

# 2012- 2017

## City of Santa Barbara Fire Department 2012-2017 Strategic Plan



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Santa Barbara City Fire Department  
November, 2011

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## Executive Summary

I am pleased to present a strategic plan that will direct and prioritize our efforts in support of the Fire Department's mission for the next five years. This plan was brought together through much hard work and energy of 15 stakeholders within the department who shared a common theme of caring about and desiring quality of the services that we deliver to the public. In SBFD's over 125 years of existence, this is the first strategic plan that was developed by a collaborative team that included both staff and line members.

Strategic planning has been defined as: *"A continuous and systematic process where the guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured."*<sup>1</sup>

As participants in this process, we looked at and reaffirmed our existing mission statement. Common values were discussed and a new value statement was developed. Having created a platform of a strong mission statement that is supported by organizational values, we then felt that it was important to define where we wanted our organization to be in the future, which led to a vision statement.

Our Department's vision statement provides a target of excellence that we will strive towards in the next five years, and provides a basis for the development of our goals and objectives. The project team felt strongly that this document would be a useful tool, and not a wish list that wasn't grounded in reality. The objectives needed to be attainable and progress made towards them would be measurable. By working together collaboratively with common goals, we will demonstrate that we are a department that is dedicated towards moving forward to best serve the public.

The planning team identified five strategic goals:

- I. Connect to our Community**
- II. Develop our Organization**
- III. Provide Excellent Services**
- IV. Manage our Resources to the highest benefit at the lowest cost**
- V. Improve and Foster Interdepartmental Relations**

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<sup>1</sup> "Serving the American Public: Best Practices in Customer-Driven Strategic Planning Federal Benchmarking Consortium Study Report" February 1997

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Each one of these broad goals is supported by more defined initiatives. These initiatives, in turn are broken down into objectives that will be incorporated into annual management plans for implementation. Initiatives were further defined through a SWOT analysis process, which looked at the department's internal strengths, weaknesses, along with external opportunities and threats. This plan will be reviewed for progress and updating annually, as part of the City wide P3 performance management process.



Andrew J. DiMizio  
Fire Chief

**Planning Team Members:**

Acknowledgement of gratitude to the following stakeholders for their time and efforts in making this document come to life:

**Tony Pighetti**

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## Department Summary

### Operations Division

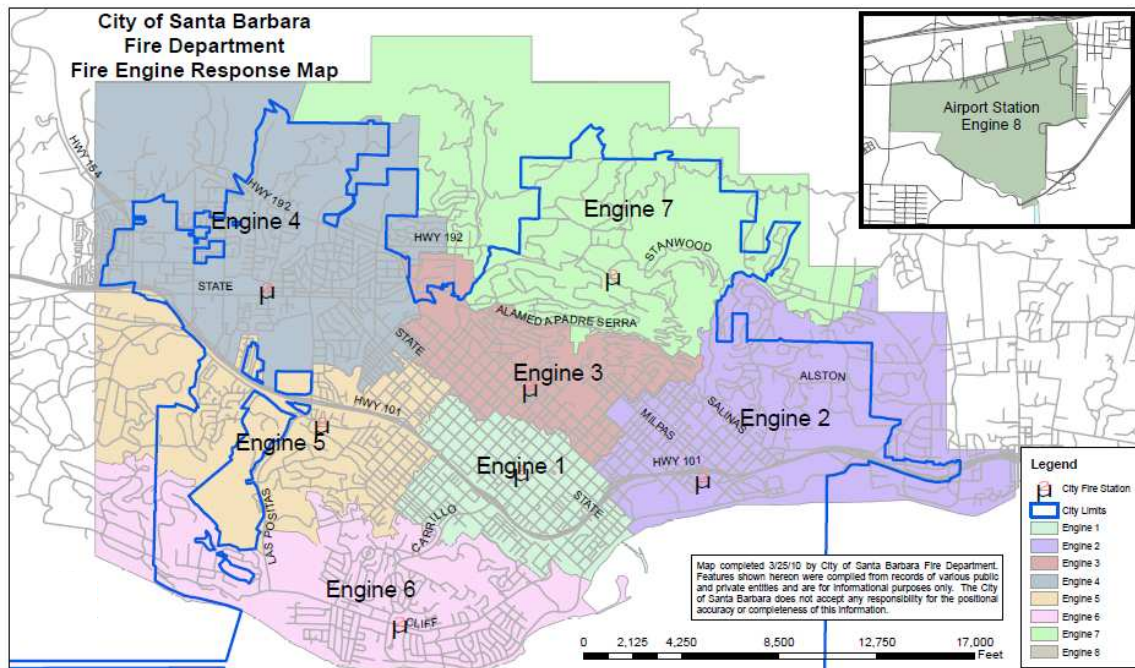
The Santa Barbara Fire Department (SBFD) provides response to all risk emergencies within the City of Santa Barbara jurisdiction. As part of the local and master mutual aid system, SBFD also provides resources to the neighboring operational area and throughout the state of California. For fiscal year 2011, the department has a budget of just over \$21.6 million dollars, with 110 authorized positions in five program areas. Employee salaries and benefits are near 19 million dollars, with the bulk of department revenue coming directly from City General Fund subsidy. Of the 110 employees, 90 are assigned to the Operations Division, providing emergency response to the community around the clock, 365 days a year from 8 different station locations. Operations personnel work a 48/96 work schedule. Over a year this creates a 56 hour average work week that has a 2 complete days on duty with 4 days off duty rotation system. There are 3 platoons or shifts of firefighters to fully staff this rotation system. Thus, each shift has 28 firefighters and one Battalion Chief for a total of 29 safety personnel on duty each day of the year.

