

A G E N D A

**Work Session of the Bedford City Council
Former Library Building
1805 L. Don Dodson
Bedford, Texas 76021
Tuesday, July 23, 2019 at 5:30 p.m.**

CALL TO ORDER/GENERAL COMMENTS

WORK SESSION

- **Discussion on Public Safety staffing.**

ADJOURNMENT

CERTIFICATION

I, the undersigned authority, do hereby certify that this Notice of Meeting was posted on the outside window in a display cabinet at the City Hall of the City of Bedford, Texas, a place convenient and readily accessible to the general public at all times, and said Notice was posted by the following date and time: **Friday, July 19, 2019 at 5:00 p.m.** and remained so posted at least 72 hours before said meeting convened.

Michael Wells, City Secretary

Date Notice Removed

(Auxiliary aids and services are available to a person when necessary to afford an equal opportunity to participate in City functions and activities. Auxiliary aids and services or accommodations must be requested in writing to the City Secretary's Office a minimum of seventy-two hours (72) hours prior to the scheduled starting time of the posted meeting. Requests can be delivered in person or mailed to the City Secretary's Office at 2000 Forest Ridge Drive, Bedford, TX 76021, or emailed to citysecretary@bedfordtx.gov. Some requests may take longer due to the nature, extent and/or availability of such auxiliary aids, services or accommodations.)

Bedford Police Department Staffing Challenges

Chief Jeff Gibson
July 23, 2019



FUNDED SWORN STRENGTH

Administration

3

Professional
Standards

8

CID

15

Patrol

48

Traffic

8

BIU

3

85 Funded Positions (86 Authorized)

CURRENT SWORN STRENGTH

Administration
2
(1 Vacancy)

Professional
Standards
8

CID
12
(3 Vacancies)

Patrol
42
(6 Vacancies)

Traffic
3
(5 Vacancies)

BIU
2
(1 Vacancy)

Vacancies cannot be filled until Patrol is stabilized with fully-trained personnel to ensure minimum staffing requirements are met – there are a total of 16 such vacancies throughout the Department.

Vacancies: 16

Description	# of Positions	Estimated Release to Patrol Duties
Field Training	3	Late 2019
In-Service	3	January 2020
Academy	1	Spring 2020
Open Positions (Funded)	9	1 Year from Date of Hire (late 2020)



PATROL DIVISION STRUCTURE

- 48 Sworn Personnel:
 - Administrative/Operations Lieutenants - 2
 - Warrant Officers - 2
 - K-9 Officer - 1
 - Patrol (Boots on the Ground) - 43:
 - Lieutenants – 2
 - Sergeants – 4
 - Corporals – 4
 - Patrol Officers - 33



PATROL SHIFT STRUCTURE

- Patrol Shifts (A, B, C, D)
- A & C – Day Shift
- B & D – Night Shift

- Total 10 Positions Each Shift:
 - Sergeant
 - Corporal
 - 8 Patrol Officers



MINIMUM STAFFING REQUIREMENTS

- Night Shift:
 - 2 Supervisors
 - 6 Officers
- Day Shift:
 - 1 Supervisor
 - 5 Officers
 - NOTE: The desired minimum staffing for day shift is 2 supervisors and 6 officers. However, the requirement has been decreased to accommodate the current staffing demands for the night shift.



OTHER AGENCY MINIMUM STAFFING REQUIREMENTS

- Eulesse
 - 95 Sworn Officers
 - Minimum Staffing
 - 2 Supervisors
 - 6 Patrol Officers
- Hurst
 - 75 Sworn Officers
 - Minimum Staffing
 - 2 Supervisors
 - 6 Patrol Officers



OVERTIME USE DRIVERS

- Vacancies
- Modified Duty
- Time Off
- Training
- Miscellaneous
 - Court Appearance
 - Special Callouts
 - Late Calls/Paperwork



KNOWN VARIABLES

- Based on a review of the past five years (2014-2018), the Department anticipates 5 vacancies per year through retirement and resignations:
 - Retirement: average tenure is 30 years of service.
 - Average of 2 retirements per year.
 - 10% of sworn personnel have 30+ years of service (8 individuals).
 - Resignation: average tenure is 6 years of service.
 - Average of 3 resignations per year.
 - 6% of sworn personnel have 4-8 years of service (5 individuals).



