

# Results of the Fire Department Resource Allocation Study

NORMAN, OKLAHOMA

Norman, Oklahoma

# AGENDA

Results of the Fire Department Resource  
Allocation Study

1. Introduction
2. Project Findings
3. Strategic Initiatives
  - ❖ Short-Term
  - ❖ Intermediate - Term
  - ❖ Long-Term

# Matrix Consulting Group

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- ◆ The firm is in its 22<sup>nd</sup> year of providing consulting services.
- ◆ The project team has conducted over 400 Fire and EMS studies across the country.
- ◆ Our approach is fact-based, emphasizing:
  - ❖ Extensive use of data analytics
  - ❖ Extensive input from staff through interviews, station tours and a community survey.
  - ❖ Interaction throughout the process

# Study Objectives and Methodologies

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- 1 Analyze fire department workloads and service levels through extensive interviews and data collection.
- 2 Compare fire services in Norman to best practices.
- 3 Evaluate staffing levels and operations in every departmental service area.
- 4 Evaluate opportunities to improve the efficiency and effectiveness of fire services.
- 5 Work collaboratively with the NFD throughout the process.

# High Level Conclusions

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- 1 Residents desire rapid response times and adequate staffing levels for fire services. 47% believe service levels have declined the past 3 years.
- 2 Fire Department call volume has increased 79% since 2014, from 10,977 to 19,370 in 2024.
- 3 Staffing increases are needed to improve initial response performance and the development of an effective response force.
- 4 Beyond the need for additional fire stations, existing facilities need updates and improvements.

# Methodology: Operations

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- Performance measurement revolves around several components.
  - ❖ Call Processing Time – The time from the call until unit notification.
  - ❖ Turnout Time – The time from notification to units being enroute.
  - ❖ Travel Time – The time from going enroute to arrival at the emergency scene
  - ❖ Effective Response Force – The ability to place enough personnel on scene in a timely fashion to mitigate the emergency.

# Key Findings: Operations 1

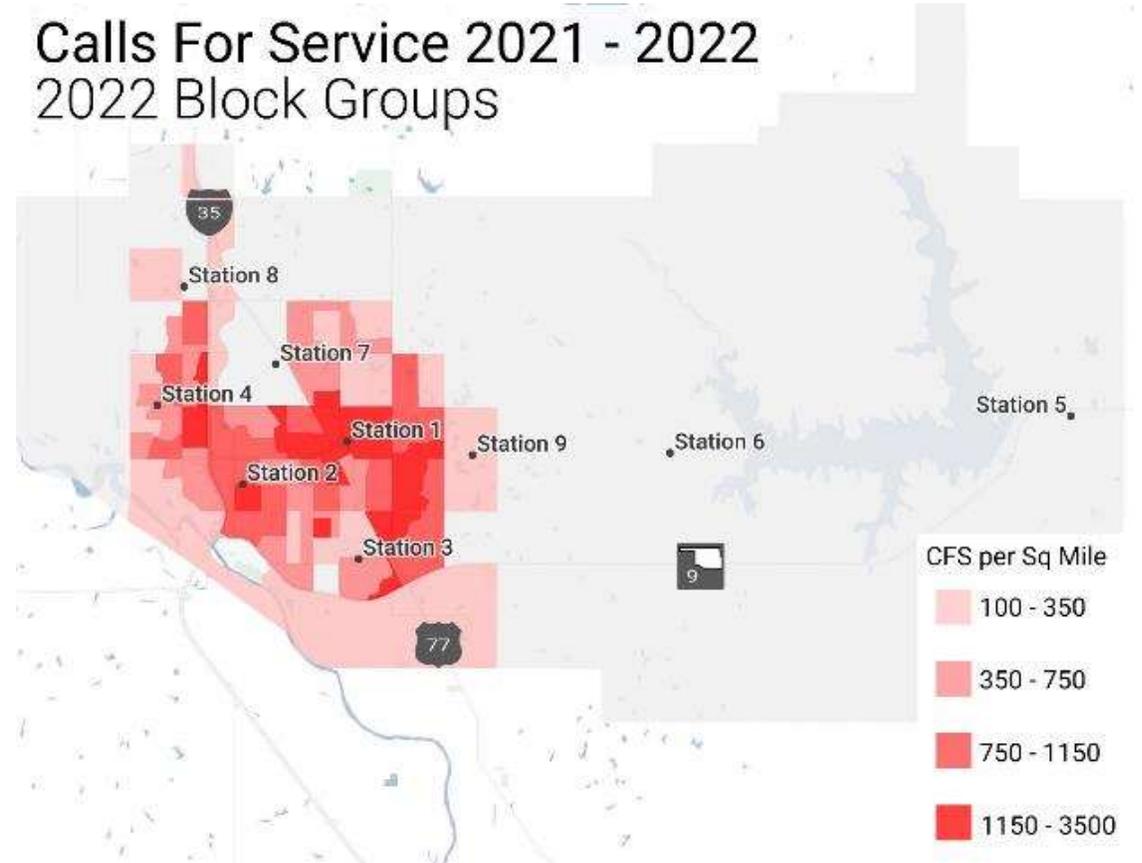
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For analysis purposes Norman was examined from urban, suburban and rural perspectives.

