



Brian E. Sturdivant, Fire Chief

CITY OF LANSING

BOARD OF FIRE COMMISSIONERS

120 E. SHIAWASSEE ST., LANSING MI 48933

(517) 483-4200 | LANSINGMI.GOV/FIRE



Andy Schor, Mayor

REGULAR MONTHLY MEETING AGENDA

WEDNESDAY, JUNE 14, 2023, | 5:30 PM |

LFD STATION #1 | 120 SHIAWASSEE ST | LANSING MI

1. Call to Order – Establish Quorum

- 1.1. Present
- 1.2. Absent

2. Additions to Agenda

3. Approval of Minutes:

- 3.1. April 12, 2023
- 3.2. May 10, 2023

4. Public Comment – Agenda Items (Time Limit: 3 Minutes)

5. Review Communications

6. Comments from Chair

7. Presentations

8. Fire Administration Report – Chief Sturdivant

- 8.1. Lexipol
- 8.2. Department Update

9. Old Business

10. New Business

- 10.1. Elections for Chair
- 10.2. Elections for Vice Chair

11. Request for Commissioners to be Excused.

12. Commissioner Comments

13. Public Comment – On any matter- speakers must state their name and address (Time Limit: 3 minutes):

14. General Order

15. Adjournment

Fire Commissioners

1st Ward Barbara Lawrence – Vice-Chair
2nd Ward Jarrod LaRue
3rd Ward Kathleen Tobe
4th Ward Gina Nelson
At-Large Steve Purchase –Chair
At-Large Rodney Singleton
At-Large Charles Willis
At-Large Krishna Singh



CITY OF LANSING | FIRE DEPARTMENT
ADMINISTRATION

120 E. SHIAWASSEE ST. | LANSING MI 48933

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LANSINGMI.GOV/FIRE



Brian E. Sturdivant, Fire Chief

Andy Schor, Mayor

To: Andy Schor, Mayor City of Lansing MI
From: Brian Sturdivant, Fire Chief/Emergency Manager 
Date: May 24, 2023
Subject: Sturdivant Yr. 1 LFD Report (May 2022 – May 2023)

May 2, 2023, marks the 1-year anniversary as your appointed fire chief. I would like to solicit your thoughts on my performance during this initial period. This would assist with ensuring that I am performing within your vision of public safety for our community, and to align my work priorities with those of you and the City Council. We have a very dynamic and diverse community, which our fire department will continue working to reflect. My focus remains to modernize, standardize, and provide structural stability to the LFD. Please review the following information:

On-Going Initiatives:

- **Lansing Fire Department 2024-2029 Strategic Plan**
 - Anticipate final draft from Center for Public Safety Excellence June 2023
 - Lansing Fire Department policy and procedures updates and revisions (Lexipol)
 - Working with vendor to “remake” our entire policy/procedure manual
 - Aligned with Federal law, State statute, and Lansing charter/ordinances.
- **Lansing Fire Department Community Risk Reduction Program**
 - Comprehensive program to lower life safety risk within the City of Lansing
 - Free smoke detector/carbon monoxide give-away with installation
 - Community CPR instruction/public access AED program (under development)
 - Child car seat installation with technician training (under development)
 - Juvenile Fire Starter Intervention Program (under development)
 - Federal/State grant support for a “Fire Safety House Prop”. Fire safety education tool for elementary school audiences (under development)
- **FEMA SAFER Grant** submittal to Federal government (\$3.5 mil, 20-22 positions)
 - Currently awaiting notification of award or denial
- **FEMA AFG Grant** research to support our Stryker ALS 360 Program (on-going)

