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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 few 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 may be inadequate to accommodate modern fire fighting apparatus. This 2011-2014 plan will focus on addressing those challenges.

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 five 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.

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.

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 Senior 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.

### Volunteer Company Officers

Volunteer company officers are members of individual volunteer companies tasked with representing those companies operationally and administratively.

### 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 and auto aid 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.

### Vehicle Replacement Program

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

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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.

### Fire Prevention & Planning

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 total cost of the services provided and that a nexus between them 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 911 call to dispatch of resources) does not exceed 2.5 minutes.

### 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 90% of all structure fires to the building of origin. Tasks associated with this objective are directed at maximizing effectiveness of fire crews, 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

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engine, severely compromising our ability to comply with the aforementioned regulation for four personnel on scene before interior operations can commence.

### 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 disasters. 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.

### Appendices

Appendix 1: Vehicle Replacement Program

Appendix 2 Locations of County Fire Department Stations

Appendix 3 Locations of all fire agency stations in the County.

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### FINANCIAL

The annual County Fire budget totals approximately 2.9 million dollars. Departmental expenditures include all items contained in the current County Fire contract.

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.

The County Fire Department budget has previously provided for a reserve. Increased costs from the past few years are rapidly 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.

**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

**Target Date:** As Needed

**Cost:** ?

**Task 2:** Explore funding increases within CSA 48

**Responsible:** FDAC

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

**Cost:** No Additional Cost

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**Objective 2:** Increase revenues from other sources.

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

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

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

**Cost:** No Additional Cost

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

**Responsible:** County Fire Marshall's office

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

**Cost:** No Additional Cost

**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 area incident response.

**Responsible:** County Fire Management

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

**Cost:** No Additional Cost

**Task 4:** Explore Prop 172 increases of percentage allotted to County Fire

**Responsible:** Fire Department Advisory Commission

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

**Cost:** No Additional 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

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

**Cost:** No Additional Cost

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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.

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.

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. 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

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**Task 2:** Establish a clear branding of County Fire as a single entity including volunteer firefighters, CALFIRE and county staff.

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

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

**Cost:** ?

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

**Responsible:** County Fire Management

**Target Date:** Ongoing annual report by December 31, 2013

**Cost:** ?

**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

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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.

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 Officers. 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.

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

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

**Cost:** No Additional Cost

**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:** ?

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**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

**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

**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  
**Target Date:** Ongoing with annual report by January 31  
**Cost:** No Additional Cost

**Task 2:** Consider augmenting County Fire wide training with volunteer firefighters as trainers of other fire trainers '(TtT' Train theTrainer).

**Responsible:** County Fire Management in collaboration with Volunteer Company Officers  
**Target Date:** Ongoing with annual report by January 31  
**Cost:** ?

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

**Responsible:** County Fire Management in collaboration with Volunteer Company Officers  
**Target Date:** Ongoing with annual report by January 31  
**Cost:** ?

**Task 4:** Research health coverage for volunteer firefighters.

**Responsible:** County Fire Management in collaboration with Volunteer Company Officers  
**Target Date:** January 31, 2014  
**Cost:** ?

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

**Responsible:** County Fire Management with support from Volunteer Company Officers  
**Target Date:** January 31, 2014  
**Cost:** No Additional Cost

**Task 6:** Evaluate a paid-call program for compensation of volunteer firefighters responding to emergencies.

**Responsible:** County Fire Management  
**Target Date:** January 31, 2014  
**Cost:** No Additional Cost

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### JURISDICTION

As development occurs and infrastructure conditions improve within the County Fire's jurisdiction, developed areas may be annexed in to adjacent fire agencies or form separate service areas.. 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

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

**Cost:** No Additional Cost

**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

**Target Date:** As Needed

**Cost:** No Additional Cost

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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.

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.

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.

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

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

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

**Cost:** ?

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**VEHICLE REPLACEMENT PROGRAM**

**To be included in this report 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

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

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

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

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

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

**Cost:** ?

**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:** County Fire Management with support from Battalion Chiefs

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

**Cost:** ?

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

**Responsible:** County Fire Management with support from Battalion Chiefs

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

**Cost:** ?

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**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

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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 ongoing Volunteer time commitment has approximately doubled versus ten years ago. At that time a new volunteer candidate could respond to emergency incidents within six months of joining and now it is a full year. The Candidate Physical Ability Test (CPAT) must be completed as well.

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.

**Task 1:** Increase the use of available field personnel to assist the Training Battalion in evaluating basic skills and operational readiness through drills to ensure proper focus for the training program on an on-going basis.

