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CITY OF SACRAMENTO CALIFORNIA

OFFICE OF THE
CITY MANAGER

February 23, 1983
FA:83100:MH:KMF

CITY HALL
915 I STREET - 95814
(916) 449-5704

City Council
Sacramento, California

Honorable Members in Session:

SUBJECT: FIRE DEPARTMENT ADMINISTRATIVE ANALYSIS

APPROVED
BY THE CITY COUNCIL

MAR - 1 1983

OFFICE OF THE
CITY CLERK

SUMMARY

The City Manager's office is reviewing various city programs during this year to identify ways to increase their efficiency. One of the departments involved in such a study is the Fire Department. This report summarizes the results of our analysis and recommends implementation of an overall action plan which will strengthen the department's general operations. Committee action is reported.

ANALYSIS

As the report indicates, the existing fire organization has certain strengths and weaknesses. Among its strengths are:

- * A clear cut chain-of-command which permits easy authority identification.
- * An internal career development program which serves to develop professionals specifically attuned to the City's needs.
- * An initial clerical cross-training program.

At the same time, several recommendations were developed which will increase the overall effectiveness of the department's administrative sections including:

1. Approve a Career Development Program for the Fire Department.

The City Council has never formally adopted this program as part of its official policy nor have specific performance measures been developed. Upon approval of this concept, staff will be directed to finalize the program's parameters including the establishment of entry and evaluative standards, designation of positions and tenure length, and preparation of compensation studies.

2. Civilianize various administrative positions where sworn capabilities are not essential for effective job performance.

The Personnel Department should be directed to conduct classification studies to determine the appropriate level of the following positions: Aide I (Budget), Aide III (Roll Call), Aide IV (Equipment), and one of the Training Captain positions. Upon the rotation and/or retirement of the incumbents, these positions should be civilianized at a level to be determined by the classification studies.

3. Augment the Fire Department's 1982-83 Operating Budget by \$9,308 to pay for a contractual systems analyst.

In order to quickly convert the Fire Department's manual systems to computerized ones, a skilled systems analyst should be hired to delineate automatable projects, design programs, and monitor implementation of this effort.

4. Provide clerical support to the Fire Department's Training Division within the context of the 1983-84 Budget.

The Training Division currently has no clerical support despite its increasing need for typing and filing capabilities. Consideration should be given to adding clerical personnel to the Division as part of the 1983-84 Operating Budget.

5. Continue to monitor clerical workload to determine if there are any clerical deficiencies in the Fire Department's central administration offices.

6. Establish a computer program for the Fire Department as part of the 1983-84 Budget.

Word processing and other departmental electronic needs, could be met with a minimum of two micro-computers. This request should be considered during the 1983-84 Budget sessions.

7. Include a clerical equipment modification as part of the Weed Abatement Division's 1983-84 Budget.

Minor modifications to the clerical staff desk would incur one-time costs of approximately \$400.

8. Audit staff will continue to monitor changes in the department's administrative structure to determine if additional senior management supervision capabilities may be required in the future.

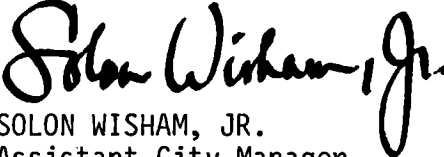
COMMITTEE ACTION

The Budget and Finance Committee heard this item on both February 1 and February 22, 1983, and unanimously recommended approval to the full Council. No immediate reduction in sworn positions will occur due to this action.

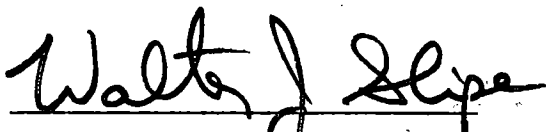
RECOMMENDATION

It is recommended that the City Council adopt the attached resolution which incorporates the staff analysis for the Fire Department.

Respectfully submitted,


SOLON WISHAM, JR.
Assistant City Manager

RECOMMENDATION APPROVED:


WALTER J. SLIPE, City Manager

Attachments

All Districts
March 1, 1983

RESOLUTION NO.

83-155

ADOPTED BY THE SACRAMENTO CITY COUNCIL ON DATE OF

APPROVED
BY THE CITY COUNCIL

MAR - 1 1983

OFFICE OF THE
CITY CLERK

RESOLUTION AMENDING THE 1982-83 BUDGET FOR THE
FIRE DEPARTMENT, ADOPTING POLICY ISSUES AND
DIRECTING STAFF TO IMPLEMENT RECOMMENDATIONS
CONTAINED WITHIN THE ADMINISTRATIVE ANALYSIS OF
THE FIRE DEPARTMENT.

WHEREAS, the City Council has reviewed and approved the "Administrative Analysis of the Fire Department" and are implementing its recommendations.

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF SACRAMENTO:

1. A Career Development Program for the Fire Department is hereby adopted. The City Manager is hereby directed to have the Fire and Personnel Departments establish entry qualifications, develop performance standards, designate positions, designate program length, extend the Program to appropriate middle management positions, and conduct compensation studies necessary to fully establish this program for the City of Sacramento.
2. Upon the rotation and/or retirement of the incumbents, the following Fire Department administrative positions are hereby civilianized: Aide I (Budget), Aide III (Roll Call), Aide IV (Equipment), and one Training Captain. The City Manager is hereby directed to have the Personnel Department conduct classification studies to determine the appropriate classification levels for these positions.
3. The City Budget for Fiscal Year 1982-83 is hereby amended by adding \$9,308 to the Fire Department Administration Division's Other Professional Services (101-1910-000-4258) from the General Fund Administrative Contingency (101-5070-000-4399) for the purpose of providing funding for a contractual systems analyst. The City Manager is hereby directed to have the appropriate departments draw up a contract delineating the scope of work, anticipated end products, and cost for this position.
4. The concept of providing clerical support to the Fire Department's Training Division is hereby approved. Funding for such a position will be considered during the 1983-84 Budget sessions.
5. A computerization program for the Fire Department is hereby approved with equipment funding being provided as part of the City's 1983-84 Operating Budget.

6. Clerical equipment modifications for the Weed Abatement Division shall be included in the 1983-84 Operating Budget.
7. The City Manager is hereby directed to have management audit staff monitor both clerical workload and changes in the Fire Department's administrative structure to determine if additional staff support may be required in either of these areas in the future.

MAYOR

ATTEST:

CITY CLERK



CITY OF SACRAMENTO

19

DEPARTMENT OF FINANCE

915 I STREET
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JACK R. CRIST
DIRECTOR OF FINANCE

ROBERT C. LELAND
ASSISTANT DIRECTOR

January 6, 1982
FA:83004:MH:KMF

TO: SOLON WISHAM, JR., Assistant City Manager

FROM: MONIKA HUDSON, Management Analyst

SUBJECT: Final Report-Fire Administration Analysis

Slj

Attached please find a copy of the final report for the Administrative Analysis of the Fire Department. A Table of Contents has been included in this document for easier perusal.

This report is available for review by the Budget and Finance Committee. If any further information is needed, please let me know.

cc: Fire (William Powell)
Finance (Bob Leland)
City Manager (Walt Slipe)

FIRE DEPARTMENT ADMINISTRATIVE ANALYSIS - FINAL REPORT

January 6, 1983

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PROJECT OVERVIEW

On December 30, 1982, a management audit was completed of the administrative organization of the Fire Department. The research background, findings, summary and supporting documentation are included in this report with specific policy, staffing, and equipment recommendations considered as part of Section IV. It should be recognized that these recommendations were developed within the context of examining the administrative structure of the department. The interaction of fire administrative and command functions was not considered in this study; since any change within the administrative structure will have some impact on the line command function, this is probably an area for future analysis. In addition to this question, further study should be given to all of the following issues:

- What new public education programs must be developed within the Sacramento community which will assist in reinforcing the idea of individual responsibility for fire safety?
- How can Sacramento policy-makers and fire officers devote more resources to fire prevention activities yet at the same time maintain current fire suppression efforts? What is the planning process which should be used to integrate the fire protection requirements of this community with the fire suppression and prevention programs as well as manpower, equipment, and training available to carry out this work?
- What additional methods are available to allow the department to more rapidly upgrade its senior officials' management skills?
- How can the Fire Department's planning efforts be better integrated into the City's general planning and management process?

The following recommendations were identified in response to the policy, staffing, and equipment needs of the Fire Department. These include:

1. That the Career Development Program be formally approved and integrated into the Fire Department's promotional testing efforts.
2. That upon the rotation and/or retirement of the incumbents, the Aide I (Budget), Aide III (Roll Call), Aide IV (Equipment) and one Training Captain position be civilianized at a level to be determined by the Personnel Department.
3. That the Fire Department's 1982-83 Operating Budget be augmented by \$9,308 in order to cover the initial expenses associated with the hiring of an 18 month contractual systems analyst.
4. That consideration be given to providing clerical support to the Training Division within the context of the 1983-84 Operating Budget.
5. That audit staff be directed to continue to monitor central administration clerical workload.

- 6. That an aggressive computer program be established for the Fire Department as part of its 1983-84 Operating Budget.
- 7. That clerical equipment modifications be included as part of the Weed Abatement Division's 1983-84 Operating Budget.
- 8. That audit staff be directed to continue to monitor senior management supervision requirements.

The rationale and cost for each of these recommendations are summarized in Section III of this report along with a recap in Section IV. Should these recommendations be approved, the following plan of action should be initiated:

- Career Development Program
 - Entry qualifications must be formally established
 - The Personnel and Fire Departments must develop evaluative performance measures
 - Emergency Planning, Fire Prevention, and Training positions should be designated
 - Length of program should be set at fifteen months
 - Program should be expanded to include the Fire Marshal and Director of Training positions where appropriate
 - The Personnel Department should conduct compensation studies for all program participants
- Civilianized Positions
 - The Personnel Department should conduct a classification study to determine the classification level for each position
 - Audit staff will monitor senior management supervision needs
- Automation Support Staff
 - The Fire, Finance, Personnel, and Data Processing Departments should prepare a project contract
- Clerical Support Staff
 - The Personnel Department should conduct a classification study to determine the classification level for this position
 - Management audit staff will continue to monitor clerical workload
- Equipment
 - The Management Information Executive Committee (MIEC) should review the Fire Department's automation needs

SECTION I: BACKGROUND

A. HISTORY

Since the early 1970's, fire service administrators and city managers have been working on enhancing the analytical tools which provide the underpinnings of local fire suppression systems. While the fire organizational structure has helped develop efficient fire suppression managers, departments have often lacked administrative backup particularly in such areas as budget and data analysis, personnel, and labor relations. As part of an effort to improve the functioning of the Sacramento operation, the City Manager directed management analyst staff to evaluate the efficiency and effectiveness of the structure, staffing patterns, and general systems of the Fire Department. Specifically, this study was intended to examine:

- The overall administrative structure, reporting relationships, and management staffing requirements of the Department.
- The Department's ability to perform a wide variety of administrative staff support activities in addition to its other responsibilities.

B. PROCESS

In approaching this project, staff focussed on three major issues: identifying the basic services provided by the administrative sections of the Department; evaluating the adequacy of the existing support systems (primarily clerical) which back-up these services; and noting what are available re-organization, consolidation, and/or enhancement options for the Department with respect to the use of its administrative personnel. This working program facilitated concentration on the key focus areas at the same time as the audit examined the overall administrative structure of the organization. An "Administrative Analysis Questionnaire" was developed along with an "Interview Guide" (see Attachments "B" and "C" in the Appendix.)

