

ITEM NO. _____

**CITY COUNCIL OF PEORIA, ILLINOIS, IN COUNCIL,
ASSEMBLED YOUR COMMITTEE OF THE WHOLE to Whom
was Referred a POLICY/WORKSHOP SESSION Regarding
a PRESENTATION by MATRIX CONSULTING GROUP
Regarding FIRE DEPARTMENT ORGANIZATIONAL
EFFECTIVENESS and EFFICIENCY STUDY.**

A Policy/Workshop Session was held on Tuesday, September 28, 2004, in the Council Chambers, Room 400, City Hall, 419 Fulton Street, Peoria, Illinois at 6:17 P.M., with Mayor David Ransburg presiding.

ROLL CALL

Roll Call showed the following Council Members Present: Ardis, Grayeb (left at 8:50 P.M.), Gulley, Morris, Nichting, Sandberg, Spears (arrived at 6:24 P.M.), Teplitz, Thetford, Turner, Mayor Ransburg – 11; Absent: None.

Others present: City Manager Randy Oliver, Corporation Counsel Randy Ray, Assistant City Manager Alan Pennington; Fire Chief Roy Modglin; Assistant Fire Chief Kent Tomblin; Fire Captain Terry Dunne, Division Chief of Operations Dave Johnston, Division Chief of Prevention Greg Walters, President of Local #50 Tony Ardis; Interim ESDA Director Dave Tuttle; Information Systems Director Cathy Roger; Finance Director Jim Scroggins; Public Information Officer Alma Brown; Deputy City Clerk Beth Ball, Nancy Schmitt from the City Clerk's Office, interested citizens and members of the media.

PRESENTATION by MATRIX CONSULTING GROUP Regarding FIRE DEPARTMENT ORGANIZATIONAL EFFECTIVENESS and EFFICIENCY STUDY.

City Manager Randy Oliver introduced the President of the Matrix Consulting Group, Richard Brady and Vice President Travis Miller.

Mr. Richard Brady stated they were selected to perform this Study in July, 2004. He explained the Study included a review of the organization and operations of the Peoria Fire Department. He said on the fire side they examined deployment and staffing of stations, opportunities to move stations or add stations, and reviewed the entire station response network to determine how efficiently and effectively it was deployed. He said they also looked at the Emergency Medical Services System and support services, which included fire prevention, public education, hazardous material management, emergency communication, etc.

Mr. Brady explained the comprehensive approach to conducting the project. He said they conducted many interviews with department staff, personnel in the fire stations and collected data of workloads and services. He said the Peoria Fire Department had many positive aspects. He said Peoria was in the top 10% – 15% of Fire Service in the country. He said the Peoria Fire Department was providing a high level of service to the community with levels of depth. He said the Department had an efficient and effective two-tier medical system and they had done some innovation things as it related to training.

Mr. Travis Miller discussed the following topics: National Standards for Designing Fire and EMS Systems, the Impact of Two Key Interventions on Cardiac Survivability; the 4 and 8 Minute Standards for EMS from Cardiac Survivability; the 8-Minute Response Time Derived from Fire Behavior Theory; Other Key Issues Related to Service Delivery for Fire and EMS; Two Major Current Efforts to Formalize These Standards; the NFPA 1710 was explained; CFAI Standards of Coverage; Several Issues Were Identified in Fire/Dispatch Performance; Corrective Steps to Correct Dispatch and Reflex Issues; Deployment Options Were Evaluated Against Two Goals;

