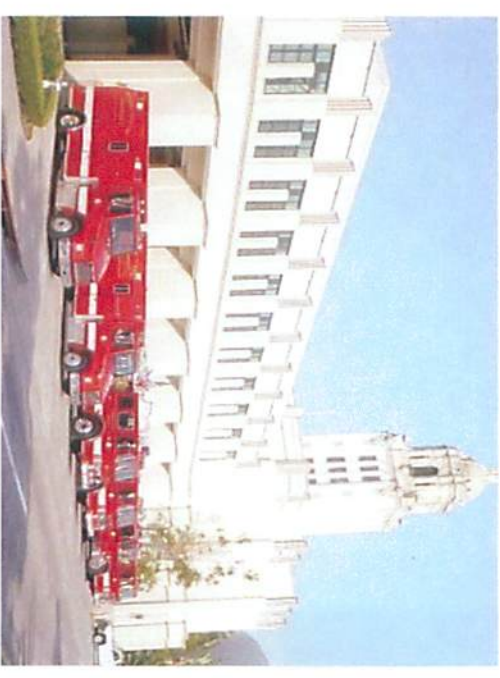


# Fire Department Review & Strategic Plan

## City of Beverly Hills



*Presented on November 4, 2010*

*by: Citygate Associates, LLC*

# Project Deliverables

- Organizational and Management Analysis
- Strategic Plan – for the near term
- Both deliver a “Best Practices Tune-up” for a capable agency



# Department Strengths

- A caring, committed, technically competent department exists
- Adoption of best practices fire codes
- The existing fire station locations are correctly placed
- A wide variety of programs – unusual for smaller suburban agencies

# Policy Choices Framework

- No mandatory federal or state minimum service levels
- If fire services are provided, they have to be delivered safely, following standards



# Policy Choices Framework

- Communities have the level of fire services that they need and can afford
- The challenge is matching need with fiscal capacity



# Fire Service Challenges

- The City has not been immune from the “perfect storm” of over twenty years of the State’s taking of local revenues
- Federal and State safety regulations have dramatically increased, over the same timeframe



# Performance Review Components

- Existing deployment
- Risks and expectations
- Measure fire unit travel times
- Response statistics
- Headquarters programs
- Gap analysis
- Order of magnitude costs



# Findings in Brief

- Theme #1 – Field Deployment
- Theme #2 – Headquarters Support  
Functions and staffing





# Field Deployment Findings

- Deployment is about the *speed* and *weight of the attack*
- The City has a *simultaneous* incidence of ambulance calls
- The on-duty “weight” of staffing is *sufficient for day-to-day risks*



# Field Deployment Findings (cont)

- Need to adopt fire deployment planning goals
- Another fire station site is not necessary, best practices 4-minute travel time coverage is delivered in all but the mid to upper hillside areas
- Given the hills terrain and street network, another station would not be cost effective



# City Daily Staffing Plan



3 Engines @	4	Firefighters/day	12
1 Ladder Truck @	5	Firefighters/day	5
Engine/Ambulance/Heavy Rescue units	2	Captain/Engineer	2
2 Paramedic Rescue Ambulances @	2	Firefighter/paramedics	4
1 Battalion Chief w/aid	2	Per day for command	2
		<i>Total 24/hr Personnel:</i>	<u>25</u>

# Geographic Findings





# Multiple-Unit Response

- Multiple units are needed to deliver enough firefighters in a reasonable time to serious emergencies to simultaneously and effectively perform the tasks needed for the outcome
- 15 firefighters minimum are needed within an 11-minute total response time for positive suburban outcome expectations
- This is known as *concentration* of companies



