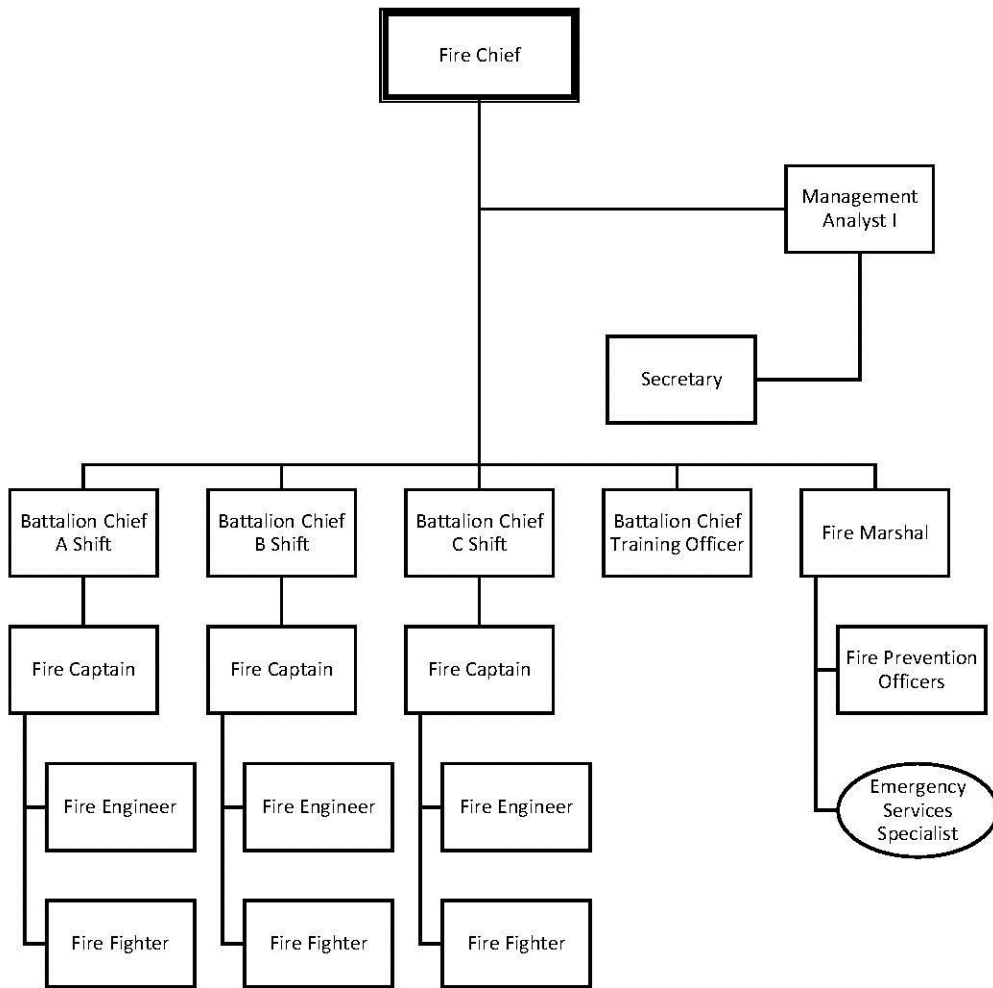


**Fire Department**



The above organizational chart depicts full-time and part-time employees.



# PUBLIC SAFETY

DEPARTMENT: Fire

PROGRAM: Fire & Emergency Services

DIVISION: Administration, Operations,  
Prevention & Reimbursable

FUND: General Fund/Measure U2012

	Actual 2014-15	Adopted 2015-16	Year-End Estimated 2015-16	Proposed 2016-17	Proposed 2017-18
<b><u>PROGRAM EXPENSES/REVENUES</u></b>					
Salaries & Benefits	\$ 9,649,548	\$ 9,636,490	\$ 9,462,190	\$10,333,907	\$10,796,451
Services & Supplies	1,388,033	1,540,630	1,501,090	1,653,500	1,644,760
Total Operating Cost	11,037,581	11,177,120	10,963,280	11,987,407	12,441,211
Capital	98,512		204,850	17,000	
Debt Service	653,240	653,240	653,240	653,240	653,240
Transfers					
Total Cost	11,789,333	11,830,360	11,821,370	12,657,647	13,094,451
Less: Departmental Revenues	1,583,190	1,347,190	1,446,340	1,324,390	1,342,370
Net City Cost	\$10,206,143	\$10,483,170	\$10,375,030	\$11,333,257	\$11,752,081

