

City-Operated Ambulance Program Proposal

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City Council Meeting

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Fullerton Ambulance History

2003

Care Ambulance (now Falck) is contracted as ambulance provider

2023

New three-year agreement with Falck begins on Jan 1, 2024

2026

Current agreement expires

2018

New public/private partnership ("alliance") model. Care/Falck remains contracted for ambulance transport only

2024

Added 4th ambulance to cover 12-hour daily peak call volume



Current Ambulance Model Benefits

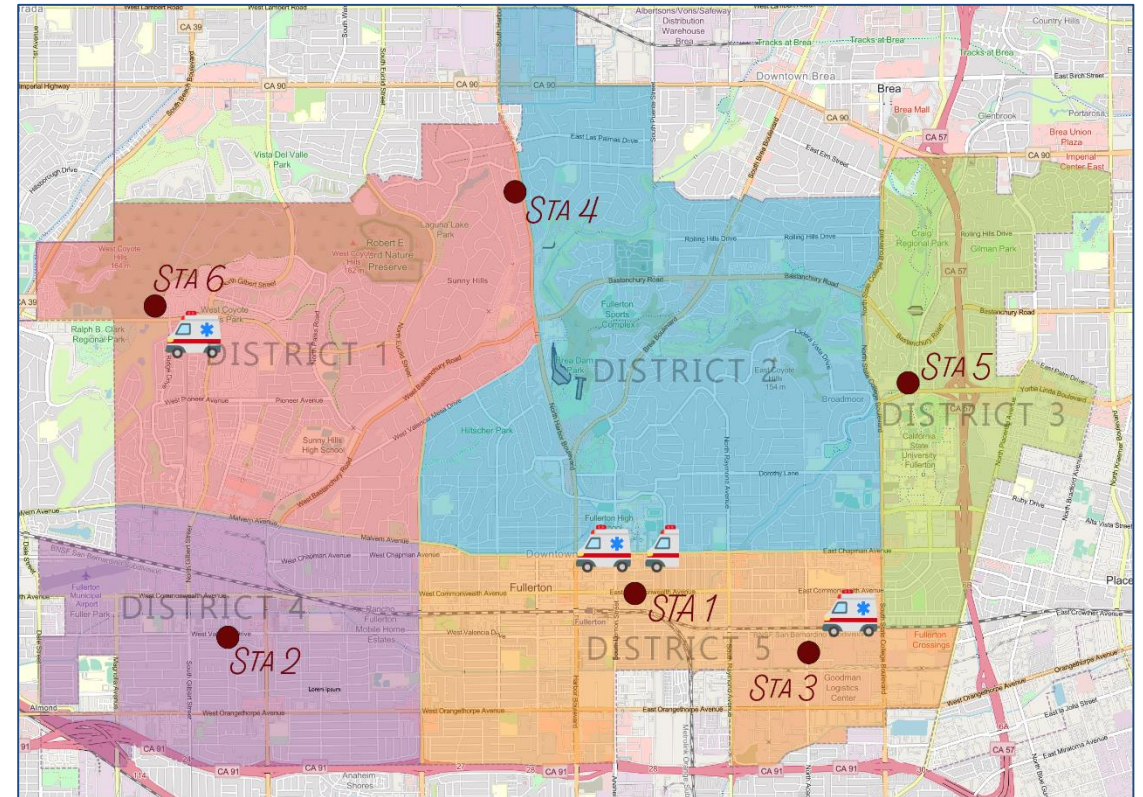
- Stable partnership with Falck (formerly Care) for over 20 years
- Current contract offers competitive pricing
 - Expires 12/31/26 with two optional 1-year extensions
- No staffing liabilities, vehicles, or equipment under City responsibility





Current Ambulance Deployment

- Three 24-hour ambulance units deployed at Fire Station #1, #3, and #6
- One 12-hour ambulance unit deployed at Fire Station #1 (8 AM to 8 PM)
- Staffed by two Falck Ambulance Operators per shift, under the supervision of the on-duty Fire Captain
- Ambulance Operators (AO) reside at fire stations with residential quarters for sleeping and meals





Ambulance Operators

Ambulance Operator (EMT-B)

- 146 hours coursework + 24 hours clinical training
- Skills and Responsibilities
 - Basic Life Support (BLS): CPR, splinting, oxygen therapy, and bleeding control
 - Transport patients to hospitals
 - Operate emergency vehicles safely
 - Monitor basic patient vitals

Firefighter Paramedic (EMT-P)

- 450 hours coursework + 160 hours of clinical training + 480 hours field internship
- Skills and Responsibilities:
 - Advanced Life Support (ALS): Intubation, IV medications, EKG interpretation, defibrillation
 - Perform more advanced medical interventions
 - Administer controlled substances and advanced airway management
 - Handle critical or life-threatening conditions



Current Unit Hour Cost

Year 1 (2024)

\$85.00

January
2024

Year 2 (2025)

\$90.00

July
2025

Year 3 (2026)

\$95.00

December
2026



Proposed Ambulance Model Benefits

- Identical service levels
- Direct oversight of staffing, training, patient care, and emergency response times
- Complete vertical integration with current fire and emergency medical services
- Customized ambulance vehicle specifications to City's EMS needs
- Recruitment pool into Fire Suppression
- Significant cost savings





