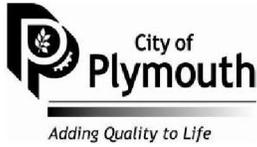


**CITY OF PLYMOUTH  
AGENDA  
SPECIAL COUNCIL MEETING  
MAY 17, 2016, 6:00 p.m.  
MEDICINE LAKE CONFERENCE ROOM**

- 1. CALL TO ORDER**
  
- 2. TOPICS**
  - A. Public Safety update
  
- 3. ADJOURN**



**SPECIAL  
COUNCIL MEETING**

**May 17, 2016**

**To:** Dave Callister, City Manager

**Prepared by:** Mike Goldstein, Public Safety Director

**Reviewed by:**

**Item: Public Safety Update**

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In late 2014, through the City Council's direction, the integration process between the police and fire departments commenced in preparation for the establishment of a Public Safety Department, which took effect on May 1, 2015, through Council action.

Since this process was initiated, the department was tasked with creating an aligned strategic direction to best serve the city's public safety needs. Through an in-depth examination, public safety staff have set forth a list of priorities and recommendations for the Council's consideration. In that vein, staff began its review of the police department and forwarded several recommendations regarding police staffing, equipment and operational considerations during a March 2015 study session that carried forward into the 2016-2017 budget planning process. Many of these approved recommendations are in process and are proving early success.

Due to a variety of circumstances i.e. leadership staffing changes, the need for greater exploration and discovery, etc., public safety staff did not fully initiate its review of the fire department until June 2015. Over the last 11 months a comprehensive examination of the fire department has led to the Public Safety Update Study Session scheduled for May 17, 2016.

Similar to the update the Council received regarding the police department in March 2015, the upcoming meeting will provide the Council with a number of findings regarding fire department staffing, response times, organizational capacity, and operational readiness. In preparation for this meeting, public safety staff including the Public Safety Data Analyst, studied a number of metrics (staffing, response items, budgets, development trends, etc.) and compared the data against a listing of comparable cities and national standards.

Through this analysis, staff will speak to several issues and will bring forward possible solutions for the Council's consideration.

The context of this presentation requires a thorough explanation and discussion that a report and/or PowerPoint presentation cannot easily fulfill on its own merit. Staff is prepared to review this material in great detail with the Council.

PLYMOUTH  
MINNESOTA

# Public Safety Update Fire Department

Plymouth City Council  
Special Meeting  
May 17, 2016

FIRE-RESCUE

Plymouth Fire Department | Plymouth, Minnesota



Page 3

# Mission Statement

Making A Difference Through Emergency Response,  
Customer Service, and Community Education

PLYMOUTH  
MINNESOTA



Page 4

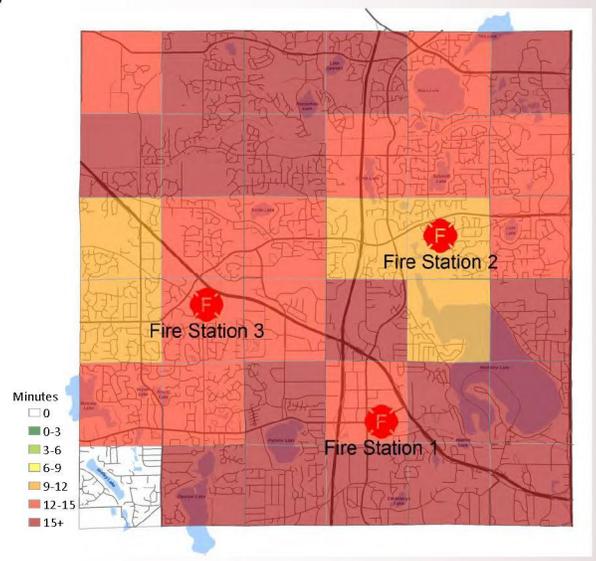
FIRE-RESCUE

# Agenda

- History
- Environmental scan
- Comparable cities
- Current successes
- Current challenges/costs
- Desired outcomes
- Concurrent needs

