



CITY OF  
*Otsego*  
MINNESOTA

# INNOVATIVE MILESTONES IN EMERGENCY SERVICES

OPERATIONAL PLAN & SPACE NEEDS STUDY FINDINGS

# Operational Goals

- Enhance fire and EMS response capabilities to ensure swift and effective assistance in emergencies.
- Achieve a target response reflex time of 9 minutes or less to maximize efficiency and minimize risks during emergencies.
- Allocate staffing resources to support community risk reduction initiatives, fostering a safer environment for all residents.
- Foster active engagement of Emergency Services within the local community, promoting collaboration and understanding.
- Establish local control over service levels and anticipate future costs to ensure sustainable emergency response solutions.
- Create pathways for residents to actively participate in and support community safety initiatives, encouraging a sense of ownership and mutual aid.



### 2008

Council proactively responded to the population growth and the need for public safety in the community. Property was acquired with intent of a Fire Station to be constructed!

1

### 2019

Second property was acquired by the City for a fire station location. Land was purchased from recommendation from previous studies.

3

### 2023

The city appointed Emergency Services Director Daryl Rausch in July to continue the establishment of the municipal department. In September four apparatus' were ordered.

5

### 2024

City Council hires Wold Architects to design a Fire Station for Station 1 at Odean Ave & 75th St NE.

6

2

### 2016 & 2018

Two studies were conducted in regards to Emergency Services in Otsego. Both studies identified a station to be located in Otsego.

4

### 2022

City Council formally made the decision, based on recommendations from a 2021-2022 study, to transition from contracted fire/rescue services, to a municipally operated department.

[ci.otsego.mn.us](http://ci.otsego.mn.us)



A photograph of a park area. In the foreground, there is a paved plaza with two black metal benches and a circular fire pit. In the middle ground, a large pavilion with a dark metal roof and pillars stands on the left. To the right, a playground with green slides and black metal structures is visible. In the background, there are residential houses and trees under a clear sky. The text 'OPERATIONAL PLAN' is overlaid in large white letters across the center of the image.

# OPERATIONAL PLAN

**OPERATIONAL ELEMENTS AND RESPONSE METRICS**

# Operational Plan

- Location - 14499 75<sup>th</sup> Street NE (Intersection of Odean Ave & 75<sup>th</sup> St NE)
- Emergency Response to Fire, Rescue and EMS Events
- Greatly Improves Emergency Response Reflex time
- Enhances Fire and EMS response to the community
- Enables more engagement in community risk reduction
- Provides improved Emergency Response Capacity to the entire Wright/Sherburne County region
- Provides NFPA 1720 Compliant Response Metrics for our community

# National Fire Protection Association Standard 1720

*This is a consensus standard*

Table 4.3.2 Staffing and Response Time				
Demand Zone <sup>a</sup>	Demographics	Minimum Staff to Respond <sup>b</sup>	Response Time (minutes) <sup>c</sup>	Meets Objective (%)
Urban area	>1000 people/mi <sup>2</sup> (2.6 km <sup>2</sup> )	15	9	90
Suburban area	500–1000 people/mi <sup>2</sup> (2.6 km <sup>2</sup> )	10	10	80
Rural area	<500 people/mi <sup>2</sup> (2.6 km <sup>2</sup> )	6	14	80
Remote area	Travel distance ≥ 8 mi (12.87 km)	4	Directly dependent on travel distance	90
Special risks	Determined by AHJ	Determined by AHJ based on risk	Determined by AHJ	90

<sup>a</sup>A jurisdiction can have more than one demand zone.

