



# AGENDA REPORT

**TO:** Sabrina B. Landreth  
City Administrator

**FROM:** Teresa Deloach Reed  
Fire Chief

**SUBJECT:** Oakland Fire Department Report on  
Mandatory Overtime Usage

**DATE:** February 5, 2016

City Administrator Approval

Date:

2/11/16

## RECOMMENDATION

**Staff Recommends That The City Council Accept An Informational Report On Mandatory Overtime For The Oakland Fire Department (OFD) And Plans For Reducing The Use Of Mandatory Overtime.**

## REASON FOR SUPPLEMENTAL OR REPLACEMENT

On October 27, 2015, staff presented a report to the Public Safety Committee addressing the use of mandatory overtime for the classifications of Firefighter Paramedic and Fire Engineer and outlined what needs to be done to hire and maintain adequate staffing for the Fire Department. Staff returned to the January 26, 2016 Public Safety Committee meeting and presented a supplemental report which included a hiring strategy and the timeline to implement the strategy, taking into consideration a historical analysis of staffing, the attrition rate over the last five (5) fiscal years and the impact of promotions on lower rank vacancies. At the January 26, 2016 Public Safety Committee meeting, the Committee asked staff to bring the report to the full Council with an updated staffing plan to achieve the hiring commitment level of 470 (four hundred seventy) sworn members agreed to on November 18, 2015 by the International Association of Firefighters (IAFF) Local 55 and the Fire Department in a mediated grievance settlement.

## ANALYSIS AND POLICY ALTERNATIVES

Fire Administration has been working in collaboration with Local 55, Employee Relations, the City Attorney's Office, the City Administrator's Office and the Human Resources Management Department to address the shortage in staffing and, in particular, the shortage in the rank of Firefighter Paramedic and Fire Engineer. Through this collaboration, the following two agreements were signed:

1. On September 15, 2015, a Letter of Understanding between the IAFF and the City of Oakland was signed with the purpose of providing some immediate stopgap measures to address the staffing shortage, acknowledging that the primary medium- to long-term

Item: \_\_\_\_\_  
City Council  
February 16, 2016

solution is to move to a continuous recruitment model through additional Firefighter/Paramedic Trainee academies.

2. On November 18, 2015, OFD agreed to make every reasonable and good faith effort to reach a staffing level of at least 470 (four hundred seventy) represented sworn members, with a staffing level of at least 83 (eighty-three) Firefighter Paramedics, by December 31, 2016. It is the intent of OFD to assign the sworn members to address minimum staffing levels.

In the event OFD is unable to achieve a sworn staffing level of 470 (four hundred seventy) members by December 31, 2016, OFD will ensure there will be sufficient Firefighter Paramedic Trainees to graduate from an Oakland Firefighter Paramedic academy and achieve the staffing level stated in the paragraph above by April 30, 2017.

Below is OFD's proposed overall hiring plan intended to comply with the agreement made between Local 55 and the City of Oakland on November 18, 2015.

### ***OFD Sworn Staffing Hiring Plan***

Thirty-six (36) of the seventy-eight (78) current OFD vacancies are within the promoted ranks (i.e. Battalion Chief, Captain, Lieutenant and Fire Engineer), the remaining forty-two (42) vacant positions are held by Firefighters and Firefighter Paramedics.

Current sworn vacancies throughout the ranks are as follows:

Battalion Chief - 0  
Fire Captain - 6  
Fire Lieutenant - 11  
Fire Engineer - 19  
Firefighter Paramedic - 15  
Firefighter - 27

The following promotional lists are current with the exception of the Fire Engineer list:

Battalion Chief - expires 07/07/17  
Fire Captain - expires 11/26/16  
Fire Lieutenant - expires 08/13/17  
Fire Engineer - expected  
Firefighter Paramedic Trainee - expires 09/2017  
Firefighter Trainee - expires 09/2017

Although each of our promotional lists are current and active, once a promotional list expires or is exhausted, Human Resources has 240 days to establish and post a new list. OFD must continue to work collaboratively with Human Resources to ensure all promotional and entry level lists are established in a timely manner. Due to the shortage in the Fire Engineer positions and anticipating the possibility that OFD will not receive enough applicants to fill all the vacancies within the Fire Engineer rank, OFD will work with Human Resources to have a new list established as expeditiously as possible.

