



# Community Priorities Advisory Committee Summary of Meeting #8

October 25, 2017

Prepared by:



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## I. Welcome and Introductions

### Welcoming Remarks, Roll Call and Agenda Overview

The eighth meeting of the Engage Roseville Community Priorities Advisory Committee (CPAC or Committee) was held on Wednesday, October 25, 2017, from 6:00 p.m. to 8:00 p.m. at the Mahany Meeting Rooms, 1501 Pleasant Grove Boulevard, Roseville, California. The purpose of the CPAC is to develop recommendations for the City Council regarding service-level priorities and potential service reductions for the five City departments whose operation constitutes the majority of General Fund expenses.

This summary is intended as a succinct synopsis of the meeting's presentations and discussion. More detail on all items, plus meeting materials and a schedule, can be found on the City's Engage Roseville webpage at [http://www.roseville.ca.us/council/engage\\_roseville/default.asp](http://www.roseville.ca.us/council/engage_roseville/default.asp).

Facilitator **Lou Hexter** introduced **CPAC Chair Krista Bernasconi**, who officially opened the meeting and took a roll call of the CPAC members.

#### **CPAC Members/Designated Alternates Present:**

Krista Bernasconi, Matthew Bridge, Ellaison Carroll, Pete Constant, Stephanie Dement, Kristine Dohner, Derk Garcia, Valerie Gross, Julie Hirota, Kathryn Kitchell, Joe Landon, Michael Laperche, Sr., Marcus Lo Duca, John Mason, Tracy Mendonsa, David Nelson, Jason Probst, Richard Roccucci, Dennis Snelling, Roy Sterns, John Tallman, Elaine Webb, Randall Wilson

#### **CPAC Members/Designated Alternates Absent:**

Richard Duffy, Jack Ellison, Wendy Gerig, Bruce Houdesheldt, Sergey Terebkov

#### **Agenda Overview**

Lou returned to the podium to review the evening's agenda, which is devoted to further preliminary ranking, discussion and questions regarding prioritization of Fire Department discretionary General Fund services, followed by a public comment period. CPAC members were provided with a packet via email and in hard copy which included the agenda, responses to questions received by the Fire Department, a memo regarding the Fire Department shift schedule, plus follow-up materials from Meeting #7 held on October 11, 2017.

## II. Fire Department Services Discussion

### CPAC Questions and Comments

CPAC members provided the following comments and questions regarding Fire Department services:

#### Opportunities for Cost Recovery

- The response to Question #2 in the Department's "Responses to Committee Questions" memo states that the Department is actively looking at other opportunities to collect reimbursement for services provided. Can you give us a sense of whether this has potential for significant revenue?
  - *An example would be a recovery fee for time spent on first response to medical calls, which is commonly billed by other fire departments within California to the patient's insurer, Medicare, etc.*
- Which other agencies in the region charge that fee, and what kind of revenue does it generate for them?
  - *Several including Sacramento Metro, Sacramento City and South Placer. The fees range from \$220 to \$400. We've initiated a meeting with a couple of the cities near us to discuss whether we could do this regionally. Just based on what we currently do, it would generate up to \$1 million in revenue annually.*
    - *I am opposed to charging a first responder's fee. This is a core government service that must be provided. If fees are to be charged, they should be for services that are not essential. It's unfair to charge taxpayers additional amounts for services they have a right to expect.*
- Clearly the first responder fee accounts for a large amount of revenue. Are there other areas where greater cost recovery could be done?
  - *Not a new one, but our inspection services for various permitting—hazardous materials, building permits, etc. bring in \$700,000-\$800,000 a year. So there may be opportunities to increase those services to include other items that need permitting.*
  - *What is the cost recovery for those?*
    - *About 70% of costs are recovered. That also includes general fund items that aren't a direct fee for service—general City obligations you can't recover funds from. It's a pretty high rate of cost recovery.*
- There seem to be a lot of responses like that. Does anybody in this department spend any time thinking about how to reconfigure the department so it's less expensive?
  - *Innovation is part of what we do and we're always looking for ways to do things cheaper and faster or better.*

- Roseville provides more mutual aid to others than they do for us, creating an imbalance. Does it provide an incentive for other communities to rely on us rather than increasing their staffing/equipment? Has there been any discussion of any kind of payment for mutual aid over a certain level?
  - The mutual aid contracts are renegotiated each year, and we set a strong baseline. If a community can't meet that baseline, we don't enter into a mutual aid agreement. Also, it's worth noting that the percentage of mutual aid that Roseville provides vs. received, as given during the last meeting—85% to 15%—only applies to rural areas. The percentage is considerably more even between Roseville and nearby cities which are similarly staffed.

