

For The Permanent Record

Meeting Date: 2.11.2013

Agenda Item #: D.1

Council Manager Workshop



Fire Department Strategic Direction 2011 – 2020

City Council Work Session

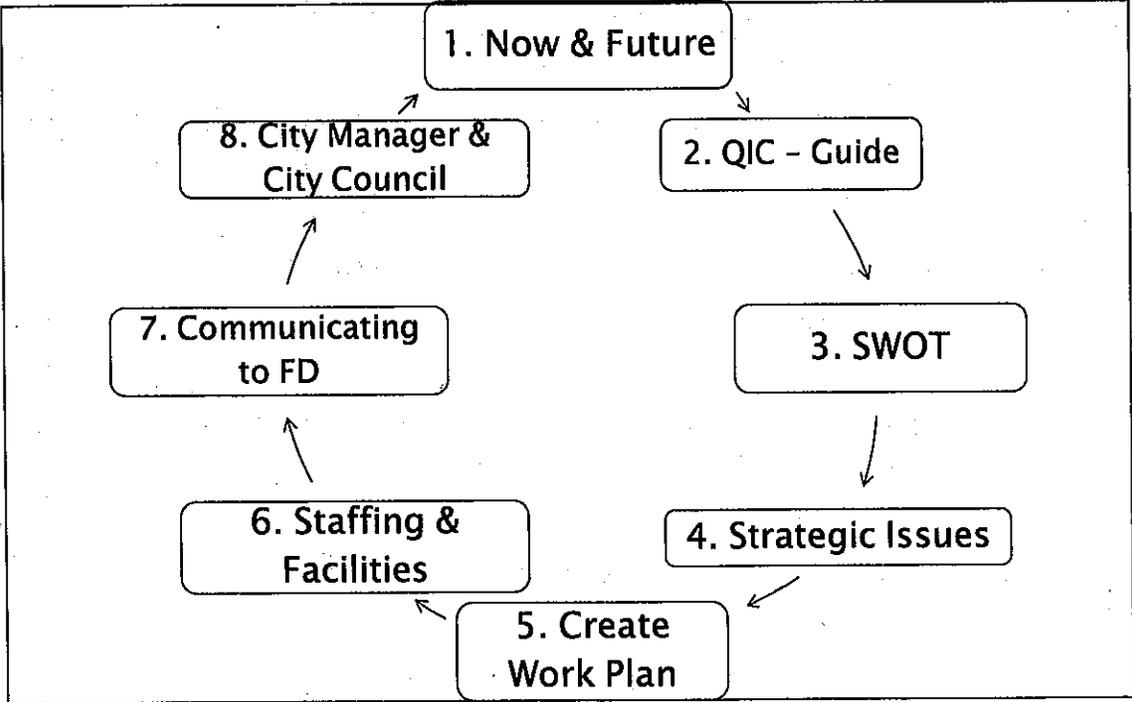
November 8, 2010



Strategic Direction

- ☑ Create a more sustainable Fire Department, building capacity in our personnel, financial, physical and organizational infrastructures.
- ☑ Improve existing services that respond to a changing economy and the changing demographics of Maplewood.
- ☑ Consolidate with other communities to create a Fire District.

The Process





Timeline



- ▶ 1. Present Information to QI Committee in August 2010
- ▶ 2. Present Information to Manager and Council in November 2010
- ▶ 3. Present Information to Fire Department Personnel in September 2010
- ▶ 4. Hold Public Information Sessions TBD
- ▶ 5. Start Implementation in 1st Quarter 2011

Trends That Impact Our Department

- Aging Population: Median Age has increased by 3 years over the past 10 years ⇒ increased service demand
- Economics/Politics ⇒ Smaller Government
- Home Value ⇒ Decrease = less city revenue
- Increased Rental Property + Dense Housing
- Increasing Number of Senior Living Facilities
- Increased overhead costs
- Aging Equipment/Stations ⇒ fix it sooner or later

Challenges with Current Operations

- ☑ Inconsistent response 7 hours of the day when using paid-per-call employees
- ☑ Cannot use full capacity of all our personnel due to different response systems (FT vs PPC)
- ☑ Major repairs are needed to several stations to keep them operational
- ☑ Major remodeling will also be needed to some stations to accommodate future needs and operations

Challenges with Current Operations (cont'd)

- The locations of the stations are no longer appropriate for the workload**
- The five stations were built when the community was serviced by three different fire departments starting back in 1943**
- Majority of the calls are handled by staff responding from two fire stations**
- Difficulty recruiting and retaining paid-per-call employees (nation-wide trend)**

Staffing: Options We Considered



- A. Continue current operations (change will be forced upon us)
- B. Share out crews (different staffing levels between stations)
- C. Full-time staffing
- D. Private Ambulance Service, retain only fire service
- E. Staffing stations 24/7 with a combination of FT/PT staff

Recommendations

1. Close stations 3 and 4
2. Replace station #1 with a new facility in a better location to better service the south end of the city
3. Add on to station #2 to provide adequate living quarters and apparatus space
4. Replace station #7 in current location to provide living quarters and apparatus space

