

Brooklyn Park Fire Department Strategic Planning

Operational Plan

Report to the City Council
May 28, 2019



Brooklyn Park 
Unique. United. Undiscovered.



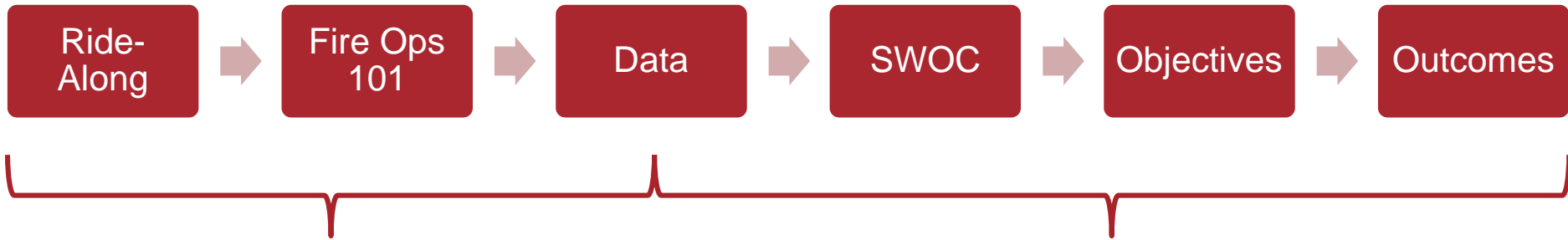
Strategic Planning

- 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

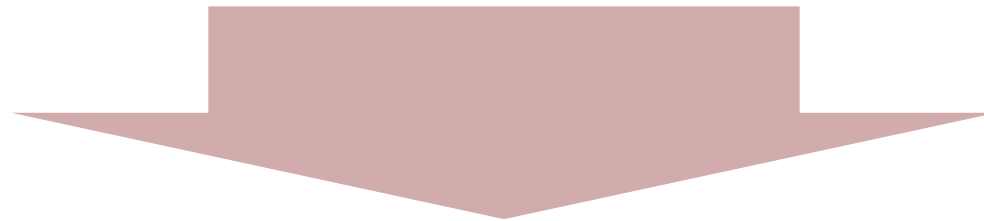
- Day-to-day implementation of strategic decisions
- More immediate
- Implementation strategies (how, means, etc.)

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

Associated Press Published 2:01 p.m. ET Nov. 28, 2018 | Updated 2:02 p.m. ET Nov. 28, 2018

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 fire departments are even shutting down. Most are changing the way they recruit.

BY KATHERINE BARRETT & ...

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

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

 All Medical
  Major Medical
  Inspections
  Emerg. Mngt.

