



# City Council Work Session

Thursday, August 15, 2024  
4:00 p.m.

Council Chambers Conference Room  
88 E. Chicago St., Chandler, AZ



## Work Session



Pursuant to Resolution No. 4464 of the City of Chandler and to A.R.S. 38-431.02, notice is hereby given to the members of the Chandler City Council and to the general public that the Chandler City Council will hold a WORK SESSION open to the public on Thursday, August 15, 2024, at 4:00 p.m., in the City Council Chambers Conference Room, 88 E. Chicago Street, Chandler, Arizona. One or more members of the Chandler City Council may attend this meeting by telephone.

Persons with disabilities may request a reasonable modification or communication aids and services by contacting the City Clerk's office at 480-782-2181 (711 via AZRS). Please make requests in advance as it affords the City time to accommodate the request.

Agendas are available in the Office of the City Clerk, 175 S. Arizona Avenue.

## Agenda

### Call to Order

### Briefing

- Presentation, Discussion, and Possible Direction to Staff Regarding a City of Chandler Municipal Emergency Ambulance Transport System**

### Public Comment

Public comments will be heard only for the item(s) on that published meeting agenda. Up to 15 minutes will be allotted for public comments on the agenda item(s) at the end of the agenda and each speaker will be allocated up to three minutes at the discretion of the Presiding Officer or designated parliamentarian.

### Adjourn



**City Council Memorandum      Fire Memo No.**

**Date:** August 15, 2024

**To:** Mayor and Council

**From:** Thomas Dwiggins, Fire Chief

**Subject:** Presentation, Discussion, and Possible Direction to Staff Regarding a City of Chandler Municipal Emergency Ambulance Transport System