The questionnaire was designed to identify:

- The actual duties, performance frequency, importance, and required experience level for each administrative/clerical position within the Department (tabulated under "Position Summary")
- A preferred or "ideal" delegation of specific tasks which could be performed by lower level Department staff (tabulated as "Delegatable Assignments")

The guide was designed to identify:

- How the duties of each position fit into the administrative functions of the department (clarified through the "Services" and "Client Group" sections)
- Workload problem areas, quality control, and evaluation measures currently in use (clarified through the "Position" and "Management" sections)

- Existing administrative flow paths, inter/intra-departmental interactions, and overall organizational needs (clarified by the "Legal/Policy Basis", "Inter/Intra-departmental", "Administrative Systems", "Resources", and "Organization" sections)

Using both the questionnaire and guide as a base, the following series of tasks were established in order to complete this project:

- Review of work program with the Fire Chief
- Meet with Departmental administrative and clerical staff
- Complete "Administrative Analysis Questionnaire"
- Review/analyze questionnaire data
- Interview employees using "Interview Guide"
- Draft preliminary analysis report including position summaries
- Prepare/submit final report

The eight step process was designed to maximize employee participation in the analysis, provide the most detailed data base for the conclusions developed in the process, and ensure that the audit was completed in a timely fashion. The rationale for the study, project tasks, and project timeframe were compiled in an "Employee Overview Sheet" and distributed to each administrative/clerical staff member within the Fire Department (see Attachments "D", "E", and "F" in the Appendix).

SECTION II: FINDINGS

A. ORGANIZATIONAL OVERVIEW

The organizational overview was developed, taking into account the Fire Department's general functions, organizational structure, staffing patterns, and administrative systems. Not only does it document the management structure of the agency, but it also serves as the information base for the recommendations which follow.

1. Function/Structure - The Department's general mission of protecting life and property is handled by the following budgeted divisions:

- a. Administration
- b. Fire Prevention
- c. Fire Suppression
- d. Training and Safety
- e. Emergency Planning
- f. Weed Abatement

a. Administration - The Fire Administration Division provides management coordination and control of all divisions of the department through the following services: budget and financial control, purchasing, personnel administration (including direct negotiations with recognized employee groups), record and statistical maintenance, and the planning and implementation of policies and procedures. All members of the Division participated in this study including the Fire Chief, Deputy Fire Chief (Personnel), Administrative Captains (Roll Call and Budget), Secretary, and Typist-Clerk II (Suppression).

b. Fire Prevention - Under the direct supervision of the Fire Marshal, this Division is charged with all preventative aspects of fire protection including: an aggressive inspection process for all proposed residential, commercial, and industrial development; review of all existing commercial and industrial facilities; State Health and Safety Code building enforcement; determining the origin of fires; the education of citizens in fire prevention procedures; and tactical oversight of the Weed Abatement Division. Both the Fire Marshal and Typist-Clerk II (Fire Prevention) participated in the audit.

c. Fire Suppression - Besides responding to fire alarms, this Division conducts commercial building inspections; maintenance of facilities and equipment; rescue and emergency medical operations; research and development in equipment, communications, and other Department systems; and various community service projects (i.e., awards program). Deputy Fire Chiefs (Operations and Communications) and an Administrative Captain (Equipment) were involved in this project.

d. Training and Safety - The Training and Safety Division is responsible for maintaining departmental fire fighting

proficiency by developing comprehensive training programs; a department-wide safety program; interfacing with the Office of Emergency Planning on educational activities; and an internal management development plan. All members of the Division were included in this study including the Director of Training and Training Captains (2).

- e. Emergency Planning - Protection of life and property from natural and man-made disasters is the responsibility of the Fire Department's office of Emergency Planning. Division activities include developing and updating the City's Emergency Plan; monitoring the transport and disposal of Hazardous materials within the City; increasing public awareness about hazardous material requirements; and enhancing the City's Civil Defense capabilities. The only staff member within this Division, an Administrative Captain (Emergency Planning), participated in the audit.
 - f. Weed Abatement - This division is an adjunct of the Fire Prevention Bureau in the area of vacant lots within the City. The program, which was instituted in 1970 and is under the general direction of the Fire Marshal, was designed to reduce the incidence of grass fires and improve the general appearance of the community. The Typist-Clerk II (Weed Abatement) was included in the management analysis.
2. Staffing - The table below summarizes personnel variations for the years 1974, 1976, 1978, 1980 and contrasts them with the Department's 1982 staffing:

Table I - Sacramento Fire Department Staffing Levels

	<u>1974</u>	<u>1976</u>	<u>1978</u>	<u>1980</u>	<u>1982</u>
Administration:					
Fire Chief	1	1	1	1	1
Deputy Fire Chief	1	1	1	1	1
Admin. Serv. Officer(1)	0	0	1	0	0
Admin. Asst. I/II(2)	1	1	0	1	1
Secretary (3)	1	1	1	1	1
Typist-Clerk II(4)	1	1	1	1	1
Admin. Captain	0	2	2	1	1
Suppression:					
Deputy Fire Chief	1	1	2	2	2
Battalion Chief	9	9	10	9	9
Captain	90	90	93	88	81
Firefighter	280	252	245	245	229
Apparatus Operator	63	90	90	87	81
Dispatch Personnel(5)	9	10	10	10	10
Utility Personnel(6)	0	1	2	2	2

Prevention:

Deputy Fire Chief	0	1	1	0	0
Fire Marshal	1	1	1	1	1
Investigator (7)	11	10	3	3	3
Inspector (8)	0	0	7	7	10
Typist-Clerk II	1	1	1	1	1

Training and Safety:

Deputy Fire Chief	0	1	0	0	0
Director of Training (9)	1	1	0	1	1
Training Captain	2	2	0	2	2

Emergency Services:

Admin. Captain	0	0	0	0	1
Typist-Clerk	1	0	0	0	0

Weed Abatement:

Supervisor	1	1	1	1	1
Inspector	2	2	2	2	1
Typist-Clerk II	1	1	1	1	1

Total	478	481	476	468	442
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NOTES:

- (1) Position proposed but never filled
- (2) Position currently filled by sworn personnel
- (3) Position formerly called "Senior Clerk-Stenographer"
- (4) Position incorporates "Intermediate Clerk-Stenographer", "Junior Clerk-typist", and other clerical support titles
- (5) Includes all persons involved in alarm services
- (6) Includes all titles working out of the Fire Utility Shop
- (7) Includes former title of "Assistant Fire Marshal" as well as current "Inspector II" positions
- (8) Incorporates "Inspector I" positions as well as all "Inspector Trainee" classes.
- (9) Position classified as a Battalion Chief

3. Administrative Systems - As part of its on-going functions, the department has a great deal of interaction with other municipal (including Police, Water, Workers' Compensation, Employee Relations, Facility Maintenance, and Fleet Management), County (particularly the Health Agency), and State (primarily the Office of Emergency Services) operations. On the whole, interagency cooperation has been excellent, although several staff members indicated that municipal Police/Fire coordinative and back-up systems could be improved. Department personnel are active

participants in various countywide fire programs which serve as vehicles to both keep abreast of changes in the field and to ensure that all departments in the County are fully aware of each other's back up requirements.

B. MANAGEMENT STRUCTURE

- 1. Positions - Despite their separate budget allocations, the administrative staffing functions of the Fire Department are carried out by the Fire Chief, three Deputy Chiefs, the Fire Marshal, and the Director of Training. The following list summarizes their general duties (Their respective position assignments are included as Attachment "A".)

Management Staff

- a. Fire Chief - According to the adopted job description, "is responsible for the direction of all firefighter and fire prevention activities of the City including developing, through study and consultation with others, recommendations and plans for the protection of life and property within the City."
- b. Deputy Fire Chief (Personnel) - Serves as the administrator for the "A" Platoon, all departmental personnel matters, office supervision, and departmental building repair and maintenance.
- c. Deputy Fire Chief (Communications) - Provides administration for the "B" Platoon, all Fire Department communications equipment, fire prevention support, and fire capital/master plan development.
- d. Deputy Fire Chief (Operations) - Is responsible for the administration of the "C" Platoon, all departmental safety and equipment provisions, emergency planning activities, and the administration of the department's inventory and fire apparatus specification program.
- e. Fire Marshal - Administers the Fire Prevention Bureau including all Fire prevention investigation and inspection activities, general oversight of the Weed Abatement Program, and Fire plan checking activities.
- f. Director of Training - Provides administrative direction for all departmental training and educational programs.

Fire management staff have both line and administrative responsibilities and, prior to 1980, there were four Deputy Fire Chiefs (three with specific platoon commander responsibilities), who, with the Fire Marshal, performed these functions. In 1978, the position of Administrative Service Officer (ASO) was created with the specific intention of enhancing the management administrative capabilities of the department. However, as a

result of fiscal constraints this position was removed. In 1980, one Deputy Fire Chief position was eliminated and the Director of Training was added to the staff team.

Departmental line responsibilities include the platoon commander role which is rotated on a daily basis among the Deputy Chiefs; battalion chiefs provide back-up platoon commander support when necessary. Specifically, the platoon commander is required to:

- Ensure that adequate personnel and equipment resources are in place during the shift
- Carry out the training schedule designed by the Training Division
- Provide an interactive role for company fire prevention activities
- Coordinate major equipment maintenance activities
- Visit fire stations during the shift in an effort to maintain contact with station personnel

In addition to the above, Deputy Fire Chiefs function as incident commanders for all greater fire alarms, any hazardous material conditions, and/or major rescue or unusual emergency crisis. Platoon Commanders are typically required to respond to all greater alarm incidents but may turn scene responsibility back to lower level personnel (i.e. Battalion Chief) at any time consistent with the department's policies and procedures. Some of the general responsibilities of the incident commanders include:

- The assumption of responsibility at the fire scene
- The establishment of the command structure for control of large or difficult emergencies and the arrangement for command cover for the remainder of the City
- The provision of coordination and supervision to companies at the emergency scene
- The implementation of quick, sound decisions in complex situations

The administrative duties for each member of the department's management staff are listed in the "Position Description" section.

2. Systems

- a. Organization - Each management staff position reports directly to the Fire Chief who reports to the City Manager. The Deputy Fire Chiefs are the "second-in-command" of the

Department. The Fire Marshal and Director of Training are equivalent in rank to Battalion Chiefs but are included as administrative staff personnel. The department supervised by these individuals has undergone some significant changes since 1974, as can be seen from Table I.

While it is not completely clear from the information presented on Table I, the direct command capabilities of the Suppression Division were increased with the addition of two Deputy Fire Chiefs, who with a third, each head up a platoon. At the same time, it was determined that both the Fire Prevention Bureau and the Training Division could be adequately managed by the Fire Marshal and Director of Training respectively. Over the years, one Deputy Chief position was eliminated and, from the material gathered through the study, it appears that this reduction in management capabilities has been successfully absorbed. The Deputy Chiefs rotate the platoon assignments at the direction of the Fire Chief. This rotation process aids in strengthening continuity and standardization among the fire companies (line function) and acts as a cross-training program for each Deputy Chief for the Department's total workload (administrative). Because some of the work assignments are more intense than others (i.e., salary negotiations), periodic rotation also serves to reduce "burnout" among the Deputy Chief staff. Similarly, the Fire Chief hopes to use rotation between the Fire Marshal and Director of Training positions to broaden the level of line and administration expertise among lower management staff personnel.

b. Information/Command - It would probably be difficult to improve upon the hierarchical structure of the Department when it comes to effective fire suppression programs (line). However, this same top-down system hinders effective response on many administrative matters in the following ways:

- 1) Departmental policy development is very centralized. Goals and objectives are developed by the Chief with the assistance of other management members. However, support staff is often not formally involved in this process, resulting in their identifying most policy as coming from "The Chief". Management staff members often experience problems balancing their line and administrative responsibilities because there are too many of each. To the extent that this occurs, formally involving lower level support staff in the policy development process would spread the "burden" to a lowest level within the organization capable of handling this work. It would also facilitate implementation of departmental objectives since a greater number of individuals would have "a stake" in a successful outcome.

The audit indicated that, at times, management line and administrative responsibilities conflict to the detriment of administrative tasks. The system requires that a line demand, such as a fire, have precedence over all other needs. Thus, an administrative task, such as the preparation of a report, can be "bottle-necked" by management staff's involvement in the line program. If support staff were more actively involved in administrative activities, it would relieve some of management's workload, further expose support staff to the administrative process, and provide management with an additional support staff evaluation tool.

