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EXECUTIVE SUMMARY

The objective of the Fire Master Plan is to assist the Santa Cruz County Fire Department in providing a high level of fire protection and life safety services within the limits of available resources. This plan is based upon a review of the twelve operational components of the County Fire Department, and it provides recommendations for the improvement of each of these functions.

The most recent five-year master plan (2002 through 2006) was completed in June of 2006. During that period, significant accomplishments were achieved in all twelve of the operational components. It is anticipated that over the course of the next three years, Santa Cruz County Fire Department will be faced with new challenges such as increased fire protection contract costs, revenue reductions resulting from a diminished jurisdictional boundary as areas of CSA 48 are annexed to other existing districts or to new districts that may be formed, a dwindling volunteer force as result of attrition and recruitment problems, an aging fire apparatus fleet, and facilities that are inadequate to accommodate modern fire fighting apparatus. The 2011-2014 plan will focus on addressing those challenges.

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The plan is intended to be a dynamic working document, reviewed quarterly by the Fire Department Advisory Commission (FDAC). It is intended to provide operational guidance for the California Department of Forestry and Fire Protection (CAL-FIRE, previously referred to as CDF) and six volunteer fire companies who together provide protection and service as the County Fire Department. The Master Plan details twelve operational components of the County Fire Department and provides a work plan assigning responsibilities and costs associated with each component. The appendices include maps, Fire Department History, CAL-FIRE Staffing Alternatives, Fire Department Advisory Commission, A CAL-FIRE-County Operational Agreement for 7/1/2006-6/30/2011 and the vehicle replacement schedule.

Over the course of the last five years, The County Fire fund reserve has been seriously depleted due to an incremental increase in CAL-FIRE contract costs which are now greater than 50% over FY2001 contract expenses. Unless new revenue can be generated through a CSA fee increase County Fire is faced with staffing level reductions commencing in FY 2007/08. Additionally, it is anticipated that all or a portion of the mobile equipment replacement plan will be deferred until additional revenue is generated.

Following is a brief description of each of the twelve operational components of the County Fire Department. The work-plan identifies the staff responsible for each task as County Fire Management (County Fire Chiefs and County Sr. Departmental Analyst) and the Operations Team (Fire Chiefs and the Battalion Chiefs). Other responsible staff titles are detailed. A County Fire Department organizational chart follows this section.

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Financial

County Fire is a non-general fund department financed through the County Fire fund. Revenues from property taxes, County Service Area #48 fees (imposed in 1997 in accordance with Proposition 218), inspection and plan review fees, property addressing functions, and incident response cost recovery finance the fund. Additional funding opportunities, such as grants, are limited and recommended objectives are focused on maximizing the use of available resources.

Management

Santa Cruz County contracts with the California Department of Forestry and Fire Protection (CAL-FIRE) for management and services. This relationship is currently cost effective, and it is recommended that it continue. Fire Department management will continue to improve its organizational effectiveness and expand fire department policies and procedures.

Volunteers

Volunteer firefighters constitute the majority of County Fire's staff and are therefore critical to its operation. Management support of the volunteer program is crucial to ensure continued recruitment and retention of motivated personnel. Tasks have been identified to increase communications, implement focused recruitment, and provide enhanced benefits for volunteers.

Jurisdiction

The County Fire Department and County Service Area #48 include all Santa Cruz County land except that which is within the boundaries of incorporated cities, established fire districts, or the Pajaro Dunes Fire District (County Service Area #4). County Fire's response area is typically rural, geographically diverse, and sparsely populated. It is anticipated that as development continues in the County Fire district, there will be increased pressure to annex portions of County Fire's jurisdiction to other fire agencies. Effective mutual response agreements exist between County Fire and neighboring agencies.

Facilities

The distribution of five volunteer fire stations, five year round State/CAL-FIRE stations and two seasonal State/CAL-FIRE stations is appropriate to the rural character of County Fire Department's jurisdiction. This distribution of fire stations within CSA #48 may be compromised if new districts are de-annexed from the jurisdiction. Facility objectives anticipated for the next five years are directed at providing maintenance and identifying and planning for replacement and/or modification of facilities that are inadequate to accommodate modern fire apparatus.

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Vehicles and Equipment

County Fire operates and maintains a fleet of 11 fire engines, 3 water tenders, and 5 rescue,

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patrols. Fire department administration has prepared as an addendum to this plan a five-year equipment replacement and rotation schedule that will be utilized to maximize the useful life of each apparatus while assuring that all equipment is safe and efficient to operate. Santa Cruz County administration is developing a finance plan for this program and the annual payment to support the plan is estimated at \$600,000 annually.

