



**DALLAS FIRE-RESCUE**

**MANAGEMENT AND EFFICIENCY STUDY**

**BRIEFING**

**August 15, 2007**



# ***BACKGROUND***

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Berkshire Advisors, Inc. (Berkshire) was hired by the City to conduct a management and efficiency study of the Dallas Fire-Rescue Department (DFR). The study was conducted from October 2006 to July 2007.

➤ The study consisted of :

- Introduction and executive summary
- Issues relating to the Department as a whole
- Issues that affect individual divisions and units
- Results of various fact finding initiatives, and
- Implementation of study recommendations, priorities, and schedule review



# ***BERKSHIRE DATA GATHERING***

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- Extensive fact-finding and analysis were used to develop the study recommendations:
  - Internal fact finding:
    - ✓ Interviewed more than 575 DFR employees
    - ✓ Employee survey to which 1,414 Fire-Rescue Department employees responded (71%)
    - ✓ Leaders of employees associations
  - External fact finding:
    - ✓ Interview and focus groups with community leaders
    - ✓ Three “drop-in” sessions with leaders of employee associations
  - Review and analysis of documents and information
- A Steering Committee was formed to work with Berkshire



# ***TASK FORCE REVIEW***

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- Task forces were formed to analyze the report findings and implementation plan. These task forces consisted of members of the Fire Chief's Office, each division's Assistant Chief and members of their divisions. The task forces:
  - Evaluated all recommendations, in regards to:
    - ✓ Applicability
    - ✓ Feasibility
    - ✓ Impact on the Fire Department's Mission
    - ✓ Impact on the Fire Department's Vision
    - ✓ Impact on the Fire Department's Core Values
    - ✓ Impact on Fire Service Standards (National Standards, OSHA, ISO)
    - ✓ Impact on the City's Strategic Goals, and
    - ✓ Justification for concurrence or non-concurrence



# ***FUTURE TASK FORCE DUTIES***

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- In the near future, Implementation task forces will be formed. These task forces will consist of leadership and strategic members of the department who will be responsible to:
  - Work with the command staff to assist in research, surveys, and information-gathering
  - Follow-up on recommendations to ensure implementation
  - Prepare periodic updates for the City Council and City Manager



# ***SUMMARY OF RECOMMENDATIONS***

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➤ DFR has classified the 94 total recommendations as follows:

- |   |    |
|---|----|
| ■ Agree   | 59 |
| ■ Agree – With Exception, Further Study Needed  | 14 |
| ■ Disagree  | 13 |
| ■ Disagree – With Exception, Further Study Needed   | 1  |
| ■ Further Study Needed  | 7  |
| ■ Classifications will change as more information is gathered, and budget priorities are determined |    |



## From the beginning, the Fire Chief's office has made considerable progress in identifying opportunities for improvement and taking steps to address them

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- “The Fire Chief has hit the ground running. In his first year, as a Chief, he has invested considerable time and energy to understanding the strengths and shortcomings of the Department and developing initial plans to address them”:
  - A systematic assessment of Department culture was performed
  - A 100-Day Plan to guide initiatives was developed, implemented, and transformed into action plans
  - Extensive time and effort was given to being a visible, responsive leader both informally and formally
  - Strategic planning, operational planning and results management are in place to plan, lead, monitor, and continually assess the development of the Department



# *Recent Progress*

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- In the first year, the Fire Chief has instituted the following initiatives to initialize much needed improvement and growth and frontload the implementation of the study recommendations:
  - Wellness-Fitness Program
  - Candidate Physical Ability Test
  - Decentralization
  - Urban Search And Rescue Texas Task Force
  - Hiring Process
  - Department-specific Customer Service
  - Association Resolution Meetings
  - Management Priorities
  - Annual Business Report
  - Quarterly Report
  - Departmental SWOT (Strength, Weaknesses, Opportunities, Threats)
  - Divisional SWOT (Strength, Weaknesses, Opportunities, Threats)





# ***Recent Progress (continued)***

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➤ Continued Initiatives:

- Vision, Mission, Core Values
- Action Plans
- Goal Mapping
- Inventory of Small Equipment
- Divisional Mixed Media Presentations
- Departmental Mixed Media Presentations
- Organizational and Time Management Training
- Performance Appraisal Training
- DISD and City Public Access Defibrillator Program
- Emergency Medical Services Vision Process
- Succession Planning
- Command Staff Leadership Training
- Next Level Leadership Meetings



# ***Recent Progress (continued)***

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➤ Continued Initiatives:

■ Communication Strategies:

- ✓ Leadership Under Fire
- ✓ The Backline
- ✓ Signal 1-7
- ✓ Meet The Chief
- ✓ Skip Level Meetings
- ✓ Ask The Chief
- ✓ Communication/Marketing Team

■ CIS Partnership

■ Citizens Fire Academy

- The findings and recommendations presented in the Berkshire report supplemented and supported the initiatives already taken to strengthen the Dallas Fire-Rescue Department.
- Berkshire confirmed these initiatives and the Fire Chief began addressing core findings.



# ***CORE FINDINGS***

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# Core Findings

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1. The various units within the Department do not currently work together synergistically to achieve common objectives
2. Management systems and structures need to be developed that support the synergistic nature of the services the Department provides
3. The strengthening of management systems and structures should be coupled with a program of professional development and training
4. The Department should work aggressively to address undercurrents of racism and sexism that are common throughout the Department
5. The organization of the Fire-Rescue Department should be substantially revised to ensure geographic accountability for the quality and integration of the full range of services in six areas of the City
6. The Department should evaluate its approach to addressing information technology needs
7. The Department's financial management lacks sufficient discipline and rigor



## Core Findings

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8. The Department should explore alternative approaches to providing respite to staff assigned to emergency medical response vehicles
9. The quality assurance function should be strengthened and additional EMS supervisory positions should be established
10. The Department should detail the frequency and type of fire/life safety inspections required for various occupancies. A time limited investment in additional fire prevention capabilities should be made pending the completion of the recommended analysis of fire prevention needs
11. The Department should improve coordination of all training related activities. Consistent standards and expectations for in-service training should be established, as well as, a more rigorous approach to managing recruit training
12. A comprehensive workforce development plan should be developed
13. The City should strongly consider investing in additional specialized emergency operations capacity
14. The Police Department should assume management of the 911 Call Center



