



# EMS Update

Fire Chief Jim Davis  
Fort Worth Fire Department  
April 15, 2025

# Key Discussions

- Overview/Background
- Organization and Governance
- Budget and Finance
  - Lab – Christi and Thomas
- Legal and Compliance
- Billing and Procurement
- Human Resources
- Facilities and Fleet
- IT
- 911

CMO/Fire

Reggie

Taylor/Chris

Tony/Brandy

Dianna/Holly

Marilyn

Kevin/Sallie

Sonny/Aubrey

# Overview/Background

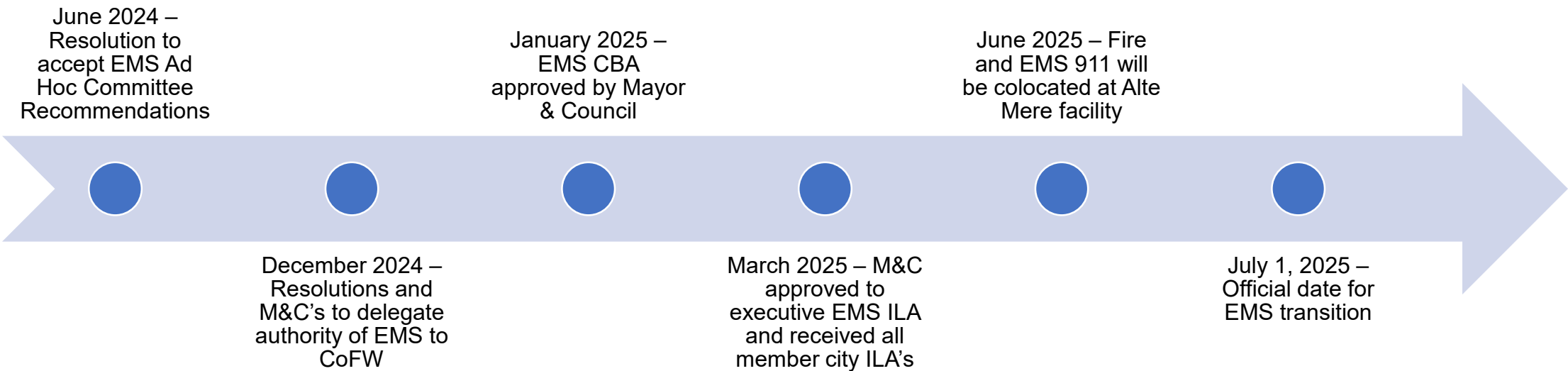
- MedStar operated as a service provider to multiple member cities throughout Tarrant County
- In 2022, MedStar requested +/- \$6M - 10M from Fort Worth to subsidize operations (largest customer)
- In October 2023, Fort Worth partnered with MedStar to conduct a fiscal and operational review of MedStar
- Fitch & Associates was selected via a competitive RFP process

# EMS Ad Hoc Committee Recommendations

- Establish an EMS System within the City of Fort Worth Fire Department
- Must include a .50 Unit Hour Utilization and an 8-minute, or better, travel time 90% of the time, with independent medical oversight;
- Interfacility Transports are to be removed from the system
- Classify a new single role EMS Civil Service Position within the Fire Department;
- Create two advisory boards in support of the EMS System including an EMS Advisory Board and Medical Control Board ;
- The Fort Worth City Council authorizes the execution of a Memorandum of Understanding with the Member Cities to: withdraw from the ILA; dissolve MedStar; and transition the EMS System to the City of Fort Worth Fire Department.



# EMS Transition Timeline Update



# Organization and Governance

- EMS Employees will be part of the FWFD
  - Operational employees (EMT's, Paramedics, Supervisors, and Telecommunicators) will be represented by the Local 440.
  - Office of the Medical Director has been established as a department.
- Two Advisory Committees have been established:
  - Emergency Services Advisory Board (EAB)
  - Medical Control Advisory Board (MCAB)
- Services to member cities has been documented via ILA's
- Member cities provide FW an allocation for costs, services based upon unit hour response consumption.

