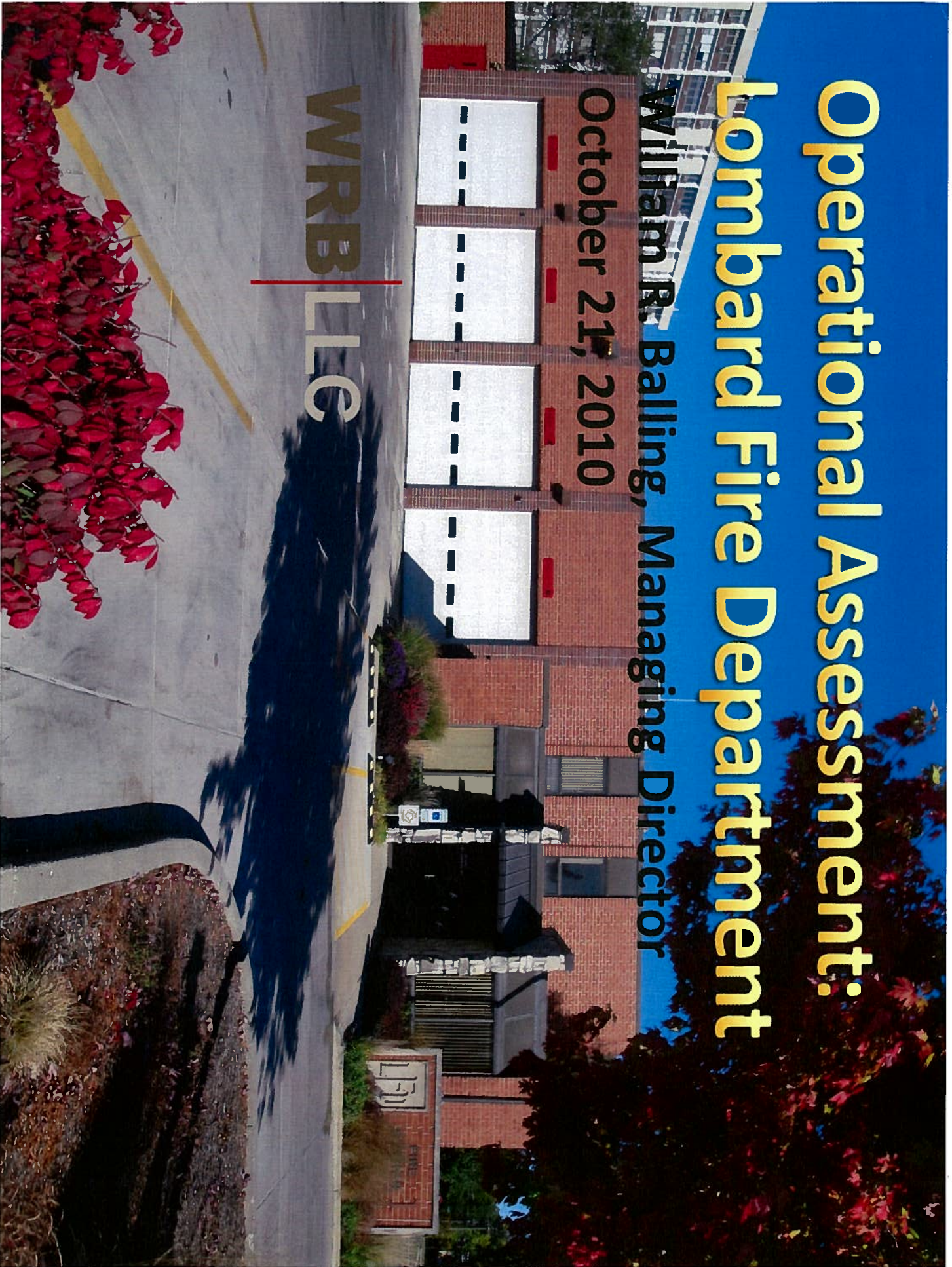


Operational Assessment: Lombard Fire Department

William R. Balling, Managing Director

October 21, 2010

WRB | LLC



Cover of Community Protection

Lombard Fire Department
Fire Rescue Ambulance – Service Platform

Framework for Innovative Strategies

Bay #1

- Readiness
- Accountability
- Operational Excellence
- Cooperative Services
- Work Process
- Pension Reform

