

Fire Department Deployment Analysis and Performance Audit Assessment

Santa Barbara County Fire Department



Presented on February 14, 2012

Citygate Associates, LLC



PROJECT DELIVERABLES

- ◆ Comprehensive review of the deployment system
- ◆ Review of headquarters programs necessary to support the field functions
- ◆ Costs of current or modified operations

POLICY CHOICES FRAMEWORK

- ◆ No mandatory federal or state minimum fire service levels
- ◆ If fire services are provided, they have to be delivered safely, following standards

POLICY CHOICES FRAMEWORK

- ◆ Communities have the level of fire services that they need and can afford
- ◆ The challenge is matching need with fiscal capacity

DEPLOYMENT REVIEW COMPONENTS

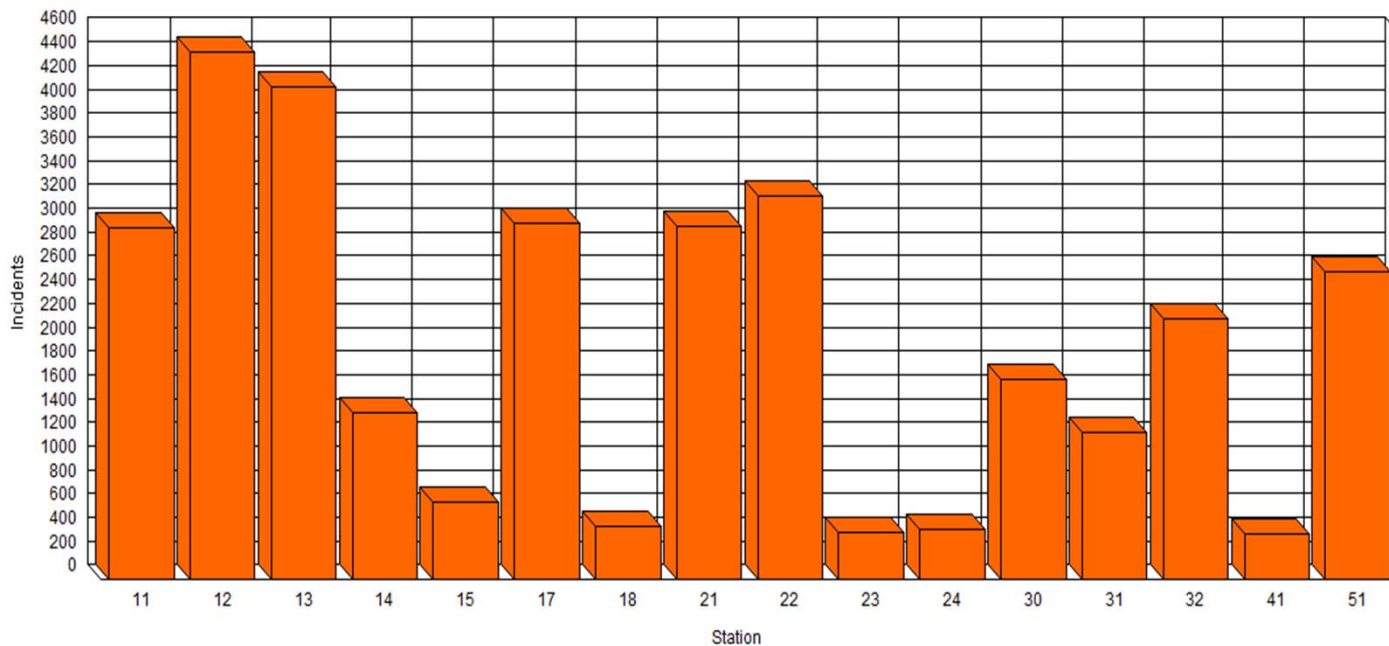
- ◆ Existing deployment
- ◆ Risks and expectations
- ◆ Measure fire unit travel times
- ◆ Response statistics
- ◆ Gap analysis