### Medical Services and Transport

- AMR's contract to provide exclusive operating area services for ambulance services comes up for renewal in 2020. You've noted that the City is studying the feasibility of providing transport services themselves in future. Would opting out of renewing the contract for medical transport with AMR save money?
  - *Without a doubt. The City did a study in 2003 by the City of Roseville that demonstrated potential for revenue in providing their own medical transport. There are other areas in which a public-private partnership might work well.*
    - Regarding the 2003 study—there have been substantial changes since then in department costs and the costs for FTE. It would have to be carefully re-examined, as there are few cases where it costs less for a government employee to do something than a private contractor, due to overhead and associated costs.
- Are the “not categorized” non-emergency calls including things like lift assists for the elderly something the Fire Department needs to handle, or can a private contractor like AMR do so?
  - *They still qualify as medical calls, and it is our standard that no call is too small for us to handle.*
- Why does the Fire Department respond to calls such as flooding or water damage from broken fire sprinklers or pipes?
  - *It is not our primary responsibility but we do whatever we can as first responders.*
- I heard from a friend who recently retired as a Fire Captain elsewhere that many of the 911 calls they received were from low-income people looking for low-cost transportation for non-emergency medical appointments. Do you have a lot of such calls? We do want to help them, but could the City budget for calling a taxi in these cases so that they don't needlessly send out fire trucks and personnel?

- *We don't receive many such calls that I know of. If someone does call who proves not to need emergency transport, we will do our best to find alternative transportation for them if possible and legal. It's not a substantial expense to us.*
- *Would you use the Dial-A-Ride service, which the City supplements, for that purpose?*
  - *I've seen it done elsewhere, but here in Roseville need to be certain we transfer care to someone who can provide the appropriate level of service, and I'm not sure that Dial-A-Ride can do so at present.*
- *In Mesa, Arizona, they partner with Nurse Practitioners and/or mental health practitioners who are included on medical calls if possible. Could that be done here? Also, there are a number of agencies that have gone to squad responses as opposed to truck responses.*
  - *There is an opportunity that came in play along with the Affordable Care Act's stipulation that people shouldn't return to the hospital within 36 hours. In Arizona, this led to including Nurse Practitioners who could write prescriptions, etc. on the scene and avoid a need to go to the hospital. That's not currently done in California—in fact, it's not allowed here. There are some trials of this approach going on in San Diego.*

### Staffing

- *Can you reduce the number of staff on fire trucks from four to three without losing ability to respond?*
  - *That's a subject of negotiation with labor that I can't discuss present.*
    - *I remember CalFire had a huge controversy some years ago when the budget was cut and staff on trucks reduced from 4 to 3. I imagine that our personnel wouldn't like it either.*
- *If we did reduce staff on trucks from 4 to 3, how would that affect service, given that personnel have specialized training? Would we need to do additional training?*
  - *That's part of what we're currently talking with labor about. However, if that change were made, it would probably involve additional training.*
- *I am in total opposition to outsourcing public safety services. The training, quality of service and authority that we need is only available with sworn personnel. It's also important to keep consistent staffing levels up rather than leave vacancies open for multiple recruitment cycles and therefore pay greater amounts of overtime. The fact that many departments have recently increased their wages makes recruiting good talent even more difficult.*
- *There was a comment in your response memo that overtime is less costly than full staffing. Is there any model that doesn't bank on overtime for a department's operational staff?*

- *That was studied in 2011. There are models where you overhire and move people into positions when they come open rather than rehiring people on overtime.*
- *Yes, but you have to pay that person full benefits vs. paying a current staff member for overtime. Isn't that less expensive?*  
— *Yes, that was their recommendation.*
- *When does overtime commence—after 212 or 240 hours per month? There's different information given in different places.*
  - *An average of 56 hours per week is straight pay, with no overtime involved. There are different pay periods and different cycles—that's where the confusion comes in.*

### **Innovative Solutions**

- *Many elected officials and experts state that at the level of federal cuts and so on being made, the current levels of service are unsustainable while being fiscally responsible. I would like to see studies done to examine how we can re-invent the system to make it sustainable. It's also an issue that is subject to collective bargaining.*
- *Would you say that offloading medical response to a private contractor is one such innovative solution?*
  - *It's being studied throughout the country.*

Assistant City Manager **Dominick Casey** noted that the Committee are asking a lot of good questions and making useful suggestions. At present, the Fire Department's response model is based on the equipment, personnel and resources that they have, and AMR is inputting resources into the community based on their contract. The City has examined ways to save money or operate more efficiently, but hasn't looked everywhere. When AMR's contract comes up for renewal in 2020, this is an opportunity to re-examine these options. It's clear that operational efficiency is a big community concern, and in addition to providing community input on priorities, it's completely appropriate for the Committee to make recommendations for revenue or cost-saving ideas, suggestions for greater operational efficiency or to recommend that certain studies be carried out. To create the final report for the City Council, they will look at the recommendations and priorities that come from all sources and see where they align.

### **Service Rankings**

The rankings of Fire Department services resulting from the first round of voting, conducted by survey prior to the meeting, were as follows. As before, rankings were calculated by assigning a positive number for each high priority vote and a negative number for each low priority vote. Those services scoring five points

or more are rated as High Priority; those scoring -5 or less are ranked as Lowest Priority; and those receiving less than 5 but more than -5 are ranked as Medium Priority.

