



Policy and Services Committee MINUTES

Special Meeting
Tuesday, October 23, 2012

ROLL CALL

Chairperson Holman called the meeting to order at 6:11 P.M. in the Council Chambers, 250 Hamilton Avenue, Palo Alto, California.

Present: Holman (Chair), Espinosa, Klein, Schmid

Absent:

ORAL COMMUNICATIONS

None

AGENDA ITEMS

1. Recommendation on Economic Development Policy and Input on Outreach and Development Process for Update of Comprehensive Plan Business and Economics Element

James Keene, City Manager hoped the Policy and Services Committee (Committee) would provide direction for Staff to proceed with the Business and Economics Element of the Comprehensive Plan. He asked the Committee to allow him to provide a redraft of the item reflecting the content directives offered by the Committee. If the rewrite was acceptable, it could then be forwarded to the Council. If the rewrite was not acceptable, the Committee could place it on their Agenda for further discussion. He wanted the Committee to focus on establishing Policies and Guiding Principles and to articulate an Economic Development Policy.

Thomas Fehrenbach, Economic Development Manager reported the Committee had two documents for consideration: the Policy document and the Comprehensive Plan update. The Policy document reflected Palo Alto's assets and the economic development challenge demonstrated Staff's focus on revenue generation and retention and Palo Alto's long-term identity as a place of innovation. He invited the Committee's feedback regarding Guiding Principles in particular. A subcommittee of the Planning and Transportation

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Commission (P&TC) and Staff were engaging stakeholders and the community regarding an update of the Business and Economics Element of the Comprehensive Plan. He asked the Committee to provide input on questions for the strategy and outreach questionnaire and thoughts on the process for updating the Business Element.

Chair Holman noted questions remained from the prior meeting and requested responses. The first question was the relationship between Economic Development Policy and Staff's update of the Comprehensive Plan. The second question was Staff's response of the direction from the City Council regarding a Business Element of the Comprehensive Plan.

Mr. Fehrenbach stated at the prior meeting Staff proposed continuing the update of the Comprehensive Plan which could drive some of the Economic Development Policy. Tonight, Staff proposed considering the Comprehensive Plan update and Policy in tandem.

Mr. Keene indicated there was nothing in the Staff program regarding a major redraft involving complex outreach processes for the Business Element of the Comprehensive Plan. An Economic Development Policy had to align with language in the existing Comprehensive Plan Business Element. Staff proposed a simple and general Economic Development Policy. In discussions with the P&TC and the City Council, questions could arise that would be broader or deeper than the proposed Policy language. In that case, Staff would need to seek Council direction.

Council Member Klein agreed with the City Manager's approach to the language of the document. The Economic Development Plan should 1) keep and expand businesses that generate sales tax and transient occupancy tax (TOT) revenues; 1a) keep and expand innovative technology companies; 2) indicate all such business should be consistent with the City's sustainability principles, and 3) indicate all such businesses should maintain the residential quality of the community. Development of the Stanford Medical Center was a potential driver, not the primary driver, of economic growth.

Council Member Schmid could not comment on alignment with the Comprehensive Plan or its relevance because information regarding the old Comprehensive Plan, the new Comprehensive Plan, and P&TC actions were not included in the packet. The purpose of an Economic Development Plan was to provide context for Council decisions regarding major development projects. The goal of focusing on supporting and attracting businesses that support and grow the City's tax base was a good foundation principle. However, each major development project presented to the Council during

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the last year generated less revenue for the City than five single family residences would have. If the goal was to attract elements to grow the tax base the City should approve projects to build single family residences rather than offices. The linkage between successful businesses and a successful City was the attraction of new families who paid property taxes and sales taxes. The City should attract businesses that contribute to the quality of life in the City. The Economic Development Plan did not discuss that aspect. If his economic model was correct Staff should reach out to new residents to learn what attracted them to the City. Discussions of business development should center on benefits rather than problems. He inquired whether Staff agreed with his economic model.

Mr. Keene felt those were good points. In many communities' single family residences cost more in services than they generated in taxes and offices provided the revenue gain for cities.