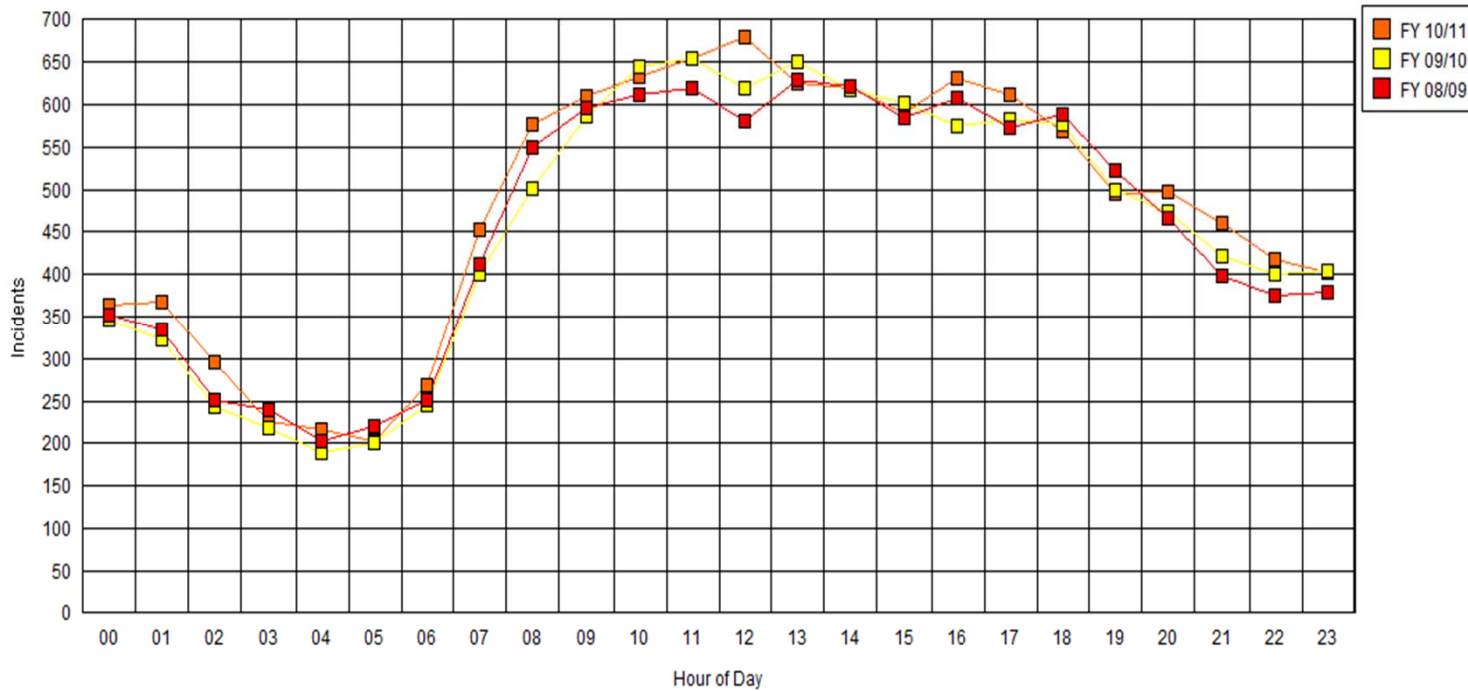
INCIDENT TYPES

- ◆ In FY 2010-11 the Department responded to:
 - 11,467 incidents
 - Averaging 31 incidents per day
- ◆ 65% of incident responses were to EMS
- ◆ 3.88% to fires of all types
- ◆ 46 building fires or 3.8/month