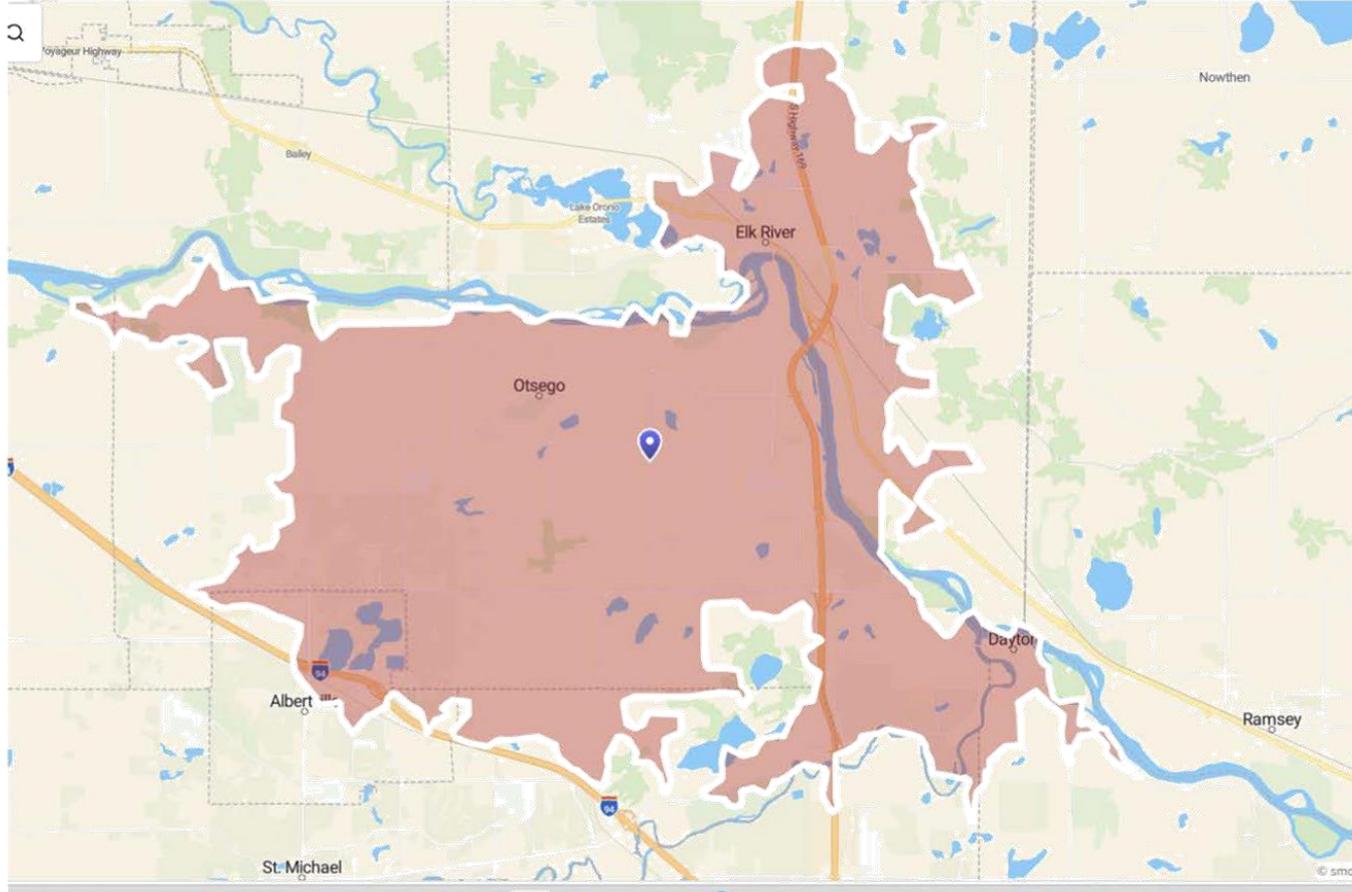
<sup>b</sup>Minimum staffing includes members responding from the AHJ's department and automatic aid

<sup>c</sup>Response time begins upon completion of the dispatch notification and ends at the time interval shown in the table.

Land Area (mi<sup>2</sup>) 29.6 sq mi      Density (mi<sup>2</sup>) 824.90/sq mi  
 Projections are 25,000+ residents by 2027

