

Fire Management Study: Implementation Matrix

Recommendation	Action Items	Timeframe	Departments Involved	Costs	Challenges	Status
Recommendation 1: Direct staff to return with a more in-depth analysis of revenue enhancements and expenditure reductions for the SBCFD, which could begin to help offset departmental revenue expenditure gap in the coming fiscal years.	Fire is working with the CEO to (1) Assess current revenue streams and explore the feasibility of potential revenue-enhancing strategies and (2) Assess current and five year forecasted expenditures and work toward future expenditure reduction strategies, such as functional or operational consolidation with other fire agencies.	Ongoing. Revenue enhancement and expenditure reduction strategies are examined as part of the budget process annually.	Fire, CEO	Included in staff time.	To continue to think creatively about revenue enhancements and expenditure reductions that have not yet been explored. Fire, to its credit, has enhanced its revenues through actively seeking grants and negotiating with cities and other entities to help offset the cost of post positions. It has also pursued functional consolidation efforts like partnering with the City of Santa Barbara for the recruitment and testing of firefighters.	In process. Fire is committed to continuing to work with the CEO on possible revenue enhancement and expenditure reduction strategies as well as cooperating regionally with other fire agencies and the County Chiefs Association to explore further revenue enhancements and/or functional consolidation strategies.
Recommendation 2: Assess alternative dispatch options for the Fire Department only at a time when a new system is being evaluated for the combined operations.	Fire is collaborating with the Sheriff's Department and the CEO to continuously assess and improve dispatch operations within the current and new planned system.	Ongoing. One strategy to be implemented July 1, 2006.	Fire, Sheriff, CEO	Estimated cost of \$135,000 annually for a fire captain to be part of dispatch to be paid from the Fire District fund.	No foreseeable challenges at this time.	In process. Fire is funding a dispatch captain that will provide supervision of the dispatching of fire calls as part of its FY 06-07 budget. This will help improve the command function of dispatch. Fire, Sheriff and the CEO will continue to work together on implementing operational enhancements to dispatch.
Recommendation 3: Move the Fire Department expanded dispatch operation to the Santa Barbara County Public Safety Dispatch Center.	Fire, Sheriff and CEO are examining the feasibility of such a move and its impact on operations.	Feasibility determination currently taking place.	Fire, Sheriff, CEO	Included in staff time.	The impact of such a move on operations must be fully understood before commencing with the implementation of this recommendation.	In process. Fire, Sheriff and CEO are analyzing this recommendation. In the meantime, Fire is placing a captain at dispatch starting July 1, 2006 to help improve dispatch operations.
Recommendation 4: Ensure software systems will provide the necessary linkage for single entry of response times geared to the information that is collected for EMSA purposes.	The new Computer-Aided Dispatch (CAD) system is currently being implemented as part of the recently approved contract with AMR. The system has the software that is necessary for providing the linkage needed for single-entry response.	Implementation of the CAD system is currently taking place.	Sheriff, Fire, Public Health (EMSA), CEO	The new CAD system is estimated to cost \$1.5 million over two years. Funding is being divided among the Fire, Sheriff and Public Health Departments.	No foreseeable challenges at this time.	In process. This recommendation is being addressed as part of the implementation of the new CAD system.