Calls involving medical emergencies provide an average of 70% of the incidents that crews respond to in Santa Barbara. All SBFD responders are basic life support certified and respond to all medical emergencies along with American Medical Response Ambulances, a private contractor providing advanced life support paramedic service and patient transport. At less than 4%, alarms involving actual fires of any type are infrequent, but pose great risk to the community which has a very high average assessed property value. Part of the scenic natural beauty of the area, which also brings the threat of destructive wildfires, is the backdrop of the Santa Ynez Mountains which form the northern city boundary and are part of the Los Padres National Forest. In recent years, during intense "Sundowner" wind events, the Tea, and the Jesusita fires have destroyed almost 300 homes and burned close to 9000 acres of land.

SBFD fire response model is based on a fast offensive oriented attack, using multiple units at seven stations which are evenly distributed throughout the approximately 22 square mile jurisdiction. Through an agreement, SBFD also staffs Station 8, which provides response to emergencies involving aircraft at the City Airport, located approximately 6 miles west near the city of Goleta. All Engine companies are comprised of a Captain, an Engineer, and a Firefighter, except for the Ladder Truck/Heavy Rescue Squad crew which has one additional firefighter, and at Station 8 which has a Captain and two engineers to drive the large airport response vehicles.

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The Station Distribution provides for average 4-6 minute responses throughout the majority of the City. Average alarm times for single engine response are typically well under 4 minutes because of the excellent geographic distribution of fire stations. For calls that require additional resources additional units usually arrive within 2 minutes to provide up to 14 firefighters to a structure fire within 8 - 9 minutes from dispatch. 911 dispatching services are provided by a combined police and fire dispatch center which is directed through the Police department.





**Fire Station One: C.L. Tenney Headquarters**

Location: 121 W. Carrillo Street



Equipment: Engine 1, Truck 1, Heavy Rescue, Rescue 1, Reserve Truck, Shift Battalion Chief, Patrol Unit pickup truck, Ford Utility stake side truck, 12 passenger van.

Notes: Responds to the Downtown corridor, provides technical and aerial rescue capabilities. Rescue One is a two person fast response medical unit staffed by firefighters of the 4 person Truck/Heavy Rescue Squad. Truck crew responds with either Ladder Truck or Heavy Rescue Squad dependant on the type of call, and equipment required. All vehicles have full inventory and can be backfilled with additional staff in case of call back/up staffing for greater alarm emergencies. Station One has been recently remodeled, with seismic reinforcements and improvements to crew living quarters. Station One has a large classroom that serves double purpose as the City's Emergency Operating Center, for disaster management. A Battalion Chief, in charge of all firefighter on one shift, also works and lives here, directing the daily workload and providing leadership at multiple unit responses. The City's Emergency Services Manager and the Department's Training Division offices for a Battalion Chief and Captain are located at Station One.

The Department warehouse, which stocks firefighter equipment, hose and emergency supplies is also located at Station One. A Fire Warehouse specialist provides oversight for the logistical needs of the Department.



**Station 2**

Location: 819 E. Cacique Street



Equipment: Engine 2, HazMat 1.

Notes: Responds to the lower Eastside, Coast Village Road, Alston and Eucalyptus Roads Areas. Firefighters assigned to Station 2 are all certified as California State Fire Marshal hazardous materials spill response specialists. They will respond with HazMat 1 to mitigate chemical, radiological or other problems as part of a regional team, which is also staffed with firefighters from Carpinteria Summerland Fire Department, and Montecito Fire Department. HazMat 1 also provides an interior work/command area, a mobile air compressor refill station and stadium style exterior lighting for extended operations

**Station 3**

Location: 415 E. Sola Street



Equipment: Engine 3, Reserve Engine.

