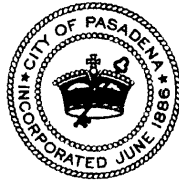



# Attachment C



## DEPARTMENT OF FINANCE

May 31, 2012

**TO:** The Honorable Mayor and City Council

**FROM:** Andrew Green   
Director of Finance

**SUBJECT:** Follow-up from May 21, 2012 Special Joint Finance Committee/City Council Meeting

This memo is a follow up to questions posed by City Councilmembers on the Fiscal Year 2013 Recommended Budget at the May 21, 2012 special joint meeting of the City Council and the Finance Committee. This memo does not include questions posed by City Council where complete answers were provided at the meeting. Please contact me or Richard Davis if you have any additional questions or if you would like additional information related to any of the questions responded to at the meeting and not included in this memo.

### CITY COUNCIL QUESTIONS

1. Of the 320 positions that were eliminated between FY 2009 and FY 2013. How many were laid off, took the retirement incentive, limited term, early out, part time etc.

Response: From FY 2009 through FY 2012, 36.5 positions were laid off. Of those 36.5, 7 transferred to vacancies in other departments, 1 accepted a voluntary demotion and 1 was rehired at a lower classification. In FY2009, 40 employees participated in a separation incentive, and in FY2010, 54 employees participated in a separation incentive.

2. Councilmember Tornek requested additional detail for selected revenue accounts.

Response: See **Exhibit A**.

**Rose Bowl Operating Company**

3. What is the plan for the Rose Bowl project?

Response: A financing plan for the gap in the Rose Bowl project will be presented to the Finance Committee in June.

**Water & Power Department**

4. Why is personnel budget going up significantly between FY 2007 (\$18.9M) and FY 2013 (\$37.2M)?

Response: Due to a revised budget methodology, FY 2012 and FY 2013 include capital labor costs and historical numbers do not. The rationale for the methodological change, as reported at the May 21, 2012 budget hearing, was to reflect true costs which included capital labor then reversed them out in total. This allows us to provide a more accurate picture of total departmental personnel costs while preventing an overstatement of the total City budget. Departments affected by this methodological change are Public Works, Transportation, Water and Power, and DoIT.

5. What is the status on the System Average Interruption Duration Index (SAIDI) for Performance Measure "B"?

Response: The noted increase in the SAIDI was the result of lengthier outages experienced following November/December 2011 wind storm. It should be noted that the SAIDI performance measure is not cumulative. It is an average over the period measured. If PWP's index returns to average levels for the remainder of the fiscal year, PWP will meet the system average for FY 2012 despite the lengthier outages following the wind storm. This performance measure is used throughout the Power Utility industry. PWP's targets are consistent with or even more assertive than other utilities.

**Fire Department**

6. What are the dollar changes in the 3.0 FTE decrease?

<u>Response:</u>	Admin Captain	\$190,731
	Firefighter - Prevention	\$162,367
	Firefighter - Prevention	<u>\$145,962</u>
		\$499,060

7. What are the statistics for BLS versus ALS responses?

Response: Response will be provided by the Department under separate cover. UPDATE (June 7, 2012): See **Exhibit D**.

### **Police Department**

8. What are the statistics on automobile broadside collisions at Pasadena intersection with red light cameras?

Response: On December 5, 2011, Frederick C. Dock, Director of Transportation and Phillip L. Sanchez, Police Chief presented a report on the Red Light Camera Program. This report is attached. See **Exhibit B**.

### **Human Services & Recreation Department**

9. Regarding NOW program – what is department planning to do once Summer ROSE program and Parks after Dark program ends after this summer?

Response: With the Office of Juvenile Justice Department (OJJJ) funding for the NOW program scheduled to sunset on June 30, 2012, staff is continuing to coordinate with the Flintridge Center, Pasadena Unified School District, and several City Departments on the future of the program. Several new and emerging programs have been introduced in the community since the inception of NOW in 2007, most recently with the Vision 20/20 Initiative and the role of Flintridge serving as the Institutional Home to End Youth Violence.

With the Parks after Dark initiative beginning in Summer 2012 in partnership with LA County, many aspects of the NOW program have been built into programming by adding 12 new paid youth employment positions. The two (2) lead NOW workers will serve as recreational site coordinators at Villa-Parke and Robinson Park. Their function is to help coordinate and direct recreational activities and outreach the program to youth in Pasadena. Of the 8 NOW workers, 6 will be employed in the Parks after Dark Program as Junior Recreation Leaders in training who will assist with carrying out recreational services, including setup and takedown of activities. The program is scheduled to run from July 7 through August 24, 2012.