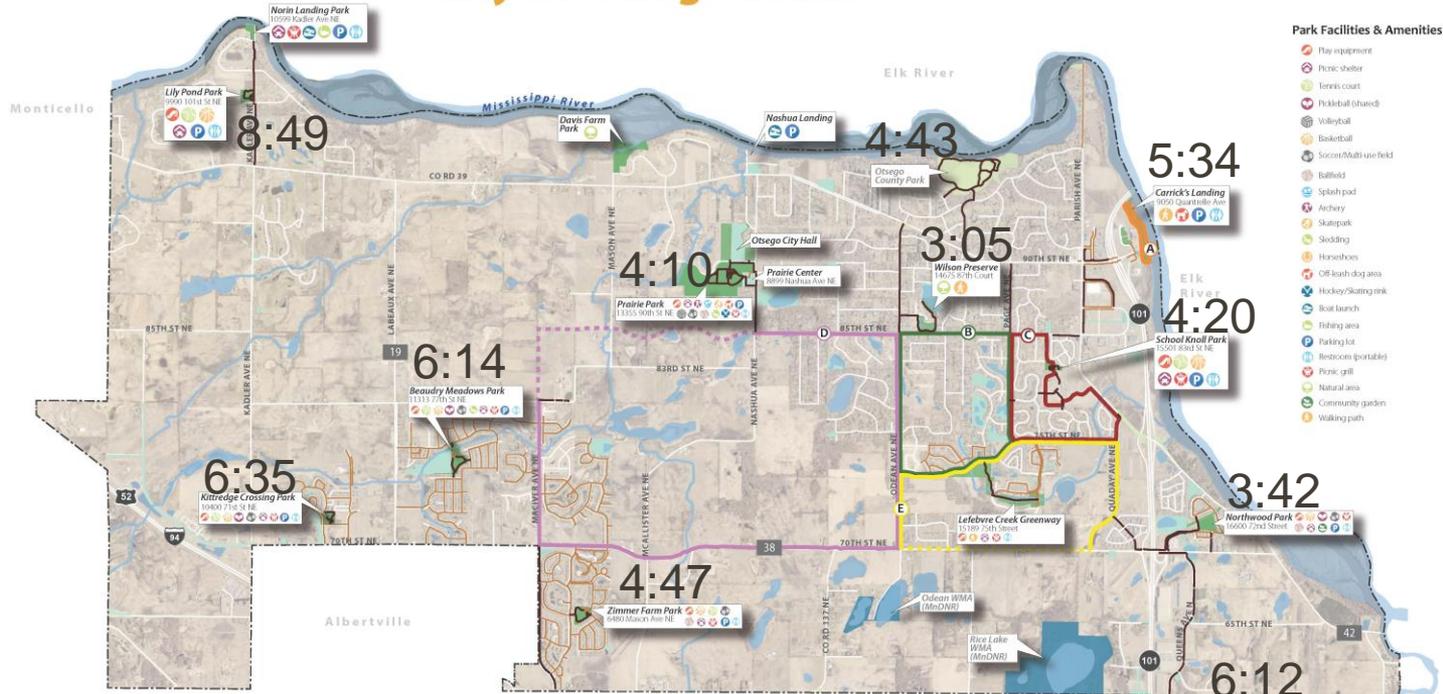


# 9-Minute Maximum Response Reflex Time Map



92% of  
City will be  
within a  
9-minute  
Reflex  
Response  
area

# City of Otsego Parks



### Park Facilities & Amenities

- Play equipment
- Picnic shelter
- Tennis court
- Pickleball (shared)
- Volleyball
- Basketball
- Soccer/Adult use field
- Ballfield
- Splash pad
- Archery
- Skatepark
- Skiing
- Horseback
- Off-leash dog area
- Hockey/Skating rink
- Boat launch
- Fishing area
- Parking lot
- Restroom (portable)
- Picnic grill
- Natural area
- Community garden
- Walking path



DRAFT 01.02.2019

Actual Drivetimes

- #### Parks & Open Space
- City of Otsego Parkland
  - Wright County land
  - Mn DNR
  - Other publicly-owned land
  - Streams
  - Open Water
  - City Boundary

- #### Existing Trails
- Existing Trails
  - Sidewalks
- #### Trail Loops
- A 1 mile
  - B 3.35 miles
  - C 3.15 miles
  - D 6 miles (to be complete in 2018)
  - E 4.25 miles (to be complete in 2018)



# Community Risk Reduction Programs

## Community Health

- Wellness Checks

- Health Screen (Blood Pressure Checks and Health Clinics)

