



Ambulance Service Proposal

Chandler City Council Work Session

August 15, 2024

Fire Chief Tom Dwiggins



AGENDA

AMBULANCE SERVICE PROPOSAL

- 1- Ambulance Contract History
- 2- New System Recommendation
- 3- Benefits of Proposed System
- 4- Feasibility Study Results
- 5- Start-Up Costs
- 6- Next Steps

AMBULANCE CONTRACT HISTORY

Southwest
Ambulance
2002

PMT/Southwest
Ambulance Split
2007

Rural Metro
Ambulance
2010

AMR
Ambulance
2012

Maricopa
Ambulance
2022

CURRENT AMBULANCE CONTRACT



DEPLOYMENT

6 24/7 Ambulances, 1 Peak-Time Ambulance Deployed from (7) CFD Fire Stations



STAFFING

CFD Paramedic Assigned to the Attendant Position, Maricopa Ambulance EMT Assigned to Driver Position



REIMBURSEMENT

CFD Paramedic FTE is Reimbursed at 61% of Total Salary, \$394,800 Reimbursed for Billeting



CONTRACT TERMS

Initiated in 2022, Four Year Contract with (3) One Year Renewals (EXP January 1, 2026)

HISTORIC CHALLENGES

Professional Staffing

- High turnover
- Inconsistent hiring practices
- Minimal initial training
- Lack of on-going training
- No direct supervision

Continuity of Operations

- Inconsistent standard operating procedures
- Equipment stocking errors
- Different work schedule
- Staffing model issues

Dynamic Deployment

- Lack of deployment flexibility
- Surge capacity procedures
- System-wide enhancement benchmarks

Cost Neutral Services

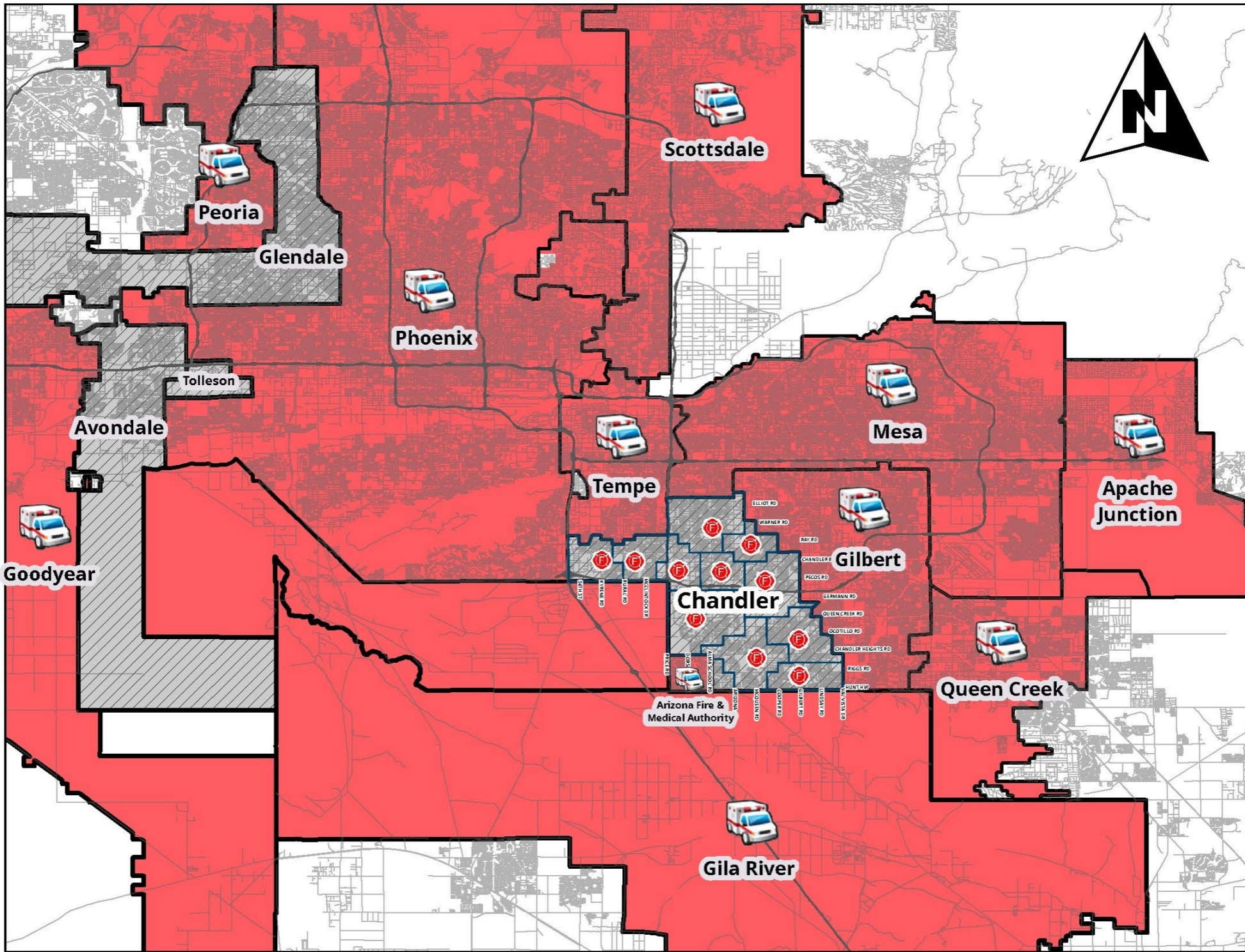
- Paramedic reimbursement %
- Lack of input on Chandler rates
- Lack of input on supply fees
- Inconsistent equipment replacement plans