Fire Management Study: Implementation Matrix

<p>Recommendation 5: Develop a simplified description of charges for all dispatch services for the users of the system.</p>	<p>CEO staff is working with the Sheriff's Department to examine possible ways to depict dispatch costs and the associated fees that fire agencies pay so that agencies better understand how dispatch costs are calculated.</p>	<p>Ongoing. It is anticipated that a simplified description will be used for the FY 2007-08 budget.</p>	<p>Sheriff, CEO, Fire</p>	<p>Included in staff time.</p>	<p>No foreseeable challenges at this time.</p>	<p>In process. Fire, Sheriff and CEO have been working on determining the appropriate cost of dispatch services for the Fire Department to pay. Fire has agreed to gradually increase the amount it pays for dispatch beginning in FY 2005-06. Sheriff will focus on the most appropriate manner to depict dispatch costs with assistance from the CEO as needed.</p>
<p>Recommendation 6: Conduct an evaluation of each dispatcher through one-on-one interviews to determine impacts of the job on each individual's perception of his/her ability to properly perform the job.</p>	<p>As part of implementing the new CAD system in FY 2006-07, each dispatcher will be asked to provide input as to the job impact and how the systems can be implemented effectively.</p>	<p>Ongoing.</p>	<p>Sheriff</p>	<p>Included in staff time.</p>	<p>Recruiting and retaining dispatchers is a known challenge.</p>	<p>In process. The Sheriff's Department is cognizant of the difficulties in recruiting and retaining dispatchers and is in the process of determining appropriate strategies to address dispatch staffing issues.</p>
<p>Recommendation 7: Evaluate the benefits of separating law enforcement and fire/medical emergency dispatch duties within the Dispatch Center.</p>	<p>Fire, Sheriff and CEO are examining the benefits and costs of separate dispatch duties within the Dispatch Center and its impact on operations.</p>	<p>Ongoing. One strategy to be implemented July 1, 2006.</p>	<p>Fire, Sheriff, CEO</p>	<p>Estimated cost of \$135,000 annually for a fire captain to be part of dispatch to be paid from the Fire District fund.</p>	<p>No foreseeable challenges at this time.</p>	<p>In process. Evaluation is underway and Fire is funding a dispatch captain to provide supervision of fire calls at the dispatch center starting July 1, 2006. Fire, Sheriff and the CEO will continue to work together to evaluate the benefits and costs of separate dispatch duties within the current dispatch center.</p>
<p>Recommendation 8: Develop an agreed upon protocol for notification of those "need to know" officials in County government regarding emergency response incidents and ensure the software system will be capable of emergency notification.</p>	<p>Existing protocol for notification of emergency response incidents is being examined by Fire, Sheriff and the CEO and revised as appropriate. Software to provide automatic emergency notification is being explored as part of the new CAD system.</p>	<p>Ongoing.</p>	<p>Fire, Sheriff, CEO</p>	<p>Included in staff time.</p>	<p>No foreseeable challenges at this time.</p>	<p>In process. Currently Fire and the Sheriff work in concert with the CEO to notify elected officials and other relevant parties of emerging incidents. This protocol is being reviewed for potential ways to enhance the notification process. By adding a fire captain to dispatch for fiscal year 2006-07 and upgrading the CAD system, the notification process should be improved.</p>

Fire Management Study: Implementation Matrix

<p>Recommendation 9: Initiate new negotiations with AMR for coverage in the Vandenberg Village and New Cuyama station areas.</p>	<p>CEO and Fire are discussing the feasibility of such negotiations on operational issues and will arrange a meeting with AMR if necessary.</p>	<p>Ongoing.</p>	<p>Fire, CEO</p>	<p>Included in staff time.</p>	<p>This subject was discussed as part of the negotiations resulting in the recently approved AMR contract. Discussions surrounding coverage are quite complex and involve policy issues of patient transport, response times and community needs.</p>	<p>In process. Discussions with the relevant parties are being scheduled.</p>
<p>Recommendation 10: Implement a project to provide and receive automatic response to fire calls across jurisdictional lines.</p>	<p>Fire currently has automatic response with other fire agencies within the County, but will continue to cooperate regionally with the other fire agencies to determine if the current system of automatic aid may be made more efficient.</p>	<p>Ongoing.</p>	<p>Fire</p>	<p>Included in staff time.</p>	<p>No foreseeable challenges at this time.</p>	<p>In process. Fire is committed to regional cooperation efforts that enable responding to fire and medical emergencies to be as effective and efficient as possible.</p>
<p>Recommendation 11: Provide each fire station with updated maps of its geographic area(s) of responsibility.</p>	<p>Currently 9 (out of 15) stations have updated maps and Fire is continuing its efforts to provide maps to the remaining stations.</p>	<p>Ongoing.</p>	<p>Fire</p>	<p>Included in staff time.</p>	<p>No foreseeable challenges at this time.</p>	<p>In process. Currently 9 out of 15 stations have updated maps that were produced by using GIS. Fire will continue to update the rest of the station maps. The new dispatch system that is to be implemented by the Sheriff will enhance the capability of merging maps with dispatch functions and data.</p>
<p>Recommendation 12: Implement a project to facilitate installation of sprinklers by UCSB in all facilities with high concentrations of people and the greatest risk of fire incidents.</p>	<p>CEO and Fire are continuing discussions with UCSB regarding this issue and other fire protection issues. Discussions are moving forward.</p>	<p>Ongoing.</p>	<p>Fire, CEO</p>	<p>Included in staff time.</p>	<p>Fire code regulations, including the placement of sprinklers, as they pertain to the University are under State jurisdiction. Funding for additional sprinklers is an issue.</p>	<p>In process. Discussions between the University, Fire and the CEO regarding fire protection enhancements are ongoing.</p>

