

Fire Department Staffing Strategic Outline

City Council Presentation

March 26, 2018



Phase I
Stability & Consistency



Why the Transition?

- The Fire Department had been continuously faced with:
 - The prospective of a unionized part-time staff (AFSCME).
 - Part-time benefits due to the Affordable Healthcare Act (ACA).
 - Significant part-time supervision issues.
 - High firefighter hiring and training costs.
 - High firefighter turn-over rates.
 - Serious recruitment challenges.
 - Losing our talented firefighters to other opportunities.
 - A very inexperienced department due to continuous turnover.
 - An inconsistent level of service and staffing day-to-day.
 - A staffing program held together with four to five firefighters working full-time hours to avoid daytime staffing gaps.

Phase I Assessment

Phase I Accomplishments

- Stabilized staffing program, with improved supervision.
- Enhanced levels of service and performance to the community.
- Balanced approach to supervision, administrative duties, and command.
- An established approach to succession planning.
- A cohesive team atmosphere.
- City wide safety and risk management program.
- Enhanced firefighter training.
- Improved institutional knowledge.
- Enhanced medical skills and medication delivery.
- Enhancement has been budget neutral with the exception of department inflationary increases.
- Promotional opportunities for internal staff.
- Community and council support for transition.

On-Going Challenges

- Part-time staffing vacancies and future projections.
- Emergency call-back staffing and future response considerations.
- Community event and outreach staffing.
- Part-time training challenges.
- Part-time skill deterioration and department disassociation.
- Assessing current and on-going part-time employee value.
- Increasing call volumes.
- Full-time firefighter fatigue and burnout concerns.

Current Full-Time Status

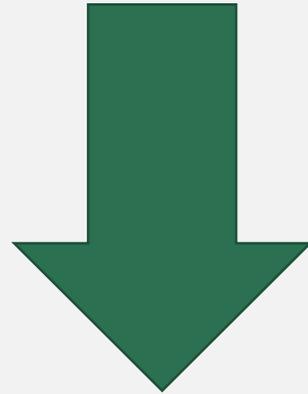
- Fire Chief
- Assistant Chief
 - Department Assistant

- A-Shift: Battalion Chief & four full-time firefighters
- B-Shift: Battalion Chief & four full-time firefighters
- C-Shift: Battalion Chief & four full-time firefighters

- 17 Full-time Staff
- 27 Part-time Staff

Command Staff Strategic Planning

Phase I- Stability and Consistency



Phase II- Community Risk Reduction

Phase II: Community Risk Reduction

- Community Risk Reduction (CRR) is:
 - A National Fire Protection Association (NFPA) supported and recommended program.
 - A systematic process of community needs and risks and evolving services and programs to meet needs and risks.
 - Data-driven programs.
 - Encompasses multiple programs and services in an effort to mitigate the loss of life and property.
 - Multi-faceted approach utilizing several areas of experience and expertise within the fire department.

Phase II: Community Risk Reduction

- Phase II is Built From **Four Pillars** of Foundation and Service:
 - **Advanced Life Support- First Response**
 - **Enhanced Fire Prevention and Inspections Programs**
 - **EMS Prevention and Community Health Outreach Programs**
 - **NFPA 1710**

Phase II: Community Risk Reduction

- Advanced Life Support (ALS) First Response
 - A huge and critical step in the right direction for our community.
 - Advanced medical care within five minutes of calling 911.
 - Prolonged on-scene times.
 - Possible co-transport with Allina to maintain high level of care.
 - Thin or decreased staffing due to additional capabilities.

Phase II: Community Risk Reduction

- Community Risk Reduction Benefit of ALS First Response:
 - Regions Medical Director approved and recommended.
 - Address advanced EMS needs of the community at the fire department level.
 - Increased survivability and viability of our most critical call responses.
 - Improved and impactful services to the community that are easily recognizable and supportive.
 - Potential billing and revenue generation in the future.
 - Balance the cost of the program.

Phase II: Community Risk Reduction

- Fire Prevention Programs
 - Opportunistic programs for inspections, prevention, and education.
 - Plan Review
 - Permit Inspections
 - Ventilation Hood Inspections
 - Proactive Inspections
 - Pre-Plan Development
 - Hotel and Motel Inspections
 - Multi-Family Licensing and Inspections
 - Enhanced Educational and Fire Prevention Programs

Phase II: Community Risk Reduction

- Community Risk Reduction Benefit of Enhanced Fire Prevention and Inspections Programs
 - Fire Department revenue generation.
 - Marked increase of fire and life safety inspections.
 - Pre-plan information for response safety and awareness.
 - Better meeting demands and expectations of businesses, renters, and home owners in Roseville.
 - Education and outreach that addresses more ages and socio-economic levels beyond current abilities.