# Current Non-Duty Crew

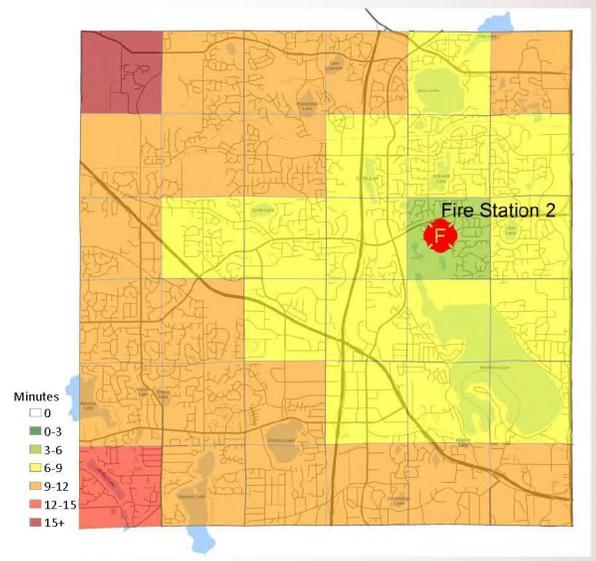
- Nights and Sundays
- 12 to 15+ minute response times common
- Unacceptable response times
- Unpredictable resources
- Level of protection has not changed since 1960



2013-2015; 80<sup>th</sup> Percentile  
First Suppression Apparatus; Emergency Calls

# Current Duty Crew

- Improves response service through station staffing
- 6 days a week
- 15 hours a day
- Single staffed station
- Captures 74% of calls
- **Addresses response time only – does not address resource needs**



2013-2015; 80<sup>th</sup> Percentile  
First Suppression Apparatus; Emergency Calls

PLYMOUTH  
MINNESOTA

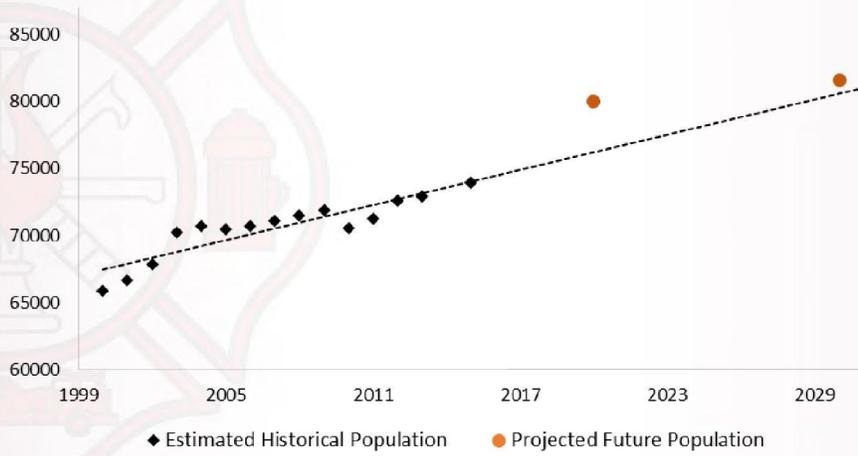


# Environmental Scan

- Growing population
  - 7<sup>th</sup> largest city
  - 8<sup>th</sup> largest fire district
- Changing demographics
  - Recruitment/retention
- Socio-economics
  - Recruitment/retention
- New construction type and furnishings burn faster
- New businesses
  - 4<sup>th</sup> largest economy
  - Tech company concentration
  - Tier II hazardous material sites
- Stronger collaboration & dependence on mutual aid
- Geographic density & traffic considerations