**Responsible:** County Fire Management

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

**Cost:** ?

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

**Responsible:** County Fire Management

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

**Cost:** ?

**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:** No Additional Cost

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

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

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

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

**Cost:** ?

**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.

**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:** ?

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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:** County Fire Management

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

**Cost:** ?

**Task 3:** Maintain and update Volunteer ID cards with incident qualifications listed (“Red Card” criteria).

**Responsible:** County Fire Management

**Target Date:** Ongoing with annual report by May 15, 2011

**Cost:** No Additional Cost

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### DISPATCH SERVICES

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.

#### **CZU Emergency Command Center**

The San Mateo Santa Cruz Emergency Command Center, (ECC) handled 12,000+ emergency responses in 2010. Felton ECC is the contractor for the communities of: Bonny Doon, Corralitos, Loma Prieta, Davenport, Las Cumbres, South Skyline, Pajaro Valley, Pajaro Dunes, and Calstar Air Ambulance. It also serves as the CAL FIRE Command Center for the state responsibility areas (SRA) for San Mateo and Santa Cruz Counties.

The ECC also serves as the Command Center for CALEMA Santa Cruz Operational Area Coordinator. Providing resource allocation and coordination under the California Master Mutual-Aid Plan for the County of Santa Cruz. As such: responsible for statusing and the deployment local government and OES resources throughout Region II and statewide to large scale emergency incidents and rescues.

Today, The San Mateo Santa Cruz ECC is commanded by the unit Administrative Officer. The Dispatch team is managed by Battalion Chief Michael Borelli and four shift Fire Captains, and 6 dispatchers who serve as the first point of contact each day when members of the public dial 9-1-1 for help.

The ECC goal is to meet and exceed the guidelines set by NFPA 1221 Section 6.4.2 which specifies that, "95 percent of alarms shall be answered within 15 seconds, and 99 percent of alarms shall be answered within 40 seconds." Section 6.4.3 which specifies that, "Ninety-five percent of emergency dispatching shall be completed within 60 seconds."

Calls are received through the 9-1-1 telephone system, local area 7-digit emergency numbers, "ring-down" lines, Via Santa Cruz county Regional 9-1-1 and/or by radio from units in the field. The Center's minimum staffing consists of one fire captain and 1 dispatcher, with maximums of two fire captains and two dispatchers to handle the 130 phone calls received daily.

Local first responders are alerted and dispatched from one of the largest state government land-mobile radio systems. Based in the town of Felton radio dispatches are transmitted to a network of mountain top repeaters which broadcast the dispatches throughout the County. CAL FIRE is also a major user on the State of California, Department of General Services, Public Safety Microwave Network (PSMN). The network is used for the state's *Green Phone* telephone network, and Intercoms between ECCs

CAL FIRE has several new additions to meet our dispatch objectives. The new Altaris CAD (Computer Aided Dispatch) system, the new VESTA 911 telephone system, Resource Ordering Status System (ROSS), and the all incident reporting system (CAIRS).

The Computer Aided Dispatch (CAD) project is capable of handling the complexities of the wildland fire initial attack response as well as handle all types of emergencies dispatched by

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Cal Fire Command Centers. The program will integrate with a number of existing CAL FIRE command and control systems and provides a multi-user, multi-tasking dispatching environment. Northrop Grumman, Public Safety Inc. was the vendor chosen to develop the CAL FIRE Altaris CAD.

The VESTA 911 telephone system growth capability has allowed for the addition of a fourth 9-1-1 call receiving station to the ECC facility. By interfacing the VESTA and CAD systems with our existing tone alert system, a dispatcher has the ability to receive a 9-1-1 call, transfer the location into the dispatch screen, identify equipment to respond, and then send the station alert tones and dispatch from one computer screen.

ROSS, Resource Ordering and Status System, is a program that is used on all national level for significant incidents such as natural disasters. For the CAL FIRE role it is used for all resource tracking and for ordering resources for wildland fires and any significant incidents in California. ROSS has been used nationally for approximately five years however, this was the first year for use by CAL FIRE. CAIRS, California All Incident Reporting System is a program to collect and report all incidents that CAL FIRE responds to.

