

Marin County Fire FY 2014 - 16 Performance Plan

Contents

I. Mission Statement	1
II. Department Overview	1
III. Program Description and Responsibilities	1
Administration	1
Fire Suppression	2
Fire Prevention	2
Emergency Medical Services	2
IV. Accomplishments for FY 2013-14	3
V. Key Challenges and Outstanding Issues	3
VI. Performance Plan.....	4

I. Mission Statement

In partnership with our community, we will be prepared, respond quickly, solve problems, be nice, and get home safely.

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's operations, codes, standards and regulations have been adopted and are followed in accordance with various authorities or regulatory agencies, such as the California State Fire Marshal, Occupational Safety and Health Administration (OSHA), National Fire Protection Association (NFPA), and Insurance Services Office (ISO).

III. Program Description and Responsibilities

Administration

Administration: Responsible for all fiscal and budget related items for the fire department. Administration also facilitates communication methods, handles personnel issues, serves as a

Marin County Fire FY 2014 - 16 Performance Plan

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 chief officers. 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, 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. Golden Gate National Recreation Area (Marin Headlands), Point Reyes National Seashore and the US Coast Guard have emergency response equipment and personnel. These agencies work with the ECC when additional equipment and resources are required for incidents within their respective jurisdictions.

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 Countywide mutual aid agreement. The department has also contracted with CalFire to provide staff and equipment for incidents throughout the state.

Fire Prevention

The Fire Prevention Bureau 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 and fire cause and origin investigation.

Fire Prevention is established in Section 16.16.020 of Title 16 of Marin County Ordinance 3608. In addition to the California Public Resources Code (applicable in State Responsibility Areas (SRAs)), the Fire Prevention Bureau enforces two Marin County ordinances: the International Urban-Wildland Interface Code (Ordinance 3453) and the California Fire Code (Ordinance 3608), both of which were adopted with the addition of extensive local amendments.

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

Marin County Fire FY 2014 - 16 Performance Plan

sections of state and local codes. The level of service is discretionary and under the direction of the Board of Supervisors.

IV. Accomplishments for FY 2013-14

- Worked with the Community Development Agency to establish and support express permitting at the Civic Center two days each week
- Worked with the Board of Supervisors to approve an ordinance adopting the 2012 International Fire Code, portions of the 2012 International Wildland Urban Interface Code and the 2013 California Fire Code with amendments
- Sent resources to 78 requests for assistance throughout the State of California
- Utilized extra-hire seasonal employees to augment staffing levels, due to increased wildfire risk resulting from California's drought
- With support from the Department of Finance, completed the process necessary to participate in the Ground Emergency Medical Transport (GEMT) program, in order to increase the revenue stream related to emergency medical services
- Completed a comprehensive study to review the Emergency Command Center

V. Key Challenges and Outstanding Issues

- Finalizing the department's strategic plan and developing effective implementation procedures
- Purchasing self-contained breathing apparatus, implementing roll-out of equipment, and developing a process to manage the project in alignment with grant requirements
- Developing a plan to address the transition of a department-dedicated Heavy Equipment Mechanic vacancy due to retirement
- Adopting and implementing phases of the new Water Rescue Program
- Handling the attrition of mid-managers, primarily at the Operations Battalion Chief level
- Addressing the minimal capacity in departmental administration, which is needed in order to support the needs of business operations
- Addressing single-person engine company staffing
- Handling the increased large fire growth, especially with the California drought
- Increasing the diversity of the department's workforce
- Replacing and upgrading infrastructure to accommodate community, workforce and operational needs

Marin County Fire FY 2014 - 16 Performance Plan


VI. Performance Plan

Department Goal	Countywide Goal
Goal I: Ensure fire and emergency operational readiness and effectiveness	II. Safe Communities

Initiative Description	Program(s)
Work with the Association of Contract Counties and CalFire to obtain funding for increased staffing associated with drought conditions	Fire Suppression
Develop solutions to improve overall Emergency Dispatch Services	Fire Suppression


Program: Fire Suppression

Objective: Ensure responsive emergency scene management and investigation

	Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
		Actual	Actual	Actual	Target	Target	Target
	Percentage of wildfires contained at ten acres or less	98%	99%	99%	100%	90%	90%

