

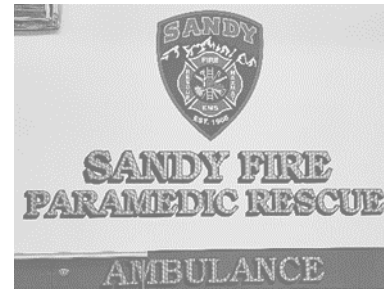
# General Management and Operations Study of the **Sandy City Fire Department**



CONSULTANT'S  
FINAL PRESENTATION

July 9, 2024

**Public Consulting Group LLC**





# Acknowledgements and Appreciation

- ▶ **City Council**

- ▶ City Council Office Team

- ▶ **Mayor**

- ▶ **City Administration Team**

- ▶ **Fire Department**

- ▶ Administrative Team
  - ▶ Combat Firefighters



# Public Consulting Group LLC

## ► **About PCG**

- National fire & EMS consulting team with additional company expertise in EMS/healthcare cost reporting and public policy
- Boston-based since 1985 with four practice areas, multiple nationwide offices, additional international offices, and nationwide remote teams

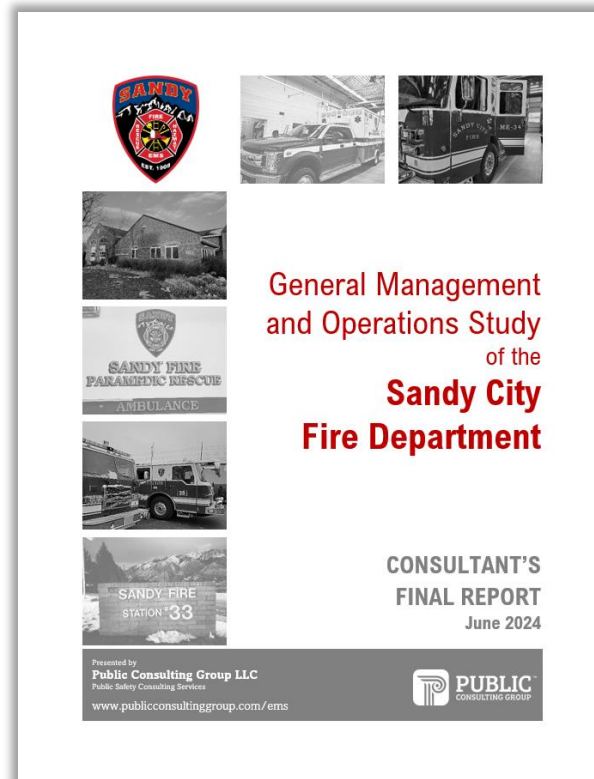
## ► **Your Project Team** - PCG's Public Safety Consulting Services (PSCS) Team

- **Chief Tim Nowak** - Lead Consultant/Subject Matter Expert
- **Chief Steve Noble** - Consultant/Subject Matter Expert
- Chief Ken Riddle
- Ms. Alina Coffman
- Ms. Kaitlynn Edwards
- Ms. Rachel Zemanek





# Final Report



- ▶ **167 total pages**
  - ▶ 12 Total Sections
  - ▶ 25 Tables
  - ▶ 32 Figures
  - ▶ 22 Survey Questions
  - ▶ 6 Facility Profiles
- ▶ **21 scope of work elements**
- ▶ **30 key recommendations**