Additional youth-related programs are noted below:

- Muir High School was awarded grant funds this past year and is currently operating the S3 Safe School Intervention Program. The program works with high risk youth and provides an intensive skill and relationship building curriculum. The program will continue next school year. This program does not offer a youth employment component.
- The Flintridge Center has recently convened an interventionist collaborative that brings together groups in the community doing the work both formally and informally. Many of these organizations are already targeting youth in the community. Most notably, "A Positive Force," is providing leadership at many of the City's community centers to mentor

and redirect gang impacted youth. Other programs operated by Flintridge include SKILLZ, a summer learning program that targets youth most at-risk of school failure and drop-out.

- The Flintridge Center also oversees a mentoring program that is affiliated with a larger mentoring collaborative group that matches youth with adult mentors in the community. These programs all came online within the last two years. Flintridge has requested to work with the groups detailed in this memorandum, along with City and School District staff, to seek input on how to continue similar efforts within existing programs/services, as well as to locate possible gaps with the NOW program ending. With many new programs introduced and coming online, a focus on building a system-wide approach to service delivery to avoid service duplication are all aspects of the work unfolding. Emphasis on building a strong collaborative and further mapping out other existing youth services to ensure the greatest impact on the lives of our young people are all factors being considered.
- City and Flintridge staff are planning to host a meeting with NOW parents and youth in early June to learn more on what they value most about the program. This information will be shared with Vision 20/20 partners, and the mentor and intervention groups operating through Flintridge. The expected outcome of share key feedback with these groups is to determine how existing programs can be adapted to meet the most needed services. Staff will bring a more thorough report on how efforts are unfolding and possible next steps around supporting and continuing youth prevention/intervention work to City Council before the conclusion of *Parks After Dark* in Summer 2012.

10. Is department getting any push back from residents on new fees?

Response: Following City Council approval of the fee increases in March 2012, staff conducted a series of community meetings with after school parents, who too use other services ranging from camps to aquatics. Parents reported concerns with the increased fees but overall expressed appreciation that important City services would continue uninterrupted. As a result of the fee increases for the afterschool program, a majority of the approximately 80 parents who participated in the meetings stated they would like to see the following: improved staff training, greater support for tutoring and educational programs, continued expanded weeks of summer programming, increased enrichment opportunities and improved communication.

The Passport to Fun Youth Scholarship program has broadened the overall accessibility of programs to low-income families. The Villa-Parke and Victory Park Summer camps are at capacity for a majority of the weeks, and taking waiting lists. Other camps are enrolling at similar trends from previous years.

The aquatics registration remains on track with no impact to participation levels. Registration for the After School Program is scheduled to begin in July.

Department will provide a six-month status report of the new program fee structure / pricing policy and its impact on residents participating in recreation programs in January 2012. The new program fees generally impact the Summer Day Camp Program, Aquatics and the After School Program; customer registration information as well as any significant changes in customer satisfaction as a result of fee changes will be captured in the status report. The report will be presented first to the Recreation & Parks Commission and subsequently to the City Council.

**Library & Information Services Department**

11. Provide updated Performance Measures.

Response: Performance Measures presented at meeting were accurate.

**City Attorney**

12. Provide revised Performance Measures

Response: See revised Performance Measures below.

**Council Goal(s):**

To Ensure Public Safety

**Objective(s):**

A. To improve street safety by providing quick case resolution to motorists cited for invalid licenses.

<i>Measure(s):</i>	FY 2011 Actual	FY 2012 Target	FY 2012		FY 2013 Target
			Mid-Year Actual	Target	
1   Number of Unlicensed Driving cases resolved at first hearing	195	168	176	198	198
2   Percentage of Unlicensed Driver cases resolved at Arraignment	67%	66%	69%	68%	68%
3   Percentage of Convictions for Unlicensed Driver cases	88%	93%	93%	93%	93%

B. To improve neighborhood safety by promptly assessing nuisance

<i>Measure(s):</i>	FY 2011 Actual	FY 2012 Target	FY 2012		FY 2013 Target
			Mid-Year Actual	Target	
1   Number of matters referred to C.R.A.S.H. team per quarter	0	4	5	5	5
2   Percentage of referred matters inspected within 30 days	0	50%	20%	70%	70%

**Successor Agency to Pasadena Community Development Commission**

13. Provide Power Point presentation to Mayor and City Council.

Response: Presentation was emailed on May 22, 2012.

14. What are the projects in Old Pasadena and Lincoln Project Area?

Response: Recognized Obligations Payment Schedule (ROPs) was emailed on May 22, 2012.

**GENERAL INFORMATION**

15. The 10-year expenditure history handout Council received at the May 21, 2012 meeting is a revised version of the information sent previously. The previous version misstated the split between the salaries and benefits expense categories. A new 10-year stacked bar chart for Salaries, Benefits, and Overtime based on the revised data is provided. See **Exhibit C**.

## **EXHIBIT A**

### **Responses to Councilmember Tornek's Revenue Account Questions**

#### **Account 6139 – Building Permits**

The initially presented revenue estimates for this line item were understated. Planning Department staff has revised the revenue estimate from \$1,051,278 to \$1,535,209. This change is discussed further in the June 11, 2013 Budget Adoption Agenda Report.

