Brooklyn Park Fire Department
Strategic Planning
Operational Plan
Report to the City Council
May 28, 2019
Strategic Planning
• Core strategies to direct how to employ the organization’s resources to best achieve its mission
• Strategic decisions and overarching outcomes and measurements
• Long-term

Operational Planning
• Day-to-day implementation of strategic decisions
• More immediate
• Implementation strategies (how, means, etc.)
Strategic Plan

Pre-Strategic Planning

Strategic Planning

Operational Planning
Fire Service in the United States and Minnesota

A CHANGING PUBLIC SERVICE
Volunteer Fire Service Challenges

- Increased time demands
- Training requirements
- Increased service demands and an expanding role
- Changing sociological conditions
- Decrease volunteerism in younger generations
Plymouth Struggles to Find Firefighter Staffing Solution

Crisis in Pa. fire and rescue services, report shows

INFOGRAM
Volunteer fire departments in recruitment crisis
Posted: Dec. 6, 2018

Shortage of Volunteer Firefighters Threatens Fire Departments' Existence
Without enough volunteers to respond to emergencies, some are even shutting down. Most are changing the way they do business.

NEW NFPA REPORT FINDS SIGNIFICANT DECLINE IN VOLUNTEER FIREFIGHTER NUMBERS

Andover FD to start duty crew program
By Eric Hagen  Oct 15, 2015  0

Because the Andover Fire Department is having trouble recruiting enough daytime volunteers to respond to calls, firefighters are being asked to take specific shifts so the chief knows there will always be someone available.
Benchmark: Eagan, MN

Current (2019)
- 66,627 residents, 33.47 sq. mi.
- Budget: $4,700,900 (per capita: $70.56)
- 2,873 calls for service in 2018 (full medical)
- 2 FT captains, 4 FT firefighters, and 2 part-time firefighters per shift

2019 SAFER Grant Application
- 13 full-time officers/firefighters per-shift
- 3 engine companies, 1 ladder company, 1 battalion chief
## 2019 Budget Comparisons

<table>
<thead>
<tr>
<th>City</th>
<th>FD Budget</th>
<th>Cost/Call*</th>
<th>Cost/Capita</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>St. Cloud</td>
<td>$9,341,123</td>
<td>$1,427.22</td>
<td>$138.71</td>
<td></td>
</tr>
<tr>
<td>Eden Prairie</td>
<td>$6,400,000</td>
<td>$3,354.30</td>
<td>$100.43</td>
<td></td>
</tr>
<tr>
<td>Coon Rapids</td>
<td>$4,900,000</td>
<td>$761.46</td>
<td>$77.44</td>
<td></td>
</tr>
<tr>
<td>Brooklyn Park</td>
<td>$5,869,560</td>
<td>$624.49</td>
<td>$72.84</td>
<td></td>
</tr>
<tr>
<td>Bloomington</td>
<td>$5,431,264</td>
<td>$3,209.97</td>
<td>$61.51</td>
<td></td>
</tr>
<tr>
<td>St. Louis Park</td>
<td>$4,813,078</td>
<td>$869.73</td>
<td>$86.26</td>
<td></td>
</tr>
<tr>
<td>Plymouth</td>
<td>$5,111,759</td>
<td>$2,769.1</td>
<td>$65.21</td>
<td></td>
</tr>
<tr>
<td>Maple Grove</td>
<td>$3,945,100</td>
<td>$4,306.88</td>
<td>$57.67</td>
<td></td>
</tr>
</tbody>
</table>

### Notes
- All Medical
- Major Medical
- Inspections
- Emerg. Mngt.
STRATEGIC PLANNING

DATA-DRIVEN DECISION MAKING
Strategic Objectives

- Improve Survivability for Victims (fire, rescue and medical)
- Improve Firefighter Safety and Survival
- Reduce Financial and Legal Risk/Liability
- Improve Efficiency within Current Budget System
- Promote a Positive Agency Reputation
- Provide Downward Pressure on fire Insurance Premium Costs
- Provide Value Beyond the 911 Call
Strategic Objectives

