

# Fire Department FY 2011-12 Performance Plan

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## **I. MISSION STATEMENT**

The mission of the Marin County Fire Department is 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 services 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 is the department's contract with the California Department of Forestry and Fire Protection (CalFire). 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 FOR FY 2010-11**

- Engineer Richard Racich, heroically saved the lives of two fishermen at Rodeo Beach; Crew Superintendent, Tim Walsh, was named Marin County's 2010 Employee of the Year; and Battalion Chief Mike Giannini, received the State of California Emergency Medical Services Cross award for work and leadership in the field of Emergency Medical
- Held Chief Officer planning meeting to review and develop standard department values and assess department mission statement
- Voters approved ballot measure to maintain paramedic services in West Marin
- Appointed new Deputy Fire Chief and managed the elimination of the Training Officer position without any loss in service
- Tamalpais Fire Crew completed five vegetation management projects in areas throughout Marin: Hill Ranch in Novato, Scettrini Fire Road in San Rafael, Crown Road in Kent Woodlands, Triple C Ranch in Ross Valley and Marin Drive in Southern Marin
- Fire Marshal, Scott Alber, helped to lead the countywide effort to amend and adopt the 2009 International Fire Code and the 2010 California Fire Code
- Provided required immunization for airborne pathogens to all front line personnel in adherence with new requirements
- Participated in the 2010 Great California Shake Out to support earthquake preparedness

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## IV. GOALS AND KEY INITIATIVES FOR FY 2011-12

<b>Countywide Goals</b>				
I. Healthy Communities	II. Safe Communities	III. Sustainable Communities	IV. Environmental Preservation	V. Community Participation
VI. Excellent Customer Service	VII. Employer of Choice	VIII. Effective Communication	IX. Managing for Results	X. Financial Responsibility

### GOAL I

**Ensure fire and emergency operational readiness and effectiveness**

#### **FY 2011-12 Key Initiatives**

<b>Initiatives</b>	<b>Countywide Goals</b>
<p>1. Develop and implement a standard format for operational 'Pre-Plans'. Pre-Plans are plans developed around a target hazard, such as a specific building/business that has complex needs or specific requirements if an emergency should occur. A well developed Pre-Plan can help insure the safety of the site, the community surrounding the area as well as firefighter and emergency worker safety.</p>	II. Safe Communities
<p>2. Work with Administrator to establish a strategy to implement the 2010 Facility Visioning Plan</p>	V. Community Participation

### GOAL II

**Ensure the highest level of Emergency Medical Services (EMS) care is provided**

#### **FY 2011-12 Key Initiatives**

<b>Initiatives</b>	<b>Countywide Goals</b>
<p>1. Work towards a smooth and effective transition of the department's Emergency Medical Care program management</p>	II. Safe Communities
<p>2. Implement changes to Continued Quality Insurance program proposed in FY 2011 by introducing an educational component</p>	VI. Excellent Customer Service
<p>3. Secure funding to implement Take Heart Program in</p>	X. Financial Responsibility

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## FY 2011-12 Key Initiatives

Marin County to improve overall survival rate from cardiac arrest

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| 4. Implement Utstein metrics to measure cardiac arrest survival rate and track local statistics | IX. Managing for Results |
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### GOAL III

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

## FY 2011-12 Key Initiatives

Initiatives	Countywide Goals
1. Finalize business plan for sharing fire prevention services between multiple fire agencies throughout the County of Marin	II. Safe Communities
2. Develop a comprehensive database to support all aspects of Wildland Urban Interface processes	II. Safe Communities
3. Incorporate (GIS) component to inspection process to provide the department with a comprehensive map of hazards and to help educate the communities we serve	II. Safe Communities
4. Continue implementing the Community Wildfire Protection Plan to improve community and firefighter safety in strategic fuel breaks throughout the County; FY 2011-12 Tamalpais Fire Crew Projects include Burnt Hill Ridge, Scettrini Road, Triple C Ranch, and Homestead Valley	II. Safe Communities
5. Update Community Wild Fire Protection Plan	II. Safe Communities

