

Columbus Avenue Fire Station Closure



**Saving Jobs
Keeping Everyone Safe
Saving Taxpayer Dollars**

April 27, 2016

Inherited Financial Situation

Thank you for joining us this evening at Agnes Little School

- Inherited \$12M operating and \$14M structural deficits
- Depleted rainy fund
- Tax anticipation notes necessary just to make payroll
- Bond rating reductions
- Pension system in crisis & looming OPEB unfunded liability
- Aging Public Safety and Public Works fleets
- Decades of deferred maintenance



Why the Need to Close Station 3?

- Saves 15 firefighters' jobs who would have been laid off
- Maintains high quality public safety with all of Pawtucket covered in less than 4-minute national response time standard
- Saves taxpayers nearly \$2M in facilities and truck spending
- Has been discussed and studied for over two decades
- Allows for the reallocation of 3 firefighters per shift to better utilize existing resources



Financial Changes Overview

Summary Sheet

Item	FY 2008	FY 2011	FY 2015
City Budget	106,034,704	106,739,602	112,330,900
Salaries	34,981,788	33,092,953	32,151,884
State Aid	21,132,097	5,909,216	6,236,702
ARC Paid	4,210,000	9,561,000	12,996,379
OPEB	5,489,444	6,418,911	7,732,787
Employees	662	603	539

FY08 most City employees and highest State Aid

FY11 when Mayor Grebien took office

FY15 most recent full fiscal year

FY16 21 SAFER firefighters join General Fund

- Pension and OPEB costs increase by \$11M
- \$15M per year reduction in State Aid compared to FY08
 - Resulting in low overall budget growth but significant property tax growth