Since 2009, staffing for the Fire Engineer's position has averaged seventy-two (72) filled positions of the eighty-four (84) positions authorized. Seventy-two (72) positions is the minimum required to staff all positions mandated by the IAFF Local 55 Memorandum of Understanding, minimum staffing requirements.

OFD has proposed the following hiring plan for the next three fiscal years:

Firefighter/Paramedic Trainee Academy – December 2015 (start); April 2016 (graduation)  
Firefighter/Paramedic Trainee Academy – May 2016 (start); September 2016 (graduation)  
Firefighter/Paramedic Trainee Academy – October 2016 (start); April 2017 (graduation)  
Firefighter/Paramedic Trainee Academy – September 2017 (start); December 2017 (graduation)


Holding two (2) OFD academy classes during FY 2016-17, with the second academy graduating in April 2017 will place our staffing levels at four hundred seventy four (474), complying with the November 18, 2015 agreement of four hundred seventy (470). After FY 2016-17, OFD plans to hold at least one academy each fiscal year to cover attrition and increase staffing levels (see **Attachment A**).

**ACTION REQUESTED OF THE CITY COUNCIL**

Staff recommends that the City Council accept an informational report on mandatory overtime for the Oakland Fire Department (OFD) and plans for reducing the use of mandatory overtime.

For questions regarding this report, please contact Teresa Deloach Reed, Fire Chief, at (510) 238-4050.

Respectfully submitted,



TERESA DELOACH REED  
Fire Chief

Reviewed by:  
Rebecca Kozak, Executive Assistant

Prepared by:  
Teresa Deloach Reed, Fire Chief

Attachment (1)

A: OFD Sworn Staffing Plan

Item: \_\_\_\_\_  
City Council  
February 16, 2016



**OFD Sworn Staffing Hiring Plan**

22-Dec-15

<b>FY 2015-16 Two Academies</b>															
FY15-16	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	<b>FY Totals</b>		
Filled	415	414	414	414	414	428	423	419	419	419	430	428			
Attrition	(1)	-	-	-	-	(5)	(4)	-	-	(2)	(2)	(2)	(16)	Attrition*	
Hires	0	0	0	0	14	0	0	0	0	13	0	0	27	New Hires	
Ending Filled	414	414	414	414	428	423	419	419	419	430	428	<b>426</b>	11	Net Change	
Authorized FTE	497	497	497	497	497	497	497	497	497	497	497	497	421	Avg Filled	
Over/(Under)	(83)	(83)	(83)	(83)	(69)	(74)	(78)	(78)	(78)	(67)	(69)	(71)			
<b>1-2015 Academy ended 6 Nov 15</b>						<b>2-2015 Academy ends 15 Apr 2016</b>									
<b>FY 2016-17 Two Academies</b>															
FY16-17	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	<b>FY Totals</b>		
Filled	426	425	425	425	455	455	450	446	446	446	474	472			
Attrition	(1)	-	-	-	-	(5)	(4)	-	-	(2)	(2)	(2)	(16)	Attrition	
Hires	0	0	0	30	0	0	0	0	0	30	0	0	60	New Hires	
Ending Filled	425	425	425	455	455	450	446	446	446	474	472	<b>470</b>	44	Net Change	
Authorized FTE	497	497	497	497	497	497	497	497	497	497	497	497	449	Avg Filled	
Over/(Under)	(72)	(72)	(72)	(42)	(42)	(47)	(51)	(51)	(51)	(23)	(25)	(27)			
<b>1-2016 Academy ends Oct 2016</b>						<b>2-2016 Academy ends Apr 2017</b>									
<b>FY 2017-18 One Academy</b>															
FY17-18	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	<b>FY Totals</b>		
Filled	470	470	470	470	470	470	495	491	491	491	489	487			
Attrition	(1)	-	-	-	-	(5)	(4)	-	-	(2)	(2)	(2)	(16)	Attrition	
Hires	0	0	0	0	0	30	0	0	0	0	0	0	30	New Hires	
Ending Filled	470	470	470	470	470	495	491	491	491	489	487	<b>485</b>	14	Net Change	
Authorized FTE	497	497	497	497	497	497	497	497	497	497	497	497	482	Avg Filled	
Over/(Under)	(27)	(27)	(27)	(27)	(27)	(2)	(6)	(6)	(6)	(8)	(10)	(12)			
<b>1-2017 Academy ends Dec 2017</b>															

\*OFD attrition rate averages sixteen (16) sworn firefighters per fiscal year.