Fire Management Study: Implementation Matrix

<p>Recommendation 13: Identify alternative methods of providing fire emergency services on the UCSB campus.</p>	<p>CEO and Fire are continuing discussions with UCSB regarding the enhancement of fire protection at the university.</p>	<p>Ongoing.</p>	<p>Fire, CEO</p>	<p>Included in staff time.</p>	<p>Finding the funds necessary to enhance fire protection at UCSB is an issue.</p>	<p>In process. Discussions between the University, Fire and the CEO regarding fire protection enhancements are ongoing.</p>
<p>Recommendation 14: Evaluate the County's contract with UCSB for possible reversion of the responsibility for fire response to the university.</p>	<p>CEO and Fire are continuing discussions with UCSB regarding enhancing funding for Fire. However, reversion to UCSB of responsibility for its fire protection is not considered a viable alternative.</p>	<p>Ongoing.</p>	<p>Fire, CEO</p>	<p>Included in staff time.</p>	<p>Finding the funds necessary to enhance fire protection at UCSB is an issue.</p>	<p>In process. Discussions between the University, Fire and the CEO regarding fire protection enhancements are ongoing.</p>
<p>Recommendation 15: Schedule facilitated problem-solving sessions between departments with the purpose of developing on-going solutions to operational issues and provide periodic reports of progress to the CEO.</p>	<p>Fire, Sheriff, General Services and Public Health (EMSA), with the assistance of the CEO, have and will continue to work on improving inter-departmental relationships. Significant progress has already been made and the specific issues raised within the study have been addressed.</p>	<p>Ongoing.</p>	<p>Fire, Sheriff, General Services, Public Health, CEO</p>	<p>Included in staff time.</p>	<p>No foreseeable challenges at this time.</p>	<p>Implemented. Fire has made the establishment and maintenance of collaborative working relationships with these departments a top priority. The CEO has facilitated numerous discussions among these various departments that have resulted in significantly improved communications and collaborative approaches toward solving operational issues. These discussions have also assisted Fire in its ability to implement several of the other recommendations included as part of this study.</p>