***MAJOR RECOMMENDATIONS  
(Concurrence with Study)***

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# Management

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1. The various units within the Department do not currently work together synergistically to achieve common objectives, although common priorities have been clearly established:
  - The Department currently functions as if there are three distinct departments- fire suppression, EMS, and FPE&I
  - Engine crews function as first responders to medical emergencies
  - Fire crews can be used to support fire prevention efforts



## Management (continued)

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1. (Continued) The various units within the Department – Emergency Operation, Emergency Medical Services and Fire Prevention, Education and Inspection must be integrated into one comprehensive service in order to meet the needs of the citizens with efficiency and effectiveness:
  - Rivalries and a lack of respect between the operational line has bred dissention and resentment
  - Many fire suppression and EMS staff do not hold FPE&I staff in high regard
  - This, in turn, leads to resentment, and in some cases defensiveness, on the part of FPE&I staff
  - A common perception of the EMS staff is that they are step-children and not highly valued





## Management (continued)

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2. Management systems and structures need to be developed that support the synergistic nature of the services the Department provides:
  - Quantifiable goals and objectives need to be established
  - Departmental managers should be required to develop specific plans
  - A system for monitoring performance against these plans should be establish



## Management (continued)

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3. The strengthening of management systems and structures should be coupled with a program of professional development and training to strengthen management capabilities:
  - Department leaders need to develop new management capabilities
  - Two positions are needed:
    - ✓ Chief of Staff
    - ✓ Senior Assistant Chief of Human Resources



## Management (continued)

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4. The Department should work aggressively to address undercurrents of racism and sexism that are common throughout the Department:
  - Individuals in all racial groups feel aggrieved and resentful (to differing degrees)
  - Attitudes ranging from antipathy to hostility with regard to female employees (especially in the fire suppression area) are barely disguised in some areas



## Management (continued)

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4. (Continued) The Department should address racial and gender issues through increased communication, increased transparency in promotional and hiring processes, and zero tolerance policies in regards to harassment and discrimination:
  - Attitude and resulting consequences need to be diagnosed
  - Transparency needs to be increased in decision-making
  - Regular diagnostics need to be performed



# Organization

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5. The Dallas Fire-Rescue Department is currently organized as if it offers three distinct types of services despite the fact that each of the core services it provides are interrelated:
  - Each division reports to a different Assistant Chief
  - Two Assistant Chiefs are responsible for support services
  - Services are integrally related but do not operate as such



# Organization

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5. The current organization complicates management, hinders communication, diffuses accountability and increases costs:
  - Duplication of administrative and support activities exists
  - The structure promotes scattered accountability
  - Current procedure and policies are inconsistent



## Administration

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6. The Department should evaluate its approach to addressing information technology needs:
  - Part-time programmers maintain the system
  - A systematic approach to updating technology needs is required
  - Two positions should be added:
    - ✓ One technology specialist position
    - ✓ One communication support position has been funded



## Administration (continued)

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7. The Department's financial management lacks sufficient discipline and rigor:
  - Budget accountability is lacking
  - Accountability for grants is not clearly defined
  - Managers should be held accountable





# Emergency Medical Services

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8. The Department should explore alternative approaches to providing respite to staff assigned to emergency medical response vehicles:
  - The volume of calls for EMS are significantly higher than the volume of calls for fire suppression
  - The work schedule for Firefighters prevents burnout
  - The single 24-hour shift for EMS is highly stressful



# Emergency Medical Services

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9. The quality assurance function should be strengthened and additional EMS supervisory positions should be established:
  - A small number of EMS reports are currently reviewed
  - The number of EMS supervisors is insufficient
  - One EMS as the shift duty officer (Lieutenant) is recommended per district for a total of 10 per shift
  - One additional EMS equipment manager is needed



# Fire Prevention and Education

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10. The Department should detail the frequency and type of fire/life safety inspections required for various occupancies:
  - Fire prevention resources are focused on new construction
  - The lack of life/safety inspections increases the risks to citizens
  - More resources are needed to assess the risks



# Fire Prevention and Education

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10. (Continued) A time limited investment in additional fire prevention capabilities should be made pending the completion of the recommended analysis of fire prevention needs:
  - These positions should conduct the recommended analysis
  - These positions should also conduct inspections in high risk buildings such as apartments, high rises, HAZMAT storage locations, schools, bars and nightclubs
  - Two Lieutenants and 24 Prevention Officer positions should be established



# Training

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11. The Department should take steps to improve coordination of all training related activities:
  - Recruit training remains the responsibility of the Administration division
  - In-service training will be assigned to specialty areas
  - Coordination and communication will be needed
  - The existing Deputy Chief of Administration should oversee this effort



# Training

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11. (Continued) Consistent standards and expectations for in-service training should be established:
  - The recruit training process suffers from a lack of rigor in organization
  - Training staff are not well trained or prepared
  - Schedules, handbooks, rules, procedures, and ethics need to be defined



# Training

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11. (Continued) A more rigorous approach to managing recruit training should also be established:
  - Standards and expectations related to training should be established
  - Master schedules, syllabuses, objectives, and course plans are needed
  - Instructors need regular evaluations



# Administration

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12. The Department should develop a comprehensive workforce development plan:
- There is a lack of a coordinated plan to strengthen Human Resources
  - Performance expectations should be established
  - A systematic assessment of barriers should be developed
  - Behavioral competencies should be established
  - The promotional process should be revised





# Emergency Operations

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13. The City should strongly consider investing in additional specialized emergency operations capacity:
  - Equipment is needed to handle flooding events
  - More capacity is needed to respond more quickly to hazardous material incidents
  - Additional Haz-Mat satellite crews need to be established
  - Additional Battalion Chief positions are needed
  - All staff should be trained as EMTs
  - Two additional positions needed for in-service training



# Communications

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14. The Police Department should assume responsibility for managing the 911 call-taking operations:
  - The preponderance of 911 calls are Police calls
  - Responsibility of the call taking function should reside with the greatest user
  - Only 13% of the calls received are fire or EMS calls