#### **Account 6426 – Traffic Congestion Relief**

This account experienced one-time revenue in FY10 and is no longer being budgeted. The amount included in the FY12 Budget is an error which has now been corrected for FY13.

#### **Account 6751 – Services to Power Fund**

#### **Account 6779 – Services to Water Fund**

The significant change in the FY13 Budget from prior year budget and actuals in both these accounts is the result of revised accounting for the costs associated with the implementation of the new Cost Allocation Plan (CAP). Revenues related to the CAP were removed from this account and are now included in a separate revenue account: 7135 – CAP Allocation Revenue. This change impacts multiple funds but is far more noticeable in the Water and Power Funds as their CAP allocations are over \$3 million and \$1.1 million, respectively.

#### **Account 6836 – Transfers from PCDC**

The \$1.860 million budget is the amount of the former tax increment revenues the City anticipates will be approved to fund the City's administrative activities related to the final dissolution of PCDC. The funds are included in the City's Required Obligations Payment Schedule (ROPS). The prior year actuals were transfers from PCDC to the Project Management Fund (Fund 301) to provide funding from tax increment revenues for CIP projects and were not previously budgeted.

#### **Account 6841 – Transfers from Debt Service Fund**

In the past this account has been used to move tax increment revenues between RDA project area funds and RDA project area debt service funds. With the dissolution of PCDC these transactions are no longer necessary.

# **EXHIBIT A**

## **Responses to Councilmember Tornek's Revenue Account Questions**

### **Account 6844 – Transfers from Other Projects**

Similar to account 6841 for Housing Department projects/activities. The FY13 Budget amount is for the transfer of Successor Agency funding included in City's Required Obligations Payment Schedule (ROPS) between various Housing Funds.

### **Account 6977 – Rental Income**

Revenues related to Rental Income (properties owned by the City that are leased out) have been in the \$1.3 million range for the last several years. The drop in revenues in the FY13 Budget is primarily the result of the sale of air rights around Plaza Las Fuentes. Maguire Partners had been paying about \$300k to the City for an air rights lease comprised of the East West Bank Building/McCormick and CPK. The amount noted in the FY12 Revised Budget column is an error. In March the Council approved the reassignment of \$600,000 in rental income from PCDC to the General Fund. This amount reflects the rental income generated from RDA-related properties. With the dissolution of PCDC on February 1, 2012, these revenues will now flow to the General Fund. While the change was made in our budget system to account for the additional \$600,000 in the General Fund, the adjustment to the PCDC Fund lowering the revenue amount was not made. This error will be corrected since Council has provided the authority for this realignment of rental income revenues.

### **Account 7029 – Other Contributions**

This account includes revenues received by Water and Power from developers as contribution-in-aid of construction. The FY 2012 budget amount was based on the activity level of FY 2010 and the recommended FY 2013 budget amount was based on FY11 actual (\$1,731,889) and current activity level.

### **Account 7226 – Base Rate-Large C&I Primary**

There is no significant change in this revenue account. The FY013 recommended budget amount of \$4,124,969 consists of \$3,833,444 collected from current rates and an additional \$291,525 that will be generated from the proposed increase in power distribution rates. There is a disconnect between the budget and actuals. The actual revenues have been recorded under account 7235 – Large Com & Industrial-Primary. Finance staff will work with PWP staff to ensure that in future budgets the same account number is used.



# **EXHIBIT A**

## **Responses to Councilmember Tornek's Revenue Account Questions**

### **Account 7228 – Residential-Multi Family**

Similar to account 7226, there is a disconnect between where the budget and the actuals are being recorded. The FY 2012 actuals have been recorded in this account, while the FY12 budget was included in account 7101 – Base Rate Residential-SFS. This issue has been fixed for FY13 and both the budget and actuals will be in account 7228.

### **Account 7274 – Wtr Sls/Lses to Other Agency**

The increased revenues anticipated in this account for FY13 was addressed by Phyllis Curry during her budget presentation. It is projected that the Water Fund will receive approximately \$1.3 million from through the sale and lease of water rights in excess of the City's requirements.

## EXHIBIT B

**MEMORANDUM - CITY OF PASADENA  
DEPARTMENT OF TRANSPORTATION  
POLICE DEPARTMENT**

**DATE:** December 5, 2011

**TO:** Public Safety Committee

**FROM:** Frederick C. Dock, Director of Transportation  
Phillip L. Sanchez, Police Chief

**RE:** Red Light Camera Program

**Summary:**

An expanded analysis of collision rates, citation trends, court practices, actions in surrounding cities and current traffic safety programs in Pasadena supports a recommendation for the following:

- Terminate the Red Light Camera program,
- Return the sworn personnel currently dedicated to the RLC program to enforcement duty,
- Continue to implement signal timing adjustments to reduce red light running and
- Continue to seek grant assistance for expanded enforcement operations.

