



County of Santa Cruz

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GENERAL SERVICES DEPARTMENT

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NANCY GORDON, DIRECTOR

February 23, 2012

Agenda: March 6, 2012

Board of Supervisors
701 Ocean Street
Santa Cruz, CA 95060

Santa Cruz County Fire Department Master Plan 2012-2015

Dear Members of the Board:

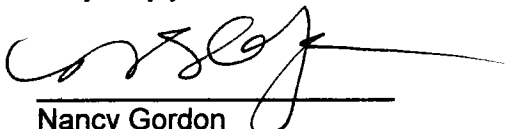
The County Fire Department has worked with the Fire Department Advisory Commission (FDAC) to draft an updated County Fire Master Plan for your review and approval.

The Master Plan includes detailed descriptions of County Fire operations and a work plan summarizing recommended tasks and projections of their associated costs for the period July 1, 2012 through June 30, 2015. While portions of the plan remain unfunded due to the significant fiscal constraints currently facing County Fire, the document was developed with a view towards future goals and necessary identification of new, creative ways to meet the challenges ahead.


The FDAC will include a quarterly review of progress and completion of the tasks and objectives (listed in the Summary Workplan section of the plan document) as part of their regularly scheduled meetings.

It is therefore **RECOMMENDED** that your Board approve the County Fire Department Master Plan for the period July 1, 2012 through June 30, 2015.

Very truly yours,


Nancy Gordon
Director

RECOMMENDED:


SUSAN A. MAURIELLO
County Administrative Officer

NCG/GP

Attachment: Santa Cruz County Fire Master Plan 2012-2015

cc: County Fire Department
Fire Department Advisory Commission

EMERGENCY MEDICAL SERVICES

County Fire provides basic life support (BLS) and defibrillator services throughout its jurisdiction. County Fire responded to 830 medical calls in 2010 (compared to 348 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 five stations currently staffed by CAL-FIRE (Corralitos, Burrell, Saratoga Summit, Fall Creek, 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: Unknown

Task 2: Examine available approved equipment in relation to improving the effectiveness of Emergency Medical Service delivery.

Responsible: County Fire Management in collaboration with Volunteer Company Officers

Target Date: December 31, 2012

Cost: No Additional Cost

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

SANTA CRUZ COUNTY FIRE DEPARTMENT MASTER PLAN

July 1, 2012 Through June 30, 2015



**February 2012 FINAL DRAFT
Prepared By:
County Fire Department**

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EXECUTIVE SUMMARY

The objective of the Fire Master Plan is to assist the Santa Cruz County Fire Department (County Fire) 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 County Fire, 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, County Fire will continue to face challenges such as increased fire protection contract costs, revenue reductions as a result of the recent economic downturn, a struggling 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 2012-2015 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 County Fire. The Master Plan details twelve operational components and provides a work plan assigning responsibilities and costs associated with each component. The appendices include maps, County Fire History, Fire Department Advisory Commission overview, and the CAL FIRE/County Fire Operational Agreement for 7/1/2011-6/30/2012.

Over the course of the last five years, The County Fire fund reserve has been seriously depleted due to increased costs and reduced tax revenues. As County Fire funds decline, CAL FIRE/County Fire personnel continue to implement cost saving measures and pursue alternate sources of funding such as grants, which contribute to the longevity of the fire fund. It is estimated that with careful fiscal management, the fire fund will sustain County Fire at its reduced levels through fiscal year 2012-13. At that time, if no additional funding has been secured, the County Board of Supervisors will have to make difficult decisions that will affect fire service delivery to the unincorporated areas of the County that do not reside within an autonomous fire district.

The jurisdiction of County Fire 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 County Fire. The work-plan identifies those responsible for each task as County Fire Management (County Fire Chiefs and County Senior Departmental Analyst), the Operations Team (Fire Chiefs and Battalion Chiefs), and Volunteer Company Officers. Other responsible staff titles are detailed.

Financial

County Fire is a non-general fund department financed through the County Fire fund. Revenues from property taxes, County Service Area #48 (CSA #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 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

County Fire and CSA #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 (CSA #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 CAL-FIRE stations and two seasonal CAL-FIRE stations is appropriate to the rural character of County Fire'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 17 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 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. Based on the current financial status of County Fire, Plan D (pg. 18) is being utilized till more funding is made available

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. The Pajaro Valley Fire Prevention staff has been consolidated 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 Regional 911 (SCR911) 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 three persons 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.

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 an annual contribution to maintain the regional hazardous materials team.

Appendices

Appendix 1: Maps

Appendix 2: County Fire History

Appendix 3: Fire Department Advisory Commission overview

Appendix 4: CAL FIRE/County Fire Operational Agreement for 7/1/2011-6/30/2012

FINANCIAL

The annual County Fire budget totals approximately 2.7 million dollars. Departmental expenditures include all items contained in the current County Fire contract.

County Fire 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 CSA #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 budget has previously provided for a reserve. Increased costs from the past few years are rapidly depleting this reserve, and it is anticipated that additional revenues will be needed to maintain the current level of service. Increased revenues 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: Unknown, No Additional Cost

Task 2: Explore funding increases within CSA 48

Responsible: FDAC

Target Date: Ongoing with annual report by January 31

Cost: No Additional Cost

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

MANAGEMENT

Santa Cruz County contracts with 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

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: Unknown

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: Unknown

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

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: Unknown

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 the Trainer).

Responsible: County Fire Management in collaboration with Volunteer Company Officers

Target Date: Ongoing with annual report by January 31

Cost: Unknown

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: No Additional 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: No Additional 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

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

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.. 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. Corralitos Volunteers are housed out of the Corralitos State Fire Station. 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: Unknown

VEHICLE REPLACEMENT PROGRAM

The Vehicle Replacement Plan is developed by determining department apparatus needs in accordance with the life expectancy of apparatus in the field. A strategic combination of planned vehicle movement among stations in conjunction with limited, necessary purchases of new apparatus have been successful in extending the life of the fleet. Due to budget constraints, however, funds have not been available over the last five years to maintain the preferred replacement schedule. If this trend continues, the County Fire Department fleet will continue to deteriorate. This may negatively impact not only effective operations, but future replacement costs will continue to build and significantly impact future budgets.