Program: Fire Suppression

Objective: Provide effective investigation of fire incidents

	Workload Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
		Actual	Actual	Actual	Target	Target	Target
	Number of structure fires	28	54	38	19	35	35
	Number of wildland fires	50	38	67	59	54	54
	Number of all fires	170	144	157	170	165	165



Marin County Fire FY 2014 - 16 Performance Plan

Department Goal	Countywide Goal
Goal II: Ensure the highest level of Emergency Medical Services (EMS) care is provided	II. Safe Communities

Initiative Description	Program(s)
Increase the number of community members trained during annual hands-only CPR classes/events	EMS

Program: Fire Emergency Medical

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

Workload Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of EMS calls responded to	795	2,463	2,589	2,500	2,700	2,750
Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
 Percent of EMS calls responded to within 10 minutes (urban)	70%	86%	81%	90%	90%	90%
 Percent of EMS calls responded to within 30 minutes (rural)	94%	92%	98%	90%	99%	99%
Average total time with patient (on scene and at hospital) - medical (minutes)	22	20	N/A	20	20	20
Average total time with patient (on scene and at hospital) - trauma (minutes)	10	14	N/A	10	10	10

Story Behind Performance:

An increase in call volume is expected due to statewide implementation of the recent Affordable Care Act.

Marin County Fire FY 2014 - 16 Performance Plan

Program: Fire Emergency Medical

Objective: Improve cardiac arrest survivor success rate

Workload Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of cardiac arrest patients with ventricular fibrillation (VF)	5	N/A	3	6	5	5
Number of cardiac arrest patients with VF discharged from the hospital	N/A	N/A	N/A	1	3	3
Percent of survivors from VF discharged from hospital	80%	N/A	44%	17%	60%	60%
Number of cardiac arrest patients who received bystander CPR	N/A	N/A	N/A	3	3	3
Percent of patients who had received bystander CPR	N/A	N/A	N/A	50%	60%	60%

Story Behind Performance:

The Utstein Template is used to measure cardiac arrest survival. Based on real incidents, actual cardiac arrests are low. To improve performance, the department is identifying trends overtime.

Department Goal	Countywide Goal
Goal III: Reduce the risk of wildfires and enhance fire prevention and community disaster preparedness	IV. Environmental Preservation

Initiative Description	Program(s)
Complete the Community Wildfire Protection Plan (CWPP)	Fire Suppression
Update the department's Fire Plan	Fire Suppression

Marin County Fire FY 2014 - 16 Performance Plan

Program: Fire Suppression

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

Workload Measures	2010/11	2011/12	2012/13	2013/14	2014/15
	Actual	Actual	Actual	Target	Target
Number of defensible space inspections conducted	3,575	1,892	2,049	1,200	1,500
Number of hazard warnings/citations issued	283	85	307	100	100

Department Goal	Countywide Goal
Goal IV: Maximize the training and development of Fire Department personnel	IV. Environmental Preservation

Initiative Description	Program(s)
Develop a process to facilitate the documentation of all training activity in the Target Solutions system, which was adopted by the department through the Marin County Innovation Grant	Training

Program: Fire Suppression

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

Workload Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of seasonal firefighters hired	N/A	63	65	65	62	62

Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of returning seasonal firefighters	62	48	43	43	62	62
Percent of seasonal firefighters successfully hired full-time in the fire service	5%	14%	12%	23%	5%	5%

Marin County Fire FY 2014 - 16 Performance Plan

Department Goal	Countywide Goal
Goal V: Ensure a high standard of business practices	VI. Excellent Customer Service

Initiative Description	Program(s)
Complete final details of the department's Strategic Plan and develop a process to regularly revisit and update the document to improve service at all levels of the organization	Fire Administration

Department Goal	Countywide Goal
Goal VI: Improve community awareness and service	VI. Excellent Customer Service

Initiative Description	Program(s)
Host the 2nd annual department-wide open house, and refine the process to establish a program that is sustainable	Fire Suppression and Prevention

Program: FIRE SUPPRESSION

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

Workload Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of community events conducted by County Fire personnel	43	57	102	60	65	65
Number of attendees at community education events	3,273	4,922	2,887	2,000	2,720	2,720
Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Percentage increase in number of community events held annually	-28%	23%	79%	-41%	8%	0%
Percentage increase in attendees at community education events	118%	50%	-41%	-31%	36%	0%