# Budget and Finance

- Annual budget currently projected to be \$85M
- Projected additional budget impact approximately (\$21M)
  - Staff, Pension and Healthcare benefits
- Strategy to utilize MedStar excess fund balance to minimize impacts on FW
- Fleet and equipment requirements (Ambulance replacement and retrofit) approximately 9 per year (Tax notes)
- Challenges holding the line on additional costs
  - Vehicles, radios, etc.

# Legal and Compliance

- Final External Audit of MedStar required to be presented to Fort Worth CMO.
  - April 16th for FY24.
- ILAs with Member Cities – Complete. Budget allocations need to go to each City before June each year for their budgeting process.
- CoFW working to obtain License from the State for continued operations. Currently - continue to use the MedStar License.
- Application submitted to Texas Department of State Health Services (TDSHS)
- Next step is inspection by TDSHS regional personnel
- Beginning to permit other carriers to operate - IFTs previously performed by MedStar



# Member City Update

- All Member City Interlocal Agreements have been received
- EMS Ordinance is ready for July 1, 2025 start date
- EMS Advisory Board (EAB) has been established
- Next steps:
  - Share FY26 Budget information and Allocations with Member Cities

## Memorandum of Understanding

- Dissolves the Interlocal Agreement – assigns assets to CoFW

## Service Interlocal Agreement

- Details the specifics of service terms and conditions between CFW and member cities

## EMS Ordinance

- Final step in the transition process is to have all member cities update Uniform EMS Ordinance

# Billing and Procurement

- MedStar generated revenue from billing insurance including Medicare/Medicaid (\$60M)
- Billing to continue utilizing external vendor (specialist)
- Loss of IFT revenue as recommended by Fitch report to allow for improved response times
- Procurement of vehicles, specialty equipment, etc. transferring knowledge and experienced employees to CoFW
- Purchase agreements to city council April, 2025

# Human Resources

- 617 FTEs plus 40 part time positions transitioning from MedStar to CoFW (July 1<sup>st</sup>)
- Recruiting for 75 EMT positions – 800 applicants - exam March 26, 2025. Over 400 took the test. Over 95% passed.
- Town hall meetings with MedStar employees on transition updates
- Dual Role and Single Role Fire Fighter designation under 440 Agreement
- Payroll plan pivot due to technical issue
  - Now all employees will be in PeopleSoft (Massive IT/HR/Fire/Payroll Effort)

# Facilities/Fleet

- Consolidating Fire 911 and MedStar 911 at Alta Mere
  - On Budget and on time
- On target for consolidation by June
  - Allow for dispatch operations to be settled in prior to the transition
- IT instrumental in technology integration at Alta Mere, radio communications, CAD Systems, patient care technology, payroll.
- Fleet transition includes maintenance facilities and employees
- EMS vehicles and specialized equipment is new to existing team

# 911 Consolidation

- Phase 1 – MedStar and Fire Communications consolidate at Alta Mere facility – On-going
- Phase 2 – Goal - All Fire/EMS and Police 911 at Zipper Building
- Communications (Radios, MDC's, etc.) coordinated by IT
- MedStar personnel temporarily relocated to Fire/Police 911 while Alta Mere renovations proceed as needed