Bay #2

- Staff Utilization
- Response Management
- Fire Prevention
- Development
- Fitness
- Deployments

Bay #3

- Data
- Technology
- Financial Performance
- Transparency

Foundation of Excellence

Leadership
Depth and
Development

Risk
Management

New
Approaches to
Management

Firefighting Activity

August 2010	Current Month No.	Estimated Loss	Calendar Year to Date No.	Estimated Loss	Previous Year to Date No.	Estimated Loss
Total Responses	289	\$1,000	2,041	\$945,550	1,928	\$1,055,275
Structural Fires	2		30	\$827,150	28	\$1,005,050
Non Structural Fires	6	\$1,000	41	\$43,400	44	\$50,225
Non-Fire Alarms Service Calls	125		911	\$75,000	816	\$0
EMS Assist Calls	130		897		819	
Mutual Aid Given	26		162		221	
Deaths/Injuries						
	Civilians		0	1	0	1
	Firefighters		0	1	0	0

Emergency Medical Service:

	August 2010	Current Month No.	Calendar Year to Date No.	Previous Year to Date No.
Total Responses	374	374	2,961	2,859
Station 1 District	165	165	1,300	1,232
Mutual Aid given by Station 1	3	3	25	39
Station 2 District	201	201	1,604	1,566
Mutual Aid given by District 2	5	5	32	22
Mutual Aid Received	17	17	116	85
Persons seen (treated)	356	356	2,850	2,499
Persons transported	272	272	2,122	1,970

Hospitals Transported to:

August 2010	Current Month No.	Calendar Year to Date No.	Previous Year to Date No.
Elmhurst Memorial	54	343	454
Good Samaritan	208	1,463	1,434
Glenn Oaks	5	39	60
Central DuPage	0	262	34
Other	1	7	4

Total Fire/EMS Responses:

August 2010	Current Month No.	Calendar Year to Date No.	Previous Year to Date No.
Total Fire/EMS Responses (1)	663	5,002	4,787
Total Fire/EMS Incidents (2)	533	4,105	3,968

(1) – Responses are deployments of a Fire and/or EMS unit to an incident.
(2) – Incidents are an event or call for service

Total Calls Per Sworn Personnel

2009	Number Sworn	Calls/Sworn
Elmhurst	42	159
Lombard	63	119
Wheaton	53	104
Park Ridge	50	84
Mt. Prospect	69	80
Downers Grove	70	78
Bolingbrook	92	77
Naperville	206	54
Lisle-Woodridge	115	52
Hoffman Estates	106	52

Total Medic Calls Per Sworn Personnel

2009	Number Personnel	Calls/Medic
Elmhurst	12	272
Lombard	18	189
Wheaton	54	79
Park Ridge	37	66
Mt. Prospect	62	59
Downers Grove	65	54
Naperville	150	47
Lisle-Woodridge	90	47
Hoffman Estates	90	39

Call Loading Ratios Fire Calls to Minimum Staffing

2009	Shift Minimum	Total Calls	Ratio
Park Ridge	(12)	1,671	139
Downers Grove	(17)	2,130	125
Lombard	(15)	1,589	106
Elmhurst	(15)	1,538	103
Wheaton	(16)	1,500	94
Lisle-Woodridge	(27)	2,187	81
Addison	(17)	1,303	77
Naperville	(46)	3,116	68

EMMS Calls Number of Ambulances

2009	Number of Ambulance	Number of Medic Calls	Ratio
Lombard	(2)	4,251	2,126
Lombard	(3)	4,251	1,417
Elmhurst	(2)	3,273	1,637
Park Ridge	(2)	2,432	1,216
Wheaton	(3)	3,433	1,144
Downers Grove	(3)	3,231	1,077
Addison	(3)	3,057	1,019
Naperville	(7)	6,443	920
Lisle-Woodridge	(4)	3,470	867

Costs per Capita

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Total Fire Budget	\$197	\$214	\$194	\$195	\$203
Personnel Costs	\$147	\$155	\$149	\$147	\$147
Contractual+ Pension	\$0	\$49	\$38	\$41	\$50