Notes: Responds to the Upper East Side, Riviera, Mission Area, second in on many other districts. Built in 1929, this is SBFD's oldest and most picturesque stations located in a residential neighborhood. Station 3 crews are also cross trained to provide coverage for the airport crews at Station 8.

**Station 4**

Location: 19 N. Ontare Street



Equipment: Engine 4, Reserve Engine, Type III Wildland Engine (on order).

Notes: Responds to the City's north side residential and business district, San Roque and upper Ontare Areas. With ongoing development of the foothill areas this station will cross staff a Type III engine which is more specialized for tight access found in Wildland urban interface areas.

**Station 5**

Location: 2505 Modoc Road



Equipment: Engine 5, Special Response Vehicle.

Notes: Responds to the Hidden Valley, West side, and Samarkand Neighborhoods, as well as responding to many transportation accidents on Highway 101. The Special Response vehicle is a Ford F550 Box unit that contains medical equipment capable of handling mass casualty incidents. Crews also help manage the Department's SCBA workshop and maintenance program.

**Station 6**

Location: 1802 Cliff Drive



Equipment: Engine 6, Reserve Engine.

Notes: Responds to the Santa Barbara City College and Mesa Neighborhood areas, provides assistance for Harbor Patrol when needed.

**Station 7**

Location: 2411 Stanwood Drive



Equipment: Engine 7, Engine 3-77, Patrol 7.

Notes: Responds to the Upper Riviera, Foothill area to the Los Padres National Forest, East to Mission Canyon and West to Montecito. Engine 3-77 is a short wheelbase 4 wheel drive Wildland fire capable unit. Patrol 7 is a pickup truck that has a slip on 100 gallon pump unit for patrol or special access needs.

This station is directly across the street from the Department's "Firescape Garden", which is a nationally recognized demonstration garden featuring plants suitable for defensible space in high fire hazard areas. Station 7 is in the heart of the Wild Fire Special Assessment District, in which a parcel tax provides multiple benefits for the home owners enhancing defensible space, road clearance projects, vegetation management and chipping services.

### **Station 8**

Location: 40 Hartley Place



Equipment: Crash-8, Foam-8, Rescue 8.

Notes: Provides response to aircraft emergencies at Santa Barbara Airport. These are large specialized vehicles that carry 1000 gallons of water and foam and can respond to any area of the airport within 90 seconds. The Station, apparatus and crews meet stringent FAA guidelines for emergency response and are closely monitored to ensure that they do.

### **Training Facility**

Location: 30 S. Olive Street



Notes: Approximately 1 acre property that has a 4 story concrete training tower, water drafting pit, single story smoke room, storage units and multiple rescue simulators including trench, low angle hillside and vehicle extrication. Also provides a 25 seat training classroom with restrooms. This is also used by many other public safety agencies in the Santa Barbara region.



## Department Summary, continued

### Prevention Division

The Prevention Division provides oversight and direction to the Fire Prevention Bureau, the Wildland Fire Mitigation Program, and the Office of Emergency Services. Code development - enforcement, new development plan checks, creation of hazard mitigation plans and providing support for Engine Company inspections are some of the many responsibilities of the 10 department employees in this division. Public Education functions are also coordinated through the Emergency Services Manager. Most of the Prevention Division occupies the newly developed Administrative offices located at 925 Chapala Street, just around the corner from Fire Station 1.

### Administrative Division

Location: 925 Chapala Street



Notes: Provides overall direction and oversight for all Department Divisions. This includes the offices of the Fire Chief, Operations Division Chief, Administrative Services Manager, Executive and Administrative Assistants for a total of 5 personnel. The back or south half of the Administrative building is the Department's warehouse, which is accessible from the rear ramp area of Station 1.

## **The Mission Statement**

The mission statement is intended to describe, in the clearest possible way, the purpose for the organization's existence. It states the principal reason for the organization's presence within the community.

