

RESPONSE TO CITYGATE RECOMMENDATIONS

RECOMMENDATION		AGREE/ DISAGREE	TIMELINE
Recommendation #1:	County staff should immediately form a task force to deeply study the Communication Center's 911 call processing times and design and test new dispatcher and/or software procedures that will, in parallel with EMS incident screening issues, dispatch the closest fire unit crew within 60 seconds to 90 percent of the incidents.	AGREE See Sheriff letter	DONE and ONGOING
Recommendation #2:	Adopt Fire Station Location Measures: To direct fire station location timing and crew size planning as the community grows, adopt fire unit deployment performance measures based on population density zones in the table below. The more specific, measurable and consistent the policy is, the more it can be applied fairly to all uses and easily understood by a non-fire service user.	AGREE	JULY 2012
Recommendation #3:	As funding allows, the County should strongly consider staffing a fourth firefighter on units that protect very high population densities or are located too far from other units for quick support when interior fire attack is needed. These stations are: Truck 11, Stations 12, 17 and 18 in the south battalion; Stations 21, 23, 24, 30, 41, and 51 in the north battalion. This will require an additional 10 firefighters per day, or 30 total for coverage on three shifts.	AGREE	See Fire Operations Enhancement Plan
Recommendation #4:	Third Battalion Chief: As soon as funding permits, the Department should establish a third Battalion Chief position 24/7/365 in the central county area to increase command and safety chief functions at serious incidents. These chiefs can also assist with departmental safety program management functions.	AGREE	See Fire Operations Enhancement Plan
Recommendation #5:	Training/Safety/EMS Program: The Department and the County need to work together to ensure that a robust and effective training and safety program exists. The Department does many of the following components, but they need adequate staffing, supplies, and facilities. A quality training program should include the following ten major components:	AGREE	
	5.1 The Training/EMS Oversight and Safety programs need at least two positions added, one Fire Captain and the EMS Nurse. Also, the Administrative Assistant should be increased to full-time.	AGREE	See Fire Operations Enhancement Plan
	5.2 Drills should be regularly scheduled where firefighters practice the essential knowledge, skills and abilities they need to do their jobs safely and effectively.	AGREE	IN PLACE ON-GOING
	5.3 The Department should assure that adequate staffing is available to input and retrieve all training records of personnel assuring that mandatory training and drills are accomplished in accordance with policy.	AGREE	See Fire Operations Enhancement Plan
	5.4 Career development training should be implemented where firefighters develop the mental knowledge, skills and abilities associated with advancement as driver/operators, company officers, chief officers and finally, fire chiefs.	AGREE	IN PROGRESS
	5.5 Specialized training for firefighters assigned as paramedics, prevention officers, hazardous materials responders and technical rescuers should be implemented.	AGREE	CURRENT POLICY
	5.6 Mentoring for firefighters by senior members in the Department to ensure their development in those areas where training is needed.	AGREE	IN PROGRESS

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	5.7 The Department should (1) review and evaluate the affect the loss of the nurse had on QA/QI, certification, and continuing education requirements, and (2) replace that position.	AGREE	1) Review in progress 2) Replace in July 2013 See Fire Operations Enhancement Plan
	5.8 The Department and County should continue conversation with Alan Hancock College to develop a joint-use fire training facility for the members.	AGREE	ON-GOING
	5.9 The Department should discuss and clarify how the OSHA requirement for 2-in/2-out is handled in accordance with the rules and OSHA interpretations.	AGREE	DONE
	5.10 The Department should establish training and certification requirements based on national best practices for a safety officer to be on scene or available at every incident for structure fires.	AGREE	IN PLACE ON-GOING
Recommendation #6:	The County's capital facility funding program should find the funds to site and build an adequate training center.	AGREE	See Fire Operations Enhancement Plan
Recommendation #7:	Succession Plan: There will be a significant turnover in the administrative chief officers in the next 2 to 5 years. During that delayed time, the Department could conduct a review and fund the development of a mentoring and training program for fire captains and battalion chiefs to take the places of those leaving, not allowing a void in leadership of the organization.	AGREE	In Progress: Completion Date JULY 2012
Recommendation #8:	SOP Review: As time and resources permit, review the Department's emergency operations Standard Operating Procedure (SOP) documents and compare them with the appropriate best practices. Edit them, as needed, to ensure compliance. Notate in the documents that they are compliant with the particular edition of the appropriate best practice. As these best practices are revised and updated, update the Department's SOPs.	AGREE	In Progress: Completion Date JANUARY 2013
Recommendation #9:	Finance Manager: The Department needs a new position to provide strategic budget planning and to supervise daily operations in departmental finance operations. This position would also increase internal controls by adding another check and balance position over cash and purchasing/contracts administrations. The existing position would do daily operations and the Finance Manager would exercise oversight.	AGREE	See Fire Operations Enhancement Plan
Recommendation #10:	Office Support and Logistics Positions: The County should undertake an analysis of the administrative support needs of the Support Services Division, Prevention Division, Fire Administration, and Fire Operations support functions as soon as possible.	AGREE	JANUARY 2013
Recommendation #11:	Technology Plan: The Fire Department needs a technology master plan.	AGREE	OCTOBER 2012
Recommendation #12:	Technology Position: The Department needs a dedicated, non-sworn technology support position. As funding permits, replace the vacant Systems and Program analyst position. This position is to plan, direct and provide Quality Assurance for all computer systems, e-records, fire radios, and station alerting systems. This should include adding back additional support personnel in technology to	AGREE	See Fire Operations Enhancement Plan