Call density is highest in the urban core of the City.

Travel times have increased in suburban and rural areas since 2021 but have improved slightly in the urban areas.

Call-concurrence is a frequent occurrence in Norman with only 28% of calls occurring as a single event 62% of the time up to 4 calls are occurring simultaneously.

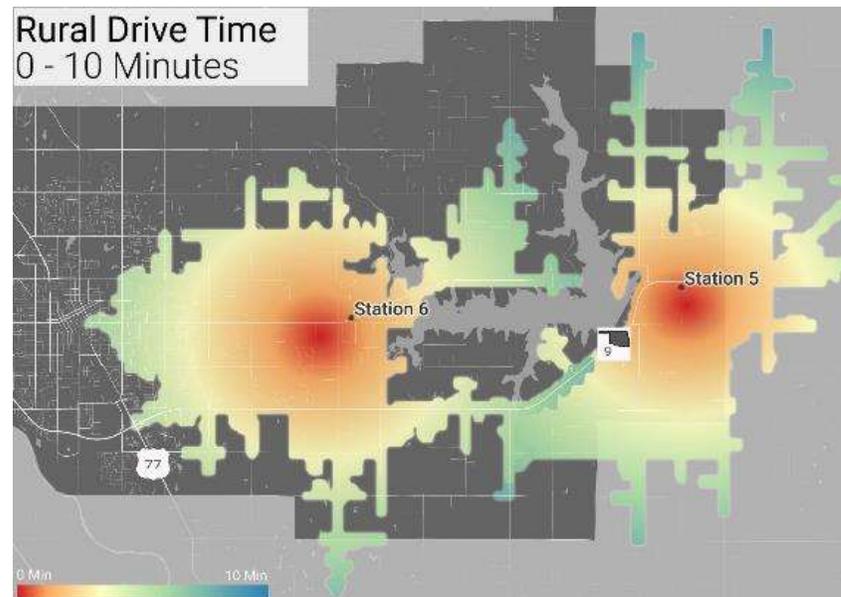
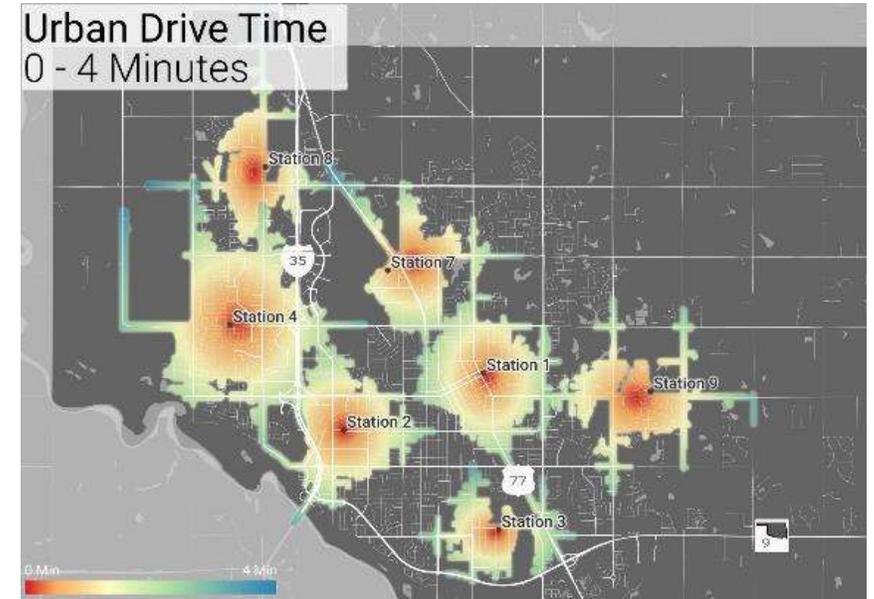