# ***NON-CONCURRENCE***

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# Non-concurrence with Recommendations

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- Discontinue Deputy Chief of EMS:
  - The EMS Deputy Chief is needed to implement the Vision Process and Efficiency Study recommendations and oversee the daily operations of EMS
- Discontinue the Deputy Chief of Special Operations:
  - Investing in Special Operations requires adequate supervision and leadership in this area. This position is needed to supervise all 5 special operations and coordinators and oversee our new USAR TTF2
- Modify schedule of the Quartermaster's staff:
  - The addition of an EMS equipment manager eliminates the need to have weekend coverage of the Quartermaster's staff
- Reduce Call-Taker staff:
  - Overtime expenditures and call volume necessitate the addition of staff in this area
- Reduce number of engines by 3, redeploy 3 truck companies:
  - This is not feasible since new station build-out is not anticipated until 2010-2012



## Non-concurrence with Recommendations (cont.)

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- Discontinue 30 Captain positions:
  - Supervision is needed in single company fire stations
- Discontinue 244 Driver positions:
  - This is of no expense to the Department since Drivers are only paid when performing driving duty
- Utilize EMS staff to fight fires at incidents:
  - this creates a lack of availability of EMS to respond to on-scene medical crises and also contaminates the cleanliness of EMS staff and their uniforms
- Civilianize 47 FPE&I positions:
  - DF-R is planning on cross-training all members of the department and eliminating the dual career path in the future
- Fund the canine program:
  - The canine program is currently funded by grants and donations



# ***SUMMARY OF REPORT***

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# Summary

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- Systemic issues within Dallas Fire-Rescue Department need to be addressed in order to continue to exceed the customer's expectations and solidify the Department
- Core Findings Summary:
  - The Integration of the three lines of service: Emergency Operations, EMS, and FPEI
  - Workforce development (cultural issues, training and development)
  - Operational safety and readiness (technology, maintenance, staffing, equipment, Special Operations)
  - Emergency Medical Services quality assurance and volume of calls
  - Fire Prevention and Inspection detailed occupancy plan



# ***ACTION PLAN***

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# ACTION PLAN

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- In anticipation of the report findings, an Organizational Development Executive Officer was hired
- A new Executive Budget Manager is in place
- Initial Implementation Plan in place
- Decentralization of the Assistant Chiefs of Administration, Communication, Fire Prevention and Inspections, and EMS has occurred
  - Funding for the Chief of Staff position has been established to support the Chief's efforts to integrate and deliver each of the major services in the proposed FY 07-08 budget
  - Proposed restructuring of current staff will allow for the addition of a Senior Assistant Chief of Human Resources who will address the cultural issues and promotional and hiring processes
  - Funding for 6 additional call-takers in anticipation of the 911/311 split and more supervisors for 311 has been established in the proposed FY 07-08 budget
  - Proposed transfer of the 911 Call Center in 2008
  - Funding for an additional Haz-Mat location is included in the proposed FY07-08 budget



# CHIEF OF STAFF

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- By May 2008, the Chief of Staff will make significant progress in:
  - Coordinating the implementation effort
  - Redeploying resources to geographical areas to decrease response time
  - Customizing the geographical services to meet unique community needs
  - Monitoring the daily operations
  - Increasing firefighter safety practices
  - Mentoring and growing Operations leadership
  - Integrating EMS, OPS and FPE & I
  - Developing a High Rise plan
  - Developing the Swift Water and Dive team
  - Establishing satellite Haz-Mat offices
  - Developing future plans for Operations
  - Ensuring NIMS compliance and actively operating under the NIMS protocol
  - Continuously assessing the changing needs of a growing Dallas



# Organization

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## Changes to the current organizational structure:

- The Fire Chief's Office – direct reporting structure:
  - ✓ PIO's which now report to Administration will report direct to the Chief
  - ✓ Financial Services which now reports to Administration will report direct to the Chief
  - ✓ Internal Affairs which now reports to FPE & I will report directly to the Chief
  - ✓ The Medical Director which now reports to EMS will report directly to the Chief
  - ✓ A Chief of Staff is added to the Fire Chief's Office
- A Senior Assistant Chief of Human Resources is added under the Chief of Staff