**Background:**

Pasadena's Automated Red Light Camera (RLC) program was first activated in 2003 via a contract agreement with Nestor Traffic Systems, now American Traffic Systems (ATS, Inc.) that had an initial expiration date of June 30, 2011. On June 20, 2011, the City Council approved a one-year extension of the RLC program to provide for a more thorough evaluation of whether the program should be continued for another five years and whether changes in the program should occur if it is continued. The evaluation has considered the following:

- Changes in the adjudication of RLC cites in Los Angeles County,
- Practices in other cities with equivalent RLC systems,
- The history of collisions and the factors involved at intersections with RLC systems, and
- The time commitments of sworn personnel to the RLC program.

## **EXHIBIT B**

### **Los Angeles County Courts:**

In Los Angeles County, unlike other counties, the courts have elected to treat non-payment of red light camera violations differently than similar citations issued in person by sworn personnel. The net result of this action is that there is no effective penalty for non-payment of red light camera violations in Los Angeles County. As the lack of consequences has become better known by violators, the rate of non-payment has increased, thereby eroding the program's deterrent effect against red light running. Recent actions by the Transportation Commission in the City of Los Angeles have further increased the public awareness that there is not a legal way to compel payment of red light violations.

### **City of Los Angeles Program:**

The City of Los Angeles's RLC program (which shares Pasadena's vendor, ATS, Inc.) has come under scrutiny by the Los Angeles Transportation Commission for several technical inconsistencies related to widespread issuing of citations for right turn on red practice, under-reporting of certain collision types and increased cost of operation from the non-payment of fines. As a result, the City of Los Angeles has decided to terminate their program.

### **Public Reaction to RLC Program:**

While the City of Pasadena RLC program is structured differently and has successfully addressed the technical issues encountered in Los Angeles, the overall result of the Los Angeles issues is heightened scrutiny of all RLC programs in LA County including the City of Pasadena's program. This in turn has led to increased criticism from the public of Pasadena's RLC Program. Comments received subsequent to the latest Council action on the RLC Program question the collision data presented at the Council meeting as being too simplistic to provide a complete view of whether the RLC program is the primary cause of the crash reductions at the camera-equipped intersections in the City. Specifically, challenges have been raised about the effect of increased yellow time at the RLC intersections and whether the comparison intersections used in the analysis were appropriate.

Regarding the yellow light timing, City staff set the yellow timing 0.3 to 0.4 seconds above the required minimum for all RLC locations. The primary purpose of this increased yellow time was to provide for inadvertent red light running violators, i.e., those that may have been caught in an "indecision" (or dilemma) zone and cannot stop in time.

Individuals involved in opposing the use of RLC programs contend that the lengthened yellow may have contributed to the crash reduction as much as the Red Light Camera itself. There was also a criticism that we compared the RLC

## **EXHIBIT B**

locations to dissimilar intersections. To enable the City Council to take appropriate action regarding this program, staff has undertaken a more rigorous review of the program's performance that takes these criticisms into account.

### **Yellow Timing and Collision Rates:**

A 1985 Institute of Transportation Engineer publication, "Effects of Clearance Interval Timing on Traffic Flow and Crashes at Signalized Intersections," indicates that longer yellow intervals (up to a certain point) can reduce crashes at signalized intersections. In the case of the City's program, determining the effects of the lengthened yellow timing is difficult since it was implemented concurrent with the RLC program.

However, since the lengthened yellow was set only once at the activation of the RLC system, the best way to filter its effect is to show the trend of collision rates on a year by year basis and compare them with collision rates for non-RLC locations for the same period. If the lengthened yellow timing plays a role in accident crashes, it should only be reflected on the first year of program. After the first year, continued collision reduction may be attributed to the RLC system. To normalize the data, staff aggregated or averaged the annual crash rates for broadside collisions at all seven RLC approaches and did so for the non-RLC locations.

The results of the analysis are shown in the two charts in Attachment A. As indicated in the upper chart, a decline in broadside collision rates occurred in the first year of the RLC program, but in subsequent years, the collision rate at the RLC locations is similar to the rate at the non-RLC locations and does not show a consistent pattern of continued decline as the rates at the RLC and non-RLC intersections climb and fall at different times.

However, the trend line for the RLC intersections does show a steeper overall decline than the non-RLC intersections over the entire analysis period. The lower chart in Attachment A shows the same trend lines but excludes the first year's changes. When the effect of the initial year is removed, the rate of decline for non-RLC intersections is shown to be similar to the trend in the upper chart, but the trend for the RLC intersections is not as steep. With the initial year removed, the trend in collision reduction at the RLC intersections is also shown to be better than at the non-RLC intersections over time, which indicates that there is a residual effect of the RLC system in addition to the effect of the yellow timing. However, without the initial decline in collisions at the RLC intersections, the long term trends at both types of intersections are shown to be similar, which then brings into question the long-term utility of continuing to use the RLC system or to shift the enforcement activities to sworn personnel in the field.