Four different replacement plans (A-D) have been created (see page 17). Each of these plans is commensurate with possible fiscal year budget allocations. The estimated costs are based on total cost for the apparatus and not amortized for future purchase. An estimated 5% inflation increase has been considered for each FY.

PLAN A

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

PLAN B

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

PLAN C

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

PLAN D

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

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 Prevention Staff in collaboration with Volunteer Company Officers

Target Date: Ongoing with annual report by June 30

Cost: Unknown

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: Unknown

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: Unknown

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

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 Training Center. 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: Unknown

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: Unknown

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

Responsible: Volunteer Company Officers with support from County Fire Management

Target Date: Ongoing with annual report by June 30

Cost: No Additional Cost

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

Responsible: County Fire Management

Target Date: Ongoing with annual report by June 30

Cost: \$9480.00 per year

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: Unknown

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: Unknown

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: Unknown

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

Responsible: County Fire Management

Target Date: Ongoing with an annual report by May 15

Cost: No Additional Cost

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 vegetation Fires in San Mateo and Santa Cruz Counties.

The ECC also serves as the Command Center for CALEMA Santa Cruz Operational Area Coordinator. ECC provides resource allocation and coordination for local fire agencies in Santa Cruz County under the California Master Mutual-Aid Plan. As such they are responsible for establishing the status and deployment of local government and CAL EMA resources throughout Region II and statewide to large scale emergency incidents and rescues.

Today, the CAL FIRE San Mateo/Santa Cruz ECC is managed by the Unit Administrative Officer. The Dispatch team is supervised by a Battalion Chief and staffed by four shift Fire Captains, and 6 Communication Operators (Comm Op) who serve as the 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 Comm Op, 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 the 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

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. CAL FIRE utilizes this program 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
TOTAL	1,910	

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, 2012

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: Unknown

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: July 1, 2012

Cost: Unknown

Task 2: Implement Simulcast capability.

Responsible: County Fire Management

Target Date: December 31, 2014

Cost: Unknown

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

Responsible: County Fire Management

Target Date: December 31, 2014

Cost: Unknown

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: Unknown

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: Unknown

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 reestablished at three personnel per engine when finances once again 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.

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: Unknown

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: Unknown

EMERGENCY MEDICAL SERVICES

County Fire provides basic life support (BLS) and defibrillator services throughout its jurisdiction. County Fire responded to 830 medical calls in 2010 (compared to 348 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: Unknown

Task 2: Examine available approved equipment in relation to improving the effectiveness of Emergency Medical Service delivery.

Responsible: County Fire Management in collaboration with Volunteer Company Officers

Target Date: December 31, 2012

Cost: No Additional Cost

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 2013

Cost: No Additional Cost

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.

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: Unknown

APPENDIX I: MAPS

CAL FIRE/County Fire Stations

Santa Cruz County Fire Protection Districts

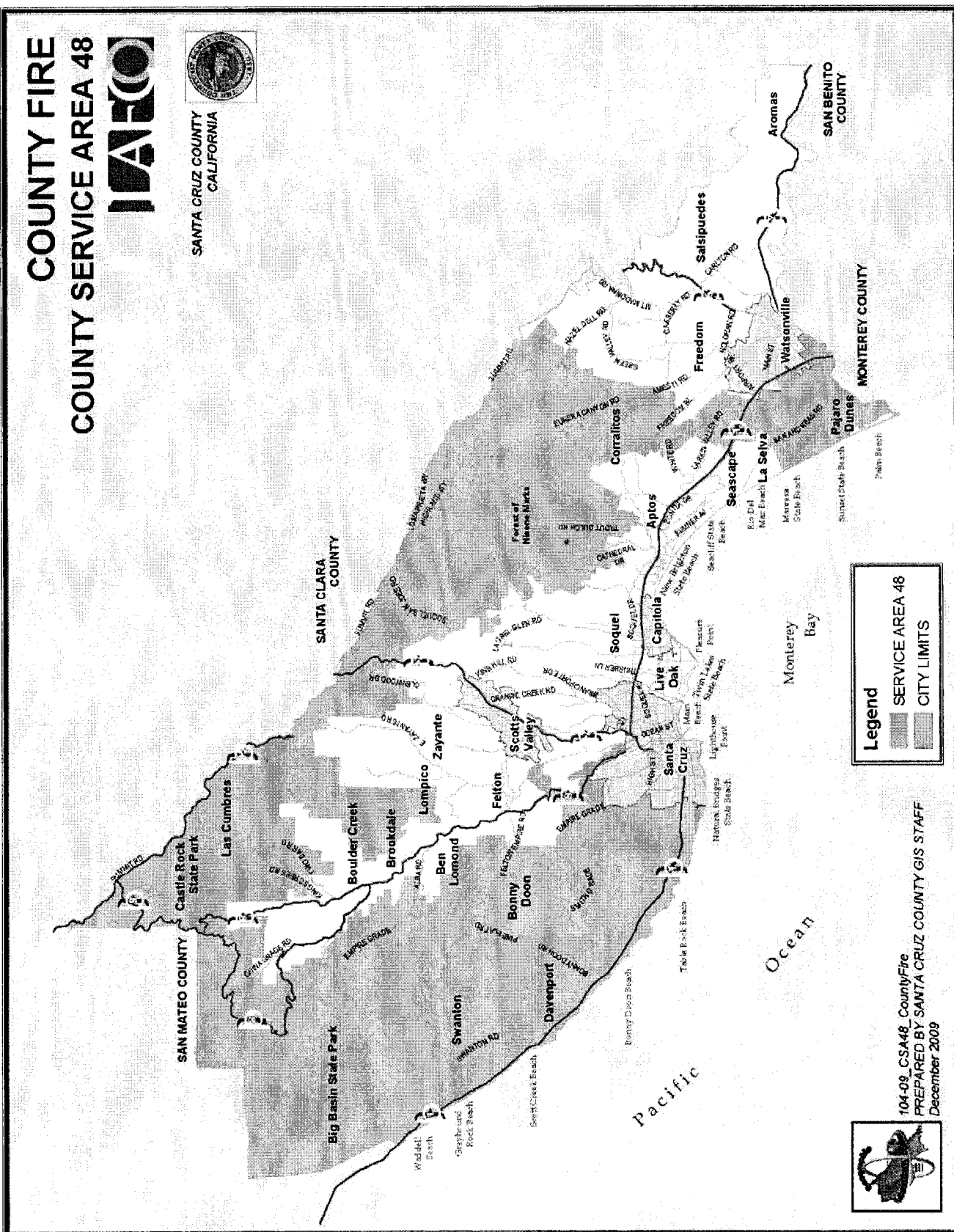
LAFCO Map: "County Fire, County Service Area 48"



