The Managing Officer Program is a two-year program sponsored by the FEMA and the

M E M O R A N D U M



Pinellas Suncoast Fire & Rescue District

TO: STAKEHOLDER COMMITTEE MEMBERS

FROM: JEREMY SIDLAUSKAS, DISTRICT CHIEF

DATE: MAY 13, 2018

SUBJECT: DISTRICT INFORMATION (PAGE TWO)

Continued from page one...

The Managing Officer Program prepares the officer for many of the challenges we face as officers, including personnel issues, community risk reductions, and improving efficiencies in service delivery.

- Several member of the organization completed a course in aerial operations, which was organized and taught by Firefighter-Paramedic Ryan Olding. Members from other area fire departments also participated. The aerial course is for drivers of our ladder truck and teaches various techniques with the aerial ladder, emergency procedures in the event of a power or hydraulic failure, and vehicle placement at emergency scenes.
- Several firefighters from B-Shift have participated in multi-agency drills with Largo Fire Rescue at their drill grounds. The Insurance Services Office (ISO) requires firefighters to participate in 18 hours of training at a training facility every year.

M E M O R A N D U M



Pinellas Suncoast Fire & Rescue District

TO: STAKEHOLDER COMMITTEE MEMBERS

FROM: JEREMY SIDLAUSKAS, DISTRICT CHIEF

DATE: MAY 13, 2018

SUBJECT: DISTRICT INFORMATION (PAGE THREE)

Continued from page two...

- Paramedics will be completing Emergency Pediatric Care this year. This is the first time in the history of the Pinellas County EMS system where paramedics are required to hold a pediatric certification. Emergencies involving children are some the high risk, low frequency events we are called to. They do not happen very often, but when they do, the child is often very sick. This course will help the paramedic with assessing the pediatric patient, understanding different disease processes and injury patterns, and reinforce some critical skills, such as airway management and IV access.

On behalf of your Pinellas Suncoast Firefighters, I thank you all for your continued support and dedication to the community and the fire district. We are all optimistic for the future and believe we finally have the team in place to move the district forward! If anyone has any specific questions or would like additional information about the district's firefighters and our daily operations, please let me know!