

Fire Department

Mission Statement

We provide quality emergency preparedness, prevention services, emergency medical and fire response that make a positive difference every day.

ORGANIZATIONAL VALUES

An organizational focus on the safety of the public and our firefighters

A highly qualified workforce with a focus on training

A highly educated workforce that strives towards continuing education

Committed employees who focus energies on customer service

A diverse workforce that closely resembles the community it serves

A professional workforce that respects one another and all customers

Efficiency and effectiveness in all situations

Primary Businesses:

1) RESPONSE - Safely minimize the loss of life and property due to emergency events.

This business line includes providing effective response to fires; providing emergency medical services; and providing other emergency response services such as hazardous materials response (Haz-Mat) and specialized rescue services.

2) PREVENTION - Anticipate, prepare for and prevent future emergency events.

This business line includes providing fire prevention inspections and enforcement of the Fire Code; providing fire education programs and safety information to the public; and preparing the City for major emergency events, including nuclear, biological, and chemical weapons of mass destruction.

Key Trends and Challenges Impacting the Department:

In creating this five-year business plan, the Minneapolis Fire Department began with an environmental scan to identify the trends and challenges that would be most likely to impact its business lines over the next five years. This scan brought to light several opportunities and challenges that the MFD currently faces or may face in the future.

STANDARD OF COVERAGE – NFPA STANDARD 1710

The MFD is working on a standard of coverage plan to meet the National Fire Protection Association (NFPA) Standard 1710 for the number of firefighters responding to a scene within a specific time. The NFPA Standard is four firefighters responding and arriving in five minutes 90% of the time for both fire and EMS calls. The current MFD average response time to both fire and EMS calls is three minutes and fifty-two seconds. Furthermore, the MFD meets and exceeds the NFPA Standard of 14 firefighters on a fire scene in eight minutes by placing 14 firefighters in eight minutes and 22 in ten minutes. This addresses both critical factors of successful emergency services, getting there quickly and getting enough personnel on scene to safely and effectively mitigate the emergency. Our ability to meet the NFPA 1710 third goal of 4 firefighters per rig is dependent upon our future budget.

DIVERSITY OF WORKFORCE

Another strength of the MFD is the diversity of its workforce. Currently the MFD has a workforce that includes 28.5% people of color and 17% women. The MFD is one of the most diverse fire departments in the country. This diversity will continue through the use of workforce planning, but with a recent change in residency requirements, the MFD will have to be diligent in monitoring its recruitment and hiring practices. The diversity of the Department will only become more important as the number of new arrivals and consequent need to bridge cultural gaps increases in the future.

INCREASING DEMANDS FOR SERVICES

The MFD provides a number of services in addition to fire suppression. In 2002, 70% of the calls the MFD responded to were medical calls. Aside from EMS and fire/rescue response, the MFD provides a growing number of services in

both fire prevention/education and in emergency preparedness. These services provide a means to avoid or prepare for potential emergencies. The threat of terrorism is on the rise and this challenge must be met by the MFD with ever increasing awareness, planning, and ability to respond.

The ability to respond depends on a number of factors. Some of these include the training of personnel, the condition of the apparatus that respond, and the deployment model that is used. To meet the future challenges of not only potential terrorism but also reduced resources, the MFD must create a plan that addresses the need for new fire apparatus, a modern deployment model and a means to finance them both. The former MFD apparatus plan required that each piece of apparatus remain in service for twenty years. With the increased run volume that the MFD has experienced, that is no longer feasible. The current deployment model was put into place over 60 years ago. The needs of the community and the national standards have changed significantly in that time. The MFD must create a deployment model that recognizes the current and future needs of the community. The new model will undoubtedly require new and different pieces of apparatus. Bulk purchases of apparatus could save money, but require that the MFD have a long-term plan. Financing these changes requires long range planning, not only for the purchases themselves, but to determine other long term priorities and budget accordingly.

ACCREDITATION

To determine what direction the MFD should take in a number of these trends and challenges the Department has begun the accreditation process. Essentially this is a "best practices" process in which each fire department is thoroughly examined and compared to international models to determine what are its strengths and weaknesses and how well it meets its stated goals. As part of this process the MFD will most likely develop a new deployment model. This accreditation process has already focused on the need for new information and technology systems. The MFD is greatly in need of information systems to track fire prevention and training requirements. As the accreditation process continues, the MFD will begin to get a clear picture of how to proceed in this area over the long-term.

