



CENTER FOR PUBLIC SAFETY MANAGEMENT

Excerpts from the Public Safety Report for the City of Long Beach, NY

Project Purpose

With LB Medical Center closed, ICMA was retained by the City of Long Beach to analyze and present a comprehensive report on the state of the City's emergency response practices and recommend viable options to enhance public safety.

ABOUT ICMA

ICMA, in existence for over 100 years, is the premier local government leadership and management organization, providing an informational clearing house, technical assistance, training, and professional development to governments, experts and other individuals throughout the world.

The ICMA Center for Public Safety Management helps communities solve critical problems by providing management support to local governments in the areas of police, fire, emergency medical services (EMS), emergency management, and homeland security.



METHODOLOGY

- 1. Identification:** Long Beach Medical Center Closure; Identified LBFD as impacted department.
- 2. On-Site Fire Dept Analysis:** Operational and Response Data Analysis
- 3. Communications:** Follow-up Analysis; Clarification of Operations
- 4. Final Report:** Summarize Recommendations; Final Report Issued



KEY ICMA OBSERVATIONS

Major Issue Confronting the LBFD

Closure of LB Medical Center

Unique challenges presented by the closure of LBMC such as, transporting turnaround time and the impact of traffic and congestion.

Challenging Financial Landscape

Fiscal crisis recovery and challenges of Superstorm Sandy.
SAFER grant matured, creating a demand of nearly \$650,000 per year in personnel costs.

Inefficiencies and Organizational Issues

LBFD has organizational issues and inefficiencies that require improvement.

LB Fire Dept Observations

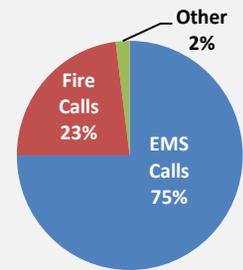
Overall Department:

- **Capable Organization:** Provides quality fire and emergency medical services (EMS)
- **Outdated Organizational Structure**
- **Administrative:** Key components not completed and/or can improve on.

Staffing:

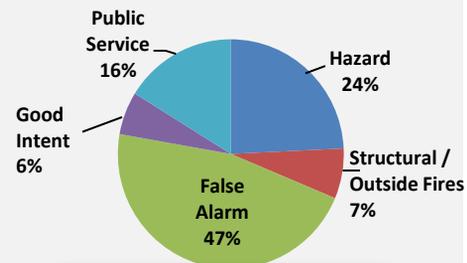
- **Career Teams:** Out on fire calls approximately 1.5 hours for every 24 hour shift and out on EMS calls 5.5 hours for every 24 hour shift; Only 4 career LB firefighters possess paramedic certification (out of 30).
- **Volunteer Teams:** Over 100 active volunteers. First arriving volunteer unit arrives within one minute of the paid engine for structural fire calls and within thirty seconds for all other fire calls.

LB Fire Department: Call Types



EMS represent 75% of all Calls.

Fire Category Calls



False Alarms represent 47% of all Calls.

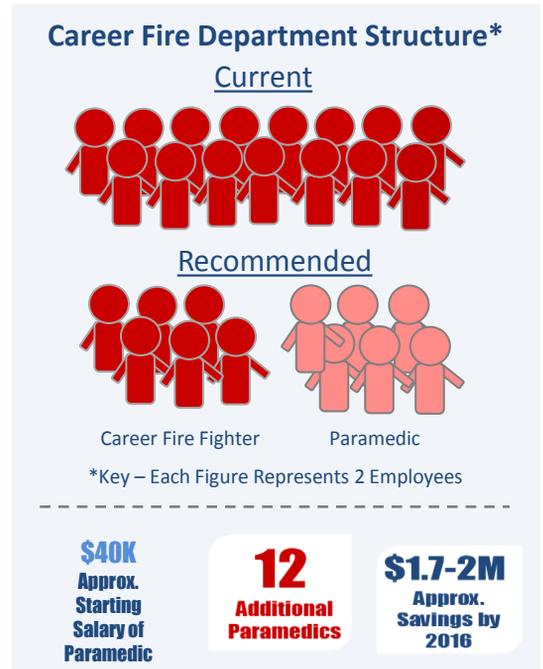
Outdated Delivery Model ➤ Alternative Staffing to Better Align Service Delivery

At the core of these recommendations, the two alternative staffing models improve the response capabilities of the EMS mission, while not adversely affecting fire operations.

The other influencing factor is the outdated delivery model currently used in the LBFD and the need or desire to find *new operating efficiencies* that stand to better enhance Public Safety.

Alternative 1: Civilianize the EMS Program

- Staff ambulances with more highly certified civilian paramedics and EMTs at a lower cost.
- Maintain 1 ambulance 24/7 and implement another ambulance during peak call times 12/7.
- Reduce the number of career firefighter positions to 12 which maintains the current 3-person engine staffing.
- Maintain pre-deployed ambulances, one 24/7 and another during peak call times 12/7.
- Reduce overall full time operational employees from 30 to 23 or 24 dependent on ambulance shift model. Consolidate certain volunteer companies.
- Total estimated savings after implementation would average \$1,750,000 to \$2,000,000 by 2016, with little change in the firefighting mission but with improved service in EMS.



This means more ambulances in service, quicker response times, and higher certifications for EMS responders.

Alternative 2: Develop a Public-Private Partnership for EMS Functions

Enter into a performance-based contract with a high-quality EMS service provider

Advantages:

- Ensures high-quality services through a contractual relationship while avoiding the liabilities and many of the costs associated with an internally provided service.
- Improves EMS delivery with Paramedics and additional ambulances.
- Larger regional providers can backfill ambulances into the community in real time as the demand for services change. It is a more efficient method of providing services that is based on demand.
- The estimated fire department savings to the city would be approximately \$3.31 million by 2016.