Tune-up for a capable agency
Both deliver a "Best Practices Strategic Plan - for the near term
Analysis
Organizational and Management
Project Deliverables
For smaller suburban agencies
A wide variety of programs – unusual
Correctly placed
The existing fire station locations are
Adoption of best practices fire codes
Competent department exists
A caring, committed, technically

Department Strengths
following standards have to be delivered safely, they minimum service levels

Policy Choices Framework

If fire services are provided, they

No mandatory federal or state
With fiscal capacity, the challenge is matching need. Communities have the level of choices choices framework.
same timeframe have dramatically increased, over the
Federal and State safety regulations
revenues years of the State's taking of local
the "perfect storm" of over twenty
The City has not been immune from

Fire Service Challenges
• Order of magnitude costs
• Gap analysis
• Headquarters programs
• Response statistics
• Measure fire unit travel times
• Risks and expectations
• Existing deployment

Components
Performance Review
Functions and staffing

Theme #2 - Headquarters Support

Theme #1 - Field Deployment

Findings in Brief
Field Deployment Findings:

- The on-duty “weight” of staffing is sufficient for day-to-day risks.
- The incidence of ambulance calls.
- The City has a simultaneous weight of the attack.
- Deployment is about the speed and...
Given the hills terrain and street network, another station would not be cost effective.

• Upper hillside areas

Coverage is delivered in all but the mid to best practices 4-minute travel time.

Another fire station site is not necessary.

• Goals

Need to adopt fire deployment planning.

Field Deployment Findings (cont)
## City Daily Staffing Plan

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>3 Engines @</td>
<td>4</td>
<td>Firefighters/day</td>
<td>12</td>
</tr>
<tr>
<td>1 Ladder Truck @</td>
<td>5</td>
<td>Firefighters/day</td>
<td>5</td>
</tr>
<tr>
<td>Engine/Ambulance/Heavy Rescue units</td>
<td>2</td>
<td>Captain/Engineer</td>
<td>2</td>
</tr>
<tr>
<td>2 Paramedic Rescue Ambulances @</td>
<td>2</td>
<td>Firefighter/paramedics</td>
<td>4</td>
</tr>
<tr>
<td>1 Battalion Chief w/aid</td>
<td>2</td>
<td>Per day for command</td>
<td>2</td>
</tr>
</tbody>
</table>

*Total 24/hr Personnel: 25*
Findings

Geographic
This is known as concentration of companies suburban outcome expectations
1. 1-minute total response time for positive
1.5 firefighters minimum are needed within an
perform the tasks needed for the outcome emergencies to simultaneously and effectively
firefighters in a reasonable time to serious
Multiple units are needed to deliver enough
Multiple Unit Response
% At least 3 incidents occurring at the same time 6.91%
% At least 2 incidents occurring at the same time 32.18%
Simultaneous Incidents:

% Desirable Goal Point => 7:00 @ 90%
1st Apparatus On Scene => 6:40 @ 90.7% - City Goal Point

Historical Response Times
The existing station, Ambulance #2, will have two paramedics per day and can cross-cover the ambulance when a 3rd paramedic is needed. With these moves, Engine #2 will have its two paramedics.

Crew and also send Engine #2 with its two paramedics.

Ambulance #3 from Station #1 using Engine #5’s 2-person Ambulance request citywide, dispatch BLS Rescue.

For ambulance calls in Engine #2’s District, for a 3rd, transferred to the Ladder Truck.

Deploy a 3rd paramedic Ambulance: Transfer a paramedic.

Recommendation #1
Emergency until the transport is completed.

which could limit the engine’s use for another

has to combine with a 2-medic engine crew.

For ambulance transport at the paramedic level,

placed on initial dispatch to serious incidents

Heavy Technical Rescue Unit – new emphasis

Non-paramedic ambulance (3rd city unit)

for pumping capacity

5th Engine, for Engineer and Captain.

2-person crew, Engineer for:

Engine 5 Staffing & Apparatus
drive time in the most populated areas.

This equates to 1 minute dispatch time, 2

minutes company turnout time and 4 minutes

of the time from the receipt of the 911 call.

unit should arrive within 7 minutes, 90 percent

patients and control small fires, the first-due

Distribution of Fire Stations: To treat medical

Deployment Measures

Recommendation #3 – Adopt
3.2 Multiple-Unit Effective Response Force for Serious Emergencies: To continue fires near the room of origin, call receipt, 90 percent of the time, should arrive within 1 minute from the time of 911, and to treat up to 5 medical patients at once.