**CAL
FIRE**

SANTA CRUZ COUNTY FIRE DEPARTMENT





APPENDIX II: SANTA CRUZ COUNTY FIRE HISTORY

1948 - Origin of County Fire Department

In 1945, the Santa Cruz County Board of Supervisors entered into a cooperative agreement with the California Department of Forestry and Fire Protection (CDF)) to provide structural fire protection in the rural areas of Santa Cruz County. The County agreed to provide funding for 5.5 months of winter coverage at California Department of Forestry facilities. This agreement established the Santa Cruz County Fire Department. As a result, a unified CDF/County Fire Administration was formed to address wildland and structural fire protection in a coordinated manner.

1959 - Civil Defense Fire Teams

The Civil Defense Director in cooperation with CDF established the first Civil Defense Fire Team at Corralitos in 1959. Three additional Civil Defense Fire Teams were established in other areas of the County to supplement the CDF forces with a trained cadre of volunteer firefighters. The Civil Defense Director of Santa Cruz County, Colonel Gates, obtained surplus military equipment for use by these fire teams.

1966 - Pajaro Dunes CSA #4 Established

County Service Area #4 was formed at Pajaro Dunes to establish a tax base to fund sewer and water service to the development.

1970 - Pajaro Dunes CSA #4 Changed to Fire Protection

The Board of Supervisors and the Local Agency Formation Commission added fire protection to the functions of CSA #4 at Pajaro Dunes. Increased: fire protection services were required as a condition of development for the expansion of Pajaro Dunes.

1973 - Sierra Group Study

The County Fire Department and CDF continued to make improvements in fire protection through the years as budgetary constraints would allow. In 1973, a fire protection report by CDF was submitted to the Santa Cruz County Board of Supervisors recommending proposals to upgrade fire protection. The Report recommended:

1. County Fire Department to seek an Insurance Services Office (ISO) rating for the areas protected by County Fire.
2. Establishment of a comprehensive training program for the full-time paid personnel and Civil Defense Fire Teams.
3. Establishment of a comprehensive communication system for alerting volunteers to calls.
4. Purchase of mobile radios for County Fire equipment.
5. The procurement and updating of County Fire apparatus and equipment.
6. Funds for these improvements to be provided to the County Fire Department by a special taxing district.

7. Budgeting of additional personnel.
8. The County to budget for increased fire protection facilities as a result of the continuing growth in County Fire areas.

1974 - Office of County Fire Marshal Established

In 1974~ the Board of Supervisors established the Office of the County Fire Marshal. The first Fire Marshal was hired in February 1975 and for the remainder of that year was deeply involved the Sierra Group study. The County Fire Marshal then became Administrator of the County contractual agreement with CDF, and in 1976 was appointed the County Fire Warden.

1975 - Five Year Plan

The Santa Cruz County Fire staff submitted a 5-year plan to the Board of Supervisors in 1975 with the following recommendations:

1. Designate the Santa Cruz County/CDF Protection Program as the fire protection plan for the joint CDF/County Fire protection systems, which conformed with the Service Level I recommended by the Sierra Group Report.
2. Adopt the proposed policy statement as the Board's current philosophy relating to the County Fire protection system.
3. Take a position of supporting the fire protection program, and budget funding each subsequent year to provide for improved fire prevention and suppression. Gradually implement the program over a long-term period of five to ten years.
4. Recognize the civil defense fire teams as volunteer fire companies and their members as volunteer firefighters.
5. Authorize a change in insurance coverage for Civil Defense Fire Teams, CDF, and the volunteer firefighters so they will be covered by Workers' Compensation, liability and vehicle insurance under the CDF/County Fire Cooperative Agreement.

1976 - Implementation of the Recommendations

The Civil Defense Fire Teams were integrated into the County Fire Department, and between 1976 and 1978, the County Fire Chief did have the County protection area graded by the Insurance Services Office. Prior to this rating, all areas protected by the County Fire Department were Class 10 (the equivalent of no fire protection). After the grading was completed, the worst class for the Department was a Class 9, with many areas assigned a Rural Class 8. This improved the benefit to the taxpayers by reducing fire insurance premiums accordingly.

1977 - General Plan Safety Element, Uniform Fire Code

The Fire Marshal's office was placed in charge of the Mechanical Services/Service Center in 1977. The Fire Marshal in cooperation with CDF drafted and presented the fire safety element which was subsequently adopted as part of the General Plan. The Fire Marshal also presented

to the Board of Supervisors the 1976 Uniform Fire Code which was adopted. In September 1977, the county wide Fire Investigation Unit was formed through the efforts of the Fire Marshal and CDF. The Fire Marshal entered into the first contractual agreement with a Fire Protection District to provide Fire Prevention Services. The Fire Marshal of the Scotts Valley Fire Protection District was hired as the Senior Fire Inspector.

1978 - Fire Engine Staff Changes

In 1978, the number of paid personnel staffing engine companies was reduced, and the savings were directed towards upgrading the newly initiated volunteer organizations within the CDF/County Fire organization. Workers' Compensation insurance, safety equipment, mobile radios, alert monitors, and many fixed asset items were purchased to improve the volunteers' firefighting capability.

1980 - Davenport Fire District Consolidates with County Fire

Davenport Fire Protection District was disbanded and absorbed into the County Fire Department as a volunteer company.

1981 - County Communications Assigned to Fire Marshal

In 1981, the Fire Marshal became Acting Director of Communications.

1981 - Fire Districts Contract for Prevention Services

Five fire protection districts contracted with the County for fire prevention services. The Fire Marshal assumed responsibility for fire prevention in all county buildings and one additional inspector was added to the fire prevention staff.

