

Fire Department FY 2012-13 Performance Plan

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.

In all aspects of the department operations, standards and regulations have been adopted and are followed in accordance with various authorities or regulatory agencies such as Occupational Safety and Health Administration (OSHA), National Fire Protection Association (NFPA), and International Organization for Standardization (ISO).

III. PROGRAM DESCRIPTION AND RESPONSIBILITIES

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 are overseen by the Deputy Fire Chief and Operations Battalion Chiefs. They work with shift personnel assigned the responsibility of Shift Training Officer to facilitate training curriculum and schedule training events. The coordination of the provision of all training necessary to maintain certifications and ensure that operations meet minimum federal and state training requirements is the responsibility of the Operations Battalion Chiefs and each employee.
- 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 Department FY 2012-13 Performance Plan

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.

FIRE SUPPRESSION

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 through the review and inspection of land development projects, defensible space inspections, business inspections, community education, personnel training, hazard investigation and fire cause investigation.

Fire Prevention is established in Section 16.16.020 of Title 16 of Marin County Ordinance 3550. The Fire Prevention Bureau enforces two adopted Marin County ordinances, the International Urban-Wildland Interface Code (Ordinance 3453) and the California Fire Code (Ordinance 3550).

EMERGENCY MEDICAL SERVICES

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.

Fire Department FY 2012-13 Performance Plan

IV. ACCOMPLISHMENTS FOR FY 2011-12

- Initiated the role of Shift Training Officers to develop and implement department-wide training events and manage shift specific training; which has streamlined training events and reduce the administrative workload for Operations Battalion Chiefs
- Purchased and implemented the first phase of TeleStaff, an automated staffing program that will help alleviate scheduling problems and streamline scheduling processes
- The Tamalpais Fire Crew completed six major and various smaller vegetation management projects to reduce volatile fuels in strategic locations throughout Marin
- Broadened the Seasonal Firefighter Program by providing personnel to staff a Basic Life Support (BLS) ambulance for San Rafael Fire Department
- Successfully implemented changes in state requirements for Emergency Medical Technician background checks
- Developed an agreement to partner with local hospitals to provide cost covered Medical Director Services and reworked the Continued Quality Insurance program to better meet the department needs

V. GOALS AND KEY INITIATIVES FOR FY 2012-13

GOAL I

Ensure fire and emergency operational readiness and effectiveness

Countywide Goal	II. Safe Communities
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FY 2012-13 Key Initiatives
1. Emergency operations staff will research and develop a new records management system to make sure call data is easily accessed and easily handled to identify current response and service data

GOAL II

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

Countywide Goal	II. Safe Communities
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FY 2012-13 Key Initiatives
1. Train and certify all paramedics in Advanced Cardiac Life Support while on-duty to reduce training and overtime costs
2. Implement new data collection system for pre-hospital care records
3. Train minimum of 300 residents in Hands-Only CPR
4. Initiate process to monitor patient customer satisfaction

Fire Department FY 2012-13 Performance Plan

GOAL III

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

Countywide Goal

IV. Environmental Preservation

FY 2012-13 Key Initiatives

1. Implement enhanced parcel-by-parcel data collection on fuel types, construction elements, and defensible space for parcels located in the wildland-urban interface
2. Develop interactive, GIS based map available to the public to elevate the public's understanding of the wildland fire threat

GOAL IV

Maximize the training and development of Fire Department personnel

Countywide Goal

VI. Excellent Customer Service

FY 2012-13 Key Initiatives

1. Continue work on development of regionalized training components
2. Continue to refine role, effectiveness and responsibilities of Shift Training Officer assignments

GOAL V

Ensure a high standard of business practices

Countywide Goal

VI. Excellent Customer Service

FY 2012-13 Key Initiatives

1. Brand core values and vision
2. Research, develop and implement a Records Management System that will support the department's data tracking needs

GOAL VI

Improve community awareness and service

Countywide Goal

VI. Excellent Customer Service

FY 2012-13 Key Initiatives

1. Develop and schedule Annual Station Open House Fireside Chats to help educate our communities about the department and what we do
2. During the Station Open House Fireside Chat, research what the expectations of the communities are for the department

Fire Department FY 2012-13 Performance Plan

VI. KEY CHALLENGES AND OUTSTANDING ISSUES

- Recruitment and transition of new Fire Chief
- Development of records management system
- Potential impact of state budget reductions

VII. PERFORMANCE MEASURES

FIRE SUPPRESSION

Department Goal	Goal I: Ensure fire and emergency operational readiness and effectiveness
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Objective: Ensure responsive emergency scene management and investigation

MEASURES	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Target	FY 2012-13 Target
Effectiveness Measures					
➔ Percent of wildfires contained at ten acres or less	97%	99%	98%	90%	90%

➔ Indicates a Key Measure

Department Goal	Goal III: Reduce the risk of wildfires and enhance fire prevention and community disaster preparedness
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Objective: Increase compliance with fire and life safety codes and standards

MEASURES	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Target	FY 2012-13 Target
Workload Measures					
Number of defensible space inspections conducted	1,328	599	3,575	1,200	1,200
Number of hazard warnings/citations issued	81	n/a	283	100	100
Effectiveness Measures					
Percent of hazard warnings/citations brought into compliance	81%	100%	100%	100%	100%

