

Orange County Fire Authority

**Reserve Firefighter Program
May 28, 2009
Board of Directors**



OCFA Reserve Program

- **History**

- OCFA is a combination fire department
- Reserves (Volunteers) has served community for many years
- Dramatic changes in demographics
- Dramatic growth and buildup of communities
- Complex suburban/urban environment
- Modern, all risk fire & emergency service agency

OCFA Reserve Program

- **Challenges**

- Increase in roles, responsibilities, expectations
- Increase in emergency calls with urbanization
- Increased traffic signals and congestion
- Increase in family commitments
- Changes in work responsibilities and commutes
- Increase in local, State, & Federal training

OCFA Reserve Program

- **Impacts**

- Recruitment Difficulties
- Retention Challenges
- Training Demands
- Availability of Emergency Units
- Reliability of Emergency Units
- Effectiveness of Resources

OCFA Reserve Program

- **2001 Strategic Plan**

- Adopted by Board of Directors in 2001
- 6 strategic goals identified
- Goal #6 identified as a priority

Maximize the utilization of reserve and auxiliary personnel within the jurisdictional boundaries of OCFA, taking into consideration need, efficiency, effectiveness, and reliability.

OCFA Reserve Program

- **Emergency Services Consulting Inc.**
 - Hired to do comprehensive study of program
 - National subject matter experts
 - Final report presented to Board in February 2002
 - Key Recommendations included:
 - Adopt a Definition of Purpose for the program
 - Adopt a Major Operating Principal for the program
 - Complete a restructuring of the program

OCFA Reserve Program

- **Board Adopted Program Purpose:**

The purpose of the Orange County Fire Authority Reserve Program is to supplement resources to ensure adequate resources are available to effectively staff and equip emergency events within the community.

Except for select situations, this does not involve reserve resources contributing to first-due performance, but contributing to overall emergency incident effectiveness by providing additional EMS coverage of select stations, and reinforcement through the staffing and operation of incident support resources and other specialty equipment.

- **Board adopted the EMS/Support Role as the Major Operating Principle for the Reserve Program.**

OCFA Reserve Program

- **2002 Reserve Program Restructure**
 - Closure of 3 Reserve Companies
 - Addition of some staff for program support
 - Increase training for all Reserves to EMT-1
 - Expansion of residency requirement
 - Replacement of 19 engines with squads/patrols
 - Implementation of 3-tiered training program

OCFA Reserve Program

- **Goals of Restructure**

- Meet new program purpose
- Increase response opportunity by decreasing training and staffing demands
- Improve reliability and effectiveness
- Align value of program with realistic and achievable expectations
- Increase safety by decreasing unrealistic operational expectations placed on Reserves

OCFA Reserve Program

- **Restructure Impacts on Service Depth**
 - Minimal coverage impact
 - No adverse impact on service levels
 - Majority of incidents require 3 units or less
 - Multi-level coverage plans in place for critical periods
 - Currently back up Reserves with career unit for reliability and immediate response

OCFA Reserve Program

- **Program Status Report Card**
 - Utilized ESCi to complete review
 - Presented at September 2008 Board Meeting
 - Identified majority of same problems exist:
 - Large turnover
 - Recruitment difficulties
 - Poor response performance
 - Poor reliability
 - Difficulty in meeting training demands particularly at 5 stations with engines
 - Board appointed Ad Hoc Committee

OCFA Reserve Program

- **Reserve Program Ad Hoc Committee**
 - 7 meetings from October 2008 – May 2009
 - Reviewed program history
 - Reviewed station locations, resources, rosters
 - Discussed 3 tiered program training level
 - Reviewed performance criteria and response data
 - Reviewed and recommended stipend increase
 - Reviewed program costs, utilization, & reliability
 - Facilitated input from multiple stakeholder groups

OCFA Reserve Program

- Program Costs

- Direct Costs

● Stipends, benefits, work comp, staff	\$1,041,393
● Services and supplies	<u>\$ 596,852</u>
● Total Annual Operating Cost	\$1,638,245
● Annualized Apparatus Costs	<u>\$ 155,293</u>
● Total Direct Costs	\$1,793,538

- Indirect Costs

\$ 168,412

- **Total Reserve Program Costs**

\$1,961,950

- Of the total program costs, \$1,260,895 would be considered as the marginal costs which would be the savings if the entire reserve program was eliminated

OCFA Reserve Program

- **Operational Evaluation**

- Review by Fire Chief & Senior Command Staff
- Presented to Ad Hoc Committee
- Focused solely on operational needs
- Included:
 - Review of reserve resource locations
 - Location of adjacent stations
 - Response statistics
 - Staffing requirements
 - Training requirements

OCFA Reserve Program

- **Operational Evaluation Recommendations**

- Outfit remaining squads and patrols with Compressed Air Foam Systems
- Reassign one water tender
- Eliminate Reserve Engine 3 (Sunset Beach)
- Eliminate Reserve Engine 223 (Villa Park)
- Eliminate Squad 13 (La Palma)
- Staff Reserve Engine 11 (Emerald Bay) with career personnel

OCFA Reserve Program

- **Engine 3 (Sunset Beach)**
 - Currently Reserve Engine and Squad
 - Huntington Beach Station across the street from Sunset Beach and ½ mile from Station 3
 - Operational Review
 - 179 Totals Calls for Engine 3 in 2008
 - 128 could be handled by Patrol
 - 51 required Engine response
 - 2 calls where Reserves had adequate personnel for the Engine.
 - Validation through CAD Data and stipend record review
 - Huntington Beach and other OCFA units respond

OCFA Reserve Program

- **Engine 11 (Emerald Bay)**
 - Currently Reserve Engine and Patrol
 - Laguna Beach provides ALS & Fire response
(2.13 miles to Station 11 – Approx. 6 minutes driving time)
 - Operational Review
 - 103 Totals Calls for Engine 11 in 2008
 - 72 could be handled by Patrol
 - 31 required Engine response
 - 19 calls where Reserves had adequate personnel for the Engine.
 - Validation through CAD Data and stipend record review
 - Low frequency – High risk community

OCFA Reserve Program

- **Engine 223 (Villa Park)**
 - Currently 4-person career Paramedic Engine plus
 - Reserve Engine and Patrol
 - Only OCFA station with Career & Reserve Engine
 - Operational Review
 - 54 Totals Calls for Engine 223 in 2008
 - 19 could be handled by Patrol
 - 35 required Engine response
 - 4 calls where Reserves had adequate personnel for the Engine.
 - Validation through CAD Data and stipend record review

OCFA Reserve Program

- **Squad 13 (La Palma)**
 - Currently Career Engine and Reserve Squad
 - Operational Review
 - 291 Totals Calls for Squad 13 in 2008
 - Unit only went enroute to the call 28 times
 - 8 calls where Squad 13 arrived on scene first
 - Validation through CAD Data and stipend record review
 - Other career units respond

OCFA Reserve Program

- **Additional Staff Recommendations**
 - Establishing two working groups to address:
 - Recruitment, selection, and retention
 - Training requirements and delivery
 - Residency requirements
 - Roster increases
 - Performance measures and accountability
 - Participation standards
 - Back-up response/staffing of critical resources

OCFA Reserve Program

- **Final May 4, 2009 Ad Hoc Committee Meeting**
 1. Consensus on first 6 recommendations from Fire Chief and Command Staff
 2. Partial consensus on 7th recommendation
 3. Specific Recommended Actions for consideration by Board of Directors