

BALANCING THE SCALES: FIRE DEPARTMENT SERVICE AND COMMUNITY EXPECTATIONS

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INTRODUCTIONS

HOW DOES YOUR FIRE DEPARTMENT MEASURE SUCCESS?

- | | |
|---|--|
| <ul style="list-style-type: none">• “We Fight A Lot of Fires”• Response Times• Annual Fire Loss• Firefighters per 1,000 population• Hours of Training Completed | <ul style="list-style-type: none">• Occupancies Inspected• ISO Rating• Number of Incidents per year• Customer Survey Scores• Number of Public Education Events |
|---|--|

“DOING IT RIGHT, OR JUST “DOING IT”



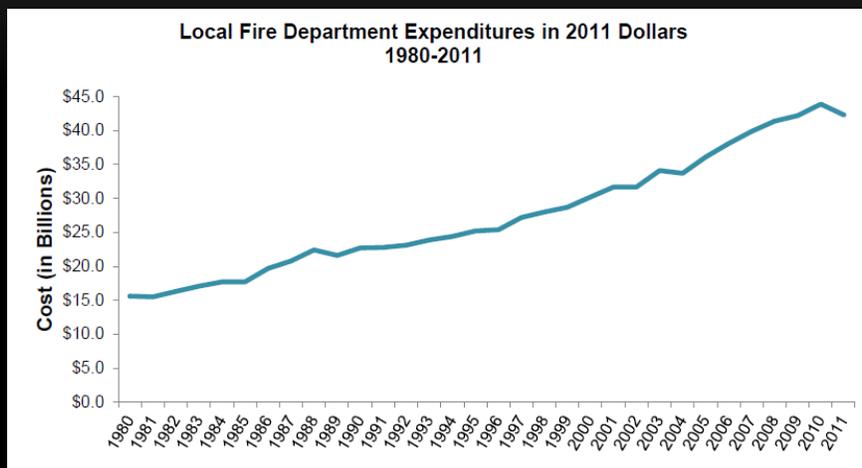
TRADITION

JUST BECAUSE YOU'VE ALWAYS DONE IT THAT WAY
DOESN'T MEAN IT'S NOT INCREDIBLY STUPID.

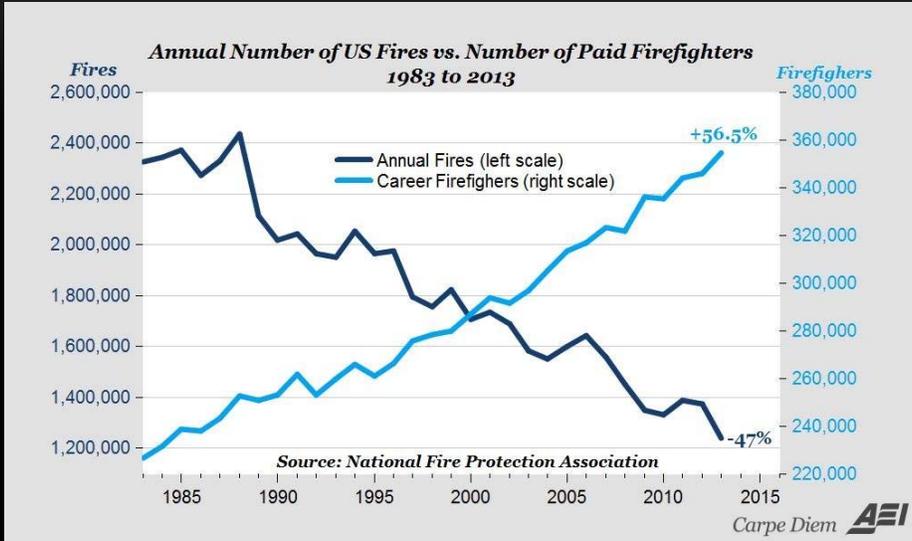
THE NEW REALITY FOR THE FIRE SERVICE?