Examination of 4-Minute Plus Calls; Current Theoretical Performance Very High Against Both Standards; Current Deployment: Station Overlap at 4-Minutes; Current Deployment: Station Overlap at 8-Minutes; Current Deployment: Personnel Overlap at 4-Minutes; Current Deployment: Personnel Overlap at 4-Minutes; Several Station Deployment Options Were Analyzed; Alternative 1: Station No. 3 4-Minute Personnel Overlap; Alternative 2: Station No. 8 4-Minute Personnel Overlap; Alternative 3: With Stations No. 17/21 4-Minute Personnel Overlap; Battalion Chief Staffing Should Be Maintained at Two at all Times; Fire Department Responses Can Be Enhanced in Several Ways; The Fire Department Work Cycle Can Be Made More Efficient; Station No. 11 Staffing Presents Several Choices for the City; EMS System Performance Exceeds National Standards; Scope of Services Required Review of EMS Options for Peoria; Targeted ALS Companies May Provide Some Benefit; City Should Dispose of the Ambulance Purchased by the FFIF; Other Enhancements to the Delivery of EMS Services; Dispatch Services Can Be Enhanced by the City; City Should Renew Its Investment in Prevention and Education; Fire and EMS Training Should Be Directed and Documented Better; and Organization and Management of the Fire Department.

Mr. Miller explained the options for Station No. 11 would be to replace a truck with an engine company or cross-staffing an engine and truck, and staffing with a group of three people depending on the needs of the call, or change the run policies so the ladder truck would be left at the station for EMS calls. He said another option would be staffing a rescue unit. He said they recommended cross-staffing the engine and truck at the same location, or leaving the truck there and changing the run cards.

Mr. Miller said they recommended enhancing delivery of EMS services, dispatch services and he said the City should renew its investment in prevention and education. He said better documentation was needed for Fire and EMS training. He suggested improvement in tracking dispatch performance, reflex time by unit and shift, and tracking in-station training times by company and shift.

Council Member Grayeb inquired about the recommendation of re-opening Station No. 17 and closing Station No. 3, and the proposal to make a deal with Peoria Heights to enhance their coverage. He said there was a security gap at Station No. 17, and he did not think public safety was the first priority if it was contingent upon a deal made with the Village of Peoria Heights.

Mr. Brady said there was not a security gap in that area, because of the way all the units come together to provide service.

Council Member Grayeb stated because of the number of senior citizens in that area, he felt there was a security gap.

City Manager Randy Oliver stated the study was based on calls for service over a twelve-month period.

Mr. Travis stated the calls that would be picked up by re-opening Station No. 17 alone represented three-quarters of 1% of the total calls for service that were currently unable to get a first unit there in four-minutes or less.

Council Member Grayeb questioned Fire Chief Modglin as to the number of senior citizens on North Galena Road who were well over four-minutes away. He said he thought it was ten or fifteen minutes away from fire rescue services.

Fire Chief Modglin stated there were several hundred seniors around that location.

Mr. Brady stated there were three stations that could respond in eight-minutes or less. He said people in an institutional setting were at a higher risk. He said they looked at the capability of opening Station No. 17 by taking a regional opportunity and jointly sharing the burden and cost of that Station with another community.

Council Member Grayeb questioned what the present response time was to Lutheran Home on Galena Road.

Fire Chief Modglin said the response time from Station No. 12 was six to seven minutes to Galena Road.

Council Member Grayeb questioned the recommendation of closing Station No. 3 to address a problem out in the Station No. 17 area, since there had been a previous need south of War Memorial Drive and the southern half of the City.

Mr. Miller stated the adoption of performance standard led to making public policy decisions around the edges of response area. He said if the response standard was that you wanted to get 90% of the calls in four-minutes or less, you were achieving that standard. He said the issue being raised was the 10% of calls that you may or may not get to.

Mr. Brady stated the recommendation would improve the response time by as much as a minute with improvements in dispatch and turn-out time.

Council Member Grayeb questioned if response time was more critical in a more advanced population of senior citizens. He questioned why the City would take three to five years to correct the problem in the area of Station No. 17, and then close Station No. 3 in an older neighborhood with a lot of framed houses, and when there had been a cut back on Station No. 11. Council Member Grayeb said he didn't think the recommendations were geared to public safety, but geared to an understanding of the current City budget and finances. He said he was looking for suggestions on how to secure the City adequately.

Council Member Teplitz questioned what guidelines were used to determine the recommended closure of Station No. 3.