# Population Forecast

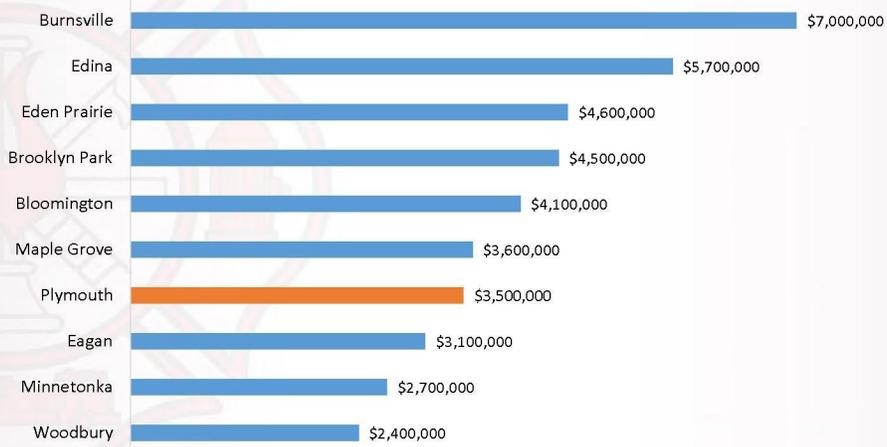
Population Growth: Past and Future



Source: Metropolitan Council, US Census

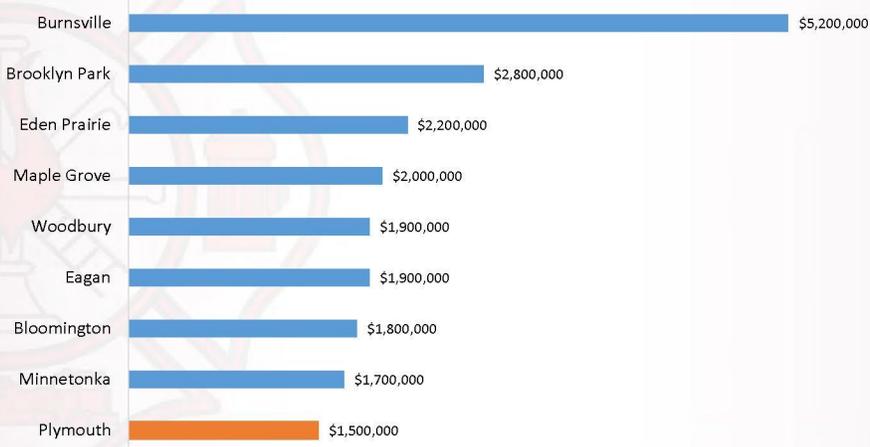
# Budget Comparison

Total Fire Budgets



# Budget Comparison

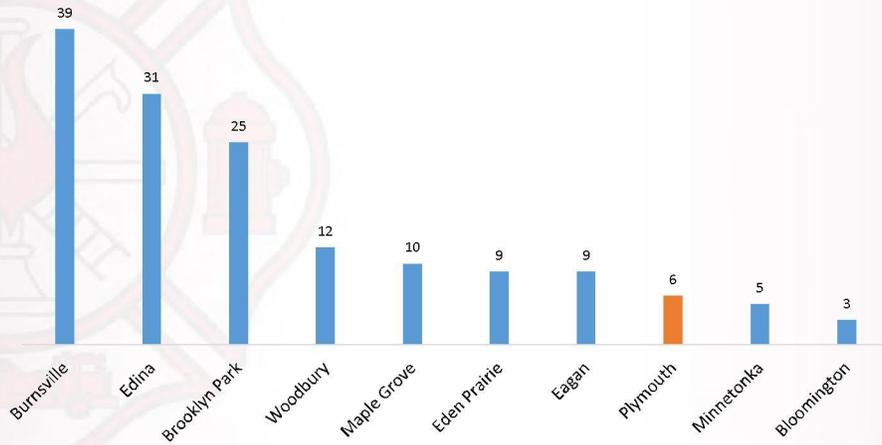
Fire Personnel Budgets



Wages and benefits

# Career Staff Comparison

Career Sworn Strengths



# Average Response Time Comparison

	Average Response Time
Brooklyn Park	4:52
Eagan	5:06
Edina	5:09
Bloomington	5:38
Plymouth	7:14