Fire Management Study: Implementation Matrix

<p>Recommendation 16: Establish a regular meeting of the Medical Directors of EMSA and Fire Department to ensure clarity of policies and practices for paramedics in the field.</p>	<p>Fire and Public Health medical personnel have met and will continue to meet on this matter and have reached understandings that will ensure clear policies for field personnel.</p>	<p>Ongoing.</p>	<p>Fire, Public Health</p>	<p>Included in staff time.</p>	<p>No foreseeable challenges at this time.</p>	<p>Implemented. Fire and Public Health are meeting regularly to clarify policies and practices as they pertain to paramedics and relationships between the medical directors have significantly improved.</p>
<p>Recommendation 17: Evaluate the current Medical Director assignment in the Fire Department to determine if a change should be made.</p>	<p>Fire will seek the recommendations of the County Medical Director (within Public Health) and take these recommendations into consideration when conducting the annual personnel evaluation of the Fire Medical Director. As indicated above, Fire and Public Health are now meeting regularly regarding matters pertaining to the medical directors and have reached a clear mutual understanding.</p>	<p>Ongoing.</p>	<p>Fire, Public Health</p>	<p>Included in staff time.</p>	<p>No foreseeable challenges at this time.</p>	<p>Implemented. Fire has agreed that the County's (Public Health/EMSA) Medical Director's opinion will be taken into consideration during the annual evaluation of Fire's Medical Director. Recent meetings between the Medical Directors have facilitated clear mutual understandings.</p>
<p>Recommendation 18: Develop a master station facility plan and prioritize all projects across the department.</p>	<p>Fire and General Services will continue to work on developing a Master Station Facilities Plan that prioritizes projects across the Fire Department.</p>	<p>Ongoing.</p>	<p>Fire, General Services</p>	<p>Included in staff time.</p>	<p>The challenge will be in funding the projects, not in collaborating on the planning and prioritizing of projects.</p>	<p>In process. Fire has a Facilities Master Plan and is working in tandem with General Services to develop an updated Master Station Facilities Plan.</p>
<p>Recommendation 19: Invest in exhaust/ventilation systems (such as the Nedameyer system) for every station.</p>	<p>Fire has been aware of these issues and will prioritize and continue to address them while working within the confines of its budget. The issue of exhaust systems will be addressed as part of the Fire Master Station Facilities Plan.</p>	<p>Ongoing.</p>	<p>Fire, General Services</p>	<p>Preliminary estimates indicate that a system like Nedameyer (exhaust hose that is attached to fire engines) is around \$20,000 per station. Updated figures will be included within the Master Station Facilities Plan.</p>	<p>Funding constraints.</p>	<p>In process. Currently 11 out of 15 stations have front and rear doors in the engine bay that allow exhaust to be removed. Changes to the remaining four stations will be phased in. Currently four stations have exhaust systems in place and are being evaluated to determine how frequently station staff use the system and what noticeable effects it has had on removing the exhaust over opening bay doors. New stations, like the remodeled Station 51 that is currently in progress, will also address this recommendation.</p>

Fire Management Study: Implementation Matrix

<p>Recommendation 20: Provide lockers for turnouts in stations, ideally in a separate space that is located near the bay, to prevent exposure to/from off-gases.</p>	<p>Fire has been aware of this issue and will place a priority on addressing it while working within the confines of its budget. The issue of lockers will be addressed as part of the Fire Master Station Facilities Plan.</p>	<p>Ongoing.</p>	<p>Fire, General Services</p>	<p>Updated figures will be included within the Master Station Facilities Plan.</p>	<p>Funding constraints.</p>	<p>In process. Fire will continue to address this recommendation as funding allows and will work with General Services to ensure that this recommendation is included within the Master Station Facilities Plan. New stations, like the remodeled Station 51 that is currently in progress, will also address this recommendation.</p>
<p>Recommendation 21: Provide adequate storage for medical supplies in stations, including a “locked box” that is ideally located near, but not in, the bay.</p>	<p>Fire has been aware of this issue and will place a priority on addressing it while working within the confines of its budget. The issue of adequate storage will be addressed as part of the Fire Master Station Facilities Plan.</p>	<p>Ongoing.</p>	<p>Fire, General Services</p>	<p>Updated figures will be included within the Master Station Facilities Plan.</p>	<p>Funding constraints.</p>	<p>In process. Fire will continue to address this recommendation as funding allows and will work with General Services to ensure that this recommendation is included within the Master Station Facilities Plan. New stations, like the remodeled Station 51 that is currently in progress, will also address this recommendation. It should be noted that the security of medical supplies is taken seriously by Fire and that the consultants did not witness any violation of this protocol.</p>
<p>Recommendation 22: Renovate current station facilities, where possible, so that the exercise room is located within the living quarters.</p>	<p>Fire has been aware of this issue and will place a priority on addressing it while working within the confines of its budget. The issue of exercise room location will be addressed as part of the Fire Master Station Facilities Plan.</p>	<p>Ongoing.</p>	<p>Fire, General Services</p>	<p>Updated figures will be included within the Master Station Facilities Plan.</p>	<p>Funding constraints.</p>	<p>In process. Fire will continue to address this recommendation as funding allows and will work with General Services to ensure that this recommendation is included within the Master Station Facilities Plan. New stations, like the remodeled Station 51 that is currently in progress, will also address this recommendation.</p>