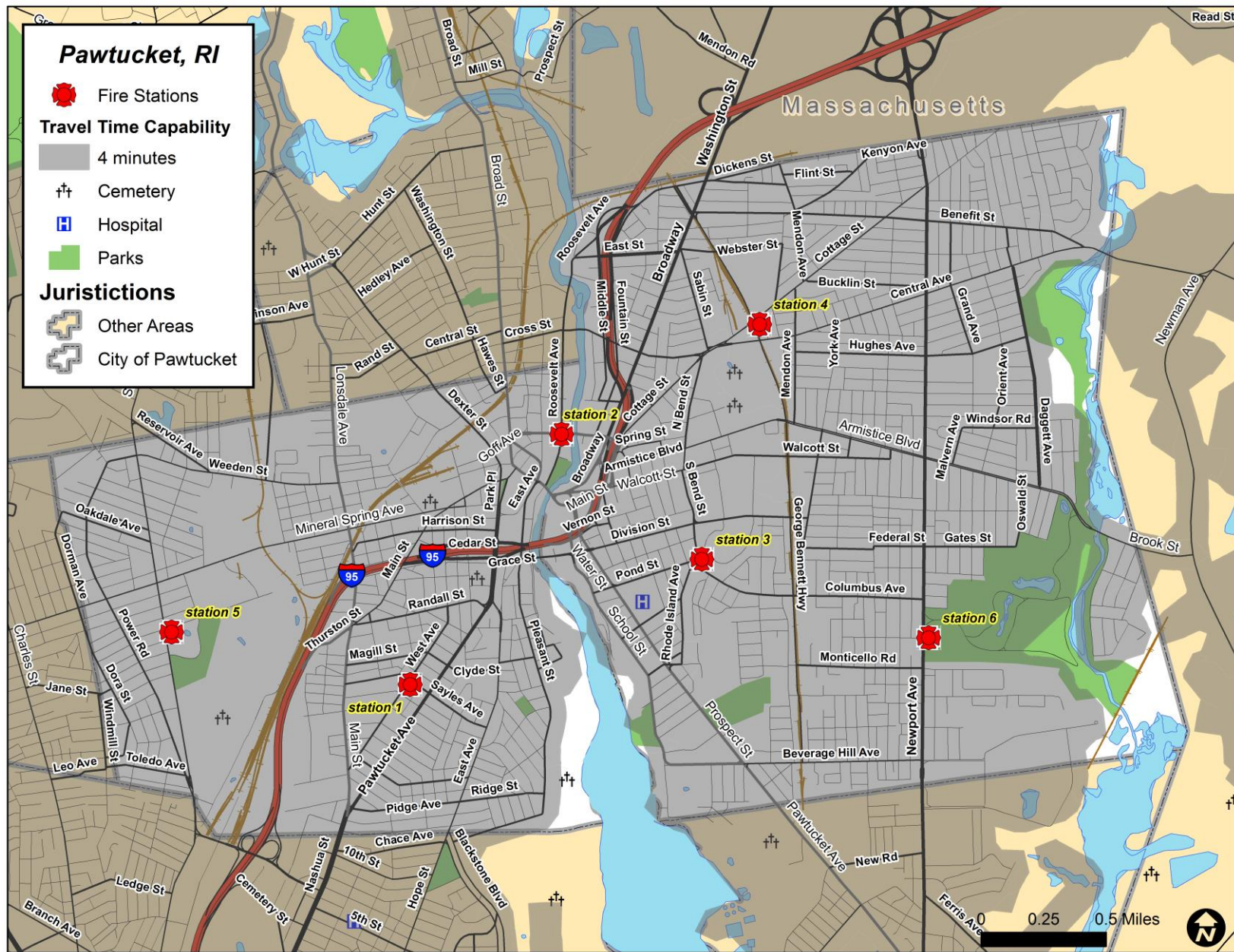


TriData Report Highlights October 1992

- Recommended a 4 station model
 - Consolidate stations 1 & 2 and stations 3 & 4 into two new stations
- “It would be possible to close either Station 2 or Station 3 and have the least impact on response times.”
- “Major decisions need to be made on which stations to upgrade and which ones to rebuild or consolidate.”
 - No such decisions were made over 20 years
- “The design of station 3 makes it difficult to provide proper separations between apparatus areas and living areas to meet health and safety standards.”



Columbus Ave. Station Closure



Improvements & Challenges Since 1992 Study

- Upgraded a number of engines, rescues, and ladders
- Added a third rescue into service
- New developments in public safety technology and tactics
- Station 3 has aged 23.5 years with minimal reinvestment
- Great Recession of 2008 hurt federal, state, and local funds
- The City has experienced significant cuts in State Aid



Decades of Deferred Maintenance

- Over \$23M of facilities needs on the City side
- Over \$250M of facilities needs for the Schools
- Poor roads, about a \$30M problem
- Parks in need of reinvestment
- Bridges, sewers, and other infrastructure long-neglected



Vacancies and SAFER Grant

- Had to hold positions vacant on an attrition model
- Departmental overtime spending over \$3M in FY 2013
- The Fire Department and other members of the administration worked closely with our federal delegation to secure a SAFER Grant to fund 21 newly hired firefighters for FY 2014 and FY 2015
 - About \$2.1M per year



Investments in Our Fleet

- Engine 2 replaced 13 year old truck in 2013
 - Former E2 replaced 21 year old truck at Station 4
- Ladder 1 replaced 22 year old truck in 2013
- Ladder 2 replaced 20 year old truck in 2015
- Rescue 1 replaced 4 year old rescue in 2013
 - Former R1 put into service as Rescue 3
- Rescue 2 replaced 4 year old rescue in 2013
- Rescue 3 replacing 7 year old rescue in 2016
- New electronic billing systems for rescues



Progress, but Work Remains

- Five-year budget forecast determined we could afford to bring 6 of the 21 SAFER positions onto the General Fund budget for FY 2016
- Applied for new SAFER Grant for FY16 and FY17 for 15 FFs
 - About \$1.8M per year
- Budgeted for worst case scenario that if we didn't get the grant we'd have to layoff 15 FFs
- Notified around early November that we didn't get it
- Sought other options to save the jobs and avoid layoffs



Options Other than Layoffs

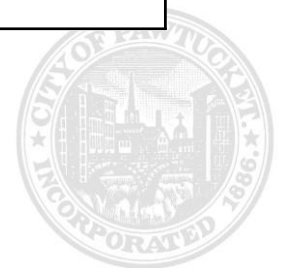
- Administration considered layoffs a last resort and wanted to consider other potential options
- Met with Union Leadership to discuss options including:
 - Moving to a 3 platoon system
 - Reduction in minimum manning
 - Agreeing to non-precedential minimum manning flexibility
- Unfortunately unable to reach consensus with the Union
- Focused on non-contractual options such as facilities costs



City Facilities Analysis by SMMA 2014

- Analysis identified \$23.2M of facilities needs citywide
 - Separate and apart from the \$250M of needs at the Schools
- Station 3 alone needs account for over \$1M

Station 3 Facilities Needs	
<i>Exterior Shell</i>	
Windows, roof, masonry	\$ 354,148
<i>Interior</i>	
Bay ceiling, code compliance, renovations	\$ 277,802
<i>Services</i>	
Plumbing, boiler, gas, electrical	\$ 280,552
<i>Building Sitework</i>	
ADA compliance, driveway, sidewalks	\$ 201,297
Total Facilities Needs (2014 dollars)	\$ 1,113,799



Public Safety Solutions, Inc. Audit 2012

- PSSi conducted a top to bottom study of the department:
 - Resource allocation
 - Training
 - Apparatus and stations
 - Response times and call volumes
- Recommended civilianizing dispatch and putting two additional firefighters on the street
- Recommended the implementation of a 3rd rescue
 - Vast majority of calls to the department
- Recommended exploring a four- or five-station model