## **EXHIBIT B**

### **Citation Rates, Impact to Traffic Officers Review, and Other Implications:**

As anticipated at the inception of the RLC program, the numbers of red light running citations issued have steadily declined over the years. Conversely the fines, which are set by the state, have increased over the years. The high cost of a citation and greater awareness of how LA County courts have been treating RLC citations has led to an increase in court challenges for RLC citations. The effect on Pasadena of these changes has been an increased number of court appearances for our officers to defend red light running citations. Overall, even with a reduced number of citations, sworn personnel are spending a greater proportion of their time testifying in court because of the increased challenges. The combined monthly rate for issuing citations at all RLC approaches now roughly compares with the issuance rate of a single officer for a variety of vehicle code violations including red light running. Consequently, if the officers currently dedicated to supporting the RLC system returned to duty in the field, overall enforcement would increase.

### **Existing Traffic Safety Programs:**

The City has many existing safety programs including but not limited to selective traffic enforcement, ongoing signal synchronization to provide more regular traffic flow, implementation of longer yellows and "all-red" clearance intervals that will maintain our level of continuing efforts to improve traffic safety throughout the City. The City has been fortunate to have received many traffic safety grants, from the Office of Traffic Safety, Safe Routes to School and Highway Safety Programs which allow a more intensified and systemic police enforcement in violation prone areas in the City. Staff acknowledges that while the RLC program is an important tool targeting the specific safety concern of red light running, the city has an array of other safety initiatives in the engineering, education and enforcement arenas to continue, if not maintain, improvement of traffic safety at our signalized intersections. As an example, staff has now adopted the yellow timing settings for RLC locations for all signalized intersection in the City and is updating timing at all signalized intersections over the next 18 - 24 months.

The above findings support a recommendation to terminate the RLC program and to return the sworn personnel currently dedicated to the RLC program to enforcement duty in the field.

### **ENVIRONMENTAL ANALYSIS:**

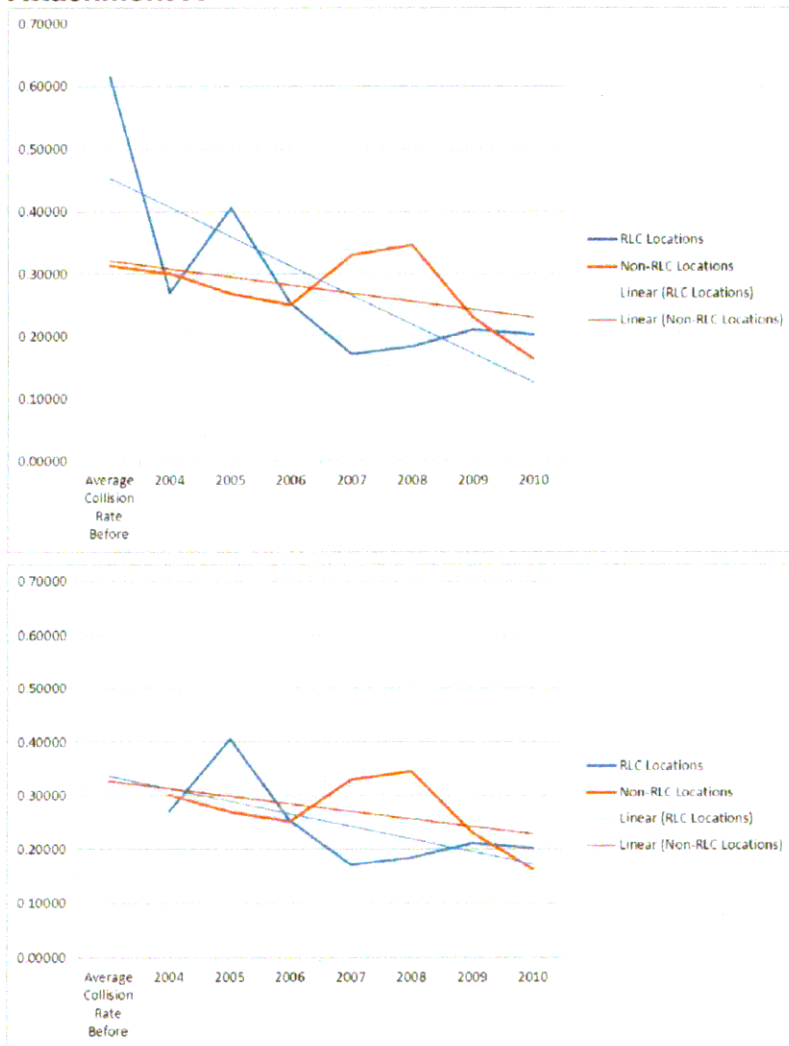
The removal of RLC equipment is categorically exempt under CEQA. Under the current contract terms, ATS, Inc. is responsible for removing all above ground equipment and restoring the sidewalk to its original condition.