## **SUMMARY OF SERVICE PROGRAMS**

Operations	\$ 8,605,449	\$ 9,697,450	\$ 9,101,340	\$10,267,824	\$10,646,574
Reimbursable Programs	1,177,669	253,220	822,990	452,180	455,823
General Service Programs	9,783,118	9,950,670	9,924,330	10,720,004	11,102,397
Measure U2012	2,006,215	1,879,690	1,897,040	1,937,643	1,992,054
Total Service Programs	\$11,789,333	\$11,830,360	\$11,821,370	\$12,657,647	\$13,094,451

## **SUMMARY OF POSITIONS**

### **FULL-TIME**

Deputy Fire Chief	0	1	1	0	0
Fire Battalion Chief	4	3	3	4	4
Fire Captain	15	15	15	15	15
Fire Chief	1	1	1	1	1
Fire Engineer	18	18	18	18	18
Fire Marshal	0	0	0	1	1
Fire Fighter	18	18	18	18	18
Fire Prevention Officer I/II	2	2	2	2	2
Management Analyst I	0	0	0	1	1
Office Assistant I/II	1	1	1	0	0
Secretary	1	1	1	1	1

TOTAL

60                      60                      60                      61                      61

### **PART-TIME**

Emergency Services Specialist	0	1	1	1	1
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TOTAL

0                      1                      1                      1                      1

**GRAND TOTAL**

**60                      61                      61                      62                      62**

# **PUBLIC SAFETY**

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	<b>Actual 2014-15</b>	<b>Adopted 2015-16</b>	<b>Year-End Estimated 2015-16</b>	<b>Proposed 2016-17</b>	<b>Proposed 2017-18</b>
<u>TEMPORARY (FTE)</u>					
Consultant I	0.0	0.0	0.0	0.5	0.5
Emergency Services Coordinator	0.5	0.0	0.0	0.0	0.0
Reserve Command Chief	3.0	3.0	3.0	0.0	0.0
<b>TOTAL TEMPORARY (FTE)</b>	<b>3.5</b>	<b>3.0</b>	<b>3.0</b>	<b>0.5</b>	<b>0.5</b>

## **PROGRAM DESCRIPTION**

As an “all risk” public safety agency, the Santa Maria Fire Department is responsible for: fire, rescue, emergency medical services; reduction of the community’s fire and life safety risks; prevention and investigation of fires; public safety education; and, planning, coordinating, training and implementing the City’s Emergency Preparedness Plan. The Department fulfills these responsibilities by providing a full range of fire and life safety programs to the City, and its residents, businesses, and visitors.

## **SUBPROGRAMS AND THEIR OBJECTIVES**

### Fire Administration

Provides leadership and executive oversight of the Department’s functions. Manages policy administration, public relations, inter-agency relations, personnel administration and succession planning, budget and grant administration, financial, accounting and related business analysis, strategic planning, research and technology, and administers the Community Risk Reduction program as part of the Department’s strategic plan. The objectives of this sub-group are to:

- Provide strategic and advance short-, mid- and long-range plans to effectively guide the Department’s delivery system;
- Provide the necessary administrative and clerical support for all Departmental programs, other City departments, individuals, and neighboring fire agencies to ensure achievement of agency goals;
- Provide appropriate public information as it pertains to the Department, emergency services, fire and life safety, and other related issues;
- Ensure that appropriate plans, programs, and implementation strategies are effective in meeting fire operational requirements for resource needs, capital improvement plans, and emergency operating policies; and
- Implement appropriate policy as directed by City Administration and the public through their elected officials, as it pertains to fire, life safety, and emergency services.

