

**Fire Department  
FY 2009-10 Performance Plan**

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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. FY 2008-09 ACCOMPLISHMENTS**

- Continued cost containment practices, through in-house maintenance and management programs, to help save operating expenses and reduce time equipment is out of service for repair
- Re-configured training schedule for Emergency Medical Services and Urban Search and Rescue to reduce overtime costs incurred
- Successfully deployed emergency resources which included personnel, vehicles and equipment to Hurricanes Gustav and Ike during the peak of fire season
- Partnered with the California Department of Forestry and Fire Protection, State Parks, local fire departments and vendors to successfully mitigate wildland fire on Angel Island without injury or structural damage
- Assessed program and developed changes in recruiting, training, operations and facilities of seasonal personnel who augment ambulance and paramedic services in the West Marin area
- Implemented initial changes in defensible space inspection program in preparation for more stringent changes which will help guide and educate communities to achieve improved defensible space areas

**IV. GOALS AND KEY INITIATIVES FOR FY 2009-10**

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

Please indicate how goal reflects one of the department's highest priorities and aligns with Countywide Goals and Priorities

At the very base of the department's mission is the goal to provide the highest level of life and property protection and to ensure operational readiness and effectiveness in these areas, all aspects of the department have to be synchronized. Training, Administration, Dispatch, EMS, Suppression,

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Prevention, Public Education, all play a part in creating a safe community and an all risk fire department that can meet the needs of the community quickly and effectively whether it is a call to duty for a large scale emergency or the proverbial 'cat in a tree' call.

**FY 2009-10 Initiatives**

1. Create Emergency Communications Center Task Force to research and develop presentation to accurately portray the complexity of dispatch operations specific to the fire service and the commitments to the local and statewide mutual aid agreements and the department's contract with the California Department of Forestry and Fire Protection

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

Please indicate how goal reflects one of the department's highest priorities and aligns with Countywide Goals and Priorities

Visitors to and residents of West Marin enjoy the natural beauty of the coast, mountains and wildlands of Marin County. An integrated pre-hospital care system is crucial in the remote areas served by the Marin County Fire Department because when a member of our community is in distress physically, time is of the essence. Effectively assessing a patient, administering pre-hospital emergency care, and transporting them safely to the closest hospital to receive further care is essential and sometimes the difference between life and death.

**FY 2009-10 Key Initiatives**

1. Research the feasibility of developing a fee schedule for emergency response to vehicle accidents

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

Please indicate how goal reflects one of the department's highest priorities and aligns with Countywide Goals and Priorities

Reducing the risk of wildfires and enhancing fire prevention and community disaster preparedness is a top countywide priority and is also linked to the department's high goals of ensuring the safety of our firefighters and community members.

**FY 2009-10 Key Initiatives**

1. Complete the community disaster radio program in West Marin
2. Implement the Get Ready GR 5 program for elementary schools

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

Please indicate how goal reflects one of the department's highest priorities and aligns with Countywide Goals and Priorities

In emergency services, if someone has to stop to think about what they need to do, it can be too late. The comprehensive training program of the Marin County Fire Department helps to ensure personnel know and can effectively perform the emergency skills they need no matter what the situation. Through state and federal training courses and regular in-house training and testing, all employees are exposed to curriculum that will ensure they can perform the duties required of emergency response personnel effectively and safely.

FY 2009-10 Key Initiatives
1. Work with the Countywide Training Committee to finalize Countywide Training Manual for emergency services
2. Develop a multi-agency academy for new hires in the fire service
3. Increase number of personnel who are certified in Rescue Systems I training to ensure operability of new California Office of Emergency Services engine

**V. KEY CHALLENGES AND ISSUES**

- Continuing cost containment in all areas of operations to ensure Department's net county cost is kept at a minimum
- Identifying long term funding for wildfire prevention program
- Ensuring the depth and breadth of Emergency Command Center operations are properly understood so future operational needs are met to the necessary standard of excellence currently provided by the department

**VI. PERFORMANCE MEASURES**

**FIRE SUPPRESSION**

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

Measures	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Estimate	FY 09-10 Estimate
<b>Workload Measures</b>				
Number of Suburban Area calls to duty	n/a	n/a	n/a	1,000
Number of Rural Area calls to duty	n/a	n/a	n/a	500
Number of Undeveloped Area calls to duty	n/a	n/a	n/a	500

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<b>Efficiency Measures</b>				
Percent of dispatched resources committed: Suburban Area Calls	n/a	n/a	n/a	90%
Percent of dispatched resources committed: Rural Area Calls	n/a	n/a	n/a	90%
Percent of dispatched resources committed: Undeveloped Area Calls	n/a	n/a	n/a	90%
<b>Effectiveness Measures</b>				
Percent of Suburban Area-First-in engine arriving on scene within 4 minutes travel time	n/a	n/a	90%	90%
Percent of Rural Areas-First-in engine arriving on scene within 12 minutes travel time	n/a	n/a	90%	90%
Percent of Undeveloped Areas-First-in engine arriving on scene within 30 minutes travel time	n/a	n/a	90%	90%

**Department Comments:** With the finalizing of the department's performance standards, effectiveness measures for response times have been refined. The department is using training and testing to ensure these standards are met. In FY 2009-10, the department re-evaluated this set of measurements and developed a more comprehensive package.