1982 – The Santa Cruz County General Services Department was created

In 1982, the Santa Cruz County General Services Department was created, placing several County programs including the County Fire Marshal, together in one department. The Fire Marshal was appointed Director of General Services. The Uniform Fire Code was amended to the 1979 edition with restrictive requirements for Automatic Sprinkler Systems. The Zayante Fire Protection District entered into a contract for fire prevention services, and another inspector was added to handle the increased workload. The County added nine suppression personnel for wintertime fire protection under the CDF "Amador Plan." The Scotts Valley and Central Fire Protection Districts terminated their contract with the Fire Marshal and the Fire Marshal's staff was reduced to two inspectors.

1983 – The County Fire Department Master Plan Authorized

The Board of Supervisors authorized the preparation of a master plan for those areas protected by the Santa Cruz County Fire Department in order to meet the increasing demand for fire protection services.

1985 – The County Fire Department Master Plan Adopted

The County Fire Department Master Plan was adopted by the Board of Supervisors. The County Fire Marshal and the CDF/County Fire Department commenced implementation of the plan. Some of the primary changes included:

1. The formation of a County Service Area #48, which encompassed those areas protected by the County Fire Department.
2. The implementation of a fee schedule to support fire protection services based upon the fire protection demands of structures (fire-flow units).
3. Adoption of a fire retardant roofing ordinance.
4. Replacement of five fire apparatus (engines and water tenders).
5. County funding of one additional Fire Inspector and one clerical employee.
6. Formation of a new volunteer company at the Redwood/Cathedral station.

1986 - Reorganization of the Emergency Services Department

The County reorganized the General Services Department and the Office of Emergency Services (OES) to create the Emergency Services Department. This new department included those functions related to the following emergency services: OES, the County Fire Marshal, and the emergency communications center (ECC).

1986 - Fire Protection Advisory Committee Formed

The Fire Protection Advisory Committee was formed to advise the Fire Marshal on implementation of the Master Plan and other fire protection matters.

1988 - Fire Inspector Hired

A Fire Inspector position was created and funded on a shared basis between Santa Cruz County (50%) and three of the local fire protection districts: Boulder Creek, Ben Lomond, and Zayante (50%). The inspector performed regular fire prevention inspections in the three fire districts, and carried out wildland fire prevention duties for CDF. This was agreed to by CDF and the County in lieu of CDF closing the Big Creek Fire Station.

1988 - Monterey Bay Academy Fire Station Added to the County Fire Department

The Monterey Bay Academy station was added to the County fire system. The Day Valley area was annexed to the La Selva/Aptos Fire District.

1988 - Board of Supervisors Authorize Update of Master Plan

The 1990 document was authorized during budget hearings to update information and set new goals for the Fire Department. It was published in January 1990 as the Santa Cruz County Fire Department Master Plan.

1991 - Financing of Vehicle and Equipment Replacement Plan

Certificates of Participation were issued to fund the vehicle and equipment replacement program recommended in the Santa Cruz County Fire Protection Master Plan. The budget for the program totaled more than \$1.7 million.

1991- Davenport Fire Station Relocation/Construction

The Davenport Volunteer Fire Company Fire Station on Pacific Elementary School property was closed and a new station was built on property leased to the County by RMC Lonestar.

1994 - Increase of Time Base for Dispatch Clerk

The half-time dispatch clerk position was increased to full-time in response to increased call volume and in conformance with recommendations of the Master Plan.

1994 - Hazard Mitigation Grant

A federal hazard mitigation grant was received which provided 50% funding for the installation of generators at County Fire facilities. A total of 12 generators were installed during the life of the program.

1995 - Fire Marshal's Office Consolidated Into County Fire

The County Fire Marshal's Office was consolidated into County Fire for ease of administration. In subsequent years, the Fire Marshal staff was transferred from county employment to state employment.

1995 - Redwood Cathedral Fire Company Disbanded

As a result of a response agreement negotiated with the Aptos/La Selva Fire Protection District for the Redwood/Cathedral area, difficulty locating a permanent site for the fire station, and a declining volunteer staff; the Redwood/Cathedral Volunteer Fire Company was disbanded. Its remaining members were absorbed into the Corralitos Volunteer Fire Company.

1996 - Purchase of Liability Insurance

Private vendor liability insurance was purchased removing County Fire from the Santa Cruz County self insurance program and reducing the deductible for coverage from \$25,000 to \$500.

1997 - Fire at Loma Prieta Volunteer Fire Company Fire Station

A fire occurred in the Loma Prieta Volunteer Fire Company Fire Station destroying the station, a fire engine, a rescue unit and various pieces of fire equipment. Replacement of the station, apparatus, and equipment was funded over subsequent years by the liability insurance purchased in 1996.

1997 - Proposition 218 Election

California Proposition 218 required that an election be held to allow property owners to decide on continuance of the County Service Areas #4 and #48 fee assessments. Continuance of the fees was approved in each County Service Area.

1997- Change in Budgeted CDF Staffing

In response to a revision of the CDF statewide fire plan, the length of the budgeted fire season in Santa Cruz County was reduced by one month. The staffing portion of the CDF contract with County Fire was increased accordingly at a cost of approximately \$60,000 per year.

1998 - County Senior Analyst Position

The County Fire Analyst position was transferred from state employment to county employment in order to improve coordination between County Fire and other county agencies.

1998 - Volunteer Fire Fighter Handbook

A Volunteer Fire Fighter Handbook covering policies and procedures related to the Volunteer fire fighter program was adopted and distributed.

1999 - County Fire Department Updates Master Plan for 2000-2004

A contract to produce an update of the Santa Cruz County Fire Department Fire Protection Master Plan was approved by the Board of Supervisors. The document was prepared during the latter part of 1999, and was designed to serve as the Department's master plan for the next five years (2000-2004).

1999 - Construction of New Fire Stations for Bonny Doon and Loma Prieta.

The Loma Prieta Fire Station (destroyed by fire in 1997) and the Empire Grade station housing the Bonny Doon Volunteer Fire Company were replaced with new facilities.

2000 – Implementation of Major Equipment Replacement Programs

County Fire began implementation of replacement programs for aging fixed asset equipment. Eleven defibrillators were replaced in FY 2000-2001 and all self contained breathing apparatus (SCBA) were replaced in FY2002-2003. A standards committee including volunteer and career personnel was established to develop replacement programs, recommend standards, and review new technology.