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**GOAL IV**

**Maximize the training and development of Fire Department personnel**

**FY 2011-12 Key Initiatives**

Initiatives	Countywide Goals
1. Successfully complete the implementation of the SharePoint program to support the management and completion of all personnel evaluations and personal performance plan development	VII. Employer of Choice
2. Finalize the development and implementation of Shift Training Officer positions	VII. Employer of Choice
3. Develop and implement Training Task Books for the positions of Acting Battalion Chief and Acting Captain to insure a clear understanding of expectations and support a more comprehensive succession planning effort	VIII. Effective Communication

**GOAL V**

**Ensure a high standard of business practices**

**FY 2011-12 Key Initiatives**

Initiatives	Countywide Goals
1. Revise department's website to better represent a broad perspective of the organization and provide an interactive resource for public access to department information and services	VI. Excellent Customer Service
2. Research and develop cost savings plans for various areas of department operations and administration	X. Financial Responsibility
3. Work with current public information team to develop public service messages and informational videos for broadcasting on the G Channel	VIII. Effective Communication

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## FY 2011-12 Key Initiatives

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| 4. Work with local fire agencies to develop resource sharing opportunities for various services and operations | VIII. Effective Communication |
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## V. KEY CHALLENGES AND OUTSTANDING ISSUES

- Meeting budgetary demands at both local and state levels without impeding service levels
- Improving succession planning efforts to prepare for anticipated retirement of chief officers over the next five years
- Developing and implementing effective performance measures

## VI. OVERVIEW OF PROGRAMS

### 1. ADMINISTRATION

The Administration program includes the following activities:

- Administration: Responsible for all fiscal and budget related items for the Fire Department. Administration also facilitates communication methods used by the department, handles personnel issues, serves as a liaison to the Board of Supervisors, County Administrator's Office, and County departments, and is responsible for the review and processing of all department contracts.
- Training: Activities include the oversight and coordination of the provision of all training necessary to maintain staff certifications and ensure that operations meet minimum federal and state training requirements. There is also a Training Committee comprised of County Fire personnel that meets regularly to plan for training needs.
- Emergency Command Center (ECC): Responsibilities include dispatching resources to all-risk emergencies in the unincorporated areas of Marin County. Calls are dispatched for Marin County Fire, Muir Beach Volunteer Fire, Bolinas Volunteer Fire, Tomales Volunteer Fire, Inverness Volunteer Fire, Stinson Beach Fire, Skywalker Ranch Fire Brigade, and Nicasio Volunteer Fire. It is also the responsibility of the ECC to take over communications during all wildland fires in the county. The department has direct contact with state communications centers at the California Department of Forestry and Fire Protection (CalFire), and additional resources available outside of Marin County may be ordered if necessary.

The ECC is the contact point for state and federal agencies in need of equipment and personnel from the Marin County Fire Department, Marin Office of Emergency Services (OES), and local government. Marin Headlands, Point Reyes National Seashore and the Coast Guard have emergency response equipment and personnel. However, these agencies work with the ECC when additional equipment and resources are required for incidents within their jurisdiction.

### 2. FIRE SUPPRESSION

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The Fire Suppression program includes fire prevention and suppression services throughout the unincorporated areas of the county. Fire Suppression provides the personnel and equipment to respond to all-risk calls and provides support for other fire agencies in Marin County under a mutual aid agreement. The department has also contracted with CalFire to provide staff and equipment for incidents throughout the state.

Fire Prevention division ensures adherence to fire and life safety codes and building codes through the review and inspection of land development projects, defensible space inspections, business inspections, community education, personnel training, hazard investigation and fire cause investigation.

### 3. EMERGENCY MEDICAL SERVICES (EMS)

The Emergency Medical Services (EMS) program provides emergency paramedic services to the residents of unincorporated Marin County, and in West Marin during the peak visitor season. The program also provides coverage through contractual agreements with the Ross Valley Paramedic Authority (RVPA) and Southern Marin Emergency Medical Paramedic System (SMEMPS). Paramedic and EMS guidelines are established and operated under various sections of state and local codes. The level of service is discretionary and under the direction of the Board of Supervisors.