2015 data  
Staffed station responses  
First suppression apparatus on-scene  
Structure fire calls

Comparable figures from other comparison cities were unavailable



# Calls For Service Comparison

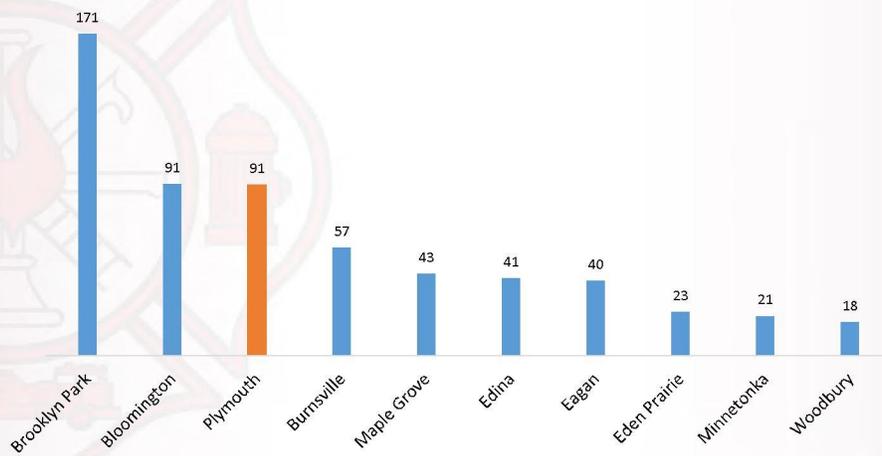
Annual Fire Call Volumes  
(Reported 2015 or 2015 Averages)



\*2-Year Avg; 2015 Plymouth call volume was 1482

# Structure Fires per Year Comparison

Average Structure Fires per Year  
(2012-2014)

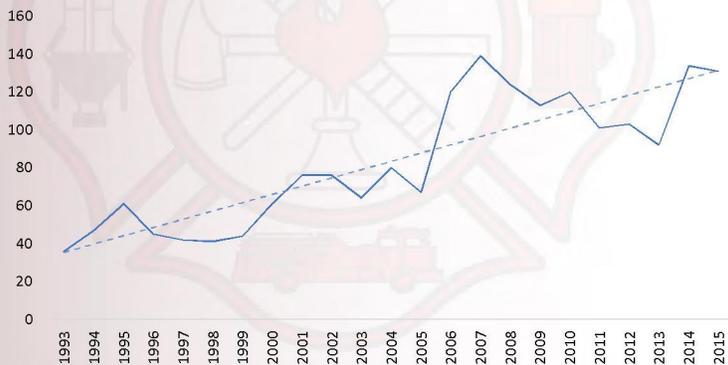


Averaging (at least) 1.8 structure fires per week

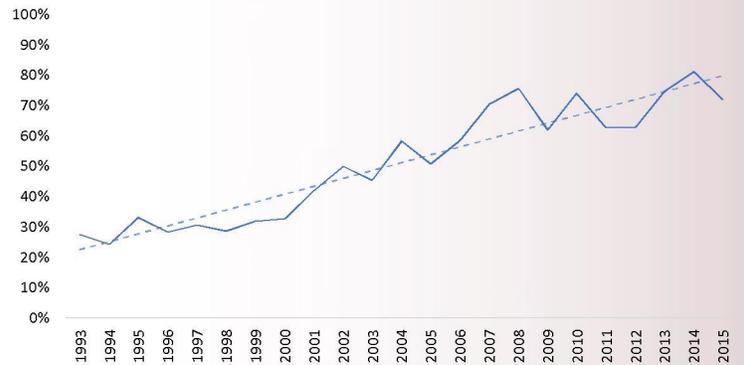
Plymouth Fire Department | Plymouth, Minnesota