# Organization

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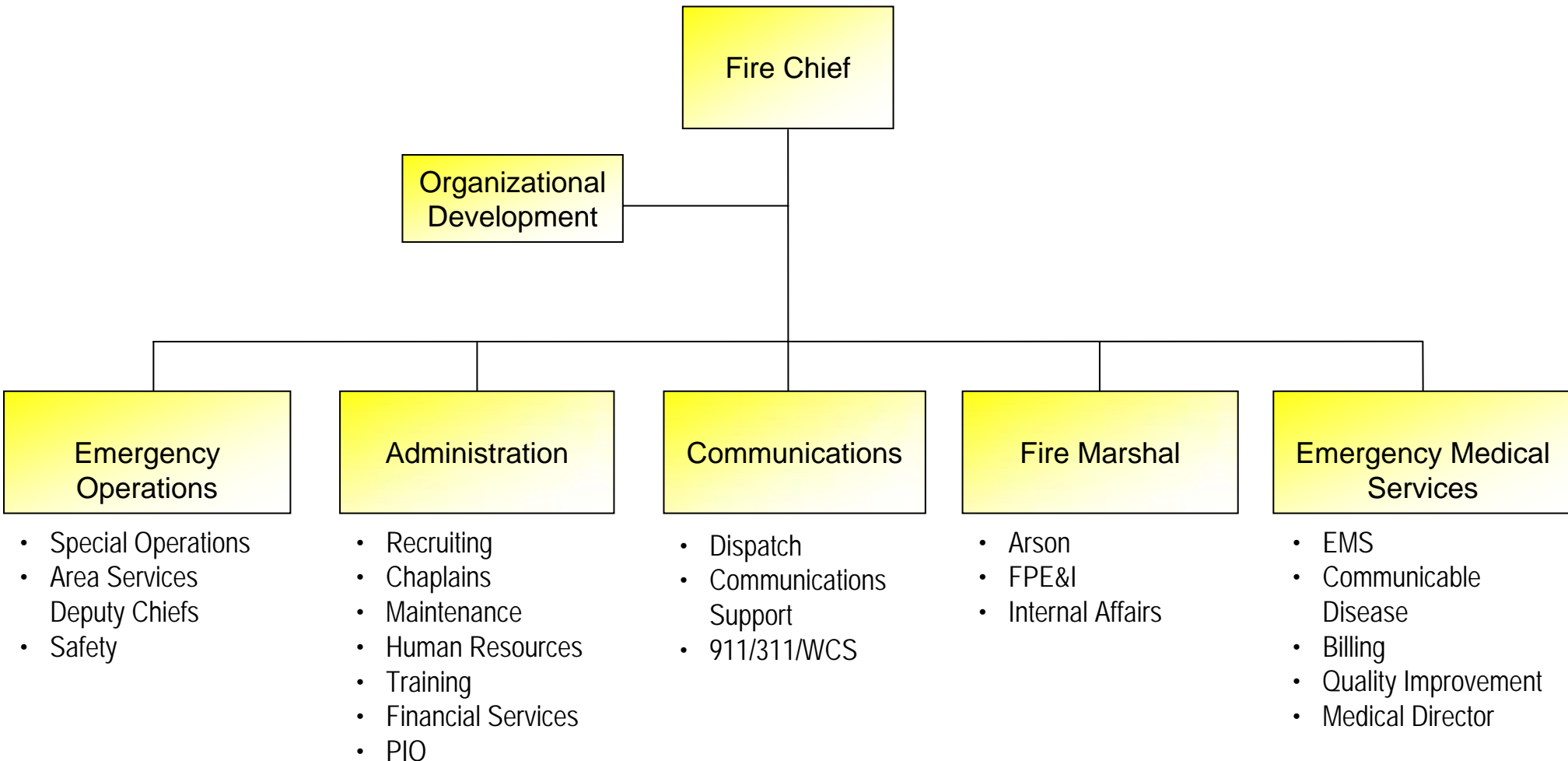
## Changes to the current organizational structure: (Continued)

- Changes to the Assistant Chiefs and their divisions:
  - ✓ All Assistant Chiefs and the Senior Assistant Chief of Human Resources directly report to the Chief of Staff
  - ✓ The Assistant Chief of Administration additionally reports to the Senior Assistant Chief of Human Resources
  - ✓ The Assistant Chief of Emergency Operations will now be responsible for Dispatch, 911/311/WCS, until the split of 911/311 and the transfer of 911 to the Police Department
  - ✓ Human Resources which now reports to the Assistant Chief of Administration, will report to the Senior Assistant Chief of Human Resources
  - ✓ Special Operations, Safety, and the Deputy Chiefs and all other Fire Officers, which now report to the Assistant Chief of Emergency Ops will report to the Chief of Staff
  - ✓ Decentralized Prevention, Inspection and Prevention and EMS service delivery which now reports to FPE& I and EMS respectively, will report to the Chief of Staff

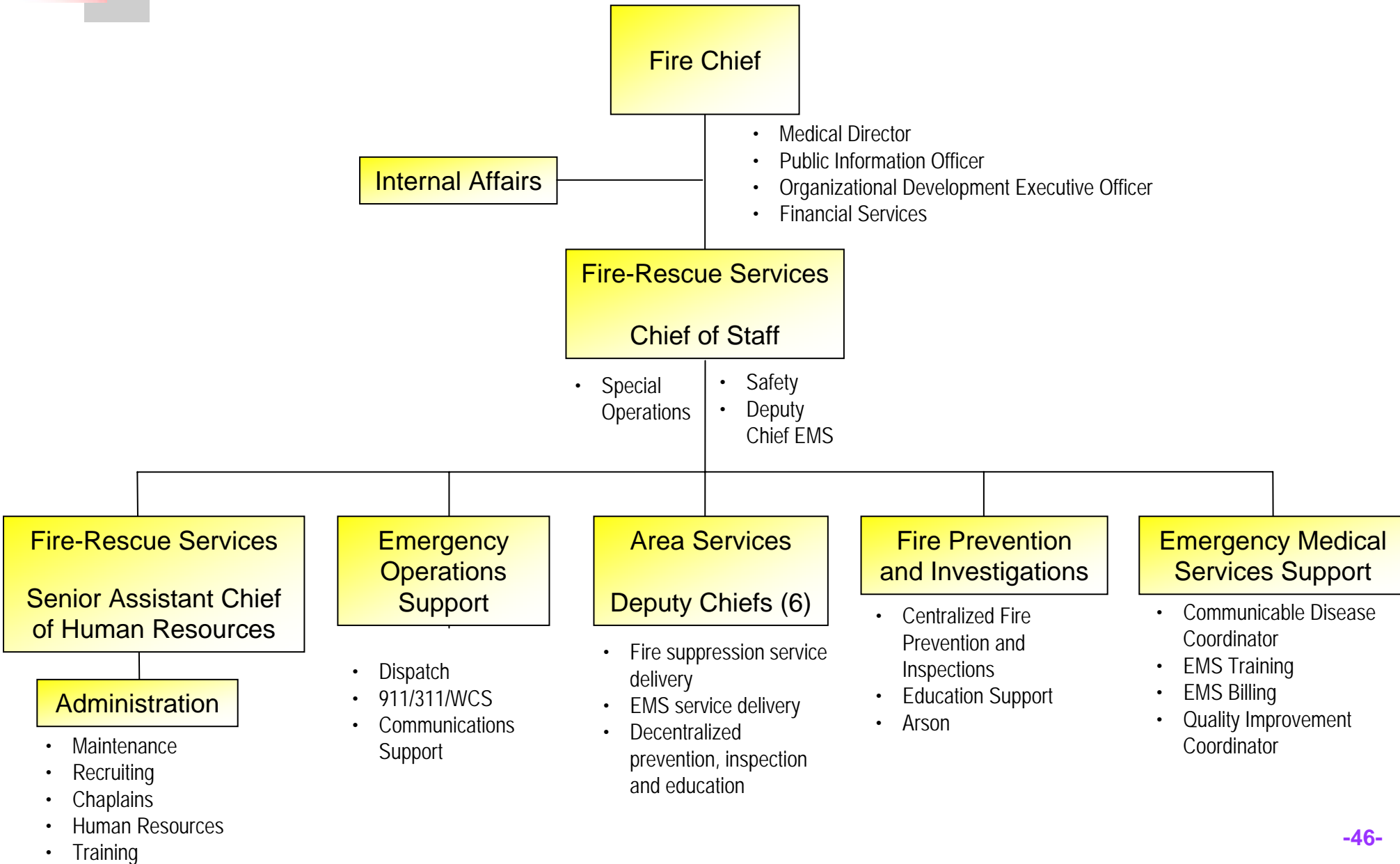
# DALLAS FIRE-RESCUE

## Current Structure

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# The organization of the Fire-Rescue Department should be substantially revised