# Historical Response Times

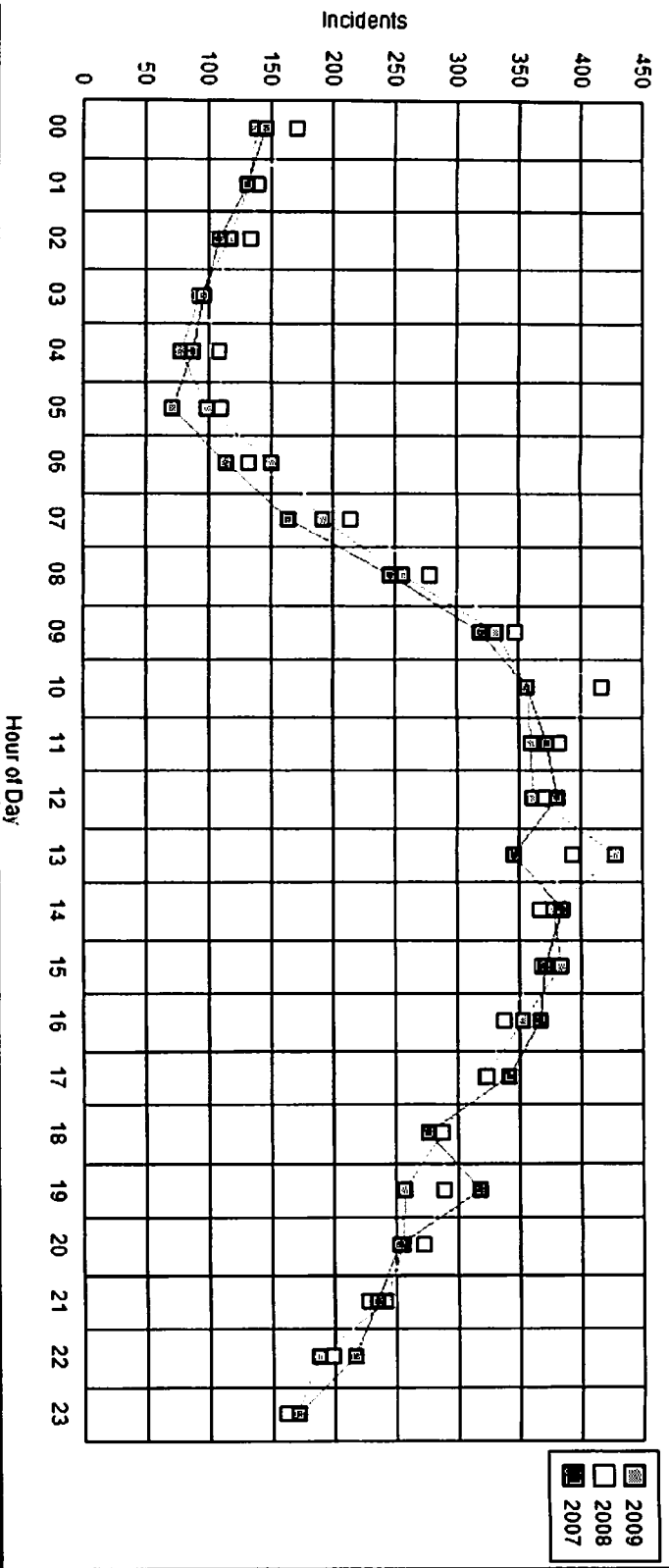
- 1<sup>st</sup> Apparatus On Scene  $\leq$  6:40 @ 90.7% - City Goal Point
- Desirable Goal Point  $\leq$  7:00 @ 90%