Fire Management Study: Implementation Matrix

<p>Recommendation 23: Complete long-term planning regarding apparatus (fire engines, trucks, ambulances) procurement to facilitate facility planning in conjunction with efforts underway by General Services.</p>	<p>Fire has an Apparatus Planning Committee in place and will work with General Services to ensure that long-term apparatus planning will be addressed as part of the Fire Master Station Facilities Plan.</p>	<p>Ongoing.</p>	<p>Fire, General Services</p>	<p>Updated figures will be included within the Master Station Facilities Plan.</p>	<p>Funding constraints.</p>	<p>In process. Fire has an Apparatus Planning Committee in place and will work with General Services to ensure that this recommendation is included within the Master Station Facilities Plan. New stations, like the remodeled Station 51 that is currently in progress, will also address this recommendation.</p>
<p>Recommendation 24: Conduct a customized sound test at each station and upgrade each sound system (like a public announcement system that broadcasts the information being provided by the dispatcher regarding an incident) accordingly.</p>	<p>Fire has been aware of this issue and will place a priority on addressing it while working within the confines of its budget. The issue of sound quality will be addressed as part of the Fire Master Station Facilities Plan.</p>	<p>Ongoing.</p>	<p>Fire, General Services</p>	<p>Updated figures will be included within the Master Station Facilities Plan.</p>	<p>Funding constraints.</p>	<p>In process. Fire (Logistics Division) is currently working with General Services' Radio Shop to determine the costs and potential ways to address the matter. This recommendation will be included within the Master Station Facilities Plan.</p>
<p>Recommendation 25: Develop an implementation plan to identify and recommend new technology in stations to alert personnel following initial alarm activation.</p>	<p>Fire has been aware of this issue and will place a priority on addressing it while working within the confines of its budget. The issue of alert systems will be addressed as part of the Fire Master Station Facilities Plan.</p>	<p>Ongoing.</p>	<p>Fire, General Services</p>	<p>Updated figures will be included within the Master Station Facilities Plan.</p>	<p>Funding constraints.</p>	<p>In process. Fire's Safety Committee will contact other fire agencies to determine the feasibility of implementing new alert systems within the stations. This recommendation will be included within the Master Station Facilities Plan.</p>
<p>Recommendation 26: Install pull curtains next to each bed and sliding "vacant/in use" signs at each bathroom location, where applicable.</p>	<p>Fire has been aware of this issue and is addressing it while working within the confines of its budget.</p>	<p>Ongoing.</p>	<p>Fire, General Services</p>	<p>Updated figures will be included within the Master Station Facilities Plan.</p>	<p>No challenges regarding the installation of pull curtains and bathroom signage. Funding constraints for remodeling stations.</p>	<p>Implemented. Fire has made the separation of bathrooms and sleeping quarters a priority since 1999 and has installed partitions and bathroom signage in all stations. Remodeled stations have separate rooms and all future renovated stations will also have separate rooms. All stations have bathroom signage indicated that the restroom is in use and by what sex. Renovated stations have or will have separate bathroom facilities.</p>