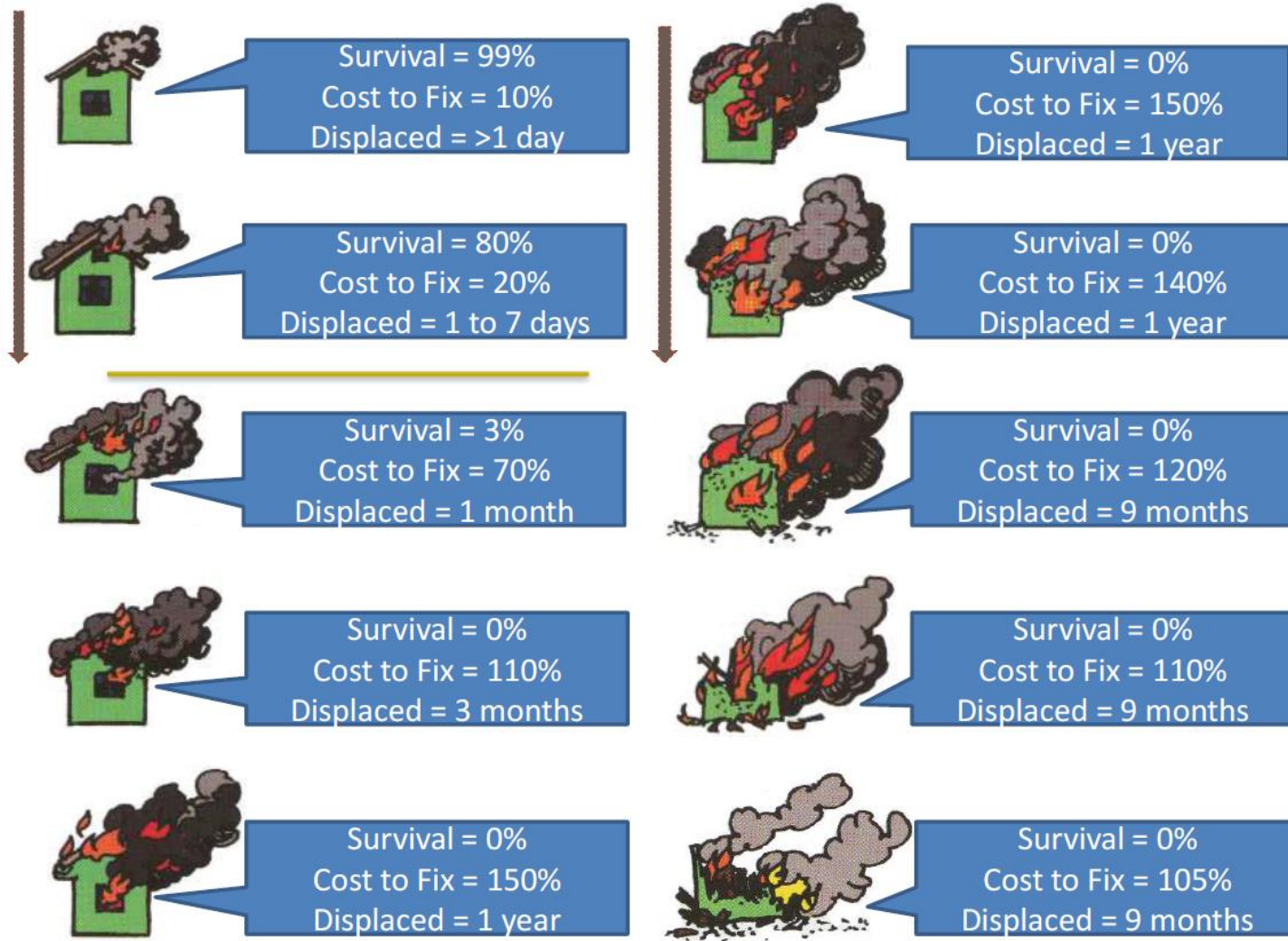
STRATEGIC PLANNING

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

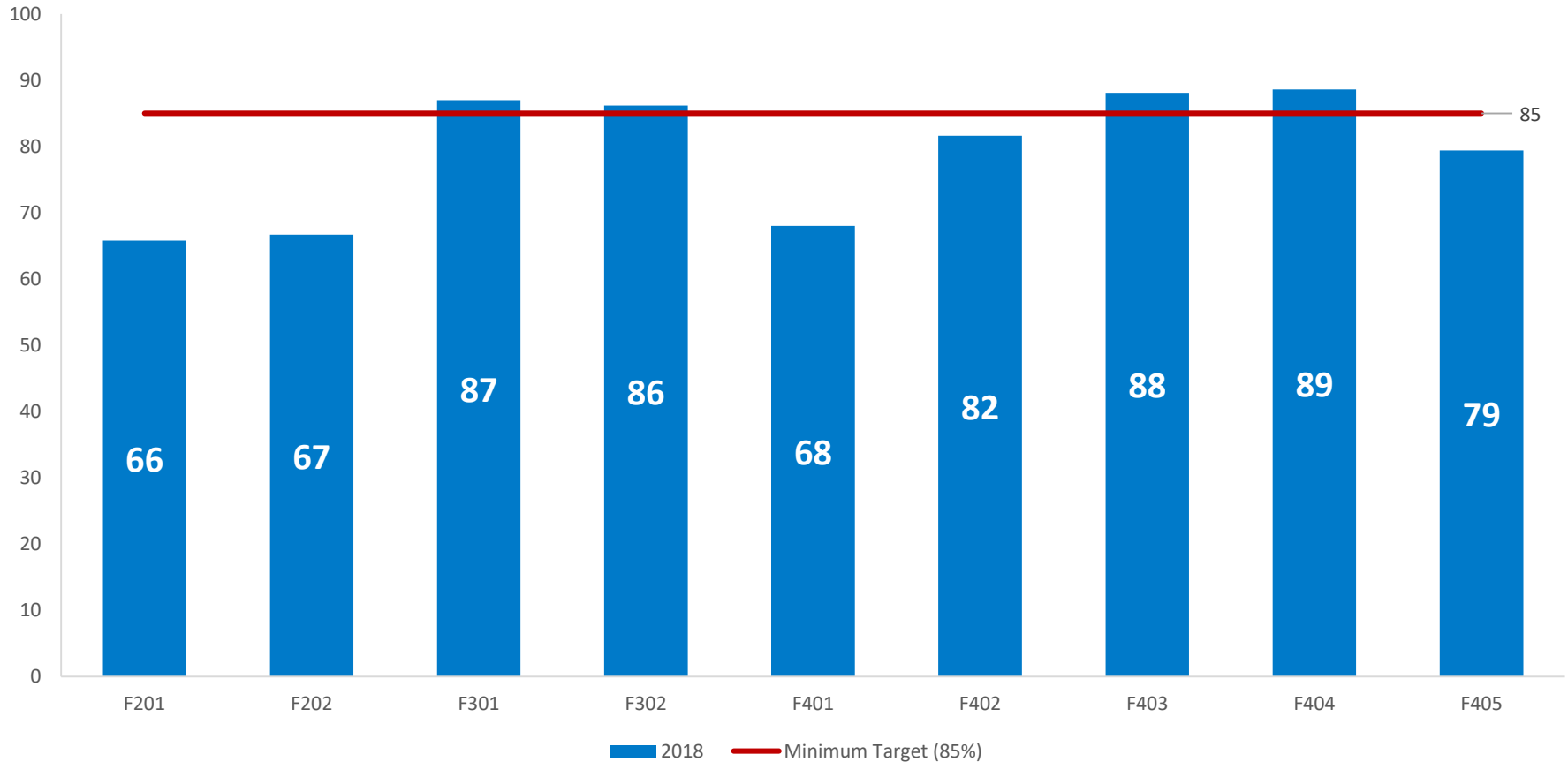


Key Outcome Measurements

- 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



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

#1

Improving Effective Response Force

- Improving the effective response force to structure fire and other high-risk incidents
- Improving system capacity
- Improving the reliability score <85% for zones 401, 402, 405, 202, and 201
- 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

#1

18 Month Operational Plan

Effective Response Force Staffing

- **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

Task	Recommended	7 Personnel	10 Personnel
Incident Command	1 Officer	1 Officer	1 Officer
Fire Suppression	2 Firefighters	2 Firefighters	2 Firefighters
Pump Operator	1 Firefighter	1 Firefighter	1 Firefighter
Back-up Suppression	2 Firefighters	2 Firefighters	2 Firefighters
Rapid Intervention	2 Firefighters	1 Firefighters	2 Firefighters
Search & Rescue	2 Firefighters	This is today's model	2 Firefighters
Ventilation	2 Firefighters		Proposed 18-month plan
Aerial Operator	1 Firefighter		
Division Supervisor	1 Officer		
Safety Officer	1 Officer		
Investigator	1 Trained Inv.		
	16 Total *		