- Do more with less _____?
 - Money
 - People
 - Time
 - Resources

MONEY



PEOPLE



FIREFIGHTERS VS. POPULATION GROWTH

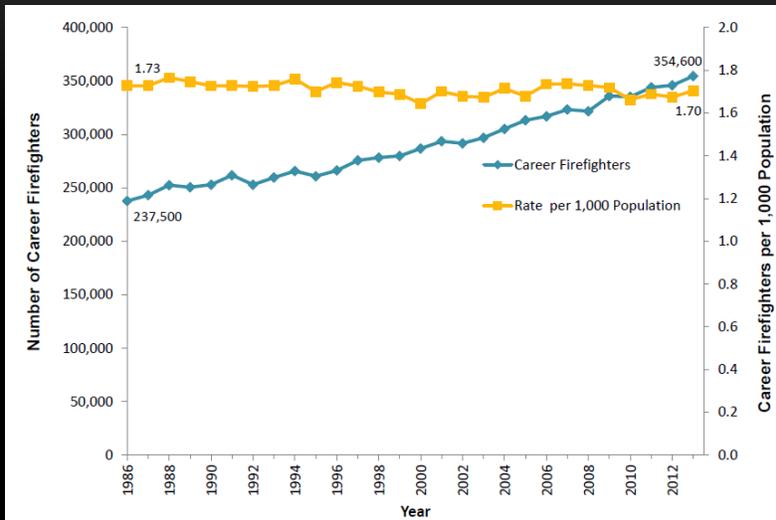
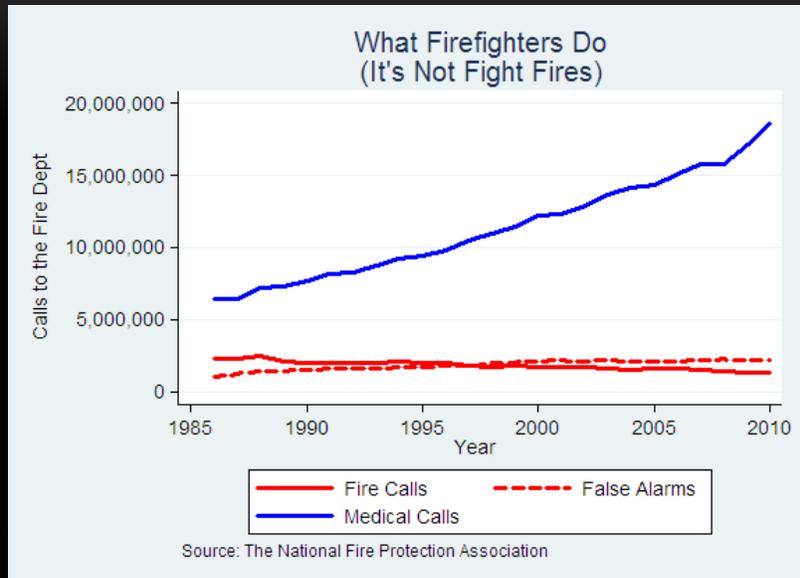


Figure 1: Number of Career Firefighters and the Rate per 1,000 People. Source: NFPA Annual Survey of Fire Departments for U.S. Fire Experience (1986-2013).

TIME



THE NEW REALITY FOR THE FIRE SERVICE?

- Do more with less _____?
 - Money
 - People
 - Time
 - Resources

THE NEW REALITY FOR THE FIRE SERVICE

- Increased accountability for money, people, time and resources
- Public demand for Transparency
- Data based decision making
- Community Engagement
- Increased Customer Expectations/"Customer Centric"

WHAT IF WE JUST KEEP DOING IT THE WAY WE'VE ALWAYS DONE IT?



OBJECTIVES:

- Review the difference between effective and efficient, and why we need to pursue both in the fire service.
- Review the fire service accreditation process as a model to follow.
- Review the benefits of the process from the perspective of the various stakeholders.
- Review some best practices.