CONSEQUENCES OF STAFFING SHORTAGES

- Burn Out
 - Officers working mandatory overtime on days off and/or 'short days'
 - Performing on-call/stand-by rotation more often
 - Unable to take advantage of days off to reset physical & mental demands
- Training
 - Unable to attend continued training opportunities unless overtime budget is used
- Time Off
 - Unable to use vacation time (loss of time) on the books due to staffing shortages and without use of overtime
- Staffing Shortages in Other Divisions
 - Staffing cannot be replenished until there is a balanced number of fully trained officers in Patrol.
 - Once Patrol is balanced, officers can be rotated into other Divisions and promotional process can resume.



Questions

Chief Jeff Gibson
July 23, 2019



STAFFING CHALLENGES AND OPPORTUNITIES

BEDFORD FIRE DEPARTMENT



Basic Organization Structure and Resources

- 2 divisions
 - Operations – (60 personnel total authorized positions toward minimum staffing)
 - Administration
- 3 stations
- 3 shifts (A, B, C) Personnel work 24 hours, then off-duty for 48 hours
 - A-Shift = 20 personnel
 - B-Shift = 20 Personnel
 - C-Shift = 20 Personnel
- Minimum responding units in service each day
 - (1) Ladder Truck
 - (2) Engines
 - (3) Medic Units (Ambulances)
 - (1) Shift Commander (Battalion 15)
- Important note: The Bedford Fire Department employs a “cross-staffing” model meaning all Bedford Fire Department employees are both firefighters and EMT / paramedics.
 - This means fire units respond to EMS calls and medic units respond to fire calls

Minimum Staffing

- What is minimum staffing?
- What does minimum staffing look like?
 - Fire apparatus (Fire engine, Ladder Truck) –
 - Minimum (3) persons
 - (1) Lieutenant (Supervisor)
 - (1) Apparatus Operator
 - (1) Firefighter
 - Ambulance (Medic unit) –
 - Minimum (2) persons
 - (2) Firefighter/paramedics
 - (In limited instances, (1) firefighter/EMT may be assigned with (1) firefighter/paramedic
 - Battalion 15 (Shift Commander) –
 - Minimum (1) person (paramedic)
 - Typically, the on-duty Battalion Chief

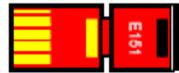
Minimum Staffing (Bedford Fire Department)

MINIMUM STAFFING – EACH DAY (24 HOUR SHIFT)



LADDER TRUCK

(3) PERSONNEL



ENGINE

(3) PERSONNEL



MEDIC UNIT

(2) PERSONNEL



BATTALION CHIEF

(1) PERSON



ENGINE

(3) PERSONNEL



MEDIC UNIT

(2) PERSONNEL



MEDIC UNIT

(2) PERSONNEL

= 16

How did we establish our minimum staffing standards?

1. Bedford follows general industry and regional standards of care and levels of service
2. National Fire Protection Association (NFPA)
 - NFPA 1710 - Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments
 - NFPA standard 1710 sets response standards for career fire departments for all call types

What is the NFPA ? The National Fire Protection Association (NFPA) is a trade association based in the United States. The NFPA creates and maintains private, copyrighted life-safety codes and standards for usage and adoption by local governments. The goal is to set and maintain safe and acceptable code standards for use by local jurisdictions. The association was formed in 1896 by a group of insurance firms.

How did we establish our minimum staffing standards?

- NFPA 1710 - Response standards for career fire departments
- (NFPA) standard 1710 calls for the following (1) alarm, single family dwelling structure fire response:
 - (4) persons to make initial response within five minutes 90% of the time
 - Five minutes includes one minute to get into gear
 - (15) total persons to respond with a “Full Alarm Assignment” to a single family dwelling within nine minutes 90% of the time
 - Nine-minutes includes one minute to get into gear

Response standards for career fire departments continued...