Average Response Time & Total Calls

<u>Station</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
1	5:23	5:12	5:37	5:38	6:17
Calls:	582	640	563	726	906 + station 4 calls = 1,195
2	3:58	4:39	5:16	5:17	5:07
Calls:	928	989	980	875	959 + 2/3 of station 3 calls = 1,341
3	5:19	6:18	7:01	7:18	7:39
Calls:	645	618	616	557	573
4	7:05	6:50	7:26	7:55	7:23
Calls:	355	364	420	347	286
7	5:22	5:54	7:12	7:05	5:46
Calls:	1,191	1,215	1,157	1,223	1,263 + 1/3 of sta. 3 calls = 1,452

Staffing: The Program

- **Four PT personnel per shift – goal six per shift**
- **Up to five FT personnel per shift**
- **Shift lengths will be approximately 6 hours**
- **PT staff will work together with FT staff between 3 fire stations (1, 2, 7)**
- **Shifts will be bid quarterly by seniority**

Staffing: The Program (cont'd)

- **Each PT employee will need to work at least 108 hours per quarter (36 hours per month avg., not including training)**
- **All personnel will rotate between the three stations that are staffed.**
- **Three ALS ambulances and one engine will be utilized when fully staffed**

Citizen Concerns When Closing Fire Stations

▶ *Increased Response Times*

- ✓ Will remain stable or decrease due to the increased consistency

▶ *Increased Costs*

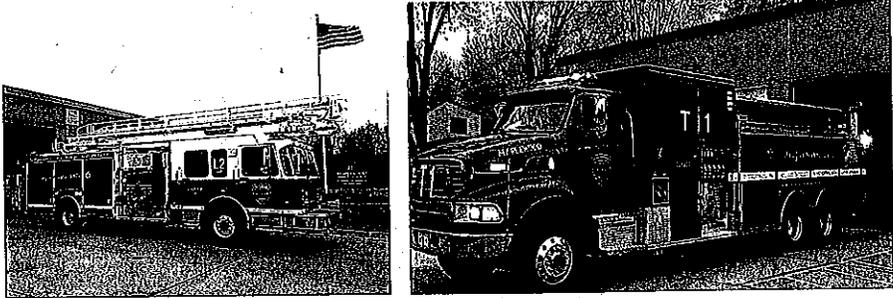
- ✓ Will remain equal or decrease due to the decreased overhead when reducing the number of stations
- ✓ Decreased cost due to the decrease in maintenance on buildings and equipment



Future Opportunities with Proposal

✓ Safer Facilities for Personnel and Citizens	✓ Ability to staff stations adequately now and in to the future
✓ Ability to handle increasing call volume	✓ Ability to increase the staffing levels
✓ Increased efficiency which will save money	✓ Potential Partnership with 3M
✓ Adequate Sleeping Quarters	✓ New Emergency Operations Center
✓ Ability to Accommodate Modern Emergency Vehicles	✓ Sustainability

Maplewood Fire Department Strategic Plan 2011-2016



Department's Staffing

<u>Department</u>	<u>Stations</u>	<u>FF on 24/7</u>	<u>Calls</u>	<u>ALS Transport</u>	<u>First Responders</u>
Brooklyn Park	4	6	7,500	No	Yes
Burnsville Fire	2	9-11	5,000	Yes	
Coon Rapids	3	6-9	4,800	No	Yes
Cottage Grove	3	2-3	2,600	Yes	
Edina	2	6-8	5,000	Yes	
Fridley	3	2-4	2,700	No	Yes
Lake Johanna	4	4-6	2,000	No	Yes
Maplewood	3	7-8	4,100	Yes	
Oakdale	2	2	2,000	Yes	
Richfield	2	6-8	4,000	No	Yes
Roseville	1	4-5	4,300	No	Yes
St. Anthony	1	2	1,000	No	Yes
St. Louis Park	2	5-6	4,500	No	Yes
South Metro	2	8-10	4,900	No	Yes
Stillwater	2	2-3	1,400	No	Yes
Woodbury	4	4 (days) 3 (nights)	3,100	Yes	

Calls by Type

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
A	436	856	939	962	105
B	337	662	780	878	82
C	406	693	789	870	93
D	496	826	854	888	100
E	26	35	48	42	6
Total EMD:	1704	3072	3410	3640	386
Indeterminate:	1506	120	85	66	7
Total Calls:	3266	3192	3495	3706	393

Emergent Transports

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Total Number:	146	146	189	202	34
Percentage:	4%	5%	5%	5%	9%

Station Staffing

Station 1

Full-time FF/Medic
Part-time FF/EMT
Full-time FF/Medic
(Jump Car)

Station 2

Full-time FF/Medic
Part-time FF/EMT
Part-time FF/EMT
Part-time FF/EMT

Station 3

Full-time FF/Medic
Part-time FF/EMT

Incident Response Time Analysis

<u>Minutes</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
8 mins.	90%	85.6%	77.6%	75.4%	86.9%
9 mins.	94%	90.3%	84.9%	83.7%	92.8%
10 mins.	96.3%	94.7%	90%	89.5%	97.3%

Future Opportunities for Your Fire Department

Greater Capacity: for increasing number of Fire, EMS calls.

Adequate and Flexible Staffing: for all three stations.

Safer facilities: for personnel and citizens.

Superior Recruitment: for part-time employment offer.

Increased Efficiency: for better use of limited resources.

Green: for modern, environmentally sustainable stations.

Good Government: for shared resources, fire district.

Partnerships: possible Emergency Operations Center and with local businesses

Next Step

The fire department is requesting the council to direct staff to develop a financing plan for the proposed new fire station.