



REPORT TO COUNCIL

City of Sacramento

915 I Street, Sacramento, CA 95814-2604
www.CityofSacramento.org

Staff Report
May 29, 2007

**Honorable Mayor and
Members of the City Council**

Title: Update on Fire Department Master Plan

Location/Council District: Citywide

Recommendation: Staff recommends that the City Council 1) review and comment on the five major focus areas of the developing Fire Department Master Plan; 2) direct staff to return in summer 2007 with a draft Fire Department Master Plan; and 3) direct staff to develop a proposed public outreach process, financing options, and implementation plan.

Contact: Gustavo Vina, Assistant City Manager, (916) 808-7138

Presenters: Gustavo Vina, Assistant City Manager, (916) 808-7138; and Ray Jones, Deputy Fire Chief, (916) 808-1602

Department: City Manager's Office & Fire Department

Division: N/A

Organization No: 0310 & 2511

Description/Analysis

Issue: As the City anticipates a period of growth and development, the City's Fire Department is developing a plan for its future. Accordingly, Staff is bringing forward for City Council review the major focus areas of the developing Master Plan. Staff is recommending that the City Council review and comment on the five major focus areas. Staff is also requesting the City Council direct staff to return in summer 2007 with a draft Fire Department Master Plan and develop a proposed public outreach process for seeking comments on the draft Master Plan.

Policy Considerations: The proposed Fire Department Master Plan is intended to serve as an operational and planning tool for the future growth of the Department.

Environmental Considerations: This report concerns administrative/policy activities that will not have any negative effect on the environment and does not constitute a "project" as defined by the California Environmental Quality Act (CEQA).

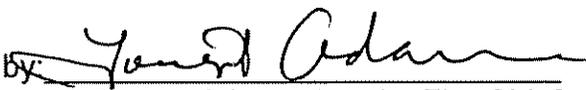
Rationale for Recommendation: The major focus areas of the proposed Fire

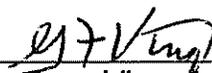
Department Master Plan has evolved as the Fire Department's project team and the Matrix Consulting Group, the department's master plan consultant, reviewed the results of the initial evaluations and assessments. The five focus areas are:

- Operational Strategies
- Organization Structure
- Core Infrastructure
- Technology
- Workforce Development

Financial Considerations: The professional services agreement with Matrix Consulting Group was authorized on August 1, 2006 and is for an amount not to exceed \$137,000.

Emerging Small Business Development (ESBD): None

Respectfully Submitted by: 
Forrest Adams, Interim Fire Chief

Approved by: 
Gustavo Vina, Assistant City Manager

Recommendation Approved:


Ray Kerridge
City Manager

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Attachment 1**Background**

The City of Sacramento is expected to grow by approximately 200,000 residents in the next 25 years. At the same time, the City is expected to add about 150,000 more jobs during this period of growth. These growth figures will have a significant effect on the operation of the City's Fire Department.

To plan for this growth, the Fire Department has retained the services of Matrix Consulting Group to create a Master Plan document to guide the future operations and planning for the Department. Matrix Consulting Group partners have worked with more than 100 fire agencies throughout the United States during the past 10 years to develop similar planning documents.

The work that has been completed to date consists of:

- Interviews with department and city personnel;
- A survey of department personnel;
- A comparative assessment of other fire agencies;
- An inventory of current department operations, personnel and systems;
- An evaluation of current deployments and alternatives;
- An evaluation of current staffing levels and utilization;
- An evaluation of fire prevention, training, hazard materials management, emergency planning, personnel systems, fiscal, fleet, and other supporting programs and services;
- An assessment of the organizational structure and management systems; and
- Identifying assumptions for future growth and development

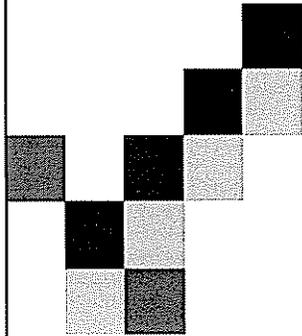
The developing Master Plan is organized into five core focus areas which are described in additional detail below.

