

Fire Department

Mark Hartwig
Fire Chief

Administration and Support

Fire Prevention

Operations



FY 2020-21
BUDGET WORKSHOPS

Key Challenges & Emerging Issues

- Deployment of the Incident Management Assistance Team (IMAT) to reinforce the Office of Emergency Management response to COVID-19
- Minimize COVID -19 impacts to the public while maintaining employee safety by:
 - Ensuring operational personnel are equipped and fully staffed to respond to all emergencies;
 - Maintaining continuity of Headquarters operations for the public;
 - Implementing safety measures for frontline and administrative employees; and
 - Providing frontline employees with daily COVID-19 updates with statistics, guidance, and updates from Public Health and the Center of Disease Control

Key Challenges & Emerging Issues

- Construction and development of the Regional Fire Communications Facility in partnership with County partner agencies
- Enhance the delivery of emergency medical services for the County, in collaboration with Emergency Medical Services Agency (EMSA) and the Operational Area Fire Chiefs
- Continue to strengthen the Fire Department's Emergency Medical Services (EMS) program, with the conversion of engine companies from Basic Life Support to Advance Life Support, to increase service levels provided to our community

Key Challenges & Emerging Issues

- Develop sustainable capital improvement program to ensure capital project investments align with long-term service goals, objectives, and strategies
- Continue to enhance recruitment, retention, succession planning, training, peer support and wellness initiatives to maintain and support a diverse, high-performing department
- Maximize investments in technology in order to provide enhanced operational situational awareness, analytics, deployment, and reporting

Budget Summary

Operating Budget	\$ 89,226,800
Use of One-Time for Ongoing Operations	\$ 0, 0%
Capital Budget	\$ 3,313,700
General Fund Contribution	\$ 0
Full-Time Equivalents	274.0
Service Level Reductions	\$ 0
Restoration Requests	\$ 0
Expansion Requests	\$ 0

Capital Projects Detail

Regional Fire Communication Facility*

\$ 2,500,000

Funding to establish a 7,500 sf. Regional Fire Communications Facility (RFCF) to dispatch resources to fire, medical and other emergencies.

Total capital cost is estimated to be \$10M.

Station 27 (Cuyama) Rebuild*

\$ 4,000,000

Replacement of the existing Fire Station 27 in Cuyama with an 8,500 sf. station on the current site. Station 27, built in 1952, is inadequate to support the current staffing and operational needs (Sheriff's Office will occupy approximately 1,000 sf. of the new facility).