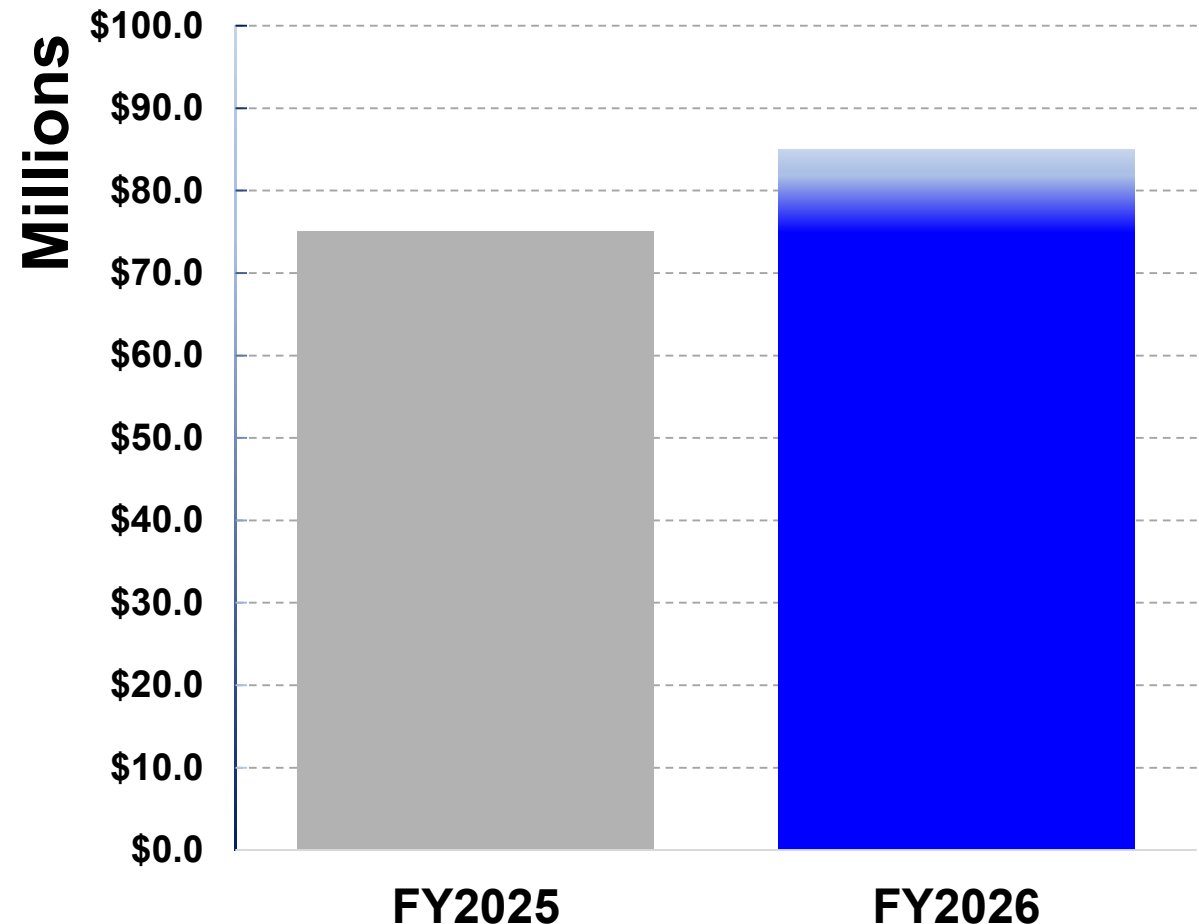
Call Type	Average Travel Time	90th Percentile Travel Time	Total Number of Calls
Emergent	0:06:45	0:10:27	5619
Non-Emergent	0:08:48	0:13:54	8845



