

**City Council Workshop
Agenda Item 4.1**

National City, CA Fire & EMS Administrative and Operational Analysis

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International City/County Management Association



Center for Public Safety Management, LLC

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- Strategic and Public Safety Master Planning.
- Operational analysis for Police, Fire, EMS, and 911 Centers.
- Public Safety Chief Selection.
- Conducted more than 400 studies in 46 states and Canada.
- Fire and EMS team with hundreds of years experience as practitioners, middle managers and senior administrators.

Fire & EMS Analysis

- Fire Department programs
- Current staffing and identify any needs
- Current deployment of resources
- EMS service delivery system
- Fire 911-dispatch
- Current regional response partnerships

CPSM Methodology

- Comprehensive response and workload data analysis.
- Analysis of City and NCFD documents, reports and information.
- Stakeholder interviews-virtual and in-person.
- In-person analysis/observations of operations and programs.
- National benchmarking:
 - NFPA standards
 - ISO Public Protection Classification rating system
 - Center for Public Safety Excellence, Standards of Cover

Key Findings

- Dedicated fire staff providing outstanding day-to-day service.
 - ISO 2 Community Rating.
 - Robust Automatic Aid program with regional jurisdictions.
- Numerous service demand components and a high-degree of community risk that impacts operational and program response.

Fire Suppression Response (Urban/Suburban Landscape)	Transportation Incidents (Freight Rail-Vehicular)
EMS Initial Response	Mass Transit (Rail and Bus)
Wildland Urban Interface	Port of San Diego
Technical Rescue	Vertical Density
Hazardous Materials	Large Footprint Buildings