ADDITIONAL SOURCES OF FUNDING

A benefit to participation in the accreditation process is that the MFD could become eligible for more federal grants. The Department has been very successful recently in obtaining grants to fund purchases such as new self-contained breathing apparatus, a decontamination unit and automatic external defibrillators (AED). Once accredited, the number of grants that MFD could apply for would increase and this could be looked at as a means for future revenue funding.

Another source of future funding that the MFD is currently examining is the potential for collection of fees for service. This is a legal matter as the City Charter dictates what can and cannot be done in this area and it is being researched with the assistance of the City Attorney's office.

MANAGING CHANGE IN THE WORKPLACE

To be successful in accomplishing its mission, the MFD must be proactive and look to the future instead of reacting to change after it occurs. Change is often fear inducing and the MFD must be cognizant of this fact. Employees can become overwhelmed and lose focus when confronted by what they deem to be too much change. The MFD has always encouraged employee participation in the form of shared decision-making in its committees. Employees have had input in issues as wide ranging as uniform policy, apparatus purchase, and maternity policy. This shared decision-making will be critical to future MFD success. The diverse work force provides a wealth of resources from which to draw when contemplating future issues. The involvement of employees in the process may reduce the fear of change and consequent sense of powerlessness. Finally, employees can be educated using the business plan about the goals of the Department and the City of Minneapolis.

The remaining factor in this analysis is the human factor. For the MFD this is demonstrated in the use of sick leave. The increased use of sick leave puts a tremendous hardship on the MFD to be successful in its mission to respond effectively to the emergency needs of the community. The reality of the situation is that people become ill and some misuse their sick leave. In these times of reduced resources, the human resources of the Department must be properly managed. Grappling with this issue will require proactive thinking and employee participation.

In conclusion, the MFD has maintained a high level of citizen satisfaction and is one of the fire service leaders in workforce diversity. Continued success in not only these areas, but in all areas of service delivery will depend on

how proactive and adaptable the MFD continues to be.

Key Initiatives or Other Models for Providing Service to be implemented:

PROVIDING HOUSING INSPECTIONS SERVICES

The Fire Department and the Department of Operations and Regulatory Services are currently discussing the possibility of the Fire Department assuming some of the responsibilities for housing inspections. The proposal is for the Fire Department to assume the environmental inspection program and also responsibility for apartment buildings containing 12 units or greater. This proposal will result in a inspection revenue transfer of \$822,000 from Regulatory Services to the Fire Department to fund 13 FTE.

BIDDING FOR ON-SITE EMS SERVICES FOR PUBLIC EVENTS THAT ARE CURRENTLY CONTRACTED OUT

Currently the MFD provides fire watch to many local public gatherings such as Target Center events, Convention Center or Metro Dome events. Additional on-site EMS services are currently contracted-out. It would be an easy transition to have our personnel serve a dual purpose by providing fire watch and emergency medical care at these events. Presently the MFD is staffing these events with light duty personnel and will continue to do that if the number of events at these facilities did not prove any more taxing in committed hours than what is provided now. The Convention Center has agreed to fund 2 firefighter FTE to perform this work.

SPONSORSHIP OF RIGS FOR A FEE

Several organizations have indicated a strong interest in promoting their products or services on the sides of our response vehicles. Questions that arise include the amount of fee that would be appropriate and how long would that fee be imposed, and would the ad be a decal or painted on the vehicles. Additional work is occurring to determine the amount of revenue that may be generated through this sponsorship and a fee schedule. Management desires a sole sponsor for this program and will make sure that the message is compatible with the mission and organizational values of the Fire Department.

REIMBURSEMENT FOR EXTRICATION FROM VEHICLES

The MFD is moving ahead on this initiative. At present the Department is working on defining what constitutes extrication and establishing a fee schedule. It is also looking in to exactly what the insurance companies need to make payment and then setting up our data collection to meet these needs. The projected date for the establishment of this fee is January 1, 2004.