- What is a (1) alarm response for a single family, residential dwelling?
 - A misconception is that each “alarm” is equal to one fire station
 - NFPA 1710 says, it’s “min 15 people within 9 min, 90% of the time”
 - The regional industry standard is:
 - (3) Fire Engines (9 personnel)
 - (1) Fire Truck (3 personnel)
 - (2) Fire Medic (Ambulance), (4 personnel)
 - (1) Battalion Chief (1 person)
 - (1-2) Support units (air/light unit, ambulance to provide medical/rehab support), (2-4 personnel)
 - **Total personnel: 19-21**
 - This is the NEFDA / Bedford model

(1) Single-family residential structure

NFPA 1710, STRUCTURE FIRE RESPONSE

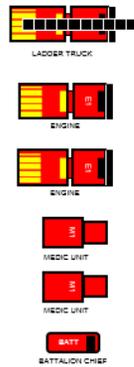
- **Single-Family Dwelling — minimum of 15 members (if aerial device is used)**
 - The initial full alarm assignment to a structure fire in a typical 2,000 ft² (186 m²), two-story, single-family dwelling
- **Open-Air Strip Mall — minimum of 28 members (if aerial device is used)**
 - The initial full alarm assignment to a structure fire in a typical open-air strip shopping center ranging from 13,000 ft² to 196,000 ft²
- **Garden-Style Apartment — minimum of 28 members (if aerial device is used)**
 - The initial full alarm assignment to a structure fire in a typical 1200 ft² (111 m²) apartment within a three-story, garden-style apartment building
- **High-Rise — minimum of 43 members**
 - The initial full alarm assignment to a fire in a building with the highest floor greater than 75 ft (55 ft in Bedford) above the lowest level of fire department vehicle access

STAFFING MODELS – Beyond Minimum Staffing

- There are two generally accepted fire department staffing models:
 - “Constant Staffing” model
 - High percentage of minimum staffing compared to maximum staffing
 - Example: min staffing level = 16, maximum authorized staffing level = 19,
 - Minimum staffing level is 84.2% of the maximum staffing level
 - Relies heavily on the use of overtime to maintain established minimum staffing levels
 - In department with moderate to high call volume, can lead to concerning high fatigue in personnel
 - “Over Staffing” model
 - Lower percentage of minimum staffing compared to maximum staffing
 - Example: min staffing level = 16, maximum authorized staffing level = 21,
 - Minimum staffing level is 76.2% of the maximum staffing level
 - Provides higher level of buffer between minimum and maximum staffing levels
 - Less reliance on overtime to maintain established minimum staffing levels
- “Balanced” model

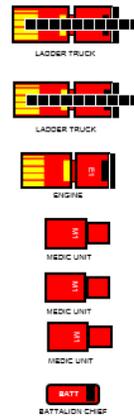
HEB STAFFING LEVELS

HURST FIRE DEPARTMENT



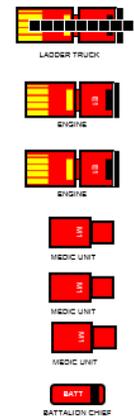
- (3) Fire Stations
- Minimum Staffing - 14
- Authorized Staffing - 17
- (Constant-staffing model)
- Annual Call Volume
Approx. 5000

EULESS FIRE DEPARTMENT



- (3) Fire Stations
- Minimum Staffing - 16
- Authorized Staffing - 22
- (Over-staffing model)
- Annual Call Volume
Approx. 5000

BEDFORD FIRE DEPARTMENT



- (3) Fire Stations
- Minimum Staffing - 16
- Authorized Staffing - 20
- (In transition to over-staffing model)
- Annual Call Volume Approx. 8000

Overtime Use Drivers

- Vacancies #1
- Injuries #2
- “Kelly Days” (FLSA time off)
- Training
- Personal time
- Benefit accrual time off
 - Vacation
 - Holiday
 - Sick time

Misc:

Special events (Other than tourism-funded)

Jury / court

Special callouts

Hold over

Department projects, committees, teams and boards

Vacancies, Injuries and Other Personnel Time Off; Actual YTD FY 2019

- Vacancies: 9
 - (1) Lieutenant retirement
 - (3) Firefighter - voluntary resignations
 - (1) Battalion Chief - involuntary resignation
 - (3) Firefighter - involuntary resignations
 - (1) Firefighter - termination
- Injuries: 10*
 - (9) personal injuries / sudden illness / surgery
 - Examples: Injured knee – surgery, torn rotator cuff – surgery, emergency gallbladder surgery, broken arm
 - (1) On the job injury
 - Required surgery
 - Anticipated total time off, 11 – 12 months
- Spouse care: 1
- Well baby: 1

*Time off duty ranges from one month to one year. Average time off duty = 1.5 months