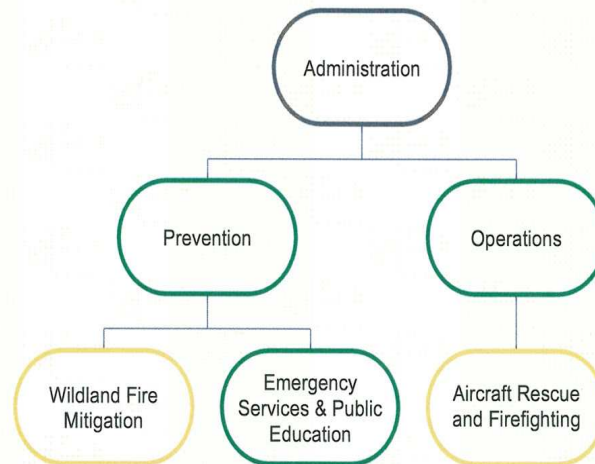
In a consensus process, The City of Santa Barbara Fire Department (SBFD) reaffirmed this mission statement:

***We, the members of the Santa Barbara City Fire Department, are committed to ensuring the safety and protection of our community through the preservation of life, property and the environment.***

## Program Mission Statements

The Fire Department is organized into three divisions with separate programs, which work in concert to contribute to the overall success of its mission. Each program has defined mission statements.

Program Organizational Chart



### **Administration** (Program 3111)

The mission of the Administrative program is to provide leadership, policy direction and administrative support to the entire department

### **Fire Prevention** (Program 3121)

The mission of the Fire Prevention program is to protect life, property and the environment from the perils of fire, hazardous materials incidents, and other disasters through effective code enforcement, new development plan checks, fire investigation and support of the engine company fire inspection program.



**Emergency Services/Public Education (Program 3112)**

The mission of the Emergency Services program is to ensure that the City is ready and able to mitigate, prepare for, respond to and recover from the effects of major emergencies that threaten lives, property and the environment by: 1) conducting comprehensive safety education programs for the public; 2) training City employees regarding their Disaster Service Worker roles and responsibilities; and 3) administering inter-agency coordination activities that assist in the City's emergency management efforts.

**Wildland Fire Mitigation (Program 3123)**

The mission of the Wildland Fire Mitigation program is to protect lives, property and natural resources threatened by Wildland fire by the creation of defensible space through engineering, education, enforcement, fuel reduction and fuel modification activities.

**Operations (Program 3131)**

The mission of the Operations program is to save and protect lives, property and the environment by reducing the impact of emergency incidents through proactive training, planning, public education, fire code inspections and effective responses to 9-1-1 calls for service.

**Aircraft Rescue and Firefighting (Program 3141)**

The mission of the Aircraft Rescue and Firefighting program is to protect lives, property and the environment at the City of Santa Barbara Airport by reducing the impact of emergency incidents through proactive training, planning, public education, fire code inspections, and effective responses to 9-1-1 calls for service.

## Values

Establishing values embraced by all members of an organization is extremely important. These features and shared beliefs make up the personality of the organization. Those assembled for SBFD during the strategic planning process felt it absolutely necessary to declare the following as values for the organization:

### **Duty:**

- *We take responsibility through professional conduct and are committed to the successful achievement of our organizational goals. We are here to serve and do so with pride and valor.*

### **Respect:**

- *We conduct and carry ourselves responsibly as community ambassadors and public servants.*
- *We are advocates for each other, and we exhibit that by treating each other with courtesy and acceptance.*
- *We are tradition based. In that spirit, we appreciate and honor the contributions of those who served before us.*

### **Integrity:**

- *We hold ourselves accountable to the highest ethical and performance standards. We serve the community with honor and trust, always lead by example and expect no less from each other.*

### **Innovation:**

- *We are committed to seek out and implement progressive solutions to benefit those we serve.*
- *We support taking reasonable risk in order to find better ways to deliver our services.*
- *We take a leadership role to find regional solutions to common problems.*

## **The Vision Statement**

In addition to knowing who they are and understanding their beliefs, all successful organizations need to define where they expect to be in the future. Vision statements are built upon the framework and foundation of the Mission statement. Vision statements provide targets of excellence that organizations will strive towards and provide a basis for their goals and objectives. The following vision statement was developed for the City of Santa Barbara Fire Department.