- Survival = 99%
  - Cost to Fix = 10%
  - Displaced = >1 day

- Survival = 80%
  - Cost to Fix = 20%
  - Displaced = 1 to 7 days

- Survival = 3%
  - Cost to Fix = 70%
  - Displaced = 1 month

- Survival = 0%
  - Cost to Fix = 110%
  - Displaced = 3 months

- Survival = 0%
  - Cost to Fix = 150%
  - Displaced = 1 year

- Survival = 0%
  - Cost to Fix = 140%
  - Displaced = 1 year

- Survival = 0%
  - Cost to Fix = 120%
  - Displaced = 9 months

- Survival = 0%
  - Cost to Fix = 110%
  - Displaced = 9 months

- Survival = 0%
  - Cost to Fix = 105%
  - Displaced = 9 months
Key Outcome Measurements

• Contain structure fires to room of origin for 80% of incidents
• Zero civilian fire deaths
• Zero firefighter line of duty deaths
• All fire response demand zones maintain a reliability score of at least 85%
• Keep annual growth rate of structure fire instances at or below annual population growth
Response Zone Reliability

Reliability Score by Fire Response Demand Zones

- F201: 66
- F202: 67
- F301: 87
- F302: 86
- F401: 68
- F402: 82
- F403: 88
- F404: 89
- F405: 79

Minimum Target (85%)
MOVING FORWARD

18 MONTH OPERATIONAL PLAN
Operational Plan

• 18-month focus
  – Remaining FY 2019
  – FY 2020

• SWOC Priorities
  – Establishing a more “effective response force”
  – Improving training and QA program
  – Establishing consistency between all three shifts
  – Improving diversity in the Department
  – Community outreach/risk reduction
18 Month Operational Plan

Priority

1. Effective Response Force Staffing

Supporting Initiatives

2. Training and professional development

3. Recruitment and on-boarding

4. Community Risk Reduction
Improving Effective Response Force

1. Improving the effective response force to structure fire and other high-risk incidents
2. Improving system capacity
3. Improving the reliability score <85% for zones 401, 402, 405, 202, and 201
4. Staffing the east fire station
Effective Response Force Staffing

Current deployment model

• 1 Battalion Chief + 6 Firefighters 24/7
• Central, West, and North (East not staffed)
• Paid On-Call Force
  – 1 Paid On-Call Firefighter Position (Central)
    0700-2300
    (16 hours/day, 7 days/week)
  – Backfill full-time firefighter positions
• Low hazard occupancies (i.e. single-family home, small business, etc.)
  – 1 or 2 Family: 49/year (5-year avg)
  – Apartments: 82/year (5-year avg)

• Tasks identified usually occur within the first 5-15 minutes

Example: Deployment of ground ladders to effect rescue and provide escape route for firefighters (not a BP photo)
# Critical Fireground Tasks

<table>
<thead>
<tr>
<th>Task</th>
<th>Recommended</th>
<th>7 Personnel</th>
<th>10 Personnel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incident Command</td>
<td>1 Officer</td>
<td>1 Officer</td>
<td>1 Officer</td>
</tr>
<tr>
<td>Fire Suppression</td>
<td>2 Firefighters</td>
<td>2 Firefighters</td>
<td>2 Firefighters</td>
</tr>
<tr>
<td>Pump Operator</td>
<td>1 Firefighter</td>
<td>1 Firefighter</td>
<td>1 Firefighter</td>
</tr>
<tr>
<td>Back-up Suppression</td>
<td>2 Firefighters</td>
<td>2 Firefighters</td>
<td>2 Firefighters</td>
</tr>
<tr>
<td>Rapid Intervention</td>
<td>2 Firefighters</td>
<td>1 Firefighter</td>
<td>2 Firefighters</td>
</tr>
<tr>
<td>Search &amp; Rescue</td>
<td>2 Firefighters</td>
<td></td>
<td>2 Firefighters</td>
</tr>
<tr>
<td>Ventilation</td>
<td>2 Firefighters</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aerial Operator</td>
<td>1 Firefighter</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Division Supervisor</td>
<td>1 Officer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safety Officer</td>
<td>1 Officer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investigator</td>
<td>1 Trained Inv.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

16 Total *

* Based on Center for Public Safety Excellence, Fire & Emergency Service Self-Assessment Manual (p. 62). Does not include water supply officer.