- 2) Definable and specific work measures have not been developed for either management or support staff. Heavy reliance on the line, top-down structure has left many support staff members with only a general mission or goal but without mutually agreed upon quality and quantity control measures. In some cases, this has led to significant innovations on the part of support staff (particularly in the areas of training and emergency planning). At other times, the lack of specific work measures has called for more involvement and oversight by management staff than ideally would be required. Specific work objectives would serve a self-monitoring function since both the employee and the supervisor would know what is expected and management staff would not have to make an extra effort to "let them know how they are doing".

It is highly unlikely that the problem of ill-defined work measures or over-centralized policy development is limited to the Fire Department. Given the increasing complexity of this organization's workload, however, the situation should be addressed. The Fire Department is committed to developing and expanding its management capabilities through the lateral rotation process. Assistance should be provided to enhance this program through the development of administrative systems designed to decentralize the flow of information and policy-making to lower levels within the organization as well as refine the Department's quantity and quality control measures. These improvements would increase the flow of information upward and downward and might reduce the necessity for management involvement in some aspects of the decision-making process.

C. MANAGEMENT SUPPORT STRUCTURE

- 1. Administrative - Administrative support to the management team is provided by staff aides and training personnel. The individuals in these jobs supply support to the management staff, get an initial exposure to the Department's decision-making process, and have an opportunity to further develop their own management skills. The positions involved include:

Administrative Support Staff

- Aide I (Budget) - coordinates all budget activities and aids in the development of departmental electronic and administrative systems.
- Aide II (Emergency Planning) - coordinates the City's Hazardous Material (HazMat) and Emergency Service Programs.
- Aide III (Roll Call) - is responsible for conducting daily roll call for all suppression personnel, personnel records maintenance, and apparatus support assistance.
- Aide IV (Equipment) - provides support services for procurement, replacement, distribution of all safety equipment, the annual hose test program, equipment inventory, opening and closing of fire stations, and the replacement and procurement of Department equipment.
- Training Captains - carry out all formal training programs at the Fire Academy; provide on-going educational and practical training for all firefighting investigation and inspection personnel; develop on-going reserve programs, and assist in inter-agency training.

There are some features common to all of the management support positions:

- All non-clerical administrative staff positions are occupied by sworn personnel. There are currently no civilians working in any of the department's management support functions. Aide positions I-IV as well as the Training Captain responsibilities are handled by sworn line captains, usually as part of a one year rotational administrative assignment with the following rotation exceptions:
 - The Aide I (Budget) position is not rotated so that fiscal accountability can be maintained.
 - The Aide II (Emergency Planning) position is currently being handled on a special project basis due to the necessity for rapidly developing a comprehensive training program. Once the project has been established, it is anticipated that Captains will be assigned for rotation through this function.
 - One of the Training Captain positions has not been involved in rotation so that there would be some continuity in the Training

Division during a period of rapid turnover. Once the current incumbent retires however, it is anticipated that this position will again be used rotationally.

- Consistent with their administrative responsibilities, all staff support positions are assigned to work a forty hour week. However the administrative captains for roll call, equipment, and emergency planning are actually paid on a fifty-six hour week basis. This results in these individuals being granted the special "holiday credit" despite the fact that they do not have to work on holidays. This "double payment" question has been raised with the affected bargaining group. The issue of "appropriate compensation" for individuals who participate in the Career Development Program to ensure that regular salary benefits continue in force was beyond the scope of this project, and should be further studied by the Personnel Department.

a. Administrative Captains

- 1) Organization - The title "Administrative Captain" is given to line personnel assigned to any of the Aide I-IV positions. Captains are selected based upon their interests as well as their performance in a departmental assessment center. The Aide I position reports to the Fire Chief via the Deputy Fire Chief (Personnel), Aides II and IV report to the Deputy Fire Chief (Operations), with Aide III reporting to the Deputy Fire Chief (Personnel). The Aide III and IV assignments shuttle; typically the incumbent is rotated to the other position after completing six months in the first. Due to the brevity of assignment, these two positions are monitored on a more frequent basis by the Deputy Fire Chief in charge. The Aide I and II positions have not been involved in the rotation process for reasons previously indicated.

Aide I, in addition to budget related tasks, gathers most of the Department's statistical data for transmission to outside agencies. Much of this information is tabulated manually; as can be seen from the "Position Description" for this position, a great deal of the workload should be automated, freeing this individual to do more analytical/administrative support work. The Aide II has spent a great deal of time on HazMat training and educational programs which must be coordinated with various other Training Division activities. These training and educational programs can be placed on word processing equipment, which should reduce staff revision time spent on this activity.

The Aide III and IV positions handle roll call and equipment inventory respectively, tasks which could easily be computerized allowing the Captains to undertake more analytical/administrative support work

(See "Position Description" section for these positions). The Aide IV position also is involved in safety clothing/equipment comparison, purchase, and distribution which does not appear to require the experience and/or training of a Captain to administer. In addition, it seems possible that with significant automation, the Aide III and IV position responsibilities could be adequately handled by one person.

Although the Fire Prevention Bureau has a number of administrative responsibilities in addition to its actual inspection and investigation tasks, no direct staff support has been provided (The Aide I position provides a limited amount of assistance primarily in the Weed Abatement Program). Since some of the inspection aspects of the prevention program have to be closely coordinated with the various companies and the Fire Chief intends to place a greater emphasis on the Department's prevention efforts, additional staff support in the form of an Administrative Captain, could easily be absorbed by the Bureau.

2) Systems

a) Administrative - The Fire Department has adopted a career development program which incorporates internal management training aspects. Captains who wish to pursue careers in fire management are examined by an assessment center which identifies their administrative capabilities. After meeting with these individuals, the Chief attempts to provide rotational training experiences designed to assist each person in enhancing his/her management skills. The Fire Chief feels that this approach benefits both the Department and the individual by:

- Directly exposing potential new managers to the administrative practices of the Department.
- Providing a practical training experience for potential managers
- Developing an in-house cadre of experienced managers
- Allowing the Department to save some amount of General Fund monies since internal staff members are used instead of hiring additional administrative personnel.

However, with respect to this program, the audit identified two primary problems:

- The rotational program does not permit the Department to maximize skill capabilities since the current tenure in office is only one year. Given a training period from one to two months, the organization only has effective use of the administrative captains for approximately 10 months; in the Aide III and IV positions, this effective time is further reduced to four months. The management team must spend more of its time training and supervising support staff than would usually be considered optimal and incumbents who show any aptitude for particular tasks are not available after the rotational period ends.
- Expenses connected with the use of line personnel and attendant training, supervising, and lack of continuity costs may actually exceed the savings obtained from not hiring additional, non-rotational civilian staff. The audit revealed that the Aide I, III and IV positions did not require the training and experience of a Fire Captain to perform, particularly since technical backup is always available from the management team and/or Battalion Chiefs. Salary, training and continuity costs would be reduced if sworn line personnel could be replaced by civilians on a non-rotational basis.

The objectives of the career development program could be achieved by utilizing Administrative Captains only in the Fire Prevention and Emergency Planning Divisions where a rotational approach is more in line with these projects' short-term goal orientation.

- b) Automated - Much of the work involved in each of the Aide I-IV positions could be automated. This would include such basic elements as word processing support for Emergency Planning projects to complicated "best alternative" programs for roll call and equipment maintenance. The statistical analysis done by the Aide I position should only be done electronically; the current manual systems waste time, incur unacceptable paper maintenance costs, and prevent staff support personnel from assisting in policy development work. As was previously indicated, it is also likely that computerization could eliminate the need for two separate staff persons handling roll call and equipment activities, reducing personnel costs by combining these functions.

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Data maintenance and analysis do not require the experience and training of a Fire Captain to perform. Previously the Department successfully used a non-sworn employee in the Aide I position; with the expansion of a computerized system, it is highly likely that non-sworn personnel could also be utilized in a combined Aide III/IV position, given the abundance of technical expertise available both from members of the management team and Battalion Chiefs. Removing these positions formally from the career development program would also enhance information continuity within the Department, reducing the necessity for management involvement in this type of detail work. Thus, departmental salary, supervision, and continuity expenses could be decreased in the long-run by incurring one-time automation and related civilian costs.

As has been previously indicated, the Department's information and decision-making process should be reviewed to determine the best methods of broadening its input and feedback loops particularly for lower level support staff. Administrative systems must be developed which can sustain lower level organizational involvement and which, in some cases, actually discourage upper echelon input in order to assist in pushing problem resolution to the lowest possible step. This is the only way that the department can completely utilize its administrative staff. It is pointless to bring highly skilled personnel into the Department to handle detailed analytical work without including them more fully in policy development. Information needs, not rank, should determine who must be involved in this process.

b. Training Captains

- 1) Organization - "Training Captains" are selected by the same process as Administrative Captains and report to the Director of Training. They are responsible for the day-to-day operation and all detail work for the Department's training programs. This requires that they coordinate activities with and in some cases train their fellow captains. In order to accomplish this, they work a forty hour week on a staggered 4-10 shift (10 hour shifts for 4 days). As was previously indicated, one Training Captain position has not been included in the rotational process so that continuity could be maintained in the Division; however the Fire Chief ultimately plans to rotate both positions on a staggered basis. Despite the fact that Training Captains must work "longer" hours and instruct their own peers, no additional incentive is provided to these individuals.

The issue of continuity is important in a Division where activities change on a daily basis and, in this case, Training Captains suffer from the same liabilities as Administrative Captains: the rotational process hinders skill maximization due to the shortness in position tenure. Since the Division only has three persons, and all of the positions are expected to rotate, it is difficult to maintain the high standards which have been established. One way that this effort could be enhanced is by civilianizing one of the Training Captain positions and permanently assigning it to the Training Division. After completing an initial training period, the civilianized position should be quite capable of providing most fire service training functions, particularly since technical assistance would be available from the Director of Training and a sworn Training Captain. Although the Personnel Department would need to study this position to determine its ultimate classification, the Fire Chief feels that it would be important to include an instruction certificate as one of the minimum job requirements.

- 2) Training Support - Training Captains are provided with no formal clerical support outside of what they themselves supply. On occasion, they do get assistance from the Fire Chief's secretary and other clerical staff, but for rapid turn around, the Training Captains do their own typing. The cost/benefit ratio for this activity is clearly unacceptable. The Division not only needs access to word processing machinery, but should be given personnel to operate this equipment. In addition to examination maintenance, clerical staff could also supply assistance for film and multi-media library, cataloging, and application work; training records maintenance; and general office support.

2. Clerical

Clerical support to the management team is supplied by various levels of secretarial staff. All positions provide such general services as typing, filing, answering of phones, and xerox. However, the focus of this support varies depending upon the work assignment. Clerical assistance comes from the following people:

Clerical Staff

- Secretary - provides specific clerical support to the Fire Chief and generalized clerical support to the Department through timekeeping, personnel, and budget assistance activities.
- Typist-Clerk II (Suppression) - acts as the Department's general receptionist and provides general clerical support

for all Suppression activities including roll call and response master alarm needs.

- Typist-Clerk II (Prevention) - serves as clerical base for the Fire Prevention Bureau through typing, reception, filing, and scheduling services.
- Typist-Clerk II (Weed Abatement) - provides general clerical support to the Weed Abatement Division including parcel searches, invoice processing and lien/credit updates.
- a. Organization - Each clerical position is overloaded to the extent that within each Division, supervising staff members do some of their own typing or filing — or do without. The situation in the Fire Prevention Bureau became so critical that some arson reports were being transmitted to the courts handwritten; the City Attorney later ruled that these reports must be typed in order to stand up as evidence. The major problem for most of the clerical staff is that there is a great deal of record maintenance in all parts of the department and none of this material is currently automated. The sheer volume of this material coupled with the need for clericals to serve as receptionists, timekeepers, etc., means that like Alice in Wonderland's Red Queen, they are "running as fast as they can just to stay in the same place."