# Financial Considerations of Implementation Plan

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➤ Additional Financial Resources will be sought:

■ FY 07/08 . . . \$1.35M:

- ✓ 2 positions – organizational development, customer service, strategic planning
- ✓ 1 position – budget and financial management
- ✓ 911/311 service delivery split
- ✓ Satellite Haz-Mat station
- ✓ IT consolidation with CIS
- ✓ Professional development and leadership/supervisory training

■ FY 08/09 . . . Approximately \$4.3M

■ FY 09/10 . . . Approximately \$5.4M

■ FY 10/11 . . . Approximately \$4.6M



# ***Detailed IMPLEMENTATION PLAN***

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### BERKSHIRE IMPLEMENTATION PLAN RECOMMENDATIONS- Management Evaluation

August 7, 2007

Item #	Priority	Recommendation	Responsibility	Begin Implementation	Complete Implementation	FY 2007-08 Fiscal Impact	FY 2008-09 Fiscal Impact	FY 2009-10 Fiscal Impact	FY 2010-11 Fiscal Impact	Agree	Disagree	Further Study	Completed	No Action
<b>OVERALL IMPLEMENTATION</b>														
1	High	■ Establish department and division implementation task forces	■ Fire Chief	Immediately	---					X				
2	High	■ Assign responsibility for coordinating the implementation effort	■ Fire Chief	Immediately	---					X				
3		> Allocate the resources needed to coordinate and support implementation of the study's recommendations	■ Fire Chief ■ City Manager	Immediately	36 Months					X				
4	High	■ Establish an internal and external communications strategy	■ City Manager ■ Fire Chief ■ Public Information Officer	Immediately	Ongoing					X				
5	High	■ Clarify the personnel and labor implications of the study recommendations	■ Human Resources Director ■ Assistant Chief-Administration	1 Month	3 Months					X		X		
<b>ORGANIZATIONAL DEVELOPMENT</b>														
6	High	■ Develop management systems and structures that reflect the synergistic nature of the services the department provides	■ Fire Chief ■ Organizational Development Executive Officer	Immediately	24 Months					X				
7	High	> Establish quantifiable goals and objectives	■ Fire Chief ■ Organizational Development Executive Officer	2 Months	9 Months					X				
8	High	> Develop plans for improving performance	■ Fire Chief ■ Organizational Development Executive Officer	3 Months	6 Months					X				
9	High	> Establish a system for monitoring performance	■ Organizational Development Executive Officer	4 Months	6 Months		\$25,000	TBD	TBD	X				
10	High	■ Rotate staff through the Internal Affairs function	■ Fire Chief ■ Assistant Chief – Fire Marshal ■ Human Resources Director	3 Months	Ongoing					X				
11	High	■ Assign eight classifications of positions currently assigned to commissioned Firefighters to Civilians	■ Fire Chief ■ City Manager ■ Human Resources Director	4 Months	24 Months					X				