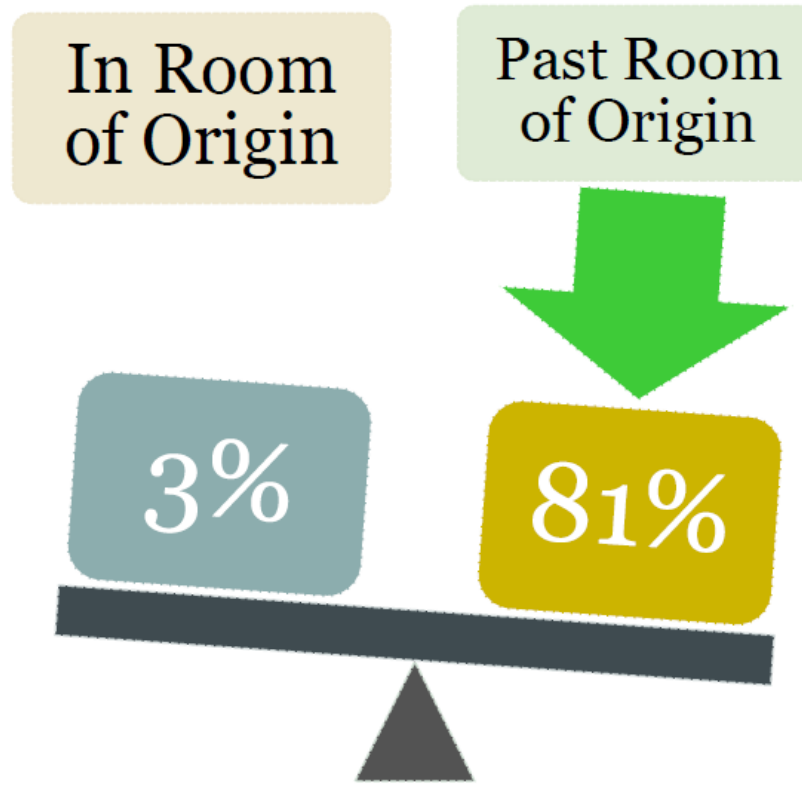
* Based on Center for Public Safety Excellence, Fire & Emergency Service Self-Assessment Manual (p. 62). Does not include water supply officer.