This is a big problem for the department's secretary who primarily is supposed to act as clerical staff for the Fire Chief. Due to the lack of clerical assistance, however, her duties have expanded to include support to the Training Division, Deputy Chiefs, and Administrative Captains, as well as back-up for all budget and purchasing functions. Due both to the confidential nature of this position and the experience of the incumbent, many departmental activities have been "added" to the secretary's workload without considering how they impact on the net parameters of her job. By default, the current incumbent is rapidly becoming "irreplaceable" which is inefficient both for the Department and for the individual involved. Many of the more "administrative" tasks should be allocated to the Aide I and III positions particularly if these persons were not rotated and so could be responsible for these duties. This would allow the secretary to serve more as a clerical "aide" to the Chief, taking more dictation, preparing more work from rough drafts, etc.

All positions with the Department on the clerical level have been minimally cross-trained so that each employee can fill in for another in an emergency. However, most of the positions are relatively specific and each is sufficiently backlogged such that clerical staff do not have the time to assist each other on any consistent basis. While it became clear during the course of the audit that computerization would ease the records maintenance chores for each position,

it was impossible to determine if additional clerical support would also be required if the Department had word processing equipment available. Clerical workload would still need to be monitored after the installation of this equipment to evaluate staff requirements at that point.

- b. Automation - As was previously identified, clerical support needs are primarily for word processing equipment, although the Weed Abatement Program requires a comprehensive computerized parcel lot program in order to reduce the demands on clerical staff during their annual project. In addition, several clerical employees mentioned the Department's need for its own individual duplicating capabilities. Since the implementation of this suggestion would require a broader study of all City Hall department's Central Service needs, it is not included in the recommendations for this study.

D. GENERAL

Overall supervision and coordination of the department's computerizable and analytical efforts may require that, in the long run, the Fire Department have additional senior management support staff. While more specialized personnel can be used to provide transitory monitoring of the organization's switch from manual to automated systems, on-going specific direction may be needed; such supervision would normally be the responsibility of an Administrative Service Officer (ASO). As a practical matter, the ASO would directly coordinate the department's budget, personnel, and policy development activities as a member of the senior management team. However, the total breadth of this assignment could not be identified from this audit which was limited to examining the existing structure. Continued monitoring would be necessary to conclusively determine if the department may require additional assistance in the form of an ASO, delineate anticipated staff duties, and note the command impact on the rest of the fire organization.

In addition to the organizational features identified, a common factor listed by all departmental personnel was a need for additional office space on an above-ground level. Fire Prevention staff are crammed into a very small section with two to three Inspectors to a cubicle. Both the Weed Abatement and Suppression Typist-Clerk II's are forced to work in general reception areas, surrounded by Divisional records. The Weed Abatement clerical staff member does not have appropriate typing equipment; her typing table is a credenza into which she inserts her legs with no option of movement. All staff members mentioned the lack of windows as a morale problem along with the lack of internal meeting space (typically departmental meetings are held in vacant offices). While not specifically within the scope of this study, these locational and equipment issues should be addressed in the near future.

SECTION III: SUMMARY

A. STAFFING

1. Analysis - In the area of administrative structures and staffing, the audit identified a number of "assets" and "liabilities" within the present structure including:

a. Career Development Program - This management plan, which was initiated by the Fire Chief, provides the City with a cadre of fire professionals who have been exposed to many of the organization's decision-making processes. Individuals rising to the rank of Deputy Fire Chief will have direct training and fire prevention supervisory experience; Battalion Chiefs should have a better understanding of their management role from their involvement in policy development as Administrative Captains. Since these capabilities would be developed "in-house", they can be specifically tailored to the needs of the Sacramento operation. The audit did reveal however that the program can only be of limited use in areas where continuity is important such as budgeting, personnel maintenance functions, statistical analysis, etc. Generally, the plan would be strengthened by the following actions:

- 1) The Career Development Program should be formally approved and integrated into the Department's promotional testing qualifications for Battalion Chiefs. Entry into the program would be available to all Captains who successfully complete the assessment center examination.
- 2) Support departments, particularly Personnel, should be directed to work with the Fire Department to more fully develop the evaluative performance measures which will be used by management to determine successful completion of the Career Development Program. Factors selected should closely parallel skill areas identified by the assessment center (i.e. leadership capabilities, decision-making, initiative, ability to meet deadlines, etc.), would be consistent with the Department's overall program objectives, and would reflect divisional qualitative differences.
- 3) Positions which are to be included in the Career Development Program should be designated. The audit revealed that these positions should be limited to the areas of Emergency Planning, Fire Prevention, and Training. Another area where such assistance may be useful in the future is in Capital and/or Master Plan development.
- 4) The length of time spent in the Career Development Program should be extended. Ideally, participants would participate in this program for a full year

excluding the training period. This would necessitate expanding the tenure length from twelve months to fifteen.

5) Where possible, the Director of Training and Fire Marshal position responsibilities would be rotated. The Fire Chief has indicated his desire to create a Career Development Program for middle management staff through three year rotational assignments which would enhance the capabilities of those selected for promotion to Deputy Fire Chief positions.

6) The Personnel Department should be directed to conduct two compensation studies to determine the appropriate salary incentives which, should be provided to participants in the Career Development Program. The first compensation study would focus on the Director of Training and Fire Marshal positions, which because of their department-wide impact, may merit compensation at a higher level than a Battalion Chief. The second study would focus on compensation for Administrative Captains participating in the Career Development Program who should be assured retainment of existing benefits while undertaking the plan's special assignments.

b. Civilianized positions - the audit established that the Fire Department needs on-going administrative support of a non-clerical nature. Currently this assistance is provided by Administrative Captains through the Career Development Program; however, this is neither the most efficient nor economical answer to this problem. The sworn Aide I (Budget) position can and should be filled by a civilian at an annual cost savings of almost \$13,000. The Aide III (Roll Call) and IV (Equipment) positions should be automated, combined, and civilianized at an annual savings of approximately \$52,000. In addition, civilianizing one position in the Training Division would enhance program continuity, given the rotational nature of the division's other positions. Prior to filling these positions, however, the Personnel Department would need to be directed to conduct a classification study to determine the appropriate assignment level for any civilian staff. In addition, audit staff should monitor changes in the administrative structure to determine if additional senior management supervision in the form of an ASO is required.

c. Automation Support Staff - the Fire Department is long overdue for a switch from manual to automated management systems. The most rapid approach to this task would involve the design of the specific automated program, the modification of existing work patterns, manual and/or administrative systems to facilitate this change, and transition oversight to implement corrective measures where appropriate. The easiest way to accomplish this work would

be for the City to bring aboard a systems analyst, skilled in these activities. This should not involve a permanent increase in staff; the needs of the Department can be adequately served by the use of an 18 month contractual systems analyst. This individual would be solely dedicated to the needs of the Fire Department (see "Audit General Computer Uses", this section) and would be responsible for the development, implementation, and evaluative stages of the project. It would be advantageous to hire this analyst prior to the end of the current fiscal year, in order to have the initial design and system modification work completed prior to the actual purchase and installation of automated equipment. The Fire, Finance, Personnel, and Data Processing Departments should be directed to begin preparing a contract which will delineate the project scope and anticipated end products for each stage of this program.

- d. Clerical Support Staff - It was difficult to develop definitive recommendations with respect to the Fire Department's need for clerical personnel. While it was fairly clear that the Training Division required secretarial support and that current clerical staff persons in other divisions are overloaded, it was impossible to determine whether or not these problems would be significantly reduced once word processing equipment was made available to the Department. Thus, this analysis would only recommend that one clerical position be added to the Department in order to provide support to the Training Division. Clerical workload would need to continue to be monitored to determine if additional staff is needed for the central administrative offices once word processing equipment is installed.

2. Fiscal - the Operating Budget impact for each area is described below:

<u>Title</u>	<u>Cost</u>			<u>3 Year Total</u>
	<u>1982-83</u>	<u>1983-84</u>	<u>1984-85</u>	
a. Career Development Program (1)	-0-	-0-	-0-	-0-
b. Civilianized Positions (2)	-0-	\$26,737	\$80,212	\$106,949
c. Automation Support Staff (3)	\$9,308	37,229	9,308	55,845
d. Clerical Support Staff (4)	-0-	13,715	13,999	27,714
Total	\$9,308	\$77,681	\$103,519	\$190,508

- (1) Development costs would be included as part of Department's annual operating cost.
- (2) Costs calculated using Management Analyst I and Personnel Analyst I assignment. 1983-84 costs include 6 month costs for two Management

Analyst I's (Budget and Roll Call/Equipment). 1984-85 costs include a full year's expenses associated with two Management Analyst I's and a Personnel Analyst I. These expenses have not been offset by any net savings achieved from using civilian personnel (approximately \$78,000 over three years).

- (3) The three year total assumes costs for an 18 month contract. No expenses would be incurred after 1984-85.
- (4) Expenses calculated for a Clerk-Typist I.

B. EQUIPMENT

1. Analysis - The Fire Department is the only major department within the City which currently does not have access to "on-line", interactive equipment. With the annual increase in the workload, it will be difficult, if not impossible for the organization to meet future challenges unless this situation changes. Along with the typing equipment problem in Weed Abatement the audit identified the following automatable tasks:

a. Audit Word Processing Projects

- 1) Administration
 - General reports/letters
 - Mutual and Automatic Aide Agreements
 - Negotiation Minutes
 - Minutes - Sacramento Fire Chief and Metropolitan Fire Chief Meetings
 - Duty Officer Log
 - Departmental bids and purchase orders
 - Budget narratives
 - Safety bulletin
 - Fire Master and Capital Improvement Program Plans
- 2) Prevention
 - Alarm Station emergency numbers
 - Fire Prevention Month letters, news releases, etc.
 - Fire Prevention Manual
- 3) Suppression
 - Manual of Operations
 - Chief Officers Guide
 - Yearly pump test information
 - Safety clothing, helmets, personal clothing, and leather safety boot specifications
 - Employee size roster
 - Vendor lists for all equipment, clothing, etc.
 - Hose test records
 - Company hose lists
 - Central equipment inventory schedule and repair lists
 - Station inventory schedule and repair lists
 - Surplus furnishings list
 - Station opening/closing procedural manual

- Self-contained breathing apparatus inventory and maintenance lists

4) Training

- Firefighter, Apparatus Operator, Inspector/Investigator, and Captain examinations and/or evaluations
- Firefighter, Apparatus Operator, Inspector/Investigator, and Captain general programs including:
 - a) Lesson plans
 - b) Student manuals
 - c) Special training manuals
 - d) Emergency medical technician and Cardio-Pulmonary Resuscitation programs
 - e) New equipment procedures

- Multiple Company drill ratings
- Outside agency training programs
- Recruit academy materials
- Monthly training status reports

5) Emergency Planning

- HazMat incident response and investigation data
- HazMat equipment inventory and specifications
- HazMat vendor list
- 8, 12, and 106 hour HazMat training programs and/or examinations
- HazMat lesson plans, student manuals, and Resource Book
- Emergency Response Plan
- HazMat bid and purchase order data

6) Weed Abatement

- Second Notice Billings
- Lien Notices

b. Audit General Computer Uses

1) Administration

- Long Distance Telephone Log
- Overtime, out-of-class, and injury cost computations
- Annual budget data including petty cash and expenditure monitoring
- Uniform Fire Incident Reporting System data (portions currently on a small computer)
- Fire Station fuel tank monitoring

2) Prevention

- Company inspection data
- Tank installation/removal records
- Firework license issuance, inspection, and complaint information
- Commercial/industrial inspections
- Tent application fees, inspections, etc.
- Inspection/investigation statistics (some data currently on mainframe)

- Agricultural burn data
- Dance, bingo, Christmas tree, demolition permit issuance and/or inspection data
- Fumigation and alarm station notification logs
- Inspection/investigation subpoenas received, action taken, etc.