## Total EMS Estimated Expenditure Budget: FY25 vs FY26

### Operational Enhancements

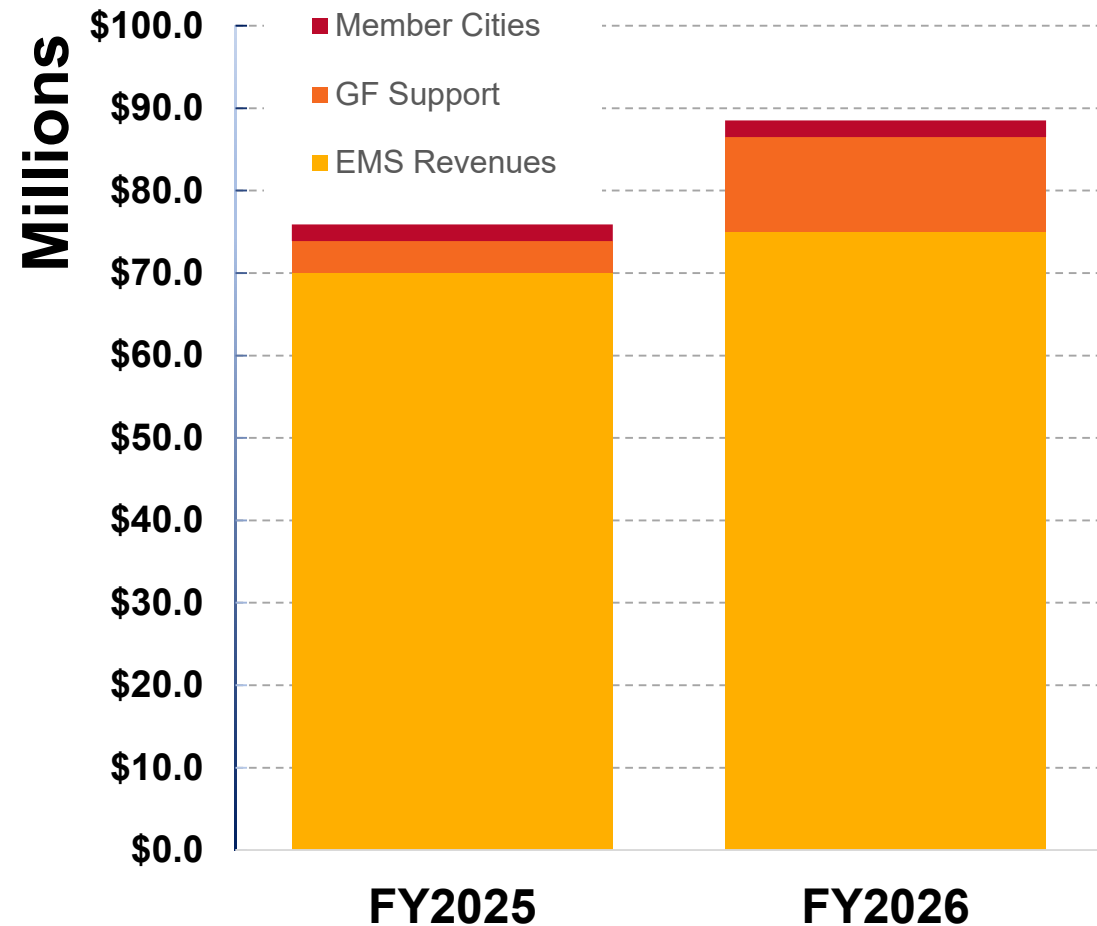
- EMS ordinance mandates faster response times for ALS and BLS.
- New deployment model improves unit availability and dispatch efficiency.
- Expanded staffing to meet call volume and UHU as required.
- Single POC for fire/EMS dispatch