**Capital expenditures above are reflected as operating transfers to General Services.*

Capital Projects Detail

Firehawk Fixed-Belly Tank

\$ 2,400,000

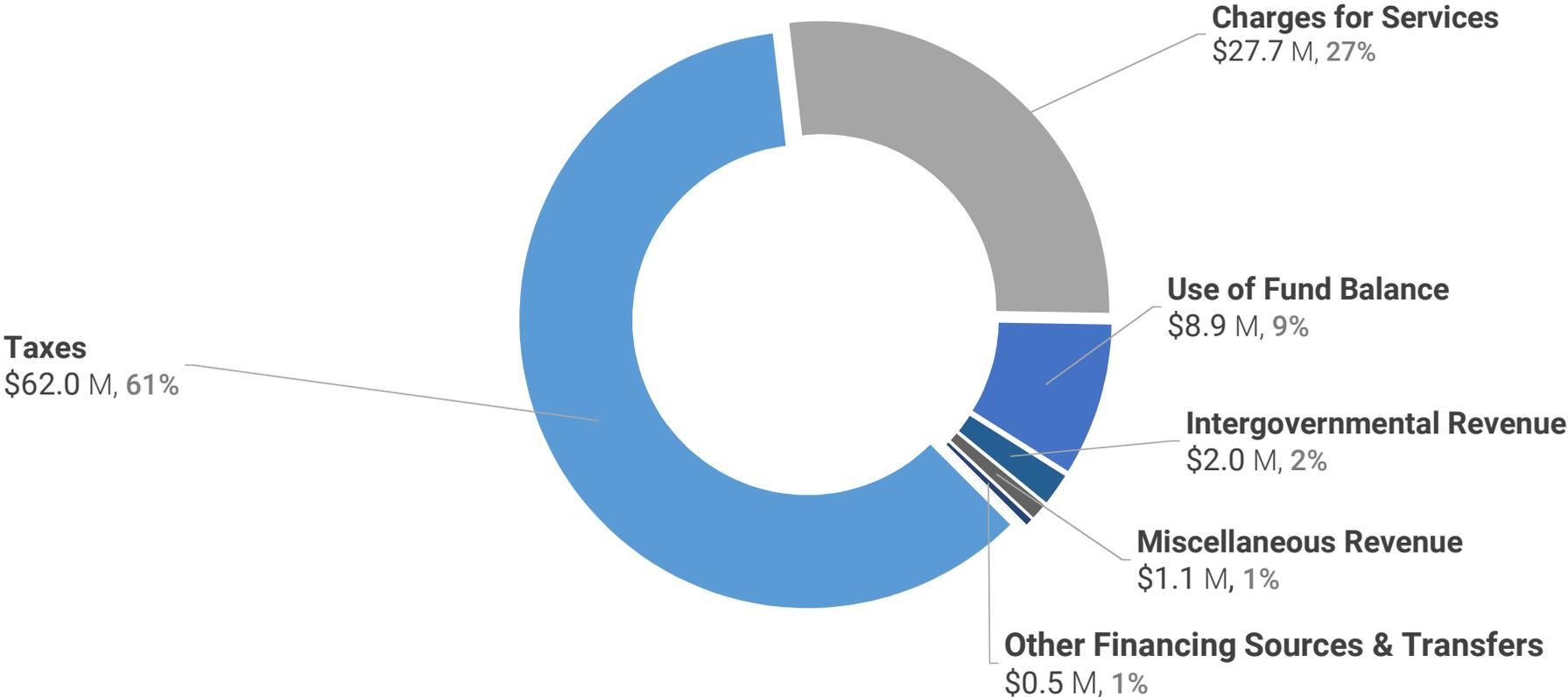
Funding to modify the Firehawk water bucket with a fixed-belly tank.