# Plymouth Structure Fire Trends

Total Structure Fires per Year



Structure Fires as a Percentage of All Plymouth Fires

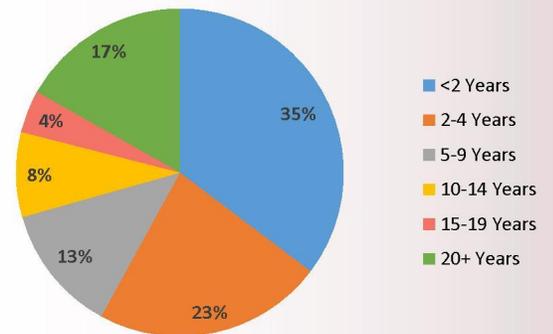


# Retention

Between 2000 and 2014:

- 119 members left the department
- 35% left in the first 2 years of service
- 71% left before 10 years of service
- 12% left with 10-19 years of service
- 17% left with 20 or more years of service

Years of Service at Retirement  
2000-2014



# Current Successes

- Dedicated personnel
- Recognized quality of firefighters
- High quality apparatus and responsive replacement plan
- Strong regional mutual-aid relationships
- Community education programs
- Great community relationship and support

# Current Challenges

- Competing models
  - If you ask more on the duty crew side, you get less call back participation
  - If you ask more on the call back side, you get less duty crew participation
- Unpredictable call back resources
  - You might get everyone, or you might get no one
- Unsatisfactory response times
- Unable to get appropriate resources in a timely manner
- Unable to reach authorized staffing levels
- Retention is no longer based on pay or pension
  - Jobs and family are appropriately prioritized and peoples' time is at a premium
- Response models relying on a "Citizen Firefighter" is an outdated concept in communities like Plymouth

# All Hazard Response & Services

- Anticipate demands - More people, homes & businesses equals more calls and customer contacts
  - Projection: population, business & homes +5-10%
  - Demand will grow and mix of activity will continue to change
- Improve community safety with enhanced fire prevention & public education
  - In 2014 70% of fire deaths in Minnesota occurred between 6:00 PM and 6:00 AM\*
- Enhance firefighter safety, effectiveness and efficiency
  - Leverage Citizen (POC) Firefighters & CERT
  - Develop staffing plan to support current and future needs

\* 2014 Minnesota State Fire Marshal Report; 31 deaths of 44 total

# National Standard

National Fire Protection Agency (NFPA)

Based on NFPA 1710 and 1720 Plymouth should aspire to:

- Adequate resources strategically located to allow for 24/7:
  - Turnout time of one minute
  - Arrival of the first arriving engine company at a fire suppression incident in four minutes or less
  - Deployment of a full first alarm assignment at a fire suppression incident in eight minutes or less