- First Aid/CPR Training

- Car Seat Installation & Inspection

## Public Education

- Expanded School Programs and Visits

- Local Representation at Community Festivals and Events

## Collaboration with Businesses

- Business Safety Evaluations

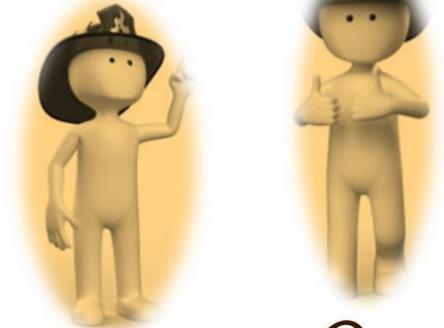
- Employee Safety Training

## Emergency Management Programs

- Training/Awareness

- Business Continuity Planning

- Participation in County, State and National Programs





# STAFFING PLAN

**DUTY CREW AND PAID-ON-CALL VOLUNTEER STAFFING**

# Incident Response By Current Departments

## 2023 Fire & EMS Calls In Otsego

2023	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Albertville F.D	25	17	12	27	28	22	22	29	18	22	18	17	257
Elk River F.D.	8	9	6	5	7	12	15	8	10	13	9	7	109
Rogers F.D.	10	6	4	5	6	4	1	7	6	9	7	6	71
ER/EMS Emergency	53	43	43	45	40	50	42	31	54	43	41	32	517
ER/EMS Non-Emergency	22	14	13	11	10	19	15	14	16	11	18	9	172
Allina Emergency	26	13	11	23	19	25	21	26	26	22	17	12	241
Allina Non-Emergency	5	7	8	11	8	4	3	5	4	5	7	7	74
Centracare- Emergency			30*			36*	2	12	3	5	4	8	100
Centracare Non-Emergency			7*			8*	2	5	4	3	4	1	34
<b>Totals</b>	<b>149</b>	<b>109</b>	<b>134</b>	<b>127</b>	<b>118</b>	<b>180</b>	<b>123</b>	<b>137</b>	<b>141</b>	<b>133</b>	<b>125</b>	<b>99</b>	<b>1575</b>

Call data provided by  
each responding  
department

Fire Related Calls ( <i>Emergency and Non-Emergency</i> )	437
EMS Calls ( <i>Emergency</i> )	858
EMS Calls ( <i>Non-Emergency</i> )	280
<b>Total</b>	<b>1575</b>

\* Quarterly Reporting



# Typical Fire & Emergency Services Incident Types

Fire-Commercial Fire Alarm

Fire-CO Alarm

Fire-Elevator Rescue

Fire-Electrical

Fire-Gas Leak

Fire-Grass

Fire-Other

Fire-Residential Fire Alarm

Fire-Structure

Fire-Smoke/Odor

Fire-Vehicle

Medical-Lift Assist

Medical-Abdominal Pain

Medical-Bleeding

Medical-Breathing Problems

Medical-Carbon Monoxide

Medical-Chest Injury

Medical-Chest Pain

Medical-Childbirth/Obstetrics

Medical-Choking

Medical-Cold Exposure

Medical-Drowning

Medical-Fall > 6 feet

Medical-Fall < 6 feet

Medical-Heart Problem

Medical-Heat Exposure

Medical-O/D-Poisoning

Medical-Seizure

Medical-Stabbing/Gun Injury

Medical-Unknown

Medical-Stroke

Medical-Trauma

Medical-Unconscious/Fainting

Medical-Residential medical alarm

Motor vehicle crash w/ Extrication

Motor vehicle crash w/ Injury

Flooding

Marine Incident

Investigations

Illegal Burning

Hazardous Materials



# Expected Annual Call Volumes

## Fire Related Response (\*202\*)

- Duty Crew will handle 70% of the calls
- Paid-On-Call Volunteer members available for more complex incident, concurrent events, or to staff the station during longer duration incidents
- Paid-On-Call Volunteer members will be utilized 250-300 times per year

## EMS Related Response (\*659\*)

- Immediate EMT Level Response assisted by Paid-On-Call Volunteer EMRs, if needed
- Routine Patient Assistance Calls *(non-transport)*
- Emergent Calls Providing Care Until Arrival of Transport Unit
- Assisting EMS with Advanced Life-Saving Actions

Expected calls based upon a review of Wright County Sheriff Office Monthly Reports

\*Average Annual Calls 2021-2023\*

# Staffing Plan

## DAILY STAFFING

### Duty Crew Members

- Duty Crew Firefighter/EMTs working 24-hour shifts (*3 per shift*) supported by Paid-On-Call Volunteers for concurrent or significant calls.

### Paid-On-Call Volunteers

- 20 Paid-On-Call Volunteer Firefighter/ Emergency Medical Responders

### College Firefighter Intern Program

- 1 to 3 College Firefighter Interns

### High School Cadet Program

- 1 to 6 High School Students (*Juniors and Seniors*)

*Duty Crew staffing not only provides immediate, and enhanced, emergency response but also many opportunities for community risk reduction, community health and wellness initiatives, and community engagement*



# Training

- Provide on-shift training to all Duty Crew members to minimize O/T costs
- Paid-On-Call Volunteers
  - Provide training to enable them to become licensed MN firefighters *(and potentially, future duty crew members)*
- Partnerships with Local Technical Colleges
  - Provide internship positions for fire science degree and certification programs
- High School Cadet Program
  - Juniors and Seniors who live in Otsego
  - Provide logistical support of Otsego Fire & Emergency Services operations
  - Provide firefighter certification programs
  - Prepare them for future positions or entry into a fire science degree program