# EXHIBIT B

## FISCAL IMPACT:

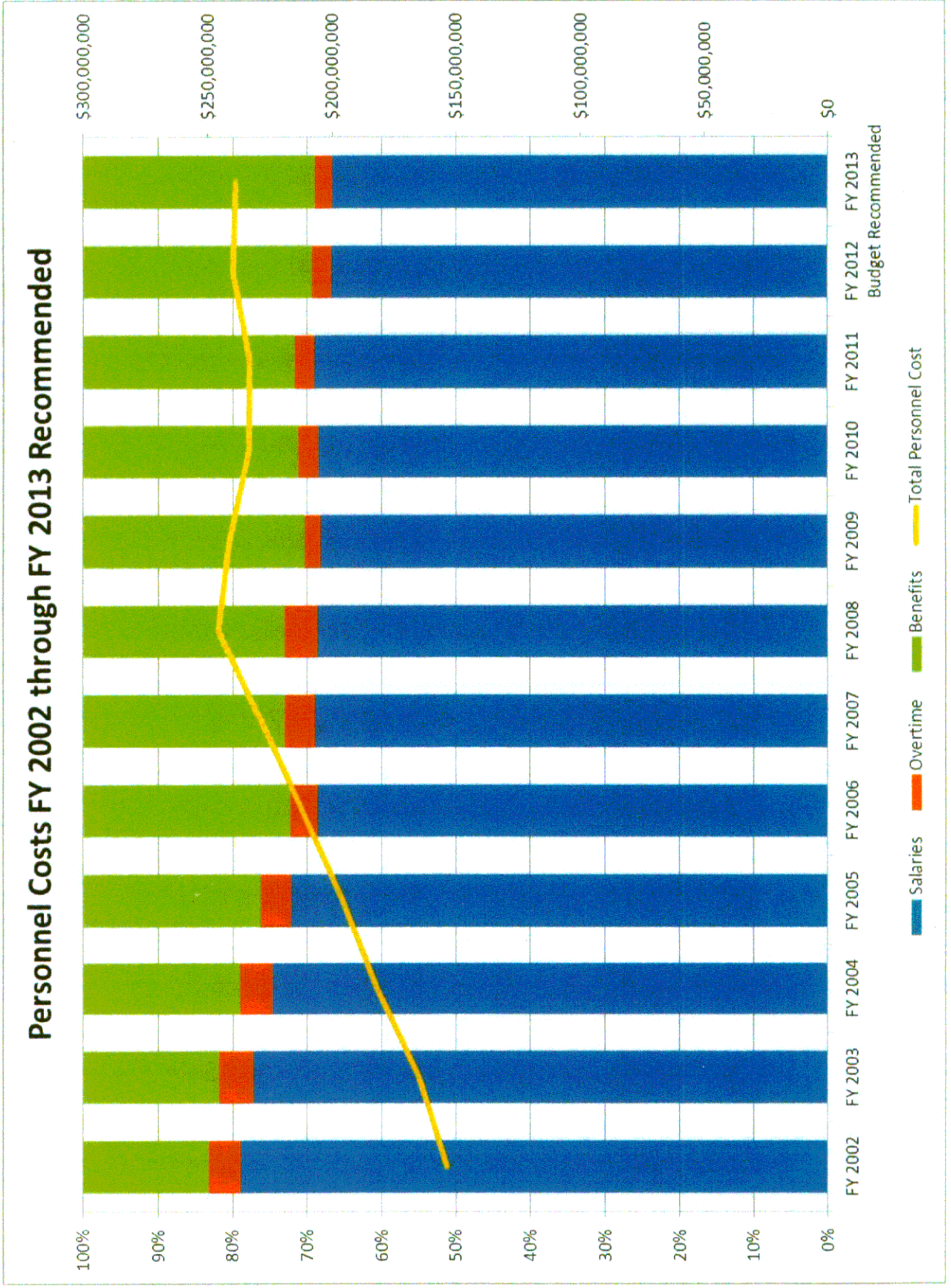
The Red Light Camera Program is funded annually by General Fund and is offset by City's share of revenue of every paid Red Light Running Program. The annual cost of the contract with ATS, Inc. is approximately \$274,100. In fiscal year 2010-2011, revenue for this program was \$344,013. Additional costs of running this program include electrical charges for all locations and personnel costs for the PPD and DOT staff to manage and operate the program. Those annual costs are approximately \$74,400 which yields an annual deficit to the City of approximately \$4,487. Termination of this program will be a direct savings to the City's General Fund.

### Attachment A



Charts represent Annualized Broadside Collision Rates for Red Light Camera locations and Control (Non-RLC) locations. Vertical axis represents accident rates in accidents per million entering vehicles, horizontal axis represents the year "after" RLC activation.

