

STAFF REPORT

Date: February 10, 2020

To: Mayor and City Council

Thru: Sabra Newby, City Manager

Subject: **B.1. Staff Report (For Possible Action): Acceptance of the Operational and Administrative Analysis of the Reno Fire Department by the Center for Public Safety Management, LLC and potential direction to staff regarding the recommendations outlined in the report.**

From: Dave Cochran, Fire Chief

Summary: Staff requests acceptance of the Operational and Administrative Analysis of the Reno Fire Department by the Center for Public Safety Management, LLC (CPSM) and requests Council input and direction on the recommendations provided in the analysis.

Discussion: In January 2019, the Center for Public Safety Management, LLC (CPSM) was commissioned by the City of Reno to perform an operational and administrative analysis of the Reno Fire Department (RFD) that involved the following major outcomes:

- Examination of the Department's organizational structure and culture;
- Performance of a gap analysis, comparing the "as is" state of the department to the best practices of industry standards;
- Recommendation of a management framework to ensure accountability, increased efficiency and improved performance;
- Conducting a data-driven forensic analysis to identify actual workload; and
- Identification and recommendation of appropriate staffing and deployment levels for each discrete operational and support function in the department.

In the course of their analysis, CPSM performed information gathering, data collection and analysis, data certification, conducted a three-day on-site visit to meet with internal Fire Department and City staff, as well as external stakeholders, and prepared a final report to the City in September 2019. CPSM included representatives from IAFF Local 731, REMSA and the District Board of Health in the data gathering and interview process.

Part of CPSM's final report included 32 recommendations in regard to City and Fire Department operations that are based on best practices derived from the NFPA, CPSM, ICMA, the U.S. Fire Administration, the International Association of Emergency Managers and FEMA. RFD has

taken CPSM's 32 recommendations into consideration and has grouped them into three categories: Completed, In-Progress, and Items of Note. The department has included an attachment of an ongoing comprehensive analysis of each recommendation's impact to the department's fiscal operations, labor contracts and franchise agreements.

A full electronic copy of the CPSM report is attached with this agenda item and a hard copy of the report is available at the Reno City Clerk's Office at One East First Street, 2nd Floor, Reno, NV.

Financial Implications: Please see 'CPSM Operational and Administrative Analysis' for all known and unknown financial impacts.

Legal Implications: Legal review completed for compliance with City procedures and Nevada Law.

Recommendation: Staff recommends the acceptance of the Operational and Administrative Analysis of the Reno Fire Department by the Center for Public Safety Management, LLC and potential direction to staff regarding the recommendations outlined in the report.

Proposed Motion: I move to approve staff recommendation.

Attachments:

- CPSM Final Report 2019 (PDF)
- CPSM Analysis - Recommendations 2.10.20 (2) (PDF)