



# Strategic Planning Workshop

March 25, 2019

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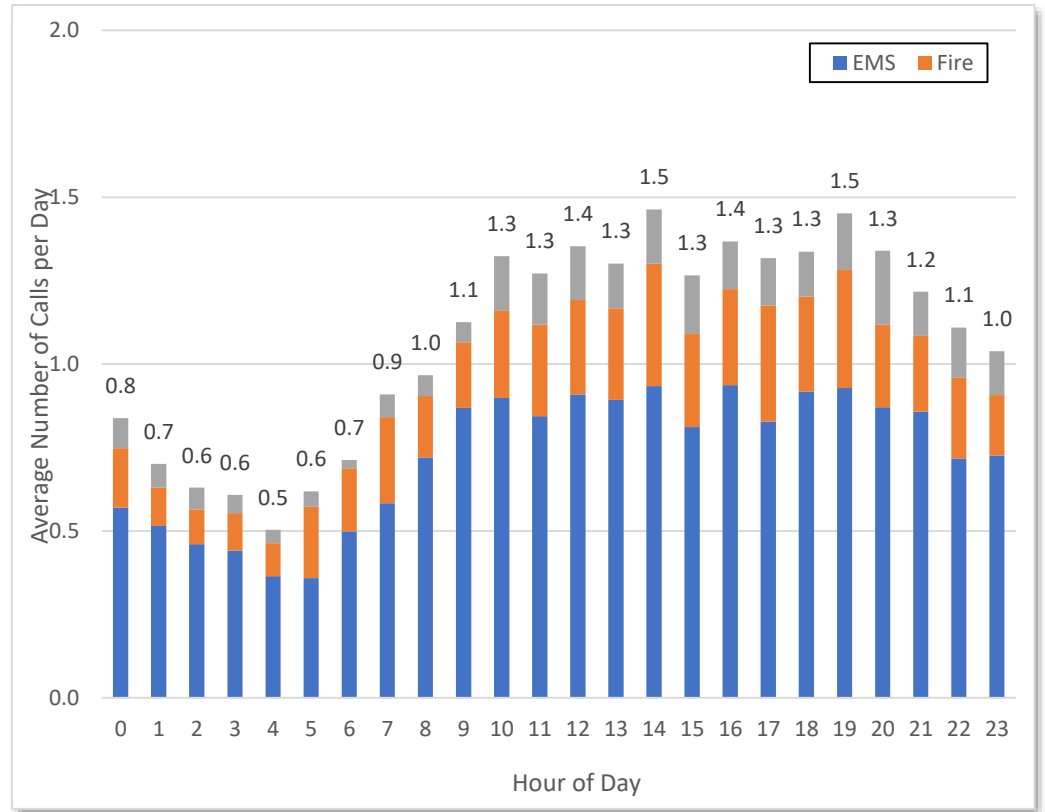
Incidents by  
Call Category

Call Category <sup>1</sup>	Number of Calls	Average Calls per Day	Call Percentage
EMS	5,896	16.2	62.7
EMS MVC	475	1.3	5.0
<b>EMS Total</b>	<b>6,371</b>	<b>17.5</b>	<b>67.7</b>
Cancelled/Wrong Location/No Incident	371	1.0	3.9
False Call/Alarm	29	0.1	0.3
Fire Alarm	748	2.0	8.0
Fire Other	352	1.0	3.7
Outside Fire	27	0.1	0.3
Public Service	308	0.8	3.3
Structure Fire	146	0.4	1.6
Vehicle Fire	48	0.1	0.5
<b>Fire Total</b>	<b>2,029</b>	<b>5.6</b>	<b>21.6</b>
<b>Hazmat Total</b>	<b>234</b>	<b>0.6</b>	<b>2.5</b>
<b>Rescue Total</b>	<b>773</b>	<b>2.1</b>	<b>8.2</b>
<b>Total</b>	<b>9,407<sup>2</sup></b>	<b>25.8</b>	<b>100.0</b>

# Total Busy Hours by Program

Program	Number of Calls <sup>1</sup>	Number of Responses <sup>2</sup>	Average Responses per Call	Responses with Time Data <sup>3</sup>	Total Busy Hours	Average Busy Minutes per Response	Percentage of Total Busy Hours
EMS	6,366	7,113	1.1	7,025	2,139.6	18.3	59.8
Fire	2,028	3,404	1.7	3,058	1,267.0	24.9	35.4
Hazmat	234	274	1.2	268	104.5	23.4	2.9
Rescue	773	801	1.0	428	66.6	9.3	1.9
<b>Total</b>	<b>9,401</b>	<b>11,592</b>	<b>1.2</b>	<b>10,779</b>	<b>3,577.7</b>	<b>19.9</b>	<b>100.0</b>