Station 25 (Orcutt) Land Acquisition

\$ 619,000

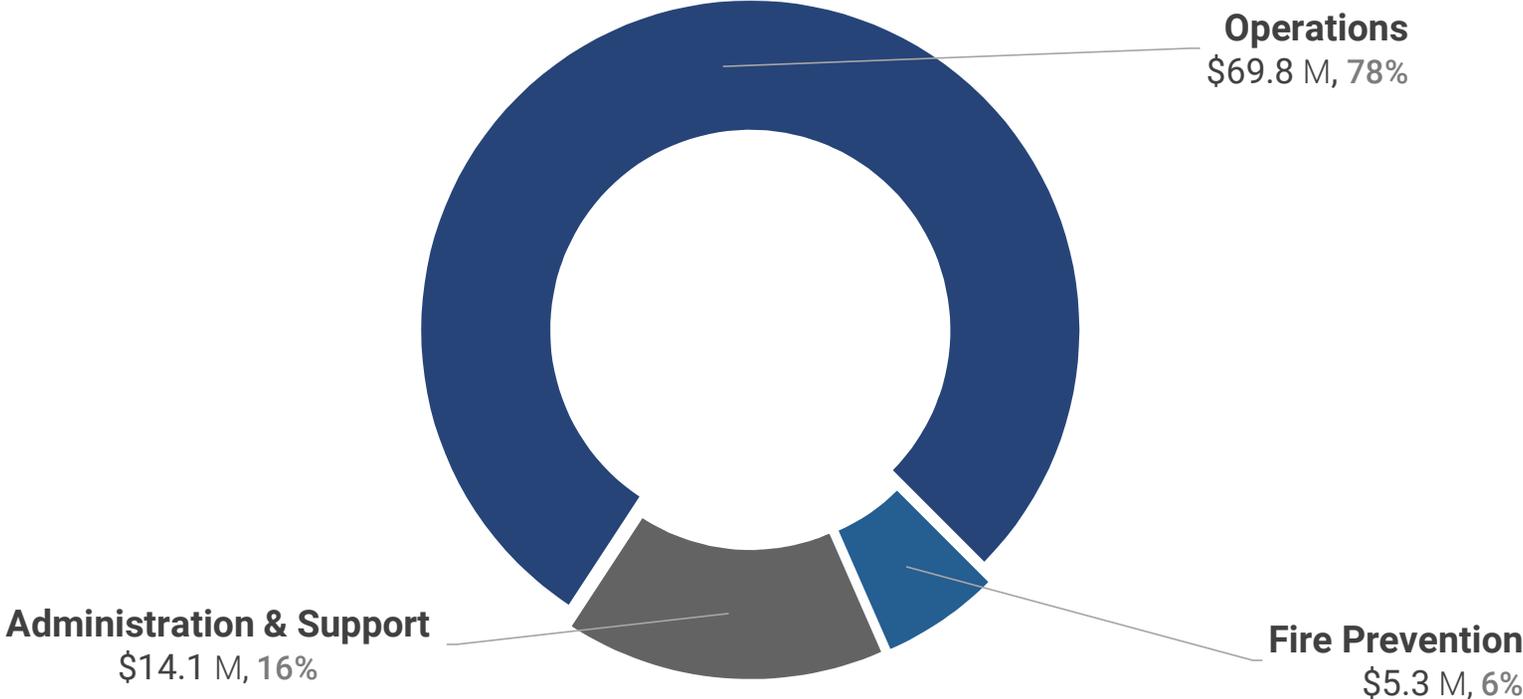
Utilize funding collected from the Orcutt Mitigation Fees to acquire land for the future site of Station 25, in Orcutt.