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**Attachments**

Presentation Regarding a City of Chandler Municipal Emergency Ambulance System



# 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

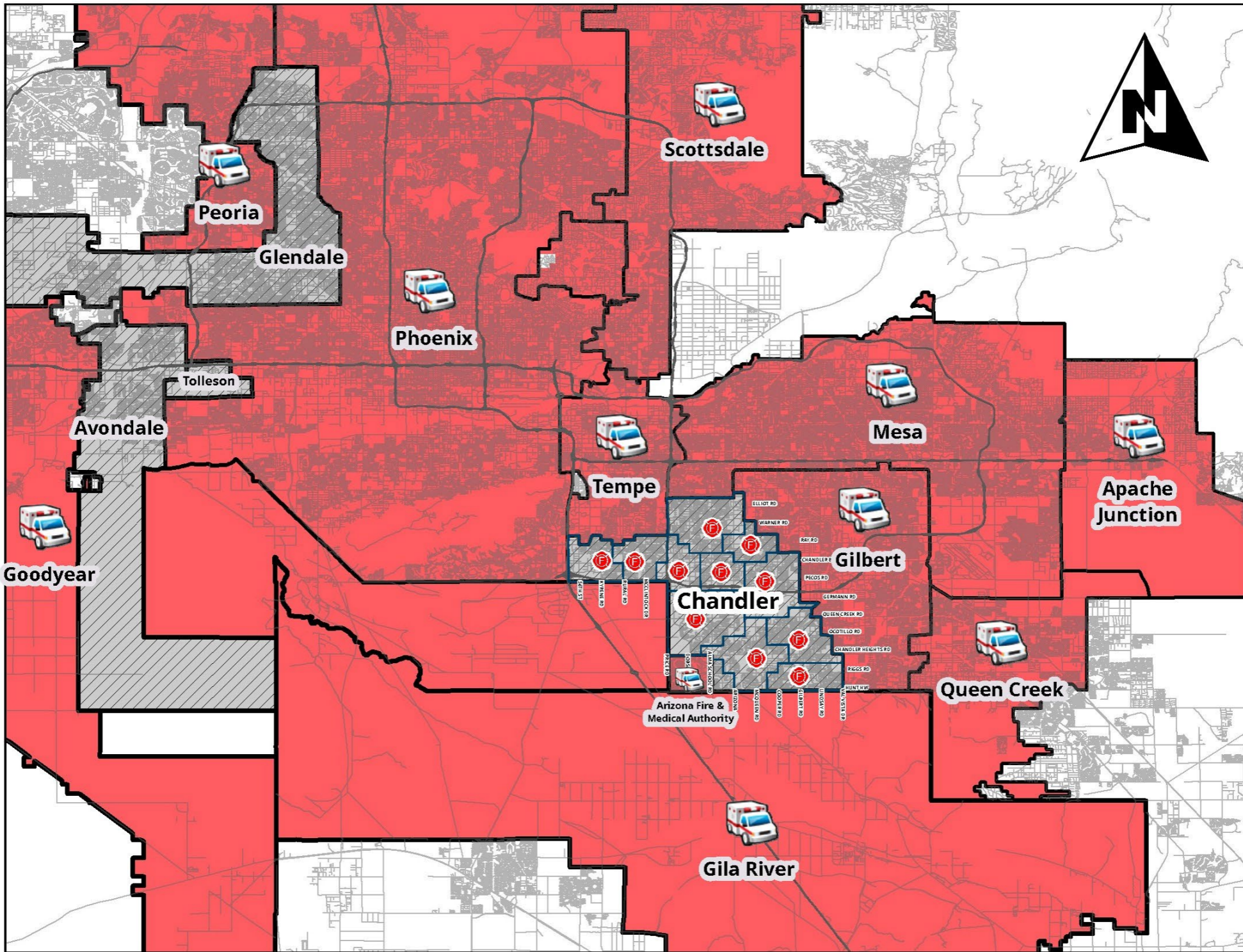




# JURISDICTIONS WITH MUNICIPAL AMBULANCE SYSTEM

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



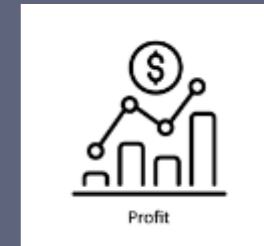
### Deployment



### 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

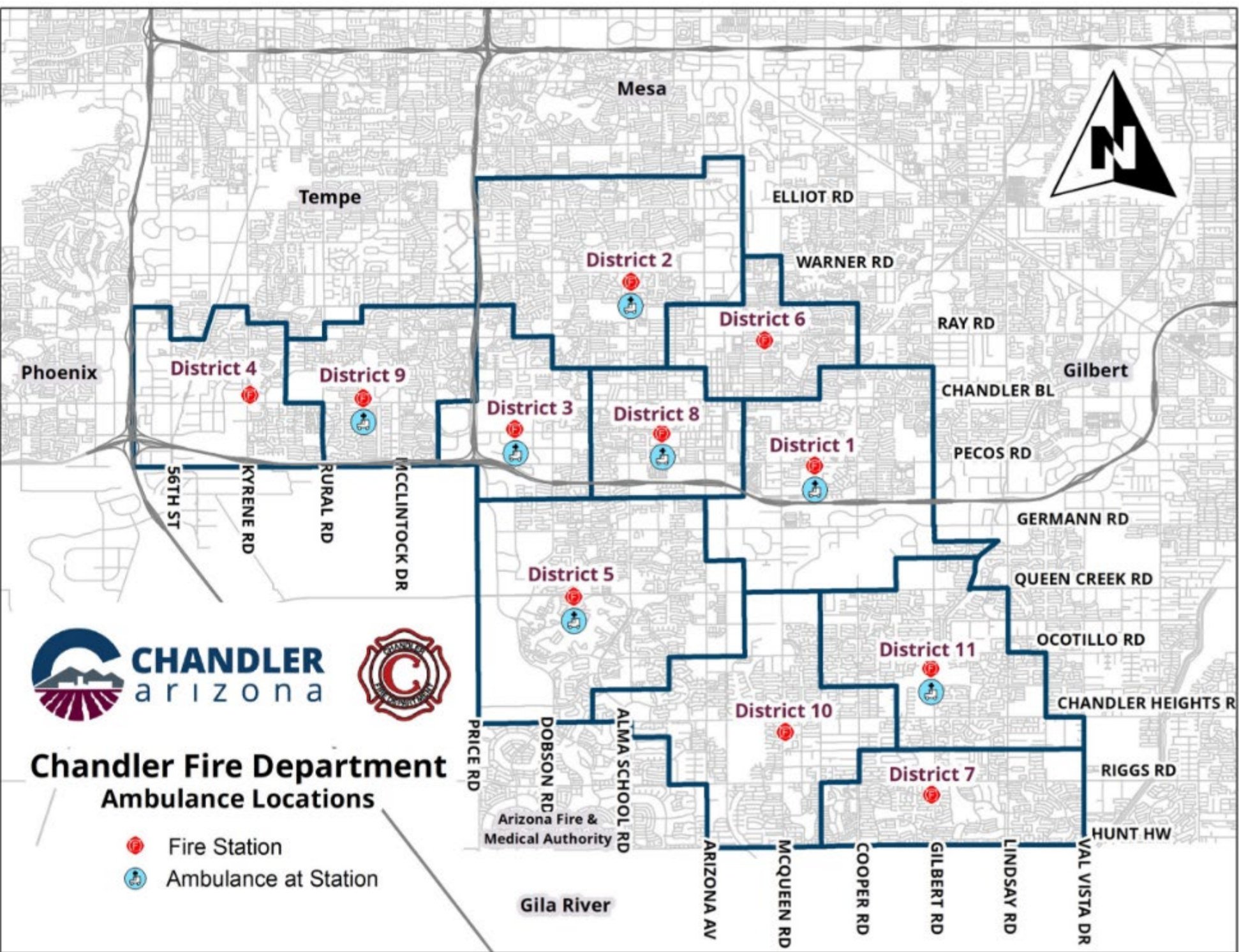
FS-3

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
<b>\$6,552,802</b>	<b>\$60,000</b>	<b>\$358,003</b>	<b>\$2,910,225</b>
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
<b>Favorable Balance</b>	<b>\$1,491,910</b>	<b>\$1,784,469</b>	<b>\$1,755,307</b>	<b>\$2,089,425</b>	<b>\$2,456,370</b>
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



