



Efficiency Study News

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Summary of the May Activities of the LFR Efficiency Study Steering Committee

In this Issue:



page 1-4

Ad Hoc Sub Committees' Reports

Editor's Note: Each issue of this newsletter is intended to summarize the discussion and progress for implementing a strategic management process for the LFR. Future issues will be published when there is new information to report.

The Ad Hoc Sub Committees reported their activities:

Recommendation #43 "The three governing boards of LFR should consider supporting the IAFC/IAFF developed Wellness-Fitness Initiative."

The Wellness Fitness Initiative (WFI) is the best program available, in its absence attempts are being made to combine the two City of Littleton wellness programs with the needs of the WFI. All costs associated are additional expenses. The Ad Hoc group report recommends:

- Implement the IAFC/IAFF WFI program
 - ✓ Annual fitness evaluations per WFI
 - ✓ Include METS (unit of measurement) test
 - ✓ Record results to track and trend to validate the program as it relates to LFR

- Utilize a RFP to attain a Fire Department Physician
 - ✓ Annual 1583 physicals
 - ✓ Require the Doctor to continually employ a certified or be certified as a Fire Department Physician
 - ✓ The physician is local and able to be rotated through on-duty days
 - ✓ Utilize department physician to clear return to duty
- Conduct annual cardiac assessments via Dr. Boone
 - ✓ First year test the entire department
 - ✓ Age rotation
 - Once every 3 years for members in their 20s
 - Once every 2 years for members in their 30s

- Once every 1 year for members in their 40s
- Construct and implement a Standard Operating Procedure
 - ✓ Must have the rehabilitation plan in place prior to any testing for the “what if” scenario
- Maintain consistency and same physical fitness equipment of all eight stations
- Add Personal Fitness Trainers (PFT) / Certified Fitness Trainers (CFT)
 - ✓ 4 Personal Fitness Shift Trainers (PFST) first year
 - ✓ 3 PFST second year
 - ✓ Fill as needed to maintain numbers at 5 PFST per shift
 - ✓ Additional 5 CFST by end of second year
- Utilize PFTs/CFTs on duty to rotate between stations
 - ✓ Monthly rotation one day per shift, rotate trainers
 - ✓ DVD record exercise demos for link
- Incentive programs to include
 - ✓ Dry fit workout shirts for average in annual fitness testing
 - ✓ Reduced deductible for participation and above average scoring in the City Wellness Program or governing bodies Wellness program
 - ✓ Tie to x % raise if scoring elite on annual fitness testing
- Present action items that can be done now with no additional costs
 - ✓ Quarterly meetings of committee to continually refine program
 - ✓ Utilize PFST/CFST on a rotational bases monthly to refine and educate members workout programs
 - ✓ Post workout programs designed specifically for firefighters on the Link
 - ✓ Record data to trend and track for the members to assist in programming

Costs for WFI are:

FIRST YEAR WFI IMPLEMENTATION OVER 40			
Equipment / Item	Quantity	Cost per Unit	Total Cost
Laptop with software	1	\$1,500.00	\$1,500.00
Physicals	135	\$465.00	\$62,775.00
Cardiac Scans first year	135	\$300.00	\$40,500.00
Education / Continuing Ed for Trainers	1	\$23,500.00	\$23,500.00
Standardization of eight station's equipment	1	\$13,480.00	\$13,480.00
Health education and promotions	1	\$4,500.00	\$4,500.00
Total Initial Investment			\$146,255.00

SECOND YEAR ROTATION			
Equipment / Item	Quantity	Cost per Unit	Total Cost
Physicals	135	\$465.00	\$62,775.00
Cardiac Scans	15	\$300.00	\$4,500.00
Education / Continuing Ed for Trainers	1	\$23,500.00	\$23,500.00
Health education and promotions	1	\$4,500.00	\$4,500.00
			\$95,275.00

THIRD YEAR ROTATION			
Equipment / Item	Quantity	Cost per Unit	Total Cost
Physicals	135	\$465.00	\$62,775.00
Cardiac Scans	45	\$300.00	\$13,500.00
Education / Continuing Ed for Trainers	1	\$23,500.00	\$23,500.00
Health education and promotions	1	\$4,500.00	\$4,500.00
			\$104,275.00

Recommendation #18, #19, #20, and #21 – Response Times

After careful consideration and research the Ad Hoc group recommends the following to the Steering Committee:

OEC Recommendation #18: Dispatch Time

OEC recommends that LFR establish a dispatch time goal of 1 minute 90% of the time.

The sub-committee concurs with OEC recommendation and believes it is an obtainable goal.

OEC Recommendation #19: Turnout time

OEC recommends that LFR establish a turnout time goal of 1.3 minutes (1min. 18 sec.) in 90% of the time.

The sub-committee believes that turn out time of 1.3 minutes (1min. 18 sec.) is reasonable; however, the Ad Hoc group believes that the NFPA and CFAI standard of 1 minute is more appropriate. In addition, LFR must also account for the station alerting time and dispatch airing of the call time.

Research demonstrates that when a unit is on the air and goes responding right after the call airing there is an approximate 45 second talking time. West Metro, a leading agency in the southern metro area also allows 45 seconds for call airing time. Therefore:

Sub-Committee Turn out time Recommendation: 1 minute plus 45 second talk time = 1 minute 45 seconds 90% of the time.