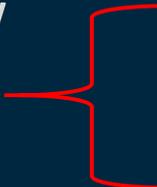
Accruals

- Each employee accrues / authorized to use annually
 - 24 hr. x 8 vacation = 192 hrs
 - 24 hr. x 5 holiday = 120 hrs
 - 24 hr. x 4.5 Kelly Days = 108 hrs
 - 24 hr. x 1.5 personal days = 36 hrs
 - Total: 456 hours / 19 shifts per year
- Each shift (A, B, C)
 - 121 shifts / year
 - 20 personnel authorized
 - 20 x 456 = 9120 authorized hours / shift / year
 - 3 personnel are allowed to schedule days off each shift
 - 72 x 121 = 8712 available hours / shift / year
 - Difference of 408 hours / 17 shifts / year

Time Off Policy vs. Actual Staffing

The Department's internal policy is to allow no more than three employees per day to schedule accrual time off

Personnel are allowed to pick blocks of vacation once per year. After that, first come, first serve basis during the year



SLOT	STAFFING LEVEL	TIME OFF TYPE
1	20	Available to employee
2	19	Available to employee
3	18	Available to employee
4	17	Administrative buffer
5	16	Minimum staffing
6	15	(1) Overtime for 24 hours
7	14	(1) Overtime for 24 hours

How do OT drivers actually impact operations?

- Daily staffing example #1:
Today

- Three employees scheduled off according to policy
- Additional injured employee
- Additional sick employee
- **Results = No OT in this example, at minimum staffing levels**

SLOT	STAFFING LEVEL	TIME OFF TYPE	ACTUAL TIME OFF
1	20	Available to employee	FF Green – Vacation
2	19	Available to employee	Lt Anderson - Holiday
3	18	Available to employee	FF Brown – Kelly Day
4	17	Administrative buffer	FF King – Personal Injury (out 6 months)
5	16	Minimum staffing	Sick - Flu
6	15	Overtime	
7	14	Overtime	

How do OT drivers actually impact operations?

- Daily staffing example #2:
Today
 - Three employees scheduled off according to policy
 - Additional personal day use
 - Training scheduled and paid for 9 months prior
 - Jury duty – Unknown amount of time
 - Maternity leave – well baby
 - **Results = two overtime shifts issued**

SLOT	STAFFING LEVEL	TIME OFF TYPE	ACTUAL TIME OFF
1	20	Available to employee	FF Hancock – Vacation
2	19	Available to employee	Med Officer Brady- Kelly Day
3	18	Available to employee	FF James – Vacation
4	17	Administrative buffer	Lt Singleton– Personal day
5	16	Minimum staffing	FF Campbell – Swift Water Rescue School
6	15	Overtime	FF Campbell – Jury Duty
7	14	Overtime	FF Johnson – Maternity Leave
8	13	Overtime	

How do OT drivers actually impact operations?

- Daily staffing example #2:
Today
 - Two employees scheduled off according to policy
 - No additional time off use
 - No injuries or vacancies
 - **Results = two personnel over minimum staffing, Additional unit in service (EMS 15)**

SLOT	STAFFING LEVEL	TIME OFF TYPE	ACTUAL TIME OFF
1	20	Available to employee	FF Henderson – Vacation
2	19	Available to employee	Lt Jackson- Holiday
3	18	Available to employee	
4	17	Administrative buffer	
5	16	Minimum staffing	
6	15	Overtime	
7	14	Overtime	
8	13	Overtime	

What are we doing to improve the use of overtime?

- Changing the Department culture, impacting retention
- Eliminating “Kelly Day” practice
- Adopting 15 day pay cycle
- Firefighter health and wellness/fitness program
- Personnel policy changes
 - Fire Department policies
 - City of Bedford policies

What do we still need to accomplish?

- Pursue the overstaffing or “Balanced” model
- Move to at least 21 per shift
 - 16 min / 21 max
 - Better insulates against vacancies, injuries and other routine needs for overtime
- The organization cannot plan for vacancies / injuries except to know that, while a variable, they will continue to be a part of life
- Adopt a higher staffing level to better insulate minimum staffing levels from constant overtime use

SLOT	STAFFING LEVEL	TIME OFF TYPE
1	21 (Proposed)	Available to employee
2	20 (Current)	Available to employee
3	19	Available to employee
4	18	Admin. Buffer, possibly available to employee
5	17	Administrative buffer
6	16	Minimum staffing
7	15	Overtime
8	14	Overtime

- QUESTIONS?