Lombard Fire Station Summary

Headquarters Station #1		6 personnel
Front line engine company		1 lieutenant and 2 FF/PM
Front line ambulance		2 FF/PM
Float to ambulance 3 or engine		1 FF/PM

Station #2		9 personnel
Shift Commander		1 Battalion Chief
Front line engine company		1 lieutenant and 2 FF/PM
Front line aerial ladder truck company		1 lieutenant and 2 FF/PM
Front line ambulance		2 FF/PM

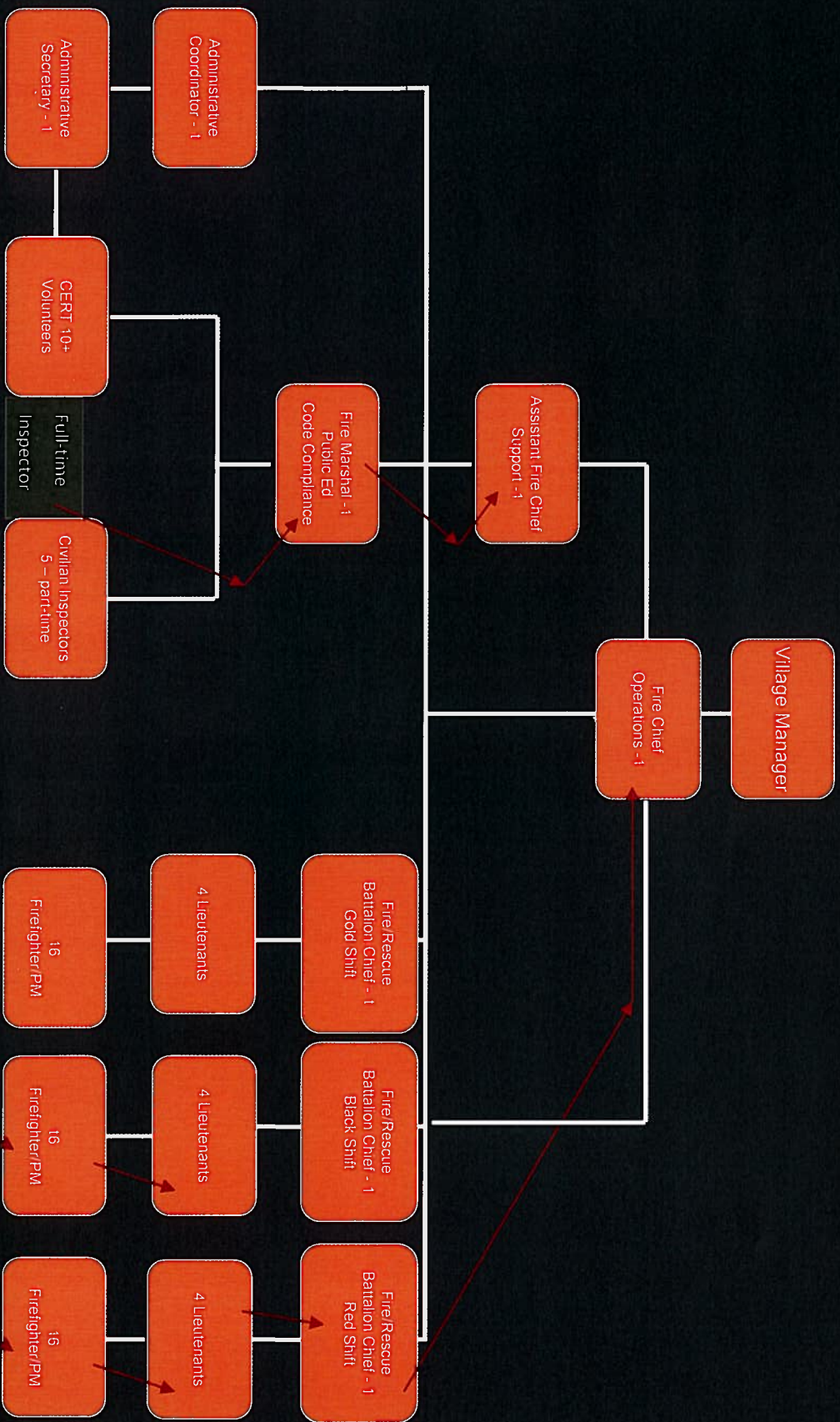
Lombard Fire Personnel by Rank

Battalion Chiefs in rank:	
Battalion Chief shifts needed	365 shifts
Battalion Chief shifts available	300 shifts
Over or (under) needed	(65) shifts