## Simultaneous Incidents:

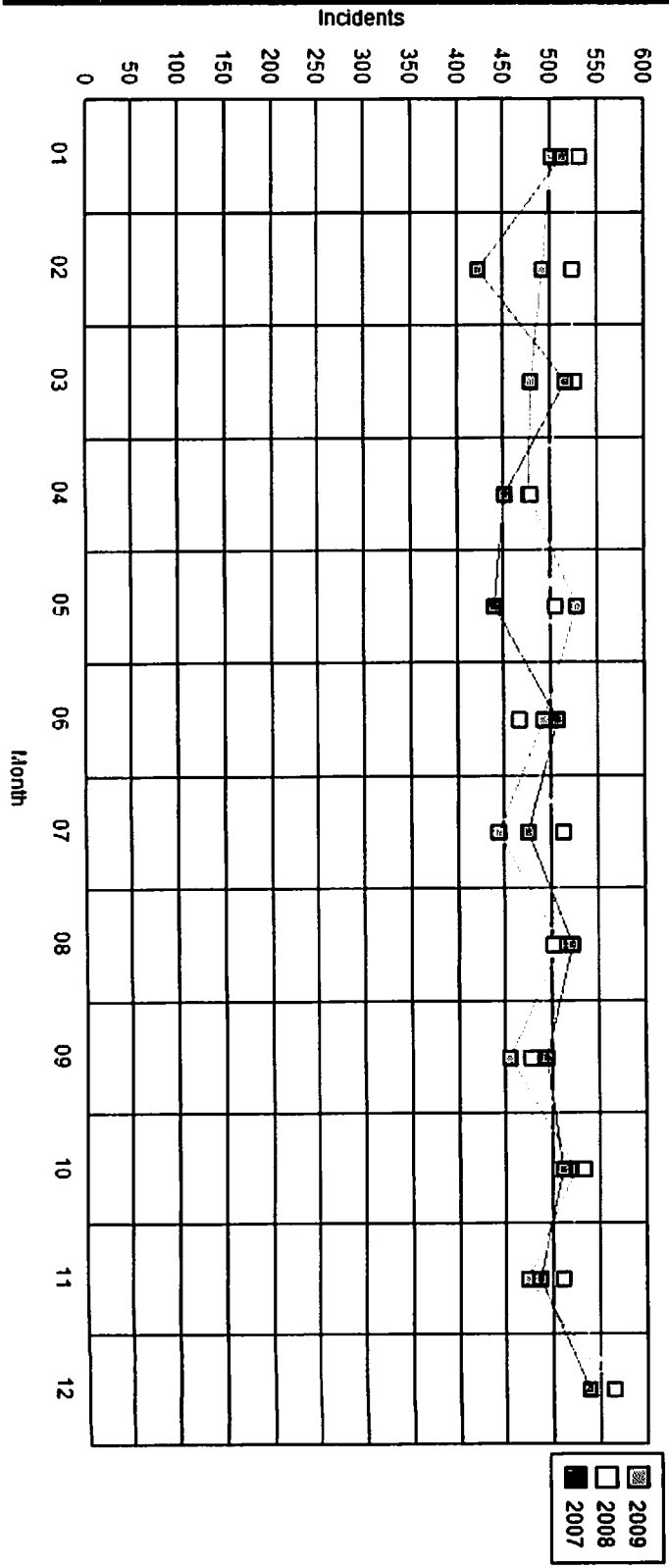
- At least 2 incidents occurring at the same time 32.18 %
- At least 3 incidents occurring at the same time 6.91 %



Number of Incidents by Hour of Day by Year



Number of Incidents by Month by Year





# Recommendation #1

- Deploy a 3<sup>rd</sup> Paramedic Ambulance: Transfer a paramedic firefighter from the Ladder Truck at Station #1 to Engine #2, thus making Engine #2 a full Advanced Life Support (ALS) unit with two paramedics per LA County EMS Agency requirements. The firefighter from Engine #2 will be transferred to the Ladder Truck.
- For ambulance calls in Engine #2's District or for a 3<sup>rd</sup> ambulance request citywide, dispatch BLS Rescue Ambulance #3 from Station #1 using Engine #5's 2-person crew and also send Engine #2 with its two paramedics.
- With these moves, Engine #2 will have two paramedics per day and can cross-staff the ambulance when a 3<sup>rd</sup> paramedic ambulance is needed, within existing staffing and costs.



# Engine 5 Staffing & Apparatus

- 2-Person crew, Captain and Engineer for:
- 5<sup>th</sup> Engine, for pumping capacity
- Non-paramedic ambulance (3<sup>rd</sup> city unit)
- Heavy Technical Rescue Unit – new emphasis placed on initial dispatch to serious incidents
- For ambulance transport at the paramedic level, has to combine with a 2-medical engine crew, which could limit the engine's use for another emergency until the transport is completed.



# Recommendation #3 – Adopt Deployment Measures

**3.1** Distribution of Fire Stations: To treat medical patients and control small fires, the first-due unit should arrive within 7 minutes, 90 percent of the time from the receipt of the 911 call.

This equates to 1 minute dispatch time, 2 minutes company turnout time and 4 minutes drive time in the most populated areas.



# Recommendation #3 (cont)

## 3.2 Multiple-Unit Effective Response Force for Serious

Emergencies: To confine fires near the room of origin, to stop wildland fires to under 3 acres when noticed promptly and to treat up to 5 medical patients at once, a multiple-unit response of at least 19 personnel should arrive within 11 minutes from the time of 911 call receipt, 90 percent of the time.