Source of Funds

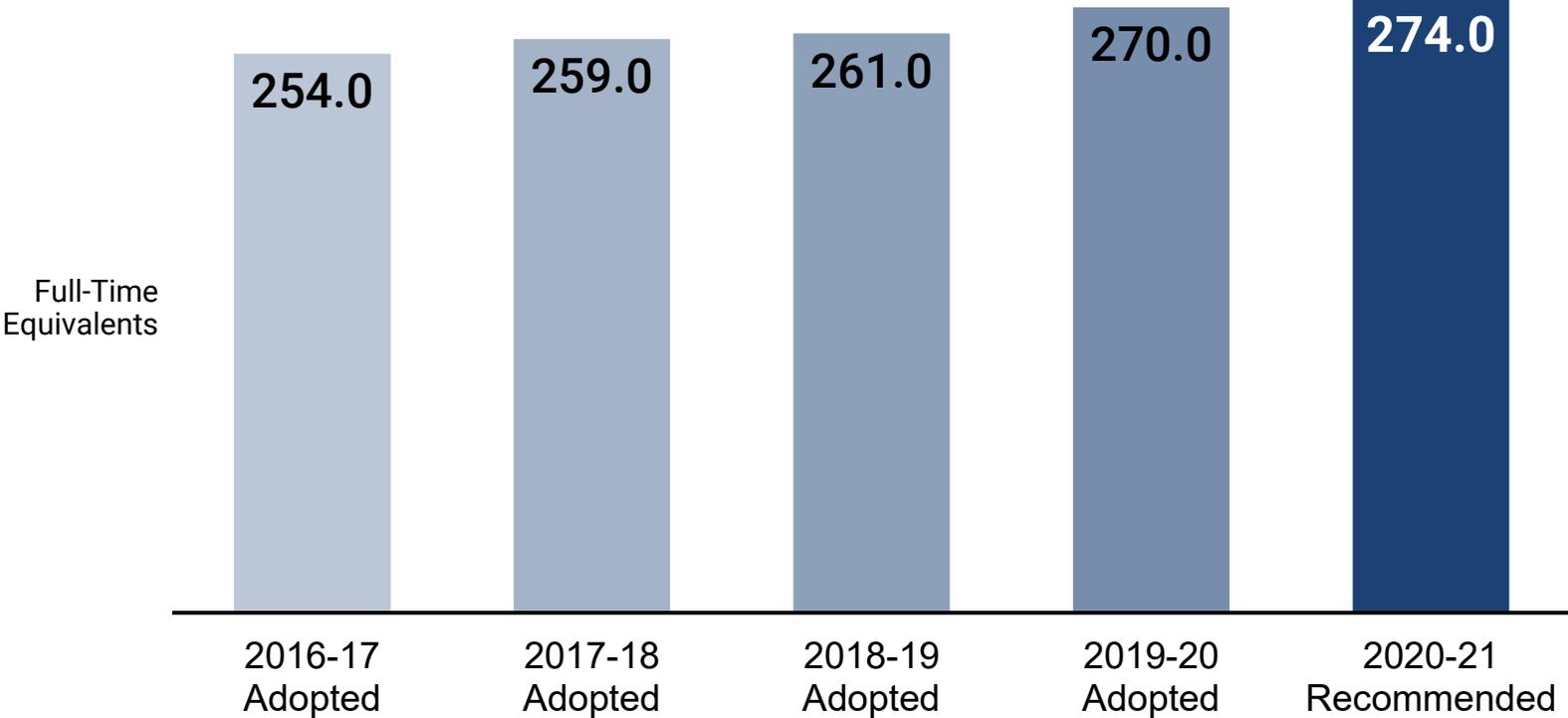


Use of Operating Funds

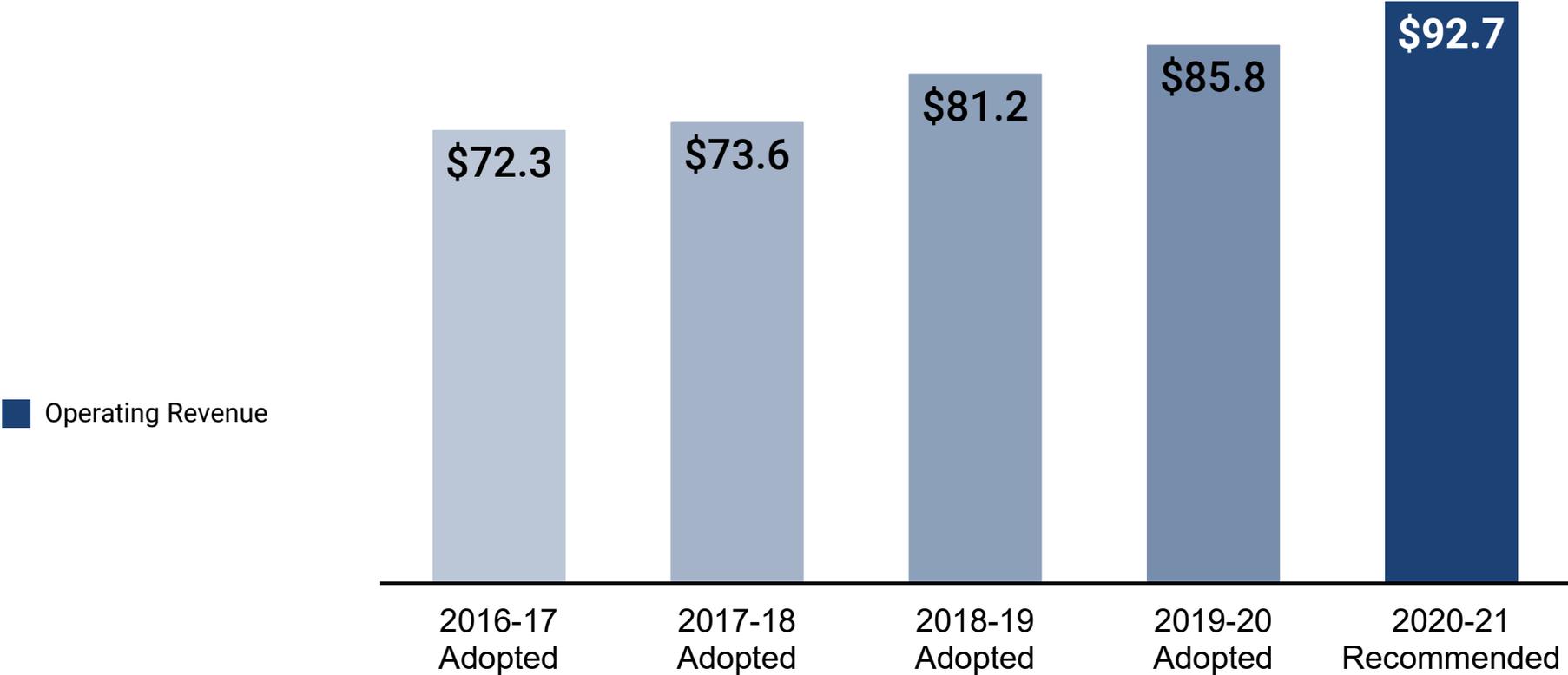
By Budget Program



Staffing Summary



Operating Revenue



FY 2019-20 Anticipated Accomplishments

- Completed the update to the Citygate 2012 Fire Services Deployment, Capital, and Departmental Performance Audit
- Secured \$2.29M in grant revenue to complete the Lompoc Valley Fuel Reduction Project. The project proposes 2,518 acres of combined treatments and the removal of 200 dead trees, to reduce the impacts of wildfires. Most of the work will be completed by an Extra-Help fuels crew.
- Improved the management span of control, emergency response timeliness, program support, and command and control capabilities during emergency incidents by adding a Battalion Chief post position

FY 2019-20 Anticipated Accomplishments

-  Improved Advanced Life Support (ALS) capabilities at Station 23 in Sisquoc with a cross-trained Firefighter/Paramedic post position
-  Completed the steps necessary to implement a Workers' Compensation Carve Out/Alternate Dispute Resolution (ADR) pilot program
- Developed a joint countywide comprehensive Vegetation Management Program in collaboration with County Operational Area Fire Chiefs
- Completed three vegetation management projects approved under the Governor's High Priority Projects program. The projects are located in Mission Canyon, San Marcos Pass, and Painted Cave Communities

 Renew '22
Departmental Initiative

FY 2020-21 Objectives

◆ Renew '22
Departmental Initiative

- ◆ Finalize the design and launch construction of the Regional Fire Communications Facility