### Fire Operations and Training

Manages firefighting and emergency response services. Maintains a state of readiness for prompt response to calls for service. Oversees Emergency Medical Services, HazMat services, technical and water rescue services and safety services. Provides mandated training to meet legislative requirements and instruction to broaden the organizational skill set. This is accomplished by utilizing modern and recognized fire suppression standards, extinguish fires as early as possible to minimize loss of life, damage to property and the environment, and economic impacts upon the community. The objectives of this sub-program are to:

# **PUBLIC SAFETY**

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Provide effective pre-hospital emergency medical services at the Emergency Medical Technician I level utilizing modern and recognized standards of care. Due to the Department's strategic deployment of resources and station locations, its prompt response times are generally equivalent to or better than the paramedic ambulances. This ensures effective delivery of definitive medical care in a pre-hospital setting and improves the quality of life as a result of improved patient outcomes;

Provide effective technical rescue services ensuring that personnel are trained and equipped in specialized operations including: vehicle extrication; confined space rescue; Urban Search and Rescue (USAR); shore-based water rescue; and trench rescue by maintaining a cooperative effort with other participating agencies in the Counties of Santa Barbara and Ventura;

Provide effective scene management along with basic hazardous materials services at the first responder operational level to enable recognition and defensive protective actions until more technical services arrive on scene. The Department will continue to work with other appropriate agencies and departments including Public Works and Police to provide the most effective system for hazard mitigation relating to public and private property and the environment;

Provide, under contract, Aircraft Rescue and Fire Fighting and airport inspection services to the Santa Maria Public Airport;

Provide community-based fire protection through pre-incident planning, public education, and training programs as well as related non-emergency services based on designated fire management zones. Management zones are geographic areas of the City assigned to a fire officer who is tasked with fostering positive working relationships with the business and residential customers within their respective zones;

Ensure that all personnel are properly trained to recognize professional standards of competence in the diverse areas of fire and emergency service that are demanded by the community; and

Provide property conservation measures to the greatest extent possible during emergency incidents including fires, storms, high winds, flooding, and other natural and man-made disasters.

## Fire and Life Safety

Provides management of fire code enforcement and inspection services, performs plan checks, provides public fire safety and injury prevention education and information, and manages records. The objectives of this sub-group are to:

Provide fire prevention services through public education and regular fire inspections of businesses and places of assembly. This is accomplished through a community-based partnership where the Department provides fire safety and disaster preparedness education and awareness, and community members apply those principles in their daily lives. The focus of this partnership includes school programs, participation in community events, and advisory visits to businesses;

Provide fire cause and origin investigative services and, in concert with the Police Department and the District Attorney, develop criminal cases involving arson and other violations of law; and

Prevent or reduce the occurrence of hostile fires and other emergencies through the enforcement of State and local fire and life safety codes. This is accomplished through plan review of new construction, tenant improvements, and related activities. Enforcement of fire and life safety codes is performed through the Department's hazard inspection and complaint program. These activities are provided to the greatest extent possible within the fiscal limits established by the City.

# PUBLIC SAFETY

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## Emergency Preparedness

Maintains 24/7 operational readiness of the Emergency Operations Center (EOC) that supports all hazard incidents. Responsible for the overall coordination of resources, from multiple disciplines, in the operation and management of the EOC during an EOC activation and in the recovery and reimbursement process. Participates in City homeland security objectives ensuring compliance with State and Federal emergency planning requirements, development of emergency plans and providing training to personnel, residents, businesses and volunteers. The objectives of this sub-group are to:

Provide administration, coordination, collaboration and management of the City's Emergency Operations Plan, Hazard Mitigation Plan, supporting documents, other preparedness response and recovery plans;

Provide appropriate management of the City's Emergency Operations Center (EOC) when activated;

Provide administration, coordination and management of Memorandums of Understanding and other cooperative instruments with community and regional partners to further the goals of the program and support the preparedness, response and recovery goals of the City;

Provide exceptional public education and customer service to targeted community groups, City staff and families by utilizing available resources from all divisions of the Department and other allied agencies to teach fire safety and disaster preparedness that includes: Community Emergency Response Training, Listos and "Ready" Santa Maria training, which is provided in both English and Spanish; and

Provide opportunities for whole community engagement by the use of available resources from the Department, other agencies and community partners through community collaborations, presentations, training and exercises to support emergency and disaster preparedness; and

Collaborate with regional partners to create, support and implement shared emergency management goals and objectives.