*This equates to 1 minute dispatch time, 2 minutes company turnout time and 8 minutes drive time spacing for multiple units in the most populated areas.*



# Headquarters Systems Review



# Management Team Requirements

A fire department needs to have a management team that is the proper size, and that can adequately train and support field operations;

There are increasing regulations to be dealt with in operating fire services, and the proper hiring, training and supervision of line employees requires an equally serious commitment to leadership and general management functions.



# Key Headquarters Findings

- No dedicated Training and Safety Officer
- Insufficient office support positions
- Almost no public education program
- Inadequate staff hours for the fire permit, dispatch and records management program conversions
- Fire Prevention not keeping up with routine events due to new program and special events



# Key Headquarters Recommendations

- Utilize each Engine #5 Captain and one Shift Battalion Chief to handle training for up to two years
- Eventually restore a dedicated training officer
- Analyze the need for office support positions
- Near term use temporary help for fire permit records and dispatch/records management system conversion projects
- Longer term – restore public education and technology support positions
- Review special event staffing costs, perhaps the event permits would provide for additional staff support





# Fiscal Implications



# Cost Increases Over Time

	Detailed review of audit and strategic plan	Staff Time	
	Reconfigure Staffing to Enable Paramedic Rescue Ambulance #3	No Cost	
One	Add 16 hrs/week for fire prevention clerical support <i>(Does not continue in Phase II)</i>		\$19,200
	Add 8 hrs/week Fire Captain technology support		\$30,000
	Near term totals:	0	\$49,200
	Add one Battalion Chief – Training Officer	\$250,045	0
Two	Increase office support staff (clerical) by a minimum of .5 positions	\$39,000	0
	Add one Technology Support position	\$101,450	
Three	Add one Public Education position	\$81,640	
	Outer Year Totals:	<b><u>\$472,135</u></b>	0
Long Term	Design and locate a modest training facility	\$75,000	Unknown



# Priorities

Citygate Associates – Fire Services



# First Priority

- Absorb the policy recommendations of this fire services study and adopt revised Fire Department performance measures to drive the deployment of firefighting and emergency medical resources.
- Re-configure as recommended the staffing to provide a 3<sup>rd</sup> paramedic rescue ambulance, by combining as needed, Engine #2 and #5's crews. Implementation requires a paramedic transferred from the Ladder Truck to Engine #2.
- Provide temporary staffing support funds to the fire prevention inspection records and billing start-up project and to fire technology support, especially the replacement dispatch system project.



# Second Priority

- Restore a 1.0 Training Officer position at the level of Battalion Chief (or an equivalent position).
- Increase office support staff (clerical) by a minimum of .5 positions.



# Third Priority

- Restore the technology support the Department had prior to the headquarters staffing cutbacks.
- Restore a Public Education position with a 1.0 non-sworn position.
- Begin a capital design, funding and construction project for a modest fire training facility inside the City limits.



# Strategic Plan Intents

- Build on the performance audit.
- Major Department elements that need focused or “applied strategic plans” where ongoing data will drive best practice decisions by the Department.
- Given the uncertain economic climate, these strategies are not everything the Department and City will face from three, five or ten years from now.
- Rather, this plan focuses the Department on immediate priorities while creating a new culture of using applied strategic planning tools to focus resources in the best manner possible.



# Strategic Plan Team & Process

- Six line personnel representing a cross section of the agency
- Fire Chief and Deputy Fire Chief
- Citygate facilitation, training and workshops to explore data and challenge assumptions
- Use of “Applied Strategic Planning” to create measurable action plans
- Revisited vision, values, service demographics





# Five Strategic Plan Elements

- Deployment – Field Services
  - Station Two Area Responses
  - Emergency Medical Services
  - Technical Rescue Capabilities
- Safety and Training
  - Training Officer functions
- Community Risk Reduction
  - Public Education



# Five Strategic Plan Elements

- Administration and Logistical Services
  - Administrative Staffing
  - Apparatus Replacement
  - Tool and Equipment Replacement
  - Information Technology

# Five Strategic Plan Elements

- Increase Risk Assessment and Metrics-  
Driven Decision Making
  - Each line of business will have its own measures, calculated on a monthly, quarterly, semi-annual or annual basis, depending on the measure and its importance and sensitivity to outcomes.
  - Data systems will be developed to allow unit leaders and senior managers to easily monitor their essential measures and then correlate them into periodic reports.



**Thank you**  
**Questions?**