# NFPA 1710 - 15 FF's in 8 Minutes

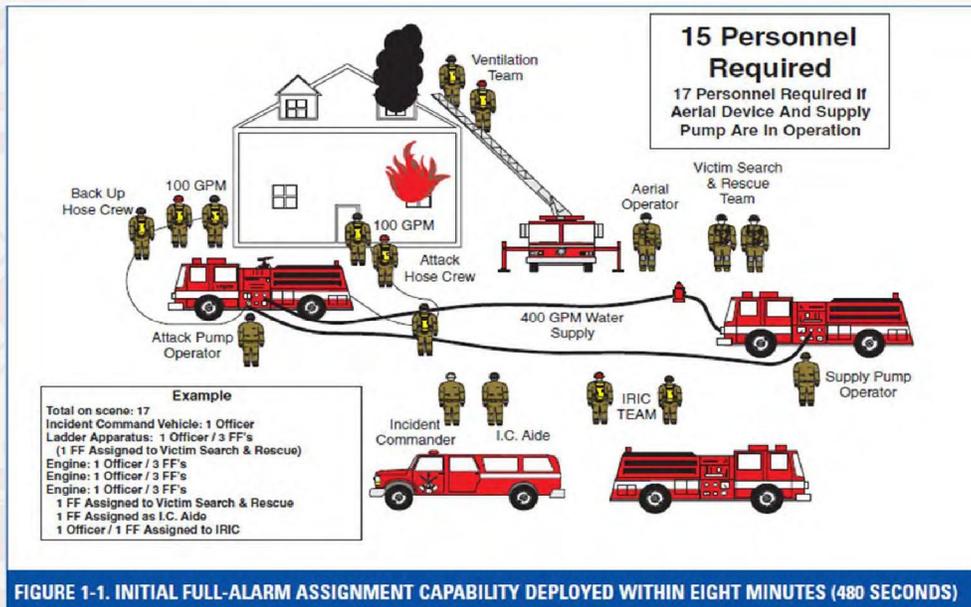


FIGURE 1-1. INITIAL FULL-ALARM ASSIGNMENT CAPABILITY DEPLOYED WITHIN EIGHT MINUTES (480 SECONDS)



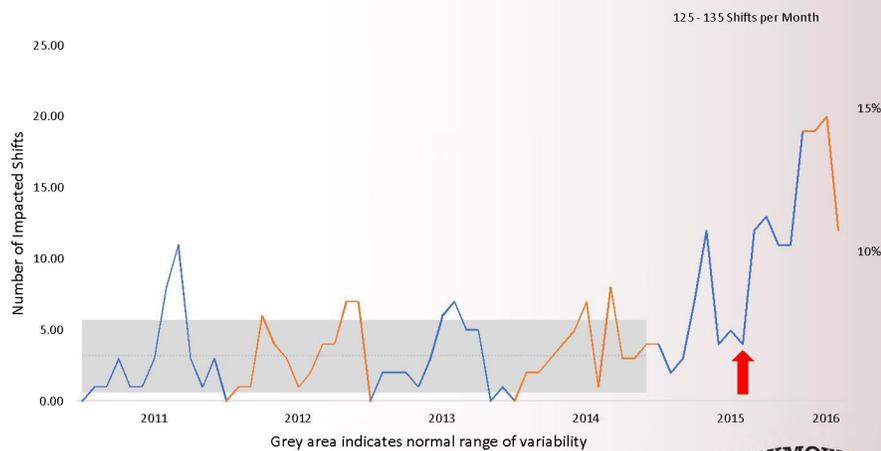
# Duty Crew Staffing Concerns

Current model is fragile

A single person leaving or changing their availability significantly effects capacity to fill duty crew shifts

A significant amount of time is spent managing the schedule to get shifts filled

Shorted or Canceled Shifts  
(monthly totals)



# Recommendation & Outcomes

- Stepped approach that leads to
  - Predictable response
  - Timely response
  - Appropriate resources
- Capture more calls under a staffed station model
- Plan needs to
  - Maximize current resources
    - Increase & apply minimums for all firefighters
  - Address current inefficiencies
  - Ensure scalability for future Public Safety needs



# July 2016 - Hire three career firefighters

- Shore up staffing shortages of current model
- Add Sunday 6:00 AM – 9:00 PM
- Create capacity to better utilize POC availability

	Current	July 2016
Staffed Stations	1	1
Hours of Coverage	6:00 AM – 9:00 PM	6:00 AM – 9:00 PM
Days per Week	6	7
Crew Size	4*	4
POC Shift Hours per Week	360	300

# Budget Impact 2016

- No budgetary impact for 2016 as the three career positions (\$135,000) will be covered by transfer from Contingency Reserve