***Our vision is to be leaders in the fire service by making a positive difference and being proactive to the ever changing needs of our community through utilizing and developing our members and resources to their highest potential.***

## Goals

The planning team conducted a needs assessment by examining perceived strengths and weaknesses. Threats and opportunities to our mission were then forecast to provide a framework to determine goals. A “customer first” approach was adopted by the planning team. That is, those goals should be centered upon improved service along with wise efficient use of resources. Goals identified had to be relevant and attainable within the tough economic climate, which was determined to be “The new normal”. Each goal is then supported with initiative and objective items. Five primary strategic goals were identified:

- I. Connect to our Community***
- II. Develop our Organization***
- III. Provide Excellent Services***
- IV. Manage our Resources to the highest benefit at the lowest cost***
- V. Improve and Foster Interdepartmental Relations***

## Initiatives and Objectives

The five strategic goals are supported by following initiatives listed in **bold** numbers with measurable objectives in alpha numeric order:

### **Goal I: Connect to our Community**

- 1. Identify what our community wants, needs and expects of our organization.**
  - a. Conduct public outreach through multiple methods of contact.
    - i. Including bilingual, Access and Functional Needs and Homeless populations
  - b. Develop a gap analysis of available programs vs. outreach results.
- 2. Create a marketing plan integrating public information, education and relations for the department based on objective 1 result.**
  - a. Define key target audiences
  - b. Develop key messages, focusing on pro-active Public Service Announcements.
  - c. Identify tactics to deploy messages
    - i. Social media, traditional media, special events, community gatherings
  - d. Determine annual production schedule
  - e. Determine methods for effectiveness evaluation
- 3. Seek out new strategic relationships and continue to support established private/public partnerships such as the Volunteer Organizations Active in Disasters (VOAD), Fire Safe Council, American Red Cross as well as other local non-profit organizations that benefit the public.**
- 4. Expand the use of communications that provide public information via the internet and mobile handheld devices.**
  - a. Support the implementation of the new city website
    - i. Make FD access, inspection, and prevention requirements available/downloadable on the Department website.
  - b. Expand the use of social media
    - i. Develop/implement department media team policies
    - ii. Develop a “YouTube” channel for public sharing of videos that support our mission

- iii. Continue to support the Department FaceBook website.
  - iv. Expand the use of helmet cameras for documentation and training use
- 5. Provide annual training to department members in customer service issues.**
- 6. Expand the use of volunteers to assist in community emergency preparedness training, events, EOC set up, exercises and in the case of disaster.**
- a. Develop/implement a city specific volunteer worker plan defining rules, responsibilities, supervision and support
  - b. Expand Community Emergency Response Team training sessions up to 5 annually with two being Spanish speaking audiences by 2015.
- 7. Expand the use of Fire Stations as Community Centers.**
- a. Support the ongoing maintenance of the Firecape Garden, and plan for remodel of Station 7 to include room to host community events.
  - b. Plan events to invite neighbors into our stations regularly
    - i. Look for and provide services to our community such as car seat installation checks, flu shot centers, bicycle helmet and safety checks. Host Station tours.
- 8. Support increased Fire Department involvement in City special events and planning efforts.**

## Initiatives and Objectives (Continued)

### Goal II: Develop our Organization

- 1. Better manage recruitment and succession efforts through collaboration of labor and management.**
  - a. Review recruitment methods and implement changes as necessary to ensure quality, retention and cost effectiveness in training of probationary employees.
  - b. Define policies for tenure in position for special assignments including ARFF, USAR, HAZMAT, Lead Captain, and Training Captain Positions.
  - c. Review Acting programs to ensure realistic and attainable objectives are established to encourage wider participation in them.
    - i. Adjust certifications as conditions indicate.
  - d. Implement priority assignment rotation for qualifications maintenance.
  - e. Ensure that promotional requirements for all ranks are consistent and provide qualified candidates from test to test.
  - f. Integrate department goals and objectives into the performance evaluation process and review/update the process annually.
  
- 2. Develop a training master plan.**
  - a. Implement a process to identify training needs including tasks, activities, knowledge, skills and abilities that are needed in daily and emergency situations.
  - b. Develop and implement policies for training facility use, maintenance, and improvement.
  - c. Review/adopt individual, company, multi-company performance based measurements.
  - d. Provide for ongoing career track training for each position.
    - i. Command and staff development.
    - ii. Plan for and Implement regular Engineers and Captain training academies.
  - e. Maintain and review electronic training records, assuring compliance with all legal requirements.



**3. Create a Department Communications plan.**

- a. Develop internal and external guidelines that are consistent with City wide communications work plan.
- b. Define employee and employer.
- c. Publish annual list of committee and meeting schedules and responsibilities.
- d. Define and integrate chain of command vs. open door policies.

**4. Improve safety, health and wellness programs to reduce lost hours and enhance productivity of human resources.**

- a. Provide annual physical exams for all safety personnel.
- b. Establish fitness standards and train peer fitness trainers.
- c. Re-establish critical incident stress debriefing mechanisms and provide department training in the subject area.
- d. Train and develop policy for use of all risk department safety officers.
- e. Develop objective based responsibilities for the department Safety committee that:
  - i. Identifies and makes suggestions for correction of unsafe, unhealthy conditions or work practices and keeps records of its efforts.
  - ii. are lessons learned from near miss situations to elevate department member's situational awareness through the creation of "Blue Sheet" preliminary accident/injury reports.