## Key Findings: Operations 2

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There are gaps in the ability to meet a 4-minute travel time standard in the urban areas of the City

The rural areas in the eastern portion of the City have travel time gaps at 10-minute travel time.

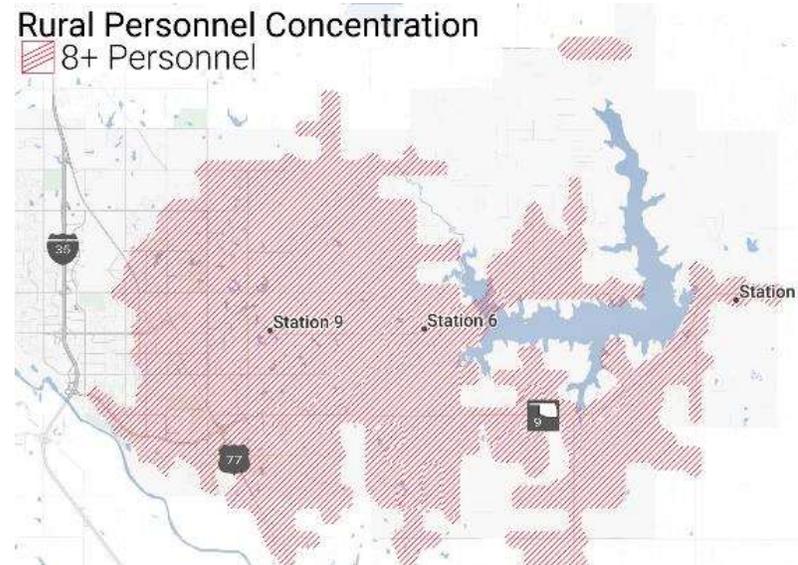
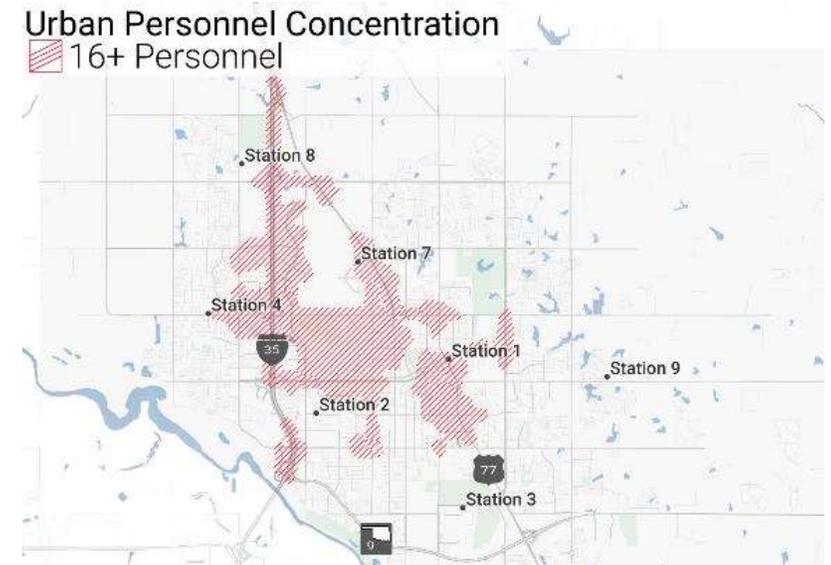


## Key Findings: Operations 3

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The ability for neighboring agencies to provide timely automatic or mutual aid for the development of an effective response force is limited.