| <b>Fire Department Services Ranking #1 - Results</b>  |                         |                        |                              |        |
|---|-------------------------|------------------------|------------------------------|--------|
| <b>Service</b>  | <b>Highest Priority</b> | <b>Lowest Priority</b> | <b>Net Score and Ranking</b> |        |
| FO1. FIRE OPERATIONS: Fire Response including Wildland*   | 16                      | 0                      | 16                           | HIGH   |
| FO3. FIRE OPERATIONS: Hazardous Materials Response*   | 14                      | 0                      | 14                           | HIGH   |
| FO4. FIRE OPERATIONS: Technical Rescue Response*  | 12                      | -1                     | 11                           | HIGH   |
| FO2. FIRE OPERATIONS: Fire Based EMS Response*  | 12                      | -2                     | 10                           | HIGH   |
| FA1. FIRE ADMINISTRATION: Office of the Fire Chief and Administrative Staff Responsible For Overall Management Of The Department*                 | 7                       | -1                     | 6                            | HIGH   |
| FT1. FIRE TRAINING: Curriculum Development and Delivery of Department Wide Training*  | 6                       | -1                     | 5                            | HIGH   |
| FO6. FIRE OPERATIONS: Company Inspections*  | 5                       | 0                      | 5                            | HIGH   |
| FSS5. FIRE SUPPORT SERVICES: Computer Aided Dispatch Management and Dispatch Liaison*   | 5                       | 0                      | 5                            | HIGH   |
| FO5. FIRE OPERATIONS: State and Federal Mutual Aid Disaster Response*   | 7                       | -3                     | 4                            | MEDIUM |
| FO8. FIRE OPERATIONS: Terrorism Liaison Officers and Joint Terrorism Task Force*  | 4                       | 0                      | 4                            | MEDIUM |
| FLS4. FIRE AND LIFE SAFETY: Arson Investigation Program*  | 4                       | 0                      | 4                            | MEDIUM |
| EP1. EMERGENCY PREPAREDNESS: Coordination of City's Response to Emergency Incidents and Planned Events, and Large Scale Disasters Within the City | 5                       | -2                     | 3                            | MEDIUM |
| FT2. FIRE TRAINING: Management of the Fire Training Center*   | 3                       | 0                      | 3                            | MEDIUM |
| FSS1. FIRE SUPPORT SERVICES: Logistical Needs of the Department*  | 3                       | 0                      | 3                            | MEDIUM |
| FSS2. FIRE SUPPORT SERVICES: Purchasing and Maintenance of Equipment*   | 5                       | -3                     | 2                            | MEDIUM |
| EP3. EMERGENCY PREPAREDNESS: Management of the City's Emergency Operations Center   | 3                       | -2                     | 1                            | MEDIUM |
| FA7. FIRE ADMINISTRATION: Internal / External Communication & Transparency*   | 2                       | -1                     | 1                            | MEDIUM |

| Fire Department Services Ranking #1 - Results  |                  |                 |                       |        |
|--|------------------|-----------------|-----------------------|--------|
| Service  | Highest Priority | Lowest Priority | Net Score and Ranking |        |
| FLS3. FIRE AND LIFE SAFETY: Code Enforcement, Plan Review, & New Construction Inspections*   | 2                | -1              | 1                     | MEDIUM |
| FLS1. FIRE AND LIFE SAFETY: Fire Inspection Program*   | 1                | 0               | 1                     | MEDIUM |
| FA8. FIRE ADMINISTRATION: Department Personnel Management – Department HR Function, Recruitments/Hiring, Benefits, Evaluation System, Discipline Support*      | 3                | -3              | 0                     | MEDIUM |
| FT4. FIRE TRAINING: Management of all Required Licenses*   | 1                | -1              | 0                     | MEDIUM |
| FT5. FIRE TRAINING: Liaison with State and Local Emergency Medical Authority*  | 1                | -1              | 0                     | MEDIUM |
| FSS4. FIRE SUPPORT SERVICES: Apparatus Support*  | 0                | 0               | 0                     | MEDIUM |
| FSS8. FIRE SUPPORT SERVICES: Data Analytics*   | 0                | 0               | 0                     | MEDIUM |
| FO9. FIRE OPERATIONS: SWAT Medic Program   | 3                | -4              | -1                    | MEDIUM |
| EP2. EMERGENCY PREPAREDNESS: City-Wide Emergency Preparedness and Training   | 2                | -3              | -1                    | MEDIUM |
| FA4. FIRE ADMINISTRATION: Department Policy*   | 1                | -2              | -1                    | MEDIUM |
| FSS7. FIRE SUPPORT SERVICES: GIS and Mapping*  | 1                | -2              | -1                    | MEDIUM |
| FSS3. FIRE SUPPORT SERVICES: Facilities Support*   | 0                | -1              | -1                    | MEDIUM |
| FA5. FIRE ADMINISTRATION: Internal/External Communications*  | 1                | -3              | -2                    | MEDIUM |
| FA6. FIRE ADMINISTRATION: Payroll, Department Staffing Management (Telestaff System)*  | 1                | -3              | -2                    | MEDIUM |
| FLS2. FIRE AND LIFE SAFETY: CUPA Inspection Program*   | 0                | -2              | -2                    | MEDIUM |
| FA9. FIRE ADMINISTRATION: Financial Management – Budget, Accounts Payable, Purchasing, Grant Administration, Accreditation Management, Operational Statistics* | 1                | -4              | -3                    | MEDIUM |
| FT3. FIRE TRAINING: Sierra College Regional Fire Training Academy Partnership  | 1                | -4              | -3                    | MEDIUM |
| FLS6. FIRE AND LIFE SAFETY: Weed Abatement Enforcement   | 2                | -6              | -4                    | MEDIUM |
| FLS9. FIRE AND LIFE SAFETY: Volunteer Program  | 1                | -5              | -4                    | MEDIUM |
| FA3. FIRE ADMINISTRATION: City Council*  | 0                | -4              | -4                    | MEDIUM |
| FA2. FIRE ADMINISTRATION: Community Engagement*  | 1                | -6              | -5                    | LOW    |