Council Member Schmid recalled Staff's estimate that the total taxable income from four floors of office and retail space would be between \$70,000 and \$90,000 annually. The 195 Project would provide total income to the City of \$68,000 annually. Fire and police services would exceed that amount. From a revenue perspective large office projects did not pay for the services they received.

Mr. Keene reported the Office of Economic Development had no direction or goals. Mr. Fehrenbach proposed meeting with the Committee to articulate his goals. He was prepared to discuss the focus for the Office of Economic Development and not necessarily the other issues mentioned. If the Committee wished to discuss the larger issues he needed to prepare a different proposal and conversation.

Council Member Schmid explained that the introductory comments indicated a discussion of the Comprehensive Plan and the business development part of the Comprehensive Plan, which led to a discussion of how the Council made decisions regarding business developments.

Mr. Keene wanted a policy formally established by the Council to guide Staff's work in the Office of Economic Development. Staff wanted to ensure the Policy language was reconciled with language in the Comprehensive Plan. If larger issues emerged Staff would have to review the entire project. Council Member Schmid raised important questions and they would be considered in future discussions.

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Council Member Espinosa agreed the Policy statement was simple and did not disagree with Council Member Klein's suggested wording. He suggested the Policy statement be moved to the beginning of the document. The Policy Statement should provide clear goals and strategies and advocate a work plan for the Office of Economic Development. The list of questions for outreach was good and would provide helpful information. He suggested outreach to new and existing businesses, small and large businesses, start-up businesses, and business incubators.

Council Member Schmid inquired which statement Council Member Espinosa suggested be moved.

Council Member Espinosa indicated the Economic Policy statement, whether or not it included Council Member Klein's changes, should be stated at the beginning of the document.

Council Member Klein felt it was a fallacy to think businesses moved to Palo Alto and their employees followed. Mr. Fehrenbach's job was to keep existing businesses happy and to bring new businesses into the City. The discussion was an attempt to help him focus on the types of businesses to recruit.

Council Member Espinosa had talked with two business incubators who wanted to work within the City but needed help. He referred them to Mr. Fehrenbach, who assisted them and provided solutions. Both groups were appreciative of Mr. Fehrenbach's guidance.

Chair Holman stated it was the Committee's responsibility to provide direction and set expectations. Because she was unaware of the intention to update the Comprehensive Plan Business Element she had concerns about the process to engage the public regarding the update. Prior Comprehensive Plan updates included broad outreach. She felt the update of the Business Element would be included on a P&TC Agenda and asked for Staff's input. The Policy's strong emphasis on innovation spaces and innovative companies was the driver of Council Member Schmid's comments. The Policy lacked a statement about providing an economic climate to encourage and support local, independent businesses. Local, independent businesses enhanced a community's individuality and drew residents to a community to shop. What were not mentioned in the Policy were the types of services and businesses reflective of the needs of the community. She felt they should be included. Other topics she wanted included in the Policy were adjacency, a sustainable environmental community, and a business registry. Knowing the kinds of

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businesses located within the City was critical to understanding community needs and the type of business that generated the most sales tax.

Mr. Keene indicated a discussion of economic development with the Council would require more resources. To respond to the questions posed, he would need to return with a different proposal.

Chair Holman clarified she was not asking for Staff to perform studies or research. The topics were simply what she wanted incorporated into the Policy document.

Mr. Keene could take liberties with Chair Holman's comments and include an umbrella statement regarding specific revenue sources. Being known as a headquarters capital or start-up capital had some value, although it did not provide direct revenue. Staff was not in a position to define every aspect of the Policy but wanted it as a guide with respect to the citizens' needs. He would not ask Mr. Fehrenbach to work on mixed-use or adjacency issues because those issues were not in his area. If the Council wanted to discuss the larger economic issues he needed to provide the Committee with a different proposal. The Committee could adopt some of the framework of the Policy or he could return with a new plan and proposal. He needed clarification from the Committee regarding the actions Staff needed to take.

