

Purpose of Workshop

- **Provide a brief overview of the role of the City of Sugar Land's Office of Strategic Initiatives (OSI) for organizational assessments**
- **Review of and discussion on the Fire-EMS Department's Organizational Assessment Findings and Recommendations by the Center for Public Safety Management, LLC (CPSM)**

Role of OSI

- **Align the core value of always striving to get better as an organization through**
 - Methods of reviewing key processes and procedures with the use of data**
 - **Organizational (departmental) Assessments**
 - **City Council Goal Measures**
 - **Operational Performance Measures**
 - **Department Business Plans**

Role of OSI (cont.)

- **Workshop –focus on OSI’s role with organizational assessments**
 - **In-house-OSI staff**
 - **Contracted Service-requires technical/subject matter expertise**
 - **Both-contracted service and in-house**

Purpose of Organizational Assessments

- **Accountability**
- **Identifying process and procedure enhancements/ efficiencies**
- **Customer service enhancements**
- **Resource alignment with city's mission and values**
- **Cost/Benefit analysis**
- **Foster innovation**
- **Review best practices and Benchmark analysis**
- **Continuous Improvement**
- **Seek ways to continually strive to get better as an organization**

Sugar Land Fire-EMS Assessment

- **Sugar Land Fire and EMS**
 - **In-depth analysis of overtime usage-May 2016**
 - **Center for Public Safety Management, LLC (CPSM)**
 - **Full department assessment-July 2016**
 - **CPSM, LLC**

Sugar Land Fire-EMS Operational and Administrative Analysis



// EXCLUSIVE PROVIDER OF TECHNICAL ASSISTANCE TO ICMA

CPSM
Center for Public Safety Management, LLC

CPSM Project Staff

Thomas J. Wieczorek, Director

Leonard A. Matarese, Director, Research & Project Development

Mike Iacona, Senior Manager for Fire and EMS

Jack Brown, Public Safety Associate

Dov N. Chelst, Senior Quantitative Analyst

Dennis Kouba, Editor

Presentation Agenda

Project Methodology

Initial Observations

Findings and Recommendations

Questions

Project Methodology

The project began with an analysis of fire department financial and operational information.

On-site meetings with key stakeholders were held in June and October of 2016.

A series of observations and recommendations regarding overtime costs were developed.

// EXCLUSIVE PROVIDER OF TECHNICAL ASSISTANCE TO ICMA

CPSM
Center for Public Safety Management, LLC

Project Methodology (cont.)

A response and workload analysis was completed.

There was on-going communication with City staff to obtain clarification and verification of the information assembled.

Initial Observations

Exceptional organization, dedicated personnel, committed to service.

Level of cooperation and the intent to pursue improvement-Unmatched.

EMS Transport- an abrupt change to the culture of the organization.

Initial Observations (cont.)

Unanticipated overtime costs combined with reduced transport revenues.

Improvements in the Dispatch Call-Screening process is needed.

Adjustments in response protocols can improve overall efficiencies.

A restructured departmental training efforts is warranted.

Findings and Recommendations

Organization:

Establish an EMS Captain assigned as a working supervisor on each shift.

Improve the call-screening process that enables prioritized dispatching.

Adjust the City Council response time goals.

Findings and Recommendations

Organization: (cont.)

Reduce the number of people allowed off on vacation.

Institute an external annual audit of the Telestaff System.

Findings and Recommendations

Deployment:

Remove the Power Unit from service.

Institute a cross-staffing model for two Medic Units (w/Engines & Ladders).

Adjust the initial response assignment to a Structure Fire (1 Medic Unit).

Findings and Recommendations

Deployment: (cont.)

Reduced the daily minimum staffing (28 to 26) during non-peak hours.

Utilize a non-emergent response for minor EMS calls.

Maintain regional hazardous materials response agreements.

Findings and Recommendations

Training:

Consolidate EMS and Fire Training under Planning & Development.

Institute a Training Steering Committee.

Assign a field training coordinator on each shift (Captain).

Findings and Recommendations

Training: (cont.)

Publish a monthly training calendar.

Incorporate training skills assessments and testing.

Findings and Recommendations

Prevention:

Conduct pre-fire planning at high risk occupancies and critical infrastructure.

Institute in-service company inspection/familiarization program.

Conduct fire loss and damage assessment training.

// EXCLUSIVE PROVIDER OF TECHNICAL ASSISTANCE TO ICMA

CPSM
Center for Public Safety Management, LLC

Findings and Recommendations

Prevention: (cont.)

Develop an annual fire report (occupancy type, fire loss, cause & origin).

Consider fire plans review/inspection cost recovery

Conclusion

Many of the recommendations are being adopted.

Overtime expenditures are being reduced.

Fire Chief assessment process includes an implementation exercise.

Conclusion (cont.)

Sugar Land Fire-EMS continues to be an excellent organization.

CPSM is confident that these combined efforts will:

- > Improve service delivery**
- > Increase overall efficiency**
- > Maintain a safe working environment**
- > Result in continued community satisfaction**

QUESTIONS?

CPSM

*Helping to make communities safe for citizens,
business and employees.*