This equates to 7 minutes drive time, 2 minutes company turnaround time and 8 minutes dispatch time.

Spacing for multiple units in the most populated areas.
Review}

Headquarters Systems
Leadership and general management functions require an equally serious commitment to training and supervision of line employees. In operating fire services, and the proper hiring, there are increasing regulations to be dealt with adequately train and support field operations; that is the proper size, and that can team that needs to have a management.
Key Headquarters Findings

- Fire Prevention not keeping up with routine
- Conversions
- Dispatch and Records Management Program
- Inadequate staff hours for the fire permit
- Almost no public education program
- Insufficient office support positions
- No dedicated training and Safety Officer

Events due to new program and special events
permits would provide for additional staff support

Review special event staffing costs, perhaps the event

support positions

Longer term — restore public education and technology
projects

and dispatch/records management system conversion

Near term use temporary help for fire permit records

Analyze the need for office support positions

Eventually restore a dedicated training officer

Chief to handle training for up to two years

Utilize each Engine #5 Captain and one Shift Battalion

Key Headquarters Recommendations
Fiscal Implications
Cost Increases Over Time

Detailed review of audit and strategic plan

Staff Time

Reconfigure Staffing to Enable Paramedic Rescue Ambulance #3

No Cost

One

Add 16 hrs/week for fire prevention clerical support

(Does not continue in Phase II)

$19,200

Add 8 hrs/week Fire Captain technology support

$30,000

Near term totals: 0

$49,200

Add one Battalion Chief – Training Officer

$250,045

0

Two

Increase office support staff (clerical) by a minimum of .5 positions

$39,000

0

Add one Technology Support position

$101,450

Three

Add one Public Education position

$81,640

Outer Year Totals: $472,135

0

Long Term

Design and locate a modest training facility

$75,000

Unknown

Citygate Associates – Fire Services
system project, technology support, especially the replacement dispatch inspection records and billing start-up project and to fire prevention.

• Provide temporary staffing support funds to the fire prevention.
• Paramedic transferred from the Ladder Truck to Engine #2.
• Engine #2 and #5's crews. Implementation requires a paramedic rescue ambulance, by combining as needed.
• Re-configure as recommended the staffing to provide a 3rd resource.
• Drive the deployment of firefighting and emergency medical
• Absorb the policy recommendations of this fire services study.

First Priority
Second Priority

- Increase office support staff (clerical) by a minimum of 5 positions.
- Battalion Chief (or an equivalent position).
- Restore a 1.0 Training Officer position at the level of
for a modest fire training facility inside the City Limits.

• Begin a capital design, funding and construction project

• Sworn position

• Restore a Public Education position with a 1.0 non-sworn position.

Prior to the headquarters starting cutbacks.

• Restore the technology support the Department had

Third Priority
strategic planning tools to focus resources in the best priorities while creating a new culture of using applied

Rather, this plan focuses the Department on immediate

three, five or ten years from now. Given that the uncertain economic climate, these strategies

best practice decisions by the Department. Major Department elements that need focused or

build on the performance audit.

Strategic Plan Intents

manner possible.
Revised vision, values, service demographics
measurable action plans
Use of "Applied Strategic Planning" to create
exploring data and challenge assumptions
Citigate facilitation, training and workshops to
Fire Chief and Deputy Fire Chief
of the agency
Six line personnel representing a cross section

Strategic Plan Team x Process
Public Education
• Community Risk Reduction
• Training Officer Functions
• Safety and Training

- Technical Rescue Capabilities
- Emergency Medical Services
- Station Two Area Responses
- Deployment - Field Services

Five Strategic Plan Elements
Five Strategic Plan Elements

- Information Technology
- Tool and Equipment Replacement
- Apparatus Replacement
- Administrative Staffing
- Administration and Logistics Services
Into periodic reports.

Their essential measures and then correlate them

Leaders and senior managers to easily monitor

Data systems will be developed to allow unit

- Its importance and sensitivity to outcomes.

Or annual basis, depending on the measure and

calculated on a monthly, quarterly, semi-annual

Each line of business will have its own measures,

Driven Decision Making

- Increase Risk Assessment and Metrics

Five Strategic Plan Elements
Questions?

Thank you