# FACILITY PLAN

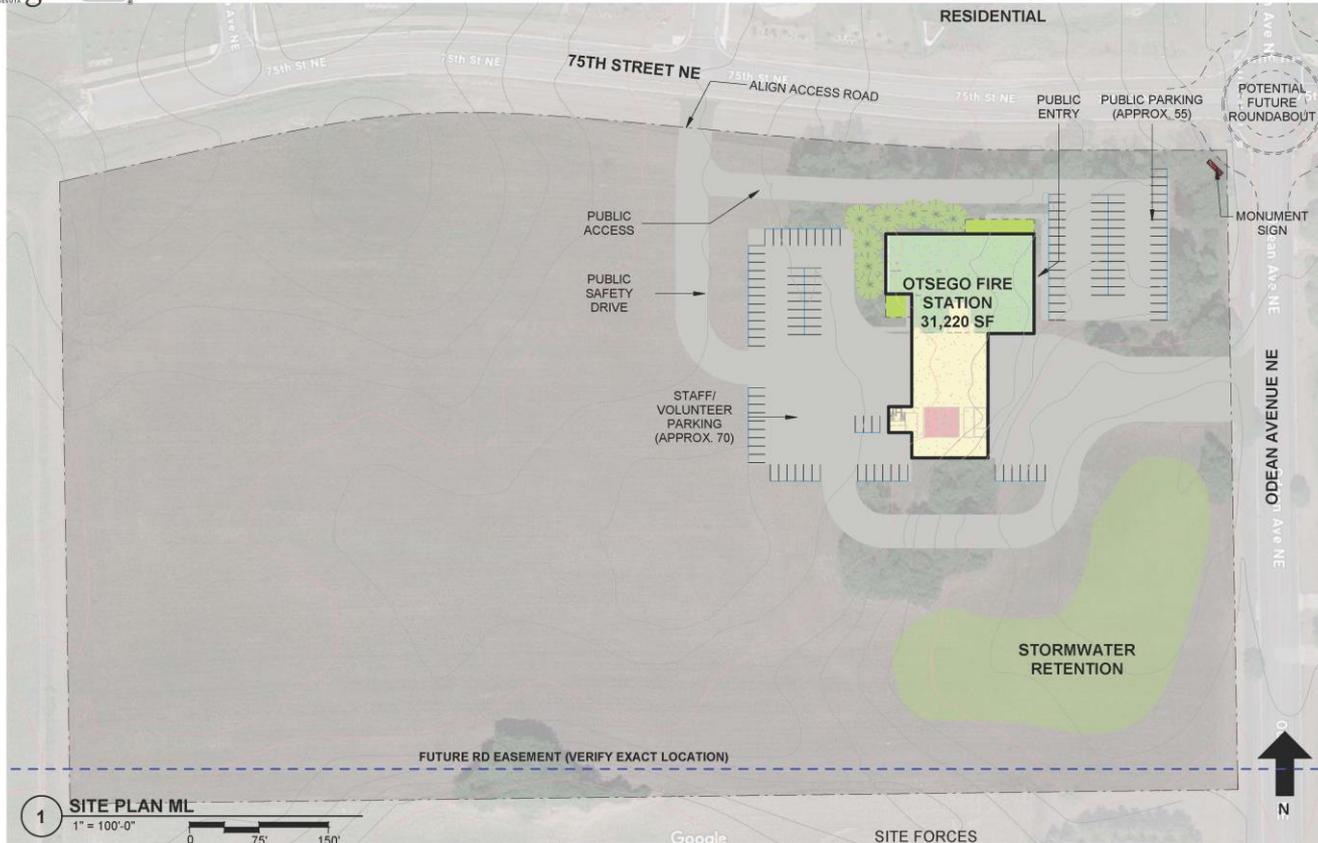
**SPACE NEEDS, INITIAL SITE DESIGN, AND CONCEPTUAL PLANS**

# Space Needs Study

- Administration
- Apparatus Storage
- Staff Accommodations
- Training Features & Facilities
- Volunteer Facilities
- Emergency Management Capabilities
- Potential EMS Unit and Staff Housing
- Public Use Space

# Guiding Principles

1. The facility should be built for the immediate needs of today and into the future. The facility should be flexible to allow for anticipated growth in the next 15 to 20 years.
2. The facility should be fiscally responsible by implementing cost-effective strategies that balance initial costs with long-term operating costs.
3. The facility's design should be built of materials that will stand the test of time.
4. The facility should be built for flexible staffing models, with specialized areas for both volunteer and 24-hour duty crews.
5. The facility should be open and welcoming to the public while also being safe and effective for staff and volunteers.
6. The facility should leverage current design and technology approaches to achieve a high level of health, wellness, and safety.



