



Memorandum

TO: HONORABLE MAYOR AND
CITY COUNCIL

FROM: Curtis P. Jacobson

**SUBJECT: FIRE DEPARTMENT OVERTIME
FOR COVERAGE DURING
MANDATORY TRAINING**

DATE: May 31, 2016

Approved

Date

6-1-16

BACKGROUND

At the March 17, 2016 meeting, the Public Safety, Finance, and Strategic Support (PSFSS) Committee voted to accept the report on the Fire Department Organizational Review and send it to the full Council for review. As part of the PSFSS Committee review of the Fire Department Organizational Review, Councilmember Raul Peralez released a memo dated March 16, 2016 including a number of recommendations. Most of the recommendations are being addressed in a separate memorandum or through a budget proposal, however, this memorandum addresses Recommendation 4, which was referred by the PSFSS Committee to the Administration for analysis during the budget process. Recommendation 4 directed staff to analyze the following:

- 4) Increasing allowance of overtime budget for coverage at peak and mandatory training times.

After restoring minimum staffing overtime (to eliminate brown-outs) and fire companies, one of the strategies identified in the Fire Department Organizational Review to improve performance was to add resources during peak demand hours to cover gaps created by incident demands and planned training. The span of hours for highest volume of incidents is defined as 8 am through 8 pm. With mandated training occurring between 8 am to 5 pm throughout the week, companies are taken out of service during these peak periods of service needs.

ANALYSIS

This memorandum addresses the additional overtime necessary to provide coverage for sworn personnel during mandated training. It does not, however, analyze the additional overtime necessary to augment staff to cover incident demands during peak hours; this overtime need can be more accurately assessed after other efforts to improve response time performance are implemented, such as eliminating brown-outs and implementing technology improvements (pre-alert system and emergency vehicle preemption service). Once these measures are

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implemented, staff would be able to evaluate the remaining service gaps and recommend additional overtime to augment line staff during peak periods.

Fire Department personnel must complete federal, State, County of Santa Clara, and departmental mandated health and safety training, including but not limited to: emergency medical services (EMS) seldom used skills (SUS), driver training; special operations (wildland), ladder and flow and face fit safety. The County of Santa Clara mandatory training for all EMT-1 and Paramedic-certified personnel includes: topical treatment protocol or administrative changes; and a technical refresher training for seldom used critical skills, such as pediatric advanced life support, multiple casualty incident management, airway management (such as endotracheal intubation), spinal motion restriction, continuous positive airway pressure (CPAP) administration, intraosseous infusion, pleural decompression, and helicopter landing and patient loading. To comply with federal and State requirements, companies are taken out of service for a specified number of hours during certain days to complete training on strike team, wildland, special operations (hazardous materials, airport rescue and firefighting, and urban search and rescue), and driver training. Other training activities that necessitate taking companies out of service include CAL-OSHA annual flow/face fit tests for self-contained breathing apparatus and medical/fitness/wellness activities.

To estimate the overtime necessary to backfill for line staff during mandated training, Fire Department staff conducted a review of occurrences when line companies/units were taken out of service for mandated and health/safety related training. In 2015-2016, the Department estimates that companies will be taken out of service for a total of 78 days (or a total of 9,200 hours) of the year for training purposes. Additional overtime funding of \$547,000 would allow the Fire Department to maintain coverage during these training periods without placing companies out of service.

As noted previously, prior to adding new resources, the Department would recommend the restoration of minimum staffing overtime to eliminate the browning out of up to two companies on a given day and the restoration of fire company resources. Included in a separate Manager's Budget Addendum, *Sales Tax Ballet Measure: 2016-2017 Provisional Budget and Ongoing Spending Priorities Plan*, is a recommended plan for restoring staffing resources to the Fire Department and adding technology improvements.

/s/

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Fire Chief

For more information on this memorandum please contact Johnny Dellinger, Assistant Fire Chief, at 408-794-6952.