## Total EMS Estimated Revenue Budget: FY25 vs FY26

### Growth

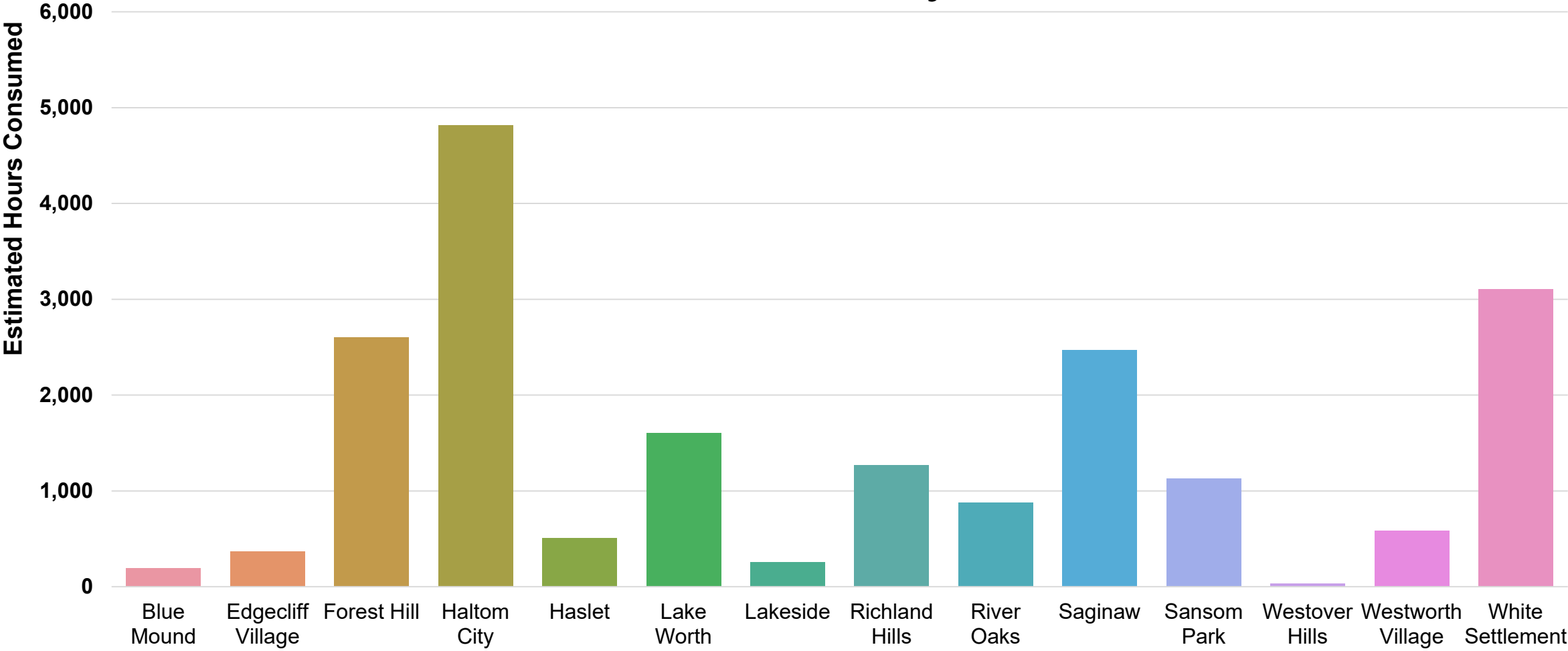
- *Inter facility transfers removed (Phased out)*
- *New member city added*
- Partnering with 14 Member Cities
- Projected Call Volume to grow
  - Looking at other strategies for managing demand.







# FY26 Estimated Member City Utilization Hours



## Funding the Future of EMS

 **Transport revenues are projected to increase in FY26.** This is due in part to not depending on mutual aid assistance.

 **System growth, improved response times and system reliability** are expected to lead to **more completed transports and better revenue capture**

 **Other strategies are being explored to manage the volume that does not require transport to an emergency room to make transporting ambulance available.**

*While the City is investing more in its EMS operations, increasing transport revenues are helping to offset some of the cost.*

## EMS Outreach Strategy

- Recurring monthly Town Halls and SharePoint pages
  - Fort Worth FD Weekly PIO Press
- Telecommunicator Week April 13-19, 2025
- EMS Week May 19-25, 2025
- Website enhancements

# Cultural Awareness Committee





# Vision & Values

## Vision

ONE Team, dedicated to protecting and serving the community with excellence and unwavering commitment.

## Strength in Unity

Together, we are stronger. We build trust, foster collaboration, and support each other to achieve shared success. Through teamwork and mutual respect, we create an environment where every individual feels valued, ensuring we operate as one cohesive unit in service to our mission.



An aerial, high-angle view of a city skyline, likely New York City, showing various skyscrapers and buildings. The image is faded and serves as a background for the entire graphic.

**P**

**PEOPLE FIRST**

Prioritizing well-being, trust, and empowerment.

**O**

**OPERATIONAL EXCELLENCE**

Consistently delivering quality, efficiency, and innovation.

**L**

**LOYALTY**

Commitment to service, community, and shared goals.

**A**

**ALIGNED**

Unity and shared purpose in mission execution.

**R**

**RESILIENT**

Adapting to physical, emotional, and operational challenges.

**I**

**INTEGRITY**

Acting with honesty, especially in difficult times.

**S**

**SERVICE**

Focusing on selflessness, compassion, and problem-solving.

# EMS Transition Next Steps

Finalize FY26 Budget

Finalize FY26 Member City Allocations

Complete EMS Inspection with TDSHS

Continue EMT Recruitment/Hiring Process

Confirm EMS Transition Costs for FY25

Policies establishing operational and scheduling procedures, operational strategies, and KPI management

# Questions?