## Initiatives and Objectives (Continued)

### Goal III: Provide Excellent Services

#### 1. Complete a Standard of Coverage Assessment.

- a. As an initial step towards national accreditation, evaluate current staffing, needs, and deployment methods.
  - i. Establish contract with independent third party consultant.
- b. Forecast future needs based on demographic shifts and emergency response trends.
- c. Develop alternatives to currently adopted model as indicated by assessment.
  - i. Identify strategies to reduce response time and maximize efficiency of staff.
  - ii. Identify alternative responses to chronic false alarms and nuisance calls.

#### 2. Improve our response to medical emergencies.

- a. Implement the use of a medical director to oversee Basic Life Support (B.L.S) and Emergency Medical Dispatch (EMD) calls.
- b. Implement electronic patient care reporting through FireHouse Records Management System (RMS).
- c. Actively monitor response times to medical emergencies in each district and adjust coverage to meet goal of 80% in less than 5 minutes.
- d. Participate in Operational Area Medical Officer's working group.
- e. Draft a feasibility study on the cost benefit of department providing Emergency Medical Technician (EMT) – Intermediate or Advanced Life Support (A.L.S.) Paramedic services.

#### 3. Expand our response to water rescue emergencies.

- a. Train and equip a cadre of firefighters to safely augment the City's Lifeguards and waterfront personnel to provide 24 hour, year-round, in-water rescue capability.
- b. Provide annual shore based water rescue training to all members.

- c. Participate in and host regional training and seek out cooperative opportunities with both public and private agencies.

**4. Continue to develop our dispatch/radio communications system.**

- a. Complete installation of second tactical frequency repeater equipment.
- b. Make emergency broadcast tone available for immediate use on all frequencies.
- c. Install microwave communications link at Franceschi Park site.
  - i. Plan for alternative location to Franceschi House equipment site.
- d. Increase department involvement in Combined Communications Center, dispatcher selection and training and EMD review process.
- e. Install centralized alerting systems in all stations.
- f. Support expanded installation of Opticom traffic signal control devices throughout the community to mitigate traffic impacts on emergency response.

**5. Enhance our Fire and Life Safety Services**

- a. Make our services accessible and user friendly for the general public.
  - i. Post permitting process, policies, and local ordinance requirements on the city website.
- b. Maximize staff efficiency through the use of technology.
  - i. Enable field access to databases such as FireHouse, Advantage, Tidemark, P.D. RMS through mobile solutions such as tablets and smart phones.
- c. Prepare a comprehensive pre fire plan for designated high fire hazard areas of the city to include evacuation and operational considerations.
  - i. Provide access to plans through department mobile data terminals.
- d. Update City ordinance to adopt the most currently amended versions of the Calif. Building and Fire Codes.
  - i. Amend the code as needed, with sections applying to local conditions, on an interim basis as the need arises
- e. Increase opportunities to integrate Operations and Fire Prevention Bureau efforts through training, ride-alongs, modified duty assignments and daily contact.
- f. Implement and manage an enhanced defensible space program.

- i. Balance the public education aspects of defensible space, and integral part of the Wildland Assessment District, with the need for a strong enforcement program.
- g. Update the City's Emergency Operations Plan.
  - i. Exercise plan, then evaluate and adjust as needed.
  - ii. Work on development of response plans for each City department
- h. Fill Inspector vacancies in Fire Prevention Bureau.
  - i. Advocate for reinstatement of the Public Education coordinator position.

**6. Support the regionalization of services whenever possible.**

- a. Special teams: Haz-Mat Response, Urban Search and Rescue, Water Rescue, Santa Barbara County Arson Crime Task Force.
- b. Logistical efforts including purchasing and standardization of equipment.
- c. Office of Emergency Services
  - i. Emergency management training for all City departments.
  - ii. Development and participation in regional exercises.
  - iii. Emergency Volunteers: Community Emergency Response Team Efforts.
- d. Wildland/Urban Interface: Fire Safe Council, Vegetation Management issues.
- e. Emergency Medical Authority, direction and control.
- f. Joint Powers agreement for a regional Fire-Medical Communications dispatch center.