**Objective: Ensure timely and responsive emergency scene management**

Measures	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Estimate	FY 09-10 Estimate
<b>Effectiveness Measures</b>				
Percentage of wildfires contained at 10 acres or less	97%	97%	97%	90%

**Department Comments:** With the Angel Fire of 2008 burning over 300 acres, state and local resources were dedicated to the suppression and clean-up efforts for an extended period of time. The department works to contain wildfires at 10 acres or less, emergency resources can return to service quickly to ensure further safety of the communities and people we serve.

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**FIRE PREVENTION**

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

<b>Measures</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Actual</b>	<b>FY 08-09 Estimate</b>	<b>FY 09-10 Estimate</b>
<b>Workload Measures</b>				
Number of defensible space inspections conducted	n/a	n/a	300	800
Number of hazard warnings/citations issued	n/a	n/a	10	40
<b>Efficiency Measures</b>				
Number of inspections completed per FTE	n/a	n/a	n/a	15
<b>Effectiveness Measures</b>				
Percentage of hazard warnings/citations brought into compliance	n/a	n/a	100%	100%
Percent of residential structures inspected that are in compliance with defensible space requirements	n/a	n/a	100%	100%

**Department Comments:** The Marin County Fire Department continues to refine the inspection program for defensible space. Revisions to the program were developed in FY 2008-09 and will be implemented for the FY 2009-10 year. We look forward to ensuring state and local codes are met and enforced to help support suppression efforts and ensure public safety in the event of a major wildland fire.

**Objective: Increase knowledge of fire causes to determine trends and improve community education in prevention**

<b>Measures</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Actual</b>	<b>FY 08-09 Estimate</b>	<b>FY 09-10 Estimate</b>
<b>Workload Measures</b>				
Number of structure fires investigated by Prevention Bureau	n/a	n/a	n/a	3
Number of wild land fires investigated by Prevention Bureau	n/a	n/a	n/a	50
Number of 'Other' fires investigated by Prevention Bureau	n/a	n/a	n/a	22
<b>Efficiency Measures</b>				

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Measures	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Estimate	FY 09-10 Estimate
Number of prevention bureau investigations conducted per FTE	n/a	n/a	n/a	22
<b>Effectiveness Measures</b>				
Percent of structure fire investigations where cause was determined	n/a	n/a	n/a	50%
Percent of wildland fire investigations where cause was determined	n/a	n/a	n/a	50%
Percent of 'Other' fires investigated where cause was determined	n/a	n/a	n/a	50%

**Department Comments:** Determining the cause of a fire will help the department identify trends, improve community education and in some cases appropriately apply costs.

**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 Actual	FY 08-09 Estimate	FY 09-10 Estimate
<b>Workload Measures</b>				
Number of community events conducted by County Fire personnel	n/a	n/a	20	25
Number of attendees at community education events	n/a	1,500	1,575	1,650
<b>Effectiveness Measures</b>				
Percentage increase in number of community events held annually	n/a	15%	5%	10%
Percentage increase in attendees at community education events	n/a	n/a	5%	10%

**Department Comments:** When a large scale emergency occurs many people will be without resources for up to 72 hours. To ensure any emergency does not escalate, community members must be able to be self sufficient. Public education and disaster preparedness is the most effective way to inform and train community members for a large scale emergency.

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**Objective:** Increase number of schools and school age children that participate in fire and life safety training

Measures	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Estimate	FY 09-10 Estimate
<b>Workload Measures</b>				
Number of schools that participate in fire and life safety educational events	n/a	n/a	n/a	10
<b>Efficiency Measures</b>				
Cost per school age fire and life safety event	n/a	n/a	n/a	\$50
<b>Effectiveness Measures</b>				
Percent change in number of school age programs	n/a	n/a	n/a	20%

**Department Comments:** The Get Ready program has implemented a new program for Fifth Graders to help them understand the importance of personal safety and for them to relay this understanding to their families. Our stations are working to provide these trainings to local schools where possible.

**FIRE EMERGENCY MEDICAL SERVICES (EMS)**

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

Measures	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Estimate	FY 09-10 Estimate
<b>Workload Measures</b>				
Number of EMS calls responded to	1,586	1,379	1,395	1,395
Number of Trauma EMS calls responded to	n/a	n/a	n/a	10
Number of patients assessed (medical, trauma)	n/a	n/a	n/a	1,395
Number of patients transported for care (medical, trauma)	n/a	n/a	n/a	500
<b>Efficiency Measures</b>				
Average cost of transfer of care per patient	n/a	n/a	n/a	\$1,900
<b>Effectiveness Measures</b>				
Percent of EMS calls responded to within 10 minutes (urban)	n/a	n/a	n/a	85%

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Measures	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Estimate	FY 09-10 Estimate
Percent of EMS calls responded to within 30 minutes (rural)	n/a	n/a	n/a	85%
Percent of trauma patients transported by helicopter	n/a	n/a	n/a	85%
Average total time with patient (on scene and at hospital) – medical	n/a	n/a	n/a	120 minutes
Average total time with patient (on scene and at hospital) – trauma	n/a	n/a	n/a	80 minutes

**Department Comments:** Given the departments remote responsibility area, there need for a comprehensive pre-hospital emergency medical care program is critical. Many enhancements in the department's EMS program have been implemented by patient needs and advancements in technology. By implementing the tracking of EMS related processes, the department can work towards further improvements to services provided.