Fire Department FY 2012-13 Performance Plan

MEASURES	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Target	FY 2012-13 Target
Percent of residential structures inspected that are in compliance with defensible space requirements	100%	100%	86%	100%	100%

➔ Indicates a Key Measure

Department Goal	Goal I: Ensure fire and emergency operational readiness and effectiveness
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Objective: Provide effective investigation of fire incidents

MEASURES	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Target	FY 2012-13 Target
Workload Measures					
Number of structure fires	28	28	28	28	28
Number of wildland fires	56	46	50	50	50
➔ Number of all fires	186	160	170	170	170
Efficiency Measures					
Number of structure fires investigated by Prevention Bureau	3	3	10	5	5
Number of wildland fires investigated by Prevention Bureau	50	15	8	17	17
Number of all fires investigated by Prevention Bureau	75	36	22	44	44

➔ Indicates a Key Measure

Department Goal	Goal IV: Maximize the training and development of Fire Department personnel
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Objective: Provide training and guidance to ensure seasonal staff can effectively support the mission of the Fire Department

MEASURES	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Target	FY 2012-13 Target
Workload Measures					

Fire Department FY 2012-13 Performance Plan

MEASURES	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Target	FY 2012-13 Target
Number of seasonal firefighters hired	n/a	n/a	75	77	62
Effectiveness Measures					
Number of returning seasonal firefighters	n/a	n/a	62	59	62
Percent of seasonal firefighters successfully hired full-time in the fire service	n/a	n/a	5%	6%	5%

➔ Indicates a Key Measure

Story Behind Performance: In an effort to reduce some seasonal staffing costs scheduling has been reconfigured so that fewer positions are needed. The 2012 Fire Season is a beta test to make sure the new schedule and processes effectively supports the staffing and operational needs of the department. At the end of the season it will be reviewed and revised if necessary.

The department will also be adding to the current level of mentoring of our extra hire personnel by adding a career development component. With reductions in staffing throughout the state, it is becoming increasingly difficult to develop the high level of skill, experience and education needed to become a firefighter. Personnel will help extra hire employees assess their current level in these areas and identify where they need improvement and how they can achieve these goals.

Department Goal	Goal VI: Improve Community Awareness and Service
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Objective: Increase the number of attendees at educational community events on fire prevention safety and disaster preparedness

MEASURES	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Target	FY 2012-13 Target
Workload Measures					
Number of community events conducted by County Fire personnel	63	52	43	60	60
Number of attendees at community education events	1,725	2,400	3,273	2,000	2,000
Effectiveness Measures					
Percent increase in number of community events held annually	31%	-17%	-28%	39%	0%
Percent increase in attendees at community education events	15%	39%	36%	-38%	0%

➔ Indicates a Key Measure

Fire Department FY 2012-13 Performance Plan

FIRE EMERGENCY MEDICAL SERVICES (EMS)

Department Goal	Goal II: Ensure the highest level of Emergency Medical Services (EMS) care is provided
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Objective: Ensure timely response and highest level of service per emergency medical response

MEASURES	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Target	FY 2012-13 Target
Workload Measures					
Number of EMS calls responded to	968	943	795	2,490	2,500
Effectiveness Measures					
➔ Percent of EMS calls responded to within 10 minutes (urban)	85%	77%	70%	90%	90%
➔ Percent of EMS calls responded to within 30 minutes (rural)	85%	98%	94%	90%	90%
Percent of trauma patients transported by helicopter	7%	4%	8%	5%	5%
Average total time with patient (on scene) – medical (minutes)	20	22	22	20	20
Average total time with patient (on scene) – trauma (minutes)	10	29	10	10	10

➔ Indicates a Key Measure

Story Behind Performance: Effective April 1, 2012, a new Emergency Medical Services Patient Care Reporting and Records Management System will be implemented. This will enable data to be extracted and help the department's performance measures and provide more accurate data.

Department Goal	Goal II: Ensure the highest level of Emergency Medical Services (EMS) care is provided
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Objective: Improve cardiac arrest survivor success rate

MEASURES	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Target	FY 2012-13 Target
Workload Measures					
Number of cardiac arrest patients with collapse witnessed	n/a	7	5	10	6

Fire Department FY 2012-13 Performance Plan

MEASURES	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Target	FY 2012-13 Target
Effectiveness Measures					
Percent of survivors when collapse is witnessed	n/a	43%	80%	40%	50%

➔ Indicates a Key Measure

Story Behind Performance: A subset of cardiac arrests is categorized when a collapse is witnessed. The department will begin tracking the number of occurrences and the numbers of success to ultimately determine the success rate of life saving efforts. As the assessments are reviewed we will identify trends in the processes to help and improve the success rate if possible.

The national average for witnessed Cardiac arrest is 50%, un-witnessed is 42%. Getting care immediately really makes a difference in the survival rate of patient. Tracking this would be a good way to demonstrate to the public and our employees how important pre-hospital care is and will help us assess process to possibly improve our averages.