

Shasta County Fire Department

2014 Master Plan

Service ~ Cooperation ~ Protection



September 2014







COUNTY OF SHASTA
SHASTA COUNTY FIRE DEPARTMENT



MASTER PLAN
2014



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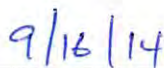


Date

Approved By:



Mike Hebrard
Chief



Date

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MESSAGE FROM THE CHIEF

I am pleased to present the 2014 Master Plan for the Shasta County Fire Department (SCFD). This plan focuses on identifying and communicating the Department's specific strategic goals and objectives through 2019 to best position it to meet our mission "to stand ready to protect life, property, and the environment utilizing trained and equipped personnel." This mission includes structural and wildland fire control, first response medical care and appropriate assistance to other agencies during emergency incidents.

In the midst of continued challenges, it is critical that we firmly establish our vision and embrace our core values in order to develop a plan that will ensure our continued progress. As a leader in fire prevention, protection, and emergency response, the Department must provide the example to the public, its partners, and its employees.

This Master Plan will recognize and scale to changing budgetary and fiscal conditions and guide us toward improving operational efficiency and effectiveness. As we continue to face difficult fiscal problems and other issues confronting the Department and the County in general; it would be very easy for us to maintain a reactionary posture and not plan for the future. However, in the face of these challenges, it is more important than ever for us to take a proactive approach to planning.

The 2014 Master Plan is the road map that will help the Department to focus on our mission, vision, core values, and primary goals and objectives. SCFD will continue to find ways to meet that mission in the most efficient and effective manner possible. As a living document, the Master Plan will be adaptable and responsive to change during the next five years.

The Master Plan establishes the framework for our continued success. It will be up to all of us to get there. I look forward to working with all SCFD employees and our cooperators as we implement this Plan.

Mike Hebrard
Chief/County Fire Warden

BACKGROUND

Shasta County Fire Department (SCFD) CSA#1 was formed in November of 1974, and has been administered through a cooperative agreement with CAL FIRE since 1980. SCFD's response area encompasses 3,400 sq. miles and protects approximately 70,000 citizens spread throughout 20 rural communities within Shasta County. SCFD has changed through the years conforming to the fiscal and operational needs of Shasta County. Currently, SCFD is a combination fire department comprised of both career and volunteer staffing. The Department has an average of 200 volunteer firefighters spread throughout 18 community based volunteer fire companies and one "Schedule A" paid fulltime fire station with five fulltime firefighters. Additionally, Shasta County contracts with CAL FIRE for "Amador Staffing", providing three staffed engines at a reduced rate through the cooperative agreement. The CAL FIRE contract also provides support staff to administer the fire department that includes; dispatching services, fire marshal, fleet maintenance, clerical support and training.

Shasta County hosts some of California's critical infrastructure including; Interstate 5, several artery highways and a railroad. All of these transportation thoroughfares connect California with adjoining states, providing critical commerce and commodities to California counties and surrounding states. Two high pressure natural gas lines transect eastern Shasta County, providing natural gas throughout California and surrounding States. Shasta County is also home to six of California's hydro electrical facilities, generating electricity which is shipped nationwide through the Western Area Power Authority transmission lines.

Due to the vast geographical area, the greater Redding area is the hub of the County. Each year, SCFD has witnessed a gradual increase in service demands while reacting to an economic recession. The increased call volume coupled with the expanding mandated training requirements, has placed a burden on the volunteer firefighter. These factors have contributed to increased challenges in the recruitment and retention of current and new volunteer candidates.

SCFD recognizes the challenges that face the future of public safety in Shasta County. Declining revenues and increased service demands solidify the need for robust strategic planning, based on predicted future demands and financial uncertainties.

MISSION

The Mission of the Shasta County Fire Department is to stand ready to protect life, property, and the environment utilizing properly trained and equipped personnel. The mission includes structural and wildland fire control, first response medical care and appropriate assistance to other emergency services agencies.

VISION

The vision of Shasta County Fire Department is to provide quality service to all communities of Shasta County and provide mutual aid to allied agencies for the common good of the citizens of Shasta County.