# Average Calls by Hour of Day

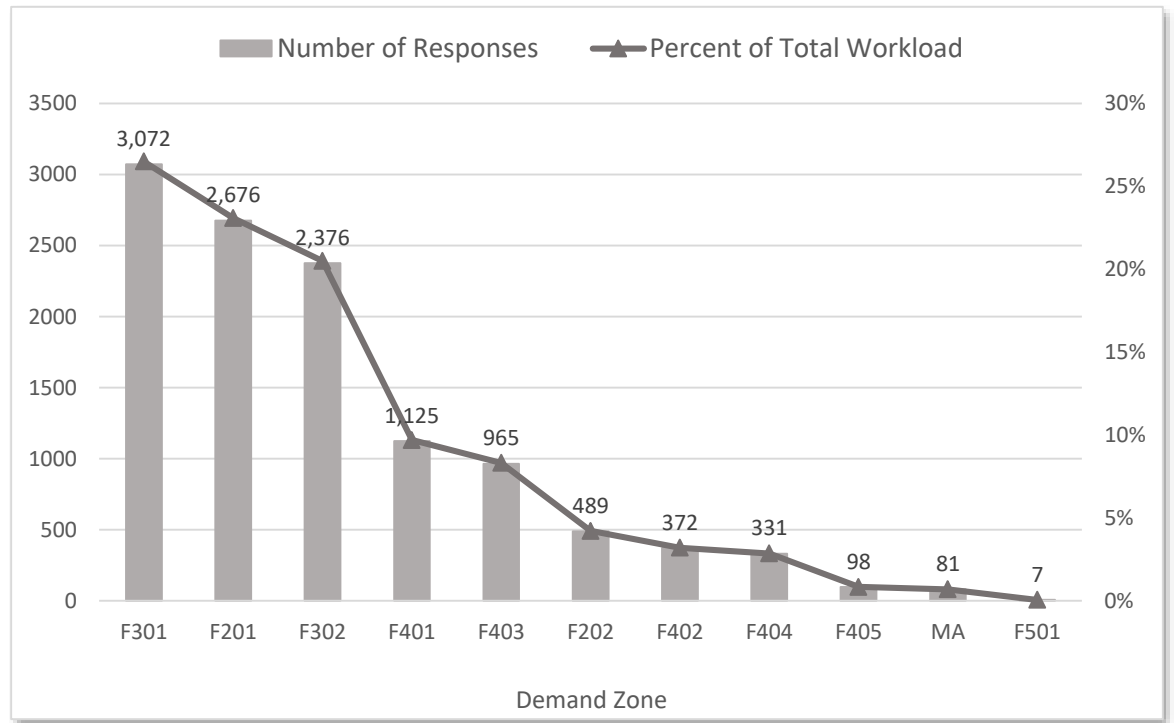


# Response Time

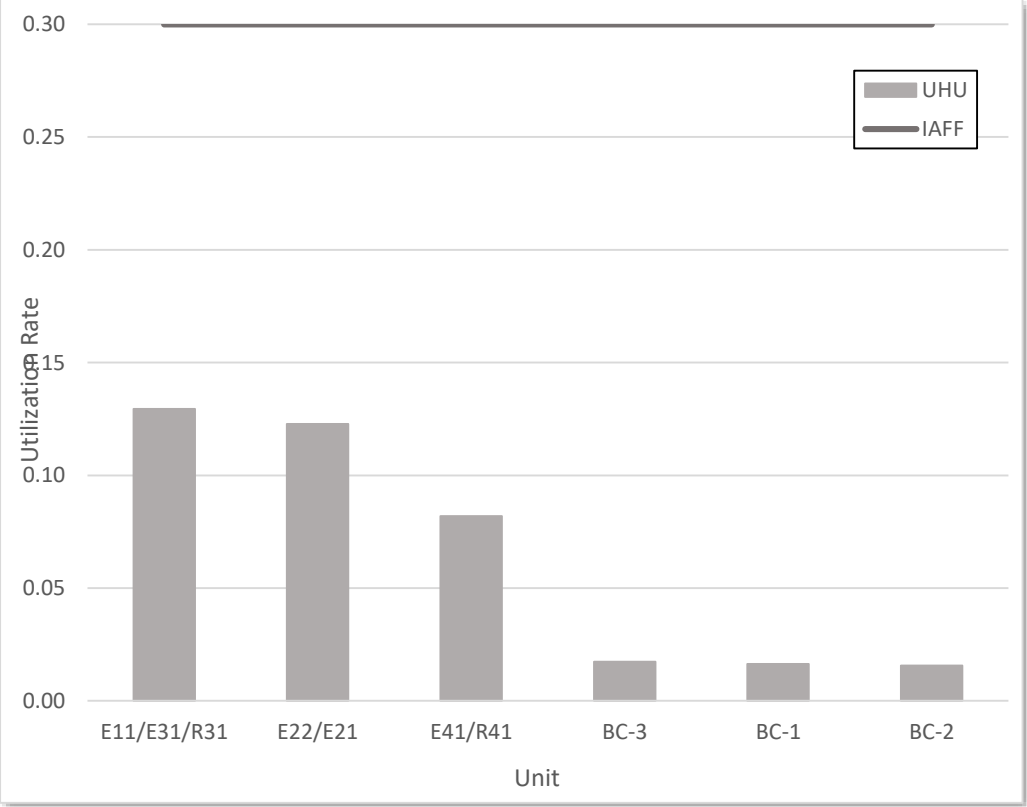
Program	Dispatch Time	Turnout Time	Travel Time	Response Time	Sample Size <sup>1</sup>
	(Minutes)	(Minutes)	(Minutes)	(Minutes)	
EMS	1.0	1.2	4.1	6.3	5,789
Fire	1.2	1.4	4.1	6.6	1,036
Hazmat	1.1	1.5	4.5	7.2	140
Rescue	1.3	1.5	4.0	6.9	31
Total	1.1	1.3	4.1	6.4	6,996

Program	Dispatch Time	Turnout Time	Travel Time	Response Time	Sample Size <sup>1</sup>
	(Minutes)	(Minutes)	(Minutes)	(Minutes)	
EMS	1.6	2.1	6.6	9.0	5,789
Fire	2.1	2.5	6.4	9.2	1,036
Hazmat	1.8	2.3	7.3	10.0	140
Rescue	2.9	2.8	9.0	10.8	31
Total	1.7	2.2	6.6	9.1	6,996