| Fire Department Services Ranking #1 - Results                             |                  |                 |                       |     |
|---|------------------|-----------------|-----------------------|-----|
| Service   | Highest Priority | Lowest Priority | Net Score and Ranking |     |
| FO7. FIRE OPERATIONS: Public Education and Outreach*                      | 1                | -6              | -5                    | LOW |
| FSS6. FIRE SUPPORT SERVICES: Fire Records Management*                     | 0                | -5              | -5                    | LOW |
| FLS8. FIRE AND LIFE SAFETY: Buckle Up Baby & Life Jacket Programs         | 0                | -9              | -9                    | LOW |
| FLS5. FIRE AND LIFE SAFETY: Fireworks and Pyrotechnic Displays            | 0                | -12             | -12                   | LOW |
| FLS7. FIRE AND LIFE SAFETY: Public Education School Programs and Outreach | 0                | -12             | -12                   | LOW |

The following comments accompanied the survey responses:

#### Survey Comments on High Priority Services

- FA1. Reduce administrative staff (Assistant Fire Chief, PIO, Fire Inspection Supervisor, EMS QA Coordinator).
- FO1. Reduce number of responders to minor traffic accidents. Analyze calls to better determine what personnel are ACTUALLY NEEDED to be sent to an incident rather than trying to cover any and every anticipated need.
- FT1. Schedule training to avoid overtime; consider more on-line training when possible. Regionalize training programs to reduce administrative costs.
- FLS9. Increase the use of volunteers.
- General comment: Let's focus on reducing overhead and overtime costs. The front line services are essential.
- HR, Finance, GIS and purchasing could be combined into other City departments doing the same function
- Assigning weights to the respective services, without information regarding the cost of the service or the reduction in service associated with a reduction in funding, would appear to be a complete waste of time.
- The City needs to consider contracting out emergency medical response to private operators so that staffing levels can be adjusted accordingly (FO2).
- With regard to mutual aid (FO5), if the City is providing mutual aid to other jurisdictions 85% of the time v. receiving assistance from other agencies only 15% of the time that mutual aid is involved, there needs to be some financial offset from those agencies receiving an inordinate amount of mutual aid from the City.

- We are missing opportunities for revenue as AMR's funding for taking EMT emergencies is a big diversion of potential resources.
- Failure to fill vacancies has led to unproductive overtime charges and makes Roseville less desirable relative to other jurisdictions for new firefighter/EMT candidates.

#### Survey Comments on Low Priority Services

- FA8. Utilize other City departments (HR, Payroll, Finance) to consolidate functions and reduce redundancy.
- FO5. Renegotiate mutual aid agreements so neighboring communities share more of the financial burden.
- FO7. Perform any community engagement activities with regular time only (no overtime).
- FO8. Work with community non-profits to eliminate duplicative activities (e.g., Buckle-up Baby, etc.).
- FT2. Aggressively pursue revenue sources (mutual aid agreements, Fire Training Center, etc.).
- FLS1. Consider contracting out all inspections and plan reviews (building, fire & hazardous materials); reduce the frequency of inspections
- FLS4. Pursue agreements with surrounding jurisdictions (including Sacramento) to regionalize response to infrequent activities such as arson investigations, weed abatement, Terrorism, SWAT medic, etc.
- FLS5. Consider not allowing fireworks within City limits.
- FSS1. Consider contracting out GIS and Mapping.
- F02 - I think the department should scrutinize their current fleet usage for EMS calls. Using a fire truck to accomplish what can be done with a smaller vehicle seems like a waste of resources. Having SUV's at each station, responders can get to EMS calls quickly, with agility, and use fewer resources (personnel and equipment)
- F05 - I don't think we should disengage from our mutual aid agreements, but I think it's worth considering how much we give, versus how much we get. FEMA allows for the supporting agencies to charge the agencies receiving aid after the first 8 hours of work. I'd like to see some re-negotiations in the area.
- FT3 - Consider increasing daily fee-for-use. Consider adding or increasing Sierra College fees. It seems there is opportunity to offset the cost of the facility beyond the \$71,000 currently received.
- FSS2 - Department should review current equipment model, including the possibility of adding rapid response units to the fleet (less expensive to maintain and use). Also consider stretching out the fleet schedule to reduce how many trucks we retire and purchase. This is such a large piece of the budget that I really feel it's important to analyze and find efficiencies.

- FA1- Can one layer of management be eliminated from the organization? Or generally reduce the headcount in management and supervision?
- The overall budget includes a lot of overtime. There should be more front line people to cover vacations, holidays, sick, workman's comp, etc.
- FLS6-Move weed abatement to public works as firefighters are probably more expensive than public works employees.
- FLS8-Buckle up services are available through other community programs.
- The survey responses, whether positive or negative, effectively assign equal weight to each response, which is grossly inaccurate. It would be preferable if the respective responses could be weighted (1-8 in this survey).

CPAC members were asked to comment on the reasoning behind their choices or ask questions.