Item #	Priority	Recommendation	Responsibility	Begin Implementation	Complete Implementation	FY 2007-08 Fiscal Impact	FY 2008-09 Fiscal Impact	FY 2009-10 Fiscal Impact	FY 2010-11 Fiscal Impact	Agree	Disagree	Further Study	Completed	No Action
12	High	> Civilianize the Public Information Officer – Fire Prevention Officer – Office of the Chief	<ul style="list-style-type: none"> <li>■ Fire Chief</li> <li>■ City Manager</li> <li>■ Human Resources Director</li> </ul>	18 Months	24 Months		\$54,532	\$68,165	\$68,165	X				
	High	> Restore 2 positions back to Emergency Operations and add funding for 1 uniform PIO	<ul style="list-style-type: none"> <li>■ Finance Manager</li> </ul>	18 Months	24 Months		\$97,907	\$97,907	\$97,907	X				
13	High	■ Work to address issues of racism and sexism within the department	<ul style="list-style-type: none"> <li>■ Fire Chief</li> <li>■ Assistant Chiefs</li> <li>■ Organizational Development Executive Officer</li> </ul>	Immediately	Ongoing		\$175,000	\$175,000	\$175,000	X				
14	High	■ Develop a program of professional development and training for all key managers	<ul style="list-style-type: none"> <li>■ Fire Chief</li> <li>■ Organizational Development Executive Officer</li> </ul>	1 Month	Ongoing	\$160,711	\$200,000	\$200,000	\$400,000	X				
15	High	■ Substantially modify the organizational structure of the Fire-Rescue Department	<ul style="list-style-type: none"> <li>■ Fire Chief</li> <li>■ City Manager</li> </ul>	2 Months	12 Months					X				
16	High	> Establish a Chief of Staff position	<ul style="list-style-type: none"> <li>■ Fire Chief</li> <li>■ City Manager</li> </ul>	Immediately	4 Months	\$143,904	\$154,448	\$154,448	\$154,448	X				
17	High	> Establish Assistant Director- Financial and Information Services positions	<ul style="list-style-type: none"> <li>■ Fire Chief</li> <li>■ City Manager</li> </ul>	2 Months	4 Months	\$96,750	\$96,750	\$96,750	\$96,750	X				
18	High	> Discontinue one Assistant Chief position	<ul style="list-style-type: none"> <li>■ Fire Chief</li> <li>■ City Manager</li> </ul>	15 Months	16 Months			(\$72,092)	(\$140,437)	X		X		
19	High	> Discontinue Deputy Chief – EMS position	<ul style="list-style-type: none"> <li>■ Fire Chief</li> <li>■ City Manager</li> </ul>	4 Months	12 Months						X			
20	High	> Discontinue Deputy Chief- Special Operations position	<ul style="list-style-type: none"> <li>■ Fire Chief</li> <li>■ City Manager</li> </ul>	4 Months	12 Months						X			
21	High	> Discontinue one Deputy Chief- Arson Investigations position	<ul style="list-style-type: none"> <li>■ Fire Chief</li> <li>■ City Manager</li> </ul>	16 Months	24 Months		(\$63,787)	(\$123,828)	(\$123,828)	X				
22	High	> Discontinue one Section Chief- Fire Prevention, Education and Inspections position	<ul style="list-style-type: none"> <li>■ Fire Chief</li> <li>■ City Manager</li> </ul>	16 Months	24 Months		(\$60,718)	(\$117,689)	(\$117,689)	X				
23	High	> Establish Captain- Decentralized Fire Inspection Services position	<ul style="list-style-type: none"> <li>■ Fire Chief</li> <li>■ City Manager</li> </ul>	16 Months	24 Months		\$53,786	\$107,572	\$107,572	X				
24	High	> Establish Captain- Fire Education Services position	<ul style="list-style-type: none"> <li>■ Fire Chief</li> <li>■ City Manager</li> </ul>	16 Months	24 Months		\$53,786	\$107,572	\$107,572	X				
25	High	> Establish Captain- Training position within the Fire Marshal division	<ul style="list-style-type: none"> <li>■ Fire Chief</li> <li>■ City Manager</li> </ul>	18 Months	27 Months		\$53,786	\$107,572	\$107,572	X				
26	High	> Reassign six Senior Fire Prevention Specialist positions from Fire Marshal division to Operation areas	<ul style="list-style-type: none"> <li>■ Fire Chief</li> <li>■ Assistant Chief – Fire Marshal</li> <li>■ Assistant Chief – Emergency Operations</li> </ul>	6 Months	12 Months					X				
27	High	> Reassign five Fire Education Specialist positions from Fire Marshal division to Operation areas	<ul style="list-style-type: none"> <li>■ Fire Chief</li> <li>■ Assistant Chief – Fire Marshal</li> <li>■ Assistant Chief – Emergency Operations</li> </ul>	9 Months	15 Months					X				

Item #	Priority	Recommendation	Responsibility	Begin Implementation	Complete Implementation	FY 2007-08 Fiscal Impact	FY 2008-09 Fiscal Impact	FY 2009-10 Fiscal Impact	FY 2010-11 Fiscal Impact	Agree	Disagree	Further Study	Completed	No Action
28	High	> Establish one Fire Education Specialist position and assign to Operation area	<ul style="list-style-type: none"> <li>■ Fire Chief</li> <li>■ City Manager</li> </ul>	21 Months	24 Months		\$49,269	\$98,537	\$98,537	X				
29	Medium	■ Evaluate the Department's approach to addressing information technology needs	<ul style="list-style-type: none"> <li>■ Fire Chief</li> <li>■ Assistant Chief – Communications</li> </ul>	3 Months	12 Months					X				
30	Medium	> Establish a Technology Specialist position	<ul style="list-style-type: none"> <li>■ Fire Chief</li> <li>■ Assistant Chief – Communications</li> </ul>	15 Months	18 Months		\$135,062	\$109,674	\$109,674	X				
	Medium	> Reduce overtime currently paid to firefighters to provide IT support	<ul style="list-style-type: none"> <li>■ Fire Chief</li> <li>■ Assistant Chief - Communications</li> </ul>	18 Months	24 Months		(\$30,000)	(\$150,000)	(\$150,000)	X				
31	Medium	> Explore reducing the Department's dependence on customized programs and increasing its use of off-the-shelf software	<ul style="list-style-type: none"> <li>■ Fire Chief</li> <li>■ Assistant Chief – Communications</li> </ul>	6 Months	12 Months		TBD	TBD	TBD	X				
<b>ADMINISTRATION</b>														
32	High	■ Improve the coordination of training related activities	<ul style="list-style-type: none"> <li>■ Assistant Chief – Administration</li> <li>■ Deputy Chief – Recruit Training</li> </ul>	Immediately	Ongoing		\$78,830	\$98,537	\$98,537	X				
33	High	■ Modify schedule of Quartermaster's unit staffing	<ul style="list-style-type: none"> <li>■ Assistant Chief – Administration</li> <li>■ Manager – Maintenance</li> </ul>	2 Months	3 Months						X			X
34	High	■ Establish consistent expectations for in-service training	<ul style="list-style-type: none"> <li>■ Assistant Chief – Administration</li> <li>■ Deputy Chief – Recruit Training</li> </ul>	3 Months	6 Months					X				
35	High	■ Establish a more rigorous approach to managing recruit training	<ul style="list-style-type: none"> <li>■ Deputy Chief – Recruit Training</li> </ul>	15 Months	24 Months		\$6,000	\$12,000	\$15,000	X				
36	High	■ Develop a comprehensive workforce development plan	<ul style="list-style-type: none"> <li>■ Assistant Chief – Administration</li> <li>■ Human Resources Director</li> </ul>	4 Months	12 Months					X				
37	High	> Civilianize the Lieutenant – Administration – Facilities Planning position	<ul style="list-style-type: none"> <li>■ Fire Chief</li> <li>■ City Manager</li> <li>■ Human Resources Director</li> </ul>	18 Months	24 Months		\$54,532	\$68,165	\$68,165	X				
38	High	> Civilianize the three Chaplain positions	<ul style="list-style-type: none"> <li>■ Fire Chief</li> <li>■ City Manager</li> <li>■ Human Resources Director</li> </ul>	18 Months	24 Months			\$163,596	\$204,495			X		
		■ Reassign 3 Chaplain positions to Emergency Operations	<ul style="list-style-type: none"> <li>■ Fire Chief</li> <li>■ City Manager</li> <li>■ Human Resources Director</li> </ul>									X		
39	Medium	■ Establish more rigorous expectations for individuals serving as Recruit Training Instructors	<ul style="list-style-type: none"> <li>■ Assistant Chief – Administration</li> <li>■ Deputy Chief – Recruit Training</li> </ul>	Immediately	6 Months					X				
40	Medium	■ Strengthen budgeting and financial management	<ul style="list-style-type: none"> <li>■ Fire Chief</li> <li>■ Manager – Financial Services</li> </ul>	Immediately	Ongoing		\$113,765	\$227,530	\$227,530	X				

