



# County of Santa Cruz

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## COUNTY FIRE DEPARTMENT

P.O. DRAWER F-2, 6059 HIGHWAY 9, FELTON CA 95018  
(831) 335-5353 FAX: (831) 335-4053 TDD: (831) 454-2123

JOHN FERREIRA, CHIEF

### Fire Department Advisory Commission Agenda Date: December 5, 2012

#### STAFF REPORT

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Master Plan Review for 2012

#### ISSUE

The 2012-2015 Santa Cruz County Fire Master Plan was approved by the Santa Cruz County Board of Supervisors on March 6, 2012. The plan is comprised of 12 components which are to be reviewed quarterly by staff and the FDAC. Due to work load and scheduling conflicts on the part of both staff and FDAC members, the quarterly reviews were not accomplished this year. As members of the FDAC Master Plan Subcommittee, Tom Scully and I met to conduct a plan review on November 19, 2012.

This report will outline the progress made towards the goals, objectives, and tasks that have target dates within 2012 and for those that are continuing. The items that have future report dates and or target dates will not be addressed in this report.

#### DISCUSSION

The 12 components of the Master Plan and the goals for each are outlined below. Each component has assigned objectives and tasks with target dates. The responsibilities for the completion of the objectives, and or tasks, are assigned to the FDAC, staff, or volunteers.

1. Financial

**Goal:** Continue to provide an acceptable level of service by operating the County Fire Department in a cost effective and efficient manner, with great reliance continuing to be placed on volunteers.

2. Management

**Goal:** To provide a coordinated management program in order to effectively serve the needs of the entire County Fire Department.

3. Volunteers

**Goal:** To strengthen recruitment and retention of an effective force of volunteer firefighters through improved communications, working relationships, and benefits.

4. Jurisdiction

**Goal:** Maintain effective fire and emergency response.

5. Facilities

**Goal:** Establish and maintain an effective process for facility upgrades to serve the needs of the Department.

6. Vehicle Replacement

**Goal:** See Attachment A

7. Fire Prevention

**Goal:** Provide a comprehensive fire prevention program.

8. Training

**Goal 1:** Ensure that all personnel are provided with sufficient training to keep up with advances in safety as well as to carry out all of their duties and responsibilities. Additionally, personnel are afforded opportunities to develop skills and abilities beyond the minimum requirements of the department.

**Goal 2:** Monitor the current training program in order to ensure maintenance of all County Fire personnel's compliance with Federal, State, and Cal/OSHA mandates.

9. Dispatch Service

**Goal:** Review and update the standardized dispatch procedures of emergency response providers.

10. Fire Suppression

**Goal:** Provide a high level of structural fire suppression services within the resources available to the department.

11. Emergency Medical Service (EMS)

**Goal:** Provide a high level of pre-hospital emergency medical services.

12. Disaster Preparedness

**Goal:** Ensure the Department's abilities to respond to major emergencies and disasters are maintained at an effective level.

### Financial

All objectives and tasks are ongoing with reports due on January 31<sup>st</sup>. This report shall be completed by the FDAC Budget Subcommittee (Chief Jalbert, SSA Petras, Arnie Wernick, and John Willett).

### Management

**Objective 1:** Establish and maintain an effective records management system for each component of the department's operations.

**Task 1:** Update and amend the existing volunteer handbook as needed to compile a comprehensive document which contains current rules, regulations, policies and procedures of the Department adopted by the County and enforced by the management staff of the agency. Make this a living document

**Responsible:** County Fire Management in collaboration with Volunteer Company Officers

**Target Date:** Ongoing with annual report by January 31

**Cost:** No Additional Cost

Two updates were made to the Volunteer Handbook this year; the uniform policy and the new volunteer application. Staff continues to work on draft updates that will be submitted to the FDAC and Volunteer Company Officers.

**Task 2:** Establish a clear branding of County Fire as a single entity, including volunteer firefighters, CAL FIRE and county staff.  
**Responsible:** County Fire Management with support of Volunteer Company Officers  
**Target Date:** Ongoing with annual report by June 30  
**Cost:** Unknown

We are working towards a standard logo for all County Fire apparatus that includes both the CAL FIRE and County Seal. The new water tender that was purchased has this seal on it.

We are currently working on adopting a window sticker that will have the County Fire website “santacruzcountyfire.com”. The plan is to have this sticker placed on both state and county owned equipment. The purpose is to expand the branding or advertizing, of County Fire through our website. In addition, draft banners are in progress that demonstrate the collaboration between County Fire, volunteer companies, and CAL FIRE that will be used for recruitment of volunteers and public awareness of County Fire.