#1

18 Month Operational Plan

Effective Response Force Staffing

Statistical likelihood of dying in a structure fire



Source: Fitch and Associates

#1

18 Month Operational Plan

Effective Response Force Staffing

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

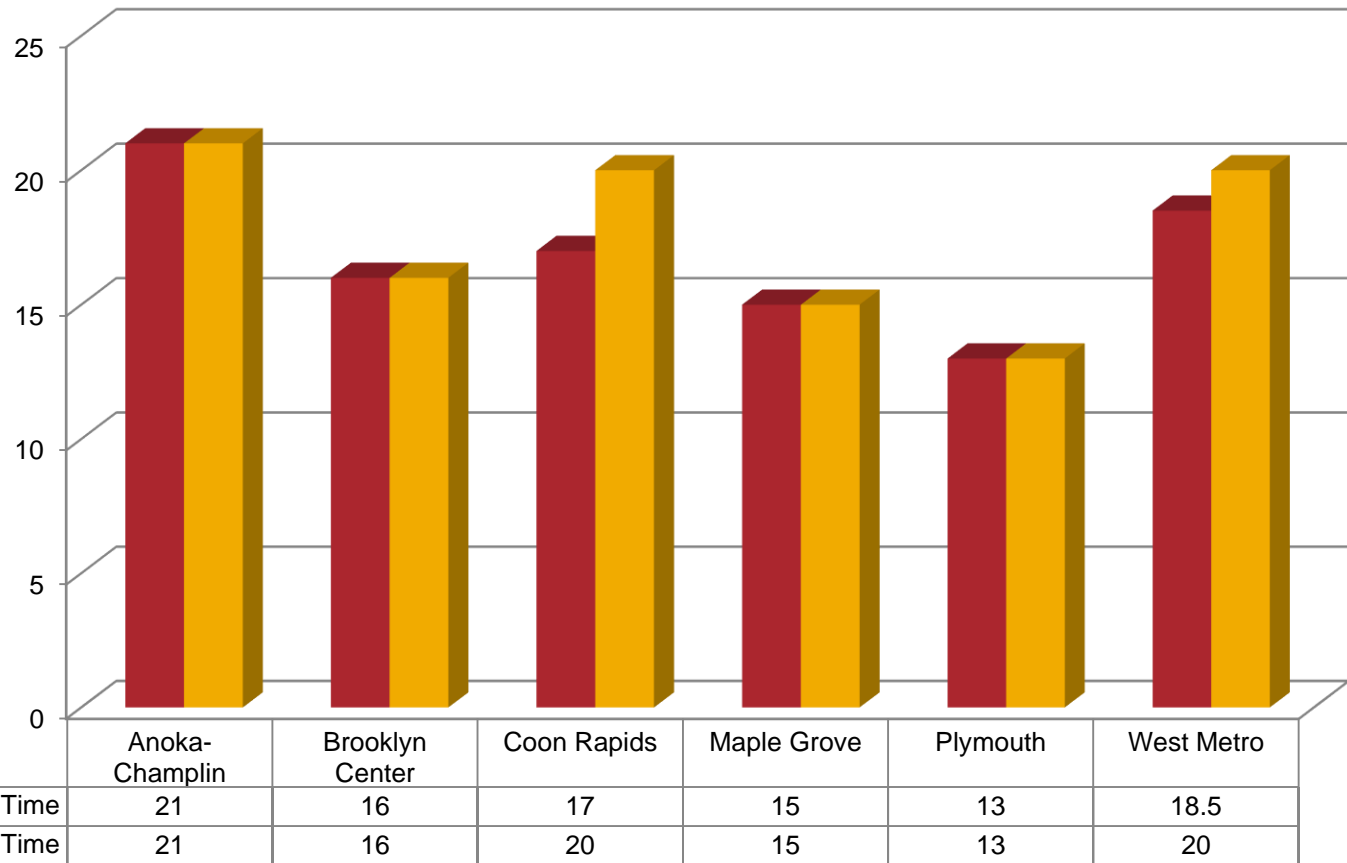
Kevin Miller May 7, 2019



(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 Peil, who was twice saved by emergency responders in March.