VALUES

Service

- We are committed to the safety and well-being of the public and our employees
- We are dedicated to supporting the training and administrative needs of our volunteer and career workforce
- We strive for excellence and professionalism

Cooperation

- We continue to improve cooperative relationships with County programs and allied agencies
- We maintain and enhance cooperative agreements focusing on what is best for the community
- We continue to build a support structure that enables and encourages volunteerism

Protection

- We provide the equipment, training and resources to our Volunteer and Career workforce to effectively and efficiently serve the communities
- We value the diversity each employee brings to the Department
- We recognize the importance of clear communications to all employees and cooperating agencies
- We provide training and support to the workforce which promotes a calm resilience during emergencies

STRATEGIC GOALS

The foundation of the Shasta County Fire Department's Master Plan is based on strategic goals designed to meet the challenges associated with providing an emergency response delivery system that evolves to meet changes in its demographics, society, economy, and climate. Our Department has made large strides in areas such as; volunteer support, equipment, personal protective clothing and infrastructure improvements. Threats do exist from a declining percentage of volunteer emergency responses that will result in a loss or reduction of emergency services in Shasta County. Reductions may impact the Department's ability to maintain its current (ISO) Insurance Service Office Public Protection Classification. The ISO classification is used by insurance companies when assigning insurance rates to the communities of Shasta County. Additionally, the strategic goals of this plan are tied directly to our mission statement setting the future direction of the Shasta County Fire Department. The following goals were identified with these things in mind:

- Increase emergency response levels commensurate with assets at risk.
- Increase consistent funding levels to maintain an appropriate level of service.
- Increase operational efficiency.
- Establish a cooperative and cost effective means to provide training to enhance the skills and qualifications of the firefighting staff.
- Increase efficiency of the Department's Command and Control dispatching system.
- Strengthen fire prevention and fire code enforcement.

GOAL: INCREASE EMERGENCY RESPONSE LEVELS COMMENSURATE WITH ASSETS AT RISK

***Objective:* Fund a fulltime, career-staffed South County fire station**

Roughly 33,000 of the 70,000 residents whom SCFD serves, reside in the southern portion of Shasta County. This area is largely comprised of commercial, industrial, residential, agricultural, railroad, and highway uses, including Interstate 5 and State Highway 273. Running north



and south is the Union Pacific Railroad (UPRR). Industrial properties within SCFD's south county protection area include two active lumber mills, Sierra Pacific Industries and Siskiyou Forest Products, three large bulk propane facilities, Amerigas, Campora, and Blue Star Gas, a large, vacant industrial site located between Deschutes Road and Panorama Point Road, and the former Simpson Paper and Roseburg Mills. Additionally, there are numerous primary and secondary public schools, including Prairie, Pacheco, and Columbia elementary schools and West Valley High School. There are many mixed commercial developments on the Hwy 273 corridor, and Latona Road to the south, including UPS's Redding Freight Distribution Center, Meeks Hardware, and the Win-River Casino, with its 80,000 square foot gaming center, 40,000+ square foot, two story administrative and tribal center, and the new state-of-the-art, three-story, 84-room hotel and spa, which opened in November, 2013. Currently, SCFD does not have a station strategically located in this area.



Objective: Increase response percentage of volunteer staff

Approximately 60 of the 200 volunteers respond to greater than 20% of all incidents dispatched in Shasta County. This fact represents a decline in volunteer responses due in part to changes in our society, economy and the overall age of the volunteers who respond.

Previously, the Department has made attempts to reverse the overall eroding responses of volunteers by instituting the Volunteer Length of Service Award, focusing recruitment and retention on increasing volunteer numbers, and most recently doubling the Volunteer Response Pay Stipend. Although these are great steps to preserve our volunteer staff, it is imperative that the Department continue to improve the working conditions and expectations of its current community volunteer workforce.

The Department's current recruitment focus must not only be centered on the community volunteer, but also the recruitment of those individuals who are interested in the fire service as a fulltime career. We will look to add greater incentives and entry-level programs so that SCFD Volunteer Firefighters obtain the necessary training, education and skills to find permanent employment within the fire service.

Objective: Locate a fulltime career staffed County fire engine in the community of Shingletown

Fire Protection for the community of Shingletown is currently provided by SCFD Volunteer Company No. 20 and CAL FIRE "Amador" Station No. 22. The call volume for the community in recent years has averaged nearly 500 emergency incidents per year. The SCFD has a standing procedure of looking for additional staffing in any community that exceeds 300 emergency incidents in a year. Placing a career staffed County engine in the community will allow for the relocation of the current "Amador" (Station No.22) engine to an area where it may serve multiple communities with a call volume appropriate for the resource.

Additionally, a year-around staffed career engine company will provide much needed support

to the volunteer staff and allow for the possibility of advanced life support to a community where a majority of the emergency incidents are medical in nature.

Objective: Pursue a “Reserve” firefighter classification in the Department to staff rural communities

There are several volunteer fire stations in Shasta County that could be utilized for the use of an entry level County Fire Fighter program (“Reserve” Firefighters). In each of these communities, the only fire protection services are provided by SCFD volunteer staff. There are no fire protection districts and/or cities to establish formal automatic or mutual aid agreements with for assistance and support to the volunteer companies. A “Reserve” firefighter program would put entry level paid firefighters into these rural facilities to staff the volunteer fire company equipment either during hours of need or 24/7.