Number of Incidents by Station



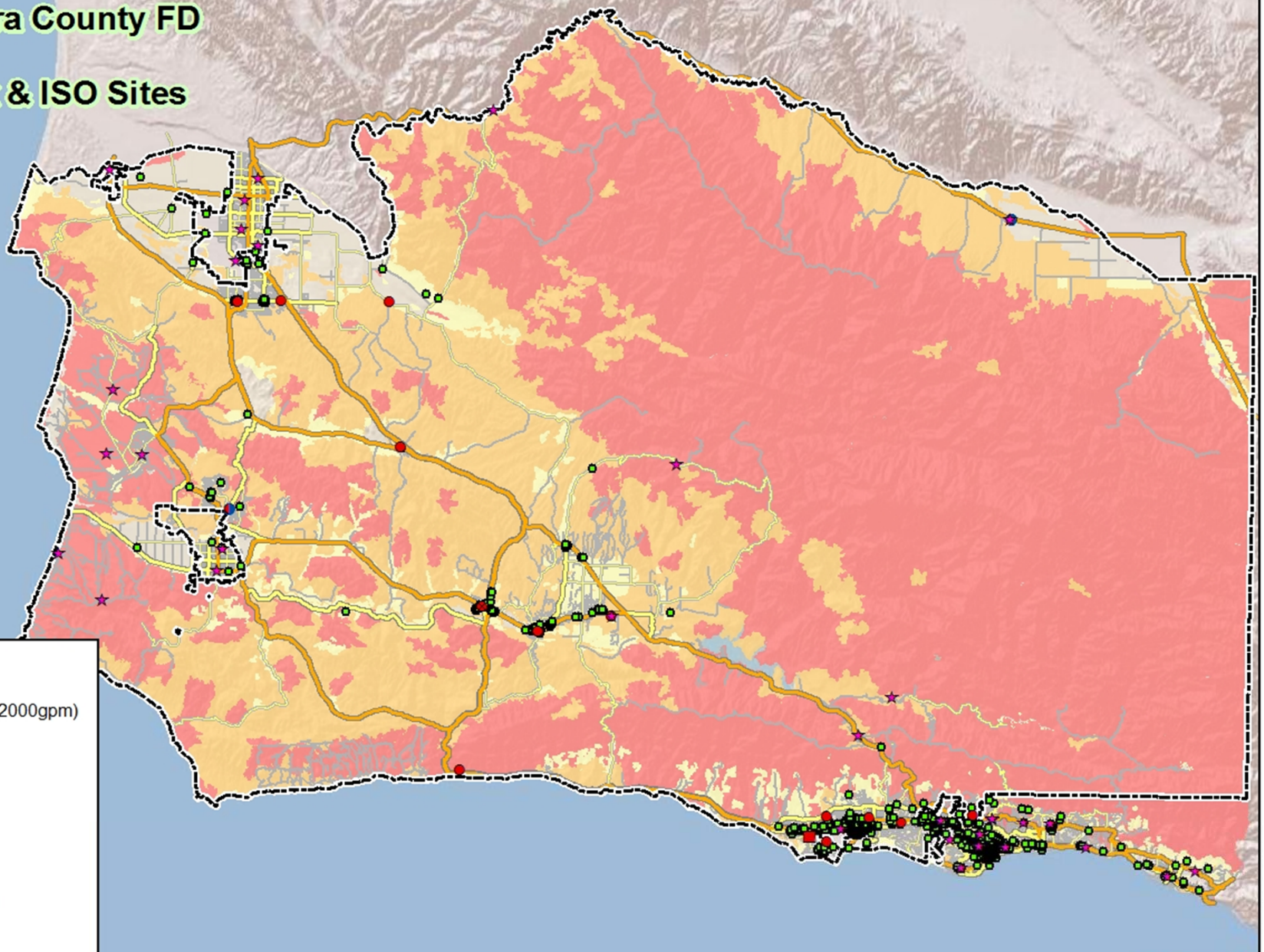
Number of Incidents by Hour of Day by Year



RESPONSE TIME COUNTYWIDE

Department-wide Measure	90% Minute Goal or Actual	Measure Source	Actual Performance
Crew Dispatch to Arrival	<= 06:00	SBCFD Policy of 5 minutes + 1-minute dispatch	63.4%
Crew Dispatch to Arrival	<= 07:00	Citygate Suburban Recommendation	77.2%
<i>Actual</i> Dispatch to Arrival	09:51	SBCFD Countywide Compliance	90.0%