## PERFORMANCE MEASURES

### FIRE SUPPRESSION

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

MEASURES	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2011-12 Target
<b>Workload Measures</b>					
Number of suburban area calls to duty	n/a	n/a	719	1,000	1,000
Number of rural area calls to duty	n/a	n/a	1,107	500	500
Number of undeveloped area calls to duty	n/a	n/a	682	500	500
<b>Effectiveness Measures</b>					
➔ Percent of suburban area-first-in engine arriving on scene within 4 minutes travel time	n/a	n/a	80%	90%	90%
➔ Percent of rural area-first-in engine arriving on scene within 12 minutes travel time	n/a	n/a	62%	90%	90%
➔ Percent of undeveloped areas-first-in engine arriving on scene within 30 minutes travel time	n/a	n/a	88%	90%	90%

➔ indicates Key Measure

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## Story Behind Performance:

The time it takes for resources to get to an emergency call directly effects the outcome. In the case of a cardiac arrest, a four to six minute response time is critical to prevent long term effects to the patients health. Due to the diversity and size of Marin County Fire Department's responsibility area, call types are divided into three standard zone types: suburban, rural and undeveloped. Each zone takes into consideration the location of fire stations to these three zones. As the data is refined and reported more effectively, personnel can use the information to refine routines and improve response times.

## Objective: Ensure responsive emergency scene management and investigation

MEASURES	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2011-12 Target
<b>Effectiveness Measures</b>					
➔ Percent of wildfires contained at ten acres or less	97%	97%	99%	100%	90%

➔ indicates Key Measure

## Story Behind Performance:

When a wildfire is contained at ten acres or less, the duration for the commitment of resources is limited to a manageable time frame. Emergency crews, ground and air resources can return to service quickly to maintain effective response levels. Once a wildfire exceeds 10 acres, and depending on the complexity of the incident, personnel and resources are brought in to cover and support those assigned to the active fire. Rehab time for crews and equipment will take longer and additional logistical support requirements must be met. The threat of potential devastation of a wildfire increases as it spreads and the tasks needed to be carried out to achieve containment and controll become more complex.

Historical data shows that fires that exceed ten acres increase in difficulty and expense exponentially after 10 acres. As difficulty and expense increase, so does devastation a fire leaves in its wake. Monitoring our ability in this area helps us to make sure we are doing what is necessary to protect our communities against the threat of wildfire.

## Objective: Increase compliance with fire and life safety codes and standards

MEASURES	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2011-12 Target
<b>Workload Measures</b>					
Number of defensible space inspections conducted	n/a	1,328	599	1,200	1200
Number of hazard warnings/citations issued	n/a	81	n/a	30	100
<b>Efficiency Measures</b>					
Number of inspections completed per FTE	n/a	17	18	16	16

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MEASURES	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2011-12 Target
<b>Effectiveness Measures</b>					
Percentage of hazard warnings/citations brought into compliance	n/a	81%	100%	100%	100%
Percent of residential structures inspected that are in compliance with defensible space requirements	n/a	100%	100%	100%	100%

**Story Behind Performance:**

Wildland-Urban Interface (WUI) is the area where homes meet or intermingle with undeveloped wildland vegetation. Throughout Marin there are residential areas considered to be in or close to areas defined as WUI or in communities surrounded by timber and where access roads are complex or limited. To help provide an environment to safely and effectively protect these homes and communities specific fire and life safety codes have been developed. Information about these standards are distributed to the communities we serve and to follow up, engine personnel take the time to visit homes in the WUI to assess whether or not their property meets these standards.

In many of the large firestorms California has experienced, properties that adhere to the standards identified for landscape and building practices have survived the potential devastation. A home that adheres to these standards gives firefighters the ability to provide effective defense against the fire.