3) Suppression

- Vehicle mileage data including claim forms and scheduled apparatus repairs
- Daily roll call
- Address file on all structural fires (some data currently on mainframe)
- Fire response/incident file (some data currently on mainframe)
- Shift assignments, trades, reserve pools rosters
- Personnel rosters for deaths, injuries, transfers, interviews, physicals, and seniority
- Alarm station consolidated report
- Multiple alarm masterfile
- Daily personnel distribution report (some data currently on mainframe)

4) Training

- Monthly activity schedule
- Training equipment bid and purchase order data
- Outside agency billing cost logs

5) Emergency Planning

- Federal/Emergency Management Act
- Office of Emergency Service Costs

6) Weed Abatement

- Weed Abatement control bid form data including:
 - a) Parcel lot numbers
 - b) First removal start/finish dates and lot costs
 - c) Second Removal start/finish dates and lot costs
 - d) Debris removal start/finish dates and lot costs
- Vacant parcel data for City of Sacramento
- Lien/credit posting/removal

2. Financial - The Management Information Executive Committee (MIEC) reviews all micro-computer and/or word processor requests prior to actual purchase. However, as the list indicates, a minimum of two micro-computers would probably be needed in the Fire Department to meet both word processing and data analysis requirements at an approximate cost of \$15,000. In addition, modifications to the Weed Abatement Division's existing clerical desk will probably run from \$200 to \$400. Both of these one-time expenses should be considered in the preparation of the 1983-84 Operating Budget.

SECTION IV: RECOMMENDATIONS

Based upon the audit's findings, the following recommendations have been developed:

1. The Career Development Program should be formally approved and integrated into the Fire Department's promotional testing efforts. No additional expenses would be incurred with the implementation of this recommendation. As a policy matter, the following actions would need to occur:
 - a. Establish entry qualifications for the program (successful completion of the assessment center examination)
 - b. Direct the Personnel and Fire Departments to fully develop the evaluative performance measures which will be used to determine successful program completion
 - c. Designate the positions which will be involved in the program (Emergency Planning, Fire Prevention, and Training)
 - d. Designate the length of the Career Development Program (fifteen months)
 - e. Permit the Fire Chief to extend the Career Development Program to middle management positions, where appropriate
 - f. Direct the Personnel Department to conduct compensation studies to determine the Career Development Programs salary incentives.

2. Upon the rotation and/or retirement of the incumbents, the following Fire Department positions should be civilianized at a level to be determined by the Personnel Department: Aide I (Budget), Aide III (Roll Call), Aide IV (Equipment), and one of the Training Captains. Upon the approval of this recommendation, the Personnel Department will be directed to initiate a classification study to determine the appropriate classification level for these civilianized positions. Depending upon the time necessary to complete this study, anticipated expenses can be included in either the 1983-84 or 1984-85 Operating Budgets.

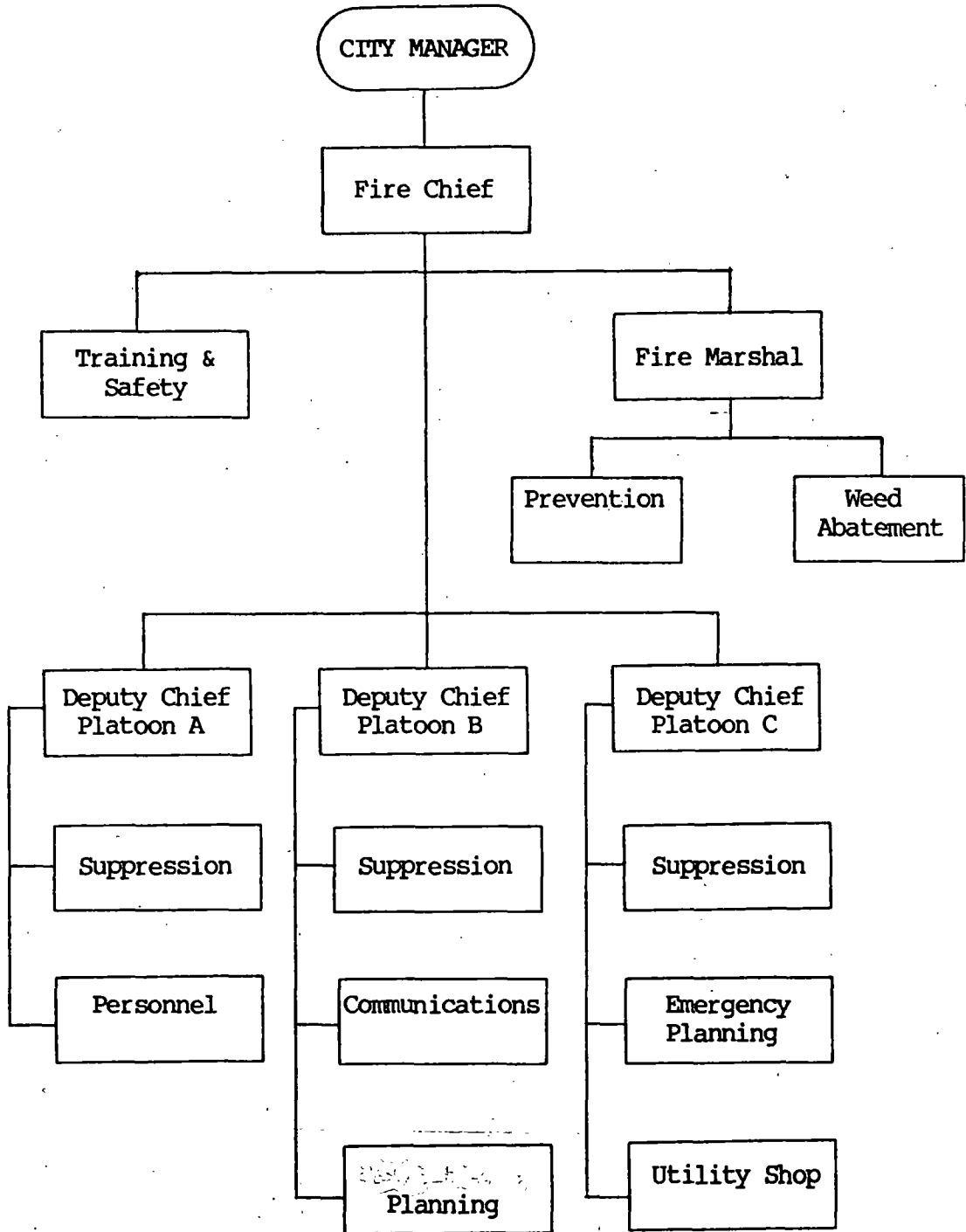
3. The Fire Department's 1982-83 Operating Budget should be augmented in the amount of \$9,308 in order to pay the initial expenses associated with the hiring of an 18 month contractual systems analyst. Upon the approval of this recommendation, the Fire, Finance, Personnel, Law, and Data Processing Departments will be directed to begin preparing a contract which will delineate the project scope and anticipated end product for each stage of the program.

4. Within the context of the 1983-84 Operating Budget, consideration should be given to providing clerical support to the Fire Department's Training Division. Estimated first year costs would be approximately \$13,715.

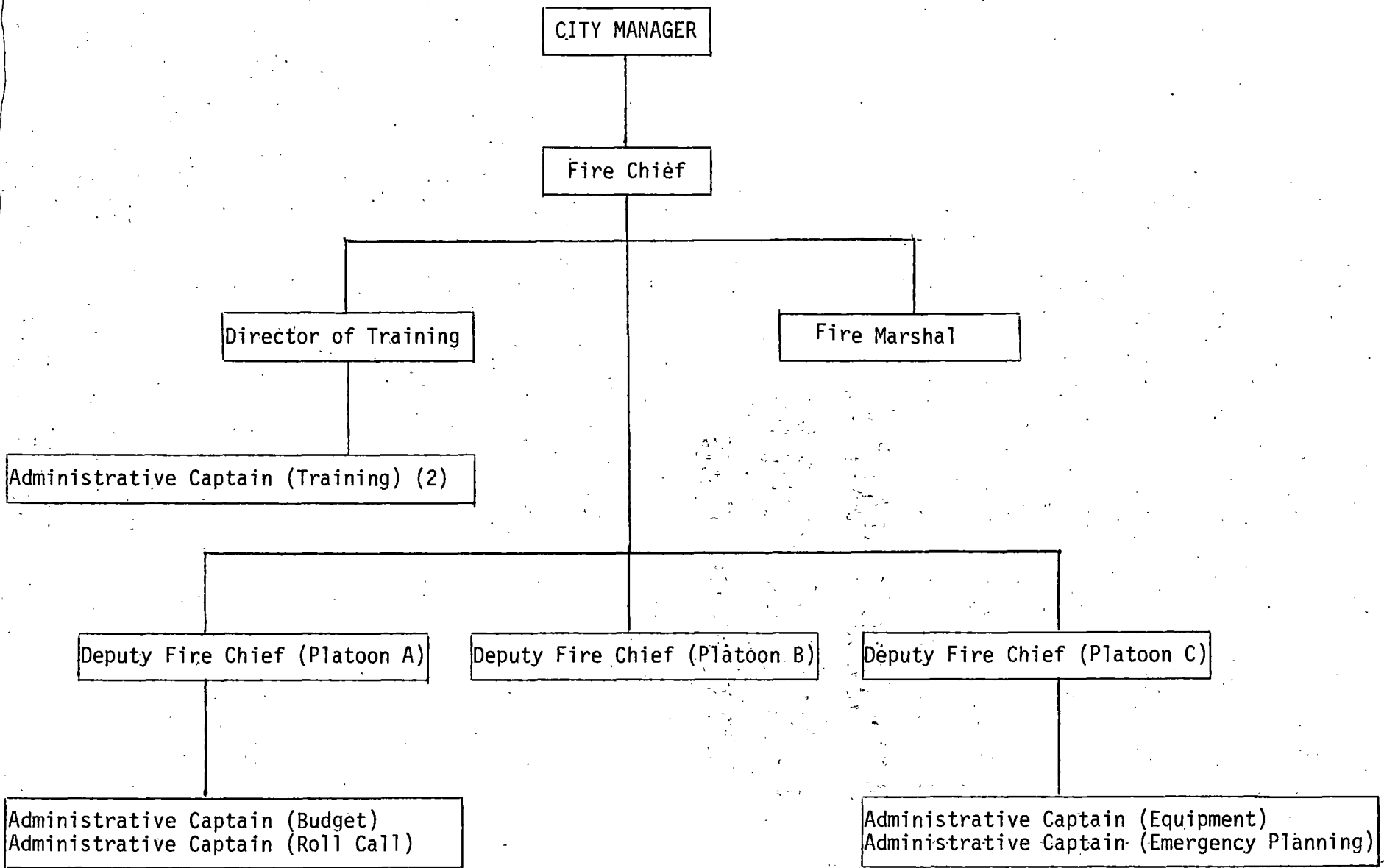
5. Audit Staff should be directed to continue to monitor clerical workload to determine if additional clerical support is needed in the Fire Department's central administration offices.
6. A computerization program should be established for the Fire Department as part of its 1983-84 Operating Budget. This would involve a minimum allocation of two micro-computers at an estimated total, one-time cost of \$15,000.
7. Clerical equipment modifications should be included as part of the Weed Abatement Division's 1983-84 Operating Budget (Estimated one time costs - \$400).
8. Audit staff should be directed to monitor changes in the department's administrative structure to determine if additional senior management supervision capabilities may be required in the future.