EFFECTIVE VS. EFFICIENT

- **Effective** (adj.): Adequate to accomplish a purpose; producing the intended or expected result.
 - Respond Fast, Send Lots of FFs, Put Fires Out
 - Build a Training Center, train FFs.
- **Efficient** (adj.) Performing or functioning in the best possible manner with the least waste of time and effort (*and cost*).
 - Prevent the Fire, Respond within a timeframe that is appropriate for the incident, Send the right number of FFs, Put Fires Out, unless its better to be defensive.
 - Share a Training Center with other agencies, train FFs.

- How do you know your agency is effective and efficient?
- The best practice today is the PROCESS developed by the Commission on Fire Accreditation International (CFAI).

WHO DEVELOPED THIS PROCESS & WHY?

- Developed in early 1990's
- A MOU between IAFC and ICMA started the development process in the 1980's
- A trust document between the IAFC & ICMA in 1996 implement the Commission on Fire Accreditation, (CFAI) in 1986
- Participants include Fire Chiefs, City Managers, Labor, Insurance Industry, NFPA, DOD, and Private Sector representation
- Today, the Center for Public Safety Excellence oversees the CFAI & The Commission on Professional Credentialing CPC)

WHAT IS THE ACCREDITATION MODEL?

- A Self-Assessment process with Peer Verification and Validation
- A Model for continuous improvement
- The Model allows agencies to definitively answer the following questions:
 - What are we doing?
 - Why are we doing it?
 - How well is it working?
 - How are we going to make it better?
 - How do we prove it?

WHAT ARE THE COMPONENTS AND STEPS?

- Self-Assessment
- Community Risk Analysis
- Standards of Cover Plan
- Strategic Plan
- 3rd Party Validation
- Commission Votes
- QI model – reaccreditation every 5 years, with a requirement to submit an annual compliance report

SELF-ASSESSMENT

TEN CATEGORIES

- Governance & Admin
- Assessment & Planning
- Goals and Objectives
- Financial Resources
- Programs
- Physical Resources
- Human Resources
- Training & Competency
- Essential Resources
- External Systems Relationships

*10 Categories subdivided into Criteria
*43 Criteria Subdivided into Performance Indicators (PI's)
*There are 253 PI's.

HOW THE ACCREDITATION MODEL HELPS

- Provides structure and a road map for assessing the various aspects any fire agency:
 - Remember the 253 Performance Indicators
- Puts "math and science" into our decision making
- Raises the Level of Professionalism
- Provides transparency to the stakeholders
- Encourages continuous quality improvement
- Provides an orderly means for agency expansion (or contraction).
- *Helps you sleep at night*

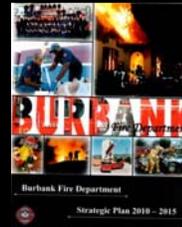
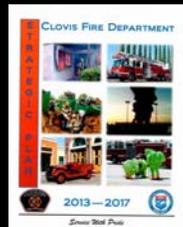
THE PAST VS. TODAY/FUTURE

- Inputs vs. Outcomes
- Emotion vs. Science
- Scare Tactics vs. Analytics
- Aggressive Interior attack vs. Hit it from the yard
- Department based planning vs. Community Based Strategy
- Fire Centric vs. Customer centric

FOCUS ON OUTCOMES QUALITY, NOT NECESSARILY QUANTITY

- Identify the important goals that need to be addressed to reduce the losses of life and property.
- Design and evaluate activities that are most likely to bring about a quality level of service to the community.
- Administer these activities to provide the highest level of service in the most cost efficient manner.

COMMUNITY BASED STRATEGIC PLANNING PROCESS

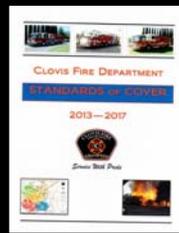


CITIZEN STAKEHOLDER FEEDBACK

- Maintain current service levels
- Firefighters should be professional and courteous, even on emergency scenes.
- Firefighters should be very visible in the community.
- Current pay and benefits are appropriate but future increases or enhancement should be more tempered (conservative) than in the past.