JURISDICTIONS WITH MUNICIPAL AMBULANCE SYSTEM

GILBERT	TEMPE	MESA
SCOTTSDALE	PHOENIX	QUEEN CREEK
PEORIA	GOODYEAR	SURPRISE
BUCKEYE	APACHE JUNCTION	SUN LAKES





AMBULANCE SERVICE RECOMMENDATION



Transition to a City of Chandler municipal emergency ambulance system by January 1st 2027.



PROFESSIONAL STAFFING

1

CONTINUITY OF OPERATIONS

2

DYNAMIC DEPLOYMENT

3

COST NEUTRAL SERVICES

4

Benefits of a City of
Chandler Ambulance
System

PROFESSIONAL STAFFING



HIRING PRACTICES

Written Test, (2) Interviews, 5-Week Internship, Comprehensive Background Check, Physical



INITIAL TRAINING

14 Week Academy, 6 Week EMT School, (3) 90-Day Rotations on Frontline Response Units



ON-GOING TRAINING

Quarterly Emergency Medical Training, Monthly On-Line Continuing Education, Crew-Based Scenario Training



PERSONNEL MANAGEMENT

Direct Supervision of Staff, City Rules and Policies, Internal Chain of Command

CONTINUITY OF OPERATIONS



Standard Operating Procedures

All SOP's are in alignment with regional best practices. Off-line medical procedures are vetted out by physicians from Chandler Regional.



Equipment Consistency

Equipment and medical supplies are selected through an internal committee process. Supplies are inventoried and restocked by CFD personnel.



Consistent Work Schedule

All front-line response personnel other than the 40-hour units work a 48/96 shift schedule. Crews are assigned into team at two-year intervals.



Consistent Staffing Model

The goal for medical transportation is to provide continuity of care from 911 activation through transfer of care to a receiving facility.