Fire Management Study: Implementation Matrix

<p>Recommendation 27: Schedule remodels of station bathrooms and separate sleeping quarters into individual rooms as budgets allow for the remaining stations not yet remodeled.</p>	<p>Fire has been aware of this issue and is addressing it while working within the confines of its budget.</p>	<p>Ongoing.</p>	<p>Fire, General Services</p>	<p>Updated figures will be included within the Master Station Facilities Plan.</p>	<p>Funding constraints.</p>	<p>In progress. Fire has made the separation of bathrooms and sleeping quarters a priority since 1999 and has installed partitions and signage in all stations. All future station renovations and rebuilding will have separate bathroom facilities and sleeping quarters, such as the new Station 51 that is currently being rebuilt. This recommendation will be included within the Master Station Facilities Plan.</p>
<p>Recommendation 28: Allocate money specifically for the purchase of station lockers and other storage options; new office equipment, including computers and peripherals; noise/wind barriers; and additional refrigerators and beds for stations that have the space for these items.</p>	<p>Fire has been aware of this issue and will place a priority on addressing it while working within the confines of its budget.</p>	<p>Ongoing.</p>	<p>Fire, General Services</p>	<p>Updated figures will be included within the Master Station Facilities Plan.</p>	<p>Funding constraints.</p>	<p>In process. Fire has a replacement cycle for these peripherals and budgets for the replacement of these specific items. Funding constraints prevent Fire from funding every item included as part of this recommendation at the same time.</p>
<p>Recommendation 29: Move or remodel the work areas within stations carrying out specifically assigned departmental functions like apparatus repair.</p>	<p>Fire has been aware of this issue and will place a priority on addressing it while working within the confines of its budget.</p>	<p>Ongoing.</p>	<p>Fire, General Services</p>	<p>Updated figures will be included within the Master Station Facilities Plan.</p>	<p>Funding constraints.</p>	<p>In process. Fire will continue to address this recommendation as funding allows and will work with General Services to ensure that this recommendation is included within the Master Station Facilities Plan.</p>

Fire Management Study: Implementation Matrix

Recommendation 30: Design new facilities that incorporate ideal working space configurations and ample storage capacity.	Station 51 in Mission Hills (Lompoc) that is currently being rebuilt will incorporate many of the design features considered ideal for a modern fire station. The Master Station Facilities Plan will also address design features of new stations.	Ongoing.	Fire, General Services	Updated figures will be included within the Master Station Facilities Plan.	Funding constraints.	In process. Fire will continue to address this recommendation as funding allows and will work with General Services to ensure that this recommendation is included within the Master Station Facilities Plan.
Recommendation 31: Reiterate the County's position regarding Fire Department facility ownership and maintenance.	The CEO's position (with which Fire and General Services concurs) is that the ownership and maintenance of the fire stations is the responsibility of General Services, although Fire is encouraged to use its unanticipated revenues to fund capital needs.	Ongoing.	Fire, General Services, CEO	Included in staff time.	No foreseeable issues regarding ownership of the facilities. However, the ability to fund the maintenance of the stations is a challenge for both Fire and General Services.	Implemented. Both Fire and General Services are aware of the County's position on ownership and are collaborating on identifying station needs (see recommendations 15, 18-30).
Recommendation 32: Implement a petty cash account of \$500 at each station and Cal cards at local retailers that will allow each station the flexibility to purchase items necessary for routine operations and unanticipated minor repairs.	Fire is working with the Auditor-Controller to determine how best to timely implement this recommendation at the start of the new fiscal year and is budgeting accordingly.	In effect July 1, 2006.	Fire, Auditor-Controller	Around \$7,500 (which can be reallocated within existing budget).	Fire station captains will need to ensure that stations adhere to Countywide policies regarding cash handling, reimbursements and paying of vendors.	Implemented. Fire's FY 06-07 budget sets aside petty cash for the stations.
Recommendation 33: Ensure updated standard specifications for Fire Department vehicles/equipment by type are reviewed with General Services.	Fire has an Apparatus Planning Committee in place and is working in conjunction with General Services in purchasing and replacing fire vehicles.	Ongoing,	Fire, General Services	Included in staff time.	No foreseeable challenges at this time.	Implemented. Fire has an Apparatus Committee that determines standards and is working in conjunction with General Services in purchasing and replacing fire vehicles.

