

# 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



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Center for Public Safety Management, LLC

# CPSM Project Staff

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# 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.

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# 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.

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# 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.*