Chair Holman explained a business registry would allow the Committee to understand the types of businesses located within Palo Alto and the more profitable businesses. She wanted the basic business plan to support adjacencies in existing businesses in order to promote thriving retail areas. These were statements she wanted included; they were not meant to create additional work for Staff.

Council Member Schmid stated Mr. Keene wanted a Policy for the Office of Economic Development. The prime goal and function of that office was to facilitate relationships between the City and the business community by providing information, fostering public-private partnerships, speeding the Development Center process, and helping small businesses and foreign visitors. That role would not set City policy, develop a new Comprehensive Plan, or deal with zoning and such topics. The current discussion concerned a Policy for the Office of Economic Development. All other topics were appropriate for a different discussion at a different time. He asked if his interpretation was correct.

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Mr. Keene felt it was a useful way to divide the topics so the Committee could proceed. Some functions of the Office of Economic Development would reach beyond the office; however, for the current discussion, that was a useful division.

Council Member Klein agreed with Council Member Schmid's suggestion. A broader discussion would not be useful. The Committee's responsibility was setting policy; the City Manager's responsibility was implementing policy. He did not want the City involved in top-down economic planning.

Council Member Espinosa recalled Staff originally requested feedback on the plan and suggested presenting a plan was no longer a goal for Staff. He favored presenting the current Policy statement with changes made during the discussion to the Council. He inquired about the Comprehensive Plan discussion returning to the Committee, so Staff could receive information and guidance.

Mr. Keene reported he could redraft the Policy, moving the Policy statement to the beginning and including an umbrella statement to express intent. He requested permission to submit the redraft on an exception basis. Regarding the Comprehensive Plan, perhaps Staff could answer some Policy questions through a Comprehensive Plan amendment process rather than a complete revision of the Business Element. If the Council adopted a Policy change or clarification, they would expect Staff to review the existing Comprehensive Plan to ensure the Policy aligned. Staff was not requesting a redraft of the Business Element. He suggested the Committee recommend the Policy to the Council and discuss the Comprehensive Plan and larger policies related to the Business Element and economic issues in a separate forum. Staff wanted to ensure the Committee did not take an action that conflicted with language in the Comprehensive Plan.

Council Member Klein moved adoption of Part A of Mr. Keene's comments. Part B concerned the Comprehensive Plan, which had not been agendized.

Chair Holman inquired about the meaning of Part A.

Council Member Espinosa stated the Council would review the Office of Economic Development Policy statement.

Council Member Klein indicated the statement would be revised by the City Manager's Office and would contain as its lead the Policy statement listed on page 2.

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Council Member Espinosa added the Policy statement would incorporate comments made by the Committee.

Mr. Keene indicated it was a matter of organizing and expressing clearly the Policy document. The document provided a guidance that Staff did not have, even though Staff was operating from the principles stated in the Policy document.

Council Member Klein suggested naming the document the Policy of the Office of Economic Development. Staff should provide the redraft to the Committee in sufficient time for review and comment before discussion by the Council; however, the redraft would not be agendaized for a Committee meeting.

MOTION: Council Member Klein moved, seconded by Council Member Espinosa to: 1) create a separate policy for the Economic Development Department and economic development portion of the Comp Plan, 2) create a new "Policy of the Economic Development Department", 3) move the Policy Statement for Economic Development from Page 2 to the beginning of the new policy. Council Member Espinosa stated the goal of the document was to have all involved parties working towards the same objective in terms of the end results for the Office of Economic Development. He hoped the material would provide focus and guidance for Mr. Fehrenbach.

Council Member Schmid supported the Motion because he believed it was helpful in clarifying how the discussion could move the process forward. He encouraged the City Manager to the process; context and strategy of economic decision making that may include items such as Planned Communities (PCs), public benefits, ground floor retail, mixed use, Pedestrian Transit Oriented Development (PTOD), parking, and retail versus office.