#### General Comments and Questions on Ranking Process

- What do the asterisks mean?
  - *These are services which the Department considers essential or which they are legally mandated to provide.*
- I hesitated to participate in the ranking exercise, as trying to pick eight out of a longer list of required and/or essential services seemed like throwing darts or a coin toss—random and purposeless. And there are some services that we don't need that often—such as the Terrorism Task Force—but when they are needed there's no alternative. As it is, I didn't use all of my choices for low priorities. If others approached it the same way, I wonder how useful this was.
- In setting my priorities for all of the departments, I was mainly concerned with opportunities for increased efficiencies and innovation. I gave some of my lowest priorities to some of the management and administrative functions because there may be better ways to manage and staff them.
- Given that more studies will be done, I didn't have as many issues with ranking as others. I focused on the comments that accompanied the survey results. One comment noted that FEMA allows for supporting agencies to charge agencies receiving mutual aid after the first 8 hours of work. I agree that it would be interesting to consider that.
- The CPAC represents the community, and operational efficiency is clearly a priority of the community. I respect the opinion of those who don't wish to make any cuts in safety services, but there is a middle road where you can be lean without losing quality.
- I gave low priorities to some of the services that many others considered to be of high priority, not because I questioned the usefulness of those services, but whether they're carried out with operational efficiency and effectiveness use of funds. For instance, I often see fire trucks at the grocery store—is it efficient to use them to run errands?

- *Fire officers on duty stay together and travel in their trucks, even on errands to get supplies for dinner, in order to be ready at any time if a call comes in.*

### Technical Rescue Services

- I was the one Committee member who ranked technical rescue response as low-priority. I questioned the need for urban search and rescue since we don't have many of the kind of situations that call for it (earthquakes, old buildings in danger of collapsing, etc.) I understand that it's a specialized unit whose members receive additional pay. How many such calls were received last year?
  - *That unit is called out in approximately 3-4 calls out of every 200, when the specialized equipment carried on that truck is needed. We do have other personnel who are capable of responding to those calls if it's not necessary. The individuals on that team, however, provide all training in those skills department-wide and also can get called out anywhere within the state if an earthquake occurred.*
- What is the additional cost for being prepared to respond to these calls?
  - *They get that training on their own. The incentive for doing so is 2.5% of their base salary. We try to train people up to that level because, even though we may not have a lot of earthquakes here, they do use those technical rescue techniques on a wide variety of everyday types of calls as well.*
- Do other agencies in the region with whom you have a mutual aid agreement have a similar task force?
  - *Yes – South Placer, Sacramento Metro, Sacramento City, etc. There are individuals in all these agencies who have that level of training and are utilized as members of the regional team.*
- Are technical rescue personnel required to arrange and pay for training on their own?
  - *The Department offers educational incentives, and they try to offset some of the costs of traveling by having a top-quality training center here.*
- What is the recurring cost to keep the technical rescue unit going?
  - *Not all that high—it was probably less than \$10,000 last year.*

### Terrorism Task Force

- Roseville has a lot of the kinds of facilities that Homeland Security tells us are likely to be popular targets for terrorists: a centrally located railroad that is close to the location of our City Hall and dispatch, an FBI building, a mall, many open areas, etc. Therefore I gave Terrorism Liaison Officers and the Joint Terrorism Task Force a high priority. It may not be needed that often, but when you do need it time is of the essence, and there's no other option.

- My rankings were based on the charge of the CPAC, which was prioritization of services, not examining organizational efficiency. I considered what services I consider necessary and also trusted that staff has done their due diligence, so I therefore focused on ranking the services that were not deemed essential.
- I felt conflicted looking at both police and fire services, and wanted to focus on recommendations for revenue enhancement because I'm not comfortable cutting those services. We need that level of quality and response capability to be available all the time.
- The reality is that we staff for the worst-case eventuality. We want that but aren't willing to pay for it, so it is unsustainable. Rather than worrying about paying for fewer firefighters, couldn't you transfer responsibility for non-specialized functions such as purchasing, facilities, GIS, building inspection, etc. to other City departments, or at least consolidate with City to get them done? Where I saw those possibilities, I awarded a low priority.
  - *The Fire Department doesn't necessarily have dedicated people for these tasks. They are listed among the administrative services we provide because the Department helps support the City personnel who are responsible for these tasks—they are auxiliary duties.*

#### Other Specific Services

- I gave a high priority to the volunteer program, since they can help the Fire Department and other City departments with non-specialized administrative tasks such as data management. We have a large retirement community with substantial expertise. There would have to be a robust program to engage more of these skilled volunteers.
- Wouldn't it be cheaper for weed abatement enforcement to be handled by Public Works rather than the Fire Department?
  - *It is already a multi-departmental function.*