Fire Prevention

In addition to structural fire protection and first responder emergency medical services, the County Fire Department is responsible for providing public fire safety and prevention education, inspections and plan review services. An efficient program for plan review and schedule of inspections is in place. Objectives for this operational component include consolidating the Pajaro Valley Fire Prevention staff with the Santa Cruz County Fire Prevention staff to maximize the utilization of available personnel hours, and to continue to evaluate the relationship between services provided and the inspection fees assessed. The goal is to provide a fee schedule that is commensurate with the services provided and that a nexus between each is clearly demonstrated.

Training

Training is a critical element of fire protection. County Fire faces many significant challenges to the delivery of a successful training program. Many of the firefighters are volunteers and live in remote areas of the County. Volunteers have constraints on their time, and requirements to maintain proficiency and learn new mandated skills continue to increase. It is difficult and expensive to schedule training in a manner that will accommodate each participant's availability. New and continuing Federal, State and OSHA mandates continue to demand more of the volunteer's available time. The commitment necessary to comply with training requirements has an adverse affect on recruitment and retention of volunteers. Many of the today's volunteers have chosen the Fire Service as a career path and are participating as volunteers to enhance the likelihood that they are successful in achieving a career in the profession. Some of the training objectives in this plan will focus on career development as a continued recruiting tool.

Dispatch Services

In accordance with state requirements, the CAL-FIRE Emergency Command Center (ECC) in Felton is responsible for dispatching County Fire resources. This arrangement has certain benefits related to command and control of resources and unique CAL-FIRE ECC capabilities. However, call processing times may be extended because emergency service (911) calls are answered at the Santa Cruz Consolidated Emergency Communications Center (SCCECC) and then relayed to the CAL-FIRE center upon determination of jurisdiction. Recommendations in this section are primarily directed at ensuring that average total call processing time (from receipt of a 911 call to dispatch of resources) does not exceed 2.5 minutes.

The objectives in this section will be achieved by existing staff and resources.

Fire Suppression

Most of County Fire's jurisdiction is geographically diverse, sparsely populated, and has minimal infrastructure with respect to roads and fire protection water supplies. Because of this, the fire suppression objective is to confine all structure fires to the building of origin with no loss of life. Tasks associated with this objective are directed at maximizing effectiveness of fire crews,

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improving fire safety for residents, and ensuring compliance with regulations requiring a minimum of four personnel on scene before firefighters can enter a burning building. As previously mentioned, while the goal is to provide 3-person per engine staffing, budget constraints have forced the reduction in staffing levels during the winter months (Amador contract period) from three per engine to two per engine, severely compromising our ability to comply with the aforementioned regulation for four personnel on scene before interior operations can commence.

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Emergency Medical Services

County Fire provides basic life support (BLS) and defibrillator services throughout its jurisdiction. The Department has evaluated the possibility of providing increased paramedic services, however it was determined that this would require a significant increase in operating funds, organizational structure, and paid staff. Recommended tasks in this section are related to maintaining the BLS program and defibrillator services.

Disaster Preparedness

Santa Cruz County is vulnerable to many kinds of disaster. As a result, County Fire is an active participant in disaster planning, mutual aid, and multi-agency training. Recommended tasks associated with disaster preparedness focus on continued participation in operational planning efforts and mutual aid exercises.

The objectives in this section will be achieved with existing staff and a \$17,000 annual contribution to maintain the regional hazardous materials team.

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Appendices

Appendix 1:

Map A: Locations of County Fire Department Stations

Map B: Locations of all fire agency stations in the County.

FINANCIAL

The annual County Fire budget totals approximately 2.78 million dollars. Departmental expenditures include all items contained in the current County Fire contract.

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Deleted: <#>Contracted services with CAL-FIRE including staff and operational support, ¶
<#>County staff salaries and benefits (.75 street naming clerk and .8 senior departmental ¶ analyst), and ¶
<#>Other operational needs including turnouts, station maintenance, station utilities, ¶ equipment purchases, and training requirements. ¶

The County Fire Department is financed through the Fire Fund which is funded primarily through property taxes and county service area fees. Other sources of revenue include receipts for fire safety plan reviews and reimbursement from parties responsible for incidents to which County Fire responds. The property tax portion of the Department's revenues is governed by limitations imposed in 1978 with the passage of Proposition 13. New construction and the resale of existing properties contribute a slight annual increase to tax revenues. In 1997, after the passage of Proposition 218, the assessments for fire protection services for County Service Area 48 were approved by a majority vote of the property owners including a provision for future increases based on the Consumer Price Index (CPI). The assessment rate for the service area may be increased by the percentage increase in the CPI, All Urban Consumers, for the San Francisco/Oakland Metropolitan Areas, as published by the U.S. Department of Labor for the prior calendar year.

Deleted: Over the last five years CSA fees for a single-family residence have increased from \$99.76 to \$113.36, with annual CSA revenue increasing from \$803,276 to \$992,542

The County Fire Department budget has previously provided for a reserve. Increased costs the past few years is depleting this reserve, and it is anticipated that the CSA fees will need to be increased to maintain the current level of service. Increased fees would also be used to fund the vehicle replacement plan, and facility maintenance that has been deferred over the years.