Santa Barbara County FD Map 2a Wildfire Risk & ISO Sites



Legend

■ ISO Sites (EFF >= 2000gpm)

Fire Stations

- Engine
- Engine, Hazmat
- Engine, Medic
- Engine, Truck
- ★ Mutual Aid Station

Wildfire Risk

- Very High
- High
- Moderate
- Santa Barbara County

Santa Barbara County FD

Map 3

4 / 5 / 12 Minute Engine Travel

Legend

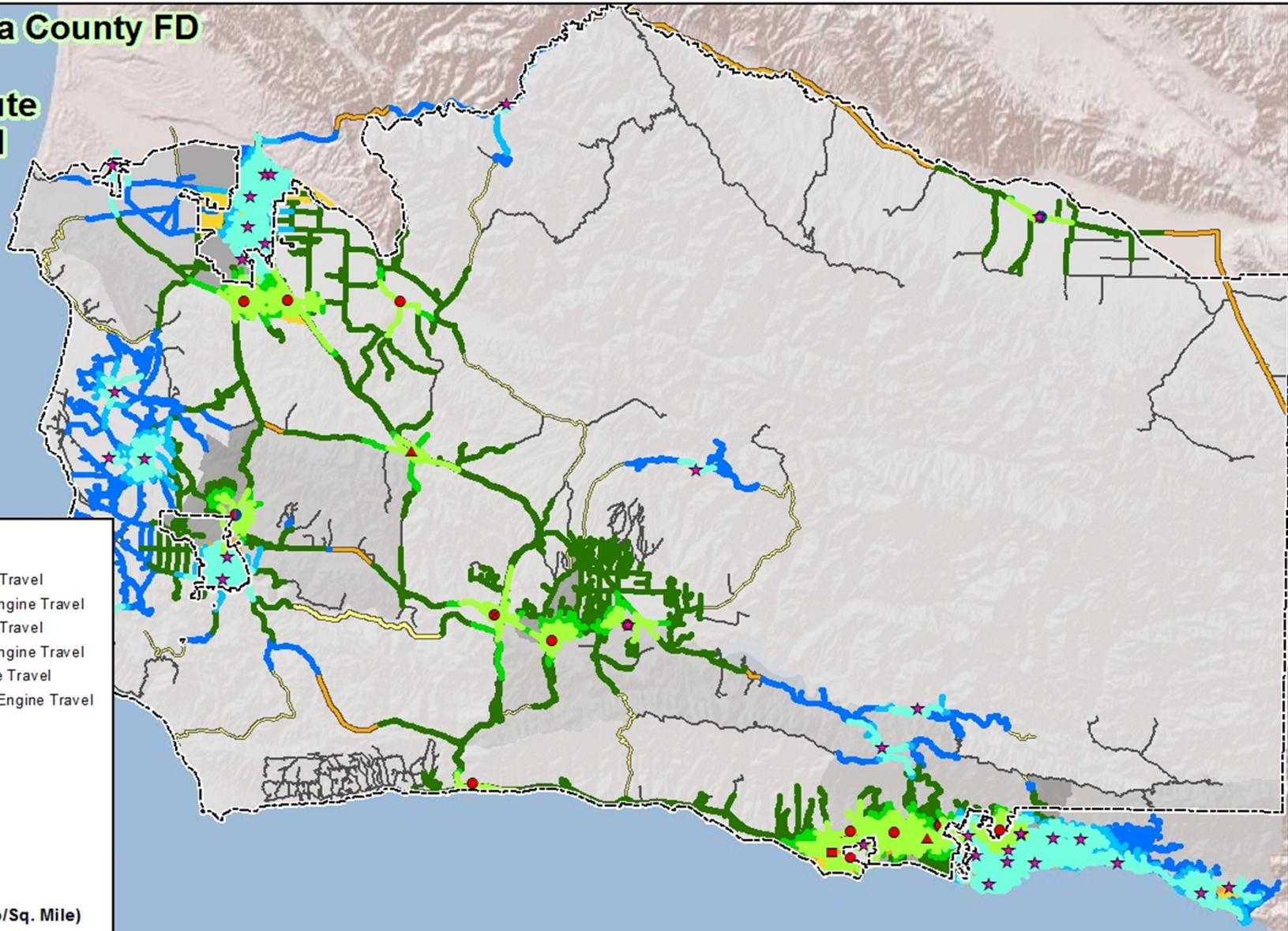
- 4 Minute SBC Engine Travel
- 4 Minute Mutual Aid Engine Travel
- 5 Minute SBC Engine Travel
- 5 Minute Mutual Aid Engine Travel
- 12 Minute SBC Engine Travel
- 12 Minute Mutual Aid Engine Travel