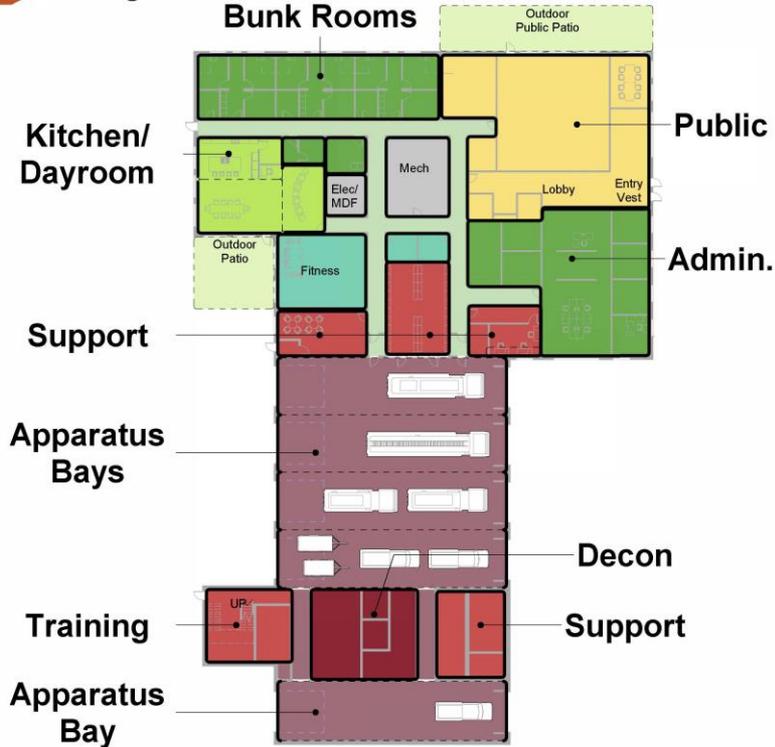
1 SITE PLAN ML  
1" = 100'-0"  
0 75' 150'

Google

SITE FORCES  
DIAGRAM  
SD1

Comm No: 232262

3/7/2024 4:19:59 PM  
Address: DocuV232262 - MIN CI Otsego - New Fire Station (P). (City of Otsego - New Fire Station (R2023)).ind



1 PHASE 1 - CONCEPT PLAN MAIN LEVEL DIAGRAM  
1/32" = 1'-0"



2 PHASE 1 - CONCEPT PLAN MEZZ. DIAGRAM  
1/32" = 1'-0"

PLAN DIAGRAMS  
SD2

Comm No: 232262

3/7/2024 4:23:11 PM  
Address: Otsego 1022356 - MN City of Otsego - New Fire Station (Ph. 1022356) - City of Otsego - New Fire Station (1022356)