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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.

Objective 1: Identify short- and long-term potential changes that could affect the Department's funding from its traditional sources.

Task 1: Compare revenue and cost of service in areas which may be annexed to other fire jurisdictions.

Responsible: County Fire Management
Complete by: 2006/2007
Cost: \$1,500

Task 2: Explore funding increases within CSA 48

Responsible:
Completed by:
Cost:

Objective 2: Increase revenues from other sources.

Task 1: Evaluate potential grant programs and continue to apply for funding where appropriate.

Responsible: County Fire Management
Complete by: July 2006 and ongoing
Cost: No additional costs

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Task 2: Review fee schedule for plan check and inspection fees and increase where appropriate.

Responsible: County Fire Management
Fire Prevention & Planning Staff
Complete by: November 2006 and annually thereafter
Cost: No additional costs

Task 3: Explore other options for “fee for service” revenue, e.g. training programs, and reimbursement from the state for use of county vehicles for out of are incident response.

Responsible: County Fire Management & Training Staff
Completed by: November 2007
Cost: No additional costs

Task 4: Explore Prop 198 increases of % allotted to County Fire

Responsible:
Completed by:
Cost:

Objective 3: Maintain a dedicated fund reserve for emergency funding requirements.

Task 1: Determine an appropriate fund reserve based on anticipated changes in revenue and expenditures and potential emergency needs.

Responsible: County Fire Management
Complete by: March 2006 and annually during budget preparation
Cost: \$1,200

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MANAGEMENT

Santa Cruz County contracts with the California Department of Forestry and Fire Protection (CAL-FIRE) for the administration of the County Fire Department including operational oversight and supervision of all career and volunteer firefighters. CAL-FIRE provides administration, access to state resources, training, vehicle and equipment maintenance, purchasing specifications and recommendations, structural maintenance and administration of volunteer firefighter benefits and worker's compensation programs. During the non-wildland fire season months (winter), CAL-FIRE provides 24 hour/7days per week coverage in five state fire stations that would normally be closed, by way of a supplemental "Amador" contract.

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County Fire staff is responsible for maintaining the Volunteer Handbook which sets forth department policy and procedures. The handbook is an essential tool to ensure good communication and promote teamwork between paid CAL-FIRE staff and the volunteer firefighters. Ongoing updates to the handbook are required to maintain a cooperative process to operate efficiently and resolve organizational issues.

Deleted: CAL-FIRE

Improvements in the distribution of information, record keeping and data collection are an ongoing process. This effort is particularly important as it relates to personnel records, training records, vehicle maintenance, facilities documentation, and statistical information. Continuation of effective internal communication methods, such as electronic mail and the County Fire website is needed.

There has been a significant improvement in administrative services within the agency since the assignment of the departmental administrative analyst. The duties and assignments of this position have been reviewed and expanded in order to meet program requirements.

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

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.

Responsible: County Fire Management,
Volunteer Company Officers,
Battalion Chiefs
Complete by: September 2006 and annually thereafter
Cost: No additional costs

Task 2: Establish a clearly visible line between CAL-FIRE and CAL-FIRE acting as County Fire especially during the Amador Period.

Responsible:
Completed by:
Cost:

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Task 3: Develop and improve records management related to equipment maintenance/ replacement, and facilities.

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Responsible: County Fire Management
Complete by: June 2007
Cost: \$3,000

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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 web site

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Responsible: County Fire Management
Complete by: July 2007
Cost: No additional costs

Deleted: **Objective 3:** Provide staff levels necessary to complete management responsibilities.

Deleted: **Task 1:** Analyze the functions currently performed by the senior departmental analyst as liaison between the County, CAL-FIRE and the volunteer section of the Department as to the appropriate number of hours assigned

Deleted: **Responsible:** County Fire Management
County Personnel Department
Complete by: March 2007 and annually during budget preparation
Cost: . . . No additional cost

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VOLUNTEERS

The County Fire Department could not provide an effective level of fire protection and emergency response without volunteer firefighters. They are truly an essential component of the department. The volunteer companies allow for a level of staffing and distribution of fire stations and equipment that could not otherwise be accomplished. Volunteer auxiliary organizations also play a vital role by providing support and funding to the volunteer companies through community events and service.

A good working relationship between all parts of County Fire is essential to the efficient operation of the County Fire Department. Volunteer recruitment and retention support must be a priority in management of the County Fire Department. It is recommended that the department continue to explore and implement ways to increase benefit programs for volunteers.

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Each volunteer company is unique and varies according to their location, their membership, and their community. Each volunteer company is represented at a bi-monthly meeting by the Company Officer. As discussed in the Management section, the existing Volunteer Firefighter Handbook should be enhanced in a manner which recognizes the special operational needs of each company but strengthens and clarifies standardized roles and responsibilities of company officers and volunteer firefighters.