- Continue to strengthen the Fire Department's EMS program with the conversion of engine companies from Basic Life Support (BLS) to Advance Life Support (ALS) to increase service levels provided to our community
- Develop a Fire Department capital improvement program to ensure capital project investments align with long-term service goals and objectives
- Continue to develop and utilize the multi-agency Santa Barbara County Type III Incident Management Team to manage local emergency incidents

FY 2020-21 Objectives

◆ Renew '22
Departmental Initiative

- ◆ Continue to modernize and enhance the delivery of emergency medical services for the County, in collaboration with EMSA and the Operational Area Fire Chiefs
- ◆ Implement a Workers' Compensation Carve Out/Alternate Dispute Resolution (ADR) pilot program to:
 - expedite claims handling;
 - expedite employee return-to-work time; and
 - reduce overtime costs
- ◆ Continue to seek additional funding for the fixed-belly tank for the Firehawk

RENEW '22 | Big Picture Goals

RE-DESIGN

- Launch safety preparedness webpage to increase community awareness, education, and outreach regarding fire prevention, defensible space requirements and the “Ready Set Go” program.
- Automate departmental procurement authorization form (workflow) to an application-based website. This will streamline internal processes by reducing manual entry and request handling.
- Facilitate three key staff to participate in the County Leadership Process Improvement program to offer opportunities for development and leadership training for aspiring leaders.