Mutual/Auto Aid



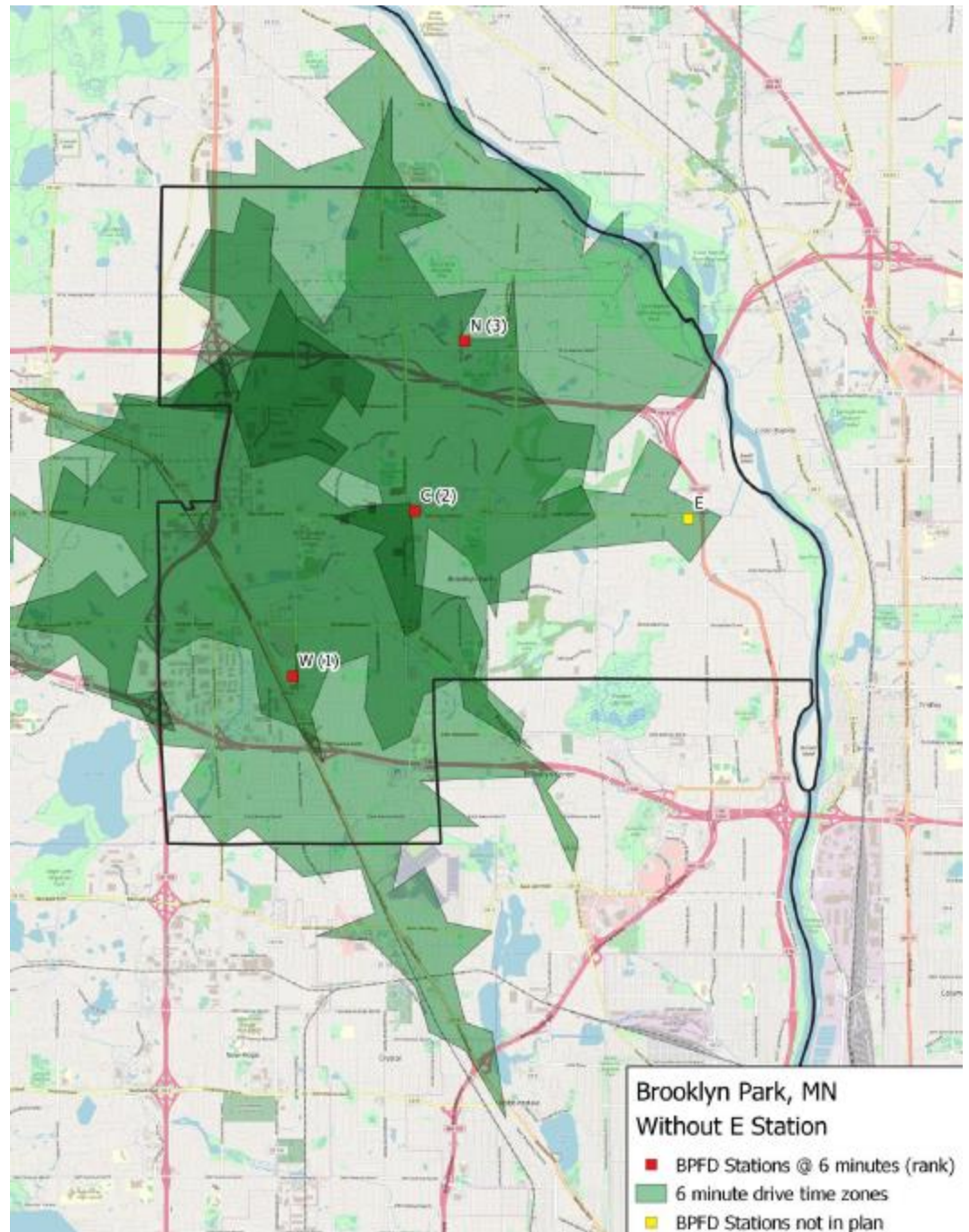
Data collected in April, 2019, at the request of the Brooklyn Park Fire Department.

East Station

Scenario:

Central, West, and North
Staffed

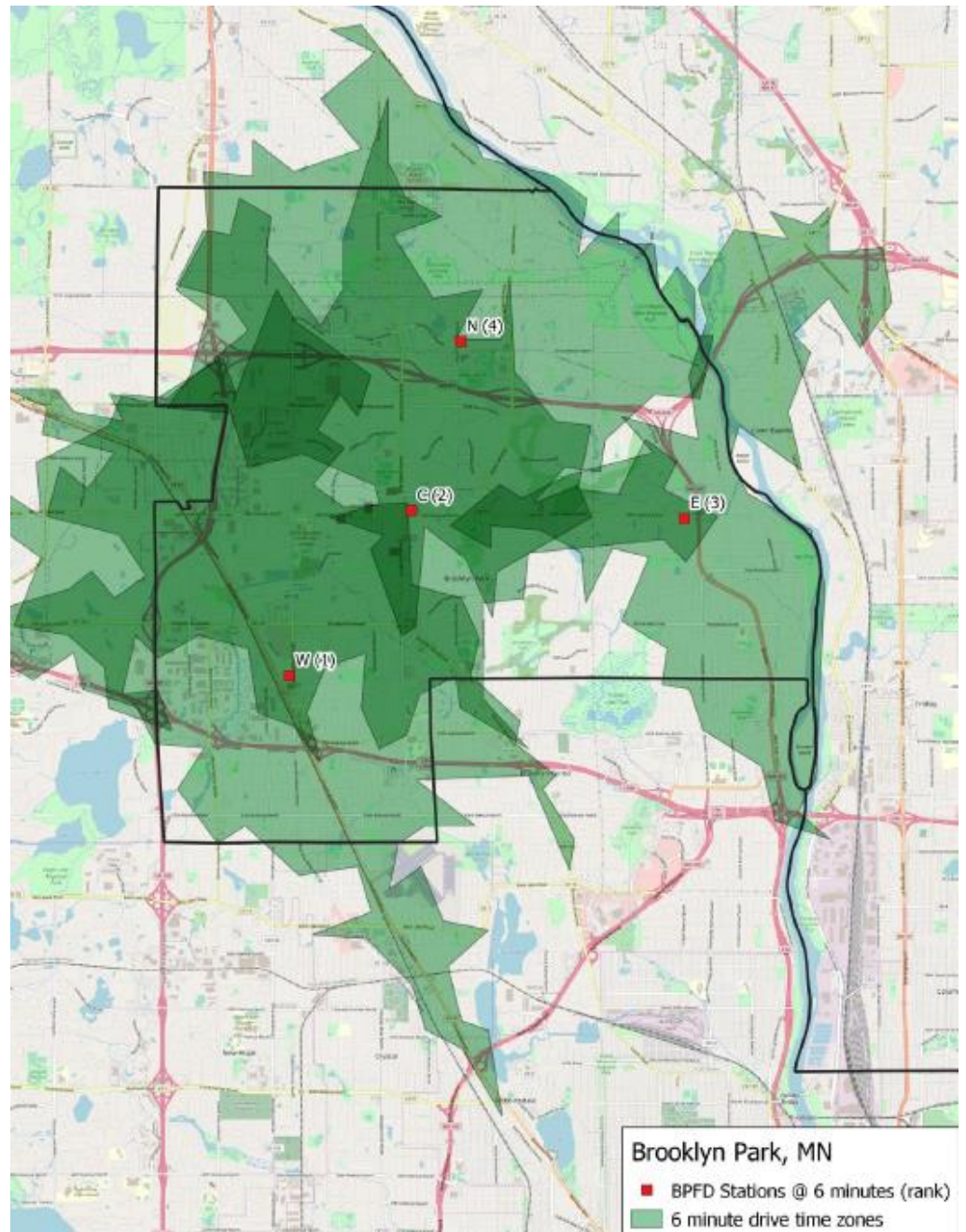
East Closed



East Station

Scenario:

Central, West, East, and
North Staffed



Operational Staffing Options

Option	Model	FY19/20 Costs	Details
A	Career model + pilot part-time program	<ul style="list-style-type: none"> Budget neutral Reallocation of existing funding 	<ul style="list-style-type: none"> Hiring of additional career staff Dissolution of POC program, incl. Relief* Creation of pilot part-time program (PERA)
B	Immediate transition to career	<ul style="list-style-type: none"> Budget Neutral Additional OT within existing budget 	<ul style="list-style-type: none"> Hiring of additional career staff Dissolution of POC* program, incl. Relief
C	Reinvestment into POC workforce in existing combination model	<ul style="list-style-type: none"> Additional \$586,800+ 	<ul style="list-style-type: none"> Current career staffing Add 30-60 POC personnel and support staff

Improving Effective Response Force

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)

#2

18 Month Operational Plan

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

18 Month Operational Plan

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

#4

18 Month Operational Plan

Community Risk Reduction

- Evaluate current public education and risk reduction programs
- Expand community outreach programming (“Fire on the Go”)
- Add health, wellness, and medical focus to programming



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, onboarding, recruitment, and QA
- Expand community engagement and outreach



Funding Sources

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



Long-Range Recommendation and Plan

- 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

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