**Objective 2:** Improve/enhance communications between management and volunteer workforce.  
**Task 1:** Continue to update the County Fire Web site to assure that it is being utilized to its full potential.  
Encourage personnel to utilize the County Fire web site  
**Responsible:** County Fire Management with support of Volunteer Company Officers  
**Target Date:** Ongoing with annual report by June 30  
**Cost:** No Additional Cost

Staff continues to update the County Fire website. This website is utilized by career staff, volunteer staff, the Fire Department Advisory Commission, and provides a much needed media portal for the public. All entities have access to the Master Plan, Volunteer Handbook, volunteer recruitment, fire prevention information, links to individual volunteer companies, and many more items. This website has proven to be a very useful tool to enhance communications between volunteer and paid staff.

## Volunteers

**Objective 1:** Establish and maintain effective communication throughout the Department.  
**Task 1:** Maintain and possibly expand the existing information distribution system to reach all volunteer personnel using available computer technology, and web page features.  
**Responsible:** Volunteer Company Officers with support of County Fire Management  
**Target Date:** Ongoing with annual report by June 30  
**Cost:** No Additional Cost

Communications throughout the department is primarily done via e-mail, phones, and meetings. Staff has continued to request that volunteer companies maintain their e-mail distribution list. Staff utilizes and maintains the master distribution list for all volunteers. Volunteers and staff continue to communicate with each other effectively. Information that needs wide distribution is disseminated via e-mail. This includes safety information, general information, and incident and weather updates.

**Task 2:** Develop and implement a recruitment campaign for ensuring a sufficient level of volunteer firefighters in all response areas to effectively and efficiently deliver the requested emergency services.  
**Responsible:** Volunteer Company Officers with support of County Fire Management  
**Target Date:** Ongoing with annual report by August 1  
**Cost:** Unknown

Recruitment of volunteers is ongoing. Some progress has been made towards the concept of standardized recruitment. Most of the recruitment is done independently by volunteer fire fighters and companies during open house events. Contact has been made with the California State Firefighter Association (CSFA) to hold a volunteer recruitment workshop in Santa Cruz County in 2013. The use of the SAFER Grant as a funding mechanism has not been maximized. This will need to be improved upon by both staff and volunteers in the upcoming year. This item will be discussed at the next Company Officers meeting.

**Task 3:** Maintain the system for researching and making recommendations on issues that arise at the regular Company Officers' meetings.

**Responsible:** County Fire Management with support of Volunteer Company Officers

**Target Date:** Ongoing bi-monthly to mesh with volunteer officers' meetings

**Cost:** No Additional Cost

There were five company officer meetings held this year, with one more scheduled this month. All meetings were well attended and productive. Improvements can be made by enhancing communications between meetings.

**Task 4:** Ensure information on the critical role played by volunteer staff into ongoing training and new CAL-FIRE employee orientation to ensure that all CAL-FIRE staff understand and support the role of the volunteer staff.

**Responsible:** County Fire Management in collaboration with Volunteer Company Officers

**Target Date:** Ongoing with annual report by June 30

**Cost:** No Additional Cost

**Objective 2:** Maintain and continue to improve the working relationships between the volunteers and CAL-FIRE personnel.

**Task 1:** Evaluate the - operational interactions of County Fire to improve integration between CAL FIRE and volunteer personnel.

**Responsible:** County Fire Management in collaboration with Volunteer Company Officers

**Target Date:** Ongoing with annual report by June 30

**Cost:** No Additional Cost

When a new volunteer attends orientation and when a new paid employee is assigned to Santa Cruz, the relationship between both parties is reviewed. The training is in a standard format for the volunteers, but not for the paid staff.

The Fire Chief gave direction to staff to develop a training model for paid staff to better understand the working relationship between volunteers and paid staff. This model is still being developed by the Deputy Fire Chief with anticipated roll out in March 2013. This program will be vetted through the battalion chiefs and volunteer company officers.

### Jurisdiction

**Objective 1:** Maintain appropriate mutual aid agreements and distribution of County Fire resources.

**Task 1:** Consider new mutual/automatic aid agreements, and review existing agreements annually and expand where possible to improve level of response by closest appropriate resources.

**Responsible:** County Fire Management

**Target Date:** Ongoing with annual report by June 30

**Cost:** No Additional Cost

County Fire is in the final stages of completing a new Automatic Aid Agreement with the City of Santa Cruz. This agreement will extend the current response along Highway 1 to the San Mateo County Line for a multi engine response. This will provide a quick secondary response to the North Coast while reducing the responses from Fall Creek Station and the Bonny Doon Volunteer. This reduction will allow resources to remain in the Bonny Doon area and or available to cover the North Coast for a second call if needed.

County Fire is in the preliminary stages of also expanding the Automatic Aid Agreement with Central Fire Protection District towards the Burrell Area.