2001- Agreement for Services to Paradise Park and Ocean Street Extension

A review of the automatic aid agreements with local fire agencies revealed that while County Fire was receiving a great benefit from responses by Santa Cruz Fire Department to Paradise Park and Ocean Street Extension, it could not provide reciprocal services since none of its fire stations were located in areas within a reasonable response time to the City of Santa Cruz. As a result, an agreement was proposed for FY 2002-2003 that compensated Santa Cruz Fire Department for its response to the Paradise Park and Ocean Street Extension areas.

2001 – Annexation of Graham Hill Road Area to Scotts Valley Fire Protection District

Graham Hill Road and a portion of Henry Cowell State Park were annexed to the Scotts Valley Fire Protection District resulting in a \$12,597 loss in revenue to County Fire.

2002 – Training Center Development

CDF staff began work on a training facility located on State property adjacent to the Ben Lomond Youth Conservation Camp. In addition to classroom and drill ground facilities, the training center included a 3-story structure fire training simulator.

2002 – Fire Department Master Plan Revision

The Fire Department Master Plan was revised for 2002-2006 and adopted as part of the supplemental budget for FY 2002-2003.

2002 – Uniform Fire Code Adoption

The Fire Marshal presented to the Board of Supervisors the 2002 Uniform Fire Code which was adopted.

2003 – Updated Volunteer Handbook

CAL FIRE/County Fire staff and volunteers worked together to update the Santa Cruz County Volunteer Handbook.

2003 – Increased Staffing

County Fire increased minimum staffing for four type-two engines during the “Amador” period in 2003. This increase improved emergency response capabilities, safety to the crew and public, reduced County Fire’s liability, and brought staffing closer in line with other local agency response and NFPA standards.

2005 – FDAC By-Laws Change

The FDAC by-laws were reviewed as part of the ordinance change to reduce the number of members on the Commission. Staff recommended that the By-Laws be revised to more clearly indicate what the quorum is (50% of appointed members, plus one), to state that staff prepare the minutes, and to remove the office of Secretary, to comply with the practices of the Commission.

2005 – Fire Marshal and Staff Positions Changed

One of the two Fire Prevention Specialist positions was upgraded to a Fire Captain in the Fire Marshal’s office and one Office Assistant position was eliminated to offset the increase.

2006 – Contract with Santa Cruz Consolidated Emergency Communications Center (SCR911) for Pre-Alert Pager Service.

FDAC approved implementing the SCR911 pre-alert due to better pager reception than cell phone coverage in rural areas and the proven reduction of emergency response time. This included one pager per volunteer and one pager per state station, at the Operation Division Chief’s discretion.

2006 – Volunteer Company Mergers

Las Cumbres and South Skyline Volunteer Companies worked together during 2005 and 2006 in order to facilitate a merger of their volunteer companies. They combined training, facilities, and fund raising. The new merged company was named South Skyline. Monterey Bay Academy Volunteers began responding from Pajaro Dunes Station due to lack of an adequate facility to house their equipment.

2006 – Updated Volunteer Handbook

CAL FIRE/County Fire staff and volunteers worked together to update the Santa Cruz County Volunteer Handbook.

2006 – Aptos/La Selva Annexation

Approximately three square miles east of the CSA 48 boundary, between Freedom Boulevard and Highway 1, was annexed to Aptos/La Selva Fire Protection District resulting in a loss of revenues for County Fire in the amount of \$88,297 in 2007-08.

2007 – CDF Moniker changes to CAL FIRE

The California Department of Forestry and Fire Protection changed its informal name from CDF to CAL FIRE to bring its name more in line with other state agencies and to reflect the evolution of the department’s mission.

2007 – Public Opinion Poll

A public opinion survey was conducted to determine voter support for a fee increase to maintain or increase the contracted level of service and/or fund equipment and vehicle replacement plans.

2007 – Amador Staffing Changes

Bargaining Unit 8 MOU changes in 2007 limited the number of permanent personnel allowed per engine on an “Amador” agreement, which resulted in a necessary increase to the number of seasonal firefighting personnel. Additionally, firefighter salaries increased significantly due to a reduction from a 4-day work week to a 3-day work week. Both of these factors resulted in increased contract costs for the four paid County stations and rotating “brown-outs” were implemented.

2007 – Uniform Fire Code Adoption

The Fire Marshal presented to the Board of Supervisors the 2007 Uniform Fire Code which was adopted.

2007 - Emergency Equipment Rental Agreement (Chief Paul Helm)

County Fire and CAL-FIRE entered into an agreement that provided for County Fire to be reimbursed for use of engines and water tenders when used out of county at SRA incidents.

2007 – Addition of a County Clerk Position

A County clerk position was added to assist with Street Naming and Addressing functions, plan review for the Planning Department, and administrative and clerical support for the Sr. Department Administrative Analyst, Emergency Services Administrator, and Department Head.

2008 – Defeat of CSA Fee Increase Mail-in Ballot

A CSA fee increase was proposed for FY 08/09, but was not approved in a mail in ballot procedure. Due to increased contract costs to maintain the level of staffing at three paid staff per engine (3-0 staffing), staffing was reduced to two paid staff on each fire engine (2-0 staffing) at the four paid County stations and the vehicle replacement plan was suspended.

2008 – Summit, Martin, and Trabing Fires

The Summit, Martin, and Trabing Fires combined to make 2008 the worst fire season for Santa Cruz County in recent history. In May, the Summit Fire burned 4,270 acres south of Loma Prieta at Summit Road and Maymen Flats in Santa Clara County and Santa Cruz County in the Santa Cruz mountains. In June, the Martin Fire burned 520 acres, destroyed 3 residences and 8 outbuildings, 7 miles north of Santa Cruz at Bonny Doon and Martin Road near Hwy 9 in Santa Cruz County. The Trabing Fire burned 630 acres, destroyed 10 residences and 10 outbuildings, in Larkin Valley north of Watsonville near Highway 1 in Santa Cruz County.

2008 – Office of Domestic Preparedness Grant

In 2008, County Fire received a matching grant in the amount of \$178,200 from the Office of Domestic Preparedness (OPD) and the U.S. Fire Administration through the Assistance to Firefighters Grant Program (AFG). These funds were used to install vehicle exhaust systems in all County Fire apparatus bays to meet air quality regulations.

2008 - County Senior Analyst Position Change

The County Fire Analyst position was transferred back from county employment to state employment to achieve salary savings and improve coordination between County Fire and CAL FIRE.