Key Departmental Outcome Measures:

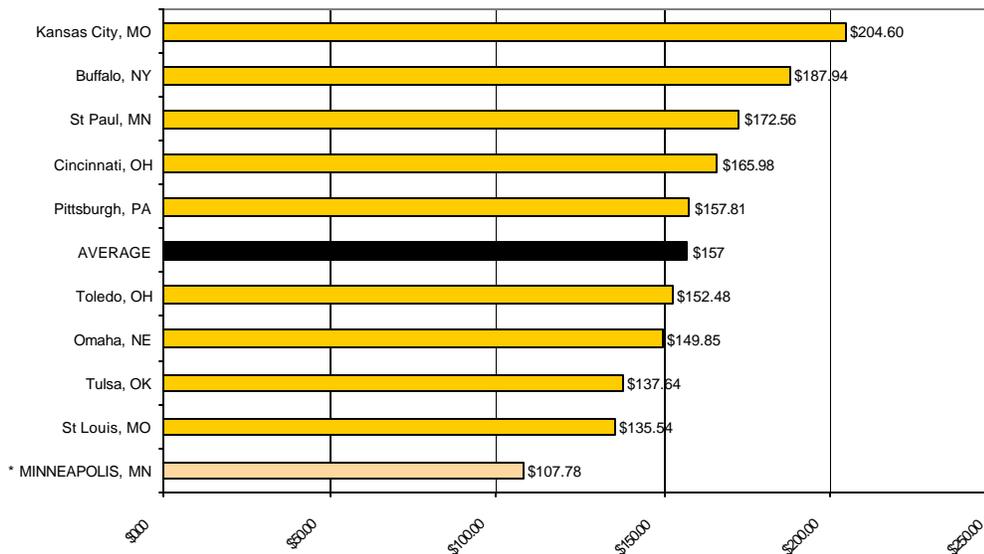
Outcome Measure	2000 Actual	2001 Actual	2002 Actual	2003 Estimated	2004 Projected
% of citizens who report satisfaction with the Fire Department	NA	93%	NA	90%	NA
% of citizens who report satisfaction with professionalism of firefighters (contact within last 3 years)	NA	96%	NA	95%	NA
% of structure fires held to room of origin	NA	NA	85%	85%	85%
\$ value of property lost due to fires	\$12,036,265	\$11,722,521	\$14,093,545	\$25,000,000	\$15,000,000
# of lives lost due to fires	4	7	5	5	5
# lives saved (discharged from hospital) after AED application	9	7	11	10	10
% total department workforce that are women and people of color	39%	41.5%	41.4%	42%	43%
Remained within budget allocation; % of budget spent on overtime	Remained within budget allocation; 4% of budget spent on overtime	Remained within budget allocation; 2% of budget spent on overtime	Remained within budget allocation; 1% of budget spent on overtime	1%	1%
# of fires	2,878	2,856	2,238 *	2,500	2,500

Successful completion of a disaster simulation exercise	2	1	3	4	3
# of lives lost due to fire identified by age and gender	4 1-83 yr Female 2-50 yr Male 1-68 yr Male	7 72 yr Female 70 yr Male 56 yr Female 47 yr Male 38 yr Male 38 yr Female 24 yr Male	5 83 yr Male 52 yr Male 49 yr Female 47 yr Male 25 yr Male	5	5
# of fire prevention/education contacts made			Working on way to track this information		
Total # of calls for service	34,456	34,802	33,454	34,000	34,000
Cost per citizen to provide fire and emergency service	\$98.36	\$102.14	\$112.72	\$107.78	\$110.00

Explanation of Performance Data for Departmental Outcome Measures:

* In 2002 the Fire Department purchased fire information software that was compliant with National Fire Information Standards (NFIRS). Starting in 2002, statistical data was categorized and tabulated to comply with NFIRS. Comparisons to previous years have been manually adjusted for this report to more closely relate to the 2002 data, however, a complete and accurate conversion was not possible because of different reporting categories. Data in future years will supply more accurate and detailed information.

**Fire Department Comparison
Benchmark Cities
2003 Annual Dollar Cost per Citizen**



The average dollar cost per citizen of the cities studied was \$157; again the Minneapolis Fire Department ranked lowest at \$107.78 per citizen or 31% (\$49.22) less per citizen than the average.

Primary Business:

Response: Safely minimize the loss of life and property due to emergency events

Service Activity:

Emergency Medical Services - Providing emergency medical services.

Description:

The Minneapolis Fire Department is the first responder for medical emergencies in Minneapolis. Emergency Medical Technicians (EMT's) provide basic life support (BLS) and stabilization for the patient prior to the arrival of the paramedics.