# Introduction

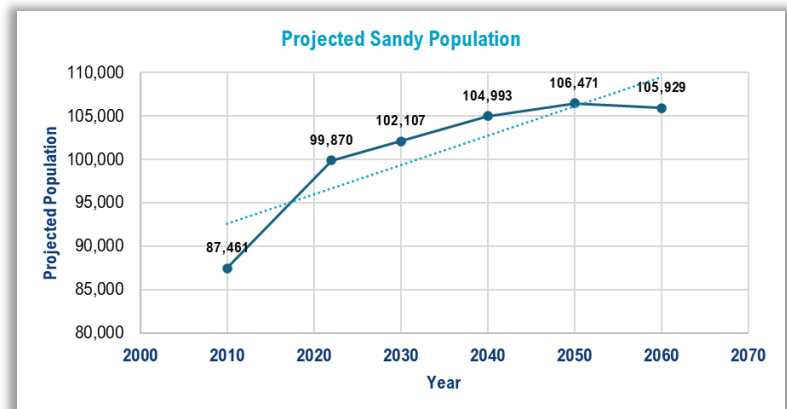
*“The status of the Sandy Fire Department (SFD) is best described as a perplexingly **culturally positive organization** that **exceeds traditional expectations**, met by an operational environment that is trying to “**catch up**” from historically hindering staffing, deployment, and apparatus design models. This has been exacerbated by **delayed capital improvements and apparatus replacements**, ultimately resulting in additional expenses that may have otherwise been allocated toward improvement, rather than maintenance. Irrespective of the Department’s past, its **future is quite promising.**”*



# City Overview

- ▶ **Steady Population Growth**
  - ▶ Projecting >100,000 population
- ▶ **Future Development**
  - ▶ Redevelopment focus, Cairns District
- ▶ **Upward Expansion**
  - ▶ Landlocked borders

City	State Ranking	Salt Lake County Ranking	Population (2020 Census)
Salt Lake City	1	1	199,723
West Valley City	2	2	140,230
West Jordan	3	3	116,961
Provo	4	----	115,162
Orem	5	----	98,129
<b>Sandy</b>	<b>6</b>	<b>4</b>	<b>96,904</b>
St George	7	-----	95,342
Ogden	8	-----	87,321
Layton	9	-----	81,773
South Jordan	10	5	77,487





# Department Overview

## ► Fire-based EMS Agency

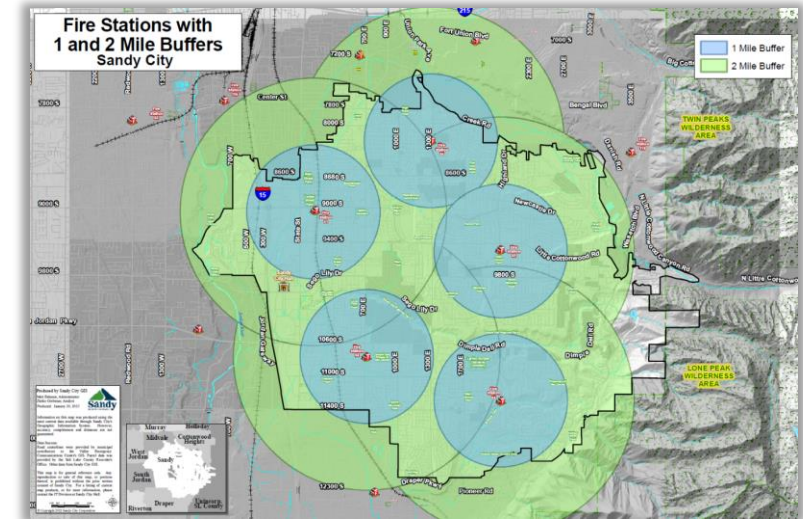
- Fire protection (4 Engines, 1 Truck, 1 Battalion Chief)
- Ambulance transport (3 Ambulances)

## ► 5 Station Static Deployment Model

- Focus on NFPA 1710 station locations/response times
- 3-person Engine/Truck staffing, 2-person Ambulance