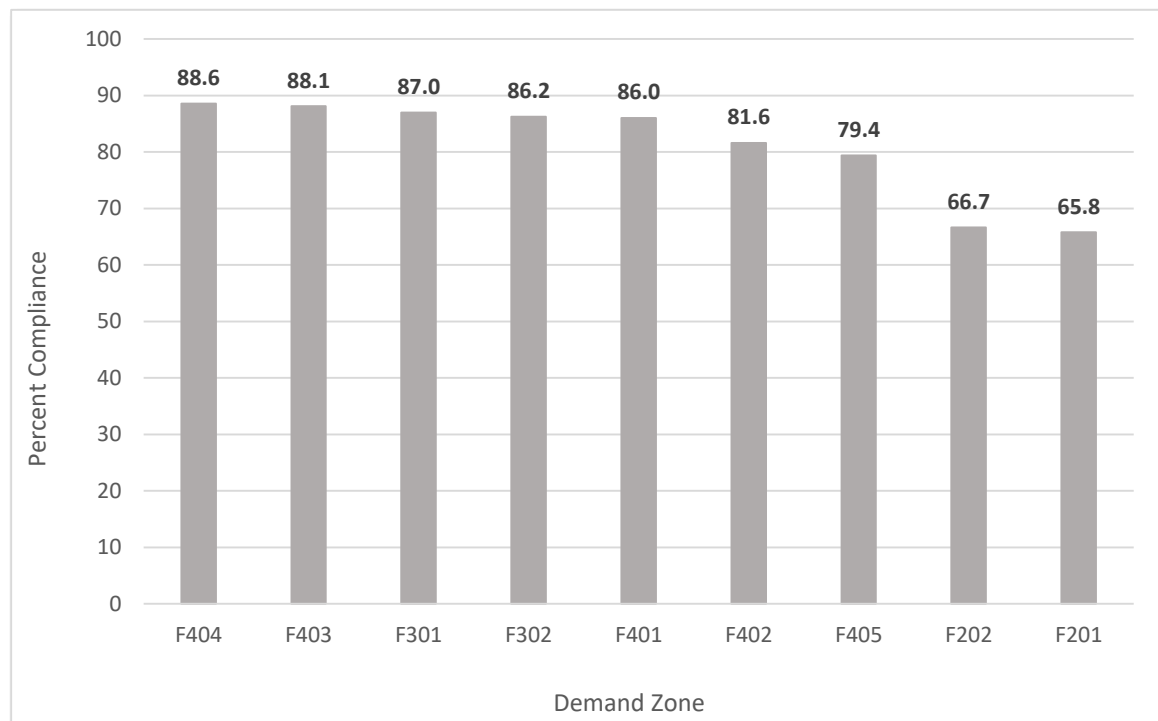
# Workload by Response Zone



# Unit Hour Utilization

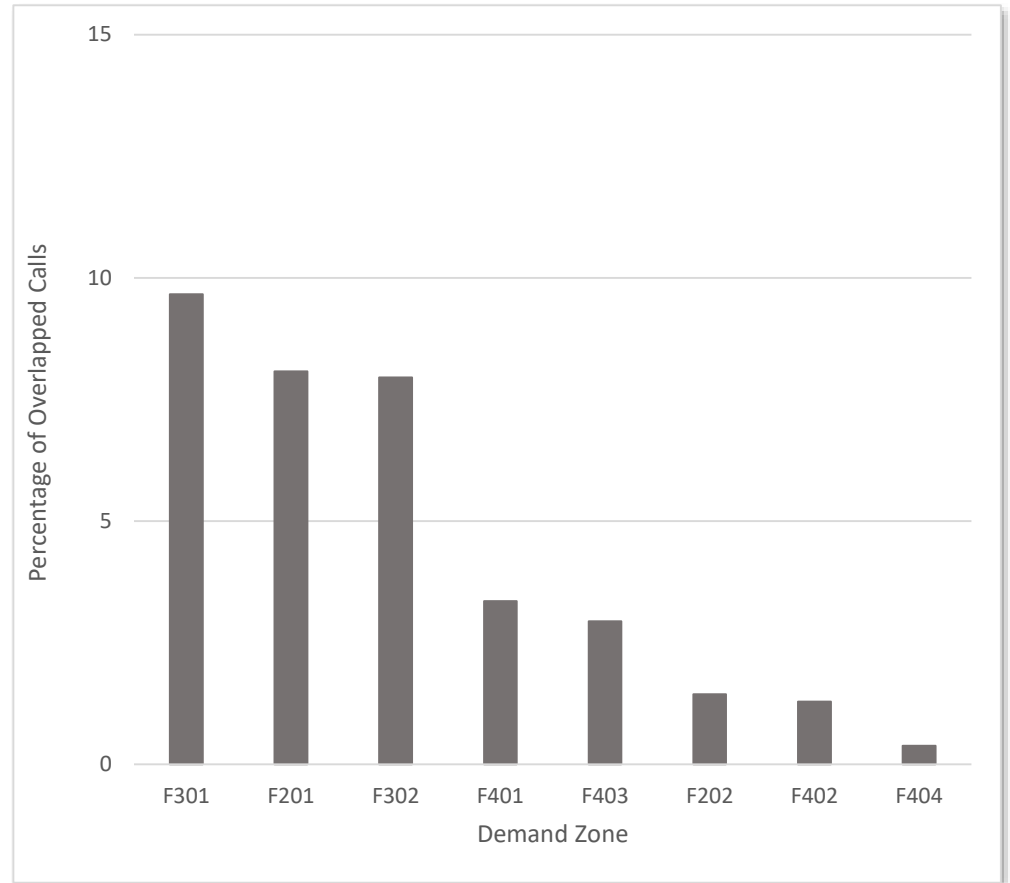


## Reliability by Response Zone





# Simultaneous Events

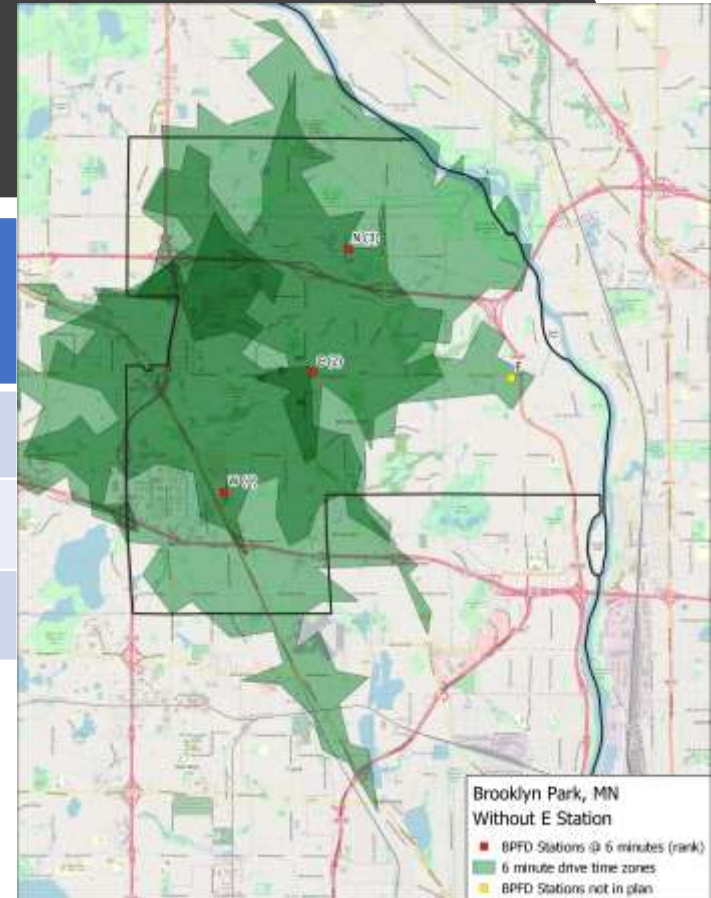


# Response Time Performance by Station Area

Demand Zone	Dispatch Time	Turnout Time	Travel Time	Response Time
F201	1.7	2.2	5.1	7.6
F202	1.8	2.3	6.2	8.8
Station 2 Zones Combined	1.7	2.2	5.4	8.0
F301	1.8	2.1	6.6	9.1
F302	1.6	2.0	5.5	8.0