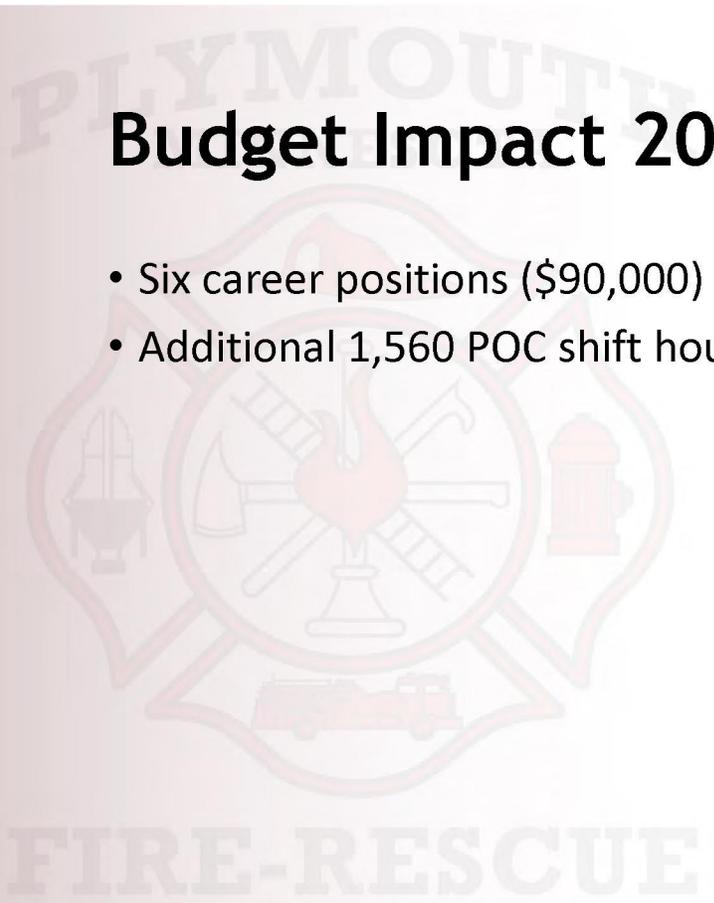
# 2017 - Hire three career firefighters

- Staff second station (operate out of stations 2 and 3) and split to three firefighters each
- Increase minimums for all firefighters

	2016	2017
Staffed Stations	1	2
Hours of Coverage	6:00 AM – 9:00 PM	6:00 AM – 9:00 PM
Days per Week	7	7
Crew Size	4	3 & 3 (6)
POC Shift Hours per Week	300	390

# Budget Impact 2017

• Six career positions (\$90,000)	\$390,000
• Additional 1,560 POC shift hours	<u>\$20,280</u>
	\$410,280



# 2018 - Transition to 24-Hour Model

- Move the six full-time hires to 24-hour shifts
- Leverage hybrid CSOs for overnight staffing
- Increase minimums for all firefighters

	2017	2018
Staffed Stations	2	2
Hours of Coverage	6:00 AM – 9:00 PM	24 hours
Days per Week	7	7
Crew Size	3 & 3 (6)	3 & 3 (6) Day; 4* Night
POC Shift Hours per Week	390	483*