Key Performance Measures for the Service Activity:

Key Performance Measure	2000 Actual	2001 Actual	2002 Actual	2003 Estimated	2004 Projected
Total # EMS runs	24,131	24,542	21,745	24,000	24,000
% of occurrences where response time is less than five minutes	NA	87.3%	88.3%	89%	90%
% of EMS responses where medical service is provided	63%	65%	78%	75%	75%
# of newborn deliveries	35	25	37	35	35
# times AED applied	147	179	128	150	150
# of AED applications with a shockable rhythm	43	51	28	35	35
# of AED applications with patient discharged from hospital (life saved)	9	7	11	10	10

Explanation of Key Performance Measures:

Service Activity:

Fire Response - Providing effective response to fires.

Description:

In order to provide effective response to fires, the Fire Department has focused on having the right tools, equipment, and training. An effective response to a fire also is dependent upon a rapid response – minimizing the response time can lead to containment of the fire to the room of origin and to minimizing the damage to life and property.

Key Performance Measures for the Service Activity:

Key Performance Measure	2000 Actual	2001 Actual	2002 Actual	2003 Estimated	2004 Projected
# of fire incidents (break out into # of structure fires, # automobile fires, etc.)	Structure fires - 1471 Vehicle fires - 503 Other - 900	Structure fires - 1312 Vehicle fires - 509 Other - 1035	Structure fires - 1142 Vehicle fires - 489 Other - 607	Structure fires - 1250 Vehicle fires - 500 Other - 850	Structure fires - 1200 Vehicle fires - 500 Other - 850
% of occurrences where response time is less than five minutes	NA	84.4%	93.8%	90%	90%
Cost per citizen to provide fire and emergency service	\$98.36	\$102.14	\$112.72	\$107.78	\$110.00

Mutual Aid -- # events where MFD has given mutual aid and # of events where MFD has received mutual aid	Mutual Aid given 3 times Mutual Aid received - NA	Mutual Aid given 4 times Mutual Aid received - NA	Mutual Aid given 5 times Mutual Aid Received 3 times	Mutual Aid given 4 times Mutual Aid Received 4 times	Mutual Aid given 4 times Mutual Aid Received 4 times
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Explanation of Key Performance Measures:

Service Activity:

Haz-Mat and Specialized Rescue - Providing other emergency response services such as Haz-Mat and specialized rescue services.

Description:

The Minneapolis Fire Department is one of the few fire departments in the state that have the specialized training, tools and equipment to provide services such as hazardous materials response and confined space, high angle, and water and ice rescues.

Key Performance Measures for the Service Activity:

Key Performance Measure	2000 Actual	2001 Actual	2002 Actual	2003 Estimated	2004 Projected
Total number of responses (break out by type of specialized service -- # of Haz-Mat events, # of water rescues, etc.)	Water Rescues - 59 Ice Rescue - NA Confined Space - NA Below Grade Rescue - NA High Angle Rescue - NA Haz Mat - 283	Water Rescues - 58 Ice Rescue - NA Confined Space - NA Below Grade Rescue - NA High Angle Rescue - NA Haz Mat - 296	Water Rescues - 36 Ice Rescue - 2 Confined Space - 4 Below Grade Rescue - 1 High Angle Rescue - 4 Haz Mat - 206	Water Rescues - 50 Ice Rescues - 2 Confined Space - 4 Below Grade Rescue - 1 High Angle Rescue - 4 Haz Mat - 300	Water Rescues - 50 Ice Rescues - 2 Confined Space - 4 Below Grade Rescue - 1 High Angle Rescue - 4 Haz Mat - 300
% of occurrences where first company is one the scene in less than five minutes	NA	84.4%	93.8%	90%	90%
# of mutual aid responses and total resources expended	1 High Angle Rescue	0	0	4	4
Dollar amount recouped from responsible party	0	0	0	0	0

Explanation of Key Performance Measures:

Water Rescue in 2000 and 2001 includes all water related responses.

Primary Business:

Prevention: Anticipate, prepare for and prevent future emergency events.

Service Activity:

Emergency Preparedness – Preparing the City for major emergency events, including nuclear, biological and chemical weapons of mass destruction.