### Facilities

A new hose rack was added to the McDermott/Fall Creek Station. This was a collaborative effort between CAL FIRE and Bonny Doon Volunteers. No other major repairs or upgrades have been made to any of the County Fire Stations due to current fiscal constraints.

County Fire staff is working towards a recommended central filing system and enhancing maintenance records. As it stands now, records and agreements are fragmented throughout headquarters and fire stations. The goal is to have all records and use agreements in one location and to have files updated by the end of 2013.

### Vehicle Replacement

Due to fiscal constraints, County Fire is currently utilizing Plan D in the Automotive Schedule (see Attachment A). This means that there are no purchases plan to be made this fiscal year. County Fire staff is currently looking into the possibility of other purchasing means including local used apparatus, lease-purchase, and grants.

Two engines were removed from the fleet which will reduce maintenance costs.

### Fire Prevention

**Objective 1:** Maximize the utilization of available prevention services

**Task 1:** Establish a strong Volunteers In Prevention (VIP) program

**Responsible:** CAL FIRE Prevention Staff in collaboration with Volunteer Company Officers

**Target Date:** Ongoing with annual report by June 30

**Cost:** Unknown

We have added one VIP to the program with one additional person in the process.

**Objective 3:** Consider other Fire Prevention & Planning service delivery models

**Task 1:** Explore possibility of outsourcing plan checks.

**Responsible:** County Fire Management

**Target Date:** Ongoing with annual report by June 30

**Cost:** No Additional Cost

The Street Naming and Addressing program transferred back to the County Planning Department effective July of 2012. This equates to a two-thirds reduction of a Fire Captain position at a cost savings of \$ 96,784.

## Training

**Objective 1:** Increase training program opportunities beyond standard requirements to allow all personnel to excel in the performance of their duties.

**Task 3:** Maintain accurate records of training received by each individual and operational unit.

**Responsible:** Volunteer Company Officers with support from County Fire Management

**Target Date:** Ongoing with annual report by June 30.

**Cost:** No Additional Cost

**Task 4:** Maintain and Improve Target Safety Training as a delivery tool to ensure that all personnel have received appropriate training and complete records are kept of such.

**Responsible:** County Fire Management

**Target Date:** Ongoing with annual report by June 30

**Cost:** \$9480.00 per year

CAL FIRE/County Fire continues its utilization of Target Solutions' web based software for record management. This has proven to be extremely beneficial for both the training staff and the field. It allows all parties to input and review their records; give reminders towards assignments and recertification's that are due; provides online training that reduces costs and meets some mandates; and allows volunteers to conduct training from their home. Record management has improved dramatically with the use of this program in addition to being able to share training resources with other fire agencies in the county.

Formal State Fire Training Courses are being offered throughout the year. The majority of these classes are scheduled during the weekdays but open to the volunteers. These courses are being taught by outside instructors due to staff commitments to the Basic Volunteer Firefighter Academy. We are discussing the expansion of these courses to be delivered in a format that would be more conducive to the volunteer schedule (nights and weekends). This delivery would include online segments and shorter class periods more like a college semester course. The target for these offerings is in the Fall or 2013.

**Objective 1:** Ensure that all County Fire personnel maintain compliance with OSHA, State, and County updates.

**Task 1:** Provide mandated training for all County Fire personnel

**Responsible:** County Fire Management

**Target Date:** Ongoing with annual report by June 30

**Cost:** Unknown

With the use of Target Solutions record management, Training staff has been able to verify compliance of required mandates.

The Unit Safety Officer is currently revamping the fit testing program and record management for County Fire. This includes the annual required Respiratory Protection Program for SCBA's and N-95 medical masks.

## Dispatch Service

**Objective 1:** To increase the effectiveness and efficiency of dispatch services.

**Task 1:** Establish an annual ECC process and review to capture more local knowledge in the CAD's.

**Responsible:** County Fire Management with support from Volunteer Company Officers.

**Target Date:** November 15, 2012

**Cost:** No Additional Cost

ECC Staff worked diligently towards improving efficiency and process with dispatching. This includes the creation of a standardized dispatch scripts. ECC staff were able to reduce dispatch times by shortening the length of tones that activate station alarms and volunteer pagers by over 50%. ECC staff continues to review and correct (if needed) response plans throughout the County Fire Areas.

**Task 1:** Formally map pager reception challenged areas within County Fire.  
**Responsible:** County Fire Management with support from Volunteer Company Officers  
**Target Date:** July 1, 2012  
**Cost:** Unknown

With the implementation of narrow banding<sup>1</sup>, all radio systems in the county, including County Fire and SCR911<sup>2</sup>, have seen an increase of areas with radio reception problems. Staff has continued to capture these locations, with the help of paid and volunteer staff. Due to fiscal challenges, solutions for this problem are limited. ECC Staff, along with the DGS PSC<sup>3</sup> Staff continue to monitor and develop cost effective solutions.