Fire Stations

- Engine
- Engine, Hazmat
- Engine, Medic
- Engine, Truck
- ▲ Engine, Chief
- ◆ Chief
- ★ Mutual Aid Station

Population Density (Pop/Sq. Mile)

 0-50	-----Rural-----
 51-500	
 501-1000	
 1001-3000	-----Suburban-----
 3001-7000	
 7001-14000	-----Urban-----
 14001-28000	
 28001-42000	



**Santa Barbara County FD
Map 13
Hot Spots of All Incidents
July 2008 - June 2011**

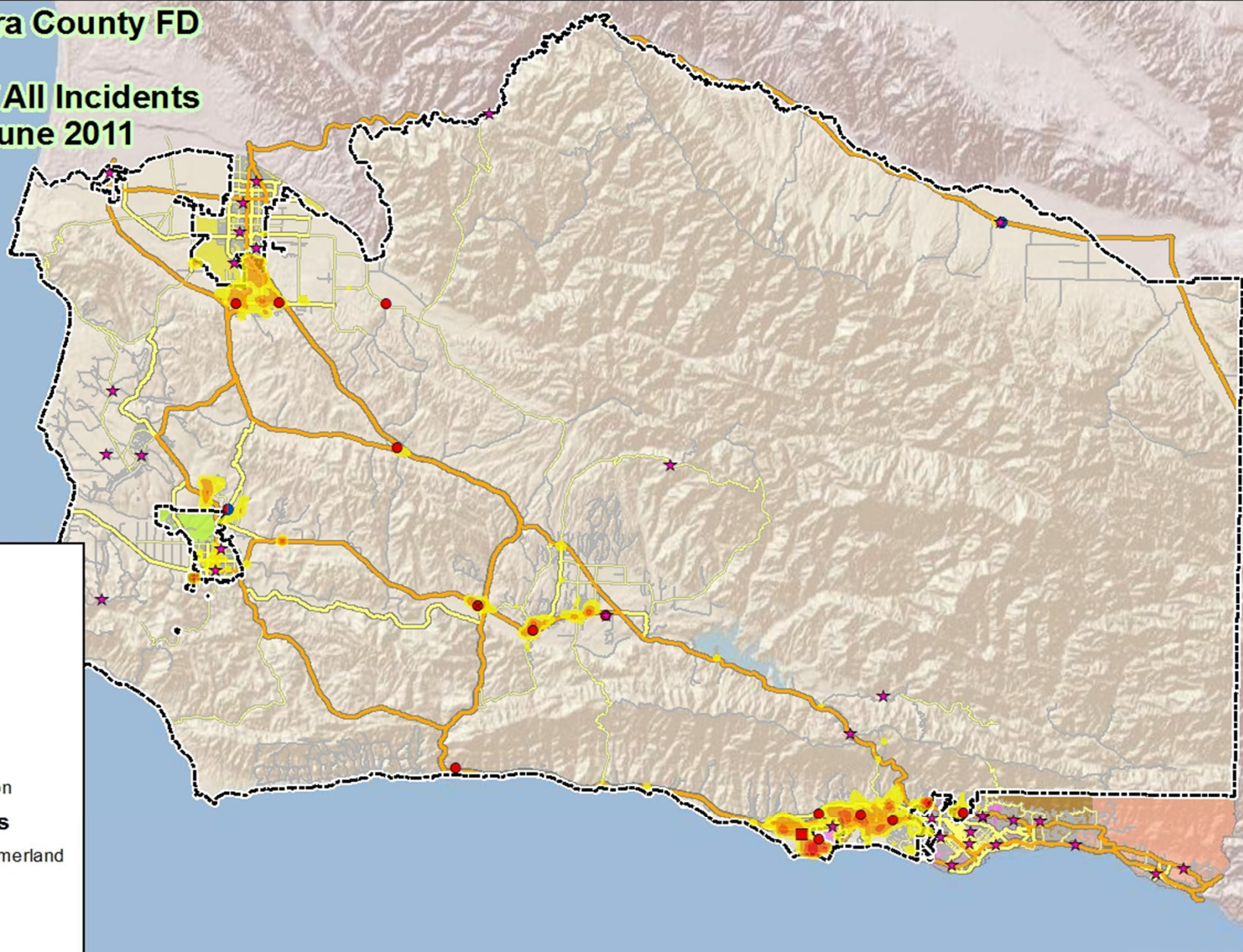
Legend

Fire Stations

- Engine
- Engine, Hazmat
- Engine, Medic
- Engine, Truck
- ★ Mutual Aid Station

Fire Departments

- Carpinteria/Summerland
- Guadalupe
- Lompoc
- Montecito
- Santa Barbara
- Santa Maria
- Santa Barbara County



DEPLOYMENT RECOMMENDATIONS

- ◆ Stations well located in population clusters
- ◆ Adopt response time measures tied to population densities
- ◆ As funds permit, increase staffing per unit

HEADQUARTERS SERVICES

- ◆ Current staffing is down 11.25 FTEs
- ◆ However, supervision, training and safety oversight is critical in fire services
- ◆ Some of the reductions are not sustainable for much longer
- ◆ At least 3 positions in Safety & Standards, Info Technology and Finance need to be funded

COST OF FIRE SERVICES

- ◆ The Fire District has a structural deficit that will grow as costs increase
- ◆ The pre-Proposition 13 tax rates will not support the current or desired level of fire services

COST OF FIRE SERVICES (CONT.)

The needs over time are:

- ◆ Immediate: \$1.8 million in FY 2012-13, increasing to an average of \$4 million per year over the next three years just to maintain current services
- ◆ Near Term: \$12.1 million per year to implement the operational and support recommendations