The following table shows types and frequency of County Fire Department responses for calendar year 2010

INCIDENT TYPE-Response	# of Incidents	% of Calls
Structure Fire	75	4
Fire (wildland, vehicle, refuse, etc.)	203	11
Medical	830	43
Fire Menace Standby (power lines, hazmat, fuel spill, etc.)	280	15
Public Assist (vehicle lockouts, flooding, etc.)	66	3
Traffic Collision	216	11
Rescue	22	1
Law Enforcement	16	1
Other	202	11
<b>TOTAL</b>	<b>1,910</b>	

**FINAL DRAFT**

2011/2014  
3/13/2011

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

**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, 2011

**Cost:** No Additional Cost

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

**Responsible:** County Fire Management

**Target Date:** December 31, 2014

**Cost:** ?

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

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

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

**Target Date:** March 1, 2012

**Cost:** ?

**Task 2:** Implement Simulcast capability.

**Responsible:** County Fire Management

**Target Date:** December 31, 2014

**Cost:** ?

**Task 3:** Formally map radio repeater system reception challenged areas.

**Responsible:** County Fire Management

**Target Date:** December 31, 2014

**Cost:** ?

**FINAL DRAFT**

2011/2014  
3/13/2011

**Task 4:** Provide Mobile Data Terminal (MDT) capabilities for all emergency response vehicles enabling true interconnectivity between vehicles and Felton ECC.

**Responsible:** County Fire Management  
**Target Date:** December 31, 2014  
**Cost:** ?

**Task 5:** Add GPS vehicle tracking to all vehicles and automate the capability in the ECC to monitor vehicle location.

**Responsible:** County Fire Management  
**Target Date:** December 31, 2014  
**Cost:** ?

## FINAL DRAFT

2011/2014  
3/13/2011

### FIRE SUPPRESSION

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 structural fire dispatch. With three personnel on the career engine, a response of only one volunteer would 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.

## FINAL DRAFT

2011/2014  
3/13/2011

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

**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

**Task 2:** Establish a database of specific fire suppression plans to address unusual circumstances.

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

**Target Date:** June 30, 2013

**Cost:** ?

**Task 3:** Return to staffing on the five career engines of three personnel to comply with Cal/OSHA "two in two out" regulations; to improved fire engine crew safety and effectiveness; and to come into compliance with the Santa Cruz County fire services mutual aid plan.

**Responsible:** County Fire Management

**Target Date:** December 31, 2014

**Cost:** ?

## FINAL DRAFT

2011/2014  
3/13/2011

### 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.

**Objective 1:** to explore new technologies to improve emergency medical services delivery.

**Task 1:** Explore the feasibility of participating in the Advanced Emergency Medical Technician program, or "optional Skill" program for EMT's, within the scope of practice set forth by the Santa Cruz County EMSIA.

**Responsible:** County Fire Management

**Target Date:** *January 1, 2013*

**Cost:** ?

**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, 2011

**Cost:** No Additional Cost

**FINAL DRAFT**

2011/2014  
3/13/2011

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

**Responsible:** Volunteer Company Officers

**Target Date:** On-going with annual report by January 31

**Cost:** No Additional Cost

**Task 4:** Assess the feasibility of establishing an Advanced EMT pilot program.

**Responsible:** County Fire Management

**Target Date:** February 2012

**Cost:** No Additional Cost

## FINAL DRAFT

2011/2014  
3/13/2011

### 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.

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.

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.

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:** Establish a committee to develop a County Fire Emergency Plan that addresses all aspects of major emergency response that includes at least the following areas:

1. Map evacuation routes to assembly areas throughout County Fire.
2. Examine all assemble areas to ensure they are able to support anticipated evacuees.
3. Create command and control areas for each evacuation zone.
4. Participate in an annual, or preferably more frequent, agency disaster drills involving tactical units and/or command and control functions.
5. Incorporate the Community Emergency Response Teams concept into County Fire to maximize the response to any major emergency event.
6. Participate in exercises held for command and support functions and revise the training curriculum to reflect lessons learned and updated information.
7. Include recent non-fire emergency response requirements (e.g., crisis and consequence management) into the department’s plans and training.
8. Ensure law enforcement and other applicable public safety agencies are afforded the opportunity to participate in fire/rescue mutual aid training as necessary.
9. Include other public safety agencies in the planning process for mutual aid exercises.

**FINAL DRAFT**

2011/2014

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10. Ensure that fire department access to specialized HAZMAT response resources is maintained.
11. Continue to work with Santa Cruz Hazardous Materials Integrated Team (SCHMIT) to maintain the regional HAZMAT team.
12. Ensure that communications will be maintained among all agencies involved in multi-agency emergency responses.
13. Work with other public safety agencies to establish sufficient radio communications channels for use in a major emergency.
14. Encourage multi-agency exercises to assess the ability for multiple agencies to interoperate using radio communications.

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

**Target Date:** December 2013

**Cost:** ?