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

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: Emergency Communication Center,
Training,
County Information Systems Dept
Complete by: July 2007
Cost: TBD

Task 2: Develop and implement a recruitment campaign for volunteer firefighters with a focus on response areas that have experienced a decline in volunteer participation.

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Responsible: County Fire management/ Company Officers
Complete by: January 2008
Cost: \$2500

Task 3: Maintain the system for researching and making recommendations on

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issues that arise at the regular company officers' meetings.

Responsible: County Fire Management and Vol Co Officers
Complete by: July 2006 and ongoing
Cost: No additional costs

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.

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Responsible: Training Staff
Complete by: Ongoing
Cost: No additional costs

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

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Task 1: Evaluate the current organizational structure of the County Fire department and determine additional areas where volunteers can be included.

Responsible: Battalion Chiefs,
Volunteer Company Officers,
County Fire Management
Complete by: July 2008
Cost: No additional costs

Objective 3: Provide enhanced benefit program options for the volunteers.

Task 1: Continue the incentive benefit (training stipend) for volunteers participating as trainers in the County Fire training program.

Responsible: County Fire Management
Complete by: Ongoing
Cost: \$42,000 per year

Task 2: Consider paying volunteer firefighters as firefighter trainers.

Responsible:
Completed by:
Cost:

Task 3: Review annually, and update as needed, the summary of volunteer benefit programs offered by the Department.

Responsible: Training Staff
County Fire Management
Complete by: September 2007 and ongoing
Cost: \$500 when changes needed

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Task 4: Research health coverage for volunteer firefighters.

Responsible:

Completed by:

Cost:

Task 5: Consider a length of service award for all volunteers.

Responsible:

Completed by:

Cost:

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JURISDICTION

The jurisdiction of the County Fire Department is rural, geographically diverse and has limited effective water systems for fire protection. The service area remains relatively unpopulated and undeveloped and presents a significant challenge in meeting public expectations regarding service levels.

As development occurs and infrastructure conditions improve within the County Fire's jurisdiction, developed areas may be annexed to adjacent fire agencies or form separate service areas in order to pursue a more urban level of service. It is recommended that the department continue to identify possible annexations and develop budgetary contingency plans that minimize overall operational impacts.

Goal: Maintain effective fire and emergency response.

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 and Battalion Chiefs
Complete by: July 2007 and ongoing
Cost: No additional costs

Objective 2: Respond to changes in service areas and demographics.

Task 1: Review potential annexations and development projects and their resulting effects on revenues and service demand. Develop contingency plans to maintain appropriate levels of service as needed.

Responsible: County Fire Management
Complete by: January 2007 and ongoing
Cost: No additional costs

Deleted: **Objective 3:** Consider relocation of state resources during fire season and during the

Deleted: Amador period to improve service to the County and enhance CAL-FIRE's ability to protect vulnerable State responsibility areas.

Deleted: **Task 1:** If the Bonny Doon petition to LAFCO for the formation of a new fire protection district is unsuccessful, consideration should be given to reassign state resources and personnel to provide year-round services to the Bonny Doon area.¶

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FACILITIES

The County Fire Department has an adequate distribution of facilities, given its resources. The five full-time State fire stations are maintained by the State under the County contract with CAL-FIRE. The volunteer companies maintain the five volunteer stations, with County funding available for repairs and extraordinary maintenance requirements.

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Deleted: **Task 2:** Identify a facility coordinator for each County Fire facility and establish a committee of facility coordinators to make recommendations on matters relating to facilities maintenance. The committee will meet at least annually prior to County budget deadlines.¶

Volunteer stations are in Bonny Doon, Loma Prieta, South Skyline (Las Cumbres), and Davenport. They provide equipment, training and meeting space for County Fire volunteers.

Deleted: **Responsible:** Battalion Chiefs and Vol. Company Officers¶

Deleted: **Complete by:** February 2007 and ongoing

Deleted: **Cost:** . . . No additional costs

It is recommended that a central filing system for data and records pertaining to County Fire Department properties be enhanced, as well as a program to ensure routine facility inspections and maintenance.

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

Objective 1: Develop a process to avoid unnecessary costs and to extend the existing facilities operational life.

Deleted: **Objective 2:** Maintain comprehensive records of all County Fire facility sites to include legal descriptions, ownership and/or lease status, maintenance records, capital equipment, planned improvements and all other matters relating to the facility.¶

Task 1: Continue a program of station maintenance and inspection for every County Fire facility.