MOTION RESTATED: Direct Staff to: 1) revise the Economic Development Plan and rename it- The Policy of the Office of Economic Development, 2) P&S Members will review the updated policy prior to it going to full Council for review, 3) the revised policy incorporates comments by P&S members, 4) the policy statement for economic development- It is the Policy of the City to create an environment that attracts new businesses, and retains and encourages growth of existing businesses that provide revenues to support the delivery of services and infrastructure for the City and/or; 2) ensure that Palo Alto continues to be a global center of technology and innovation, is moved to the front of the new policy document.

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Mr. Keene felt the intent was to move the statement to the beginning; however, Staff would be moving other parts as well.

Council Member Klein indicated the intent of the Motion was that Staff could change the wording; however, the concept should be at the beginning of the document.

MOTION PASSED: 4-0

Erik Nichol, Fire Chief introduced himself. He was from a special district in Marin County that focused solely on fire and emergency services where he progressed through the ranks. He used data to make solid decisions and wanted to use data to predict risk and calls for service. He looked forward to working with the Council.

2. Fire Utilization Study Recommendations Update

Pam Antil, Assistant City Manager noted the update was overdue; however, the Policy and Services Committee (Committee) would be pleased with work performed by the team.

Dennis Burns, Public Safety Director, recalled in 2010 the City contracted with International City/County Management Association (ICMA) for the Center for Public Safety Excellence and Tri Data to evaluate the Palo Alto Fire Department. After six months of study the consultants provided 48 recommendations to improve the quality of the Palo Alto Fire Department. At the beginning of 2012, a second study focused solely on Emergency Medical Services (EMS) and provided 23 recommendations. Staff consolidated the command and support Staff for the Police and Fire Departments. With the elimination of shift-wide minimum staffing, the Department could deploy Staff and resources based on available Staff. This reduced overtime and removed from service at most one piece of apparatus when absences fell below a certain number. Ian Hagerman, Senior Management Analyst, developed a tool for Fire Department Command Staff to use in monitoring response times for each shift and each station. The Fire Department previously had a second medic for only 12 hours per day staffed through overtime. By shifting personnel, the second ambulance was staffed fulltime while increasing EMS revenue and reducing overtime. The Department had accomplished a great deal in training and development. Deputy Chief Capriles developed an annual training plan to prioritize training for all positions within the Fire Department, developed task books for various positions to ensure personnel met Department standards, and developed a

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learning management tool for online training. The Department rotated Staff through the Fire Prevention Bureau to ensure they had a better understanding of fire investigations and Construction, Building and Fire Codes. The Department sent a number of personnel to the National Fire Academy for training and hoped to send personnel to the National Fire Academy Executive Officer Program and the U.S. Naval Post-Graduate Homeland Security Program. The Department hired an executive coach to mentor Fire Command Staff. Deputy Chief Capriles hosted a fire officer's academy for newly promoted captains. The Department made a number of changes in information technology.

Amber Cameron, Budget Analyst reported changes in the Fire Department resulted in a reduction of 4.5 Full-Time Equivalent (FTE) employees and expenditure reductions of approximately \$1.5 million. These changes created a net savings to the General Fund of approximately \$1.3 million. Two of the major variables in achieving the savings were planned overtime reductions and increased EMS revenue. First quarter expenditures for Fiscal Year (FY) 2013 showed a significant decrease in overtime compared to FY 2012 actual figures, and a slight decrease compared to first quarter actual figures for the prior three years. First quarter overtime expenditures typically comprised one-third of the total annual overtime. Projections for the entire FY 2013 Budget indicated the Fire Department would be within its Budget of \$1.6 million. The Department exceeded the budget in FY 2012 with a total of \$3.4 million in overtime expenses. Anticipated expenditures within the FY 2013 Budget were less than half the actual amount in FY 2012. EMS revenue increased moderately between FY 2009 and FY 2011, with a significant increase trend beginning in FY 2011. The first quarter of FY 2013 actual amounts indicated EMS revenue continued to grow, due primarily to the increase in the number of EMS calls and response availability. A 19.5 percent increase was included in the FY 2013 Budget over FY 2012 with a total target revenue amount of \$2.3 million. Although the first quarter of FY 2013 indicated a 20 percent increase over the first quarter of FY 2012. The actual amounts for FY 2012 were significantly higher than the budgeted target. Staff expected to exceed the target for FY 2013.