Item #	Priority	Recommendation	Responsibility	Begin Implementation	Complete Implementation	FY 2007-08 Fiscal Impact	FY 2008-09 Fiscal Impact	FY 2009-10 Fiscal Impact	FY 2010-11 Fiscal Impact	Agree	Disagree	Further Study	Completed	No Action
41	Medium	■ Adjust the schedule of Chaplains to provide seven day a week coverage	■ Assistant Chief – Administration	2 Months	3 Months		\$0	\$0	\$0	X				
42	Medium	■ Increase staffing of Quartermaster's unit by one Storekeeper	■ City Manager ■ Fire Chief	15 Months	18 Months		\$34,410	\$43,012	\$43,012	X				
43	Medium	■ Establish 2 heavy equipment Maintenance Mechanics and one Body Repair positions in the apparatus maintenance unit to reduce overtime expenditures	■ City Manager ■ Fire Chief	3 Months	12 Months		\$0	\$0	\$0	X				
		■ Reduce maintenance overtime expenditures once positions are filled	■ City Manager ■ Fire Chief	9 Months	12 Months		\$0	\$0	\$0	X				
44	Medium	■ Revise the promotional process	■ Fire Chief ■ Human Resources Director	6 Months	12 Months		\$25,000			X		X		
45	Medium	■ Establish replacement schedules for all department apparatus and equipment	■ Assistant Chief – Administration ■ Manager – Maintenance	6 Months	12 Months					X				
46	Low	■ Explore consolidating selected Quartermaster Operations with the Police Department	■ City Manager ■ Fire Chief	Immediately	36 Months							X		
<b>COMMUNICATIONS</b>														
47	High	■ Reduce Call-Taker staff when 911 / 311 / Water Customer Service Call-Taker and City Service Dispatch are split into two units by two positions	■ Fire Chief ■ Human Resources Director ■ Assistant Chief – Communications	12 Months	24 Months						X			X
48	Medium	■ Assign responsibility for managing 911 Call-Taking services to the Police Department - Segregate 311 Center	■ City Manager	3 Months	12 Months	\$609,863	\$609,863	\$609,863	\$609,863	X				
<b>EMERGENCY OPERATIONS</b>														
49	High	■ Establish additional Battalion Chief positions	■ City Manager ■ Fire Chief							X				
50	High	> Establish three Battalion Chief and three Assistant to the B.C. positions	■ City Manager ■ Fire Chief	14 Months	24 Months		\$407,243	\$509,054	\$509,054	X				
51	High	■ Establish two additional positions to support in-service training	■ City Manager ■ Fire Chief	15 Months	18 Months		\$157,659	\$197,074	\$197,074	X				
52	High	■ Charge Battalion Chiefs with providing direct supervision to SDOs	■ Fire Chief ■ Assistant Chief – ■ Assistant Chief –	6 Months	9 Months					X				
53	High	■ Assign Battalion Chiefs a greater role in determining cause and origin of fires	■ Assistant Chief – Emergency Operations ■ Assistant Chief – Fire Marshal	6 Months	12 Months					X				

Item #	Priority	Recommendation	Responsibility	Begin Implementation	Complete Implementation	FY 2007-08 Fiscal Impact	FY 2008-09 Fiscal Impact	FY 2009-10 Fiscal Impact	FY 2010-11 Fiscal Impact	Agree	Disagree	Further Study	Completed	No Action
54	High	■ Add two new fire stations	■ City Manager ■ City Council ■ Fire Chief	6 Months	36 Months		(Review 2006 Bond Proposal)	(Review 2006 Bond Proposal)	(Review 2006 Bond Proposal)	X				
55	High	■ Establish the standard Fire Suppression Crew, to be trained as EMTs	■ Fire Chief ■ Assistant Chief – Emergency Operations	6 Months	Ongoing		TBD	TBD	TBD	X				
56	High	■ Expand the role of in-service crews in conducting inspections	■ Assistant Chief – Emergency Operations ■ Assistant Chief – Fire Marshal	6 Months	Ongoing							X		
57	High	> Assign 13 activities currently performed by Inspectors to in-service crews	■ Assistant Chief – Emergency Operations ■ Assistant Chief – Fire Marshal	6 Months	18 Months							X		
*58	Medium	> Retain some sworn positions in the inspection area	■ Fire Chief ■ City Manager ■ Human Resources	12 Months	Ongoing						X			
59	High	■ Redeploy a portion of fire suppression and EMS resources	■ Fire Chief ■ Assistant Chiefs	6 Months	12 Months						X			
60	High	> Reduce number of engines by three by removing engines from five (5) stations and adding engines to the two (2) new stations	■ Fire Chief ■ Assistant Chief – Emergency Operations	6 Months	36 Months						X			
61	High	> Redeploy three truck companies	■ Fire Chief ■ Assistant Chief – Emergency Operations	6 Months	12 Months						X			
62	High	> Establish 85 additional Firefighter-Paramedic positions	■ Human Resource Director ■ Fire Chief ■ Assistant Chief –	18 Months	24 Months		\$1,450,995	\$2,901,989	\$4,836,649	X		X		
63	High	> Discontinue 30 Captain positions	■ Human Resource Director ■ Fire Chief ■ Assistant Chief –	6 Months	24 Months						X			
64	High	> Establish 45 additional Lieutenant positions	■ Fire Chief ■ City Manager	18 Months	36 Months			\$1,330,248	\$2,217,080			X		
65	High	> Discontinue 244 Driver positions	■ Human Resource Director ■ Fire Chief ■ Assistant Chief –	6 Months	24 Months						X			
66	Medium	■ Consider investing in additional special operations capacity	■ City Manager ■ Fire Chief	6 Months	36 Months					X				
67	Medium	> Establish five satellite HAZMAT Response Crew (one in each area)	■ Fire Chief ■ Assistant Chief – Emergency Operations	6 Months	36 Months	\$337,525	\$337,525	\$1,687,627	\$1,687,627	X				
68	Medium	> Establish a Swift Water Rescue Crew	■ Fire Chief ■ Assistant Chief –	16 Months	48 Months				\$736,070	X				
69	Medium	> Establish an Urban Fire Lands Rescue Crew	■ Fire Chief ■ Assistant Chief –	16 Months	48 Months				\$136,113	X				