Deleted: **Task 1:** Establish and maintain a complete facility file on each property operated by the Department. ¶

Responsible: Battalion Chiefs
Complete by: January 2006 and ongoing
Cost: No additional costs

Deleted: **Responsible:** County Fire Management and office staff¶
Complete by: July 2007¶
Cost: . . . No additional costs¶

Deleted: **Objective 3:** Ensure all volunteer stations comply with applicable air pollution control regulations. ¶

Deleted: **Task 1:** Obtain as necessary and maintain Air Pollution Control permits for all volunteer stations. ¶

Deleted: **Responsible:** County Fire Management, Battalion Chiefs & Volunteer Company Officers¶
Complete by: January 2007 and ongoing¶
Cost: . . . TBD¶

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VEHICLES & EQUIPMENT

To be included in this report and not as an addendum

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FIRE PREVENTION

Fire prevention is a top priority of County Fire protection services. In 1995 the Office of the County Fire Marshall was consolidated into the County Fire Department enhancing services to the public and coordination between County Fire, County departments and state and local agencies. Subsequently, through the cooperative agreement with CAL-FIRE, the County Fire Department gained access to a full time law enforcement/fire investigation staff, further increasing the level of service to the community.

The County Fire Department addresses fire prevention through a number of effective programs and activities:

- Inspections and plan checks as part of the building permit process
- Response to fire hazard complaints
- Public education programs and Fire Safe Councils

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Goal: Provide a comprehensive fire prevention program.

Objective 1: Maximize the utilization of available prevention services

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

Deleted: Consolidate the Pajaro Valley Prevention staff with the Santa Cruz County Fire Prevention Staff at the Felton headquarters

Responsible: Unit Fire Prevention Officer and Volunteer fire Officers

Complete by: May 2007

Cost: No additional cost

Deleted: Fire Administration

Objective 2: Review and expand the existing public education program.

Task 1: Formalize a public education plan that identifies audiences, delivery schedules, and information to be presented within County Fire.

Responsible: Fire Prevention Staff

Complete by: January 2008

Cost: No additional costs

Task 2: Identify and train professional staff and interested volunteer personnel to deliver public education programs.

Responsible: Fire Prevention Staff

Complete by: January 2008

Cost: TBD

Deleted: **Objective 3:** Ensure that fee schedule for services provided is commensurate with cost for personnel services within the Fire Prevention Bureau

2011/2014

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~~Deleted: Task 1: Track & document all personnel hours for each and every plan review, subsequent inspections or consultations. Estimate annual personnel hours provided by the prevention staff that are not associated with permitting, plan review and inspections~~

Objective 4: Consider other Fire Prevention & Planning service delivery models

~~Deleted: Responsible: Fire Prevention Staff~~

Task 1: Explore possibility of outsourcing plan

checks

~~Deleted: Complete by: Continuous through duration of the term of this plan~~

Responsible: County Fire Management

Complete by: July 2007

Cost: TBD

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TRAINING

An effective training program is critical to a successful fire department, particularly when that Department depends heavily on volunteer personnel for many reasons including so that they can carry out their duties and responsibilities and are afforded opportunities to develop skills and abilities critical to the Department's mission. The fire and emergency response service has evolved into a very complex discipline with numerous training and certification requirements imposed by different regulatory entities.

Volunteer personnel are required to complete over 190 hours of training in their first year and at least two three-hour sessions per month thereafter. As a comparison, the current on-going Volunteer HME commitment has approximately doubled versus ten years ago. Then a new volunteer candidate could respond to emergency incidents within six months of joining and now it is a full year. Plus the Candidate Physical Ability Test (CPAT) must be completed as well.

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Recruitment and retention of volunteers is difficult due to the number of training hours required and economic and demographic factors of Santa Cruz County. Training schedules must be as compatible as possible with the various lifestyles and schedules of the volunteer firefighters.

County Fire has expanded the reimbursable training it provides through Cabrillo College and other outside agencies to increase funding for improved training for County Fire volunteers and paid personnel.

In a cooperative effort with other Santa Cruz County fire agencies, County Fire installed a live structure fire simulator at the CAL-FIRE Ben Lomond Youth Conservation Camp. The simulator provides career and volunteer staff the opportunity to experience interior structure fire conditions in a controlled, non-polluting environment.

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 and, additionally, are afforded opportunities to develop skills and abilities beyond the minimum requirements of the department.

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

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Task 1: Increase available Training personnel to evaluate basic skills and operational readiness through drills to ensure proper focus for the training program on an on-going basis.

Responsible: Training Staff
Complete by: January 2007 and ongoing
Cost: No additional costs

Task 2: Participate in a coordinated effort with other local fire agencies to provide an expanded training schedule to enable volunteers to fulfill training requirements.

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Responsible: Training Staff, Co Fire Mgt

Complete by: July 2007 and ongoing
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Task 3: Maintain accurate records of training received by each individual and operational unit.

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Responsible: Training Staff
Complete by: July 2007 and ongoing
Cost: No additional costs

Task 4: Formalize and standardize Target Safety Training (TST) as a delivery tool to ensure that all personnel have received appropriate training and complete records are kept of such. Compile findings in an annual report.

