

**Fire Department  
Final Performance Plan  
FY 2008-09**

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**I. MISSION STATEMENT**

It is the mission of the Marin County Fire Department to provide the highest level of life and property protection through aggressive fire control, integrated pre-hospital care, fire prevention, public education and emergency management.

**II. DEPARTMENT OVERVIEW**

The Marin County Fire Department was established to provide fire and operates under various sections of the Health and Safety, Public Resources, and Government Codes. The level of service is discretionary and under the direction of the Board of Supervisors. The only exception to this discretion is the Department's contract with the California Department of Forestry and Fire Protection (CDF). This contract sets and funds a specified level of service.

The department is involved with numerous activities, including fire control and prevention, hazardous materials response, urban search and rescue, public education, and general response to a variety of "all risk" emergencies. These activities comprise the department's three major programs: Administration, Fire Suppression and Emergency Medical Services.

**III. ACCOMPLISHMENTS FY 2007-08**

- Utilized seasonal personnel to implement 3-0 staffing for 24-hour shifts during peak months of fire season
- Implemented the "Get Ready" program, which was designed to help community members accomplish key components of personal and community based disaster preparedness
- Completed department's "Standards of Cover Document"
- Implemented Respiratory Protection Plan Medical Survey and Level Five Baseline Physicals to support the department's Health and Wellness program goals
- Worked with the Department of Public Works to complete numerous facilities projects by utilizing department personnel and minimal supply costs
- Purchased and issued second set of personal protective equipment used for fighting structural fires to ensure no lapse in service and maintain firefighter safety if initial set of gear is compromised in any way
- Facilitated various meetings and events to support department goals in community outreach and education
- Provided personnel and equipment for key command positions, suppression efforts, and support positions to Southern California Fire Siege
- Addressed inter-agency challenges identified in Marin Emergency Radio Authority (MERA) program and operations
- Continued to mitigate hazardous fuels to develop strategic fuel breaks to support suppression efforts, create defensible communities and increase firefighter safety capabilities

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**IV. GOALS AND INITIATIVES FY 2008-09**

**GOAL 1: Ensure fire and emergency operational readiness and effectiveness**

**FY 2008-09 Initiatives**

1. Finalize department's facilities master plan to ensure department facilities support personnel and their ability to provide all-risk emergency services to our communities
2. Conduct on-going assessment of facilities to make cost effective upgrades to support station operations
3. Implement operational enhancements to meet items identified in the department's Standard of Cover Document

**GOAL 2: Ensure the highest level of Emergency Medical Services (EMS) care is provided to the residents of the county**

**FY 2008-09 Initiatives**

1. Increase training and support of ambulance unit and seasonal personnel assigned to augment paramedic service in West Marin/Stinson Beach area
2. Assess facilities and provide cleaning, support, equipment and supplies for personnel
3. Increase interaction between West Marin ambulance unit personnel and department personnel

**GOAL 3: Reduce the risk of wildfires and enhance fire prevention and community disaster preparedness**

**FY 2008-09 Initiatives**

1. Increase training and guidance of station personnel regarding the business and defensible space compliance inspection process
2. Revise annual informational mailer for defensible space
3. Work with station personnel to reach station goals and tasks identified during department planning process
4. Continue to promote disaster preparedness through Get Ready and Community Emergency Response Training

**GOAL 4: Maximize the training and development of Fire Department personnel**

**FY 2008-09 Initiatives**

1. Conduct a training needs analysis with emphasis on the department's career ladder

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**FY 2008-09 Initiatives**

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| 2. Utilize company proficiency testing to demonstrate performance standards as outlined in our strategic plan                              |
| 3. Capture all training and update current training databases  |
| 4. Develop closer working relationships with training officers and cooperating fire agencies to strengthen regional training opportunities |

**V. KEY CHALLENGES AND OUTSTANDING ISSUES**

- Addressing potential County and State budget reductions
- Continuous quality improvement for the MERIT system to support aspects of both fiscal and personnel management processes
- Support new Training Officer to insure training programs continue to enable personnel to fulfill State, Federal and department training requirements, while incorporating and implementing new cutting edge of emergency services training
- Maintain the department's strong work ethic and "can do" culture
- Completion of Facilities Master Plan
- Obtaining long-term funding source for wildland fire prevention
- Work with fire chiefs in Marin County to develop a plan for the implementation of a consolidated fire dispatch center