## ► Specialty Response Focus

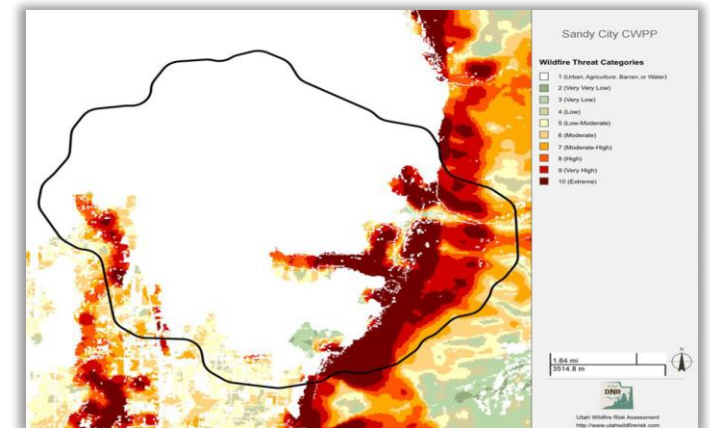
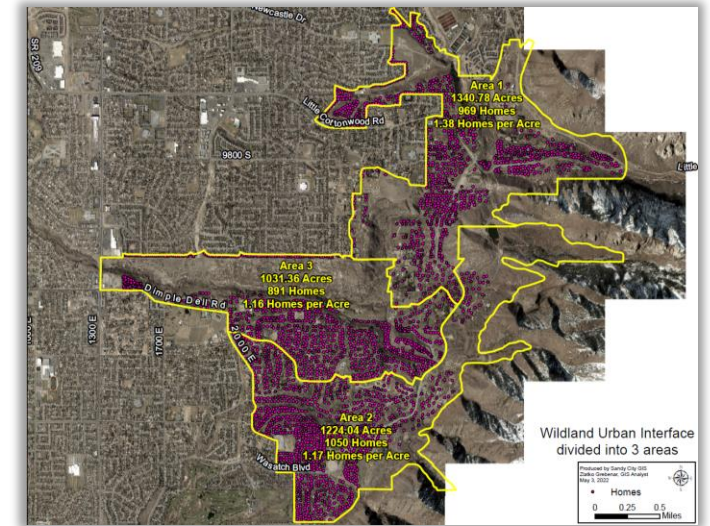
- Haz-mat
- Vehicle extrication
- Rope rescue
- Confined space rescue
- Wildland urban interface





# Wildland Urban Interface

- ▶ **Realistic Threat**
  - ▶ Eastern border
- ▶ **Limited Resources**
  - ▶ Limited/Dated apparatus (being addressed)
- ▶ **Basic Training and Experience**
  - ▶ Potential for internal enhancement, growth, local leadership
- ▶ **Proactive Public Outreach**
  - ▶ State of Utah Community Wildfire Preparedness Plan





# Facilities & Fleet

## ► 5 Stations

- 31 - **Inadequate** (new station under construction)
- 32 - **Adequate**
- 33 - **Needs Improvement**
- 34 - **Adequate**
- 35 - **Adequate**
- (Training Facility)

## ► Fleet

- 7 Engines (**4 Need Replacement**, **2 Consider Replacement**)
- 2 Trucks (**1 Needs Replacement**, **1 Consider Replacement**)
- 5 Ambulances (**2 Need Replacement**, **3 Consider Replacement**)





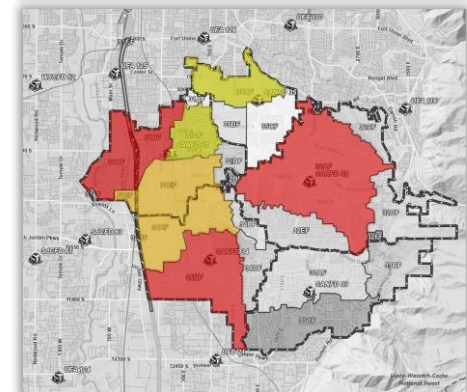
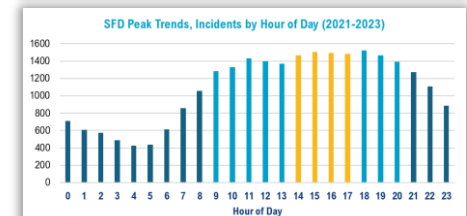
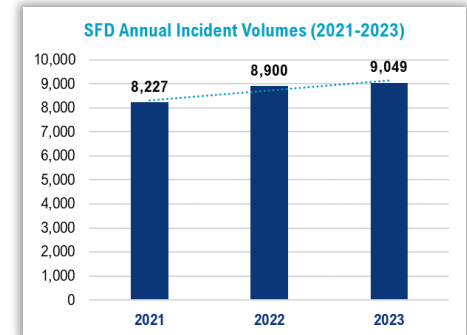
# Incident & Call Data