Objective: Pursue Funding for an Aerial Fire Apparatus (Ladder Truck) for Shasta County Fire

The Insurance Services Office (ISO) recommends a ladder company in response districts encompassing 5 or more buildings that are 3 stories or 35 feet or more in height, or with 5 buildings that have a needed fire flow greater than 3,500gpm, or any combination of these criteria. These criteria are inclusive of those buildings protected by an automatic sprinkler system. Southern Shasta County meets these criteria with the previously mentioned schools, hotels, retail and industrial buildings.

Additionally, this part of the County would benefit from a “quint” style aerial apparatus for functionality reasons. A quintuple combination pumper or quint is a fire service apparatus that serves the dual purpose of an engine and a ladder truck. Not only will this apparatus meet the ISO criteria, but will also serve as a heavy rescue for Interstate 5, Highway 273 and the Union Pacific Railway.

GOAL: INCREASE CONSISTENT FUNDING LEVELS TO MAINTAIN AN APPROPRIATE LEVEL OF SERVICE

Objective: Analyze current funding allocations to ensure budget efficiencies

It is the practice of the SCFD Administration to conduct line item budget reviews annually to ensure that its budget is being utilized to its utmost efficiency. Knowing where every dollar is spent allows the Department to expand or scale down its service level based on economic times. Additionally, through this analysis SCFD can re-allocate dollars to address priorities.

Objective: Search out alternative funding sources

SCFD has been successful in recent years securing grant funding to support a variety of the Department's programs. Most notably, the Department was able to secure a Staffing for Adequate Fire and Emergency Response (SAFER) grant to temporarily re-establish staffing for a South County fire engine. The Department will continue to seek grants for Personal Protective Clothing (PPE), equipment, communications, and staffing. However, there are concerns with the use of grant funding as this funding does not provide for unfunded liabilities with the purchase of equipment that requires maintenance and County policy prevents the continued funding of an expired grant.

In addition to grant funding, the Department will seek funding through cooperative relationships with stakeholders to improve fire protection when they require additional services.

Objective: Foster relationships with cooperators and stakeholders to share resources as a cost effective approach to providing services

Through the years, the SCFD has increased the number of both automatic and mutual aid agreements with other cooperators in the County. The purpose for this is to align the response location with each agency's responsibility areas (and the fact that the fire service as a whole subscribes to the closest resource concept.) If services can be reciprocated, an agreement that allows for the closest resource with like services can be utilized. Working together decreases response times, increases fire ground staffing, fire ground personnel, and overall cooperative fire protection services which aids in large emergency incident preparation. By entering into such agreements, the Department can strive to meet the standards of NFPA 1710 and NFPA 1720 (staffing requirements).



GOAL: INCREASE OPERATIONAL EFFICIENCY

Objective: Improve Information Technology Capabilities

Information Technology has become a critical tool in the fire service in recent years, as most data and applications utilized by the fire service are quickly becoming web based and electronically stored. The use of Mobile Data Terminals (MDT's) in conjunction with web based servers and support software is quickly becoming necessary. The use of this technology will allow a quick and efficient response to local and rural areas.

Providing this technology will allow for the use of: CLETS (California Law Enforcement Telecommunication System), Moving Maps, pre-fire plans for commercial facilities, Computer Aided Dispatching (CAD) for real-time resource response status, Automatic Vehicle Locating (AVL), Next Generation Incident Command System (NICS), and remote status of County volunteer availability.

Objective: Install traffic control devices to increase response safety and decrease County liability

Traffic control devices are a safety tool to be utilized in areas of congestion where traffic signals are prevalent. The SCFD can immediately begin to reduce response times and increase response safety by installing traffic signal preemption devices on its fleet of frontline emergency apparatus. The most common use of traffic signal preemption is to manipulate traffic signals in the path of an oncoming emergency vehicle by stopping conflicting traffic and allowing the emergency vehicle the temporary right-of-way to proceed through the traffic controlled intersection. To take advantage of traffic signal preemption, the SCFD must include in its specifications for all newly purchased emergency apparatus to include LED devices in all low profile light bars. The SCFD's current fleet of apparatus can take advantage of traffic signal preemption by purchasing a retrofit kit.