Station 3 Zones Combined	1.7	2.1	6.1	8.7
F401	1.7	2.2	8.5	11.2
F402	1.6	2.0	7.1	9.9
F403	1.6	2.2	6.1	8.4
F404	1.6	2.2	6.0	8.9
F405	2.1	2.5	7.0	9.9
Station 4 Zones Combined	1.6	2.2	7.8	10.3
F501	--	--	--	--
MA	7.9	4.4	11.3	20.2
Total	1.7	2.2	6.6	9.1
F401 and F402 Combined	1.7	2.2	8.2	10.9

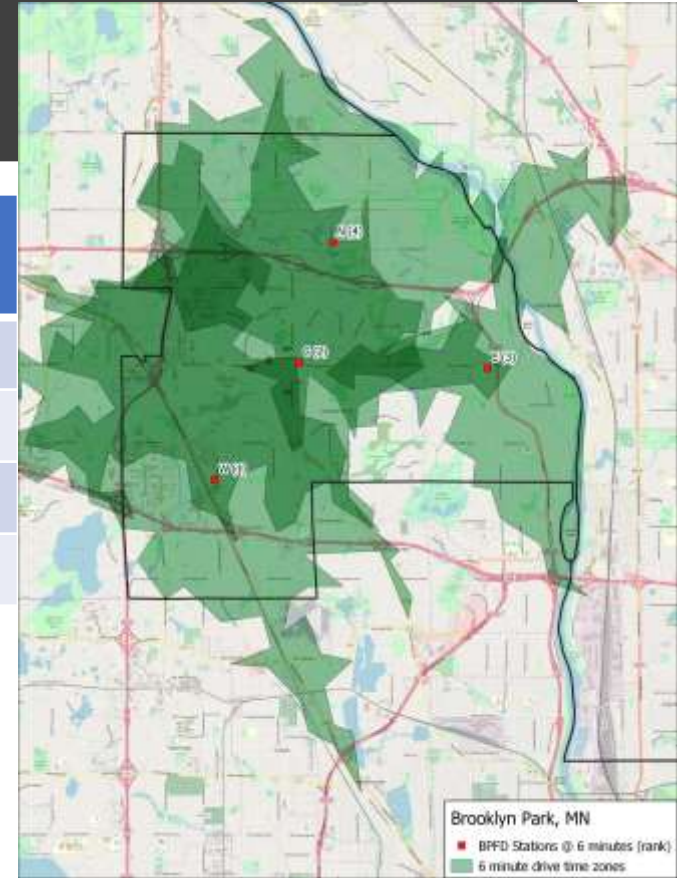
# Current Station Configuration

Rank	Station	Station Capture	Total Capture	Percent Capture
1	3 (W)	5,706	5,706	61.04%
2	2 (C)	1,956	7,662	81.96%
3	4 (N)	524	8,186	87.57%