Fire Management Study: Implementation Matrix

<p>Recommendation 34: Establish a roving mechanic position to provide preventative maintenance.</p>	<p>Fire and General Services, in collaboration with the CEO, are determining the feasibility of implementing this recommendation and are collaborating on the potential of implementing a roving mechanic on a pilot basis.</p>	<p>Ongoing.</p>	<p>Fire, General Services, CEO</p>	<p>The cost of mechanic is approximately \$60-70K; however, current staff of General Services may be able to be used instead.</p>	<p>Potential challenges to this recommendation are currently being researched by General Services and Fire.</p>	<p>In process. Fire, CEO and General Services are discussing the costs and logistics of implementing this recommendation and are discussing the possibility of creating a pilot program that would evaluate the effectiveness and efficiency of a roving mechanic.</p>
<p>Recommendation 35: Analyze the financial implications of creating a larger backfill pool of full-time employees and/or continuing the use of overtime to provide backfill relief.</p>	<p>Fire, in consultation with the CEO (and the Auditor-Controller as necessary), will examine overtime hours and analyze whether the constant staffing pool in existence has reduced the use and cost of overtime.</p>	<p>Ongoing.</p>	<p>Fire, CEO, Auditor-Controller as needed</p>	<p>Included in staff time.</p>	<p>A detailed analysis needs to occur to determine whether this concept has proved to be effective in reducing overtime.</p>	<p>In process. Fire, in conjunction with the CEO (and Auditor-Controller as needed), will evaluate whether the use of the pool has had a beneficial effect on reducing the use of overtime.</p>
<p>Recommendation 36: Reinstate a formal policy that performing administrative duties is a requirement for internal promotion.</p>	<p>Fire is determining whether its informal policy of requiring administrative duties for promotion has enhanced operations before instituting a formal policy.</p>	<p>Ongoing.</p>	<p>Fire</p>	<p>Included in staff time.</p>	<p>No foreseeable challenges at this time.</p>	<p>In process. Fire has based many of its recent promotions on administrative experience and will continue to do so. An evaluation of the effect of this informal policy on operations is being conducted before issuing a formal policy on administrative experience requirements.</p>
<p>Recommendation 37: Conduct an in depth workload and scheduling analysis of the Hazardous Materials Unit to ascertain appropriate staffing.</p>	<p>Fire is compiling the necessary information and working with the CEO to determine appropriate staffing levels.</p>	<p>Ongoing.</p>	<p>Fire, CEO</p>	<p>Costs of additional staff are to be determined and whether costs could be paid through fees billed to responsible parties.</p>	<p>Possibly funding constraints.</p>	<p>In process. Fire has begun the analysis related to the staffing of various programs under the Hazardous Materials Unit such as the Site Mitigation Unit (SMU) and the Leaking Underground Fuel Tank (LUFT) program and will provide the results of this analysis to the CEO.</p>

Fire Management Study: Implementation Matrix

Recommendation 38: Determine if the Fire Department's billing and collections operations would be provided more efficiently by a private contractor.	Fire is evaluating whether the current method for billing may be enhanced and will consult with the CEO and other County departments to learn if other departments outsource their billings, to whom and at what cost.	Ongoing.	Fire, CEO	To be determined.	No foreseeable challenges at this time.	In process. Fire has obtained some information regarding possible billings providers and will continue to collect information and evaluated whether a private contractor would be more efficient and effective than maintaining billings in-house.
Recommendation 39: Install electronic payroll capabilities for all personnel in the Department.	Fire has commenced discussions with the Auditor-Controller about the requirements needed to achieve this capability.	Ongoing, but Fire should be using electronic timecards by the end of the calendar year 2006.	Fire, Auditor-Controller	To be determined.	There may be costs associated with system requirements that the Auditor-Controller deems necessary for implementing this recommendation.	In process. SBC Fire is working with the Auditor-Controller to implement this recommendation and has scheduled training.
Recommendation 40: Clarify the role of Fiscal Services in approving financial transactions.	The Fire Chief and Deputy Chief are beginning to clarify the role of Fiscal Services and are seeking guidance from the CEO and Auditor-Controller regarding Countywide policies involving financial transactions.	Ongoing, but policy will be updated by July 1, 2006.	Fire, CEO, Auditor-Controller	Included in staff time.	Ensuring that Fire fiscal services upholds County policies set by the CEO and Auditor-Controller during any potential role changes.	In process. Fire expects to have clarification of roles and policies in place for fiscal year 2006-07.
Recommendation 41: Set specific improvement goals for internal fiscal processes.	Fire management will set updated goals to enhancing operations.	Ongoing, but policy will be updated by July 1, 2006.	Fire	Included in staff time.	No foreseeable challenges at this time.	In process. Fire expects to have clarification of goals in place for fiscal year 2006-07.
Recommendation 42: Determine the availability of administrative positions for general support functions once roles for Financial Services personnel have been clarified.	Once recommendations 38-41 have been implemented and evaluated for their effectiveness, then a staffing analysis will occur to determine the appropriate staffing levels for Fiscal Services.	Ongoing and contingent on the implementation of recommendations 38-41.	Fire, CEO	Included in staff time.	No foreseeable challenges at this time.	In process. Once recommendations 38-41 have been implemented and evaluated for their effectiveness, then a staffing analysis will occur to determine if the Finance section of Fire needs additional staff.
Recommendation 43: Add a full-time civilian position to assist the captain in coordinating department training.	Fire is evaluating the feasibility of funding a training officer position as part of the fiscal year 2006-07 budget process.	Recruitment to begin in July 2006 contingent on funding.	Fire, CEO	Estimated cost of \$135,000 annually for a training captain.	Funding constraints.	In process. Fire is considering adding a safety training officer within its FY 06-07 budget. To ensure operational effectiveness, it has been determined that a training officer should be a safety member and a captain rather than a civilian.

