

June 30, 2015

The Honorable Alan P. Krasnoff and
Members of the City Council
City of Chesapeake
City Hall – 6th Floor
Chesapeake, Virginia 23328

Dear Mayor Krasnoff and Members of the City Council:

We have completed our review of the Chesapeake Fire Department (CFD) for June 1, 2014 to June 30, 2015. Our review was conducted for the purpose of determining whether the Department was providing services in an economical, efficient, and effective manner, whether its goals and objectives were being achieved, and whether it was complying with applicable City and Department policies and procedures related to the various divisions of the CFD. All divisions of the Fire Department, including Suppression and Emergency Medical Services (EMS), Training, Prevention, Hazardous materials, and Emergency Preparedness, were subject to evaluation.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusion based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

The CFD provided essential services for the City of Chesapeake (City). Its primary purpose included fire prevention and suppression; emergency medical services; hazardous materials (HAZMAT); technical rescue; educational outreach programs; training for firefighters, paramedic and recruits; Fire Building Code enforcement for both commercial and residential structures; and emergency management.

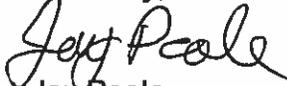
For Fiscal Year (FY) 2014-2015, the CFD had an operating budget in excess of \$45.7 million and an authorized compliment of approximately 426 full-time sworn positions and 19 full-time civilian positions. Approximately \$43.5 million or 94.9% was appropriated to the Fire Suppression and Emergency Medical Services operating budget. The Training Division was apportioned \$198,557 or 0.44% of operating budget; Fire Prevention was allocated \$1.37 million or 3.01% of the budget and HEAT and Emergency Management Operations received a combined total of \$751,593 or 1.65% of the budget. The Department also received funds from Federal, State, and City sources.

To conduct this audit, we reviewed and evaluated City and CFD policies and procedures, and operations documents and reports, both internal and external. We also evaluated various aspects of the CFDs operations, conducted surveys of other local stations, and conducted extensive site visits within the CFD. We discussed these audit areas and conducted interviews with the Fire Chief, Senior, Division and Battalion Chiefs, EMS personnel and other support service staff.

Based on our review, we determined that CFD continues to deliver effective fire and emergency services to the citizens of Chesapeake. However, we did identify several areas of concern that needed to be addressed. Those areas included CFD personnel staffing challenges, EMS coverage and support challenges, CFD's training facility and faculty, Telestaff scheduling and KRONOS timekeeping systems, aging of the Fire Fleet, segregation of federal grant functions and fiscal administration, fire inspections, and EMS ambulance fees.

This report, in draft, was provided to the Department officials for review and response. Their comments have been considered in the preparation of this report. These comments have been included in the Managerial Summary, the Audit Report, and Appendix A. The CFD management, supervisors, and staffs were very helpful throughout the course of this audit. We appreciated their courtesy and cooperation on this assignment.

Sincerely,



Jay Poole

City Auditor

City of Chesapeake, Virginia

C: Jim Baker, City Manager
Edmund Elliott, Fire Chief