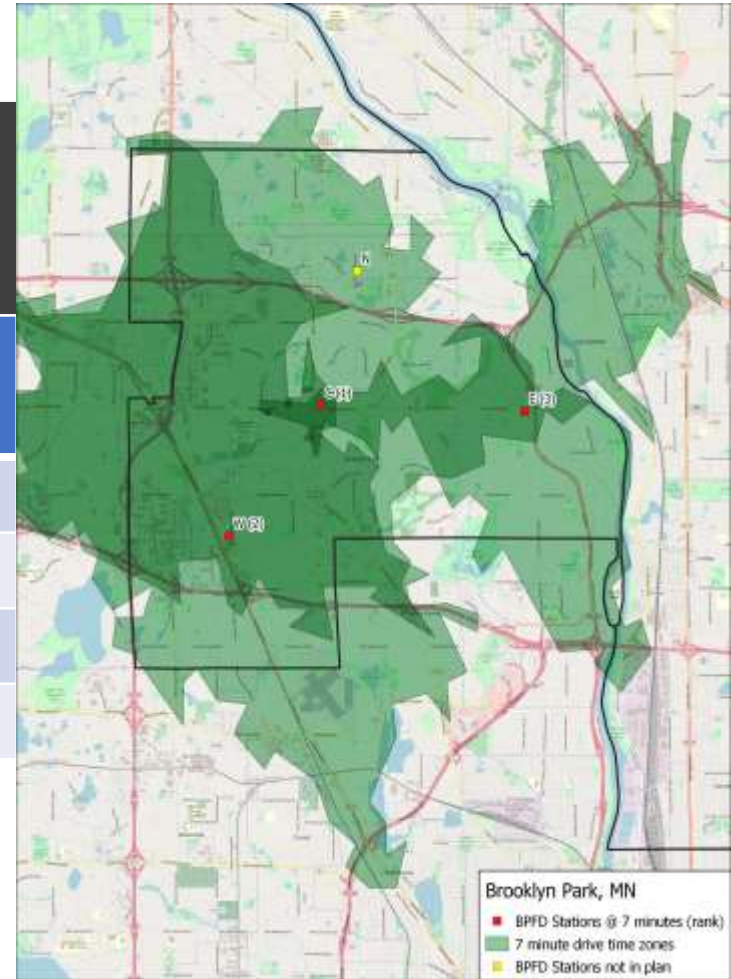
# 6-Minute Travel Time Analysis

Rank	Station	Station Capture	Total Capture	Percent Capture
1	3 (W)	5,706	5,706	61.04%
2	2 (C)	1,956	7,662	81.96%
3	1 (E)	625	8,287	88.65%
4	4 (N)	521	8,808	94.22%



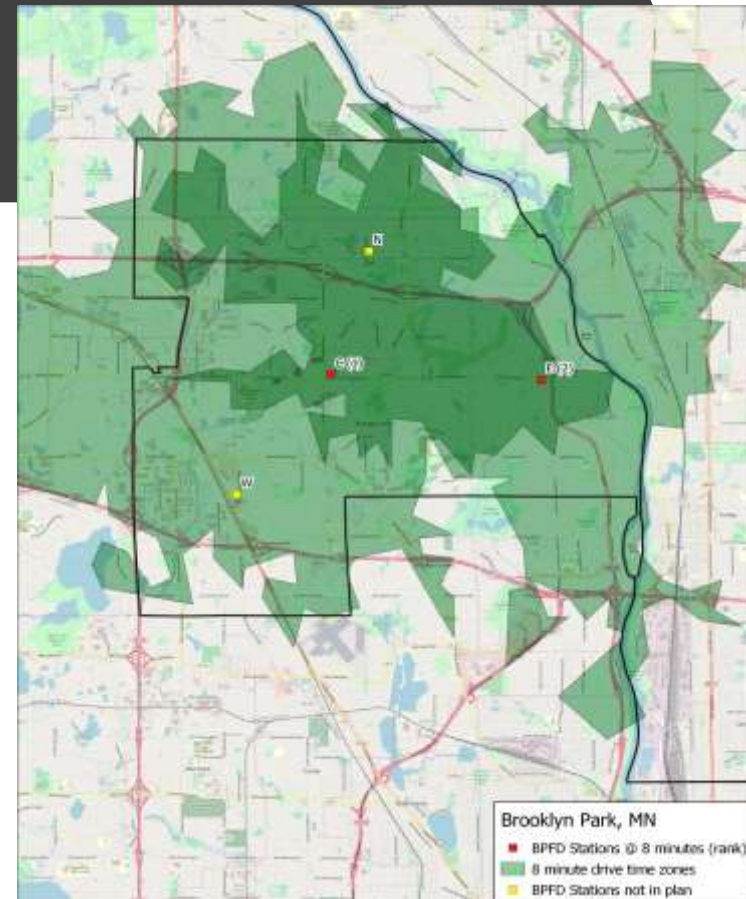
# 7-Minute Travel Time Analysis

Rank	Station	Station Capture	Total Capture	Percent Capture
1	2 (C)	7,157	7,157	76.56%
2	3 (W)	1,101	8,258	88.34%
3	1 (E)	706	8,964	95.89%
4	4 (N)	272	9,236	98.80%



# 8-Minute Analysis

Rank	Station	Station Capture	Total Capture	Percent Capture
1	2 (C)	8,227	8,227	88.01%
2	1 (E)	571	8,798	94.12%
3	3 (W)	438	9,236	98.80%
4	4 (N)	42	9,278	99.25%



# **BROOKLYN PARK FIRE DEPARTMENT**



## **FACILITATED STRATEGIC PLANNING PROCESS**

**STEVEN G. KNIGHT PHD.**

**MICHEAL DESPAIN MA, EFO, CFO, MIFIRE**

**STEVEN C. GIRK MPA**









**March 22 – 23, 2019**

**Brooklyn Park**   
**Unique.  
United.  
Undiscovered.**



**32-member group of internal and external stakeholders**

**Review of the value of strategic planning**

**Analysis of the agency's strengths, weaknesses, opportunities and challenges**

**Review of mission, vision and values**

**Short overview on the process to become accredited through Commission on Fire Accreditation International**



# Process Overview



Why Do We Exist?

Where Are We Now?

Where Do We Want To Be?

How Do We Get There?

How Do We Measure Our Progress/Impact?

# Finding the Right Balance



Community  
& Agency  
Desires



Actual  
Outcomes &  
Fiscal  
Realities

# Community's Desired Level of Service – *They don't know what they don't know*



# Community's Desired Level of Service – *They don't know what they don't know*



<b>Agency Perception</b>	<b>Pre</b>	<b>Post</b>
<b>How much do you like BPFDD?</b>	9.07	9.77
<b>How much do you trust BPFDD with your emergency medical needs?</b>	8.54	8.69
<b>How much do you trust BPFDD with your fire protection needs?</b>	8.46	9.31
<b>How much do you trust BPFDD with your tax money?</b>	7.85	9.15
<b>How much do you trust BPFDD with keeping your fire insurance rates as low as possible?</b>	7.75	9.15

# Community's Desired Level of Service – *They don't know what they don't know*



<b>Cost Impacts</b>	<b>Pre</b>	<b>Post</b>
<b>How much do you pay annually, per person, in tax money for BPFDD services?</b>	\$ 425	\$ 64
<b>What do you think is a fair cost, annually, per person, for BPFDD services?</b>	\$ 577	\$ 182