DYNAMIC DEPLOYMENT



**PEAK-TIME
DEPLOYMENT**

**SURGE CAPACITY
DEPLOYMENT**

**SPECIAL EVENT
DEPLOYMENT**

COST NEUTRAL SERVICES



Subsidization of Current Contract

Control of Transport Rates

Control of Equipment Fees

JVG FEASIBILITY STUDY

SCOPE OF WORK

Resource Needs



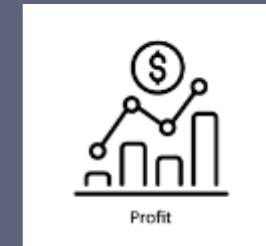
Deployment



Start-up Cost



System Cost



- Funding for feasibility study included in City Council Approved 2023/24 Budget
- Scope of service included analysis of resource needs, deployment, start-up costs, and system costs
- James Vincent Group (JVG) selected for their expertise, having conducted multiple studies and bringing 70 years of industry experience.

RESOURCE NEEDS

Ambulance Fleet

10 Total Ambulances Needed

7 Front line Ambulances

3 Reserve Ambulances

**1 Ambulance FY 2024-25 CIP Funded
Ambulance Supplies



EMTs

21 FTE EMT's

Paramedics

24 FTE Paramedics

**18 Paramedics Currently Employed

Support Staff

1 Program Manager FTE

1 Compliance Officer FTE

1 Mechanic FTE

DEPLOYMENT

FS-1

FS-2

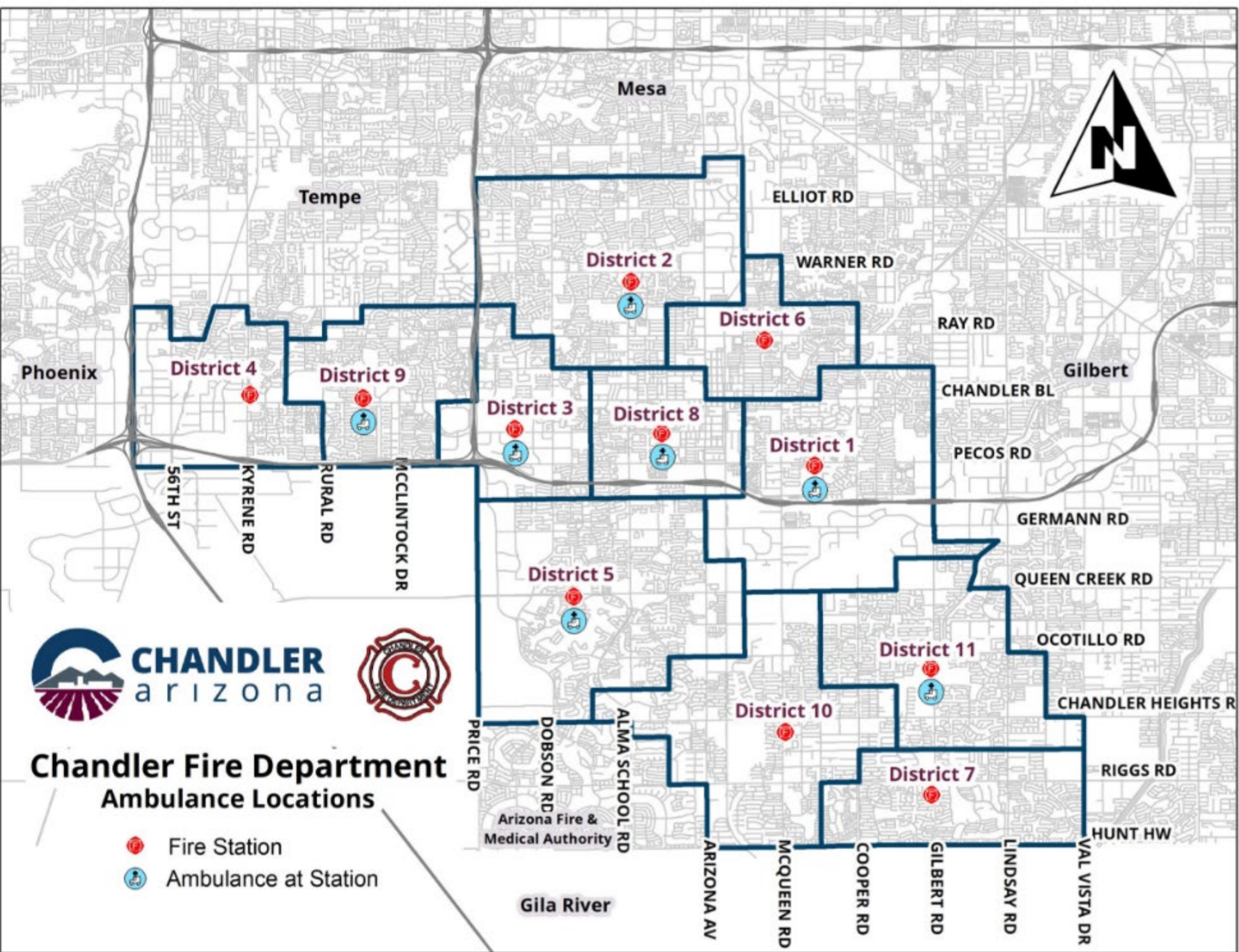
FS-3

FS-5

FS-8

FS-9

FS-11



Chandler Fire Department
Ambulance Locations

- Fire Station
- Ambulance at Station

START-UP COSTS

AMBULANCES	CON PROCESS	SUPPORT FTE'S	AMBULANCE FTEs
\$6,552,802	\$60,000	\$358,003	\$2,910,225
9 Ambulances Ambulance Equipment Ambulance Supplies	Application Creation Legal Fees if Challenged	1 Program Manager 1 Compliance Officer 1 Fleet Mechanic	21 EMT's 6 Paramedics

ASSUMPTIONS FOR PROJECTIONS