# EXHIBIT C







**MEMORANDUM - CITY OF PASADENA  
Fire Department**

June 7, 2012

**TO:** City Council  
**FROM:** Calvin E. Wells, Fire Chief  
**SUBJECT:** Implementation of a Basic Life Support (BLS) Ambulance

In response to the request by Councilmember Gordo, the following report outlines the rationale and operational approach for the implementation of a BLS Ambulance. After six months of operation, staff will provide a status report to the Public Safety Committee.

The Pasadena Fire Department provides an excellent level of service to the community it serves, consistently meeting or exceeding response time goals for all types of emergencies. As it relates to emergency medical response, the Department utilizes five rescue ambulances (RAs), eight engines and two truck companies. Each RA is staffed with two firefighter/paramedics who provide advanced life support (ALS) care and provide transport to local hospitals. All eight engine companies (31, 32, 33, 34, 36, 37, 38 and 39) are staffed at minimum with a firefighter/paramedic or a promoted rank paramedic (Captain or Engineer) who provides patient assessment and initiates advanced medical procedures.

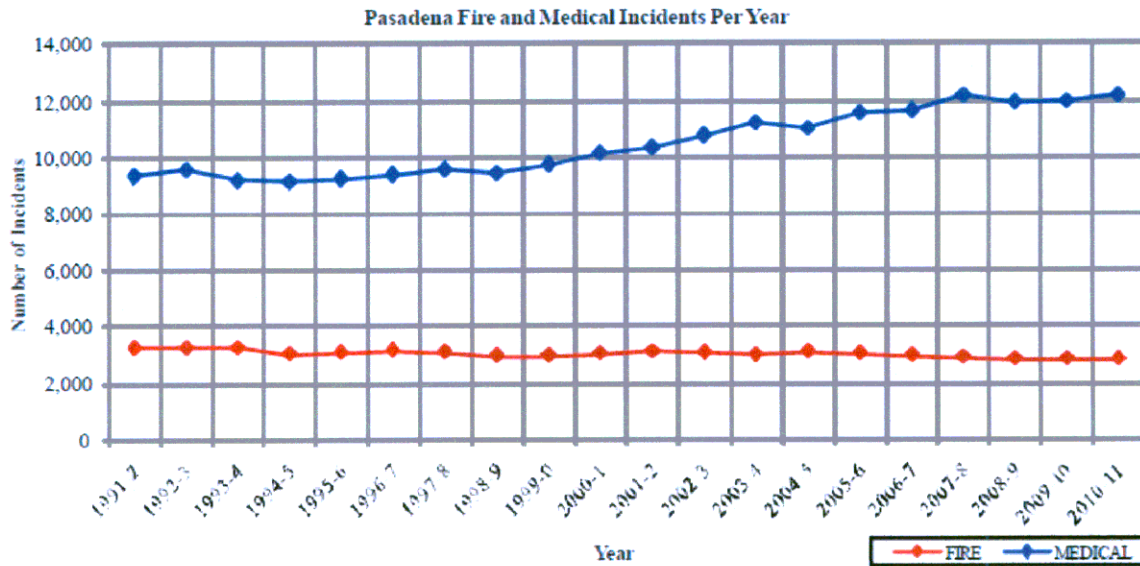
In January of 2011, the Department's senior management along with executive board members of the Pasadena Firefighters Association held a retreat the purpose of which was to identify ways to improve operations, create efficiencies and better resource deployment to community needs. One of the several recommendations that came out of this process was the establishment of a BLS ambulance.

Each year in the United States, there are approximately 114 million emergency room visits; 16 million of those visits (14%) will arrive by an ambulance. The reasons for going to the emergency room range from a stubbed toe to a person who is not breathing. Each individual has his/her own definition of what constitutes an emergency and ultimately it is the caller who defines an emergency. Some will choose to transport themselves by private vehicle while others will call 9-1-1 for a minor injury. Some people are in denial about their medical situation and refuse to call 9-1-1 and it is those people whose condition will worsen before finally calling for help. No matter who calls or accesses 9-1-1, the volume of Emergency Medical Service (EMS) related responses continue to rise every year.



Implementation of a Basic Life Support (BLS) Ambulance  
 June 7, 2012  
 Page 2 of 3

In Pasadena, the number of EMS calls has risen steadily as indicated in the following graph. Moreover, given that recent demographic trends indicate that city residents are aging in place; this trend is likely to increase for the foreseeable future.



Of the total number of calls received for EMS, roughly 40% can be classified as requiring a BLS response i.e., Abdominal Pain, Back Pain, Animal Stings/Bites, Head Pain, Nose Bleed and Minor Falls, by contrast an ALS response involves Not-Breathing, Difficulty Breathing, Chest Pain, Burns, Major Trauma, and Major Traffic Collisions.