- Continued analysis and research regarding approved LFD budget appropriations
- Continued positive, productive working relationship with IAFF Local 421
- Continued work with River Caddis and BKV Group (Public Safety Bond)
- City Fleet Services, aerial ladder, fire engines, ambulances. (on-going)
- Lansing Fire Department Explorer/Cadet Program (under development)
- NFPA 1582 FF medical exams with cancer screening (under development)
- EOC trainings (identify roles/responsibilities and build EOC resiliency)
- Critical Incident Stress Management Program (on-going)
 - Member psychological and mental well-being program (on-going)
- Quarterly Battalion Chief Inspection Program (under development)
 - Inspection of stations, apparatus, and personnel
- Increase internal departmental communication and transparency.
 - Staff meeting minutes posted to server for everyone to review.
 - Departmental newsletter updated to current organization.
 - Increase in fire chief station visits, true open-door policy implemented.
 - Battalion Chief virtual morning briefings with crews (under development)
- Research for alternative hiring processes to fill vacancies rapidly but competently.
 - Current HR process takes entirely too long as HR is overwhelmed.
 - Desire for firefighting hiring to be the priority.
 - Discussions with HR and vendor that can provide this level of priority (on-going)
- PS TRAX Inventory Management System (under development)
 - Accurate management process for all rigs, stations, equipment, and supplies
 - Increased tracking and accountability of fire department allocated resources.
- PIXES System through Bound Tree Medical (under development)
 - Increased accountability and management of EMS supplies

*Programs under development slated to be implemented July 1, 2023

Future Initiatives:

- ISO Fire Suppression Rating
 - LFD will schedule an updated evaluation (July-August 2023)
 - Anticipate achieving the highest-level Public Protection Classification of 1
- Division/Battalion Chief performance evaluation development
- LFD physical training program development
- Fire Company Business Inspection Program
 - Program will engage fire crews to assist Fire Marshal Inspector's with identification and inspection of business community target hazards.
 - Provide fire "pre-planning" for suppression crews.

- Continued partnership with Center for Public Safety Excellence
 - Development of comprehensive Community Risk Assessment and Standards of Response Coverage Document
 - LFD Strategic Plan, Risk Assessment, Standards of Response Coverage Document are building blocks for fire department accreditation through the Commission on Fire Accreditation International (3-5 year process).

Current/Future Challenges (for consideration):

Funding additional FTE's (right sizing), in 2004 there were 9 firehouses (54 FFs on duty) and 10,866 EMS calls for service. In 2022 there were 6 firehouses (41 FFs on duty) and 21,151 calls for service. Today, 75-80% of the call volume is EMS related. We have 5 ambulances in service and could easily support 2-3 additional EMS transport rigs. The current trajectory of staffing versus calls for service is unsustainable. Please reference the following LFD data that articulates the staffing versus call volume facts.

Year	Total	EMS	Stations	FTE-Sworn	Minimum Daily Staffing	Average Calls Per Day	Notes
2004	13932	10866	9	226	34	38.1	
2005	14504	12047	9	226	34	39.7	
2006	14861	12403	9	226	33	40.7	
2007	15374	12864	9	226	33	42.1	
2008	15849	13290	9	226	33	43.4	
2009	16380	14013	8	230	49	44.8	Station 7 Closed
2010	16766	14507	8	210	49	45.9	
2011	17041	14703	6	175	41	46.6	Station 3 & 5 Closed
2012	17962	15564	6	175	41	48.2	
2013	18605	15949	6	177	41	50.9	
2014	19411	16452	6	177	41	53.1	
2015	19035	16329	6	178	41	52.1	
2016	20185	17447	6	178	41	55.3	
2017	21179	18360	6	178	41	58.0	
2018	22267	19315	6	178	41	61.0	
2019	22081	19052	6	180	41	60.5	
2020	20611	17682	6	180	41	56.3	
2021	24968	20920	6	179	41	68.4	
2022	25882	21151	6	180	41	70.9	
2023	8366	6806	6	180	41	68.6	Year to Date May 2

The mental wellbeing and psychological management of our membership, working in a robust, fast-paced, full service public safety organization is a top priority. Our current staffing model has slowly morphed into a "safety issue" due to the increasing call volume and our focus on first responder mental health. Public safety mental health resources such as "To the Rescue" and "Backing the Badge" are currently in place and employed within the LFD. The actual metrics of efficacy are still being calculated. Hopefully, we will soon be able to discuss the need to adjust and increase staffing to meet the service delivery expectations of our community.

Remaining proactive in this regard will be critical to minimize or eliminate any negative impacts within the current unsustainable model.