Mr. Travis stated they looked for Stations that were surrounded by other resources with large overlap. He said they looked at Stations with multiple resources as well as the ability to deliver those resources within the four and eight-minute target times.

Council Member Teplitz questioned which Stations were considered overlap Stations that could take up the slack should Station No. 3 be closed.

Mr. Travis said if Station No. 3 were closed, the Stations that would be able to respond would be Station No. 8, Central House, Stations No. 11 and 13, and a slightly longer response time would include Stations No. 10 and 4.

Council Member Teplitz stated she found it very odd that this station was chosen for potential closure. She said with the age of the housing structure and a major university just a few blocks away from that station, as well as Station No 3 being just seconds away from the Interstate, this would be an integral part of the fire response system to all parts of the City as it was right now. She said she would not find this an acceptable solution especially with the challenges that faced Station No. 11, which was also in the heart of the City. She said she did not see where Station No. 11 would be an overlap if Station No. 3 were closed.

Mr. Miller said the model showed that Station No. 11 was a contributor to the ability to put eighteen-plus people in that area in four-minutes or less.

City Manager Oliver stated the short term recommendation was to move the ladder truck from Station No. 11 to Station No. 3, absent the issues with Station No. 17, and to keep an engine and a truck company and run a jump crew, which was not currently permitted under the union contract, and then have the engine company at Station No. 3.

Mr. Miller stated if the City could not make a deal with the Village of Peoria Heights, then they would recommend that an additional station be added within three to five years.

Mr. Brady said it was common in other parts of the country for communities to work together in fire services.

Council Member Ardis also expressed his concerns regarding emergency services in the Fifth District. He discussed the inexpensive option of establishing four-ALS engine companies. He said he would be interested in exploring this in lieu of spending \$1 million to open a new fire station. He said Council should look at this in terms of policy direction.

Council Member Ardis asked Fire Chief Modglin if there had been discussion with Peoria Heights regarding sharing fire services, and he further questioned if the Village of Peoria Heights ever called the City of Peoria for assistance.

Fire Chief Modglin stated they had not discussed this issue with Peoria Heights. He said they had similar discussions with another neighboring community in the past. He said the Volunteer Fire Departments did not routinely call the City of Peoria for assistance, but called on other volunteer departments for assistance.

Council Member Ardis stated the City had been using overtime to perform the HazMat Inspections, which he said provided revenue through the Fire Department. He said he had asked the Council to consider hiring two or the appropriate number to perform this on a daily basis. He also questioned if the County had been contacted regarding expanding the City's HazMat services into the businesses in Peoria County.

Fire Chief Modglin stated they had discussed this issue with individual members of the County Board, but had not approached the County Board as a whole. He said that would come under the direction of the City Manager or the City Council. Chief Modglin stated the Peoria Fire Department was the provider of HazMat Services in Central Illinois.

Council Member Thetford referred to the report that two Battalion Chiefs should be maintained at all times, and she inquired as to what was being done at the present time.

Mr. Miller said there was minimum staffing with one Battalion Chief and if the second Battalion Chief didn't come in, for some reason, that second position did not get covered. If both were out, overtime was used by bringing someone in to fill that position.

Council Member Thetford referred to implementing the signal preemption as a way of reducing response times for emergency services, and she questioned if this would also reduce accidents.

Mr. Brady said statistical studies showed the signal preemption system reduced the number of accidents.

Council Member Thetford stated she would like additional ways of addressing public safety in regard to reducing response times and preventing a significant number of accidents, and agreed this should be pursued. She also mentioned the five options regarding the staffing for Station No. 11, and she questioned the change run policies.

Mr. Miller stated at the present time a ladder truck was being utilized in the same set of response policies, as for EMS calls, and they suggested taking that response territory and dividing it up for the single engine company responses, which he said would lessen the work load on the ladder truck.

Council Member Nichting asked in reference to the reflex time of a call, what was considered the start time of a call.

