

CITY OF SANTA ROSA
CITY COUNCIL

TO: MAYOR AND CITY COUNCIL
FROM: TONY GOSSNER, FIRE CHIEF
JIM AREND, ADMINISTRATIVE SERVICES OFFICER
FIRE DEPARTMENT
SUBJECT: RECEIVE THE FIRE DEPARTMENT STAFFING NEEDS
ASSESSMENT DATED OCTOBER 2019 AS PREPARED BY
EMERGENCY SERVICES CONSULTING INTERNATIONAL

AGENDA ACTION: RECEIVE REPORT

RECOMMENDATION

It is recommended by the Fire Department that the Council receive the Fire Department Staffing Needs Assessment dated October 2019 as prepared by Emergency Services Consulting International (ESCI).

EXECUTIVE SUMMARY

The independent Staffing Needs Assessment was commissioned by the Fire management to evaluate the effectiveness and efficiency of Fire Department staffing and shifts within our organization. The study begins with an analysis of current conditions and performance of the agency, with focus on shifts and staffing and the impact on emergency services, prevention services, training services and administrative/support services. The analysis includes evaluation of the department's shifts, work schedules, staffing patterns and the ability to deliver adequate and appropriate staffing to accommodate both service demands and risks faced by the agency and the community.

The study includes the following:

- 1) Evaluation of Current Conditions
- 2) Historical Revenue and Expense
- 3) Staffing Analysis
- 4) Service Demands and Incident Staffing Performance
- 5) Unit Workload Analysis
- 6) Future System Demand Projections
- 7) Short-Term Recommendations
- 8) Mid-to-Long-Term Recommendations

FIRE DEPARTMENT STAFFING NEEDS ASSESSMENT

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The focus of the report is to evaluate the effectiveness and efficiency of staffing and shifts within the organization. This item is provided solely for the Council's information and the only action requested is to accept the report. Fire Management will review findings and return to Council for additional funding if deemed necessary.

BACKGROUND

The intent of this study is to help determine various staffing and work schedule models for providing adequate staffing levels within the Fire Department. Through review and analysis, various recommendations are presented.

The Fire Department, at the direction of the City Manager, sought to complete a comprehensive report presenting alternative staffing models to best meet the emergency response needs of the City.

ESCI was awarded a professional services agreement on November 28, 2018, to complete the independent study.

This report has been shared with Firefighter's Local 1401 Union membership, so they are aware of the recommendations and findings.

PRIOR CITY COUNCIL REVIEW

On November 28, 2018, the City Council awarded a Professional Services Agreement to ESCI to prepare a Fire Department Staffing Needs Assessment to determine staffing model alternatives.

ANALYSIS

ESCI was engaged by the City of Santa Rosa to evaluate the service provided by the Fire Department. The study reviewed the current service delivery provided, including programs, administration, management, service delivery performance, and financial projections related to staffing needs. The report covers the following areas:

- 1) Stakeholder Interviews
- 2) Evaluation of Current Conditions
- 3) Organizational Overview
- 4) Staffing and Personnel Management
- 5) Fire Prevention and Public Education
- 6) Service Delivery and Performance
- 7) Population History and Growth Projections
- 8) Service Demand Projections
- 9) Future Deployment and Staffing Models and Recommendations

FIRE DEPARTMENT STAFFING NEEDS ASSESSMENT

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The report will serve as a guide to help the City determine which model will allow the department to continue providing vital emergency response and preparedness within the City based on current budget constraints.

FISCAL IMPACT

Fiscal impacts of this report will be determined by the Council's direction and Fire Management's decision based on optimal staffing considerations, current economic restrictions and City Council Goals.

ENVIRONMENTAL IMPACT

This action is exempt from the California Environmental Quality Act (CEQA) because it is not a project which has a potential for resulting in either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment, pursuant to CEQA Guideline section 15378.

BOARD/COMMISSION/COMMITTEE REVIEW AND RECOMMENDATIONS

Not applicable.

NOTIFICATION

Not applicable.

ATTACHMENTS

Attachment 1 – Fire Department Staffing Needs Assessment

CONTACT

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