### Fire Suppression

**Objective 1:** Contain 90% of structure fires to the building of origin.  
**Task 1:** Evaluate the structural fire potential within the jurisdiction of the County Fire Department and develop and maintain specific Target Hazard Plans for those locations that pose a particular or unusual operational problem for the Department's fire suppression efforts. Develop standard format and put all plans in that same format.  
**Responsible:** County Fire Management in collaboration with Volunteer Company Officers  
**Target Date:** December 31, 2012  
**Cost:** No Additional Cost

Although there are several target hazard pre-plans in existence, a standard target hazard pre-plan has yet to be adopted by County Fire. Completion of this task will extend beyond the target date.. It is our hope to adopt a standardized format and have all target pre-plans completed by December 2013.

### Emergency Medical Services (EMS)

**Task 2:** Examine available approved equipment in relation to improving the effectiveness of Emergency Medical Service delivery.  
**Responsible:** County Fire Management in collaboration with Volunteer Company Officers  
**Target Date:** December 31, 2012  
**Cost:** No Additional Cost

EMS standards and equipment used is controlled by the local county EMS Agency. We are currently in process of upgrading our splinting<sup>4</sup> equipment per the new 2012 requirement. Staff is assessing which apparatus will convey this new equipment due to the cost of \$250.00 per set.

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<sup>1</sup> <http://www.firescope.org/macs-docs/MACS-441-1.pdf>

<sup>2</sup> Santa Cruz Regional 911 (Net Com)

<sup>3</sup> State Department of General Services- Public Safety Communications Division

<sup>4</sup> [http://en.wikipedia.org/wiki/Vacuum\\_splint](http://en.wikipedia.org/wiki/Vacuum_splint)

County Fire is in the process of working with the EMSIA<sup>5</sup> to partake in an EMT Expanded Scope Program. This will allow participants to utilize adjunctive equipment to provide better airway management. The trial period is planned for 2013 and both paid and volunteer personnel will be selected to participate. If the program is successful, it will be expanded throughout County Fire.

### Disaster Preparedness

Staff continues to work with the other County Fire agencies with the standardization of Wildland Urban Interface Pre-Suppression Plans. These plans will help emergency responders with mapping, evacuations, and other logistical requirements to manage these types of incidents.

Staff is also working on improved coordination between CERT programs throughout the County Fire areas. Further information will be provided in 2013.

### CONCLUSION

While some good work and progress has been made towards accomplishing the goals, objectives, and tasks set forth in the Master Plan; staff, FDAC, career, and volunteer line personnel will need to put more emphasis towards meeting the intent and timelines of this document. In 2013, the Deputy Chief will endeavor to provide the leadership and direction necessary to more fully utilize this road map to success for County Fire.

Respectfully,



Scott M. Jalbert  
Deputy Fire Chief  
Santa Cruz County Fire  
CAL FIRE - CZU

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<sup>5</sup> Emergency Medical Service Integration Authority

Attachment A

**PLAN A**

<b>FISCAL YEAR</b>	<b>EQUIPMENT</b>	<b>EST. COST</b>
11-12	Engine, Type I	\$546,000
11-12	Engine, Type IV (Water Tender purchased)	
12-13	Engine, Type II	\$525,000
12-13	Engine, Type IV	
13-14	Engine, Type I	\$634,000
13-14	Rescue	
14-15	Engine, Type II	\$550,000
14-15	Rescue	
15-16	Engine, Type IV	\$608,000
15-16	Engine, Type II	

**PLAN B**

<b>FISCAL YEAR</b>	<b>EQUIPMENT</b>	<b>EST. COST</b>
11-12	Engine, Type IV	\$400,000
11-12	Engine, Type IV	
12-13	Engine, Type I	\$420,000
13-14	Engine, Type I	\$441,000
14-15	Engine, Type IV	\$232,000
15-16	Engine, Type I	\$487,000

**PLAN C**

<b>FISCAL YEAR</b>	<b>EQUIPMENT</b>	<b>EST. COST</b>
11-12	Engine, Type I	\$400,000
12-13	Engine, Type IV	\$210,000
13-14	Engine, Type I	\$441,000
14-15	Engine, Type IV	\$232,000
15-16	Engine, Type I	\$487,000

**PLAN D**

<b>FISCAL YEAR</b>	<b>EQUIPMENT</b>	<b>EST. COST</b>
11-12	None	\$0.00
12-13	None	\$0.00
13-14	None	\$0.00
14-15	None	\$0.00
15-16	None	\$0.00