

**CITY OF BALTIMORE**  
**ORDINANCE \_\_\_\_\_**  
**Council Bill 21-0107**

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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  
Committee Report: Favorable with amendments  
Council action: Adopted  
Read second time: January 10, 2022

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**AN ORDINANCE CONCERNING**

**Study and Report – Operations of the  
Baltimore City Fire Department**

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

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

(a) No later than ~~180~~ 210 days from the enactment of this Ordinance, the Baltimore City Fire Department (“Department”), in consultation with the City Administrator or the City Administrator’s designee and the Bureau of the Budget and Management Research, shall submit a report to the Mayor and City Council setting forth a comprehensive evaluation of the Department’s operation practices as specified in subsection (b) of this section.

(b) The report shall include:

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

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

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

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

~~(2) a workload analysis of at least 3 fire departments whose Emergency Medical Services (“EMS”) personnel work 24 hour shifts and have a call volume that is~~

EXPLANATION: CAPITALS indicate matter added to existing law.  
[Brackets] indicate matter deleted from existing law.  
Underlining indicates matter added to the bill by amendment.  
~~Strike out~~ indicates matter stricken from the bill by amendment or deleted from existing law by amendment.

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1 similar to Baltimore City's call volume;

2 (iii) sample staffing models from other career Fire and EMS departments of a  
3 similar size and with a similar call volume;

4 ~~(3) an analysis of:~~

5 ~~(i) the positive and negative effects that changing the Department's current~~  
6 ~~EMS schedule would have on providers, patient care, and overall service~~  
7 ~~delivery;~~

8 ~~(ii) the impact that this change would have on overtime costs; and~~

9 ~~(iii) funding and staffing needs if the Department increased the number of~~  
10 ~~EMS providers to 3 per medic unit;~~

11 ~~(4) (2) an assessment of at least 5 different fire marshal offices that use civilian~~  
12 ~~personnel to perform the duties of fire safety inspectors and a salary and~~  
13 ~~benefits analysis of the projected cost savings of civilianization;~~

14 ~~(5) (3) a survey of the average downtime of each fire suppression unit and a draft~~  
15 ~~evaluation plan detailing what internal and external systems would need to be~~  
16 ~~created for fire suppression units to perform initial and annual Use and~~  
17 ~~Occupancy Permit inspections;~~

18 ~~(6) (4) an analysis of the total number of arsons committed each year, disaggregated~~  
19 ~~by fire battalion;~~

20 ~~(7) (5) current permanent staffing of the fire investigation unit, the average caseload~~  
21 ~~for each investigator, and national best practices for fire investigations,~~  
22 ~~including recommended staffing, training, caseloads, and equipment;~~

23 ~~(8) (6) a community impact study of the Department's smoke alarm program that~~  
24 ~~includes:~~

25 ~~(i) the cost to administer the program each fiscal year;~~

26 ~~(ii) the number of smoke alarm installations in the last 7 years;~~

27 ~~(iii) the number of fire fatalities that have occurred over the last 10 years,~~  
28 ~~disaggregated by age, fire battalion, and smoke alarm presence in the~~  
29 ~~residence; and~~

30 ~~(iv) recommendations to enhance the current program with innovative~~  
31 ~~approaches such as the use of modern technology;~~

32 ~~(9) (7) a comprehensive analysis of the racial and gender demographics of the~~  
33 ~~employees assigned to the fire suppression companies in Battalions 1, 2, and 6~~  
34 ~~and a plan of action and a time line on how the Department will eliminate any~~

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1 disparities by increasing the number of minority employees assigned to those  
2 battalions;

3 ~~(10)~~ (8) a draft policy establishing guidance on transfers that requires:

4 (i) recruits to stay at the companies they are assigned to after graduation  
5 for a minimum of 3 years;

6 (ii) newly-promoted supervisors to stay at the companies that they are  
7 assigned to for 2 years after promotion; and

8 (iii) veteran personnel in any position to stay at the companies that they  
9 elect to transfer to for a minimum of 2 years before being granted  
10 another transfer; and

11 ~~(11)~~ (9) an evaluation of the Department's full-time data-driven strategies and  
12 performance management program, including:

13 (i) how the program is used to monitor critical indicators such as:

14 (A) administrative processes;

15 (B) fire suppression;

16 (C) EMS;

17 (D) special operations;

18 (E) 911 dispatch;

19 (F) community risk reduction and prevention;

20 (G) safety and risk management; and

21 (H) facility and fleet management;

22 (ii) alternative programs that might be used by fire departments in other  
23 jurisdictions; and

24 (iii) if a more modern program exists is not currently being used, a  
25 comprehensive plan on the timeline and steps the Department will  
26 take to implement one.

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

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Certified as duly passed this 24 day of January, 2022



\_\_\_\_\_  
President, Baltimore City Council

Certified as duly delivered to His Honor, the Mayor,

this 24 day of January, 2022

*Natasha B. Austin*  
\_\_\_\_\_  
Chief Clerk

Approved this 7 day of March, 2022



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Mayor, Baltimore City

Approved for Form and Legal Sufficiency  
This 20th day of February, 2022.

*Elena R. DiPietro*

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Chief Solicitor