Lansing Fire Department Restructure (currently under research and analysis):

The current structure of the LFD is misaligned. We have redundancies and inefficiencies as to our administrative functions. There is no need for an assistant fire chief of administration and a division chief of administration.

75-80% of our call volume is EMS related yet we have a division chief of EMS with no additional staff support in this area. Our Training Division is of major concern. Most of our training resources are geared toward the recruit academy training.

We have minimized other sorely needed training components such as incumbent training, rank specific training, and leadership/management/supervisory training of our fire supervisory staff. After the restructuring research and analysis is complete, we will ensure that prior to any implementation of changes, there will be significant levels of communication with the Mayor's Office for clarity and approval. A communication plan will also be developed for our membership.

We have accomplished a lot over the last 12 months or so, there is still significant work to do. Please feel free to provide feedback, dialog, and perspectives to my vision for LFD. It is important that my thoughts and direction align to meet your expectations. Thank you again for your vote of confidence in selecting me to be your fire chief. I serve with pride and honor.

Lansing Fire Department

Policy Manual

MISSION

The Lansing Fire Department is committed to serving the Lansing area community with the highest levels of life & property protection. We will achieve this by providing excellent and compassionate service in an atmosphere that encourages innovation, professional development, and diversity.

Lansing Fire Department

Policy Manual

PHILOSOPHY AND GOALS

Serving the community with Pride, Excellence and Professionalism

Lansing Fire Department

Policy Manual

FIREFIGHTER CODE OF ETHICS

As a firefighter and member of the Lansing Fire Department, my fundamental duty is to serve the community; to safeguard and preserve life and property against the elements of fire and disaster; and maintain a proficiency in the art and science of fire engineering.

I will uphold the standards of my profession, continually search for new and improved methods, and share my knowledge and skills with my contemporaries and successors.

I will not allow personal feelings, nor danger to self, deter me from my responsibilities as a firefighter.

I will at all times, respect the property and rights of all men and women, the laws of my community and my country, and the chosen way of life of my fellow citizens.

I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of the fire service. I will never use my official position to obtain advantages or favors for myself, my friends, or family.

I will constantly strive to achieve the objectives and ideals, dedicating myself to my chosen profession—saving of life, fire prevention, and fire suppression.

As a member of the Lansing Fire Department, I accept this self-imposed and self-enforced obligation as my responsibility.

Lansing Fire Department

Policy Manual

THE WOW! FACTOR

(a) DEFINITIONS

1. The WOW! Factor is a set of goals, attitudes and behaviors by Lansing Fire personnel which result in exceeding our customer's expectations.

(b) GOALS

1. Regard everyone as a customer
2. Treat everyone with respect, kindness, patience and consideration
3. Consider how what you are doing, will look to others
4. Leave them saying WOW!

(c) EMPOWERMENT

- (a) The goal of WOWing our customers is a 24 hour, 7 day a week goal. It is far easier to talk about than accomplish. There is no specific action which can be described to achieve the WOW Factor. It can only be accomplished by empowering all employees to be sensitive to the customer's needs & creative in solving them at each opportunity.
- (b) In general, know that each of you is empowered directly from the office of the Chief to give your full attention, and have at your disposal all necessary department resources, to assist members of our community in their time of difficulty.
- (c) The only limitations on your actions are that they be legal, ethical and follow the test of basic common sense. Further, every employee is hereby empowered to spend up to \$50, without prior approval, to assist in resolving a problem where our personnel or equipment may have caused an expense to a customer.
- (d) You are expected to treat all of our customers with the same level of respect and courtesy. You are not expected to always like it or find this easy. We are not adopting our customers and taking them home. Our interaction is almost always fairly short. When the run is over it is perfectly reasonable to find a (again, legal and ethical) way to relieve the stress which you may legitimately feel.

Fire Service Authority

100.1 PURPOSE AND SCOPE

The purpose of this policy is to affirm the legal authority of the Lansing Fire Department and the individual members.

100.2 POLICY

It is the policy of the Lansing Fire Department to limit its members to only exercise the authority granted to them by law.