2008 – Fire Captain Position in the Fire Marshal’s Office Reduced

One Fire Captain position in the Fire Marshal’s Office was reduced in half and the cost and duties related to this position were split with Pajaro Valley Fire Protection District.

2008 – LAFCO Decision

An application was submitted by petition of registered voters in Bonny Doon to form a Bonny Doon Fire Protection District and detach Bonny Doon from CSA #48. The proponents were Bonny Doon Volunteer Fire and Rescue Inc., the non-profit organization that supports the Bonny Doon Volunteers. LAFCO disapproved this application October 1, 2008.

2008 – Street Naming and Addressing Program

The Santa Cruz County Street Naming and Addressing function was relocated from County OES to the County Fire Marshal’s Office at CAL FIRE/County Fire Headquarters in Felton, CA in order to eliminate the clerk position and reduce expenditures in the County Fire budget.

2009 – Fall Creek Station Opened

CAL FIRE Station at McDermott was completed and named Fall Creek Station. The identity and address of McDermott Volunteer Station remained the same, but full time CAL FIRE personnel were staffed to provide emergency response from Fall Creek Station 24/7, increasing the number of County Fire stations from four to five.

2009 – Lockheed Fire

The Lockheed Fire began on August 12, 2009 in the Bonny Doon and Swanton areas of Santa Cruz County burning 7,817 acres.

2010 – Public Education Effort

Due to voter confusion revealed in the previous public polling effort, a public education effort was coordinated between County Fire Volunteers, CAL FIRE staff, and the Board of Supervisor's to explain the mission, structure, and funding of County Fire.

2010 – Uniform Fire Code Adoption

The Fire Marshal presented to the Board of Supervisors the 2010 Uniform Fire Code which was adopted.

2011 – 2nd Public Opinion Poll

A second public opinion survey was conducted to determine voter support for a special election to levy a qualified special tax upon each parcel of property within CSA #48. While the poll suggested that voter sentiment reflected a better awareness of County Fire and appreciation for its service, economic conditions reduced voter support for any kind of tax increase.

2011- SAFER Grant Awarded

The Department of Homeland Security awarded Santa Cruz County Fire Department a Staffing for Adequate Fire and Emergency Response (SAFER) Grant in the amount of \$510,455 to be distributed over a four year period.

2011 – Updated Volunteer Handbook

CAL FIRE/County Fire staff and volunteers worked together to update the Santa Cruz County Volunteer Handbook.

APPENDIX III: SANTA CRUZ COUNTY FIRE DEPARTMENT ADVISORY COMMISSION (FDAC)

The County Fire Department Advisory Commission exercises the following responsibilities in its efforts to ensure that the interests of the County Fire Department, career and volunteer fire companies, and citizens residing within the County Fire Department jurisdiction, are protected and promoted by monitoring, studying, and advising the County Fire Chief and Board of Supervisors on the following:

The preparation and implementation of the County Fire Department Master Plan; and
Methods for improving the cost effectiveness and delivery of the County's fire protection, as well as its rescue and emergency medical services programs; and
County Fire Department's budget priorities and specific budget recommendations; and
The changing role or mission of each of the volunteer fire companies and the resulting changes in their requirements; and
Such other matters relating to the county's fire protection, rescue and emergency medical services program, as the committee desires to bring to the attention of the Fire Chief and Board of Supervisors.

The FDAC schedules six regular meetings each year (usually January, March, May, July, September, and November). The regular meetings are held from 4:00 to 6:00 p.m. at the CAL FIRE Headquarters on Highway 9 in Felton. The Commission's mailing address is 701 Ocean Street, Room 330, Santa Cruz, CA 95060.

As of December 2011, the Commission is comprised of the following members:

1 st District	Alex Leman
2 nd District	John Willett
3 rd District	Tom Scully
4 th District	Bob Stokes
5 th District	Arnie Wernick

Office of Emergency Services	Paul Horvat
Volunteer Company Officers	Vacant

COMMISSION STAFF

The CAL FIRE/County Fire Deputy Chief serves as staff to the Commission.
A CAL FIRE/County Fire staff services analyst serves as administrative secretary.

APPENDIX IV: CAL FIRE/COUNTY FIRE OPERATIONAL AGREEMENT 2011/12

This operational agreement (hereinafter "agreement") is between the San Mateo-Santa Cruz Unit of the California Department of Forestry and Fire Protection (CAL-FIRE) and the County of Santa Cruz (County) for the period of July 1, 2011 through June 30, 2012. The purpose of this agreement is to describe in detail the functions to be completed by CAL FIRE and County staff for fiscal year 2011-2012. The agreement will be incorporated into the 2011-13, Santa Cruz County Fire Department Master Plan, which is close to completion.

The County of Santa Cruz contracts with CAL FIRE to provide administrative and operational management of the County Fire Department. By resolution, the CAL FIRE Unit Chief is delegated the authority by the County Board of Supervisors to act as the County Fire Chief/County Fire Marshal. The responsibilities of the County Fire Chief/County Fire Marshal include delivery of fire protection emergency medical service, fire prevention service and other duties associated with a full service fire department. This program is consistent with statutes and CAL FIRE statewide policies of developing cooperative fire protection programs with local government.

The agreement identifies requirements for reporting on task/policy completion progress to the Fire Department Advisory Commission (FDAC). The tasks assigned are related to the goals set forth in the County Fire Department Master Plan as follows:

GOALS

FINANCIAL: Continue to provide the highest level of service within the established fiscal parameters; balancing the use of available career and volunteer personnel to operate the County Fire Department in a cost effective and efficient manner. Management will provide fiscal reports to the Fire Department Advisory Commission to ensure that financial goals have been met.

MANAGEMENT: Provide a coordinated management team, including a Unit Chief, Administrative Assistant Chief, and an Operational Assistant Chief in order to effectively serve the needs of the entire County Fire Department. This management team is provided at no cost to the County.

VOLUNTEERS: Strengthen recruitment and retention of an effective force of volunteer firefighters through improved publicity, working relationships, and benefits. Focused recruitment will be initiated in areas of marginal volunteer participation. Retention incentives will be studied for feasibility.

JURISDICTION: Evaluate the effects of a diminishing jurisdiction due to de-annexations and make recommendations for alternative service models as a result of the de-annexations and resulting in diminishing revenue.