Cost Breakdown



- **Labor Costs**
 - Eighteen (18) Full-Time AOs
 - Six (6) Part-Time AOs
- **Vehicles and Equipment**
 - Seven (7) Type III Ambulances
 - Power gurney and automatic patient loading system
 - Communications equipment (radio equipment, mobile data computer, phone)
- **Vehicle Maintenance and Fuel**
- **Operating Expenses**
 - Telecom, Insurance, IT Allocation



City-operated Cost Structure

EXPENSE	CY 2026 [†]	CY 2027	CY 2028	CY 2029	CY 2030
LABOR	\$1,808,764	\$1,867,115	\$1,932,519	\$1,989,876	\$2,054,438
VEHICLES AND EQUIPMENT	\$355,621	\$355,621	\$355,621	\$355,621	\$355,621
OPERATING EXPENSES	\$119,710	\$123,302	\$127,001	\$130,811	\$134,735
SUBTOTAL	\$2,284,095	\$2,346,037	\$2,415,141	\$2,476,308	\$2,544,794
10% CONTINGENCY	\$228,409	\$234,604	\$241,514	\$247,631	\$254,479
TOTAL COST	\$2,512,504	\$2,580,641	\$2,656,655	\$2,723,938	\$2,799,273
UNIT HOUR COST	\$81.95	\$84.17	\$86.33	\$88.84	\$91.30

[†] Based on a full year of city-operated service beginning January 1, 2026



5-Year Cost Comparison

YEAR	CONTRACTED RATE	CITY RATE	CONTRACTED ANNUAL COST	CITY ANNUAL COST	ANNUAL SAVINGS
2026	\$95.00	\$81.95 [†]	\$2,912,700	\$2,512,504 [†]	\$400,196[†]
2027 [‡]	\$105.00	\$84.17	\$3,219,300	\$2,580,642	\$638,659[‡]
2028 [‡]	\$108.15	\$86.33	\$3,324,964	\$2,656,655	\$668,309
2029 [‡]	\$111.39	\$88.84	\$3,415,355	\$2,723,939	\$691,417[‡]
2030 [‡]	\$114.74	\$91.30	\$3,517,816	\$2,799,273	\$718,543

[†] Based on a full year of city-operated service beginning January 1, 2026

[‡] Estimated



Department Qualifications

- **Fullerton Fire Department**

- Longstanding experience managing EMS operations, including patient care, EMS system performance, and billing administration
- Advanced Life Support (ALS) resources and emergency response coordination

- **Expertise in Emergency Medical Services (EMS)**

- **EMS Manager Rhonda Rosati**

- Registered Nurse with 15 years of EMS experience
- Extensive background in clinical oversight, EMS operations, and regulatory compliance

- **Deputy Chief of Administration Jon Fugitt**

- Supervised Ambulance Operators as both a Fire Captain and Battalion Chief

- **Preparations - Business Operations**

- Deputy Chief Jonathan Fugitt, EMS Manager Rhonda Rosati, and Administrative Analyst Andrew Yang completed an intensive 3-week Ambulance Business Academy course



Ambulance Operator Classification

- **Schedule:**

- 24-hour rotating shifts to mirror Fire Suppression (48 on | 96 off)
- 56-hour average workweek (full-time)

- **Qualifications**

- 18 years of age; High school diploma or GED
- Pass background check and drug screening
- CA Class C Driver License
- CA DMV Ambulance Driver Certificate
- CA EMT-1 Certification
- CPR Certification (American Heart Association or American Red Cross)

- **Non-Regular Employee Resolution**

- Competitive base hourly rate
- Paid 15x overtime rate after 40 hours per week
- CalPERS enrollment (Misc) for full-time employees (enrollment for part-time employees after 1,000 hours worked)
- Limited Term Classification with maximum 2-year employment tenure (extendable at Fire Chief's discretion)



Challenges And Considerations

- **AO Recruitment & Retention**

- Competitive labor market for EMTs in Southern California
- Need to balance wages and benefits to remain competitive with cost control

- **Vehicle Procurement & Supply Chain Delays**

- Global supply chain disruptions could delay ambulance acquisition
- Lead times for new ambulances are 8–12 months

- **Transition Logistics**

- Terminate existing contract while ensuring uninterrupted service
- Coordinating staffing, training, licensing, and deployment readiness before go-live

- **New Administrative Responsibilities**

- Absorbing new responsibilities without adding administrative positions
- Increased workload for Fire Administration and Operations, as well as for City (HR and Finance)



Implementation Timeline

- **Immediately:** Place initial reservations for ambulances for December 2025 delivery
- **July 2025:** Return to City Council for Vehicle and Equipment Purchase Authorization
- **August 2025:** Finalize AO Position Classification with HR
- **September 2025:** Open AO recruitment process
- **October 2025:** Finalize Agreements for Mutual Aid and Surge
- **December 2025:** Conduct background checks, personnel onboarding
- **January 2026:** Two-week AO Training Academy
- **February 2026:** Launch City-Operated Ambulance Program



Proposed Motion

Approve the proposed transition to the city-operated ambulance program:

- 1) Authorize the City Manager, or designee, to initiate the process of terminating the agreement with Falck Mobile Health Corp.
- 2) Direct the Fire Department to develop a detailed transition plan for a city-operated ambulance program, targeting February 2026 for implementation.



Questions?