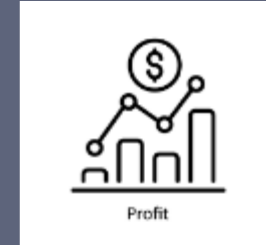
### Deployment



### 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

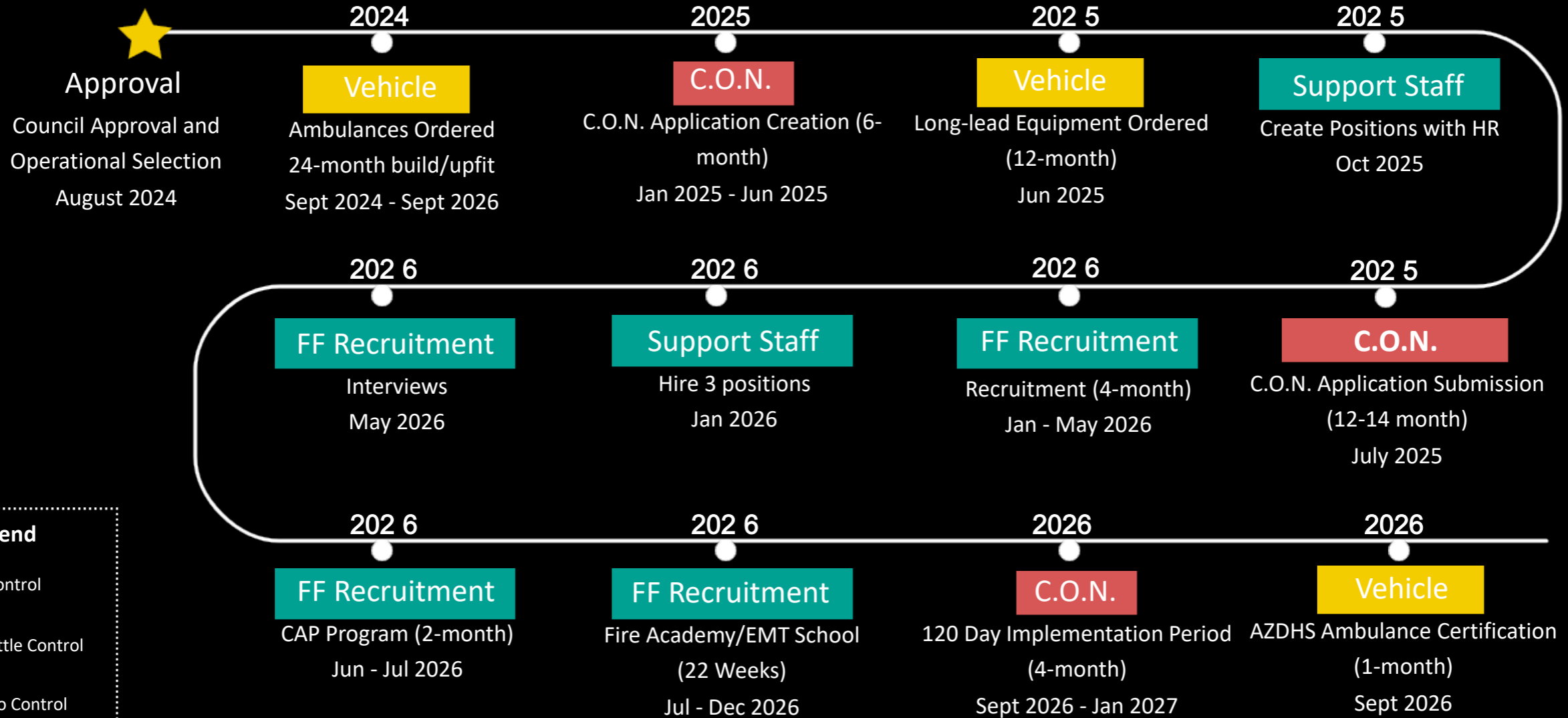
**Financial Enhancements:** Full reimbursement of personnel, control over rates, creation of a VRP and contingency fund, ROI at 49 months

**Next Steps:** Ambulance procurement, CON application submission





# ROADMAP TIMELINE



## Legend

- Control
- Little Control
- No Control