1. Operational Strategy. Emergency operations and response is the core service provided by the Fire Department with nearly 90 percent of resources allocated to this function. This focus area will evaluate the Fire Department's emergency and evacuation planning, emergency medical services, fire prevention, fire suppression, and special operations against best practices and national standards. Information will be provided on the City's performance in meeting industry service level standards, as well as recommendations to enhance these performance levels.
2. Organizational Structure. This focus area will evaluate the current organizational structure of the Fire Department against best practices; review functions of management, administrative, and operations staff; and explore future staffing options and approaches considering the anticipated growth of the City and its service areas. Additionally, this focus area will consider and assess the possibility of consolidating certain staffing and functions that are currently performed by two or more departments.
3. Core Infrastructure. The Master Plan will evaluate the facilities and fire stations

used by the Fire Department, as well as its fleet, apparatus, and equipment use and replacement program. Staffing will also be evaluated. Recommendations will be provided to accommodate future growth.

4. Technology. This focus area will evaluate how technology is used by the Fire Department, as well as its upgrade and replacement program. The focus area will include analyzing systems such as radios, station alerting, mobile data computers, records management system, and computer aided dispatch, as well as the efforts of the Regional Communications Center and the Joint Technical Services Unit. Recommendations will also be provided to accommodate future growth.
5. Workforce Development. The Master Plan will evaluate the performance of the Fire Department's process and programs associated with outreach and recruitment, hiring, academy curriculum, training, and retention. The Master Plan will evaluate opportunities to improve the quality and efforts of these areas and provide recommendations to accommodate future growth.

**Powerpoint Presentation
Follows**



Fire Department Master Plan Update



Fire Department Master Plan

- Why do we need a master plan?
- Master Plan Focus Areas
 - Operational Strategies
 - Organizational Structure
 - Core Infrastructure
 - Technology
 - Workforce Development
- Timelines and next steps
- Mayor and Council feedback and direction

Why a Master Plan?

- City is growing, new population
- 24/7 Downtown with High-rises
- Updating General Plan
- Identifying Opportunity Areas
- Best Practices for Police and Fire Operations
- Need long term facilities, staffing, and equipment plan

Operational Strategies

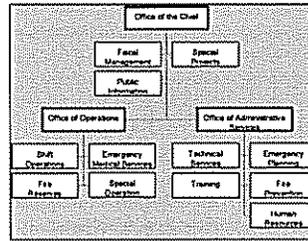
- Emergency and Evacuation Planning
- Emergency Medical Services
- Fire Prevention
- Fire Suppression
- Special Operations





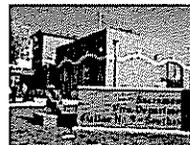
Organizational Structure

- Management Staff
- Administrative Functions
- Operations



Core Infrastructure

- Fire Stations
- Facilities
- Equipment
- Fleet
- Staffing





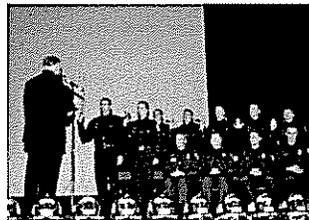
Technology

- Communication Center
- Radio Systems
- Station Alerting System
- Mobile Data Computers
- Records Management Systems



Workforce Development

- Outreach/Recruitment
- Hiring
- Training
- Academy
- In Service
- Retention



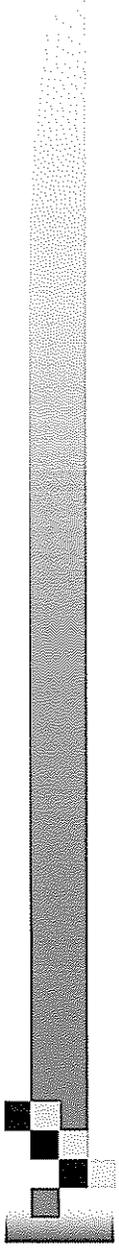


Next Steps

- Mayor and Council direction
- Public Outreach - continuous
- Draft Master Plan to Mayor and Council
- Develop Financing Options
- Implementation Plan