ATTACHMENTS

FIRE DEPARTMENT



CURRENT ADMINISTRATIVE STRUCTURE

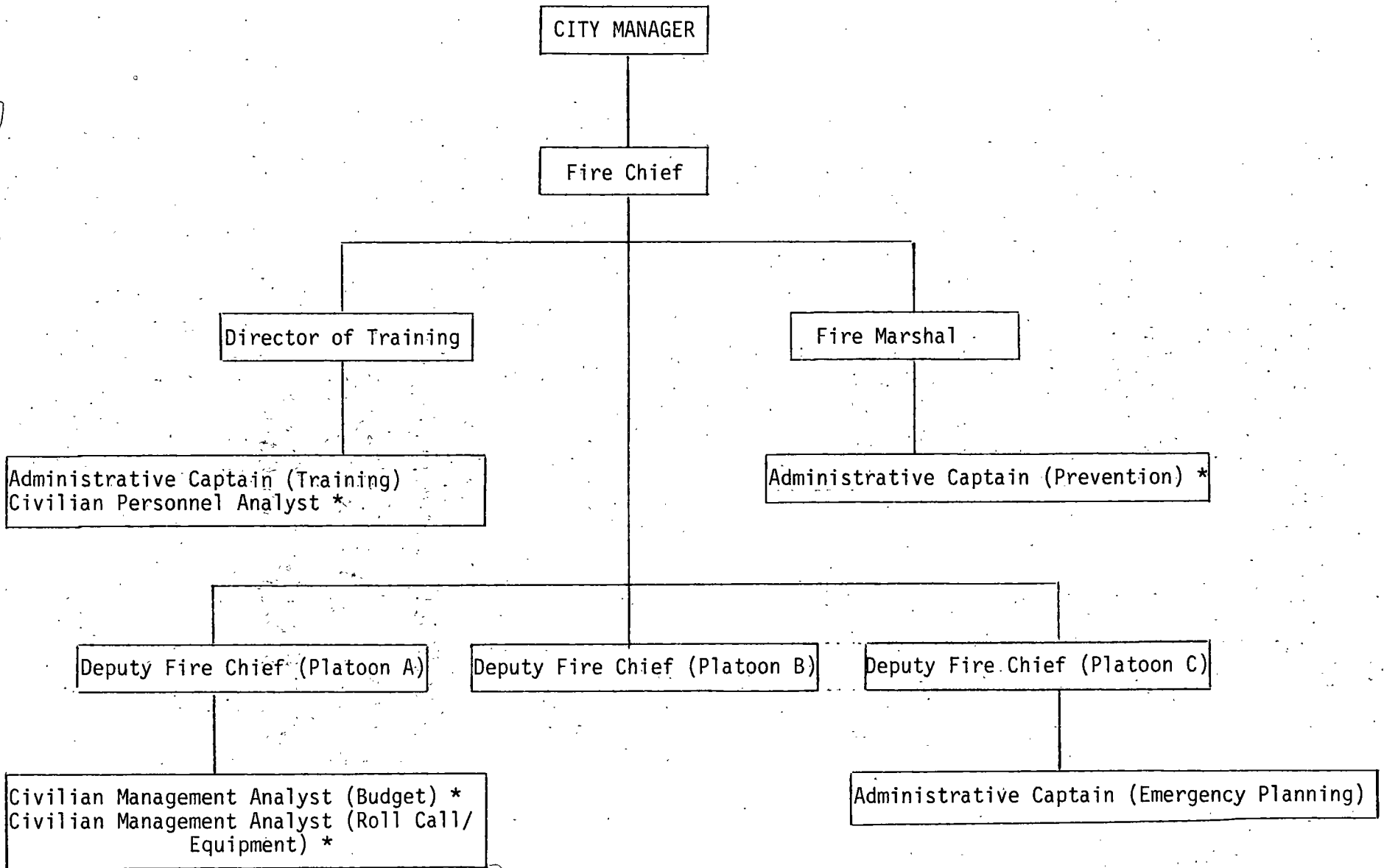


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ATTACHMENT "A" (Continued)

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PROPOSED ADMINISTRATIVE STRUCTURE



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*Position allocation proposed as a result of the audit

ATTACHMENT "A" (Continued)

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FIRE ADMINISTRATION ANALYSIS QUESTIONNAIRE

DUTIES	PERFORMANCE FREQUENCY	IMPORTANCE FACTOR	SKILL EVALUATION
<p>List all possible departmental activities you are responsible for. Place a "C" after each activity which you would classify as "clerical" in nature. Place a "D" after each activity which you would prefer to delegate to another staff person if this could be accommodated.</p> <p>EXAMPLE: FILING DAILY ROSTER REPORTS (C/D)</p>	<p>Indicate how frequently this task is performed, using the following keys:</p> <p>N=Not performed at this time 1=0-1 hour/week D=Daily 2=1-3 hour/week W=Weekly 3=3-8 hour/week M=Monthly 4=8-20 hour/week A=Semi-Annually or Annually 5=20-40 hour/week</p> <p>EXAMPLE: (D/1)</p>	<p>In ranking this task, consider what the departmental impact would be if this task was either not performed at all, or was performed incorrectly, using the following key:</p> <p>EI = Extremely Important, a duty performed w/o delay due to its critical nature. I = Important; must be performed to assure smooth operation of the department LI = Lower Importance; desirable to complete, but may be delayed or postponed in lieu of other priorities</p> <p>EXAMPLE: LI</p>	<p>Indicate the skill level requirement for this task, using the following key:</p> <p>FS=Fire safety license/education required to perform task AS=Administrative or system knowledge required to perform task OTJ=On the job training C=Some combination of the above</p> <p>EXAMPLE: OTJ</p>



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ATTACHMENT "B"

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INTERVIEW GUIDE

Position

- What are your most important duties/responsibilities?
- How are these characterized (writing, decision-making, etc.)?
- What activities are typically a top priority of your job?
- What activities are important, but often get postponed because of time limitations and/or other priorities?
- What meetings do you regularly attend?
- How are support services (i.e. clerical) provided to you?

Services

- What basic service does your section/division provide?
- What is its primary objective?
- What is the total number of employees in your section/division?
- What are the budget/staffing trends in your section/division since 1970?
- What would you consider to be the major service measures which meet public demands?

Legal/Policy Basis for Operation

Client Groups Served

- What client groups both internal/external to the department receive services?
- How are these groups selected and what determines the level of service received?

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Intra/Inter-Departmental Coordination

- How frequently does your section/division interact with other divisions - what is the occasion for such interactions?
- Has this interaction been satisfactory? How could it be improved?
- Are there turf conflicts in divisional/departmental activities with other divisions/departments? Why?

Management

- What is the frequency and type of reports that you provide to your superiors?
- How is performance evaluated by
 - o Your supervisors of you
 - o Yourself of your subordinates
- How are sectional/divisional objectives established ?
- How is sectional/divisional workload measured and reported?
- How is the timeliness and the quality of work controlled?
- How are work standards established and monitored?
- How do you get work assignments? What percentage of your work is self-generated?
- How and who establishes priorities of the sectional/divisional workload?
- When is the heaviest/lightest workload?
- Who provides back-up assistance for your position?

Administrative Systems

- Who prepares the budget?
- What review/approvals take place prior to submitting this information to the Fire Chief?
- How is the work coordinated with other divisions/departments?
- What is the major information base and/or system used and how is this maintained?
- Do other departments use this information base?
- Who handles payroll, purchasing, personnel problems?

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Resources

- What are the department's major needs for:
 - o Support staff
 - o Physical facilities
 - o Equipment
 - o Support services
 - o Systems for reports, workload monitoring, etc.

Organization

- Is it feasible or desirable to consolidate departmental functions - - why or why not?
- What do you see as a desired end result of this study?



CITY OF SACRAMENTO

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ATTACHMENT "D"

DEPARTMENT OF FINANCE

915 I STREET
ROOM 112

SACRAMENTO, CALIFORNIA 95814
TELEPHONE (916) 449-5736

JACK R. CRIST
DIRECTOR OF FINANCE

ROBERT C. LELAND
ASSISTANT DIRECTOR

October 20, 1982
FA82842:MH:KMF

M E M O R A N D U M

To: Fire Department Administrative Staff
From: MONIKA HUDSON, Finance Department-Administration and Budget *ms*
Subject: OVERVIEW OF THE FIRE DEPARTMENT ADMINISTRATIVE ANALYSIS PROJECT

The City Manager has requested that a management audit be conducted of the Fire Department's administrative organization which will provide a comprehensive overview of its structure and fire service provisions. This project is intended to identify:

- o The basic services provided by the administrative sections of the Department
- o The current support systems which back-up these services
- o Available re-organization, consolidation, and/or enhancement options for the Department, particularly as they relate to the use of its personnel resources

With these three issues in mind, the study will involve all members of the Fire Department's Administrative Staff, including:

- o All members of the Administrative Division (6)
- o The Fire Marshall and clerical position assigned to the Prevention Division (2)
- o All safety personnel assigned to the Administrative Captain level or above in the Fire Suppression Division (11)
- o All members of the Training and Safety Division (3)
- o All members of the Emergency Planning Division (1)

Attached to this overview memorandum are the program purpose, task, and timeline descriptions for this project, along with an analysis questionnaire and interview guide. Each of these items will be reviewed during a staff meeting which will be held during the week of October 25th. In the meantime, if you have any questions with respect to the audit, please contact either Monika Hudson at extension 5736 or Deputy Chief Feil at 5266. Thank you for your cooperation in this matter.

cc: Bob Leland, Finance
City Manager's Office (Wisham)
Employee Relations (Marnach)

FIRE DEPARTMENT ADMINISTRATIVE ANALYSIS

PROJECT PURPOSE: The City Manager's office has directed that a study be conducted which will review the current Fire Department administrative organization and approach to the provision of fire services. This analysis will indicate:

- ° the basic services which are provided including:
 - the scope and type of work which is done
 - number and type of personnel assigned for specific tasks
 - principal work measures
 - historical assignment of people (numbers)
 - intra-departmental system for coordinating work
- ° how departmental activities are coordinated with other City departments or external agencies (paramedic, County, etc.)
- ° what opportunities are available for re-organization, consolidation, and/or work method improvement, including:
 - how current resources are utilized (personnel, facilities, equipment, etc.) and any anticipated improvement levels
 - identifying which administrative systems exist for quality/quantity control of departmental output
 - how effective the current administrative support systems are, particularly in the area of clerical and fiscal requirements
 - how work duplication, internally and externally, is avoided
 - what the particular strengths and weaknesses of the existing chain-of-command and span-of-control programs are
 - how effective are the existing administrative systems for:
 - * assigning and controlling work
 - * identifying and resolving service delivery problems
 - * achieving stated objectives and goals
 - * resolving personnel problems (grievances, etc.)
 - * maintaining financial controls

PROJECT TASKS: In order to complete this project in a timely manner, the following actions will take place:

Task 1 - Review Work Program with Fire Chief

To assure that the study meets the needs of the department, it is important to initially review and finalize the work program with the Fire Chief. This will also permit the Fire Chief to identify significant departmental workload concerns.

Task 2 - Meet with Departmental Staff

In order to clarify project goals and objectives, maximize employee participation and understanding, and minimize disruption to normal work routines, the Fire Administration analysis project will be begun by meeting with all Fire Department staff. This step will be carried out at an arranged staff meeting.

Task 3 - Complete Fire Administration Analysis Questionnaire

At the conclusion of the meeting referenced above, a Fire Administration analysis questionnaire will be distributed to all departmental employees. Among other things, the questionnaire will provide employees with an opportunity to describe the duties and responsibilities of their positions as well as their perception of area of responsibility where additional staff assistance and/or ability to delegate is needed.

Task 4 - Review and Analyze Fire Administration Analysis Questionnaire

The Fire Administration questionnaires provide an initial basis for looking at staffing assistance needs. Each questionnaire will be reviewed along with related materials (i.e., Fire Department organization chart, etc.) in order to get an initial grasp on the department's workload.

Task 5 - Interview Employees

Once the questionnaires have been analyzed, each employee will be interviewed in order to obtain further insight into each position's duties and responsibilities. This interview process will supplement the basic questionnaire and will also provide an additional opportunity for departmental staff participation.