**VI. PERFORMANCE MEASURES**

**FIRE SUPPRESSION**

**PROGRAM DESCRIPTION**

Fire Suppression is an ongoing program. The 37 FTEs assigned to this program include Firefighters, Engineers, Captains, Senior Captains, Dispatchers, Heavy Equipment Operators and Battalion Chiefs. There are also extra hire employees included in Fire Suppression as required to fulfill requirements of our contract with the California Department of Forestry and Fire Protection (CDF). Currently the budget for this program is outlined in our Cost of Program Services within the FY 2005-06 Budget. These costs are covered by tax based revenue and revenue received as part of the department's CDF contract.

The primary role of this program is to provide all-risk emergency services. However, to achieve the Mission of the department and support the County's Mission and Strategic Plan, this program crosses over to provide community services, prevention support, business and land inspections, training, public education, facilities management and maintenance, and administration.

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During Fire Season, the Fire Suppression program is also a key component of the Statewide fire suppression activity. This process of Assistance for Hire within the CDF contract provides critical experience for Fire employees.

**OBJECTIVE: Increase number of defensible space inspections and ensure hazard warning and citations are brought into compliance**

Measures	FY 06-07 Actual	FY 07-08 Estimate	FY 08-09 Estimate
<b>Workload Measures</b>			
Number of defensible space inspections	n/a	n/a	300
<b>Efficiency Measures</b>			
Number of hazard warnings/citations	n/a	n/a	10
<b>Effectiveness Measures</b>			
Percentage of hazard warnings/citations brought into compliance	n/a	n/a	100%

**Department Comments:**

This is a key priority for the fire service throughout California. Efforts in this area will directly impact the level of devastation a wildfire has and the ability of firefighters to safely protect Marin County communities from wildfires.

**OBJECTIVE: Ensure appropriate response time based on geography**

Measures	FY 06-07 Actual	FY 07-08 Estimate	FY 08-09 Estimate
<b>Effectiveness Measures</b>			
Response Time-Suburban Areas-First-in engine arriving on scene within 4 minutes	n/a	n/a	90%
Response Time-Rural Areas-First-in engine arriving on scene within 12 minutes	n/a	n/a	90%
Response Time-Remote Areas-First-in engine arriving on scene within 45 minutes	n/a	n/a	90%

**Department Comments:**

With the completion of the Standards of Cover Document, the department has identified response standards based on geographic location in proximity of department stations. The implementation of measures identified in the Standards of Cover Document will begin with Suburban, Rural and Remote locations and the respective response times.

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**OBJECTIVE: Increase the number of attendees at educational community events on fire prevention safety and disaster preparedness**

Measures	FY 06-07 Actual	FY 07-08 Estimate	FY 08-09 Estimate
<b>Efficiency Measures</b>			
Number of community events conducted by County Fire personnel	n/a	n/a	20
Number of attendees at community education events	n/a	1,500	1,575
<b>Effectiveness Measures</b>			
Percentage increase in number of community events held annually	n/a	15%	5%
Percentage increase in attendees at community education events	n/a	n/a	5%

**Department Comments:**

Community education and disaster preparedness has been identified as one of the department's key goals. Steps have been taken to review current Community Emergency Response Training (CERT) and local disaster council situations. The next phase will include the documentation of the number of attendees at events and to identify and implement new programs to expand the impact the department has on the community.

**OBJECTIVE: Maximize containment of wildland fires**

Measures	FY 06-07 Actual	FY 07-08 Estimate	FY 08-09 Estimate
<b>Effectiveness Measures</b>			
Percentage of wildfires contained at 10 acres or less	97%	97%	97%

**Department Comments:**

History has shown that once a wildland fire exceeds 10 acres, the amount of resources needed and the potential threat to communities increases. By ensuring wildland fires are controlled and contained within 10 acres, the Fire Department can limit use of aircraft, eliminate the need for outside fire crews, and get local resources back in service more quickly.