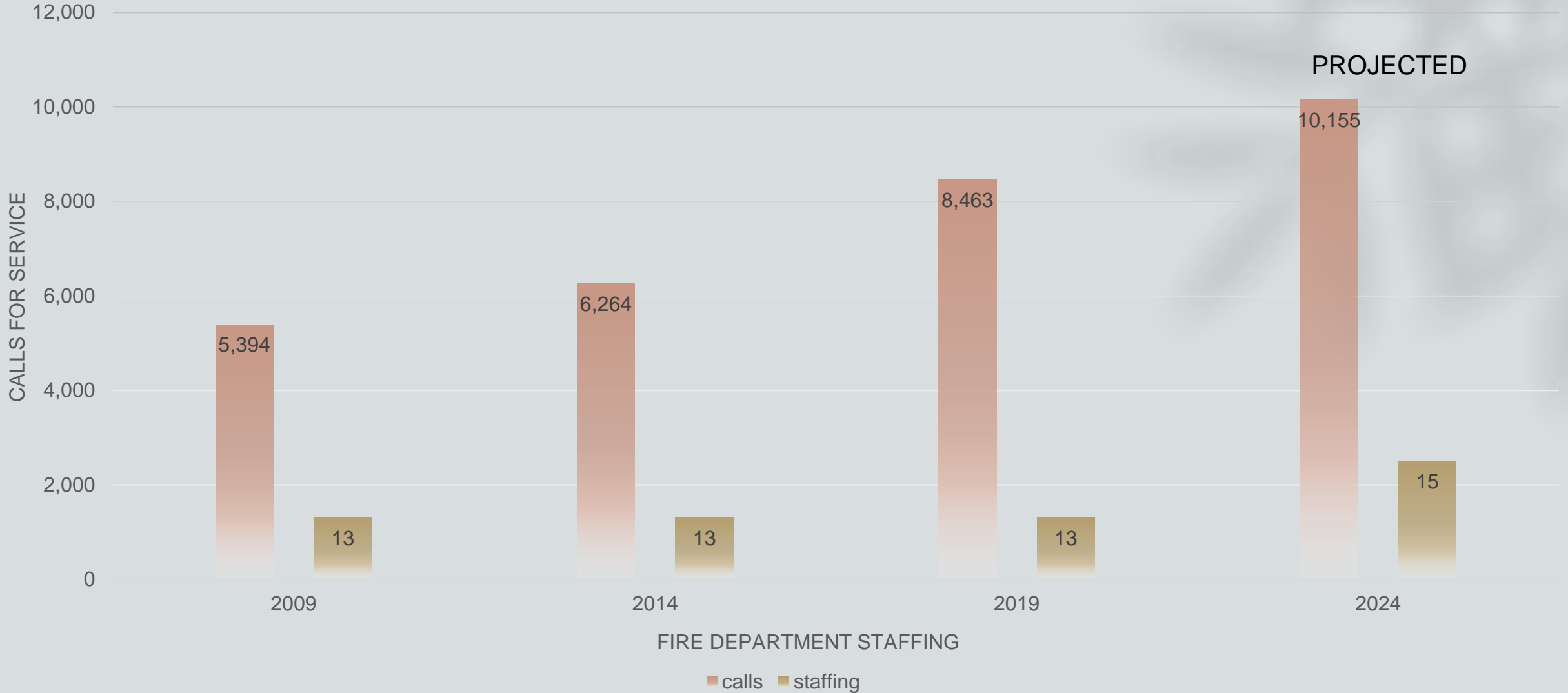
Key Findings

- The importance of auto/mutual aid cannot be stressed enough, particularly for small fire departments that have the population density, building, and hazard risks such as that in National City, and which do not have the ability to assemble an Effective Response Force with on-duty equipment and staffing.
- Resiliency issues as a result of call demand.

Station	Calls in Area	First Due Responded	First Due Arrived	First Due First	Percent Responded	Percent Arrived	Percent First
31	3,063	1,430	1,347	1,270	46.7	44.0	41.5
34	3,508	2,700	2,639	2,588	77.0	75.2	73.8
Total	6,571	4,130	3,986	3,858	62.9	60.7	58.7

- The NCFD should continue with the Squad program as designed, due to the efficiencies and effectiveness this unit has produced for the city and construct a permanent Station 33 and consider adding an Engine Company in the Future.

CALLS FOR SERVICE & DAILY STAFFING LEVELS 2009-2024



Key Findings

- The current method of ambulance service provision of using an outside contractor should be retained, and the NCFD should not assume responsibility for providing ambulance services to the city.
- The current method for fire dispatch services with San Diego City should be retained.
- There is a need based on program and service demands, and community risk to increase staffing on Engines 31 and 34, in the Community Risk Reduction program, and in Fire Administration.

CITYWIDE DEPLOYMENT MODEL



STATION 31

- Current Staffing
- 3 Person Engine

- Proposed Staffing (2023)
- **4 Person Engine**



STATION 33

- Current Staffing
- 2 Person Squad

- Short Term – maintain current deployment model
- Long Term > 5-7 years consider adding an Engine Company



STATION 34

- Current Staffing
- 3 Person Engine
- 4 Person Truck
- 1 Battalion Chief

- Proposed Staffing (2024)
- **4 Person Engine**
- 4 Person Truck
- 1 Battalion Chief

FIRE DEPARTMENT STAFFING – DETAIL

Current

- 53 budgeted positions
 - Administrative: 3
 - Prevention: 5 (+1 approved)
 - Operations: 44 (Currently staffed with 37)

Proposed

- Immediate 2022/2023:
 - Administrative: 3
 - Prevention: 6
 - Operations:
Authorize hiring 3 additional firefighters for a total of 18 actual positions of the 20 budgeted positions
 - Staff 51 of the 53 Budgeted positions
- Mid-Term 2024:
 - Administrative: 3
 - Prevention: 6
 - Operations:
Authorize hiring an additional 3 firefighters for a total of 21
 - 54 Budgeted positions

NCFD Immediate Priorities (<1year)

- Maintain level of budgeted NCFD positions (53).
 - Requires long-term funding (general fund) of current SAFER Grant funded positions in Budget 2024-2025.
 - Provides Engine 31 with 4 person staffing as recommended.
- Currently Hiring one (1) additional Fire Inspector.
- Continue developing concept plan for a permanent Station 33 and identify funding.
- Provide administrative support for Operations

NCFD Mid-Term Priorities (2-3 years)

- Increase budgeted NCFD positions from 53 to 54
 - Engine 34 (4 person staffing).
- Commit funding for permanent Station 33.
 - Multi-purpose building: fire, police, community.
- Develop Succession Plan and identify timelines for implementation.
 - Fire Prevention:
 - Fire Marshal (current FM retiring in 2024).
 - Increase Fire Inspector/Investigator staff.
 - Deputy Fire Chief (successor to Fire Chief).

NCFD Long Term Priorities (4-5 Years)

- Construct Station 33 as a multi-purpose facility.
- Continue to evaluate Fire Prevention Staffing to enhance Community Risk Reduction.
- Finalize and implement an updated ambulance services contract.
- Enhance Fire Administration:
 - Public Education
 - Recruitment and Retention
 - Administrative Assistance



Questions
&
Discussion

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