Mr. Hagerman reported one of the significant issues mentioned in the original Fire Study was the lack of quality data. The Public Safety Department compiled a vast amount of data; however, there were issues concerning the quality of the data. The Department implemented all technology recommendations. Staff was in the process of replacing the Computer Aided Dispatch (CAD) System, which would provide a significant amount of new capabilities to track and analyze data. Staff developed a response-time dashboard for the Fire Department that would capture calls

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and response times by apparatus. Using the dashboard, Staff could determine the three major aspects of response times: dispatch time, turn-out time, and travel time. Turn-out and travel times were substantially higher in the early morning hours. EMS calls were significant in proportion to the calls for service at the Fire Department. Staff moved beyond simply measuring response time to managing response time. Staff continued to refine the software on a monthly basis in order to push more data to the Police and Fire Departments.

Catherine Capriles, Deputy Fire Chief stated Fire Department Staff continued to analyze and review the recommendations, so adjustments in operational deployment were made wisely. Changes in technology would help Staff with priority dispatching and analyzing different methods to dispatch vehicles.

Chief Burns stated the merger of Stations 2 and 5 was not being considered at the current time because the recommended response area did not have good access. The report recommended Stations 3 and 4 be updated, which he encouraged as an immediate need. The department recently hired 17 new fire fighters, of which 14 were paramedics. Ideally, the department needed a paramedic on each engine every day in conjunction to paramedics riding in ambulances to provide the best service to the community.

Chair Holman noted Staff was looking for Policy & Services Committee (Committee) comments only on the document.

Council Member Schmid was impressed with the changes. Obtaining feedback from the community on response times would be helpful as well. The closing of Station 7 accounted for approximately 80 percent of the net savings. He asked Staffs comments.

Ms. Cameron indicated the closing of Station 7 contributed a significant amount of savings because it reduced 9 FTEs. However, there was also a loss of revenue. The flexible staffing change required the addition of 6 FTEs and resulted in a net cost.

Council Member Schmid inquired whether the savings on overtime was not a net gain because of the hiring of additional employees.

Ms. Cameron answered yes. There was not a net savings to the General Fund. The department reduced overtime and increased regular salary and benefits costs.

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Council Member Schmid asked if the performance variable improved through the use of fresh employees versus overtime employees.

Ms. Cameron indicated the main reason for increasing staffing was to increase the availability to respond. Previous staffing was only 12 hours per day on overtime; whereas, current staffing was 24 hours per day. There was a greater availability to respond to the increase in medical calls.

Council Member Schmid inquired if there was some method to measure that gain.

Ms. Cameron stated from a fiscal perspective the gain could be found in the increase in EMS revenue. The City could respond to calls for the County and collect that revenue instead of the County.

Council Member Schmid asked whether the revenue was a transfer rather than Palo Alto citizens paying more.

Ms. Cameron reported the revenue came from insurance, Medi-Cal, and billing for medical transport and services provided.

Council Member Schmid inquired if it was transferred from the County on a net basis.

Ms. Cameron stated normally the County would bill for the service if it provided the service. Because Palo Alto had a medic to respond they could charge for the services.

Ms. Antil explained there was more than \$700,000 in savings from the reduction in flexible staffing positions. The management team recommended moving some positions into the budget as different positions. Additional staffing provided better service to the community and healthier employees.

Council Member Schmid indicated the technical, administrative and development support seemed to be much stronger. He inquired whether the numbers in the FY 2013 Adopted Budget would change as the year progressed.

Ms. Cameron reported the actual figures may be different. If the department wanted to modify the budget, it would be at mid-year. In the

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case of EMS revenue, Staff wanted six months of actual figures before increasing the budget.

Council Member Schmid felt the half year number could be a good indicator of changes.