Item #	Priority	Recommendation	Responsibility	Begin Implementation	Complete Implementation	FY 2007-08 Fiscal Impact	FY 2008-09 Fiscal Impact	FY 2009-10 Fiscal Impact	FY 2010-11 Fiscal Impact	Agree	Disagree	Further Study	Completed	No Action
<b>EMERGENCY MEDICAL SERVICES</b>														
70	High	■ Strengthen EMS quality assurance function	■ Assistant Chief – EMS	3 Months	12 Months					X				
71	High	➢ Establish one additional EMS Quality Assurance position	■ Fire Chief ■ City Manager	15 Months	18 Months		\$54,532	\$68,165	\$68,165	X				
72	High	➢ Civilianize the Lieutenant – Budget and Administration - Emergency Medical Services position	■ Fire Chief ■ City Manager ■ Human Resources	18 Months	24 Months		\$54,532	\$68,165	\$68,165	X				
73	High	■ Strengthen EMS supervision	■ Fire Chief ■ City Manager	6 Months	18 Months					X				
74	High	➢ Increase number of Lieutenants serving as Shift Duty Officers (SDO) by 18 to provide one SDO per battalion per shift	■ Fire Chief ■ City Manager	18 Months	36 Months		\$532,099	\$1,418,931	\$1,773,664	X				
75	High	■ Deploy "flying squads" where needed to improve response time	■ Fire Chief ■ Assistant Chief – Emergency Operations	18 Months	24 Months		\$120,615	\$10,000	\$10,000	X		X		
*76	High	■ Redeploy a portion of fire suppression and EMS resources	■ Fire Chief ■ Assistant Chiefs	6 Months	12 Months					X		X		
77	High	➢ Modify deployment of ALS rescue units	■ Fire Chief ■ Assistant Chief – ■ Assistant Chief –	3 Months	12 Months					X		X		
78	High	➢ Establish 40-hour per week Civilian Paramedic and EMT positions to staff full time peak demand ALS rescue units	■ Human Resource Director ■ Fire Chief ■ Assistant Chief –	3 Months	15 Months					X		X		
79	High	➢ Create nine 40-hour Civilian Paramedic positions	■ Fire Chief ■ City Manager	18 Months	27 Months			\$448,626	\$560,783	X		X		
80	High	➢ Create nine 40-hour Civilian EMT positions	■ Fire Chief ■ City Manager	18 Months	27 Months			\$448,626	\$560,783	X		X		
	High	■ Reduction in overtime for peak demand units once peak demand paramedics and EMT's are filled	■ Fire Chief ■ City Manager ■ Human Resources Director					(\$1,000,000)	(\$1,200,000)	X		X		
81	High	■ Discontinue three EMS Shift Captain positions	■ Fire Chief ■ Human Resources	21 Months	30 Months			(\$161,358)	(\$322,715)	X		X		
82	Medium	■ Utilize personnel assigned to ALS rescue units to fight fires when necessary	■ Fire Chief ■ Assistant Chief – Emergency Operations ■ Assistant Chief –	2 Months	Ongoing						X	X		
83	Medium	■ Explore alternative approaches to providing respite to staff assigned to EMS rescue units	■ Assistant Chief – EMS ■ Assistant Chief – Emergency Operations	3 Months	9 Months					X		X		
84	Medium	■ Establish a tiered approach to responding to medical emergencies	■ Medical Director ■ Assistant Chief–EMS	6 Months	18 Months		(TBD)	(TBD)	(TBD)	X		X		

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85	Medium	■ Establish one additional EMS Equipment Manager position	■ Fire Chief ■ City Manager	24 Months	30 Months		\$49,268	\$98,537	\$98,537	X				
<b>FIRE PREVENTION, EDUCATION and INSPECTION</b>														
86	High	■ Modify schedule for Arson Investigators	■ Assistant Chief – Fire Marshal	3 Months	4 Months							X		
87	High	■ Detail the frequency and type of fire and life safety inspections required for various occupancies	■ Assistant Chief – Fire Marshal	3 Months	36 Months					X				
88	High	> Civilianize 18 Fire Prevention Officer positions	■ Fire Chief ■ City Manager ■ Human Resources	6 Months	24 Months						X			
89	High	> Civilianize 29 Senior Fire Prevention Officer positions	■ Fire Chief ■ City Manager ■ Human Resources	6 Months	24 Months						X			
90	High	■ Make a limited time investment in additional fire prevention capabilities	■ Fire Chief ■ City Manager	6 Months	36 Months					X				
91	High	> Temporarily establish two Lieutenant positions for a three year period	■ Fire Chief ■ City Manager	18 Months	48 Months		\$143,579	\$179,474	\$179,474	X				
92	High	> Temporarily establish 24 Civilian/Uniformed Fire Inspector positions for a three year period	■ Fire Chief ■ City Manager	18 Months	48 Months		\$372,183	\$744,366	\$1,240,610	X				
93	Medium	■ Establish an additional Office Assistant in the Arson Unit	■ Fire Chief ■ City Manager	15 Months	18 Months		\$34,410	\$43,012	\$43,012	X				
94	Medium	■ Fund the Arson Unit's Canine program	■ Fire Chief ■ City Manager	12 Months	Ongoing						X			

(a) To say a recommendation is of "low" or "lowest" priority should not imply that the recommendation is unimportant, only that its implementation is of a lower priority than other study recommendations.



***QUESTIONS?***

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