OEC Recommendation 20: Travel Time

Urban (COL & LFPD)

First Due: 5 minutes 90% of time
 Second Due: 9 minutes 90% of time

Suburban (HRMD)

First Due: 6 Minutes 90% of time
 Second Due: 10 minutes 90% of time

Rural Areas

First Due: 11 Minutes 90% of time
 Second Due: 15 Minutes 90% if time

The sub-committee agrees with the travel time for the classifications. However, in looking at the areas the OEC defined the sub-committee believes the classifications are based on subjective criteria. Increasing travel time in HRMD because of the Suburban geography (OEC p. 45) is not in the best interest of the citizens. The sub-committee recommends making the following changes. Create a Back Country Open Space response area that is rural because no houses exist in this area, it is a dedicated open space. Once this area is removed from HRMD, the population density places it in the Urban category. Trailmark has a population Density that is considered Urban by CFAI, or Suburban according to NFPA. We believe it is reasonable to utilize the NFPA classification of Suburban. Therefore:

Sub-Committee Travel Time Recommendation:

Urban (COL, LFPD, HRMD)

First Due: 5 minutes 90% of time

Suburban (Trailmark)

First Due: 6 Minutes 90% of time

Rural Areas (BCOS)

First Due: 11 Minutes 90% of time

OEC Recommendation 21: Response Time (First Due) Summary

Urban – COL & LFPD

Dispatch Time	1 minute
Turnout Time	1.3 minutes
Travel Time	5 minutes
Total	7.3 minutes

Suburban – HRMD

Dispatch Time	1 minute
Turnout Time	1.3 minutes
Travel Time	6 minutes
Total	8.3 minutes

Rural Areas

Dispatch Time	1 minute
Turnout Time	1.3 minutes
Travel Time	11 minutes
Total	14.3

Sub-Committee Response Time (First Due) Recommendation:

Urban – COL, LFPD & HRMD

Dispatch Time	1 minute
Turnout Time	1 minute 45 sec
Travel Time	5 minutes
Total	7 minutes 45 sec

Suburban – Trailmark

Dispatch Time	1 minute
Turnout Time	1 minute 45 sec
Travel Time	6 minutes
Total	8 minute 45 sec

Rural Areas-Back Country

Dispatch Time	1 minute
Turnout Time	1 minute 45 sec
Travel Time	11 minutes
Total	13 minutes 45 sec

This recommendation reflects the changes made to OEC recommendation 20.



Additionally, LFR should audit turnout and run times following 6 months of implementation of these recommendations. If LFR cannot meet the recommendations put forth, a Standard of Coverage Study should be completed immediately following the audit.

Recommendation #88: “In concert with City Fleet Maintenance, develop standard protocols for apparatus and equipment maintenance.”

SOP 402 A and B are being revised and will be out for review within two weeks. We are currently researching our maintenance contract with Parker for American LaFrance issues, if the City is unable to fix in a timely manner. Reoccurring problems are recommended to have an inventory of required parts at shops in the future. Mutual training will be addressed to help the shops and the field understands where each other is at with training and vehicle knowledge. It was confirmed that all City of

Littleton fleet mechanics that perform maintenance on LFR vehicles maintain pump/fire commander certification and undergo a minimum of eight hours of continuing education annually.

Recommendation #83: “Appoint one captain at each station as the facilities manager.”

Station maintenance will stay the same as current SOP but will be revisited to bring all parties onboard with what needs to be done.

Report of the Special Team Sub-Committee: Being that all his recommendations are Phase III there was no movement. He is beginning to assemble the working Ad Hoc group.

Report of the Staffing Sub-Committee: Regarding the Full Transport recommendation the Ad Hoc group met and realized they can address some of the pro’s and con’s of full transport such as increase in patient care, unit utilization,

program expense, and some revenue issues. The Ad Hoc group cannot address affect to response times and most revenue issues. Response times would be addressed in a Standard of Cover study.

Discussion occurred combining recommendation #27 (add a fifth medic unit) with recommendation #28 (consider full transport). The Ad Hoc recommendation is looking at it from the patient perspective. They want to focus on full transport. It was mentioned to get the system where it should be (by adding the fifth medic unit per OEC recommendations) then look at full transport. It was decided to keep them separate.

Presentation Preparation was discussed. On June 15, 2009 the Steering Committee will give a presentation to COL, LFPD, and HRMD staff and elected officials. The content of the presentation will be the Phase II recommendations that will have an impact on the 2010 budget.

Committee Members

Name	
John Mullin	Administration
Randy Glanville	Administration
Brian Cronin	Officer
Mark Stokes	Officer
Jeff Tasker	Officer
Larry Blanco	Officer
Paul Amend	Officer
Will Allen	Non-Officers
Byron Barr	Non-Officers
James Davis	Non-Officers
Paul DeSalvo	Non-Officers
Joel Heinemann	Non-Officers
Cathy Jones	Dispatch
Tim Stover	Fire Prevention

Ad Hoc Working Group

- Chaired by steering committee members
- 5-7 members from throughout department impacted by issue
- Conduct independent analysis
 - Info from other agencies
 - Internal assessment of employee concerns/input
 - Financial analysis
 - Creation and analysis of strategy options
 - Recommendation with suggested implementation plan
- Report to full steering committee

Steering Committee

- Oversight/coordination of strategic analysis and decision making
- Diagonal slice of the organization (unit, rank)
- Prioritize strategic issues
- Members serve as chairs of issue specific ad hoc working groups
- Report analysis and recommendations to steering committee
- Communicate progress to all stakeholders
- Serves as advocate for strategic management approach