## ► Gradual Incline

- Potential increase/boost with medical shelter
- 2:1 daytime/overnight ratio
- 83% responses in Sandy

## ► Primary EMS Incidents

- EMS: 75.8%, Fire: 14.7%, Hazard: 2.4%, Specialty: 0.8%
- Ambulance transports: 72%
- Busiest Fire unit: 7.6 calls/day (T31)
- Busiest Ambulance unit: 6.0 calls/day (MA31)





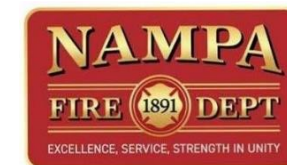
# Comparable Assessment

## ► Local Comparison

- Budget comparison: 8% less AVG spending per station
- Budget comparison: 12% higher AVG spending per person/population

## ► National Comparison

- Budget comparison: 21% less AVG spending per station
- Budget comparison: 24% less AVG spending per person/population





# Stakeholder Engagement

## ▶ **Virtual Interviews**

- ▶ Internal - Fire Marshal, Training Chief, Logistics, Admin. Assistant, Local 3162
- ▶ External - Surrounding Fire Chiefs, VECC, SLC Dispatch

## ▶ **On-site Visit**

- ▶ 14 of 15 crews
- ▶ Combat Battalion Chiefs
- ▶ Fleet Manager
- ▶ Fire Chief and Deputy Chief

## ▶ **Workforce Engagement Survey**

- ▶ 68 of 92 participated (74%)
- ▶ 22 questions, all anonymous



# Assessment

## ▶ **Administrative Assessment**

- ▶ 10 key findings, 10 key recommendations
- ▶ Working hours, data management, retention & promotional process, organizational structure, pre-planning, policies & guidelines, training & development

## ▶ **Operational Assessment**

- ▶ 12 key findings, 15 key recommendations
- ▶ Staffing levels & shift assignments, PPE/uniforms, dispatching services, specialty teams/stations, WUI, apparatus assignment & relocation

## ▶ **Capital Assessment**

- ▶ 6 key findings, 5 key recommendations
- ▶ Capital planning, station & apparatus replacement, enterprise funding



# Strategic & Master Plan

## ► Strategic Plan Alignment

- Administrative
  - Progressing, but greater attention can be directed here
- Operational
  - Mostly successful
- Capital
  - Struggling overall



# Strategic & Master Plan

## ► Immediate (0-6 Months)

- 7 Recommendations (7 High)
- FOCUS: Enhance safety, consistency, and structure within the Department

## ► Near Future (6-12 Months)

- 7 Recommendations (3 High, 4 Medium)
- FOCUS: Capital planning, apparatus replacement, transforming specialty station concept

## ► Short-Term (1-3 Years)

- 11 Recommendations (3 High, 6 Medium, 2 Low)
- FOCUS: Administrative staffing, policy updates, transition of dispatching services, addressing daily staffing, new Station 33 planning



# Strategic & Master Plan

## ► Long-Term (3-5 Years)

- 2 Recommendations (2 Low)
- FOCUS: Continued capital planning and growth, apparatus replacement scheduling, long-term staffing consideration, new Station 34 planning, future consolidation considerations

## ► Extended Time Period (5-10 Years)

- 3 Recommendations (1 High, 2 Low)
- FOCUS: Maintenance of operations/agency model