FACILITIES: Maintain existing facilities in a serviceable condition and prepare a recommended minor and major capital outlay plan for all County-owned facilities.

VEHICLES & EQUIPMENT: Operate a comprehensive vehicle and equipment program addressing replacement, maintenance and future purchases.

FIRE PREVENTION: Provide a comprehensive fire prevention program that includes plan review, on-site inspections, educational training for the public and fire department personnel, and safety inspections for schools and care facilities.

TRAINING: Ensure that all personnel are provided with mandated training to carry out their duties and responsibilities and are afforded opportunities to develop skills and abilities beyond the minimum requirements of the department.

DISPATCH SERVICES: Provide enhanced service to both the public and our emergency responders by proficiently dispatching the emergency providers. Strive to process and dispatch 90% of highest priority calls within 90 seconds and provide pre-alerts for 90% of all fire and medical incidents.

FIRE SUPPRESSION: Manage the use of all fire suppression resources including State and County personnel/equipment as well as co-operating fire agencies in the County, to ensure that all fires are provided with an initial attack that is rapid, aggressive and effective.

EMERGENCY MEDICAL SERVICES: Provide a high level of pre-hospital emergency medical services.

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

FINANCIAL

The combined annual County Fire expenditure budgets total for County Fire CSA #48 and CSA #4 is approximately 4.5 million dollars while annual revenue totals 3.7 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. Increased costs and reduced revenue the past few years are depleting County Fire reserves, and it is anticipated that the reserve will be totally depleted by the end of fiscal year 2012/2013. Additional revenue is needed to maintain the current level of service. A fee increase would be used to fund the vehicle replacement plan, and facility maintenance that has been deferred over the years.

County Fire will strive 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. County Fire will identify short and long term potential changes that could affect the Department's funding. County Fire will evaluate opportunities to increase revenues from other sources such as grants, taxes, and reimbursement from the state for use of county vehicles.

MANAGEMENT

Santa Cruz County currently 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 currently provides 24 hour/7days per week coverage in five state fire stations that would normally be closed, by way of a "special" contract with the State.

County Fire staff is responsible for maintaining the Volunteer Handbook which sets forth department policy and procedures for volunteers. 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.

County Fire will provide a coordinated management program in order to effectively serve the needs of the entire County Fire Department. County Fire has established and will maintain an effective records management system for each component of the department's operations.

VOLUNTEERS

The County Fire Department could not provide an effective level of fire protection and emergency response without volunteer firefighters. The volunteer companies allow for a level of staffing and distribution of fire stations and equipment that could not otherwise be accomplished. Volunteer recruitment and retention support must be a priority in management of the County Fire Department. County Fire will continue to explore and implement ways to increase benefit programs for volunteers. County Fire will research health coverage, length of service award, and paid-call programs for volunteer firefighters.

JURISDICTION

As development occurs and infrastructure conditions improve within the County Fire's jurisdiction, developed areas may be annexed by 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. County Fire will maintain appropriate auto aid and mutual aid agreement with our cooperators. County Fire will annually review potential annexations and development projects and their resulting effects on revenues and service demand. County Fire will develop contingency plans to maintain appropriate levels of service as needed.

FACILITIES

The County Fire Department has an adequate distribution of facilities, given its resources. The five full-time State fire stations are Davenport, Fall Creek, Saratoga Summit, Burrell, and Corralitos and are maintained by the State under the County contract with CAL-FIRE. The five volunteer stations are maintained with county funding.

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

County Fire Department will explore ways to enhance facilities, as well as a program to ensure routine facility inspections and maintenance.

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
- Street naming/Addressing

TRAINING

An effective training program is critical to a successful fire department, particularly when that Department depends heavily on volunteer personnel. 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. The Candidate Physical Ability Test (CPAT) and LiveScan (background check) must be completed prior to submitting an application.

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 Training Center. The simulator provides career and volunteer staff the opportunity to experience interior structure fire conditions in a

controlled, non-polluting environment. County Fire will continue to develop the CAL FIRE Ben Lomond Training Center in order to provide additional training courses.

County Fire will monitor the current training program in order to ensure maintenance of all County Fire personnel's compliance with Federal, State, and Cal/OSHA mandates. 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.

County Fire will participate in a coordinated effort with other agencies to provide an expanded training schedule to enable volunteers to fulfill training requirements.

DISPATCH SERVICES

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

The current Computer-Aided Dispatch (CAD) system at the Felton Emergency Command 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.

County Fire will explore new technology that will enhance dispatching and communications.

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 be staffed at three personnel per engine if finances allow. This will accomplish the following operational objectives:

Compliance with the CAL OSHA 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.

If enough funds were available County Fire could staff three firefighters on the career engine, instead of the current two firefighters, and a response of only one volunteer would be sufficient to begin to fight the fire effectively and be prepared to affect a rescue of the inhabitants.

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.

However, the current trend within the County of Santa Cruz is diminishing auto aid agreements with County Fire due to County Fire's current 2 firefighter engine staffing.

County Fire works toward providing a high level of structural fire suppression services within the resources available to the department.

County Fire is evaluating the structural fire potential within the jurisdiction for the County Fire Department to 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.

The goal of the Department is to return to 3 person engine staffing to comply with Cal/OSHA "two in two out" regulations; to improve fire engine crew safety and effectiveness and to come into compliance with the Santa Cruz County fire services mutual aid plan.

EMERGENCY MEDICAL SERVICES

County Fire provides basic life support (BLS) and defibrillator services throughout its jurisdiction. County Fire responded to 1,610 emergency calls during 2010, of which 530 were medical emergencies. 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).

County Fire will strive to provide a highest level possible within budgetary constraints of pre-hospital emergency medical services by: exploring new technologies to improve emergency medical services delivery, examine equipment needs in relation to improving the effectiveness of emergency medical service delivery, and to encourage all responders to become Emergency Medical Technicians.

Mobile Equipment

The objective of this plan is to identify and replace mobile equipment that have met or exceeded their serviceable life and replace them with emergency response apparatus, which meet the following criteria:

- Maintains or improves the current level of service
- Cost effective to the citizens of Santa Cruz County
- Incorporates modern fire service technologies
- Safe to operate

This plan will integrate the rotation of select apparatus over the life of the plan to maximize serviceable life.