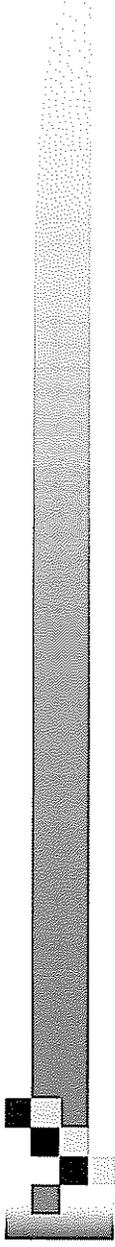


Fire Department Master Plan Update



Fire Department Master Plan

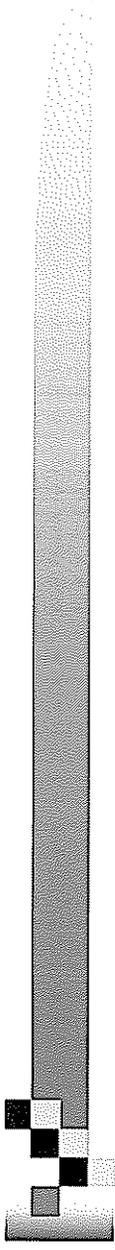
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Why a Master Plan?

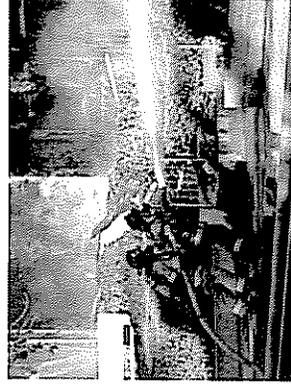
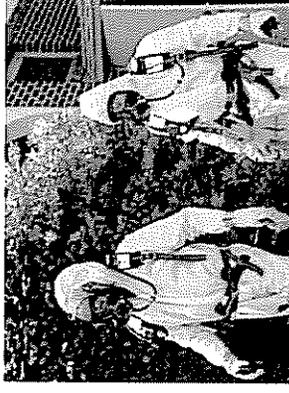
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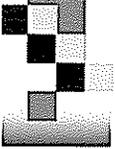




Operational Strategies

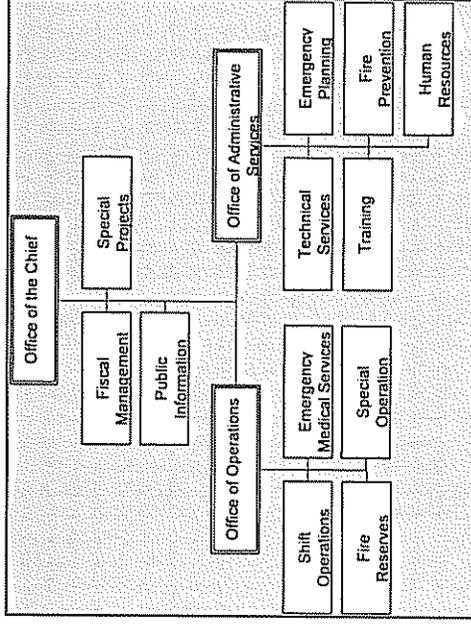
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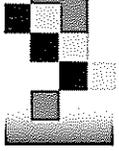