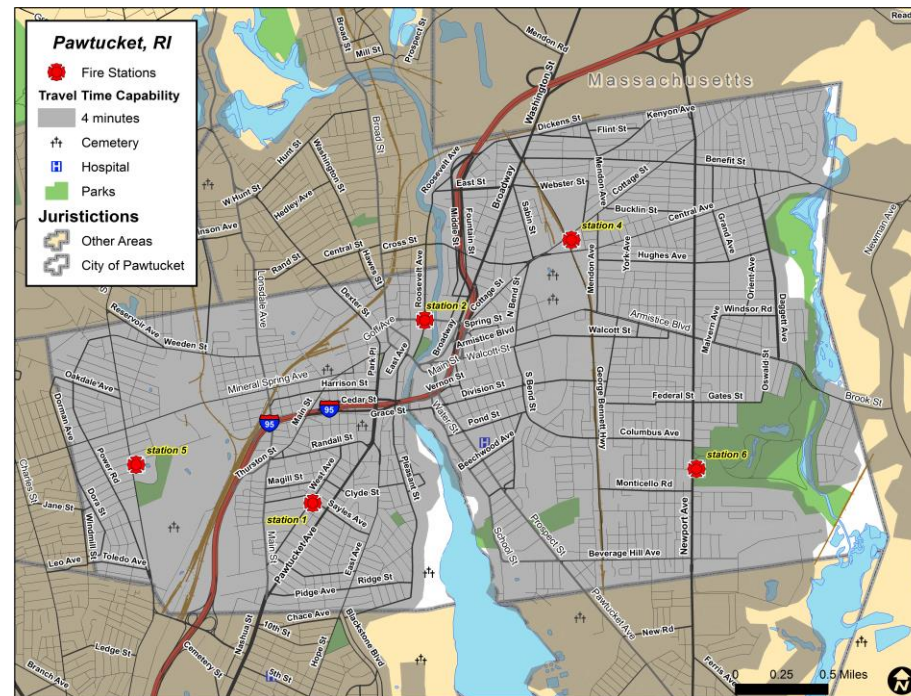
Public Safety Complex Analysis 2015

- PSSi examined best options for City to locate fire stations
- Multiple scenarios considered:
 - Public safety complex
 - Reduction to 4 stations if complex built near Cottage Street Station
 - Station consolidations
 - Station closures – ID'd City Hall and Columbus Ave. Stations as potential
 - If both Stations 2 & 3 closed with no other changes there would be 92% VRI coverage citywide
 - Blank slate – 3 station model possible if the City strategically placed stations



Columbus Ave. Station Closure Analysis

- Explored the option of closing Station 3 and removing the engine from service without other structural changes
- All Pawtucket residences and businesses will continue to be covered within the NFPA standard 4 minute response time



Projected Offsets from Closure

Station Closure Offsets						
Item	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Station Repairs	\$ 233,543	\$ 240,549	\$ 247,766	\$ 255,199	\$ 262,855	\$ 1,239,912
Engine Replacement	103,000	106,090	109,273	112,551	115,927	546,841
Engine Operating	30,900	31,827	32,782	33,765	34,778	164,052
Total	\$ 367,443	\$ 378,466	\$ 389,820	\$ 401,515	\$ 413,560	\$ 1,950,805



Fire Department Overtime Costs

Absentee Hours by Truck & Year

Truck	2014	2015	2016	Total
Engine 3	6,284.0	8,202.0	7,147.0	21,633.0
Ladder 1	5,633.5	5,923.5	6,094.0	17,651.0
Ladder 2	7,213.0	5,125.5	4,262.5	16,601.0
Engine 2	5,604.0	5,009.5	4,505.0	15,118.5
Engine 6	4,418.0	5,625.0	4,934.0	14,977.0
Engine 4	4,199.0	4,997.5	5,327.0	14,523.5
Engine 5	4,476.5	5,021.0	4,630.5	14,128.0
Engine 1	4,603.0	4,498.5	4,786.0	13,887.5

*Year = April thru March

- The City budgeted for OT this year (\$2.7M) based on the layoff scenario that the closure avoids
 - Should be \$1.7M w/o layoffs
 - Projected to be nearly \$2M w/o layoffs
- Engine 3 has significantly led the FD in absentee hours over the last 3 years
 - 23% higher than closest
 - 43% higher than E2



Moving Forward

- Exploring the option of implementing a 4th rescue
- Restarting the public safety complex discussion
- Upgrading Rescue 3 and examining other fleet needs
- Will continue to work with Union Leadership to find solutions that benefit our residents and employees
- Exploring regionalized dispatching with neighboring communities and Lieutenant Governor's Office



Questions and Answers



THANK YOU

All reports referenced in tonight's presentation can be found at
www.pawtucketri.com/departments/fire-departments-studies

Mayor Donald R. Grebien