The second round of voting, taking place at the meeting, resulted in the following rankings:

| Fire Department Services Ranking #2 - Results           |                  |                 |                       |      |
|---|------------------|-----------------|-----------------------|------|
| Service   | Highest Priority | Lowest Priority | Net Score and Ranking |      |
| FO1. FIRE OPERATIONS: Fire Response including Wildland* | 13               | 0               | 13                    | HIGH |
| FO4. FIRE OPERATIONS: Technical Rescue Response*        | 12               | 0               | 12                    | HIGH |
| FO3. FIRE OPERATIONS: Hazardous Materials Response*     | 10               | 0               | 10                    | HIGH |

| Fire Department Services Ranking #2 - Results   |                  |                 |                       |        |
|---|------------------|-----------------|-----------------------|--------|
| Service   | Highest Priority | Lowest Priority | Net Score and Ranking |        |
| FA1. FIRE ADMINISTRATION: Office of the Fire Chief and Administrative Staff Responsible For Overall Management Of The Department*                 | 9                | -1              | 8                     | HIGH   |
| FO8. FIRE OPERATIONS: Terrorism Liaison Officers and Joint Terrorism Task Force*  | 8                | 0               | 8                     | HIGH   |
| FT1. FIRE TRAINING: Curriculum Development and Delivery of Department Wide Training*  | 9                | -2              | 7                     | HIGH   |
| FO2. FIRE OPERATIONS: Fire Based EMS Response*  | 7                | -2              | 5                     | HIGH   |
| FO5. FIRE OPERATIONS: State and Federal Mutual Aid Disaster Response*   | 6                | -1              | 5                     | HIGH   |
| FSS5. FIRE SUPPORT SERVICES: Computer Aided Dispatch Management and Dispatch Liaison*   | 5                | 0               | 5                     | HIGH   |
| FT2. FIRE TRAINING: Management of the Fire Training Center*   | 5                | -1              | 4                     | MEDIUM |
| EP2. EMERGENCY PREPAREDNESS: City-Wide Emergency Preparedness and Training  | 4                | 0               | 4                     | MEDIUM |
| EP1. EMERGENCY PREPAREDNESS: Coordination of City's Response to Emergency Incidents and Planned Events, and Large Scale Disasters Within the City | 4                | -1              | 3                     | MEDIUM |
| EP3. EMERGENCY PREPAREDNESS: Management of the City's Emergency Operations Center   | 4                | -1              | 3                     | MEDIUM |
| FLS4. FIRE AND LIFE SAFETY: Arson Investigation Program*  | 3                | 0               | 3                     | MEDIUM |
| FSS2. FIRE SUPPORT SERVICES: Purchasing and Maintenance of Equipment*   | 4                | -2              | 2                     | MEDIUM |
| FA5. FIRE ADMINISTRATION: Internal/External Communications*   | 2                | 0               | 2                     | MEDIUM |
| FO6. FIRE OPERATIONS: Company Inspections*  | 2                | 0               | 2                     | MEDIUM |
| FSS4. FIRE SUPPORT SERVICES: Apparatus Support*   | 2                | 0               | 2                     | MEDIUM |
| FSS1. FIRE SUPPORT SERVICES: Logistical Needs of the Department*  | 2                | -1              | 1                     | MEDIUM |
| FSS7. FIRE SUPPORT SERVICES: GIS and Mapping*   | 1                | 0               | 1                     | MEDIUM |

| Fire Department Services Ranking #2 - Results  |                  |                 |                       |        |
|--|------------------|-----------------|-----------------------|--------|
| Service  | Highest Priority | Lowest Priority | Net Score and Ranking |        |
| FLS1. FIRE AND LIFE SAFETY: Fire Inspection Program*   | 1                | 0               | 1                     | MEDIUM |
| FLS3. FIRE AND LIFE SAFETY: Code Enforcement, Plan Review, & New Construction Inspections*   | 2                | -2              | 0                     | MEDIUM |
| FSS8. FIRE SUPPORT SERVICES: Data Analytics*   | 0                | 0               | 0                     | MEDIUM |
| FLS9. FIRE AND LIFE SAFETY: Volunteer Program  | 1                | -3              | -2                    | MEDIUM |
| FA4. FIRE ADMINISTRATION: Department Policy*   | 0                | -2              | -2                    | MEDIUM |
| FO9. FIRE OPERATIONS: SWAT Medic Program   | 0                | -2              | -2                    | MEDIUM |
| FLS2. FIRE AND LIFE SAFETY: CUPA Inspection Program*   | 2                | -5              | -3                    | MEDIUM |
| FT3. FIRE TRAINING: Sierra College Regional Fire Training Academy Partnership  | 1                | -4              | -3                    | MEDIUM |
| FA7. FIRE ADMINISTRATION: Internal / External Communication & Transparency*  | 0                | -3              | -3                    | MEDIUM |
| FA9. FIRE ADMINISTRATION: Financial Management – Budget, Accounts Payable, Purchasing, Grant Administration, Accreditation Management, Operational Statistics* | 0                | -3              | -3                    | MEDIUM |
| FSS6. FIRE SUPPORT SERVICES: Fire Records Management*  | 0                | -3              | -3                    | MEDIUM |
| FA3. FIRE ADMINISTRATION: City Council*  | 0                | -4              | -4                    | MEDIUM |
| FA6. FIRE ADMINISTRATION: Payroll, Department Staffing Management (Telestaff System)*  | 0                | -4              | -4                    | MEDIUM |
| FT5. FIRE TRAINING: Liaison with State and Local Emergency Medical Authority*  | 0                | -4              | -4                    | MEDIUM |
| FA2. FIRE ADMINISTRATION: Community Engagement*  | 1                | -6              | -5                    | LOW    |
| FO7. FIRE OPERATIONS: Public Education and Outreach*   | 1                | -6              | -5                    | LOW    |
| FSS6. FIRE SUPPORT SERVICES: Fire Records Management*  | 0                | -5              | -5                    | LOW    |
| FLS8. FIRE AND LIFE SAFETY: Buckle Up Baby & Life Jacket Programs  | 0                | -9              | -9                    | LOW    |
| FLS5. FIRE AND LIFE SAFETY: Fireworks and Pyrotechnic Displays   | 0                | -12             | -12                   | LOW    |
| FLS7. FIRE AND LIFE SAFETY: Public Education School Programs and Outreach  | 0                | -12             | -12                   | LOW    |

## Info Requests

CPAC members made the following requests for further information which will require follow-up by the Fire Department.