Ms. Cameron noted some of the changes resulted from shifting 2.5 FTEs from the Police Department's Budget. City-wide that did not impact the General Fund.

Council Member Espinosa supposed Staff determined not to implement some recommendations, while others were deferred or some combined.

Ms. Antil reported similar recommendations from the two studies were combined and some recommendations were unnecessary because of other changes implemented.

Council Member Espinosa asked Staff to provide reasons for the recommendations not yet started and to provide a possible timeline for implementing the recommendations.

Ms. Antil explained that Station 8 received very few calls and was staffed only during high fire season. That recommendation was not a high priority and Staff had not created a team to review it. Some organizational development had occurred but more was needed in training and development and organizational culture. The benchmarking and analyzing of activities recommendation would be addressed when Staff recommended the Council to undergo the fire accreditation process. With regard to the recommendation for a fire marshal to conduct a complete review of the fire prevention division, a fire marshal was hired for that purpose, but he retired after a few years. Staff was in the process of hiring another fire marshal. Staff planned to complete the remaining recommendations; however, they needed consulting assistance or to create study groups. Implementing some recommendations would extend over a two or three-year period.

Council Member Espinosa indicated the data and analysis would be helpful in understanding the impacts. He wanted to ensure the Council was aware of and discussed any problems with implementing recommendations.

Ms. Antil reported Staff held regular meetings and focused on the recommendations.

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Council Member Klein expected savings from recommendations to be approximately \$2 million annually. Perhaps the savings amount was lower because Staff had not fully implemented the recommendations. For example, the first line was an accounting item and there could be a similar decrease in the Police Department Budget. He asked if the City subsidized the Stanford Linear Accelerator Center (SLAC) fire station by \$1 million annually.

Ms. Cameron explained the City received 30 percent reimbursement for the entire Fire Department's Budget from Stanford for providing fire protection to SLAC.

Council Member Klein inquired whether the \$1 million was the net amount of the reimbursement from Stanford.

Ms. Cameron stated the City collected \$7-\$8 million over the past two years from Stanford.

Council Member Klein asked if Staff applied 30 percent of the total Fire Department Budget across the board to the SLAC facility.

Ms. Cameron indicated billing for Stanford was calculated on 30 percent of all Department net expenditures.

Council Member Klein suggested the amount not be included in the chart.

Ms. Cameron explained the amount was a means to isolate the impact of Station 7's closing. Staff wanted to show the amount because it assisted in lowering the total number of staffing needed during the day, which impacted overtime.

Council Member Klein inquired whether it would be difficult to state the amount of isolated reimbursement to SLAC.

Ms. Cameron answered yes.

Council Member Klein asked what amount the City would bid for a contract to provide services to SLAC, ignoring the current contract.

Mr. Hagerman explained the City staffed Station 7 with 9 FTEs. Those employees would have to be placed in other positions if the City were

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mandated to have a minimum staffing level. The amount was included in the chart because it related to the minimum staffing level being eliminated. Six of the nine employees were removed from the Fire Department Budget and some were reallocated to EMS.

Council Member Klein felt the number was meaningless because it seemed to indicate the City was saving \$1 million annually when it was not. Some savings resulted from eliminating minimum staffing requirements.

Ms. Antil reported the City would have redeployed those nine individuals to other stations under minimum staffing requirements.

Council Member Klein reiterated the closing of Station 7 alone did not save the City \$1 million per year.

Ms. Antil stated the amount was included because it was the result of eliminating minimum staffing requirements. The chart showed the savings as Station 7 because the employees were located there.

Council Member Klein was attempting to match his expectation of savings to the numbers in the report.

Ms. Antil inquired where he located the \$2 million savings amount.

Council Member Klein believed it was from the City Manager's estimates. He disagreed with the nomenclature used for the report. He inquired about the amount of savings that would result from overtime reduction in FY 2013 as compared to a normal year.

Ms. Cameron indicated overtime reductions were included in expense reductions. An offsetting overtime reduction expense for the Medic 2 staffing change was included in the \$500,000.

Council Member Klein asked which line included the overtime reduction.