Organizational Structure

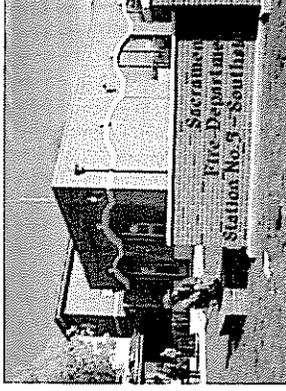
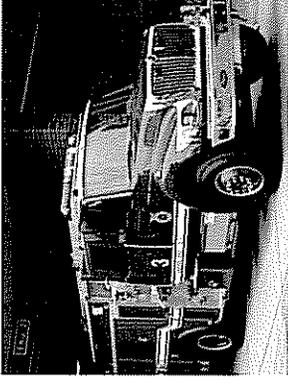
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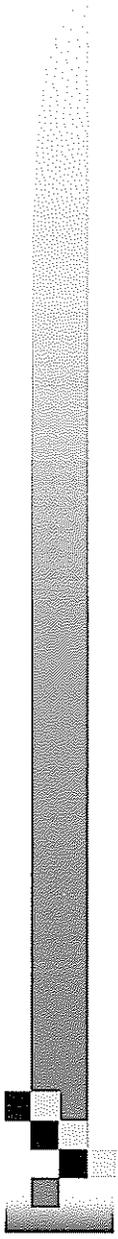




Core Infrastructure

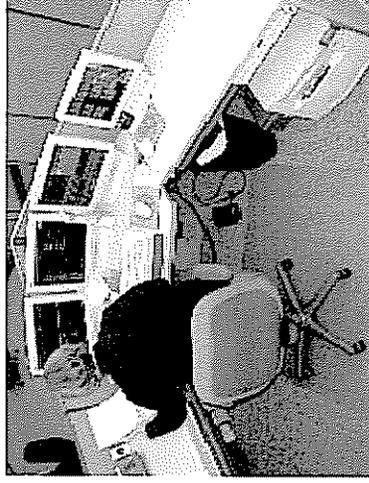
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- Equipment
- Fleet
- Staffing

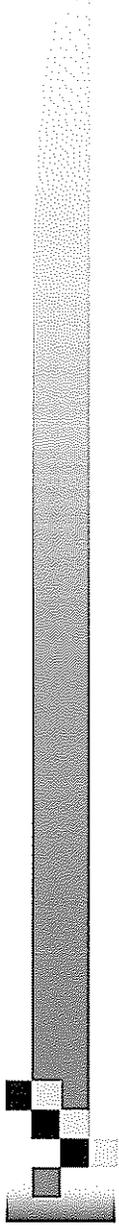




Technology

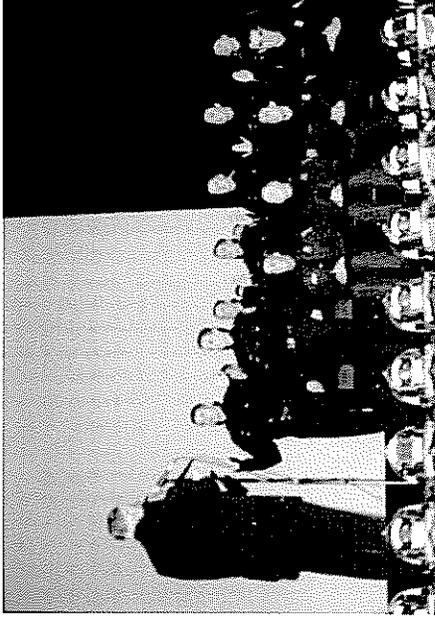
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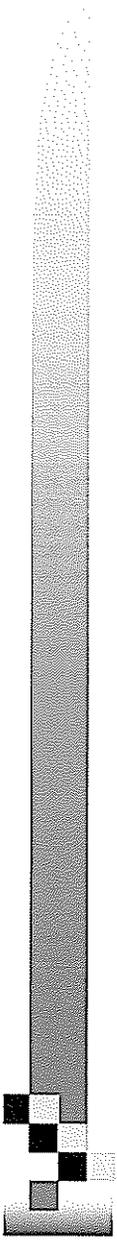




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