Deleted: Continue to document the trainings

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Responsible: Training Staff
Complete by: October 2006 and annually thereafter
Cost: No additional costs

Objective 2: Provide technical and/or specialized training to appropriate personnel.

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Task 1: Continued development of the Ben Lomond Training Center in order to provide technical rescue courses.

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Responsible: Training Staff
Complete by: July 2011
Cost: \$6,000.00

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

Deleted: **Task 2:** Host Rescue Systems I class at Ben Lomond Training Center. ¶

¶ **Responsible:** Training Staff¶
Complete by: July 2009 ¶
Cost: \$450.00 /Student ¶

Objective 1: Bring all County Fire personnel into compliance with State and OSHA updates.

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

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Responsible: Training Staff
Complete by: January 2007 and ongoing
Cost: No additional costs

Deleted: Basic Incident Command Systems Training

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Task 2: Provide California Incident Command Certification System training to drivers, Engineers and Company Officers (CICCS S-215, S-231)

Responsible: Training Staff
Complete by: July 2008 and ongoing

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Cost: No additional costs

Task 3: Issue Unit ID with incident qualifications listed ("Red Card" criteria).

Responsible: Training Staff
Complete by: July 2008 and ongoing
Cost: \$2,000.00

Deleted: **Task 4:** Provide Power Saw Training, including Structure Operations, to all County Fire Personnel (S-212 Level A with Structure Operations).

Responsible: Training Staff
Complete by: January 2008
Cost: No additional cost

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DISPATCH SERVICES

A summary of recent changes will be provided by Chief Borelli through Chief Lineberry

The efficiency of the dispatch function is critical to the success of emergency response. It is recommended that specific performance standards be developed and implemented to ensure that the public receives the highest possible level of service.

The current Computer-Aided Dispatch (CAD) system at the CAL-FIRE Communication Center is able to produce statistics or other helpful management data, such as the number of responses by each station and the types of incidents.

The following chart shows types and frequency of County Fire Department responses for calendar year Chief Borelli will provide 2009 info.

INCIDENT TYPE-Response	# of Incidents
Structure Fire	▼
Fire (wildland, vehicle, refuse, etc.)	▼
Medical	▼
Fire Menace Standby (power lines, hazmat, fuel spill, etc.)	▼
Public Assist (vehicle lockouts, flooding, etc.)	▼
Traffic Collision	▼
Rescue	▼
Law Enforcement	▼
Other	▼
TOTAL	▼

Deleted: The County Fire Department operates under a shared, two-facility, dispatch system. Calls for service are initially received by the Santa Cruz County Consolidated Emergency Communications Center (SCCECC) and then transferred to the CAL-FIRE Emergency Communications Center (ECC) in Felton. This system is necessary because the state requires that CAL-FIRE dispatchers perform command and control functions within the CAL-FIRE response system that are not typically performed by the dispatchers at the Consolidated Center. This system of two distinct communication centers can result in logistical problems and extended call processing. Depending on the type of call, SCCECC typically requires one to two minutes for caller interrogation and determination of jurisdiction and resource needs before the request for fire response can be relayed to the CAL-FIRE Communication Center. It is important to ensure that CAL-FIRE dispatching is as efficient as possible to minimize combined call-processing time.

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Deleted: Objective 1: Establish a more effective process of dispatching 911 calls.¶

¶ Task 1: Create standardized dispatching procedures. ¶

Responsible: ECC Staff¶
 Complete by: December 2007 and ongoing¶

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Deleted: Update and enhance the local

Deleted: training program for new

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

Task 1: Establish a twice yearly ECC review (BC and Company Officers) to capture more local knowledge in the CAD's.

Responsible: ECC Staff and Volunteer Officers
Complete by: January 2008
Cost: No additional costs

Task 2: Develop an Interface between the Santa Cruz Regional 9-1-1 CAD and Felton ECC CAD.

Responsible: ECC Staff
Complete by: January 2010
Cost: TBD

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Task 3: Contract for pre-alert paging County Fire responders.

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Responsible: Training Staff and County Fire Management
Complete by: January 2007 and ongoing
Cost: \$11,000 annual plus pager costs (\$10,000)

Task 4: Monitor 9-1-1 calls to ensure the most effective transfer of emergency information from the Santa Cruz Regional 9-1-1 dispatchers and the Felton ECC.

Responsible:
Completed by:
Cost:

Objective 2: To explore new technology that will enhance dispatching and communications.

Task 1: Formally map pager reception challenged areas within County Fire.

Deleted: Move to AVRR or "dynamic" dispatching

Responsible: ECC Staff – PSI Staff
Complete by: January 2009
Cost: No additional cost

Task 2: Implement Simulcast capability.

