Scope of Work – Fire Department Staffing Needs Assessment

Phase I: Project Initiation

Task 1-A: Development of Project Work Plan

ESCI will develop a project work plan based on the scope of work and converse with the community's project team to gain a comprehensive understanding of the organization's background, goals, and expectations for this project. This work plan will be developed identifying:

- Primary tasks to be performed
- Person(s) responsible for each task
- Time table for each task to be completed
- Method of evaluating results
- Resources to be utilized
- Possible obstacles or problem areas associated with the accomplishment of each task

This exchange will also help to establish working relationships, make logistical arrangements, determine an appropriate line of communications, and finalize contractual arrangements.

Task 1-B: Review of Background Information

ESCI will request pertinent information and data from the organization's assigned project manager. This data will be used extensively in the analysis and development of the master plan document. The documents and information relevant to this project will include, but not be limited to, the following:

- Past or current fire department studies or research
- Local census and demographics data
- Financial data, including debt information, long-range financial plans and projections
- Department Standard Operating Guidelines (SOGs) and service delivery practices
- Current service delivery objectives and targets
- Facilities and apparatus inventories
- Automatic and mutual aid agreements
- Records management data, including National Fire Incident Reporting System (NFIRS) incident data
- Computer-Aided dispatch (CAD) incident records
- Local Geographic Information Systems (GIS) data, where available

Task 1-C: Site Visit and Stakeholder Input

The ESCI project team will conduct interviews with and gather information from key personnel that may include:
Elected or appointed officials

- Fire department managers and other key staff
- Finance function managers
- Volunteer/Paid-On-Call (POC) groups/representatives
- Employee groups/representatives
- Others as they may contribute to this project

From these interviews, ESCI will obtain additional perspective on operational, economic, and policy issues facing the agency. In addition, the project team will learn more about availability of data necessary to meet projected goals.

Phase II: Assessment of Current Conditions

In order to evaluate the effectiveness and efficiency of staffing within the organization, the study will begin with an analysis of current conditions and performance of the agency, with particular focus on delivery of emergency services. The analysis will include evaluation of the department's ability to delivery adequate and appropriate staffing to accommodate both the service demand and the specific types of risks faced by the agency.

Task 2-A: Organization Overview
An overview of the organization and community will be developed discussing:
- Service area population and demographics
- History, formation, and general description of the agency
- Description of the current service delivery infrastructure
- Governance and lines of authority
- Foundational policy documents
- Organizational design
- Operating budget, funding, fees, taxation, and financial resources

Task 2-B: Current Staffing Analysis
ESCI will review the department's current staffing levels. Areas to be considered include:
- Review and evaluate administration and support staffing levels
- Review and evaluate operational staffing levels, including volunteer personnel
- Review staff allocation to various functions and divisions
- Review staff scheduling methodology
- Review current standards of cover and staffing performance for incidents
- Review firefighter/EMS staff distribution
    - ALS/BLS mix, number of certified staff, officers, and deployment of EMS resources
    - Criteria for staffing levels per unit, if applicable
- Deployment of specialty teams, if applicable
- Apparatus deployment and trigger points for additional unit deployment

Task 2-C: Service Demand and Incident Staffing Performance
ESCI's project team will review and make observations in areas specifically involved in, or affecting, service levels and performance. Areas to be reviewed shall include, but not necessarily be limited to:
- Service Demand Study
    - Analysis and geographic display of current service demand by incident type
    - Analysis and geographic display of current service demand by temporal variation.
- Performance/Reliability Study
    - Analysis of current first-due unit response time performance levels and capabilities, analyzed through Geographical Information Systems software as appropriate
    - Analysis of staffing performance levels by temporal variation
    - Analysis of staffing performance levels by type of incident

Task 2-D: Future Service Demand Projections

Population growth projections, along with historical and forecast incident rates, will be utilized to develop projections for future service demand.

Phase III: Staffing Observations, Options and Recommendations

The project concludes with strategies intended to place the organization in a position to successfully serve its service demand and risk. ESCI will develop and analyze various models for providing adequate staffing for emergency services with the specific intent of identifying those options that can deliver the desired levels of service at the most efficient cost. Recommendations will be provided identifying the best long-range strategy for staffing and the impact of initiating such a strategy. In addition, short and mid-term strategies will be recommended for staffing improvement or increased efficiency.

Task 3-A: Recommended Future Strategies

ESCI will develop a recommended long-term option(s) for staffing that will improve the department's level of service towards the identified staffing performance objectives and targets. This may include, but is not necessarily limited to, specific recommendations regarding:

- Necessary adjustments in the level of volunteer/POC staffing on roster
- Revised targets for volunteer/POC participation and response levels
- Geographic distribution of targeted recruitment based on service demand, risk and demographics
- Addition of part-time or full-time paid staff, where necessary and supported by data
- Recruitment methods for increasing volunteer/POC rosters in target areas
- Retention programs for maintaining existing volunteer/POC staff
- Options for volunteer/POC compensation systems to improve participation within allowable federal and state labor regulations
- Options for improving volunteer/POC recognition and awards programs
- Options for increased use of mutual/automatic aid system
- Improvements in personnel management practices to enhance recruitment and retention
- Alternative staffing concepts, such as student or intern staffing programs

ESCI will evaluate and present for each of the deployment option(s):

- Degree of benefit to be gained through its implementation
- Extent to which it achieves established performance targets
- Potential negative consequences

Phase IV: Development, Review, and Delivery of Final Report

Task 4-A: Development and Review of Draft Project Report

ESCI will develop and produce an electronic draft version of the written report for review by the client and client representatives. Client feedback is a critical part of this project and adequate opportunity will be provided for review and discussion of the draft report prior to finalization. The report will include:

- Detailed narrative analysis of each report component structured in easy-to-read sections and accompanied by explanatory support to encourage understanding by both staff and civilian readers
- Clearly designated recommendations highlighted for easy reference and cataloged as necessary in a report appendix
- Supportive charts, graphs, and diagrams, where appropriate
- Supportive maps, utilizing GIS analysis as necessary

Task 4-B: Delivery and Presentation of Final Staffing Analysis Report

ESCI will complete any necessary revisions of the draft and produce ten (10) publication-quality bound, final versions of the written report. A formal presentation of the project report will be made by ESCI project team member(s) to staff, elected officials, and/or the general public as necessary and will include the following:

- A summary of the nature of the report, the methods of analysis, the primary findings, and critical recommendations
- Supportive audio-visual presentation
- Review and explanation of primary supportive charts, graphs, diagrams, and maps, where appropriate
- Opportunity for questions and answers, as needed
- All presentation materials, files, graphics, and written material will be provided to the client at the conclusion of the presentation(s)