- If 63% of the Department's calls are medical—if all of that responsibility were transferred to a private contractor, how would that affect staffing needs at stations? AMR stages their response vehicles in locations where they can respond quickly. Wouldn't a private company taking over all emergency medical response be able to do so as well?
  - *I haven't studied or considered that option. However, my opinion is that you'd get lesser quality and efficiency. I think it would make it worse. You wouldn't get the same level of service that the Fire Department provides. We'll have to examine that and report back to you.*
- What about severe weather and natural disaster calls or special incident types? How many calls in those two categories do you receive in a given year?
- Fireworks services fall into two categories: inspection and oversight of displays, and responding to calls. Are there any studies you know of that indicate whether the number of response calls is affected by the legality or illegality of fireworks?
- What is the average cost of sending a full truck per call, on a per-hour basis, versus a rapid response car or team? We were only provided the full amount to run a station for a year. Having a finer breakdown would allow us to understand the benefit of implementing such a system. It seems realistic and useful to provide a more specific figure for what the per-call cost of running an engine.
  - *It is approximately \$3,300 per call per engine. We will get you a more exact figure. It will need more in-depth study to determine the costs at that level. However, it makes sense to bring a full truck to any call because you don't know what is needed until you arrive. If it turns out that a team of two specialists in a car can deal with the situation, they'll do so and the truck is freed up to respond to other calls.*
- If some of the services listed are just ancillary, and there isn't necessarily a dollar amount attached to it, why are they included on the list?
  - Once we wrap this initial prioritization process up, we'll look at the low priority items and provide more detail on how they impact the budget.
  - You've explained that City staff and MIG will go through the meeting notes to synthesize Committee suggestions, concerns and priorities in preparation for the last three meetings. Would it be useful to designate a sub-committee of CPAC members to help do this?

- We'll discuss this idea during the City's regular check-in meeting with the Chair and Vice Chair and report back.

The CPAC agreed to request some of the further studies mentioned or listed in the Department's "Responses to Committee Questions" memo be carried out, as follows.

- There are several studies listed in the memo that are related and can be combined for greater efficiency.
  - Potential studies mentioned in Questions #7, #9, #1 and #25 are all offshoots of one study regarding staffing issues.
  - The potential studies listed in Questions #2 and #11 could be combined since they are the flip side of one another—one has to do with contracting out services, the other with having the City provide more services.
- The feasibility of a first responders' fee
- Issues raised regarding equipment deployment and use
- Greater cost recovery

### **III. Public Comment**

Members of the public were invited to offer comments or ask questions regarding any item within the purview of the CPAC. There were no public comments.

### **IV. Next Steps**

The next meeting will take place on Wednesday, November 8, 2017, from 6:00 p.m. to 8:00 p.m. at the Mahany Meeting Rooms, 1501 Pleasant Grove Boulevard, Roseville.

Wallgraphic notes taken at the meeting are attached.

# Engage ROSEVILLE

CPAC MTG. 8

10-25-17

FIRE DEPT #2

- ▶ DEPT. LOOKING @ REIMB. - ESTIMATED \$?
- RECOVERY FEES TO INS. - FEES \$200-\$400 - WOULD BRING IN \$1M
- ▶ AMR - OPTING OUT WOULD SAVE \$
- ▶ FIRST RESP. FEE - CORE SVC., SHOULDN'T BE TAX
- ▶ CHANGES IN COST PER EMPLOYEE MEANS CITY TRANSPORT MIGHT NOT SAVE \$
- ▶ IF 63% OF CALLS TO <sup>LESS STAFFING</sup> PRIVATE, WOULD IT SAVE?
- LESS EFFICIENCY, WLD. MAKE IT WORSE
  - WILL STUDY
- ▶ NON-EMERGS FOR ELDERLY?
- MEDICAL CALLS NONE TOO SMALL
- ▶ DISASTER CALLS PER YR?
  - WILL GET ANSWER
- ▶ FLOOD CALLS - DO WHAT WE CAN

▶ FIREWORKS - 2 CATS: OVERSIGHT / CALLS - DOES LEGALITY CHANGE?

- WILL GET ANSWER

▶ RESP FEES - AREAS WHERE LESS THAN COST?

- ABOUT 70% - HIGH RATE

▶ OUTSOURCING MEDICAL - SAVE STAFF/STATIONS? RECONFIGURE?

• ALWAYS SEEK INNOVATION

▶ NON-EMERG. CALLS - PAY FOR TAXI? FOR TRANSPORTATION

- DOESN'T HAPPEN OFTEN - USE ANOTHER SV. IF POSS.