In recent years a number of fire departments introduced BLS ambulances as a way of better matching resources to needs. In southern California, the cities of Long Beach, Huntington Beach, Compton and most recently Glendale, which went to an all BLS fleet, have introduced BLS ambulances.

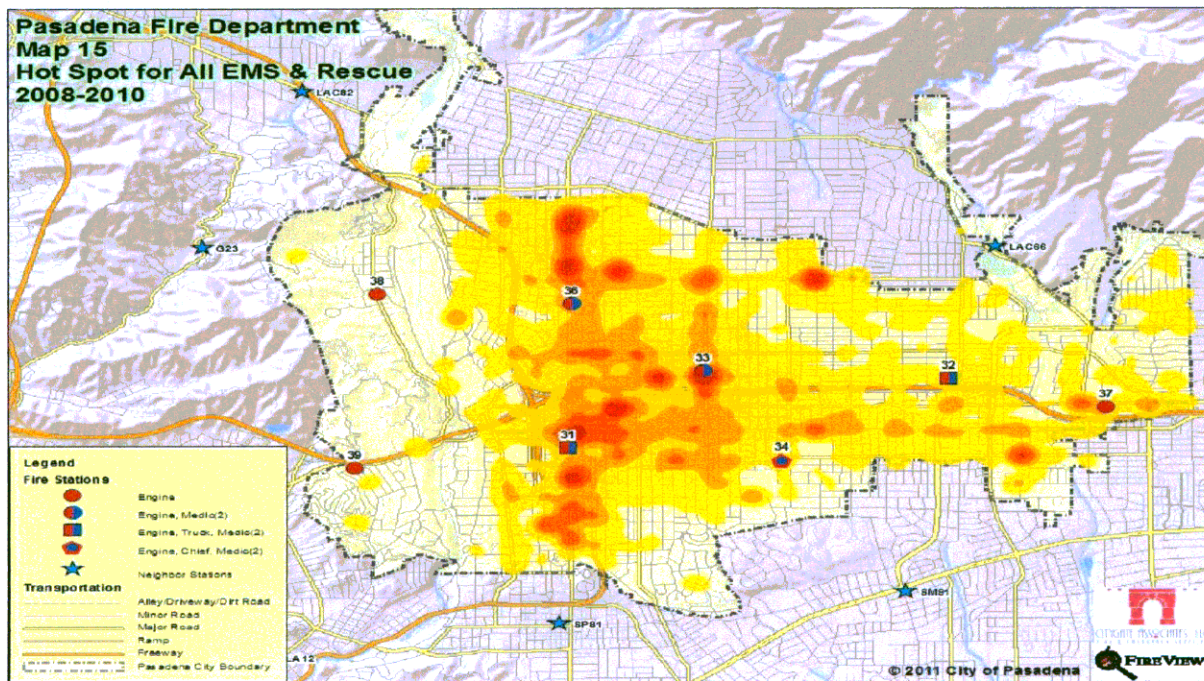
Concurrent with the adoption of the Fiscal Year 2012 Operating Budget, the Pasadena Fire Department began the process to convert one rescue ambulance from ALS to BLS. This conversion helped the Department and City reach the level of budgetary savings necessary to achieve the goal of the City’s five-year financial plan to balance the General Fund operating budget. The amount of savings associated with conversion of one ALS ambulance to BLS is \$622,079 annually.

To be effective, use of a BLS ambulance will rely on the ability of the Verdugo Fire Communications Center to determine the appropriate level of resource to dispatch to EMS calls based on information that is provided by a caller, as well as the ability to provide pre-arrival medical instructions.

Implementation of a Basic Life Support (BLS) Ambulance  
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The program will begin as a pilot with six civilian (non-sworn) EMS certified Ambulance Operators who will be City of Pasadena employees, and assigned to a single fire station. The Ambulance Operators will each work full time in 24-hour shifts. The BLS ambulance will respond to EMS calls that do not require the presence of a paramedic or advanced lifesaving or rescue techniques otherwise provided by sworn Fire personnel. There will not be any layoffs of existing Fire personnel as a result of this pilot program.

The BLS ambulance will be located at Fire Station 33. Statistically, District 33 has twice as many BLS transports than the other two busiest districts 31 and 36. Additionally, District 33s ALS coverage is surrounded by the remaining in-service rescue ambulances, RA31, RA32, RA34, and RA36. Nevertheless, deployment will be part of the ongoing evaluation of the BLS program and depending on how actual circumstances occur, it may be appropriate to make modifications to various aspects of the program.



The position of Ambulance Operator will have minimum requirements consistent with those of other agencies and the industry. At a minimum, employees will be expected to possess a high school diploma or equivalent, and maintain a valid California driver's license with Ambulance endorsement, EMS certification, and the knowledge, experience, skills and abilities which will enable them to function proficiently as an EMT/Ambulance Operator.

CALVIN E. WELLS  
Fire Chief