



BOARD OF SUPERVISORS  
AGENDA LETTER

**Agenda Number:**

**Clerk of the Board of Supervisors**  
105 E. Anapamu Street, Suite 407  
Santa Barbara, CA 93101  
(805) 568-2240

**Submitted on:**  
**(COB Stamp)**

**Department Name:** Fire  
**Department No.:** 031  
**For Agenda Of:** April 10, 2012  
**Placement:** Departmental  
**Estimated Time:** 45 minutes  
**Continued Item:** No  
**If Yes, date from:**  
**Vote Required:** Majority

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**TO:** Board of Supervisors  
**FROM:** Department Fire Chief Michael W. Dyer  
Director  
Contact Info: Fire Chief Michael W. Dyer  
**SUBJECT:** Analysis of Fire Department Organizational Review and Phased Operations  
Enhancement Plan

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**County Counsel Concurrence**

As to form: N/A

Other Concurrence: N/A

As to form: Select\_Concurrence

**Auditor-Controller Concurrence**

As to form: N/A

**Recommended Actions:**

That the Board of Supervisors:

- Receive and file a report on the Analysis of the Fire Department Organizational Review by Citygate LLC and a Fire Operations Enhancement Plan, which include:
  - Response to the Citygate recommendations (attachment A)
  - Phased Operations Enhancement Plan (attachment B)
  - Capital Improvement Plan (attachment C)

**Summary Text:**

The County of Santa Barbara contracted with Citygate Associates (Folsom, CA) to conduct a deployment analysis, performance audit and management analysis of the Santa Barbara County Fire Department. The report included identification of potential service gaps and recommendations of strategies for maximizing current Fire Department operations. This report was presented to the Board of Supervisors on February 14, 2012 by Mr. Stewart Gary of Citygate Associates, LLC. At that time the Board accepted the report and directed the Fire Chief to return to the Board with his review and response to the report.

The Citygate report was also forwarded to the Sheriff and the County Health Department for their review and comment. Specifically the Sheriff provided feedback about Dispatch and related issues and the Health Department provided feedback about Emergency Medical Service issues. (See attachment A)

The Fire Chief has reviewed the report and formulated a response to each of the recommendations including a timeline for potential implementation. Overall, the Fire Chief agrees with most of the findings and recommendations and his responses are listed for each recommendation in Attachment A.

Following his analysis and review of the Citygate report, the Fire Chief has developed a Fire Operations Enhancement Plan (Attachment B) and a Capital Improvement Plan Priority List (Attachment C). These plans propose, if funding allows, a phased approach to implementing the Citygate recommendations that refer to staffing and capital improvements.

**Background:**

In July 2011, the Fire Department, in conjunction with the CEO, retained Citygate Associates, LLC to conduct a deployment analysis and departmental performance audit assessment of the County Fire Department (the Department). Citygate evaluated all aspects of the Fire Department during the preparation of this deployment services and fire headquarters systems audit, and several long-term challenges for the County emerged.

The three main fire service challenges, as identified by Citygate, that face the County are: *(1) quantity of staffing on many of the units in rural areas; (2) the impacts of staffing reductions in headquarters programs the last three years which are negatively affecting many programs; and (3) the need for annual operating funds to improve services and capital funds to repair and replace aged fire stations and fire apparatus.*

To address each of these challenges, Citygate made key findings and specific recommendations to maximize current Department operations and resources. Some of the recommendations require minimal additional resources and can be implemented in parallel. Others will take several fiscal years, both in time and funding. With this in mind, Citygate has recommended a phased approach to address the staffing and capital needs. On February 14, 2012 the Board of Supervisors directed the Fire Chief to return in 60 days with a review and analysis of the report.

**Fiscal and Facilities Impacts:**

Budgeted: No

**Fiscal Analysis:**

See Attachments B and C.

**Staffing Impacts:**

See Attachments B and C.

**Special Instructions:**

Please send a certified copy of the minute order to the following:

Rose Pueschel, Fire Department

**Attachments:**

Attachment A - Response to the Citygate recommendations

Attachment B - Fire Operations Enhancement Plan

Attachment C - Capital Improvement Plan

Sheriff's Office letter

County Emergency Medical Services Agency letter

**Authored by:** Fire Chief Michael W. Dyer

**cc:**