View of Entry - Summer



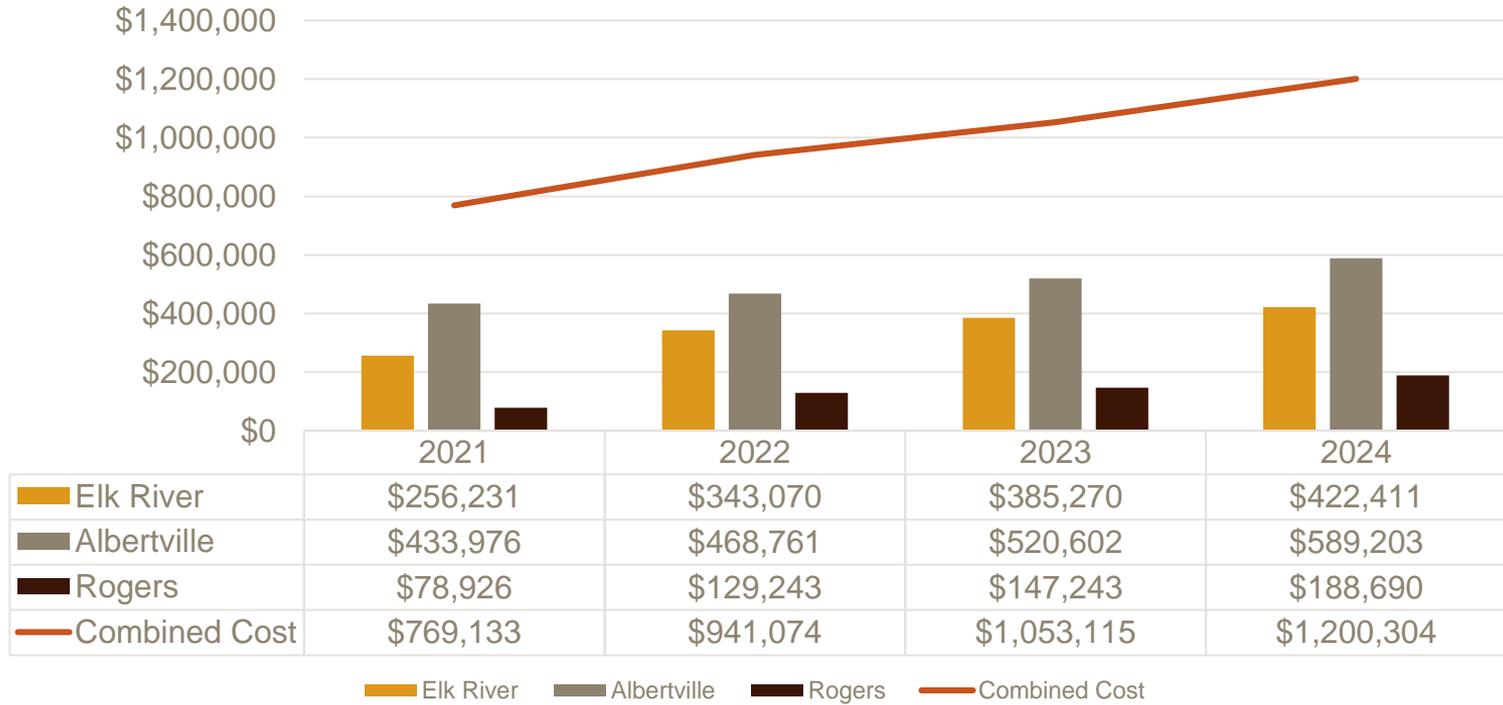
View of Apparatus Bays - Summer

A white ceramic mug sits on a dark, woven metal table. Underneath the mug is a brochure or magazine with the title 'Otsego VIEW' and a logo featuring a globe. The background is a blurred outdoor setting with greenery and a stone wall.

# OPERATIONAL COSTS

**PERSONNEL AND ANNUAL OPERATING COSTS AND REVENUES**

# Combined Contract Costs History

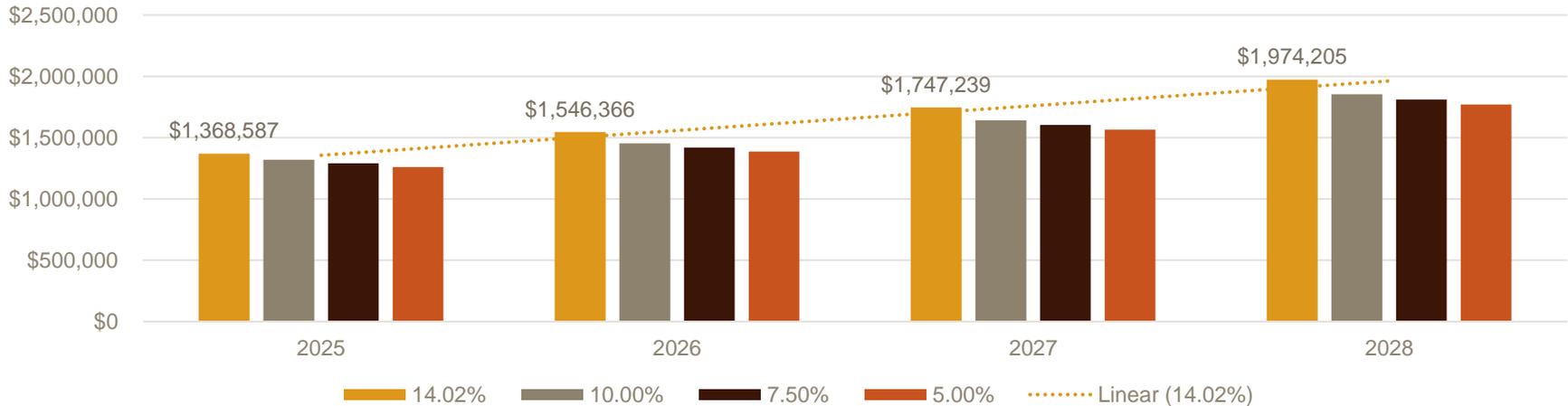


These contract amounts constitute a combined 56% increase  
*(14% average annual)* over the 2021-2024 contract years

# Future Cost Projection for Contracted Service

Increases are largely driven by additional call requests, new development adding to taxable value, and increased contracted department operating expenses due to increasing equipment costs and staffing changes from volunteer to more paid positions. These trends are likely to continue for the foreseeable future.