Phase II: Community Risk Reduction

- EMS Prevention and Community Health Outreach
 - Robust program
 - Many moving parts: Response, Prevention, and Education
 - The new EMS equivalent to Fire Prevention in the 1980's and 1990's!
 - Community EMT/Community Paramedic
 - Senior Programs
 - Health Clinics
 - Assisted Living Partnerships
 - Roseville Fire Free Clinic
 - Clinical partnership

Phase II: Community Risk Reduction

- Educational Programs:
 - Community CPR
 - Remembering When Program
 - Regions Hospital Partnership
 - City Staff Training
 - Police First Responder Training
 - 916 Educational Program
 - Ride-Alongs
 - University of Minnesota- EMS
 - Health Fairs
 - Blood Pressure Clinics
- Preventative Care is one of the leading edges to improved community health.
 - Safer community
 - Reduction of call responses and ambulance transports
 - Reduction in annual ER visits

Phase II: Community Risk Reduction

- NFPA 1710
 - Transition to 1710 is a model of service based off of deployment, staffing, and services.
- Currently not compliant with NFPA 1710
 - Requires between 15-17 within eight (8) minutes.
 - Current deployment model:
 - 9-14 firefighters within eight (8) minutes.
 - 4-5 on-shift firefighters
 - 1-3 administrative officers
 - 4-6 automatic aid response (Lake Johanna Fire Department)
 - Potential closest unit response as well

Phase II: Community Risk Reduction

- Community Risk Reduction Benefit of NFPA 1710 Compliance:
 - More appropriately dispersed workload.
 - Firefighter injury reduction.
 - Rescue and suppression efforts and tactics improve.
 - Compensate for ever-reducing part-time/POC firefighter response.
 - Improvement in overall Insurance Service Office (ISO) scoring.
 - Enhanced model with additional staffing:
 - 12-17 firefighters for a reported dwelling fire
 - 7-8 on shift at Roseville Fire
 - 1-3 administrative staff
 - 4-6 automatic aid response firefighters
 - Potential closest unit response as well

Phase II: Community Risk Reduction

- **Phase II- Summary**

- Four Pillars of action, service, and outreach:
 - Advanced Life Support First Response
 - Huge advantage for care in our community.
 - Gets more immediate care and skills to those in critical condition.
 - Enhanced Fire Prevention and Inspections
 - Advancing an already growing program
 - EMS Prevention and Community Health Outreach
 - Call reduction through proactive measures.
 - The 1-on-1 opportunity for community members.
 - NFPA 1710 Compliance
 - Decreased POC response.
 - Enhances tactical and safety advantages for fire-ground operations.
 - Improves emergency scene workload and expectations.

Regional Response &
Consolidation

Future Opportunities & Needs



Day-to-Day Response Versus Large Scale Incidents

- Build Phase II to allow for:
 - Appropriate staffing levels
 - Considerations for time-off
 - Call volume
 - Firefighter burn-out
 - Programs and inspections
 - Training requirements
- Build and structure a regional system to provide assistance for larger scale incidents
 - Complexity of size and type of business and operations within the community
 - Understand and plan for limited call-back personnel
 - Short term part-time staff trends and numbers
 - Longer term full-time expectations
 - Regional changes in staffing and response

Emergency Response Capabilities

- As part-time firefighters depart through natural attrition, full-time replacements are necessary to assure for enough resources for both on-duty and off-duty response levels.



Conversation Regarding FTE'S

- Long standing Fire Department authorized part-time staffing level of 82 firefighters.
 - Long standing part-time/full-time equivalent is 1/3:1 part-time to full-time employee.
 - Therefore, 82 part-time firefighters at 1/3 equivalent is 27 FTE'S.
- The Phase II program desired total full-time staff would be 26 (including Chief and Assistant Chief).

Community Outreach and Education

- Host multiple community educational events utilizing park buildings and the fire station.
- Participate and present for civic organizations and community stakeholders:
 - Multiple education events hosted at park buildings and fire station
 - Rotary
 - Kiwanis
 - Business Associations
 - Finance Commission
 - Senior and Assisted Living Facilities
- Goal is to reach over **3,000 community members** to educate them on the Phase I and Phase II process of the fire department.