- 5.5% Transport increase every year
- 2% Increase in transport fees annually
- 5% Pay increase for FTE's every year
- 5% Replacement fund in years 1 and 2
- 10% Replacement fund after year 2
- 10% Contingency fund year 5, 15% after year 5



PROJECTED ROI

	Year 1	Year 2	Year 3	Year 4	Year 5
Ambulance Transports	13,114	13,835	14,596	15,399	16,246
Net Revenue	\$9,035,503	\$9,711,462	\$10,438,222	\$11,219,612	\$12,059,754
Total Operating Expenses	\$8,190,607	\$8,571,167	\$9,361,078	\$9,803,098	\$10,268,559
Recaptured Salary Expenses	\$812,781	\$842,448	\$873,197	\$905,069	\$938,104
Favorable Balance	\$1,491,910	\$1,784,469	\$1,755,307	\$2,089,425	\$2,456,370
GF Startup Costs (Vehicles, Equipment, Supplies, FTE's)	\$6,910,805				ROI Achieved-49 Months

5 Year Summary: (\$9,577,481 new revenue) - (\$6,910,805 capital repayment) = (\$2,666,672 net revenue) (Includes \$1,064,164 contingency) (Includes \$3,180,079 VRP)

JVG FEASIBILITY STUDY

FINAL REPORT

Resource Needs



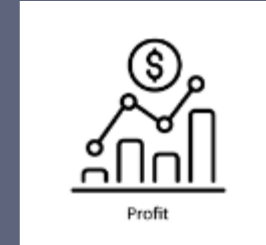
Deployment



Start-up Cost



System Cost



"The analysis contained in this report has shown that it is both operationally and financially feasible for the City of Chandler to provide ground ambulance services for the community it serves." -JVG

SUMMARY

Recommendation: Transition to a City of Chandler municipal emergency ambulance system by January 1, 2027

Feasibility Study Findings: The analysis shows operational and financial feasibility for Chandler to provide emergency ambulance services