Description:

Over the past five years, the MFD has focused on preparing for major emergency events. The MFD has recently revised the City's all hazards emergency plan and threat assessment and has conducted training for City departments as well as our partners. In addition, the MFD has acquired advanced detection equipment for chemical and biological agents in order to better prepare for possible emergencies. The Fire Chief serves on the State's Homeland Advisory Board, which is responsible for identifying grant recipients.

Key Performance Measures for the Service Activity:

Key Performance Measure	2000 Actual	2001 Actual	2002 Actual	2003 Estimated	2004 Projected
Successful completion of a disaster simulation exercise (note # and what type of exercise)	1 Biochemical tabletop exercise 1 full scale chemical exercise	1 chemical tabletop exercise	1 IEMC for city & county at Mt. Weather, Va (FEMA) 1 full scale chemical exercise 1 biological tabletop exercise	1 full scale chemical exercise 1 transportation tabletop exercise 1 law enforcement tabletop exercise 1 tabletop terrorism exercise	3 exercises
\$ value of funding received from outside sources to acquire equipment and supplies for effective disaster response	\$329,065	\$43,281	\$863,500	\$1,000,000	\$1,000,000

Explanation of Key Performance Measures:

Service Activity:

Fire Inspections and Enforcement - Providing fire prevention inspections and enforcing the Fire Code.

Description:

Providing fire prevention inspections and enforcement of the Fire Code is intended to minimize the damage to life and property due to fires (safer buildings mean fewer fires). Sites known to contain hazardous materials are inspected on an annual basis. Other commercial, industrial, and multiple family (4 or more dwelling units) residential properties are inspected on a cyclical basis. Fire Department personnel also participate in the plan review process to identify potential fire hazards.

Key Performance Measures for the Service Activity:

Key Performance Measure	2000 Actual	2001 Actual	2002 Actual	2003 Estimated	2004 Projected
% of all hazardous materials occupancies inspected annually	NA	40%	100%	100%	100%
% of all structure fires where a cause is determined	NA	NA	90%	90%	90%

Explanation of Key Performance Measures:

Service Activity:

Fire Education - Providing fire/EMS education programs and safety information to the public.

Description:

In a fire situation, studies have shown that senior citizens and children are the most vulnerable to harm. This is why the MFD has focused much of its education resources in these areas. In addition, MFD personnel provide education services to businesses, neighborhood associations, and organizations that support the City's new arrivals.

Other public safety efforts include blood pressure screening, the vacant boarded building program, juvenile fire setting arson intervention, annual fire/EMS literature drops. In addition, the MFD partners with the American Heart Association to increase cardiac arrest survival rates by participating in Operation Heartbeat. We also partner with Hennepin County Medical Center (HCMC) to provide a car seat safety clinic in our fire stations and we actively participate in their Illness & Injury Prevention Program for Kids.

Key Performance Measures for the Service Activity:

Key Performance Measure	2000 Actual	2001 Actual	2002 Actual	2003 Estimated	2004 Projected
# of community events with a Fire Department presence	NA	315 Block Parties	NA	300	300

Explanation of Key Performance Measures:

Financial Analysis: (To be completed by the Finance Department)

EXPENDITURE

The Fire Department's budget represents a decline from the 2003 adopted budget of 2.1%. This reflects the net effect of the 2003 LGA cut (please see below) and the addition of a portion of the housing inspections program. Expenditure related to this program increased the Fire Department's budget by \$952,000. As a result of these changes, 32 positions are restored in the department. The department's budget is completely funded by the general fund, with the completion of its federal grant.

REVENUE

Revenues related to the housing inspection programs have been added to the department's revenue estimate, increasing that estimate by \$822,000. The department also anticipates revenue related to insurance reimbursements for extrication services.

LOCAL GOVERNMENT AID CUTS IN 2003

As a result of LGA reductions in 2003, the department eliminated 50 positions.

ADOPTED BUDGET

The Council added a direction to the Fire Chief to institutionalize the watering of new trees funded in the capital budget between the Fire Department and the Park Board.