RE-BALANCE

- Collect \$1M in donations to fund the fixed belly-tank for the Firehawk. In addition, the Fire District has submitted a funding request, in the amount of \$208K, from the Homeland Security Grant Program (HSGP). This is the final phase of the Blackhawk conversion to a mission ready Firehawk. This initiative allows the Fire Department the ability to redirect financial resources to other capital needs.

RENEW '22 | Big Picture Goals

RESPOND

- Develop an online customer service portal integrated into the Fire Protection Certificate application process.
- Redesign the Fire Department's existing website to strengthen website capability, enhance the customer experience, educate the public, quickly guide visitors to the correct content and utilize SMART form technology to answer most common questions with a custom auto-reply email.

RETAIN

- Host one-day comprehensive leadership development training for all staff in management job classifications to strengthen our leadership culture.
- Identify three key employees to enroll in various County Leadership Development programs.
- Conduct stay interviews in an effort to retain high-performing employees, encourage engagement, and more closely monitor growth and development of our staff.
- Continue to conduct monthly anonymous staff surveys to provide a platform for employees to ask questions and solicit ideas to the executive staff. The Fire Chief responds to these comments and ideas via an Instagram broadcast.

Performance Measures

Description	2017-18 Actual	2018-19 Actual	2019-20 Est. Actual	2020-21 Recommended
Percentage of fire code inspections conducted that meet the Department's target cycle time	61% 2,428/3,967	87% 2,116/2,442	90% 2,700/3,000	90% 2,700/3,000
Percentage of building and wildland fires with a determination of cause to improve prevention and public education programs	84% 138/165	81% 110/136	85% 127/150	85% 127/150
Percentage of all wildland fires contained to 10 acres or less to protect life and property (Target: 95%)	87% 77/89	95% 60/63	95% 81/85	95% 81/85

Performance Measures

Description	2017-18 Actual	2018-19 Actual	2019-20 Est. Actual	2020-21 Recommended
Percentage of medical calls arrived at within the Emergency Medical Services Agency (EMSA) response time standards.	92% 8,813/ 9,557	93% 8,801/9,467	96% 9,600/10,000	100% 10,500/10,500
Percentage of fire protection certificate (FPC) applications and system plan checks reviewed and responded to within target (Target: FPC is 30 business days, Plan checks is 20 business days)	36% 466/1,285	65% 694/1,071	46% 570/1,232	80% 960/1,200
Percentage of all structure fires confined to the room of origin to protect life and property	88% 79/90	83% 69/83	90% 81/90	90% 81/90

Service Level Reductions

NONE

Summary

- Continue to strengthen the Fire Department's EMS program and optimize ALS service delivery
- Support the construction and development of the Regional Fire Communications Facility
- Rollout an enhanced capital improvement program to ensure capital project investments align with long-term service goals and objectives
- Partner with EMSA and the Operational Area Fire Chiefs to improve the delivery of emergency medical services for the County
- Continue to develop and utilize the multi-agency Santa Barbara County Type III Incident Management Team to manage complex local emergency incidents and to meet the needs of any emergency incident

“ The willingness to experiment with change may be the most essential ingredient to success at anything. ”

Pat Summitt - Legendary women's basketball coach that was inducted into the Women's Basketball Hall of Fame in 1999



FY 2020-21
BUDGET WORKSHOPS