Task 6 - Draft Preliminary Fire Administration Analysis Report

Utilizing the data obtained from the questionnaires and interviews, Finance Department staff will prepare a draft Fire Administration analysis of the Fire Department. When this is completed, it will be given to the Fire Chief for review. Each departmental employee will receive an individual copy of their position analysis so that they may comment upon it. These comments will be forwarded to the Finance Department for review.

Task 7 - Review Comments and Conduct Follow-up Interviews

Any staff comments will be thoroughly examined and follow-up interviews will be conducted at the request of employee or as otherwise appropriate. This should clarify any misperceptions regarding work responsibilities, refine remaining problem areas as well as provide another opportunity for departmental staff participation.

Task 8 - Prepare and Submit Final Report

Based upon the above task, the Fire Administration analysis final report will be revised and submitted in final form.

ATTACHMENT "F"

FIRE DEPARTMENT ADMINISTRATIVE ANALYSIS TIMELINE

<u>TASK NUMBER</u>	<u>ACTION</u>	<u>COMPLETION/ACTION DATE(S)</u>
1	Review work program with Fire Chief	October 18, 1982
2	Meet with Departmental staff	October 25, 1982
3	Distribute/complete Administration Analysis Questionnaire	October 25, 1982 - November 1, 1982
4	Review and analyze Administrative Analysis Questionnaire	November 2, 3, 1982
5	Interview Employees	November 3-5, 1982 November 10 & 12, 1982
6	Draft preliminary administration analysis report	November 19, 1982
7	Review comment and conduct follow-up interviews	November 23, 1982
8	Prepare and submit final report	December 1, 1982

POSITION DESCRIPTION SECTION



CITY OF SACRAMENTO

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DEPARTMENT OF FINANCE

915 I STREET
ROOM 112

SACRAMENTO, CALIFORNIA 95814
TELEPHONE (916) 449-5736

JACK R. CRIST
DIRECTOR OF FINANCE

ROBERT C. LELAND
ASSISTANT DIRECTOR

December 1, 1982
FA:82384:MH:KMF

MEMORANDUM

TO: FIRE DEPARTMENT ADMINISTRATIVE STAFF MEMBER

FROM: MONIKA HUDSON, Management Analyst

RE: Fire Department Administrative Analysis Project - Position Study

Attached please find a copy of your position description as part of the Fire Department's Administrative Analysis Project. The analysis has been divided into two sections:

1. Position Summary. This part of the description groups areas of responsibility together and provides a general idea of the detail involved in each major activity. This section provides an overview of your job; as such, the specific job detail has been omitted (i.e. "filing a particular form" would be included under a summary statement "filing").
2. Delegatable Assignments. This section of the description lists tasks which should be delegated to lower level staff, automated, or both. All activities which are "clerical" in nature have been listed with a "S" or "secretarial" responsibility code next to them (NOTE: This does not mean that the department's secretary will be handling these duties, only that a particular staff person believes that the activity should be handled by a lower level "clerical" employee); all other codes are explained by the responsibility key.

Please review your position description carefully, paying particular attention to the "Delegatable Assignments" section. After going over this sheet, if you have any omissions, deletions, or other changes, please contact me at extension 5736.

Thank you for your cooperation in this matter

Monika Hudson

MONIKA HUDSON
Management Analyst

cc: Department of Finance (Leland)
City Manager (Wisham)
Employee Relations (Marnach)
Personnel (Giles)

DEPUTY FIRE CHIEF (PERSONNEL)

Position Summary

General Responsibilities include:

- Administration "A" Platoon
- Personnel matters such as:
 - Manual of Operation's rules and regulations
 - Negotiations
 - Grievances
 - Disciplinary matters; employee counseling
 - Internal investigations
 - Supervision of:
 - *Roll call
 - *Workers Compensation; injuries
 - Civil Service Board
- Office supervision including
 - Cross training of office personnel
 - Office/departmental records maintenance
 - Office equipment maintenance
- Departmental building repair/maintenance

Delegatable Assignments

- Maintenance of drivers license, roll call, injuries/workers' compensation records (AC-CRT)
- Office and Departmental records maintenance (AC)
- Landscaping and ground maintenance (LDFF)
- Council agenda monitoring (S)
- Xeroxing; obtaining supplies (S)
- Filing, typing (S)
- Annual hose test (AC)

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RESPONSIBILITY KEY

- AC = Administrative Captain
- BC = Battalion Chief
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- SU = Supervisor of Inspectors
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DEPUTY FIRE CHIEF (COMMUNICATIONS)

Position Summary

General Responsibilities include:

- Administration "B" Platoon
- Fire Department Communications including:
 - Supervision of dispatch center including construction of new facility
 - Establishment of mutual and automatic aid agreements
 - Installation /maintenance/storage of communication equipment for all personnel, facilities (includes paging equipment)
- Fire Prevention support including:
 - Development of pre-fire plans for commercial structures
 - Departmental review of Environmental Impact Reports (EIR's)
 - Review of large development plans to ensure water pressure compliance
 - Supervision of Smoke Detector Installation Program
- Capital Improvement Planning including:
 - Master Plan development
 - Capital Improvement development/monitoring
 - Providing departmental input to Planning and Community Development Committee

Delegatable Assignments

- Communication equipment inventory/maintenance (CRT)
- Custodian of communications equipment (AC)
- Miscellaneous filing; office work (S)

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DEPUTY FIRE CHIEF (OPERATIONS)

Position Summary

General Responsibilities include:

- Administration "C" Platoon
- Fire Department Safety and Equipment Provision such as:
 - Development of on-going departmental safety program
 - Monitoring and prevention of accidents
 - Supervision of uniform specification, purchase, and distribution process
 - Supervision of equipment specification, purchase, and distribution process
- Emergency Planning Activities involving:
 - General administration of the City's Office of Emergency Services (OES) Program including equipment maintenance, expense reimbursements, etc.
 - General administration of all Federal Emergency Management Act (FEMA) Programs, including the crisis relocation and hazardous material (HazMat) projects
- Administration of the Department's Inventory Maintenance Activities including:
 - Supervision of utility shop
 - Inventories of all departmental equipment, vehicles, and general assets

Delegatable Assignments

- Typing; filing (S)
- Processing of safety reports (F-73) (S)
- Research safety equipment (AC)
- Accident report (AC-BC)
- Uniform specifications; vendor contact; documentation (AC-CRT)
- New apparatus specifications; vendor contact; documentation (AC-CRT)
- New equipment specifications; vendor contact; documentation (AC-CRT)
- OES equipment maintenance; documentation; dispatch (AC-Duty Officer-CRT)
- Equipment Inventory (AC-CRT)
- FEMA requirement maintenance (AC-CRT)

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FIRE MARSHAL

Position Summary

General Administration of the Fire Prevention Bureau including:

- Fire Prevention Investigation/Inspection activities
 - Fire Company Inspection Program
 - Home Inspection Program
 - Commercial Inspections
 - Arson Investigation
 - Assisting in the development of Building/Health and Safety Codes as they relate to Fire Prevention
- General administration of the City's Weed Abatement Program
- Plan-checking activities including
 - Verifying fire egress for all new residential/commercial development
 - Monitoring building modification including sprinkler installations

Delegatable Activities

- Filing/sorting Fire Prevention materials (S)
- City surveys for fire hazards; update (AA-CRT)
- Mail sort (S)
- Review/respond letters from fire companies (SU)
- Provide Fire Prevention Manual (AA-CRT)
- Answer telephone (S)
- Assist in employee training (AA-SU)
- Fire Company Inspection Program (CRT)
- Home Inspection Program - Fire Prevention Week (CRT)
- Provide evacuation training to citizens (I)

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AIDE I (BUDGET)

Position Summary

- Coordination of all budget activities including:
 - Preparation of the Department's annual budget
 - Maintenance of internal expenditure ledger
 - Coordination of all purchasing activities including arranging for fuel for station fuel tanks
 - Provision of budget status report analysis information
 - Assembling all accident, theft and loss reports for submission to Risk Management
 - Preparation of bills for reimbursements from
 - *Outside local agencies for training activities
 - *Federal government for FEMA programs
 - *State of mandated program expenses
- Development of electronic and administrative systems for:
 - Uniform Fire Incident Report System (UFIRS)
 - Electronic Data Processing Committee
 - Fire Prevention system including a field personnel instruction manual
 - Monitoring equipment mileage and fuel usage
- Special Projects as assigned including:
 - Administrative assistance to the Weed Abatement Program particularly in the area of developing automated systems.
 - Preparation of media releases or departmental activities
 - Agency surveys
 - Various equipment/personnel research and development programs.

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Delegatable Assignments

- Expenditure file (CRT)
- Maintenance of Uniform Fire Incident Reporting System (UFIRS) data (CRT)
- Fire Prevention data maintenance (CRT)
- Weed Abatement data (CRT)
- Risk Management theft, accident, injury data (CRT)
- Monitoring equipment mileage and fuel usage (CRT)

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AIDE II (EMERGENCY PLANNING)

Position Summary

- Coordination of the Hazardous Materials (HazMat) Program including:
 - Response and investigation to all HazMat incidents
 - Research and procurement of appropriate HazMat equipment
 - Development of HazMat Training Programs (including lesson plans, teaching guides) for:
 - *HazMat Team (106 hour course)
 - *All firefighters (8 hour course)
 - *General City HazMat Policy (12 hour course)
 - *Fire incident command positions course
 - Development of HazMat containment, identification, decontamination, Mutual Aid Agency notification, scene stabilization, cleanup and disposal, chemtrac and restricted zone plans
 - Participation in interagency planning projects including California Highway Patrol and State supafund programs
- Development and coordination of the City's Emergency Services Program including:
 - Research and analysis of Department of Transportation (DOT), Environmental Protection Agency (EPA), State health and local regulation
 - Development of inter-agency emergency response plans (County of Sacramento, SMUD, Rancho Seco)
 - Coordinate all City Federal Emergency Management Act (FEMA) activities including all reimbursement claims and budgets
 - Development of City's Emergency Response Plan

Delegatable Assignments

- Answering telephone (S)
- Filing of HazMat Materials (S)
- Equipment comparative data (CRT)
- Equipment specification development (AA)
- Purchasing activities (S)
- Checking equipment against specifications (AA)
- Development of HazMat contingency plans (AA-CRT)
- Development of Manual of Operations for HazMat Program (AA-CRT)
- Research appropriate HazMat textbooks (AA)
- Update siren list (AA-CRT)
- Prepare FEMA budget; financial statement (AA)
- Typing (S)

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AIDE III (ROLL CALL)

Position Summary

General Responsibilities for:

- Conducting daily roll call for suppression personnel
- Maintaining personnel records indicating:
 - Overtime and compensatory time logs
 - Shift changes
 - Injury reports
 - Assist in updating the Manual of Operations, call back and "acting" logs
- Apparatus support assistance indicating:
 - Scheduling apparatus repairs
 - Coordinating station repairs
 - Maintenance of equipment movement self-contained breathing apparatus, and pump test logs

Delegatable Assignments

- Conduct/project daily roll call (CRT)
- Schedule Fire apparatus for repairs (CRT)
- Process injury reports (S)
- Driver's license and medical renewals (CRT)
- Maintain office supplies; assignment and overtime logs (S-CRT)
- Maintain shift trade and leave logs (S-CRT)
- Maintain self-contained breathing apparatus, pump test, injury, "acting" and detail pool logs (S-CRT)
- Typing (S)
- Maintain time cards for injured personnel (S)
- Coordinating station, apparatus, and equipment movement data (CRT)

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AIDE IV (EQUIPMENT)

Position Summary

General Responsibilities involve:

- Procurement, replacement, distribution of all safety clothing including leather and turnout boots, helmets, and uniforms
- Monitoring of Hose Test Program
- Maintenance of Central Fire Department equipment inventory including all company furniture
- Opening/closing of Fire stations
- Replacement/procurement of department equipment