Developing an effective response force in a timely manner (8-minutes urban, 14-minutes rural) is difficult in many areas of the City.



# Key Findings: Operations 3

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## System Performance

- ❖ Call processing times were not reported to allow analysis
- ❖ Turnout times (2:17) are longer than best practices but likely include call-processing.
- ❖ Travel times are 6:35 Urban, 6:41 Suburban and 9:27 Rural for the 1<sup>st</sup> unit to arrive.

## Staffing/Deployment

- ❖ New stations will be needed to improve response time performance
- ❖ Ending the practice of cross-staffing units and increasing staffing on aerial apparatus will improve the ability to form a timely effective response force in urban and suburban areas of the City.
- ❖ Further growth and development will increase staffing, deployment and support need in the Fire Department.

# Key Findings: Administration, Prevention, and Training 1

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- **Administration Division**
  - ❖ There is a need to formalize career development and succession planning in the Department.
  - ❖ Additional administrative support is needed in the Department.
- **Fire Prevention Division**
  - ❖ A policy outlining inspection frequency based on occupancy risk should be developed.
  - ❖ Facility improvements are needed to provide adequate space for personnel, equipment, supplies and vehicles

## Key Findings: Administration, Fire Prevention, and Training 2

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- Training

- ❖ The unfunded Health and Safety Officer position should be filled.
- ❖ Additional instructional and support assistance is needed in the Training Division.

## Strategic Initiatives – High Priority (1-3 years) 1

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- Add a full-time data analyst position to the Department to improve the use of data to make informed decisions.
- Add a full-time instructor position to the Training Division
- Establish workload targets for Fire and Life Safety personnel and add 1 additional plan reviewer and 3 inspector positions to meet workload demands and targets.
- Formally establish performance standards for call processing (1:00) and turnout (1:30) times and for travel times in Urban (5:00), Suburban (6:30) and Rural (10:00) areas of the City.

## Strategic Initiatives – High Priority (1-3 years) 2

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- Increase minimum staffing of stations 8 and 9 by one personnel on each shift in the next 3 years to achieve minimum daily staffing of 5 personnel each shift.
- Increase the minimum staffing of the 2 ladder companies from 1 personnel to 4 personnel minimum staffing daily over the next 2 years.
- Begin the design and construction of Station 10 in the Southern region of the City. Plan for staffing with an engine and ladder company each with scheduled staffing of 5 personnel and minimum staffing of 4 personnel.
- Begin planning for the replacement of Station 5 with relocation to the area north of Hwy. 9 on Clear Bay Ave.

## Strategic Initiatives – High Priority (1-3 years) 3

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- Add an additional Battalion Chief to each shift after completion of Station 10.
- Construct and staff Fire Station 11 in the area of Tecumseh Road and 24<sup>th</sup> Ave after the construction of Station 10. Plan for staffing with an engine company with scheduled staffing of 5 personnel and minimum staffing of 4 personnel.

## Strategic Initiatives – Medium Priority ( and 3-5 years)

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- Upgrade the current part-time administrative technician to a full-time position and add an additional part-time administrative technician in the Office of the Fire Chief.
- Add a full-time Public Information Officer position to the Fire Department.
- Add a full-time administrative support position to the Training and Prevention Divisions.
- Relocate Fire Prevention to a facility that can accommodate their staffing and provide a secure location for vehicles, equipment and supplies.
- Staff the Rescue Company with a scheduled staff of 4 and minimum staff of 3 personnel daily and relocate to Station 2 after staffing is hired.

## Strategic Initiatives – Low Priority ( and 5+ years)

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- Provide additional aircraft crash training for emergency personnel.
- Hire an additional full-time instructor to support EMS training needs.
- Establish a workgroup with communications to improve the capturing of response time data.
- Add timers to the station bay doors to promote more rapid turnout times.
- Monitor the expansion of the East-West Connector and South Extension Turnpikes and begin planning for the design, construction and staffing of Station 12 in the area of 108<sup>th</sup> NE and Franklin.
- Add foam capabilities to future or existing apparatus assigned to Station 7.

# Questions and Discussion