**Objective: Provide effective investigation of fire incidents**

MEASURES	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2011-12 Target
<b>Workload Measures</b>					
Number of structure fires	n/a	28	28	28	28
Number of wildland fires	n/a	56	46	50	50
➔ Number of all fires	n/a	186	160	170	170
<b>Efficiency Measures</b>					
Number of structure fires investigated by Prevention Bureau	n/a	3	3	5	5
Number of wildland fires investigated by Prevention Bureau	n/a	50	15	17	17
Number of all fires investigated by Prevention Bureau	n/a	75	36	44	44

➔ indicates Key Measure

**Story Behind Performance:** The number of fires investigated is indicative of those fires that the arriving company officer and /or incident commander could not immediately identify the cause, or the fire was suspicious in origin. National Fire Protection Association (NFPA) 921-Guide for Fire and Explosion Investigations defines "arson" as the crime of maliciously and intentionally, or recklessly

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starting or causing a fire or explosion. As such, NFPA 921 gives four classifications for fire cause: unintentional, natural, incendiary (of which "arson" is a sub-set) and undetermined. For structure fires, none of the fires investigated were incendiary. For the vegetation fires, most of the fires investigated were unintentional (ie. bird strikes on power lines, power lines down), or in the case of most "vegetation" fires (roadside fires) were either unintentional or undetermined for lack of the discovery of an ignition source. Of the undetermined fire causes, some are "possible" incendiary fires, and others are "probable" incendiary fires. With few exceptions, vegetation fires yielded no physical evidence of incendiary devices or ignition sources, nor witnesses to the fire's initiation. Hence, it is uncertain how many undetermined fires were actually incendiary. As such, the percent of incendiary vegetation fires noted above are estimates.

**Objective: Provide training and guidance to ensure seasonal staff can effectively support the mission of the Fire Department**

MEASURES	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2011-12 Target
<b>Workload Measures</b>					
Number of seasonal firefighters hired	n/a	n/a	n/a	75	77
<b>Effectiveness Measures</b>					
Number of returning seasonal firefighters	n/a	n/a	n/a	35	59
Percent of seasonal firefighters successfully hired full-time in the fire service	n/a	n/a	n/a	10%	6%

**Story Behind Performance:**

Each year the Marin County Fire Department hires seasonal workers to help support the department's state contractual commitment for fire protection and suppression services. The training and experience seasonal firefighters gain helps them to be excellent candidates for full-time careers in the fire service. Every fire department in Marin employs at least one person that was a seasonal firefighter for the County. They have also gone on to work for agencies throughout the state. Even those firefighters that do not continue with a career in the fire service, gain skills and experience they can utilize in any career path they choose.

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

MEASURES	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2011-12 Target
<b>Workload Measures</b>					
Number of community events conducted by County Fire personnel	n/a	63	52	60	60

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MEASURES	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2011-12 Target
Number of attendees at community education events	1,500	1,725	2,400	1,500	2,000
<b>Effectiveness Measures</b>					
Percentage increase in number of community events held annually	15%	31%	-17%	15%	0%
Percentage increase in attendees at community education events	n/a	15%	39%	-38%	33%

### Story Behind Performance:

During a large scale emergency, fire personnel will be dedicated to the most critical cases. For many of our residents, they may need to be self sufficient for up to 72 hours. Classes and training provided by the department to organizations, neighborhoods and individuals provides information and guidelines on how to best care for yourself and your family during those first 72 hours. These programs have advanced to include specific groups such as school age children, classrooms, seniors and local disaster councils. This grassroots effort also helps build a strong, mutually beneficial relationship with the community that helps improve safety and communications.

## FIRE EMERGENCY MEDICAL SERVICES (EMS)

**Objective: Ensure timely response and highest level of service per emergency medical response**

MEASURES	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2011-12 Target
<b>Workload Measures</b>					
Number of EMS calls responded to	975	968	943	940	440
<b>Effectiveness Measures</b>					
➔ Percent of EMS calls responded to within 10 minutes (urban)	n/a	85%	77%	85%	90%
➔ Percent of EMS calls responded to within 30 minutes (rural)	n/a	85%	98%	85%	90%
Percent of trauma patients transported by helicopter	n/a	7%	4%	7%	5%
Average total time with patient (on scene) – medical (minutes)	n/a	20	22	20	20
Average total time with patient (on scene) – trauma (minutes)	n/a	10	29	10	10

➔ indicates Key Measure

### Story Behind Performance:

Life saving measures administered to patients within a certain amount of time help insure their success of survival. Measuring the response time based on geographic location helps the department

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determine which resources should be dispatched and could impact changes in department policy to support better service levels.