**This is today’s model**

**Proposed 18-month plan**
18 Month Operational Plan

Effective Response Force Staffing

Statistical likelihood of dying in a structure fire

In Room of Origin: 3%

Past Room of Origin: 81%

Source: Fitch and Associates
18 Month Operational Plan

Effective Response Force Staffing

Brooklyn Park, North Memorial honor rescue crews that saved man’s life twice

Kevin Miller  May 7, 2019

(SUBMITTED IMAGE COURTESY OF BROOKLYN PARK)

Recipients of North Memorial Health’s Life Saver Award fan out behind Brooklyn Park Fire Chief John Cunningham April 29. Behind him stands Rich Pell, who was twice saved by emergency responders in March.
Data collected in April, 2019, at the request of the Brooklyn Park Fire Department.
East Station

Scenario:

Central, West, and North Staffed

East Closed
East Station

Scenario:

Central, West, East, and North Staffed
## Operational Staffing Options

<table>
<thead>
<tr>
<th>Option</th>
<th>Model</th>
<th>FY19/20 Costs</th>
<th>Details</th>
</tr>
</thead>
</table>
| A      | Career model + pilot part-time program | • Budget neutral  
• Reallocation of existing funding | • Hiring of additional career staff  
• Dissolution of POC program, incl. Relief  
• Creation of pilot part-time program (PERA) |
| B      | Immediate transition to career | • Budget Neutral  
• Additional OT within existing budget | • Hiring of additional career staff  
• Dissolution of POC* program, incl. Relief |
| C      | Reinvestment into POC workforce in existing combination model | • Additional $586,800+  
• Current career staffing  
• Add 30-60 POC personnel and support staff |
Recommendation

- Minimum staffing of 8 firefighters per shift
  - “Third” position back-fills vacancies
- Recruit, hire, and train 9 full time firefighters*
  - Open East (2 firefighters per shift)
  - One additional firefighter as a “third” on an engine
- Promotion of three firefighters to FT captain (1 per shift)
Training and Professional Development

• Improve Employee Engagement Survey results
• Focused training, professional development, and quality assurance
• Improve shift training and performance consistency
• Provide opportunities for career advancement and succession planning
• Improve on-boarding process for new employees
3. Recruitment and On-Boarding

- Improve and expand community-based recruitment
  - Modeling similar models in Minneapolis, St. Paul, and other communities
- Develop a “Brooklyn Park first” model
- On-board and train new firefighters in Brooklyn Park
Community Risk Reduction

#4

- Evaluate current public education and risk reduction programs
- Expand community outreach programming ("Fire on the Go")
- Add health, wellness, and medical focus to programming
18 Month Operational Plan

Fire Chief Recommendation

- Transition to a career fire department and create a pilot part-time program (option A)
  - Consistent and predictable response model
  - Requires support of Relief Association*
- Creation of deputy chief position and promotion of captains; focus on training, on-boarding, recruitment, and QA
- Expand community engagement and outreach
Reallocation of $741,302 through elimination of POC program

Wages: $336,083
MN State Fire Aid: $350,218.57*
City Contribution: $55,000

Additional SAFER grant funding match and staff re-organization: $402,950

Total budget reallocation: $1,144,000
• Operational analysis of implementation of operational plan with report to Council
• Expanded community engagement opportunities on future enhancements to the effective response force
• Rehab or replace existing fire stations (further discussion on consolidation)
Council Direction

- Provide feedback and input
- Provide direction on future staffing model
  - Option A: career + part-time
  - Option B: complete transition to career
  - Option C: re-investment into POC workforce
- Provide direction on future community engagement activities
  - Budget impact
  - Future SAFER grant opportunities
Questions

Chief T. John Cunningham
763-493-8026
john.cunningham@brooklynpark.org