Deleted: New paging system to work for all pagers and cell phones

Responsible: ECC Staff
Complete by: January 2009
Cost: \$500.00

Task 3: Review and upgrade repeater system.

Responsible:
Completed by:
Cost:

Task 4: Establish a dedicated County Fire radio frequency.

Responsible:
Completed by:
Cost:

Task 5: Provide Mobile Data Terminal (MDT) capabilities for all emergency response vehicles.

Responsible:
Completed by:
Cost:

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Task 6: Add GPS vehicle tracking systems to all vehicles and automated capability in the ECC to monitor the location of all vehicles.

Responsible:

Completed by:

Cost:

Deleted: **Objective 3:** Ensure the public receives the highest possible level of service. ¶

¶
Deleted: **Task 1:** Develop and implement specific performance standards. ¶

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Deleted: **Responsible:** ECC Staff and County Fire Management¶

Deleted: **Complete by:** March 2007 and ongoing ¶

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FIRE SUPPRESSION

The County Fire Department covers a very broad and diverse geographical area which is sparsely populated and provides little infrastructure with regard to access and water supply. Additionally the department depends heavily on the participation of volunteer firefighters to carry out its mission.

The County Fire Department operates with limited revenues and consequently seeks practical, low cost, service delivery programs. Additionally, regulations requiring a minimum of four personnel at a structure fire scene before firefighters can enter a burning building have increased the need for innovation and creative solutions to staffing challenges. As part of the solution, County Fire management recommends that career engine staffing be maintained at three personnel per engine in 2006/07 and thereafter, if finances allow. This will accomplish the following operational objectives:

1. *Quick compliance with the requirement to have a minimum of four personnel on the scene of a structure fire prior to beginning interior attack.* County Fire incidents receive an average response of 1.6 volunteers per call. With three personnel on the career engine, a response of only one volunteer will be sufficient to begin interior attack.
2. *Improved fire engine crew safety and effectiveness.* Three person staffing allows for two firefighters to operate a fire hose or attend to a patient while leaving the company officer free to supervise the scene, coordinate with other agencies, and watch for unsafe conditions.
3. *Compliance with the Santa Cruz County fire services mutual aid plan.* The fire services mutual aid policy requires that fire engines responding to mutual aid requests be staffed with a minimum of three personnel. County Fire is a frequent user of mutual aid; it is important that the department be capable of providing mutual aid in return.

Providing reliable and effective fire suppression and emergency response service is dependent upon response time (defined as the time between receipt of call and arrival on scene) and the capability of the response complement. In an effort to reduce response time, the County Fire Department has developed and implemented automatic response agreements with neighboring agencies to ensure that the closest appropriate resources are sent to incidents. Automatic response from the nearest available responder, regardless of jurisdiction, is a critical element of service delivery for the County.

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

Objective 1: Contain all structure fires to the building of origin with no loss of life.

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

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format.

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Responsible: County Fire Management and Battalion Chiefs
Complete by: July 2007 and ongoing
Cost: No additional costs

Task 2: Ensure that a database of unusual specific fire suppression plans is developed to address unusual circumstances.

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Responsible: Operations and Training Staff
Complete by: July 2007 and ongoing
Cost: No additional costs

Task 3: Return to staffing the five career engines with three personnel to comply with OSHA "two in two out" regulations; to improve fire engine crew safety and effectiveness; and to achieve compliance with the Santa Cruz County fire services mutual aid plan.

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Responsible: County Fire Mgt
Complete by: July 2006 and ongoing
Cost: \$547,000 in 2007/2008

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EMERGENCY MEDICAL SERVICES

County Fire provides basic life support (BLS) and defibrillator services throughout its jurisdiction. County Fire responded to 348 medical calls in 2006. Paid and volunteer staff are trained to a minimum level of Emergency Medical Services First Responder, and over 50% of the personnel are certified Emergency Medical Technicians (EMT I). In fiscal year 2000/2001, County Fire upgraded its defibrillator equipment, and there is a replacement plan in place to upgrade the defibrillators on a regular basis.

Some fire jurisdictions within the County have adopted fire engine based advanced life support (ALS -paramedic) programs to augment services from the ambulance provider. The provision of paramedic services are an option for County Fire, but preliminary staff review indicates that adopting such a program would require a significant increase in staffing, training, and operational funding. The training levels necessary to implement and maintain an ALS program are beyond the scope of the current departmental staffing arrangement. Providing paramedic services from the four stations currently staffed by CAL-FIRE (Corralitos, Burrell, Saratoga Summit, and Big Creek) would require the addition of a minimum of twenty-one full-time personnel as well as thousands of dollars in operating funds.

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

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Objective 1: To explore new technologies to improve emergency medical services delivery in the field.

Deleted: Ensure that all responding personnel are trained and certified to deliver emergency medical services at a level consistent with County and State minimum requirements.