While the Lansing Fire Department recognizes the authority of members granted to them, members are encouraged to use sound discretion in the exercise of their authority, and this Department does not tolerate abuse of authority.

100.3 ADMINISTRATIVE POWERS

The Lansing Fire Department is established by the Lansing City Charter

- (a) Chapter 3 - Part 4-301. The Fire Chief shall be the administrative head of the Fire Department and shall be responsible to the Mayor for the provision of its fire protection services, fire prevention services, EMS services, and such other services as may be assigned to it by the City. All services shall be rendered to the city in a manner consistent with the best standards and practices.
- (b) Chapter 5-1 of the Lansing City Charter establishes the Board of Fire Commissioners as an advisory board to the Fire Chief and the Mayor.

100.4 ORGANIZATIONAL POWERS

This Department is authorized by the City pursuant to state law to perform fire suppression and related services including but not limited to:

- (a) Fire prevention and fire code enforcement (MCL 29.2b; MCL 29.7a; MCL 29.8), codified ordinances of the City of Lansing, MI part 16 Fire Prevention Code.
- (b) Fire suppression services (MCL 42.13; MCL 70.1; MCL 109.1; MCL 124.602).
- (c) Fire origin and cause investigation (MCL 29.7a; Mich. Admin. Code R. 29.1652; Fire Code, Ch. 1).
- (d) Emergency Medical Services (EMS) (MCL 124.602; MCL 333.20948).

100.5 FIREFIGHTER POWERS

Firefighters are sworn or appointed, members of this Department and are authorized to exercise the following authority pursuant to applicable state and local law or ordinances (MCL 29.362):

- (a) Participate in a wide range of emergency and rescue activities, including EMS, extrication, and heavy rescue

Lansing Fire Department

Policy Manual

Fire Service Authority

- (b) Perform fire suppression duties, including the suppression of structural, aircraft, marine, wildland, and other types of fires
- (c) Investigate the origin and cause of fires (MCL 29.7a)
- (d) Collect and preserve evidence when a fire is of a suspicious origin (MCL 28.609c)
- (e) Perform specialty services, including hazardous materials response, technical rescue, water rescue, and additional services as authorized by the Fire Chief
- (f) Provide fire code enforcement inspection and plan review services
- (g) Provide public education and fire prevention activities and services
- (h) Inspect vehicles transporting hazardous materials (MCL 29.5a)

100.6 CONSTITUTIONAL REQUIREMENTS

When exercising their authority, members shall observe and comply with every person's clearly established rights under the United States Constitution and the Constitution of the State of Michigan.

100.7 SUPERVISORY AUTHORITY

Any Officer may relieve a member under his/her command from duty when, in his/her judgment, an offense committed is sufficiently serious to warrant immediate action. A report of such action shall be made immediately through the appropriate channels to the appropriate Chief Officer, followed by written documentation of the charges, in accordance with Department procedures. All such processes shall comply with established rules, regulations, and applicable collective bargaining agreements.

Fire Chief

101.1 PURPOSE AND SCOPE

This policy identifies the education, experience or certifications desired for the Fire Chief.

101.2 POLICY

It is the policy of the Lansing Fire Department to have a highly qualified Fire Chief.

101.3 FIRE CHIEF

Higher-level college degrees in public or business management, the completion of the Eastern Michigan University School of Fire Staff and Command, the National Fire Academy Executive Fire Officer (EFO) and the Center for Public Safety Excellence Chief Fire Officer (CFO) programs as well as experience in chief officer positions enhance the professional credibility of candidates for the rank of Fire Chief are desirable. Equivalent courses to what is listed in this policy should also be considered.

101.4 CLASSIFICATION FOR FIRE CHIEF

The classification for Fire Chief should be achieved through the following (Mich. Admin. Code, R 29.405a):

- (a) Certification as a firefighter II or completion of Michigan Fire Fighter's Training Council-approved firefighter II requirements, within 12 months of the date of hire as fire chief.
- (b) Completion of the instructor I course, fire officer I course, and fire officer II course within 36 months of completing the firefighter II requirements.
- (c) Completion of the application process to receive state certification.