



Agenda Date: 9/11/2007
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Set Time: 9:15 AM
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NAPA COUNTY BOARD OF SUPERVISORS Board Agenda Letter

TO: Board of Supervisors
FROM: Stacie McCambridge for Ernie Loveless - Fire Chief
County Fire Department
REPORT BY: Ernie Loveless, Fire Chief, 707 967-1411
SUBJECT: Discussion with Napa County Fire Department/Citygate Associates

RECOMMENDATION

County Fire Chief, together with management consultants of Citygate Associates, LLC, to provide a draft report regarding a planning analysis of fire station and crew deployment along with a master plan study of administrative services for the County Fire Department.

EXECUTIVE SUMMARY

As part of an ongoing effort to implement both a Strategic Plan and a long term Master Plan, the Napa County Fire Department retained the services of Citygate Associates to conduct a Standards of Cover study. Their analysis looked at deployment and response statistics, administrative functions, assessment of the volunteer organization, and provides a fiscal impact report. This draft report contains 30 key findings and 27 specific action item recommendations for review and comment. These findings can be summarized into three major headings that include firefighter staffing issues, administrative and support functions, and questions surrounding the department's organizational structure. After an indepth study of each of these issues, you will find proposals for a phased implementation based on careful fiscal analysis and consensus building throughout the department. This report will ultimately serve as a roadmap for the Napa County Fire Department to improve its level of emergency services to the public throughout Napa County.

FISCAL IMPACT

Is there a Fiscal Impact? No

ENVIRONMENTAL IMPACT

There is no Environmental Impact for this item.

BACKGROUND AND DISCUSSION

In late 2006, Napa County contracted with Citygate Associates, LLC, to conduct a Standard of Response Cover planning analysis. The study included fire station and crew deployment, along with a Master Plan implementation study for non-response (administrative) services for the Napa County Fire Department.

This comprehensive study is presented in three volumes which include the following:

1. Volume 1: An Executive Summary summarizing the most important findings and recommendations; the deployment analysis supported by maps and response statistics; the administrative functions review; the assessment of volunteer fire service organization; and the fiscal costs associated with the proposed Master Plan recommendations. The final section integrates all the findings and recommendations presented throughout the report and concludes with priorities and fiscal impacts.
2. Volume 2: Map Atlas; and
3. Volume 3: Statistical Appendix.

The study discusses policy choices dictating the current framework of the Napa County Fire Department. While no federal or state regulations dictate fire service response times and outcomes, if fire services are provided at all, they must be done so with the safety of the firefighters and citizens in mind. Given this situation, the overall challenge for Napa County is to design fire services within the fiscal constraints that limit its ability to staff, train and equip a safe and effective fire/medical response force in a community experiencing slow growth and negative pressures on operating volunteer fire services.

Citygate Associates spent time reviewing numerous issues from both paid and volunteer firefighters, as well as Napa County Administrative staff. Throughout the report, Citygate makes observations, key findings and, where appropriate, specific action item recommendations. Overall, there are 30 key findings and 27 specific action item recommendations. These findings and recommendations can be summarized into three major themes:

1. Insufficient revenue for deployment of more firefighters;
2. Insufficient headquarters staffing; and
3. Negative pressures on volunteer fire services.

Each of these themes are reviewed in detail supported by statistical analysis and data, as well as a geo-mapping based program that calculates response times and identifies potential areas to improve levels of service. Legal requirements for the fire service today are reviewed in some detail, providing suggested frameworks for improving levels of service while reducing risk of injury or accidents. The report analyzes the demographic transition Napa County is currently undergoing, moving from a rural population base in some areas to a suburban density, with some areas reaching urban levels. In addition, there is also a unique demographic of transient populations primarily due to the wine industry and recreational activities. These all bring specific requirements and challenges to the Fire Department, which must be met with ongoing training, staffing, and support in order to maximize efficiency of future planning as well as limiting liabilities.

As part of the study, a phasing schedule is proposed for consideration. This phasing includes suggested costs associated with the recommendations, making it clear that time frames will be dependent on revenues.

The Napa County Fire Department must continue to evolve with the changing demands for service, develop an appropriate distribution of fire stations, and maintain a viable volunteer force and a support organization adequate for the Department. The Department needs the support of the community to acquire the additional resources to

perform emergency services in an equitable and timely manner for all the residents and visitors in Napa County.

This Draft study is presented for your review and comment. Based on the findings and recommendations of this report, the Napa County Fire Chief will begin working with staff and all members of the Napa County Fire Department to bring forth more definitive recommendations at a future date.

SUPPORTING DOCUMENTS

- A . Executive Summary
- B . Draft Main Report Vol. 1
- C . Map Atlas Vol. 2
- D . Stats Appendix

CEO Recommendation: Approve

Reviewed By: Helene Franchi