Mr. Miller stated the start time would be the minute the call came in to 911 dispatch. He said they calculated the response time from the time the call came in, to the time a fire crew was dispatched.

Information Systems Director Cathy Roger stated there were different scenarios that affected the time. She said if it was an injury accident, fire, police and EMS were sent immediately, but if it was a non-injury, only police were sent.

Council Member Nichting said since the proprietary of information from AMT could not be shared with the City, how would the City know if they were meeting the objectives.

Discussion ensued and it was determined that there would have to be an exchange of information and the City could require or negotiate a third party compliance audit by the auditor, who could provide that information.

Council Member Nichting questioned why the study did not evaluate what other communities were doing to bring in additional revenue to cover some of the additional costs.

Mr. Brady stated they did a comparative survey of other communities in Illinois, and they did have a few questions in the survey about charging for services.

Council Member Nichting stated that the Fire Department in a lot of other communities were charging fees when responding to accidents or other types of emergencies for non-residents.

Mr. Miller stated that Dayton, Ohio charged \$350 for residents and \$550 for non-residents.

Council Member Nichting suggested a policy decision on these issues would be in the best interest of the City.

Council Member Grayeb left the meeting at 8:50 P.M.

Council Member Morris questioned if there was any recommended change in the response protocol.

Mr. Miller stated that the response protocols that were in place were found to be in the best practice for fire/rescue delivery systems. He said currently the AMT system functioned at an extremely high level of efficiency and effectiveness, at no cost to the City.

Council Member Morris questioned if the study had revealed any transformational recommendations.

Mr. Miller said the only transformational recommendation would be getting a handle on the dispatch and reflex times, because he said the City could shave another minute off of response time by more effectively managing the way the City responds. Mr. Brady added that would be a 25% reduction in response time.

Council Member Sandberg stated he did not see any reports regarding the NFPA 1500 Standard for personnel safety, or OSHA two-in-two-out Standard, and he questioned why those standards were not included.

Mr. Miller said most Fire Departments always complied with the elements of the NFPA 1500 Standards, and he said it would be rare to find someone not complying with a major threat to life or safety issues. He said the OSHA two-in-two-out related to trying to get four people there in an initial response.

Council Member Sandberg questioned the four and eight-minute response times and the overlaps that were shown on the maps.

Mr. Miller stated that in theory you should be able to get to 95% of the calls as they existed within four-minutes of travel time. He said, in fact, 90% of those calls were responded to within four-minutes or less. He said the model did not take into account concurrent calls, weather, or what was happening on the freeway,

Council Member Sandberg stated in 2003, out of 79% of actual calls, the Fire Department made 92% of the calls in four-minutes.

Council Member Sandberg stated AMT was currently serving 21 communities outside the City of Peoria, and they had eight units available for the City of Peoria and he questioned whether the City would ever have less than eight units.

Mr. Miller stated that if a unit was in use, they would replace with another unit to maintain eight units within the City.

Council Member Sandberg expressed concern that for the costs involved with this study, he did not feel adequate recommendations were made. He also expressed concern that the Matrix Group did not utilize the City of Peoria's hotel facilities for their stay in the area.

City Manager Oliver announced that a public forum meeting regarding the Civic Center, would be held on October 7, 2004, at 6:30 P.M., at Von Stueben School, and on October 8, 2004, at 6:30 P.M., at Lakeview Museum.

ADJOURNMENT

Council Member Morris moved to adjourn the Policy/Workshop Session regarding a Presentation by Matrix Consulting Group regarding Fire Department Organizational Effectiveness and Efficiency Study; seconded by Council Member Turner.

Approved by roll call vote

Yeas: Ardis, Gulley, Morris, Nichting, Sandberg, Spears, Teplitz, Thetford, Turner, Mayor Ransburg – 10;

Nays: None.

The Policy/Workshop Session adjourned at 9:20 P.M.

Mary L. Haynes, MMC
City Clerk, Peoria, Illinois

By _____
Deputy City Clerk