# Community's Desired Level of Service – *They don't know what they don't know*



<b>Desired Levels of Service</b>	<b>Pre</b>	<b>Post</b>
<b>Fire Protection</b>	9.61	9.92
<b>Emergency Medical Service</b>	9.69	9.92
<b>Community Risk Reduction/Prevention/Public Education Activities</b>	8.08	9.42
<b>Customer Service (Being Nice)</b>	7.77	8.92
<b>Agency Reputation</b>	8.31	9.50

## Activities

### **What did we do?**

- Inspection activities
- Training activities
- Emergency Response

## Outputs

### **How much did we accomplish with our activities?**

- Inspected 50% of all target hazards (dangerous buildings)
- Completed 3,000 hours of training
- Responded to 3,500 calls for service
- Responded within 10 minutes 85% of the time

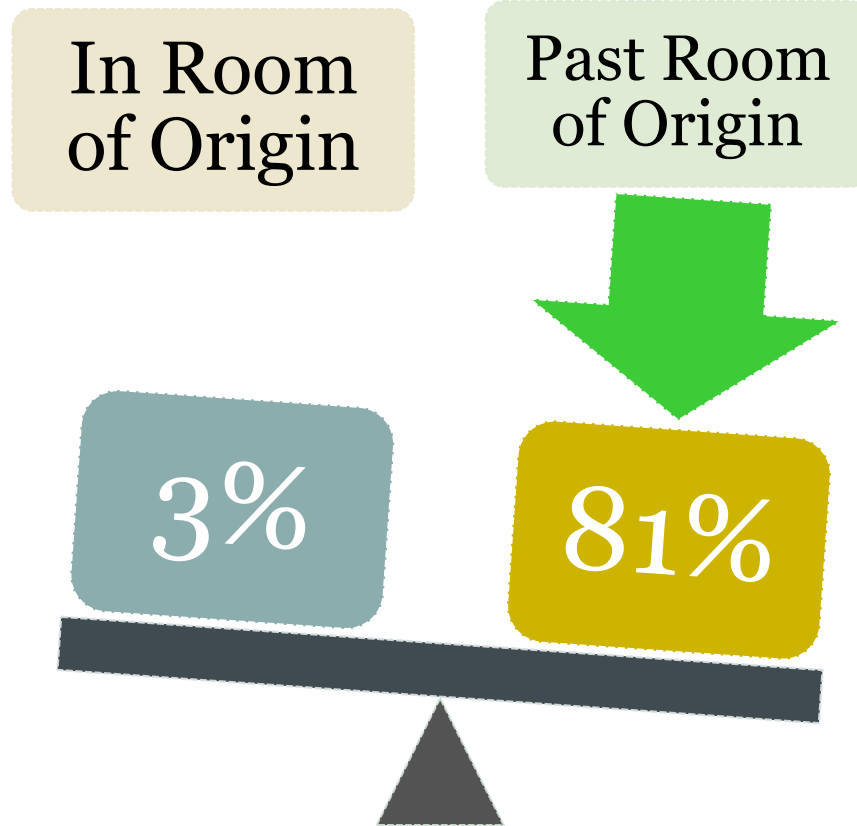
## Outcomes

### **What is in it for me (or my community)?**

- How likely is my life, or the lives of my family, going to be saved?
- How much of my property or my property's value will be saved?
- What will be the quality of my life?
- How much is this going to cost me?



# Chances of Injury or Death in a Home Fire (outcome)



NFPA: 2,600 fatalities and 13,000 injuries



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



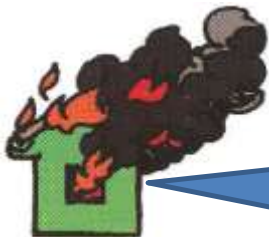
Survival = 80%  
Cost to Fix = 20%  
Displaced = 1 to 7 days



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 = 150%  
Displaced = 1 year