**FIRE DEPARTMENT
Staffing Information**

	2001	2002 Adopted Budget	2003 Adopted Budget	2004 Adopted Budget	% Change	Change
FTE's by Division						
Administration	21.00	20.50	17.50	18.50	5.71%	1.00
Fire Suppression & Emergency Services	444.00	444.00	431.00	412.00	-4.41%	(19.00)
Fire Prevention	16.50	16.50	19.00	18.00	-5.26%	(1.00)
Emergency Preparedness	1.50	1.50	2.00	1.00	-50.00%	(1.00)
Total FTE's	483.00	482.50	469.50	449.50	-2.69%	(20.00)

Minneapolis Fire Department 2004 Budget (Affects of Cuts and Increases by Percentage)

2004 Authorized Strength (personnel) is 419.5

Total Budget: : \$46,611,228

(current service level)

Staffing Factor of 4

FTE: Firefighter - \$53,500 (1-22), \$54,600 (23-67), \$57,200 (68-99), \$60,200 (over 99)
 Fire Motor Operator - \$76,000; Captain - \$86,000; Battalion Chief - \$93,000
 Inspector \$70,000

By	Cut	Dollars	FTE	Authorized Strength	Average Daily Staffing	Number of Companies	Captains	Fire Motor Operators	Firefighters	Battalion Chiefs, Other	Inspection Division	Notes
	8.17%	\$3,431,200	+56	475.5	110	26	+4	0	+48	+4	0	Training Captains
	7.73%	\$3,245,200	+54	473.5	110	26	+2	0	+48	+4	0	Fire Educators
4 per rig	7.32%	\$3,073,200	+52	471.5	110	26	0	0	+48	+4	0	Full Rig Staffing
	6.77%	\$2,844,400	+48	467.5	109	26	0	0	+44	+4	0	
	6.23%	\$2,615,600	+44	463.5	108	26	0	0	+40	+4	0	
	5.68%	\$2,386,800	+40	459.5	107	26	0	0	+36	+4	0	
	5.14%	\$2,158,000	+36	455.5	106	26	0	0	+32	+4	0	
	4.59%	\$1,929,200	+32	451.5	105	26	0	0	+28	+4	0	
	4.05%	\$1,700,400	+28	447.5	104	26	0	0	+24	+4	0	
	3.50%	\$1,471,600	+24	443.5	103	26	0	0	+20	+4	0	
	2.96%	\$1,242,800	+20	439.5	102	26	0	0	+16	+4	0	
	2.41%	\$1,014,000	+16	435.5	101	26	0	0	+12	+4	0	
	1.90%	\$800,000	+12	431.5	100	26	0	0	+8	+4	0	
	1.40%	\$586,000	+8	427.5	99	26	0	0	+4	+4	0	
	0.89%	\$372,000	+4	423.5	98	26	0	0	0	+4	0	Safety Officers
Current	0.00%	0	0	419.5	98	27	0	0	0	0	0	
	0.22%	\$93,000	-1	418.5	98	27	0	0	0	-1	0	Fire Investigator
	0.75%	\$313,000	-1	418.5	98	26	-4	-4	+8	-1	0	Close Ladder 2
Minimum Cut	2.35%	\$985,000	+2	421.5	98	26	-4	-4	+8	-1	+3	Housing
												Revenue Needed = \$822 K
	2.49%	\$1,045,000	+1	420.5	98	26	-4	-4	+8	-2	+3	Shop Worker
	3.00%	\$1,259,000	-3	416.5	97	26	-4	-4	+4	-2	+3	
	3.51%	\$1,473,000	-7	412.5	96	26	-4	-4	0	-2	+3	
	4.02%	\$1,687,000	-11	408.5	95	26	-4	-4	-4	-2	+3	All Quints at 4
	4.53%	\$1,901,000	-15	404.4	94	26	-4	-4	-8	-2	+3	
	5.04%	\$2,115,000	-19	400.5	93	26	-4	-4	-12	-2	+3	
	5.55%	\$2,329,000	-23	396.5	92	26	-4	-4	-16	-2	+3	
	6.05%	\$2,543,000	-27	392.5	91	26	-4	-4	-20	-2	+3	
	7.09%	\$2,977,000	-31	388.5	90	25	-8	-8	-16	-2	+3	Close Ladder 3
	7.60%	\$3,191,000	-35	384.5	89	25	-8	-8	-20	-2	+3	
	8.11%	\$3,405,000	-39	380.5	88	25	-8	-8	-24	-2	+3	
Maximum Cut	8.62%	\$3,619,000	-43	376.5	87	25	-8	-8	-28	-2	+3	All Quints at 3

Minneapolis Fire Department 2004 Organizational Chart