## Initiatives and Objectives (Continued)

### **Goal IV: Manage our resources to the highest benefit at the lowest cost**

- 1. Continually explore revenue enhancement opportunities.**
  - a. Apply for grants as available and appropriate.
  - b. Evaluate/update fees for services, inspections, permits.
    - i. Invoicing for false alarms on 3<sup>rd</sup> and more responses.
  - c. Rental agreements, use of the training facility by outside agencies.
  - d. Develop the revenue potential for the California Firefighter Joint Apprentice Committee (JAC) program and the professional development agreement with Santa Barbara City College (SBCC).
  - e. Establish new and review/update existing contracts, mutual aid agreements for services.
    - i. Training, Airport Rescue Firefighting (ARFF), United States Forest Service (U.S.F.S.)
  - f. Research opportunities to expand service area.
    - i. The Wildland Fire Suppression District.
  - g. Support the growth of, and continue to foster, private/public partnerships.
  
- 2. Examine departmental operations for cost efficiency and effectiveness.**
  - a. Implement general ledger coding to segregate each fire station as a cost center.
  - b. Develop budgets for programs, and review annually for prioritization of effort.
    - i. Wildland hourly employees
    - ii. Training
    - iii. Special Response teams
    - iv. Community programs
  - c. Support the City's FMS replacement project.
  - d. Provide on-going training for Fire Management in budgeting and cost management.
  - e. Review all future service additions/enhancements on a cost /benefit basis.
  - f. Include future and legacy costs analysis when considering implementation of all new equipment and information systems.

**3. Review Department fleet and equipment costs/benefits and develop long range replacement strategy.**

- a. Explore leasing and maintenance alternatives for fleet and equipment.
- b. Develop options for routine and emergency fueling of Fleet and station Generators.

**4. Implement programs to address physical resource needs.**

- a. Complete Station One, Administration Offices Remodel project.
- b. Pursue a design analysis to improve Fire Station 7 facilities.
- c. Develop and implement a comprehensive security plan for SBFD facilities.
- d. Develop the fire warehouse to serve as a central shipping, receiving and storage facility.
  - i. Establish inventory control plan for EMS, Fire and disaster cache supplies.
  - ii. Establish distribution plan.
- e. Develop a Station Storage Plan.
  - i. EMS, disaster supplies.
- f. Provide for improved maintenance of fire hydrants

**5. Review changes in staffing.**

- a. Review current staffing/hiring models, including the use of all forms of time off.
  - i. Develop reporting and analysis methods.
  - ii. Make recommendations for change.
- b. Analyze the cost/benefit of replacing the existing staffing management system with a third party solution such as Telestaff.
  - i. Identify funding source for implementation and ongoing expense.
- c. Develop an ongoing priority list of work details for modified duty personnel.
  - i. Update quarterly and publish department wide.

**6. Review and improve hiring processes.**

- a. Review hiring methods and implement changes to select new hires that meet the needs of the Department.
- b. Work with Human Resources to provide cost effective yet valid background checks for new hires.

- c. Develop alternatives to the traditional fire academy to speed up “on-boarding” process yet still provide safe, well trained probationary employees.
- d. Prepare an analysis focused on the use of volunteers.



## Initiatives and Objectives (Continued)

### **Goal V: Foster and Improve Inter-Departmental Relations**

- 1. Educate other City Departments about the services we provide.**
  - a. Provide assistance and training to other City Departments on subjects for which we have expertise, or the tools to do the job.
    - i. Fire Extinguisher, First aid, CERT, Disaster Service Worker, Emergency Operations Center, Earthquake/Fire Evacuation Drills.
    - ii. Response to hazmat, Bio-waste spills on City Parks, public right of way and creeks areas.
    - iii. Response to Waterfront emergencies, assisting Harbor Patrol.
    - iv. Airport Rescue Firefighting (ARFF)
- 2. Ask other City Departments to educate us about the services that they provide.**
  - a. Incorporate on a routine basis into training calendar.
- 3. Provide staff time to support city wide projects, or efforts that contribute to a safer, more disaster resilient community.**
  - a. Emergency Services – Emergency Managers Task Team
    - i. Assist departments with continuity of operations plan development.
    - ii. Obtain and maintain NOAA Tsunami Ready Community designation.
    - iii. Design and produce disaster response exercises for the City.
  - b. Land Development Team
  - c. Storm water management
  - d. Neighborhood Improvement Task Force

- 4. Support the use of Fire facilities by other City departments and other agencies whenever possible.**
  - a. Fire Stations as ballot drop off and polling places.
  - b. Fire station grounds as locations for sand bags, staging areas for public works equipment.
  - c. Classrooms for City training sessions
  
- 5. Improve the City's Communication team efforts through our active participation.**
  - a. Assist in the development and maintenance of new City Website.
  - b. Assist in completing elements in the City's communication strategic plan.
  