Lieutenants in rank	
Lieutenant shifts needed	1095 shifts
Lieutenant shifts available	1200 shifts
Over or (under) needed	105 shifts

Firefighter/Paramedics	
FF/PM shifts needed	4015 shifts
FF/PM shifts available	4800 shifts
Over or (under) needed	785 shifts

Staffing and Structure



Red arrows signifying promotional moves

The command structure of the Department is lean and depends on its Battalion chiefs to carry out a myriad of general assignment tasks. The Department has also had difficulty meeting its minimum shift deployments without reliance on overtime pay.

- The Lombard Fire Department should maintain a minimum of 15 shift personnel with overstaffing when it exists committed first to a third ambulance deployment and when possible a fourth person engine assignment.
- Lombard Fire Department should establish a new command position of Assistant Chief to support the current management needs of the department and new initiatives which are expected for the department.

The department does not invest in leadership development and succession planning as well as it does with its operational training.

- The Department should develop a formal program towards leadership development and succession planning as a core component of its training agenda.

Neither the Department nor the Village has an organized risk management program.

- Establish as a management priority the creation of a formalized risk management program with annual achievement audits.
- Establish measurable targets for physical condition training
- Update training tools such as drag items to reasonable limits.
- Work toward pension reform as both a local and state initiative.

The department does not presently manage a state of the art performance evaluation system.

- Work with the labor management committee to establish a formalized performance evaluation system with quarterly and annual reviews and establish such a program as a part of the next labor agreement.

While overtime costs are being reduced, a comprehensive approach to scheduled overtime and overtime avoidance is not presently part of the department's operating plan.

- Establish a scheduling strategy which minimizes the department exposure to overtime, including Add Pay and other forms of supplemental compensation.

The Department does not presently approach call reductions as an element of its strategic planning.

- The department should define its core service responsibilities and establish protocols to reduce call volumes to and including service delivery with non-sworn personnel to the extent feasible, and mutual aid focused on the nearest responding station.

Station facilities are ageing and are located such that six minute plus responses are occurring with the Village.

- Conduct an updated facilities plan prior to any further station rehabilitation.
- Integrate York Center Fire Protection district into first call responses in the eastern districts of Lombard. Drop the District 30 responses by transferring jurisdiction to Glen Ellyn.

Mutual aid medical runs are not balanced.

- Deploy a third ambulance as often as is possible.
- Work closely with the York Center and Addison Fire Protections Districts to formalize and perhaps monetize in some fashion required service relationships.

Strong redundancies of apparatus and equipment exposes the Village to high maintenance costs both scheduled and unscheduled.

- Eliminate some pieces of equipment as maintenance costs become prohibitive.
- Lease out Truck #51 to an adjoining community with a “clawback” right if necessary.
- Create a “green team” to identify and attain fuel reductions.

Contracted unincorporated services are not meeting costs.

- Establish a non-residential ambulance fee for the Glenbard Fire Protection district.
- Within the legal authority to do so, plan and acquire a wireless alarm system for use in the Village.

Recurring Savings

Recurring Savings:

Eliminate add pay for coordinator positions	\$34,000-\$41,000
Pension reductions for above	\$13,000
Elimination of the FT Fire Inspector	\$71,000
Compensation adjustment for Fire Marshal	\$20,000
Eliminate Battalion Chief overtime	\$18,000
Reduce OT through attaining full strength	\$34,000
Process evaluation outcomes	TBA
Operations OT reductions Pub Ed Jump Co	TBA
Fleet reduction maintenance costs	TBA
Shift to Quartermaster system	TBA
Change time of shifts (OT reductions strategy)	TBA

Thank you.