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



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

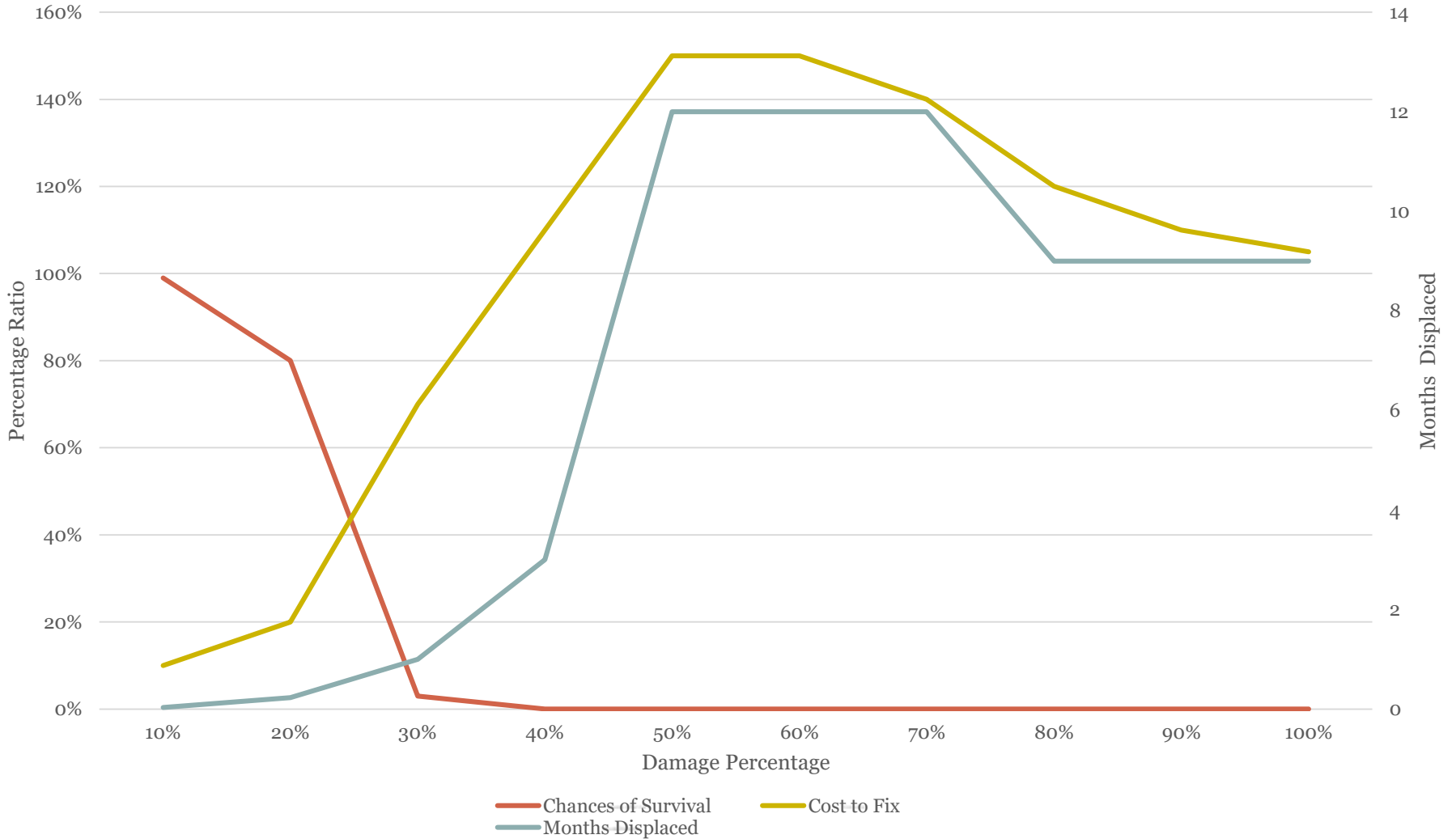


Survival = 0%  
Cost to Fix = 110%  
Displaced = 9 months



Survival = 0%  
Cost to Fix = 105%  
Displaced = 9 months

# Fire Damage Ratios



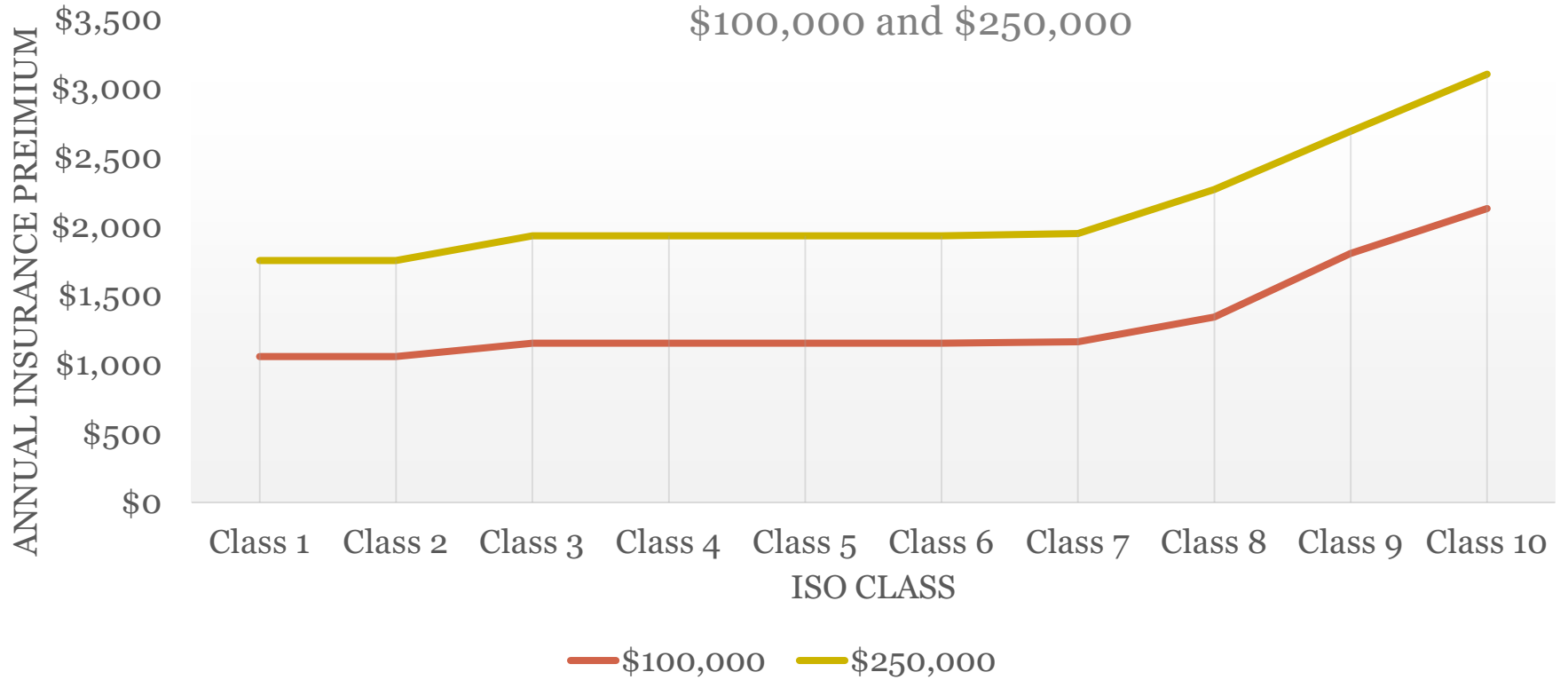
# Keeping Insurance Rates Low

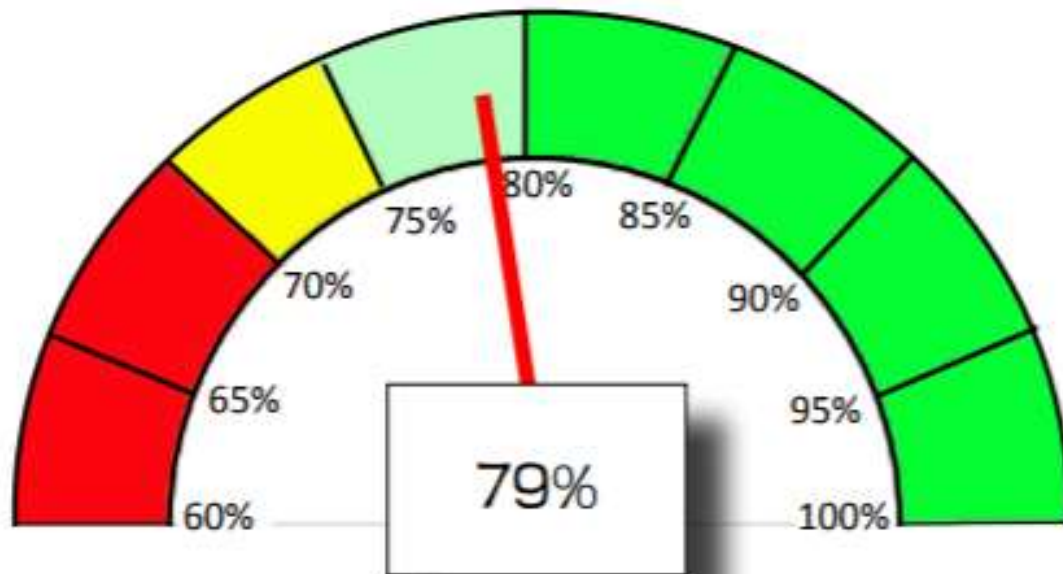
	PC2	PC3	PC4	PC5	PC6	PC7	PC8	PC9	PC10
\$1,000,000	\$5,184	\$5,755	\$5,755	\$5,755	\$5,755	\$5,813	\$6,833	\$9,499	\$11,375
\$750,000	\$3,930	\$4,355	\$4,355	\$4,355	\$4,355	\$4,399	\$5,163	\$7,160	\$8,563
\$500,000	\$3,020	\$3,341	\$3,341	\$3,341	\$3,341	\$3,376	\$3,955	\$5,464	\$6,527
\$250,000	\$1,752	\$1,930	\$1,930	\$1,930	\$1,930	\$1,947	\$2,266	\$3,101	\$2,687
\$100,000	\$1,057	\$1,153	\$1,153	\$1,153	\$1,153	\$1,164	\$1,341	\$1,803	\$2,128



Source: Unico Insurance Feb 2017

## Insurance Rates by ISO Class for Two Single Family Homes \$100,000 and \$250,000





Fire contained to room of origin for 80%  
of structure fires.

# Findings



**THREE KEY THEMES**

**9 STRATEGIC INITIATIVES**

**16 OUTCOME MEASUREMENTS**

**XX SUPPORTING GOALS**

# **How Do We Continue to Improve on Saving Lives During Emergency Events?**



- 1. Improve Survivability for Victims of Fire, Hazardous Material Release, Entrapment or other Crisis Incidents**
- 2. Improve Survivability of Patients Experiencing Acute Medical Emergencies**
- 3. Improve Firefighter Safety and Survival**



# How Do We Meet the Increasing Service Demands Over the Coming Years



- 4. Reduce Financial and Legal Risk/Liability to BPFDD and the City of Brooklyn Park**
- 5. Improve Efficiency within Current Budget System**

# How Do We Better Market Our Services and Demonstrate Our Value to Our Community?



- 6. Promote a Positive Agency Reputation within the Community**
- 7. Mitigate Fire Related Damage to Allow Occupants to Remain in the Impacted Structure after Suppression Operations**
- 8. Provide Downward Pressure on Fire Insurance Premium Costs within the Community**
- 9. Provide Value Beyond the 911 Call**