### Cost Projections



# Operational Staffing Budget 2027

	<b>Position</b>	<b>Hourly</b>	<b>Annual</b>	<b>Combined</b>	
20	FF/EMR POC (500 hrs)	\$24.00*	\$12,000	\$240,000	
20	POC Firefighter Benefits (17.7%)		\$2,124	\$42,480	
1	Emergency Services Director	Salary	\$156,437	\$156,437	
1	ESD Benefits (27%)		\$42,238	\$42,238	
3	Captain	\$33.00*	\$96,096	\$288,288	
3	Captain Benefits (30.64%)		\$29,444	\$88,331	
6	FF/EMT	\$26.00*	\$75,712	\$454,272	
6	FF/EMT Benefits (32.79%)		\$24,826	\$148,955	
3000	O/T Hours	\$44.50*		\$133,500	
	Staffing Costs				\$1,594,502

*\* Assumes a 4% Annual Increase 2025-2027*

# Annual Operating Budget 2027

2027	OPERATING BUDGET
Personnel Services	\$1,594,502
Supplies	\$ 175,725
Services and Charges	\$ 185,318
Total Operating Budget	\$2,140,863
Contract Savings	\$1,747,238
State Aid, Training Reimbursement Recapture	\$230,000
Net Additional Operating Cost	\$ 163,625





# CAPITAL COSTS

**APPARATUS, EQUIPMENT, AND FACILITY**



*Example trucks shown  
Not actual vehicles purchased*



# INITIAL APPARATUS FLEET

Have been ordered with funding set aside by the City over several years for fire equipment along federal and state aid dollars



# Selected Paint Design



# Conceptual Facility Budget Estimate

Concept Pricing Range: \$19.5M to \$21.5M

- Based on site development needs and 31,220 Sq. Ft. Building
- Allows council to provide feedback to final finishes

## Built In Contingencies

- \$2.4M in Design & Construction Contingencies
- \$600K in Escalation for a 2025 start

## Additional Budget Check-Ins

We will be coming back to present budgets to Council at:

- Schematic Design
- Design Development
- Construction Document/Bidding

We have requested \$5,000,000 in funding from the State of Minnesota, through the annual bonding and infrastructure bill, to help offset capital costs.



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# Capital Equipment Costs

Specialty Vehicles ( <i>Watercraft, Brush Unit, Equipment Trailers, SUV</i> ).....	\$125,000
Radios, Self-Contained Breathing Apparatus, PPE .....	\$750,000
EMS Equipment .....	\$50,000
Extrication & Rescue Equipment .....	\$100,000
Truck Equipment ( <i>Tools, Hose, Nozzles - \$50,000 per Truck</i> ) .....	\$250,000
Small Equipment, Hand Tools .....	\$150,000
Total.....	\$1,425,000.00



# Operating Outcomes Comparison

- Net cost to operate the department in 2027 is \$163,625 over expected 2027 contract costs.
- This equates to an additional per resident cost of less than \$7.20 annually to operate our own department.
- Will allow us local control of service levels and future operating cost increases.
- Provides enhanced response for both fire and EMS related response.
- Improves response reflex times to 9 minutes *(or better)* in 92% of the city and meets NFPA recommendations in all areas of the community.
- Provides staffing for community risk reduction initiatives.
- Provides a pathway for residents to become involved and support the community.

# FUTURE MILESTONES

Future milestones of the Otsego Fire & Emergency Services Department. The department will begin service and fully operational by January 1, 2027.



Design of fire station and project Bidding.

2024

Construction of Fire Station.

2025

2027

City of Otsego Fire & Emergency Services Department is operational and begins service to the community.

2026

Delivery of Equipment and training of Firefighters.



# In Conclusion

By implementing strategic measures, optimizing resources, and fostering community involvement:

- We are poised to not only meet but exceed our goals effectively and efficiently.
- With a commitment to innovation, collaboration, and adaptability, the Otsego Fire & Emergency Services Department is well-equipped to ensure the safety and well-being of our community for years to come.

# Thank you

Further information may be obtained  
by contacting:

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Emergency Services Director

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