

**CITY OF BALTIMORE
COUNCIL BILL 21-0107
(First Reader)**

Introduced by: Councilmembers Burnett, Cohen, Dorsey, Bullock, Porter, Torrence

Introduced and read first time: July 19, 2021

Assigned to: Public Safety and Government Operations Committee

REFERRED TO THE FOLLOWING AGENCIES: City Solicitor, Department of Finance, Office of Equity and Civil Rights, City Administrator, Fire Department, Department of Human Resources, Labor Commissioner

A BILL ENTITLED

1 AN ORDINANCE concerning

2 style="text-align:center">**Study and Report – Operations of the**
3 style="text-align:center">**Baltimore City Fire Department**

4 FOR the purpose of requiring that the Baltimore City Fire Department, in consultation with
5 certain other agencies, submit a report to the Mayor and City Council evaluating
6 departmental operations, fire suppression and Emergency Medical Services staffing,
7 community risk reduction programs, and performance management programs; and providing
8 for a special effective date.

9 **SECTION 1. BE IT ORDAINED BY THE MAYOR AND CITY COUNCIL OF BALTIMORE, That:**

10 (a) No later than 180 days from the enactment of this Ordinance, the Baltimore City Fire
11 Department (“Department”), in consultation with the City Administrator or the City
12 Administrator’s designee and the Bureau of the Budget and Management Research,
13 shall submit a report to the Mayor and City Council setting forth a comprehensive
14 evaluation of the Department’s operation practices as specified in subsection (b) of
15 this section.

16 (b) The report shall include:

17 (1) an 8 year fiscal analysis of the current fire suppression work schedule, including:

18 (i) the strengths and opportunities that the schedule has presented for the
19 Department;

20 (ii) any impact that the schedule has had on reducing overtime costs and
21 departmental expenses; and

22 (iii) recommendations for other staffing models that could produce cost
23 savings;

24 (2) a workload analysis of at least 3 fire departments whose Emergency Medical
25 Services (“EMS”) personnel work 24 hour shifts and have a call volume that is
26 similar to Baltimore City’s call volume;

EXPLANATION: CAPITALS indicate matter added to existing law.
[Brackets] indicate matter deleted from existing law.

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- 1 (3) an analysis of:
- 2 (i) the positive and negative effects that changing the Department's current
3 EMS schedule would have on providers, patient care, and overall service
4 delivery;
- 5 (ii) the impact that this change would have on overtime costs; and
- 6 (iii) funding and staffing needs if the Department increased the number of
7 EMS providers to 3 per medic unit;
- 8 (4) an assessment of at least 5 different fire marshal offices that use civilian personnel
9 to perform the duties of fire safety inspectors and a salary and benefits analysis of
10 the projected cost savings of civilianization;
- 11 (5) a survey of the average downtime of each fire suppression unit and a draft
12 evaluation plan detailing what internal and external systems would need to be
13 created for fire suppression units to perform initial and annual Use and Occupancy
14 Permit inspections;
- 15 (6) an analysis of the total number of arsons committed each year, disaggregated by
16 fire battalion;
- 17 (7) the current permanent staffing of the fire investigation unit, the average caseload
18 for each investigator, and national best practices for fire investigations, including
19 recommended staffing, training, caseloads, and equipment;
- 20 (8) a community impact study of the Department's smoke alarm program that
21 includes:
- 22 (i) the cost to administer the program each fiscal year;
- 23 (ii) the number of smoke alarm installations in the last 7 years;
- 24 (iii) the number of fire fatalities that have occurred over the last 10 years,
25 disaggregated by age, fire battalion, and smoke alarm presence in the
26 residence; and
- 27 (iv) recommendations to enhance the current program with innovative
28 approaches such as the use of modern technology;
- 29 (9) a comprehensive analysis of the racial and gender demographics of the employees
30 assigned to the fire suppression companies in Battalions 1, 2, and 6 and a plan of
31 action and a time line on how the Department will eliminate any disparities by
32 increasing the number of minority employees assigned to those battalions;
- 33 (10) a draft policy establishing guidance on transfers that requires:

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- 1 (i) recruits to stay at the companies they are assigned to after graduation for a
2 minimum of 3 years;
 - 3 (ii) newly-promoted supervisors to stay at the companies that they are
4 assigned to for 2 years after promotion; and
 - 5 (iii) veteran personnel in any position to stay at the companies that they elect
6 to transfer to for a minimum of 2 years before being granted another
7 transfer; and
- 8 (11) an evaluation of the Department's full-time data-driven strategies and
9 performance management program, including:
- 10 (i) how the program is used to monitor critical indicators such as:
 - 11 (A) administrative processes;
 - 12 (B) fire suppression;
 - 13 (C) EMS;
 - 14 (D) special operations;
 - 15 (E) 911 dispatch;
 - 16 (F) community risk reduction and prevention;
 - 17 (G) safety and risk management; and
 - 18 (H) facility and fleet management;
 - 19 (ii) alternative programs that might be used by fire departments in other
20 jurisdictions; and
 - 21 (iii) if a more modern program exists, a comprehensive plan on the timeline
22 and steps the Department will take to implement one.

23 **SECTION 2. AND BE IT FURTHER ORDAINED,** That this Ordinance takes effect on the date it is
24 enacted.