

Detailed Follow Up Report - Auditor Determined Status

Rec#	Recommendation	Auditor FollowUp	City Auditor's Status	Closed
2409	Fire Staffing and Succession Planning		Issued: 9/27/2025	
1.1	Develop a formal Succession Plan that includes recommended components, ranging from the identification of future needs and talents to continued monitoring and evaluation.	Jan 2026: SFD reported that a formal Succession Planning Strategy is substantially complete. The strategy will consolidate analysis and research had has been performed and provide a defined 3 to 5-year workforce sustainability roadmap. Auditors will review the finalized plan.	In Progress	<input type="checkbox"/>
1.2	Evaluate options for reorganization or reclassification of existing positions as senior management personnel retire, in order to expand the pool of potential candidates.	Jan 2026: SFD has developed a framework for consideration of external candidates for sworn or non-sworn executive or division leadership roles. This will be incorporated into the Succession Planning Strategy.	Implemented	<input checked="" type="checkbox"/>
1.3	Develop a career or professional development guide to create transparency in the staff development process, communicate career paths, and how to prepare for future advancement. A handbook may include detailed information regarding promotional requirements, certificates and experience needed and encourage staff to follow a professional development plan that includes recommended training and education.	Jan 2026: SFD is working on developing a formal career and professional development guide. Preliminary work includes: identification of promotional pathways and prerequisites; alignment with existing behavioral job models and leadership programs; compilation of qualifications for advancements.	In Progress	<input type="checkbox"/>
1.4	Assess the strengths and readiness of existing talent pools and develop a comprehensive inventory of skills and qualifications to identify gaps in knowledge, skills, and abilities. Based on these insights, implement a strategic training plan to support workforce development and build longterm organizational capability.	Jan 2026: SFD reported it is using assessment tools to evaluate readiness, working on consolidating certification and qualification tracking, and performing initial comparison of current capabilities against projected needs.	In Progress	<input type="checkbox"/>
1.5	Develop a department-wide training budget that aligns with the training plan and priorities.	Jan 2026: SFD is continuing to refine its training budget to align with succession planning and workforce development priorities. The department is working on identifying SFD-specific training costs, distinct from costs associated with the regional training program and operating the training facility.	In Progress	<input type="checkbox"/>

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1.6	Evaluate potential costs and benefits of retaining availability of specialty-certified firefighters, including encouraging annual continuing education for those that are not actively filling specialty positions.	Jan 2026: SFD reported that preliminary evaluation has begun to assess the operational and financial implications of maintaining specialty certifications for non-assigned personnel.	In Progress	<input type="checkbox"/>
1.7	Track and monitor the full cost of training new and existing staff to improve program efficiency.	Jan 2026: SFD has developed estimates of firefighter training costs for new recruits, incumbent firefighters, and special operations. Processes for tracking and monitoring of actual costs will be reviewed in subsequent follow-ups.	In Progress	<input type="checkbox"/>
2.1	Evaluate whether adjustments to its constant staffing calculation may be needed to address vacancies related to rank promotions and job change, as well as increasing training needs. This evaluation should also consider the costs and benefits of increasing staffing or using overtime to fill staffing needs.	Jan 2026: SFD continues to evaluate and refine its constant staffing calculation and reported that it has expanded the analysis to include promotion-related vacancies, training pipeline delays, and transition periods between departure and full operational readiness of replacements. Auditors will review the updated methodology in the next status update.	In Progress	<input type="checkbox"/>
2.2	Document data and assumptions used in its staffing calculations, including subsequent changes to those inputs.	Jan 2026: The Department reported that documentation of the staffing calculation constants and variables has been formalized. Auditors will review this with the updates to the calculation methodology for the next status update.	In Progress	<input type="checkbox"/>
2.3	Track and analyze staff hours relating to wildland firefighting and special event staffing to evaluate future staffing needs.	Jan 2026: SFD reported that staff hours are tracked through the financial reporting system. Auditors requested these reports and will review for the next status update.	In Progress	<input type="checkbox"/>
2.4	Explore further automation to streamline the shift assignment process and ensure overtime assignment policies are consistently applied.	Jan 2026: SFD continues to evaluate enhancements to automation within the scheduling system.	In Progress	<input type="checkbox"/>