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	assist with all technology issues including mobile computers, dispatch and mapping.		
Recommendation #13:	Public Education: The County, as funds permit, needs to redesign and fund the delivery of fire prevention education. This program does not have to be done by a Fire Department sworn officer position. The public education programs deserve emphasis as a key Fire Department service to the community, to include the requisite staffing hours and media material resources for public outreach.	AGREE	IN PROGRESS
Recommendation #14:	Logistics Facility: The Department, in conjunction with County facilities, should review existing County facilities or vacant warehouse property to relocate the logistic section to a more centrally located, larger facility. If a cost-effective site, meeting the business needs of the Department is not available, then the County should plan on replacing and expanding as necessary the Department's logistics facility.	AGREE	NOVEMBER 2012
	As revenues permit, the logistics unit should have one to two more non-sworn personnel added.	AGREE	See Fire Operations Enhancement Plan
Recommendation #15:	CUPA/Hazardous Materials: The County should consider doing a staffing and economic analysis of the CUPA, LUFT and SMU hours, costs, and revenues. The December 2011 fee increase report to the Board of Supervisors indicated that up to 4 additional inspectors might be needed in the near term to handle the workloads. These programs should be self-sustaining under a fee system.	AGREE	In Progress: Completion Date AUGUST 2012
Recommendation #16:	Administrative Support: There are currently 5.5 FTEs assigned Administrative Office Professional duties in the Fire Prevention Division. The workload for the Division should be reviewed and determine if there needs to be more staffing.	AGREE	SEPTEMBER 2012
Recommendation #17:	The Department, in conjunction with the County, should review the fleet, the existing depreciation limits and how or if it is affecting ongoing maintenance costs and emergency responses due to breakdowns. In addition, deployment patterns should be reviewed to validate mileage usage.	AGREE	SEPTEMBER 2012
Recommendation #18:	The Fire apparatus replacement fund needs to provide the funds to replace at least, in the very near term, the identified 8 engines and ambulances. The fund should be re-evaluated to be sure all apparatus are included and that the expected replacement costs are consistent with inflation and safety changes mandated on fire apparatus.	AGREE	JULY 2012
Recommendation #19:	Vehicle Maintenance Review: The Department should complete a side-by-side review of the NFPA best practices and the Vehicle Code requirements to ensure that the Santa Barbara County Fire Department Apparatus Maintenance Program is consistent and 100 percent in compliance.	AGREE	JULY 2012
Recommendation #20:	The County could consider adding a mobile mechanic position to handle minor repairs and maintenance in the fire stations, to decrease downtime and keep fire engines in their assigned areas.	DISAGREE	

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Recommendation #21:	Safety Program: The Department needs to start by developing an action plan and a resource request to comply with NFPA 1500 Annex B Fire Service Program Occupational Safety and Health Program Worksheet. This twenty-five-page document lists every component of a top-notch program and guides the Department through an analysis of compliance and the steps necessary to achieve compliance where it is lacking. This first step will lead to eventual full compliance.	AGREE	JUNE 2012
Recommendation #22:	USAR SOP Review: Ensure that operations guidelines meet current best practices and legal requirements is one of the important tasks assigned to Training Officers. As time and resources permit, review the SOPs and compare them with the appropriate best practices. Edit them, as needed to ensure compliance. Notate in the documents that they are compliant with the particular edition of the appropriate best practice. As these best practices are revised and updated, update the Department's SOPs.	AGREE	JUNE 2012
Recommendation #23:	The Department should reinvigorate and enthusiastically support the Hazardous Materials Response Team program to include regional partners, training and personnel commitments.	AGREE	DONE
Recommendation #24:	The County could develop a plan and to fund the complete deployment of paramedics on each County fire engine, one per engine, per day within the next generation agreement with its ambulance contractor.	AGREE See PHD response (attached)	JANUARY 2014
Recommendation #25:	The County should review the appropriateness of the per-call dispatch charge to the Fire Department to bring into balance the charge with the true cost of the service, given that the fire call load in the center is a fraction of all the other agency communications combined.	AGREE See Sheriff letter (attached)	JULY 2012
Recommendation #26:	The Communications Center and Department should review their policies on how fire ground communications are monitored and how firefighter safety is accomplished during an emergency traffic incident towards ensuring that <u>two</u> personnel are monitoring the radio traffic, one of which is in the communications center.	AGREE See Sheriff letter (attached)	JULY 2012
Recommendation #27:	If the County is unable to 1) find or develop a revenue source to solve the structural deficit in FY 2012-13 or 2) extend the salary and benefit concessions agreed to by the employees for the current year and only part way through next year, then it is recommended 3) the County take the actions as discussed in the deployment section of this report on page 17 by limiting the use of overtime and then temporarily closing a fire station on a rotating basis when daily staffing is not sufficient to staff all stations.	1&2 AGREE 3 NEED TO MODIFY	JULY 2012
Recommendation #28:	If the County is interested in pursuing implementation of their Capital Improvement Plan items for the Fire Department, the plan should be referred to the County staff to develop a priority listing that is integrated with whatever operational recommendations are adopted and then a refined cost estimate and debt financing plan developed based on interest rates available at the time.	AGREE	TBD
Recommendation #29:	If the County Board of Supervisors is interested in increasing the amount of Property Tax permanently allocated to the Fire District, they could request the CEO's Office to provide a detailed plan that would phase in the transfer over the number of years specified by the Board.	AGREE	MAY 2012