The goal of the 2011-2016 Equipment Replacement Plan is to maintain a fleet of first line engines that are no older than 20 years to meet NFPA requirements, and maintain an average engine age of less than 10 years. The unfortunate budgetary situation precludes implementation of this goal.

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 who is the CAL FIRE/County Fire Chief 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.

The goal of the Department is to maintain our ability to respond to major emergencies and disasters at an effective level. County Fire participates in County-wide disaster drills involving tactical units and/or command and control functions. Ensure law enforcement and other applicable public safety agencies are afforded the opportunity to participate in fire/rescue mutual aid training as necessary

This agreement is effective July 1, 2011 through June 30, 2012

Tess Fitzgerald

From: Ellen Pirie
Sent: Monday, March 05, 2012 2:00 PM
To: Tess Fitzgerald
Subject: FW: County Fire Master Plan

From: rmackey411@comcast.net [mailto:rmackey411@comcast.net]
Sent: Monday, March 05, 2012 1:36 PM
To: Neal Coonerty; Mark Stone; Greg Caput; Ellen Pirie; John Leopold
Cc: Catherine Kelly; Peter Burke
Subject: County Fire Master Plan

Members of the Board of Supervisors,

Please reject and return the report in item # 21 of your March 6, 2012 agenda – The County Fire Master Plan 2012/2015 - to County Fire and the Fire Department Advisory Commission for further development.

SUMMARY

The report presents as fact numbers and calculated results (metrics) of a highly questionable nature.

The report fails to consider obvious cost-saving opportunities and alternatives to increasing the number of paid positions in County Fire.

The report fails to rank the importance of high cost recommendations, and thereby fails to provide a clear direction for County Fire.

While it is obvious that County Fire and the Fire Department Advisory Commission have expended great effort in considering the future of County Fire, they should be afforded the opportunity to finish the task and return with a cohesive and cogent plan for your Board to consider.

EXAMPLES

METRICS.

The report repeatedly presents as FACT a variety of numbers and calculated results to promote the goal of placing a third paid firefighter on each paid-crew engine during the Amador Period (non-fire season months).

The report claims that **1.6 volunteers**, on average, respond to structure fires, that **4 firefighters** are necessary to commence interior operations (enter a burning building) with **2 inside & 2 outside** in accordance with Cal/OSHA regulations.

The report further claims that staffing paid engines with **3 firefighters** is required to meet mutual aid standards. The unsupported claim is made that, ***"The current trend within the County of***

Santa Cruz is diminishing auto aid agreements with County Fire due to County Fires current 2 firefighter staffing."

The calculated result, **1.6 volunteers** has been used, **unchanged**, in materials presented to your board for at least the past 10 years. With verbiage nearly identical to that in today's report this numeric was used to support an identical "need" for additional paid firefighters on Page 26 of the May 21, 2002 revision of the County Fire Plan.

These metrics are also found on Page 18-15 of the County of Santa Cruz Proposed Budget for 2002/2003.

A proffered statistic, such as "**1.6 volunteers**" that is produced by a mathematical formula **MUST** be accurate and must be constantly updated to reflect current results.

Calculations and support for the statement that, "**1.6 volunteers**, on average, respond to structure fires", needs to be disclosed for each of the past 10 years. Erroneous or disingenuous statistics cannot be allowed to have a decade-long lifespan.

COST-SAVING OPPORTUNITIES AND ALTERNATIVES

IF it is desirable to respond to mutual aid calls with 3 firefighters, then consideration **MUST** be given to the third firefighter being a volunteer.

When a volunteer department responds with 3 on-board as mutual aid to Cal Fire the responding engine waits until the third volunteer arrives at the station. There would be a similar waiting period when a Cal Fire engine (paid engine during the Amador period) responds with a volunteer as the third crew member.

The third-member volunteer staffing for mutual aid calls described here would not only be extremely less costly to implement, but would be on identical terms as mutual aid that is provided by other departments with volunteer firefighters.

The regulations requiring 4 firefighters on scene need to be more fully explained. Page 5 of the proposed Master Plan states:

"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."

The implication of the above description of the Cal/OSHA "2 in/2 out" rule is misleading. The exceptions to the rule need to be explained, along with a clear statement that a minimum of four firefighters is not always necessary.

The April 2011 issue of the Highlands "Lowdown" community news letter (San Mateo County) quotes Santa Cruz-San Mateo Cal Fire Unit Chief John Ferreira, "

"One option for reducing costs for both CSA 1 and County Fire is to reduce the total staffing for the **two** engines from six to five personnel available full time. With five staff, the first engine called out from Tower Road would have three personnel. If a second call came in, the second engine would be sent out with two staff. **An engine with two staff can respond to all types of**

emergencies including medical calls and fires. About 15% of calls to Tower Road are fires; over 85% are medical or other emergencies.”

[Emphasis added] Source of quote, www.highlandscommunity.org

What works for San Mateo County should work for Santa Cruz County. Both counties are concerned about controlling costs.

On today's agenda (Item 19) your Board is considering an automatic aid agreement with Santa Clara County. That agreement states that 2 person staffing of responding engines is acceptable. This is not consistent with conclusions of the subject report.

RANKING PRIORITIES

Two high-cost goals are described in the proposed Master Plan.

A Vehicle Replacement Program is found on pages 15 and 16. The lack of detail and the total lack of historic costs of equipment are notable. It is stated that there are no funds to implement a replacement program. On page 4 it is summarily estimated that vehicle replacement will cost \$600,000 per year.

The goal of adding a third firefighter to each paid engine is mentioned throughout the proposed Master Plan. The cost of such an addition is not specified, but based on the County's 2011/12 cost for staffing each paid engine with one firefighter, is likely in the range of \$ \$650,000 to \$800,000 per year. Details about the third firefighter are not included in the proposed Master Plan.

The relative importance of these two items should be disclosed in the proposed Master Plan. Without disclosure, the Master “Plan” is simply a list of possibilities that offers no guidance or vision for the future.

For these and other reasons, I urge your Board to reject and return the proposed Fire Master Plan to County Fire and the Fire Department Advisory Commission for further development.

Thank you for thoughtful consideration of this item.

Russ Mackey
Friends of Bonny Doon Fire

Friends supports the formation of an Independent Bonny Doon Fire District.

CC: refer to email address header