STRATEGIC RECOMMENDATIONS ARE DRIVEN BY:

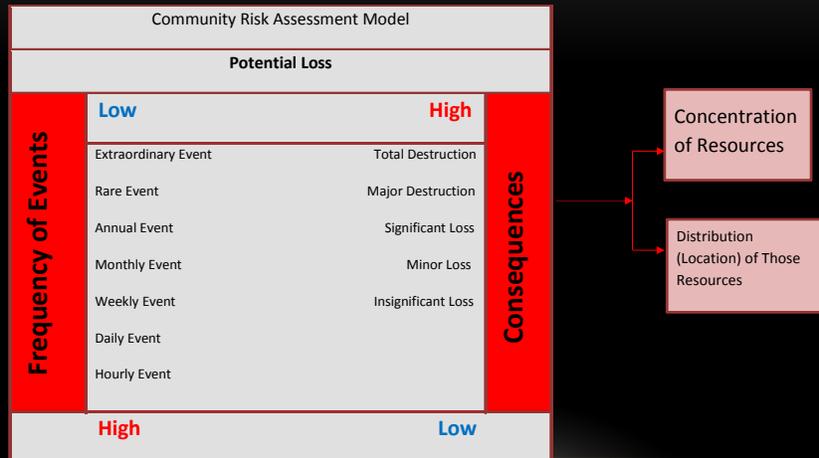
- Citizen Feedback
- Standards of Cover
- Environmental changes
- Improvement opportunities



COMMUNITY RISK FACTORS

- Historical call patterns
- Distribution by location of where calls are occurring in the city
- Time of day when calls are occurring
- Ability of occupants to take self-preserving actions
- Construction features predominately used in a given area
- Degree of use of built-in fire protection
- High-hazard structures and critical infrastructure
- Lack of needed fire flow
- Business type and the activity that occurs within that business and its contents
- Wildland urban interface areas
- Highways, rail lines, gas & fuel transmission lines that intersect the city
- Major events

COMMUNITY RISK ASSESSMENT MODEL



THE STRATEGIC EFFORT

Future success is directly related to how well the agency can adapt and re-organize itself for the future.

THE STRATEGIC EFFORT

The importance of a long-term strategic effort, if it is to be effective, will lie in the continual updating of this plan.

THE STRATEGIC EFFORT

The power of any strategic effort is when it becomes the basis for the playbook for the organization.

THE SELF ASSESSMENT PROCESS

- 253 PI
- Focus is on the key organizational elements found to be critical to organizational performance
- Organization evaluates each one
- Description – Appraisal - Plan

DON'T FEAR THE PROCESS BUT BE PREPARED TO BE CHALLENGED

- First time through will be challenging
- Challenging, yet practical
- Contemporary, not revolutionary
- Able to evolve over time
- Achievable!
- A practical management tool for fire and EMS agencies
- An excellent process to lead cultural change in the organization

WHAT DO YOU GET FOR THE EFFORT?

- improve stakeholder confidence and trust;
- increase the likelihood of achieving objectives;
- encourage proactive management;
- be aware of the need to identify and treat risk throughout the organization;
- improve the identification of opportunities and threats;
- comply with relevant legal and regulatory requirements and international norms;
- improve mandatory and voluntary reporting;
- establish a reliable basis for decision making and planning;
- effectively allocate and use resources for risk treatment;
- improve operational effectiveness and efficiency;
- improve loss prevention and incident management;
- improve organizational resilience.

CITY MANAGER PERSPECTIVE

QUESTIONS FROM ELECTED OFFICIALS AND CITY MANAGERS

- Is the department producing benefits that justify the cost?
- Is there a better way of achieving the same goals?
- Have various methods been evaluated?
- Are goals being achieved with minimum resources?
- Will goal achievement contribute to a quality level of service to the community?

QUESTIONS?

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