



Fire and Rescue Department

First 90 Days (Sept. 1-Nov. 30, 2018)

Fire Chief John S. Butler

- I. Acknowledgements and Opening Remarks
- II. Fire & Rescue Department on September 1, 2018
- III. First 90 Days
- IV. Moving Forward
- V. Questions

First 90 Days

Conducted Listening Tour

- One-on-One meetings
 - Assistant Chiefs
 - Deputy Chiefs
- 6 Town Hall Meetings for Uniformed Officers
 - Approximately 145 attended
 - ~22 BCs
 - ~62 Captains
 - ~61 Lieutenants
- 18 Station Visits

First 90 Days

- Other Work Sites & Staff
 - Administrative Team
 - EMS and Medical Directors
 - PSOHC – Dr. Stewart
 - USAR
 - Volunteer Commission
 - Chaplains
- Various
 - Board of Supervisors
 - Agencies
 - Committees
 - Project Leads

First 90 Days

Common Themes

- Lack of Trust / Transparency
- Resource Deployment (Master Calendar)
- Authority and Time Management
- Information Management (Target Solutions)
- Lieutenants and Assignments
- Work Performance Evaluations
- Promotional Exams

First 90 Days

- Began Organizational Evaluation
 - Work Force Planning Meeting
 - EMS to Operations Bureau
- Developed Senior Leadership Team
 - Management Analyst II
 - Assistant Chiefs
 - Deputy Chiefs
- Met with Department of Justice
 - Consent Decree
 - Recruitment, Hiring, & Retention

First 90 Days

Climate Assessment

- **Workgroup Meetings**
 - Women's Initiatives
 - Hiring & Retention
 - EMS Workgroup
 - Leadership & Professional Development
 - Employee Groups
- **Climate Assessment Recommendations**
 - Reviewed & Prioritized
 - Meeting with DCE and CE to discuss plan on moving forward

Moving Forward

- Senior Leadership Team
 - January 5, 2019
- Organizational Trust and Transparency
- Organizational Priorities
- Workforce Planning
- Climate Assessment
 - Recruitment & Hiring Reform
 - Continuum of Training and Professional Development

Moving Forward

- Overtime Reduction
 - Alternative Staffing Options
 - Return to work, Light duty, Alternative placement
- Diversion First, Co-Responder Model
 - Collaboration of public safety, CSB, and social services
 - Focus is to connect super-utilizers with appropriate resources
 - Reduce recidivism while improving resource access
- Field Available Component Therapy Response (FACTR)
 - Coalition of public safety, hospitals, blood services, and philanthropy
 - Blood products available for critically injured patients
 - Hospital level massive transfusion capability

Questions

