

**EAST CONTRA COSTA FIRE PROTECTION DISTRICT
BOARD OF DIRECTORS**

Meeting Date: January 13, 2021

Subject/Title: Authority to Change Staffing Model to Fulfill Squad Concept and Update on Phase 2 of Succession Plan

Submitted by: Brian Helmick, Fire Chief

RECOMMENDATION FOR ACTION

Staff recommends:

1. The Fire Chief provide an update on implementation of Phase 2 of the ECCFPD Succession Plan and a presentation on considerations for up-staffing. (The ECCFPD Succession Plan can be located at: <https://www.eccfpd.org/files/ffdebc1d6/Resolution+2019-05+and+Succession+Plan.pdf>.)
2. The Board authorize the Fire Chief to up-staff via a two-person squad with current staff members, effective February 1.

STRATEGIC INITIATIVE

East Contra Costa Fire Protection District (District) Strategic Plan 2019-2023 and Implementation Action Plan (IAP):

- B1: Add staffing and/or stations to meet current service level response time standards.
- B2: Temporarily expand existing stations with additional units during construction of new stations to accelerate improved response times.
- C2: Create and implement professional development and succession plans for pending retirements in the District.

PREVIOUS ACTION

On January 9 and February 13, 2019, respectively, the Board of Directors (Board) adopted the District's five-year Strategic Plan (Plan) and an Implementation Action Plan for the Strategic Plan.

On February 13, 2019, the Board adopted the ECCFPD Succession Plan per Resolution 2019-05.

On September 9, 2020, the Board adopted the Fiscal Year 2020-21 Final Operating Budget, based on an Operating Personnel of 40 positions, per Resolution 2020-39.

SUBJECT BACKGROUND

Over the past two years, the District has made significant progress on implementing the Board-adopted Succession Plan, which included the following steps:

- Assess normal retirement age eligibility for all current staff.

- Annually interview staff within 5 years of normal retirement eligibility for indications of their current employment and retirement plans.
- Annually propose one-time “pre-hire” funding for anticipated replacement staffing as needed during the next fiscal year.
- Expand the annual performance evaluation process to include development, submission, review and approval of professional development plans by each employee.
- Prepare and provide internal training opportunities for competitive appointments for all promotional opportunities.

Based on information acquired during this process, staff plans to conduct promotional testing during the first half of 2021.

While the District does not yet have the funding required, nor station space available, to up-staff a fourth station, the District desires to staff a new two-person squad using existing personnel to improve service levels and decrease the number of calls served by on-duty individuals.

Accordingly, at this time, staff is requesting authority to add two additional firefighting staff (Firefighter and Engineer or Captain) to each shift (A Shift, B Shift, and C Shift) to staff a two-person squad, effectively increasing operational personnel by six positions, to be filled on a voluntary over-time basis with existing personnel until new staff members can be hired. Staff has worked closely with the International Association of Firefighters (IAFF) Local 1230 to assess the feasibility of this request.

FINANCIAL IMPACT

The proposed action to add six personnel to the District’s service model will require a budget increase of approximately \$850,000. This cost would be included in the mid-year budget review presented for Board consideration in February, 2021.

Attachments:
Resolution

**EAST CONTRA COSTA FIRE PROTECTION DISTRICT
BOARD OF DIRECTORS
STATE OF CALIFORNIA**

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RESOLUTION NO. 2021-__

INCREASING THE OPERATIONAL STAFFING MODEL BY 6 POSITIONS TO OPERATE A SQUAD

WHEREAS, on January 9, 2019, the East Contra Costa Fire Protection District (District) Board of Directors (Board) adopted a five-year Strategic Plan; and

WHEREAS, on February 13, 2019, the District, Board adopted an Implementation Action Plan (IAP) to the Strategic Plan and a District Succession Plan; and

WHEREAS, these documents call for the District to create and implement succession plans for District personnel, and to identify ways to improve service levels in advance of opening additional stations; and

WHEREAS, on September 9, 2020, the Board adopted the Fiscal Year 2020-21 Final Operating Budget based on an Operational Personnel Staff of 40 positions;

WHEREAS, the District desires to add a squad to its operational model to increase service levels while working towards sustainably funding, staffing and opening a fourth fire station.

NOW, THEREFORE BE IT RESOLVED that the Board of Directors of the East Contra Costa Fire Protection District hereby adds a squad to its staffing model, effectively increasing operational personnel from 40 to 46 positions; and

BE IT FURTHER RESOLVED that the Board directs staff to return to the Board with a related budget amendment to account for this staffing level increase as part of the mid-year budget review; and

BE IT FURTHER RESOLVED that the Board directs staff to provide periodic updates on implementation of the Succession Plan.

PASSED, APPROVED AND ADOPTED by the Board of Directors of the East Contra Costa Fire Protection District at a regular meeting held on the 13th day of January, 2021 by the following vote:

AYES:
NOES:
ABSENT:
ABSTAIN:

Brian J. Oftedal
President, Board of Directors

ATTEST:

Regina Rubier
Clerk of the Board