Day: 6:00 AM – 9:00 PM  
 Night: 9:00 PM – 6:00 AM

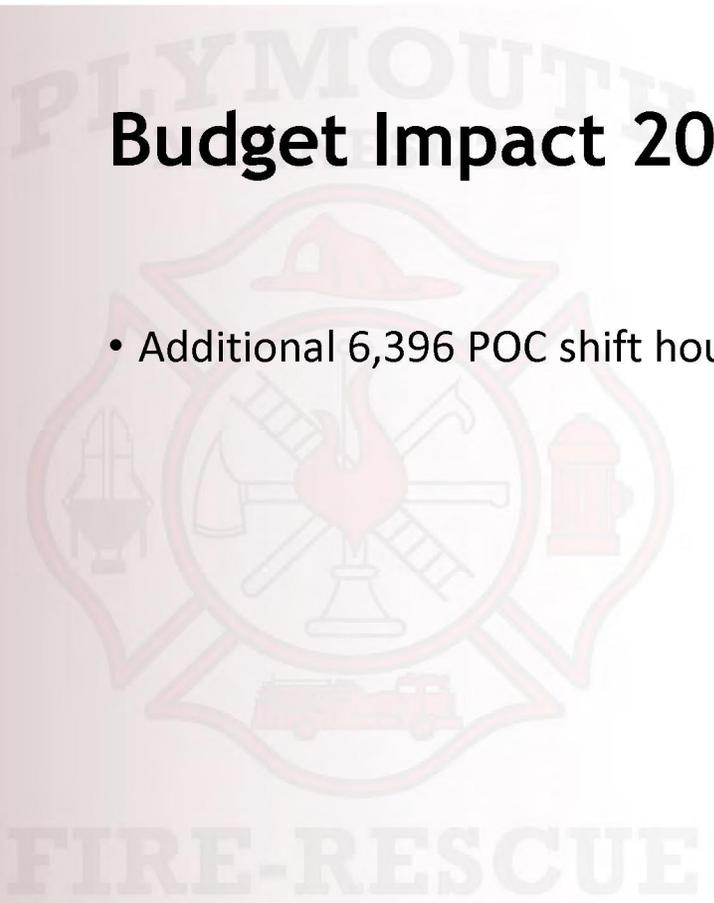
\*Night crew composition may vary depending on number of CSOs available.



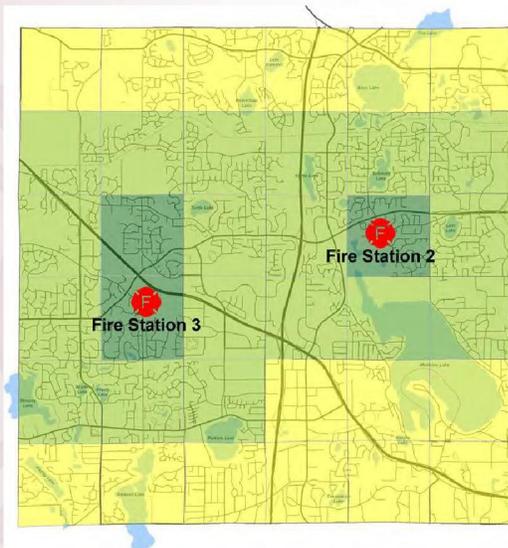
# Budget Impact 2018

- Additional 6,396 POC shift hours

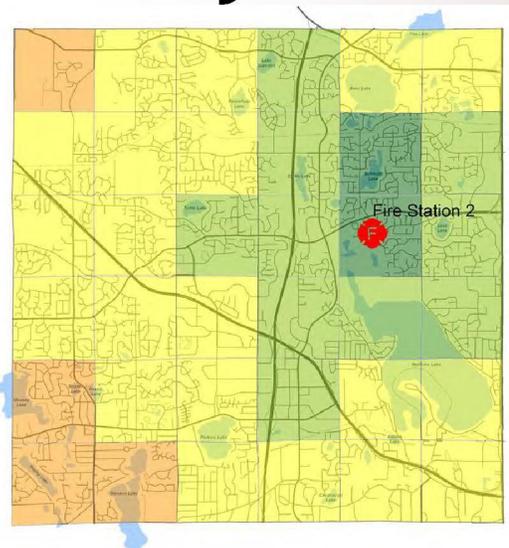
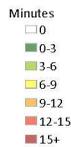
\$83,148



# 2018 Estimated Response Objectives



Day Response Objective (6:00 AM – 9:00 PM)  
First Suppression Apparatus; Emergency Calls



Night Response Objective (9:00 PM – 6:00 AM)  
First Suppression Apparatus; Emergency Calls



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FIRE-RESCUE

# Questions