Fire Management Study: Implementation Matrix

<p>Recommendation 44: Assess alternative methods to provide training.</p>	<p>Fire will continue to assess the effectiveness and efficiency of various training options. The potential addition of a training officer position (recommendation 43) would also enhance the Department's ability to assess training alternatives.</p>	<p>Ongoing.</p>	<p>Fire</p>	<p>Included in staff time; costs of other training methods unknown at this time.</p>	<p>No foreseeable challenges at this time.</p>	<p>In process. Fire continues to evaluate and modify the manner in which training is delivered to staff. For example, Fire has decided to discontinue the use of training via CD, (although it was an option that made fiscal and operational sense at the time) and is looking at other training options such as the Internet, CDs, combining with other fire agencies and "Train the Trainer".</p>
<p>Recommendation 45: Reconsider the placement for a training facility in the County's long-range capital budgeting plan.</p>	<p>A training facility has been included in prior capital improvement plans and continues to be included in the 2006-2011 CIP.</p>	<p>Placement within the current CIP.</p>	<p>Fire, CEO</p>	<p>\$4.1 million.</p>	<p>Acquiring land and funding the construction of the facility are challenges.</p>	<p>Implemented. Fire has recognized this need as evident by the project's inclusion in the CIP for multiple years, including the 2006 CIP.</p>
<p>Recommendation 46: Clarify countywide position responsibilities during emergencies and natural disasters and the relationship of the Office of Emergency Services Manager to all positions involved in these events.</p>	<p>The CEO is working with Fire and OES to determine the appropriate responsibilities for OES and related staff.</p>	<p>Ongoing.</p>	<p>Fire, OES, CEO</p>	<p>Included in staff time.</p>	<p>No foreseeable challenges at this time.</p>	<p>In process. Fire's Deputy Chief has been working with the CEO to examine both the organization of OES and its management structure to clarify responsibilities and roles of the various parties involved in a Countywide response to disasters in order to improve the County's ability to prepare for and respond effectively to disasters and emergencies.</p>
<p>Recommendation 47: Reconsider the priority for a dedicated Office of Emergency Services Center that is linked to County dispatch and information technology and ready to go online in minutes.</p>	<p>Fire, OES and CEO will continue to explore funding options for an emergency operations center.</p>	<p>Ongoing.</p>	<p>Fire, OES, CEO</p>	<p>\$5.8 million for a new EOC.</p>	<p>Securing funds for an EOC has proven to be challenging. State and federal funds have been requested.</p>	<p>In process. Fire has included an emergency operations center (EOC) within the CIP for many years and continues to do so with the 2006 CIP. OES, in conjunction with the CEO and the County's Legislative Program Committee, continues to lobby federal and state legislators in an attempt to secure state and/or federal funding for an EOC. All parties involved in responding to a emergency such as the Sheriff and Public Health are actively participating in viable funding options for an EOC.</p>