- 6. Provide other City Departments with logistical support.**
  - a. Provide City disaster worker ID Cards.
  - b. Support requests for ladders, lighting, ventilation, generators as needed.

## **Implementation, Progress Tracking, Revisions**

For this plan to be a useful tool, it must be put to work. Objectives from this plan are incorporated into Fire Management Performance Evaluations for annual work plan development. Each Fire manager will develop action plans to accomplish those objectives for each year.

This plan will be reviewed in January/February of each year to track progress made in all goal areas, and to prioritize next calendar year objectives. The plan review/prioritization process will be a collaborative effort of both management and labor. New objectives can be added, and/or older objectives which may be no longer valid can be removed.

The updated plan will also serve to guide the department in the development of the next year's budget. Budgetary guidelines will be incorporated into this process as well. As an analogy to this: if SBFD was an automobile, this plan would be a road map, and our budget would be the amount of gasoline in our fuel tank, dictating how far we can go. SBFD's strategic plan creates a platform for a wide range of beginnings. This plan will only come to life by being shared, debated, and implemented in the context of organizational realities. A flexible approach that can more rapidly take advantage of opportunities, or change direction of priorities as conditions indicate is preferred; rather than a fixed 5 year march that could yield frustrating dead ends and limited results.

Revisions will be incorporated in the annual update of the plan through addendums.

## **Addendum #1, Fiscal Year 2012 Objectives by Staff Assignment**

### **Chief DiMizio**

1. Complete final phase of Station One /Administration Office Project
2. Develop a department strategic plan
3. Create an RFP for a Standards of Coverage document
4. Co-operatively develop cost effective staffing and recruitment options

### **Administrative Services Manager Liechti**

1. Represent the department on the AOB project team
2. Improve asset management capabilities, including inventory control and warehouse storage
3. Develop annual budgets for operations programs and projects
4. Implement general ledger coding to segregate each fire station as a cost center and develop a reporting strategy
5. Prepare, submit and manage all grant applications

### **Division Chief Poire**

1. Develop Pre-Fire plans for high fire hazard areas, and make them available through department mobile data terminals
2. Implement and manage an enhanced defensible space enforcement plan
3. Oversee mid cycle review of Fire Code
4. Coordinate ongoing fire prevention training for Operations personnel

### **Emergency Services Manager McGlinchey**

1. Revise the City's Emergency Operations Plan
2. Obtain TsunamiReady designation for the City from N.O.A.A.
3. Provide training for EOC staff, and produce exercises to test them
4. Oversee development of response plans for each City department
5. Enhance the County wide volunteer CERT program

### **Division Chief McElroy**

1. Monitor and review the department personnel evaluation process
2. Obtain the services of a department medical director
3. Analyze the effects of flat staffing/constant manning
4. Provide cost based recommendations for enhanced water rescue capability
5. Identify liaisons to each city department to foster more cooperative and effective working relationships

**Battalion Chief McCoy**

1. Achieve Cal-EMA RS-1 training site certification for tower facility
2. Serve as Liaison to Human Resources
3. Develop enhanced water rescue capability in conjunction with Waterfront and Parks departments
4. Support the hosting of regional fire curriculum by SBFD
5. Serve as the department liaison to the California Firefighter Joint Apprenticeship Committee
6. Implement formalized training for 6 days of each week

**Battalion Chief Mercado**

1. Serve as the department HazMat program manager
  - a. Coordinate and develop multi-jurisdictional Hazardous materials training exercises
2. Serve as the department operations Wildland fire program manager
  - a. Develop specs for and obtain a type III Wildland fire engine
3. Coordinate operations preplanning needs
4. Serve as the Department liaison to the Airport

**Battalion Chief Bryden**

1. Supervise the development of the fire department warehouse
2. Serve as the USAR, technical rescue, program manager
3. Serve as the department liaison to Public Works and Parks Creeks Division
4. Manage the department hose, and ladder equipment testing and replacement programs
5. Serve as management representative on staffing recommendation committee, working in collaboration with labor

**Battalion Chief Waldron**

1. Serve as the Emergency Medical Services program manager
  - a. Assure compliance as a certified agency
  - b. Submit a quarterly report on EMT status of all members
  - c. Continue development of EPCR as directed through LEMSA
2. Serve as the Police and dispatch liaison
  - a. Review EMD protocols, develop plan to reduce code 3 responses
3. Serve as the management representative to review and adopt any changes to uniform, PPE, grooming and physical training standards