Ms. Cameron explained the chart showed the addition of six FTE employees for the Medic 2 staffing change. The expense was an overall addition of \$532,253. Approximately \$1 million was included in that to add those employees as well as an approximate \$500,000 reduction in the overtime budget. Therefore, it was a net expense of slightly more than \$500,000.

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Council Member Klein suggested Staff change the description on that line as well. He asked for a budget projection for the remainder of the fiscal year.

Deputy Fire Chief Capriles reported the amount saved in the first quarter was a small portion of the amount for the entire year. Engine 8 would be eliminated and would reduce overtime on a daily basis. Staff would implement the flexible staffing plan. The department would probably exceed \$1.5 million, perhaps \$2 million, by the end of the fiscal year.

Ms. Antil noted the report was a reflection of the changes made to date. Staff could not include an estimate of reductions created by flexible staffing at either Stations 2 or 5 because the change had not been implemented. Flexible staffing should reduce some of the staffing and overtime costs for one of those stations.

Council Member Klein asked for an estimate of the ambulance fee increases.

Ms. Capriles indicated Staff considered adding a third cross-staffed ambulance during the day at Station 3, which would increase medic revenue. Staff expected a possible increase of \$2.5 million.

Fred Balin indicated the Fire Department Budget was not understandable by itself. With regard to overtime, three positions were eliminated and then returned as higher level positions in technology within the Department. The overtime amount of \$3.4 million could be partially attributed to employee retirements taken under the terms of the union contract. The Council should consider that in future contract negotiations. He was pleased the Fire Department was studying flexible staffing closely and suggested delaying it during fire season.

Chair Holman inquired about the addition of two employees and how that created a net cost of \$132,000.

Ms. Capriles explained the 2.0 FTEs were a data specialist, a half-time Geographic Information System (GIS) position shared with the Police Department, and a reclassification of one position. Three employees comprised the \$132,000 amount.

Chair Holman asked which line item included the two positions discussed under creation of a consolidated Public Safety Department.

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Ms. Antil indicated Staff could redraft the chart with more detail to aid the Committee in its review. The two positions in the report were the same positions Ms. Capriles discussed. The study recommended some non-sworn or civilian positions and those positions would provide savings through different benefits.

Chair Holman inquired whether those were two new positions.

Ms. Antil answered yes.

Chair Holman suggested clarifying the documents would aid the Committee and the public in their review and separating the dashboard information would provide clarity.

Council Member Espinosa inquired about the reasons the County declined to share the Medical Director position and possible alternatives.

Ms. Capriles explained the County EMS provided EMS services for all fire departments in the County except Palo Alto. Palo Alto was the only city to provide medical transport and to have a Medical Director. Because Palo Alto fell under the protocols and procedures of the County, the County chose whether or not to share a Medical Director. Palo Alto could only suggest sharing the position. Staff could pursue that in the future or other alternatives.

Council Member Espinosa asked if Palo Alto was the only city in the County that provided medical transport.

Ms. Capriles responded yes.

Council Member Espinosa inquired whether the County's decision was based on County policy.

Ms. Capriles stated the EMS reported to the County Supervisors.

Chair Holman asked Staff to comment on statements made by Mr. Balin.

Ms. Antil noted a reduction in overtime was attributable to the Fire Department being fully staffed and that was considered in preparing the FY 2013 Budget. Seasonal staffing discussed earlier concerned Station 8 only. Staff was reviewing flexible staffing for Engine 2. Based on data and calls

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for service from that station, Staff was considering browning out Engine 2 when full staff did not report on a given day. Staff was determining ways to utilize data in making changes flexibly in order to enhance service to the community.

FUTURE MEETINGS AND AGENDAS

November 20, 2012

Consideration of Human Habitation
Contract Oversight Audit

December 11, 2012

Board and Commission Recruitment
Council Priority Setting

Council Member Espinosa requested to secure the Council Chambers for the November 20, 2012 meeting. He believed there would be significant public involvement.

ADJOURNMENT: The meeting was adjourned at 8:37 P.M.