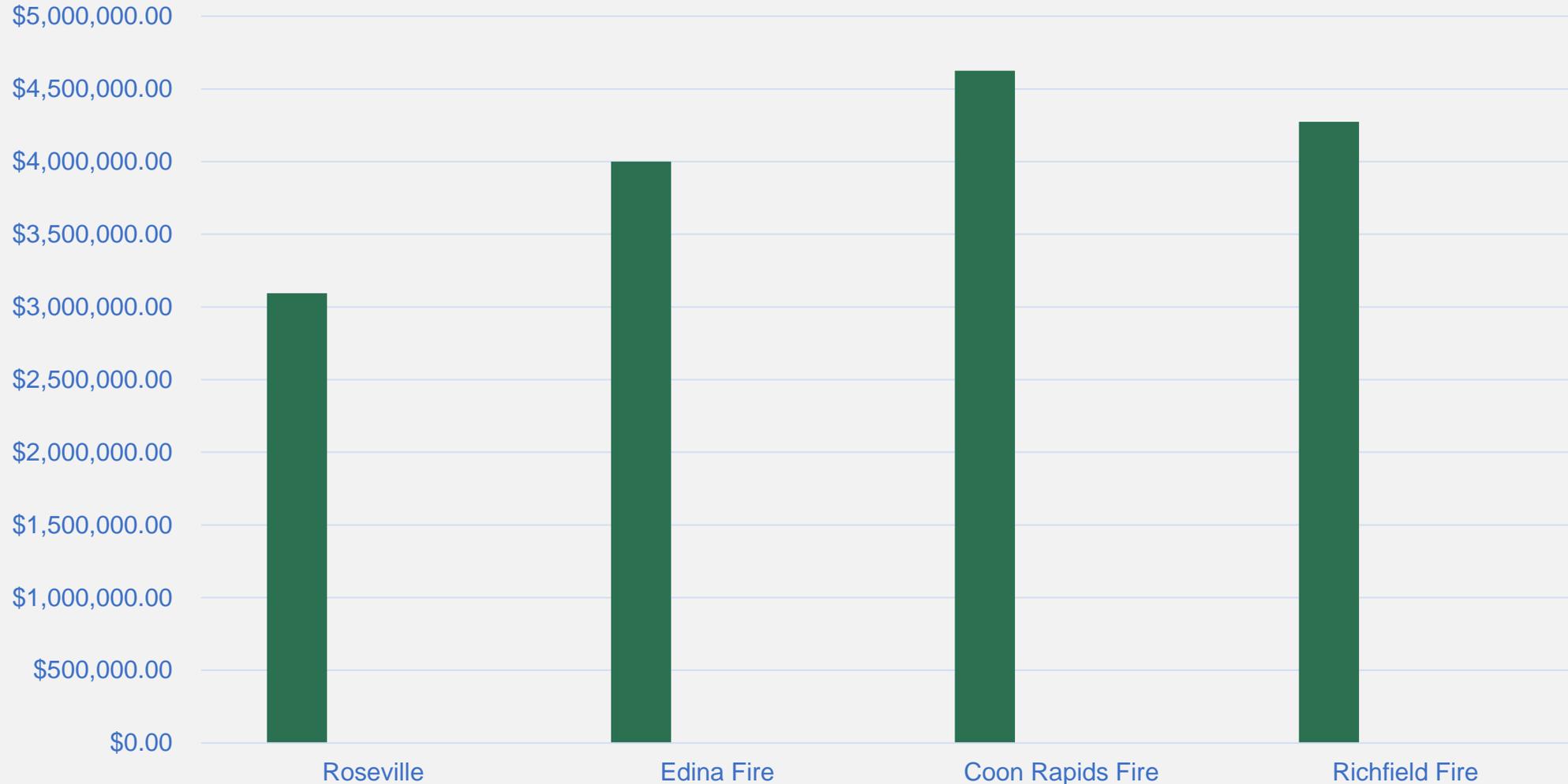
Hiring and Budget Considerations

- Hiring and Budget Proposal:
 - Implementation and promotion of career Lieutenants.
 - The on-boarding of several new firefighters will require stabilized supervision.
 - Perform quarterly fulltime firefighter hiring processes starting in the fourth quarter of 2020.
 - One FT firefighter hire per quarter.
 - Complete hiring process by January 2022.
 - Systematic training and phase-in of professional staff.

Phase II Financial Impacts

- 2020 Budget Increase \$310,852.82
 - 2021 Budget Increase \$392,054.53
 - 2022 Budget Increase \$116,987.35
 - **Total Phase II Personnel Cost \$819,894.70**
-
- Increase on Roseville Average Household of \$3.28 per month or \$39.36 annually.

Budget Comparisons Metro Fire Departments



Budget Comparisons Roseville Departments





Q

&

A

Questions?