Task 1: Gather data sufficient to identify where outcomes could have been improved with different technologies.

Deleted: Continue to equip all primary CAL-FIRE/County FD response vehicles with appropriate defibrillators and ensure that all primary response personnel within the CAL-FIRE/County FD system are trained and certified to operate them.

Responsible: County Fire Mgt
Complete by: ???
Cost: No additional cost (\$10,000 per year budgeted)

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Task 2: Examine equipment needs in relation to improving the effectiveness of rescue services.

Task 3: Encourage all current personnel who are First Responders to become EMTs by providing information on available classes and associated funding.

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Responsible: County Fire Mgt – Training Staff?
Complete by: ???
Cost: Some additional cost (\$???)

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DISASTER PREPAREDNESS

The County Fire Department, like other fire agencies in the County and elsewhere, are “first response” organizations. As part of its mission, the department maintains a capability to respond to incidents independently or in concert with multiple agencies and jurisdictions.

As a member of the Santa Cruz County Fire Chiefs' Association, the County Fire Department participates in the Operations Group to work on issues related to mutual aid, standardized fire service training, and standardized operations. The Operations Group also advises the County Fire Chiefs Association and the Area Fire Coordinator regarding disaster planning and preparedness. The Area Fire Coordinator represents fire and rescue services at the County Emergency Operations Center (EOC) whenever the fire section is activated.

Deleted: Enacted after the 1991 Oakland-Berkeley Hills conflagration, all local agencies participating in emergency response and recovery operations are required to follow and implement the Standardized Emergency Management System (SEMS). The department's current plan for disaster response complies with this new law and its guidelines.

It is necessary that the Department continue to incorporate current information and directives from state and federal authorities regarding non-fire emergency response requirements, such as crisis and consequence management, into its planning and training programs.

The Santa Cruz County Fire Chiefs Association recommended that County Fire continue to participate in this planning process and support solutions that maintain response capability.

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

Objective 1: Create evacuation plans for all of County Fire.

Task 1: Map evacuation routes to assembly areas throughout County Fire.

Task 2: Examine all assembly areas to ensure they are able to support evacuees.

Task 3: Create command and control areas for each evacuation zone.

Task 4:

Responsible: Division Chief and Training Staff
Complete by: January 2007 and ongoing
Cost: No additional costs

Deleted: Participate in the annual seminar on disaster operations and tactical procedures for all fire service personnel.

Deleted: Revise the training curriculum to reflect lessons learned and information updates.

Objective 2: Participate in an annual, or preferably more frequent, multi-fire agency disaster drill involving tactical units and or command and control functions.

Task 1: Revise the training curriculum to reflect lessons learned and information updates.

Responsible: County Fire Management and Battalion Chiefs
Complete by: January 2007 and ongoing

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Cost: No additional cost

Objective 3: Incorporate CERT

Deleted: Participate in an annual, or preferably more frequent, multi-fire agency disaster drill consisting of command and support functions only.

Task 1: Participate in table-top exercises held for command and support functions and revise the training curriculum to reflect lessons learned and updated information.

Responsible: Division Chief and Battalion Chiefs
Complete by: July 2006 and ongoing
Cost: No additional costs

Objective 4: Include recent non-fire emergency response requirements (e.g., crisis and consequence management) into the department's plans and training.

Task 1: Obtain, review and determine how best to incorporate such information into current plans, programs, and training.

Responsible: Division Chief and Battalion Chiefs
Complete by: July 2006 and ongoing
Cost: No additional costs

Objective 5: Ensure law enforcement and other applicable public safety agencies are afforded the opportunity to participate in fire/rescue mutual aid training as necessary.

Task 1: Include other public safety agencies in the planning process for mutual aid exercises.

Responsible: County Fire Management
Complete by: July 2006 and ongoing
Cost: No additional costs

Objective 6: Ensure that fire department access to specialized HAZMAT response resources is maintained.

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Task 1: Continue to work with Santa Cruz Hazardous Materials Integrated Team (SCHMIT) to maintain the regional HAZMAT team.

Responsible: County Fire Mgt
Complete by: July 2006 and ongoing
Cost: No additional cost (\$15,000 annual cost currently budgeted)

Objective 7: Ensure that communications can be maintained among all agencies involved in multi-agency responses to disasters

Task 1: Work with other public safety agencies to establish sufficient radio communications channels for use in a major disaster.

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Responsible: County Fire Management

Complete by: July 2006 and ongoing

Cost: No additional costs

Task 2: Conduct a multi-agency drill to test the ability for multiple agencies to interoperate using radio communications.

Responsible: County Fire Management

Complete by: July 2006 and ongoing

Cost: No additional costs

Objective 1: Establish a more effective process of dispatching 911 calls.

Task 1: Create standardized dispatching procedures.

Responsible: ECC Staff

Complete by: December 2007 and ongoing

Cost: No additional costs