# How Do We Continue to Improve on Saving Lives During Emergency Events?



## 1. Improve Survivability for Victims of Fire, Hazardous Material Release, Entrapment or other Crisis Incidents

Keep annual growth rate of structure fire instances at or below annual population growth rate

Contain structure fires to the room of origin 80% percent of the time or better

Zero civilian deaths due to fire (accidental/unintentional)

Rescue victims of entrapment within 20 minutes of arrival, 90 percent of the time (Arrival to Transfer to EMS - hospital trauma accreditation)

All fire response zones maintain a service reliability score above 85%

# Outcomes that Matter



- **Keep annual growth rate of structure fire instances at or below annual population growth rate**
- **Contain structure fires to the room of origin 80% percent of the time or better**
- **Zero civilian deaths due to fire**
- **Rescue victims of entrapment within 20 minutes of arrival, 90 percent of the time**
- **All fire response zones maintain a service reliability score above 85%**

# Outcomes that Matter



- **Maintain a cardiac survival rate at or above the national average (ROSC)**
- **Zero firefighter Line of Duty deaths**
- **Zero cases of substantiated harassment/discrimination**
- **Maintain “Employee Engagement” study/satisfaction survey of XX or better**
- **Maintain Workers’ Compensation costs below 3% of annual budget**
- **Maintain a cost per capita below regional comparative average**

# Outcomes that Matter



- **Pursue fire service accreditation through the Commission on Fire Accreditation International**
- **Improve ISO Rating to Class 2 or better**
- **Recruit and hire employees that represent the demographic make-up of the community**
- **Maintain “Community Engagement” Satisfaction survey with fire department (biennial residential study)**
- **Save at least 95% of the value of property and contents threatened by fire**

# New Mission Statement



**PROTECT LIVES, PROPERTY AND THE ENVIRONMENT THROUGH EXCELLENCE IN SERVICE WITH COMPASSION; IN AN ATMOSPHERE THAT ENCOURAGES INNOVATION, PROFESSIONALISM AND DIVERSITY WHILE WORKING EFFICIENTLY AS A TEAM WITH THE COMMUNITY AND AVAILABLE RESOURCES.**



# Questions