- ◆ Longer Term: \$6 million per year in cumulative annual debt to implement the CIP program

REVENUE OPTIONS

- ◆ An Oil Production Tax would generate \$1.8 to \$3.0 million annually
- ◆ Increasing the property tax allocation to the Fire District, providing an additional \$2.5 million per year for each 1 percent of increase above the present 11.97 percent

REVENUE OPTIONS (CONT.)

- ◆ A dedicated fire parcel tax might generate between \$1.5 and \$2.5 million, dependent upon the tax rate used
- ◆ No one revenue measure can meet all the needs
- ◆ Priority choices regarding revenue sources and fire service levels have to be made

NEXT STEPS & REPORT CHOICES

- ◆ Receive the policy recommendations and adopt revised Fire Department performance measures
- ◆ Provide the funds necessary to retain the current level of service or make reductions to eliminate the structural deficit
- ◆ Identify funding to add back critical command, training, and safety headquarters positions
- ◆ Determine how to provide funding to restore and enhance services to the most populated areas

DISCUSSION AND QUESTIONS



FIELD DEPLOYMENT STRATEGY

- ◆ Deployment is about the *speed* and *weight* of the attack
- ◆ Speed is delivered with neighborhood based units
- ◆ Weight is the massing of multiple units quickly enough to provide enough firefighters to stop the escalation of the emergency

MULTIPLE-UNIT RESPONSE

- ◆ Multiple units are needed to deliver enough firefighters in a reasonable time to serious emergencies to simultaneously and effectively perform the tasks needed for the outcome
- ◆ 15 firefighters minimum are needed within an 11-minute total response time for positive urban outcome expectations
- ◆ This is known as *concentration* of companies