▶ STAFFING ON TRUCKS? - 4 TO 3? <sup>REDUCE</sup>

▶ NPS \$/MH ON MEDICAL CALLS?

• WOULD NEED TO BE STUDIED - NOT ALLOWED

▶ AVG. COST OF TRUCK PER CALL (VS. RAPID RESPONSE CAR/TEAM)?

MORE STUDY - DON'T KNOW

WHAT YOU NEED TILL ARRIVAL

▶ HEARING GOOD SUGGESTIONS

WORK, W/STAFF AND RESOURCES WE HAVE,

CAN EXAMINE / REVISE - WILL

LOOK @ PRIORITIES

▶ INCL. REV/COST-SAVING RES

AND OPER. EFFICIENCY

▶ STAFF ON TRUCKS 4 - 3 - VALUABLE ADDTL TRAINING DON'T NEED SWORN PERS. - OUTSOURCE SAFETY

▶ KEEP STAFFING UP

▶ MODEL NOT BANKING ON OVERTIME?

• YES - STUDY SAID MUST PAY FULL BENEFITS

▶ OVERTIME HOURS - 212 OR 240?

• AVG. <sup>10K</sup> 56 IS STRAIGHT PAY <sup>MONTH</sup>

▶ ROSEVILLE PROVIDES MORE MUTUAL AID - IMBALANCE, INCENTIVE TO RELY ON US?

• RENEGOTIATE EA. YR., SET A STAFFING BASELINE

• 85% TO 15% RURAL - DIFF. FOR CITIES

▶ UNSUSTAINABLE SYSTEM

- CONSIDER RE-INVENTION

▶ MED RESPONSE TO CONTRACTORS?

• BEING STUDIED

▶ USE DIAL-A-RIDE?

Engage Roseville CPAC Meeting #8, October 25, 2017

Discussion Notes #1

## RANKINGS

- \* MANDATED SVCS.
- ▶ URBAN SEARCH/RESCUE - HOW MANY CALLS LAST YEAR? 3 PER 600 (APPROX.)
- ▶ PROVIDE TRAINING - CALLED STATEWIDE
- ▶ ADDTL COST? 2.5% - USE ON OTHER CALLS AS WELL
- ▶ OTHER AGENCIES HAVE THIS?
  - YES - PLACER CO., SAC CO/CITY, ETC.
- ▶ RANKING A "COIN TOSS"? ARE MOST ARE REQUIRED - MOST IMP.
- ▶ 2.5% OF BASE SALARY? YES
- ▶ TRAINING ON THEIR OWN?
  - OFFSET SOME COSTS - INCENTIVES
- ▶ RECURRING COST FOR TECH RESCUE?
  - LESS THAN 10K LAST YR.
- ▶ RRS/COURTS/OTHER TERR. TARGETS HERE - CONCERN
  - NEEDED
- ▶ LOOKING @ EFFIC./INNOVAT.
  - NOT SURE IF THERE'S BETTER WAYS TO MANAGE/STAFF SO SET LOW PRIORS. IN ADMIN
- ▶ BASED RANKINGS ON NEED AND TRUSTING DUE DILIG
- ▶ TASK OF CPAC
- ▶ DON'T WANT TO CUT POLICE/FIRE - MUST HAVE CAPABILITY
- ▶ UNSUSTAINABLE

- ▶ TRANSFER RESR FOR PURCH., GIS, ETC. - CONSOLIDATE W/CITY
- DON'T HAVE DEDICATED PPL - HELP SUPPORT CITY
- ▶ IF JUST ANCILLARY - WHY ON LIST?
  - WILL PROVIDE DETAIL
- ▶ HIGH PRIOR. VOLUNTEERS
  - CAN HELP W/ADMIN. - ENGAGE OTHER DEPTS. TOO
  - FEWER ISSUES - INT. COMMENTS - LOOK @ MUTUAL AID
- ▶ LOW PRIOR. - QUESTION OPERATIONAL EFFIC.
- ▶ CPAC REPRESENTS CMTY. EFFIC. PRIORITY OF CMTY CAN BE LEAN W/O LOSING QUALITY
- ▶ FIRE OFFICERS TRAVEL IN TRUCKS TO BE READY
  - \$300/CALL/ENGINE
    - WILL GET EXACT FIGURE
- ▶ NEED ABATEMENT?
  - MULTI-DEPARTMENTAL

2ND RANKING  
HIGH PRIOR - OPS., TRAINING, MGMT  
LOW PRIOR - FIREWORKS, WEEDS, FACIL.  
STUDIES #7, 10, 25 - ALL OFFSHOOTS  
COMBINE OF ONE STUDY  
WHERE RELEVANT #2, #11 - CONTRACTING/  
CITY PROV. SVCS.

NEED CONSENSUS ON  
STUDIES REC.

- #2 - CONTRACTING OUT/SVCS BY CITY
- #7, 10, 25, 9 - STAFFING
- # FIRST RESPONDER'S FEE  
EQUIPMENT DEPLOYMENT  
& USE  
GREATER COST RECOVERY
- SUB-COMMITTEE TO HELP PREPARE FOR LAST 3 MEETINGS?
  - WILL DISCUSS/REPORT BACK
- PUBLIC COMMENT - NONE

Engage Roseville CPAC Meeting #8, October 25, 2017  
Discussion Notes #2