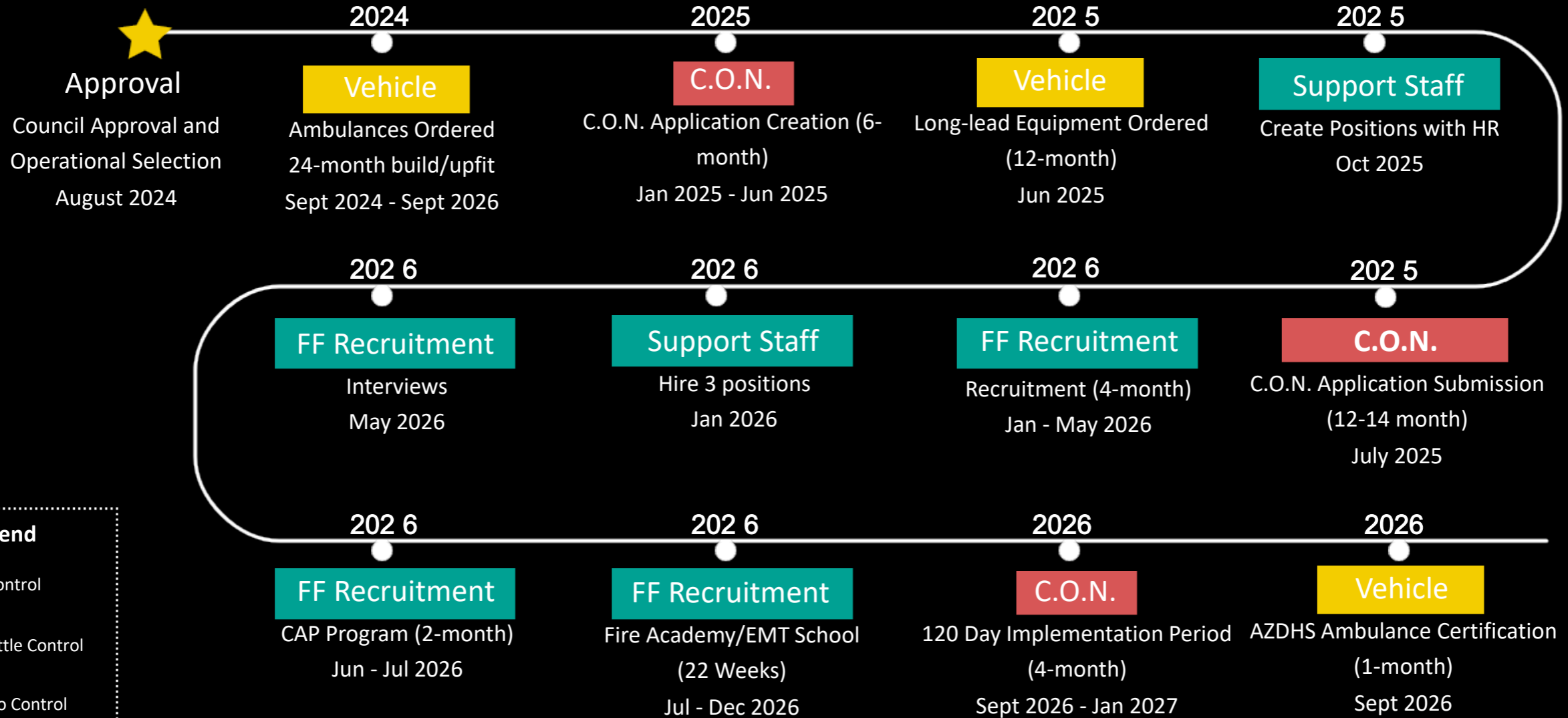
Operational Enhancements: Improved staffing, standardized operating procedures, flexibility in deployment, and additional system coverage

Financial Enhancements: Full reimbursement of personnel, control over rates, creation of a VRP and contingency fund, ROI at 49 months

Next Steps: Ambulance procurement, CON application submission



ROADMAP TIMELINE



Legend

- Control
- Little Control
- No Control