Delegatable Assignments

- Maintain hose test cards (CRT)
- Maintain Central Fire Department equipment inventory (CRT)
- Maintain central furnishing inventory (CRT)
- Sorting paychecks (S)
- Telephone (S)
- File maintenance (S)

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DIRECTOR OF TRAINING

Position Summary

- Provides administrative direction to the Training Division including:
 - Supervision of all training programs and examinations including program development for all tests and subsequent evaluations
 - Maintenance of all training facilities and equipment
 - Development of the division's overall goals, objectives and annual budget
 - Purchase of all training materials and equipment
 - Supervision of all full-time training and special project personnel
 - First line counseling with respect to training performance
- Serves as a member of the Department's Administrative staff by:
 - Assisting in the development of overall Fire Department policy particularly in the area of training
 - Serving as a line Battalion Chief when required
 - Special projects as required
 - Liaisoning on an inter-agency basis with other fire department training programs

Delegatable Assignments

- Direct supervision of all special project personnel (TO)
- Administration of Captain's exam (BC)
- Development of Firefighter's physical agility entrance exam (TO)
- Development of Apparatus Operator's practical exam (TO)
- New program development and assist with departmental evaluations (TO)

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TRAINING CAPTAIN

Position Summary

Responsible for all formal training programs including:

- Actual Fire Academy Training for all new recruits
- Actual instruction and/or training of all sworn personnel (including the development of appropriate lesson plans, instructional aides, and multi-media programs/exercises in:
 - Fire Prevention investigation and inspection techniques
 - Cardio-Pulmonary Resuscitation (CPR) and emergency medical aid
 - Proper use of all existing and new equipment
 - Specialized firefighting techniques (high-rise experience, etc.)
 - Multiple company drills
 - Retraining of extended leave personnel
- Assisting in the development of and administering practical promotional examinations for apparatus operators, captains, etc.
- Maintenance of all training programs and files
- Supervise annual pumping exercise test for all engines
- Prepare monthly consolidated activity schedule for all companies
- Development and maintenance of the Fire Department Reserve Program
- Assist in coordinating inter-agency fire training programs

Delegatable Assignments

- Telephone (S)
- Maintenance of training records/files/multi-media material (S-AA)
- Maintenance of training facilities/vehicles (CUST-LDFF)
- Preparation of monthly training report (S)
- Typing of all training materials (S)
- Development of monthly activity schedule (CRT)
- Maintenance of prior exams (CRT)

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SECRETARY

Position Summary

- Serves as Fire Chief's personal secretary including all typing, dictation, and appointment scheduling
- Acts as primary clerical support for the department including:
 - Handling all personnel functions including:
 - *Time cards
 - *Personnel Action Request (PAR) changes
 - *Updating the department's personnel roster
 - *Monitoring position control information and investigating any discrepancies between the Personnel and Fire Department's records
 - *Compiling the department's overtime, injury, consolidated fire incident and attendance reports
 - *Computation of all special leave benefits
 - *Daily personnel distribution report posting
 - Providing clerical support for all departmental confidential activities including negotiation materials
 - Providing clerical support all staff (including all deputy chiefs) and Training Division activities
- Provides back-up support for all departmental budget activities including:
 - Typing of annual budget
 - Signing of all travel orders
 - Back-up to budget administrative captain

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Delegatable Assignments

- Typing, dictation, monitoring calendar for Deputy Chiefs and Training Division (S)
- Records maintenance (S)
- Long-distance telephone report (S)
- Departmental card and personnel rosters (CRT)
- Overtime injury, attendance, consolidated fire incident, vacation credit, and out-of-class tracking (CRT)
- Greater alarm log (CRT)

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TYPIST CLERK II (FIRE SUPPRESSION)

Position Summary

- Serves as the department's receptionist for all telephone and public counter contacts
- Provides general clerical support to the Division by:
 - Typing correspondence for deputy chiefs when assigned
 - Typing all updates for the Manual of Operations, Department Rules and Regulations and Chief Officer's Guide
 - Routing of all incoming mail and correspondence for the department
 - Computation and verification of all vehicle mileage claims
 - Maintenance of all response master file and structural address file data
 - Review and correction of all incident report data as well as the consolidated file on all multiple alarm incidents
 - Provide clerical support for all emergency planning files, claim reimbursements, and records
 - Provide back-up clerical support for the Departmental Secretary
 - Monitor all shift trades and maintain log
 - Assist in roll call during absence of roll call administrative captain
 - Maintenance of the Department's Alarm Station Consolidated Report, Fire Investigation Report, and transfer list

Delegatable Assignments

- Telephone reception: (S)
- Manual of Operation and Departmental Rules and regulations (CRT)
- Verification of all vehicle mileage claims (CRT)
- Response/address master files (CRT - already in mainframe)
- Tracking all shift trades (CRT)
- Seniority/address/death personnel rosters (CRT)
- Multiple alarm incident response data (CRT)
- Breakdown alarm station consolidated report (CRT)
- Fire Investigation Log (CRT)
- Departmental transfer list (CRT)

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TYPIST CLERK II (FIRE PREVENTION)

Position Summary

Provides general support for the Division including:

- Answering telephones, typing, filing, and general reception services
- Setting up appointments, maintaining records, and/or updating the following:
 - Remodeling and/or new development plans
 - Commercial firework booth, and agricultural burn inspections
 - Tank installations and fumigation notifications
 - Update of alarm station emergency numbers
 - Updating fire inspection code books
 - Bingo, dance, and tree lot inspections
 - Demolition permits and fire extinguisher servicing
 - Receipt of arson subpoenas
- Support services for Fire Prevention Month including typing up press releases and internal distribution of scheduled activities

Delegatable Assignments

- Tank removals/installations (CRT)
- Firework booths/monitoring (CRT)
- Alarm station emergency numbers (CRT)
- Code book updates (CRT)
- Inspection statistics (CRT)
- Agricultural burns (CRT)
- Bingo/dance permits; Christmas lots; demolition permits (CRT)
- Fire Prevention Month notifications (CRT)
- Fire extinguisher records; fumigation notices (CRT)

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TYPIST CLERK II (WEED ABATEMENT)

Position Summary

- Answering telephones, typing, filing, and general reception services
- Investigating, monitoring, and updating all liens/credits due for clearance expenses including noting all detail on parcel files
- Assisting in processing all contractor invoices, noting work done and appropriate costs
- Providing notification services to general public on all required abatements
- Serves as back-up to the departmental secretary

Delegatable Assignments

- Vacant parcel/lot records search (CRT)
- Second notice mail outs (CRT)
- Contractor award, lot, and cost data (CRT)
- lien/credit posting and notification (CRT)

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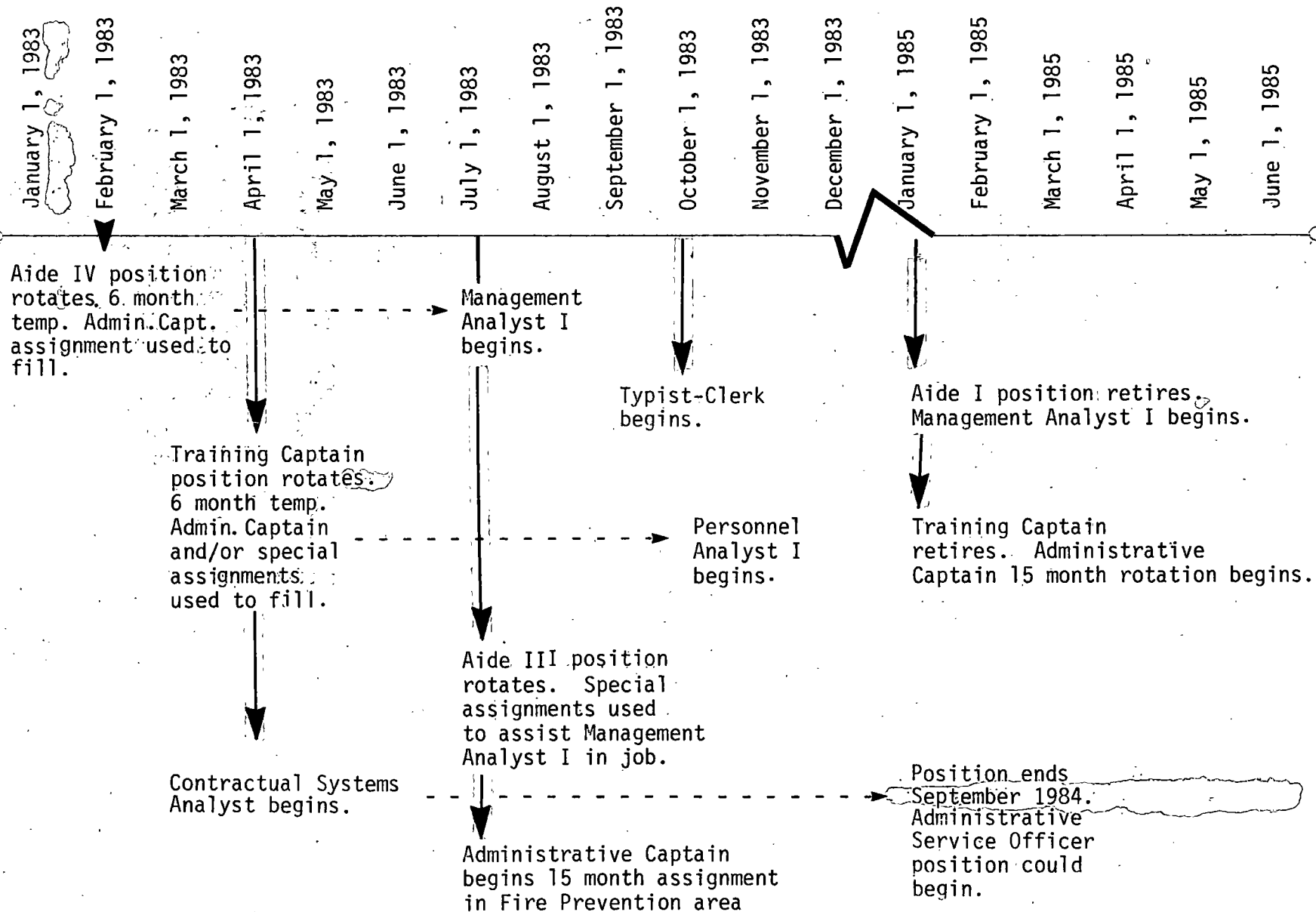
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COMPARISON OF CURRENT AND PROPOSED FIRE ADMINISTRATION MANAGEMENT SUPPORT STAFF ANNUAL COSTS

<u>CURRENT</u>			<u>PROPOSED</u>		
<u>Title</u>	<u>Salary</u>	<u>Total Cost (Includes salary)</u>	<u>Title</u>	<u>Salary</u>	<u>Total Cost (Includes salary)</u>
1. Contractual Systems Analyst	-0-	-0-	Contractual Systems Analyst	\$37,229	\$ 37,229
2. Aide I (Budget) Admin. Capt.	\$35,537	\$ 51,070	Aide I (Budget) Mgnt. Analyst	22,815	31,587
3. Aide II (Em. P1) Admin. Capt.	37,499	53,782	Aide II (Em. P1) Admin. Capt.	37,000+	53,000+
4. Aide III (R. Call) Admin. Capt.	39,210	56,128	Aide III (R.Call/Eq) Mgnt. Analyst	22,815	31,587
5. Aide IV (Eq.) Admin. Capt.	39,210	56,128	Aide IV (Eq.) position eliminated w/recommendation	-0-	-0-
6. Training Capt. Admin. Capt.	37,148	53,654	Training Capt. Admin. Capt.	37,000+	53,000+
Admin. Capt.	37,148	53,654	Pers. Analyst	22,911	31,708
7. Fire Prevention Aide position Admin. Capt.	-0-	-0-	Fire Prevention Aide position Admin. Capt.	37,000+	53,000+
		\$324,419			\$291,111

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TIMETABLE FOR FIRE DEPARTMENT STAFF RECOMMENDATIONS



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