<b>PERFORMANCE/WORKLOAD MEASURES</b>	<b>ACTUAL 2012-14</b>	<b>ESTIMATED 2014-16</b>	<b>PROJECTED 2016-18</b>
<b>DEMAND/WORKLOAD</b>			
Emergency Calls for Service	17,543	18,069	18,177
Total Unit Responses	19,542	19,677	19,539
Fire Inspectors Emergency Response	111	145	161
Fire Inspections	1,320	2,540	4,039
Fire Investigations	23	15	40
Fire Suppression Training Hours	38,115	25,723	28,054
Hazardous Materials Business Plans*	111	0	0
Mutual/Automatic Aid Given	297	307	314
Plan Checks	557	618	639
State Title 19 Inspections	137	143	145
<b>EFFECTIVENESS/EFFICIENCIES</b>			
CERT Program Participants	158	375	200
Emergency Response (within 5:00 Minutes)	74.8%	72.0%	75.0%
Emergency Response (within 7:00 Minutes)	88.0%	86.1%	90.0%
Plan Check Turnaround (within 7 Days)	51.5%	45.6%	53.8%

*\*Hazardous Materials Business plans were discontinued in 2014 because the program transitioned to the Santa Barbara County Public Health Department*

# **PUBLIC SAFETY**

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## **GOALS AND OBJECTIVES**

- Develop a Strategic Plan that builds a community-wide shared vision; provides short-term direction; optimizes use of resources; and sets goals and objectives through a continuous and systematic process that guides the members of the Department in making decisions about the future of the organization and how success will be measured to include creating an internal communications process that promotes and ensures the effectiveness of top-down/bottom-up communication.
- Update the Department's Standards of Response Coverage encompassing the adoption of written policies and procedures that determine the distribution, concentration and reliability of fixed and mobile response forces necessary to provide services to an "all risk" public safety agency.
- Fully implement Target Solutions for the provision of on-line training; development and distribution of the Department's Annual Training Calendar; management of individual training records; and, dissemination of training reports.
- Coordinate an annual City-wide exercise designed to familiarize City departments with the City's adopted Multi-hazard Functional Plan and functions of the EOC, facilitate the identification of deficiencies in the plan, and modify the plan as appropriate.
- Create a collaborative relationship between labor and management to effectively and efficiently identify potential conflict situations; generate alternative solutions for consideration; and, strive toward reaching consensus decisions supported by objective criteria.
- Conduct an analysis of the types of on-the-job injuries, their causes, apparatus or equipment involved and cost related to loss of work and medical treatment and develop strategies to reduce their occurrence and severity.
- Conduct an analysis of the Department's Fire and Life Safety sub-program for appropriateness of services provided; alternative delivery systems; opportunities for collaboration with other City departments; and, management oversight.
- Integrate the current policies and procedures into Lexipol, evaluate the relevancy of each policy and revise as needed, use Lexipol as the benchmark for all future policies.
- Continue to participate as part of a multi-department collaborative taskforce to research and identify a Computer Automated Dispatch system and radio system that meets the ongoing needs of the various City departments.
- Ensure the successful changeover of the current Interspiro Self-Contained Breathing Apparatus, 4500 psi system to a Scott/MSA SCBA, 5500 psi system, including the upgrade of compressor units to address the increase in bottle pressure.

## **NOTEWORTHY BUDGET HIGHLIGHTS**

- Re-classify the position of Deputy Fire Chief to Battalion Chief to be responsible for fulfilling the duties of the City's Fire Marshal. In addition, staff is proposing to allocate one Battalion Chief position to that of Fire Training Officer, to be assigned to the Department's training program.
- Staff recommends reclassifying the existing Secretary to that of Management Analyst I to more accurately reflect the complexity of tasks that are being performed by the incumbent as well as to address issues brought up in the department audit conducted by Management Partners. The Department will backfill the Secretary position by upgrading the Office Assistant II to that of a Secretary.

# PUBLIC SAFETY

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- Establish separate line items for expenditures associated with the City-wide Emergency Preparedness Program. This program is continuing to expand in scope to the point that it is impacting the operations of the Department. In the 2016-18 budget cycle, the Department is identifying the costs associated with the administration of the City-wide Emergency Preparedness Program as separate line items in the budget.
- Eliminate six Reserve Command Chief positions due to a change in the requirements in the California Fire Assistance Agreement (CFAA), which makes it less feasible to utilize these positions under the CFAA for wildland responses.
- Staff is recommending the addition of one limited-service personnel to assist the Department in arson investigation and in mentoring the newly formed command staff.



Pictured left – City Fire Fighters participate in a training burn, practicing their suppression skills.

Pictured Right - Recruit Fire Fighters practice vertical ventilation techniques with chainsaws on a simulated wood prop at the academy.