Objective: Analyze and re-allocate existing equipment allocations while maintaining the current County ISO classification

The SCFD provides and maintains a variety of specialized fire and rescue equipment such as: Fire Apparatus, Water Tenders, Rescue Vehicles and Hydraulic Rescue Tools “Jaws of Life”. The fire apparatus and water tenders are critical to our minimum ISO Classification within the Department in each of the County’s communities. Ensuring the Department is providing these minimums and re-allocating excess resources is critical to maintaining the overall budget efficiency plan. Additionally, it will be the practice of the SCFD to rotate its vehicles to maintain a balance of mileage between stations with varying activity levels. Finally, analyzing the placement of specialized equipment will ensure even distribution throughout the County thus increasing the overall level of service provided.



Objective: Establish a countywide municipal ordinance requiring businesses to install a rapid entry system

The SCFD does not require commercial, industrial or residential buildings protected by an automatic fire suppression or standpipe system to install a rapid entry system; (systems similar to a Knox® Box or Click2Enter system where immediate fire department access is necessary to verify the existence of a fire or to provide other emergency assistance.) The Shasta County Department of Resource Management, Building Division, does not have a countywide municipal ordinance requiring certain buildings to install, at the owner’s or operator’s expense, a rapid entry system prior to receiving an occupancy use permit.

Rapid entry systems have been providing firefighters with rapid access into buildings and security gates for over 20 years. Currently, over 11,500 Fire Departments nationwide depend on the benefits of a proven rapid entry system.

It is recommended that the Shasta County Department of Resources, Building Division adopt and enforce through its permit process a countywide municipal ordinance requiring buildings to install a rapid entry system meant to reduce the liability of the SCFD carrying unsecured keys and gate codes/combinations on its apparatus and reduce the amount of forced entries and delays in firefighters making rapid entry.

GOAL: ESTABLISH A COOPERATIVE AND COST EFFECTIVE MEANS TO PROVIDE TRAINING TO ENHANCE THE SKILLS AND QUALIFICATIONS OF FIREFIGHTING STAFF

Objective: Provide a fulltime Office Technician for Shasta County Fire Training

State law requires volunteer firefighters to obtain the same training level as fulltime career firefighters. The SCFD is comprised of an average of 200 volunteers. With the addition of state and federally-mandated training for firefighters; the SCFD training schedule is completed and the winter training officers present it in the evenings at the SCFD facilities. The training sessions are a minimum of three hours each evening covering the following topics: Structure Fire Drills, CPR/AED, Defensive Driver, Hazardous Materials Refresher, Fit Testing, L-180, EMS Skills, Command and Control Wildland Fires, Rope Rescue, Wildland Safety Training, and RT-130. In addition, the SCFD's Training Bureau coordinates, instructs, or sponsors a variety of certification classes including: State Fire Marshal (SFM) classes, National Wildland Coordinating Group (NWCG) classes, and other classes, including the Fire Control 1-3 Series, Confined Space Awareness, Driver Operator, Driving Skills, Low Angle Rope Rescue Operations, Introduction to Incident Command Systems, EMS First Responder, and Hazardous Materials First Responder. These additional classes are usually taught over a series of several weeks or on weekends to meet the needs of the SCFD firefighters each year.

The Shasta County Training Bureau averages over 2,800 instructor hours a year and a SCFD volunteer attends over 100 hours of focused training (averaging over 14,500 student hours) in a year. State laws require that training records be kept for each of these volunteers recording every training topic and hour. Additionally, certifications must be printed and distributed for certification training throughout the year. It is extremely difficult for the staff carrying out the training to accomplish this required workload.

Objective: Establish a formal agreement with Shasta College for the Cooperative Regional Training Facility



Shasta College has been a longtime cooperator with SCFD regarding fire technology training. In the 1990s, SCFD provided funding to assist with the installation of a fire hydrant system at the Shasta College training grounds. More recently, the Shasta County Chief Officer Group (SCCOG) donated \$72,000 to the Training Officers of Shasta County for the specific purpose of improving the Shasta College Training Facility. The college has made outstanding progress in building up the facility, but lacks the cooperative effort to continue the growth and maintenance required to serve the training needs of the County. A formal partnership will be created between SCFD and Shasta College by way of agreement, to assist with the continued development of the Shasta College Regional Training Facility.

Objective: Expand and improve the Cooperative Regional Training Facility equipment and infrastructure

Shasta College has made great improvements to the Fire Training Facility over the past five years with minimal assistance from the local fire agencies. Although much has been accomplished, there is a need to maintain and improve the existing facility and expand to address additional training capabilities. Through cooperative relationships, future needs of the facility can be met through proper planning and alternative funding sources.

GOAL: INCREASE EFFICIENCY OF THE DEPARTMENT'S COMMAND AND CONTROL DISPATCHING SYSTEM

Objective: Obtain (1) Additional Communication Operator

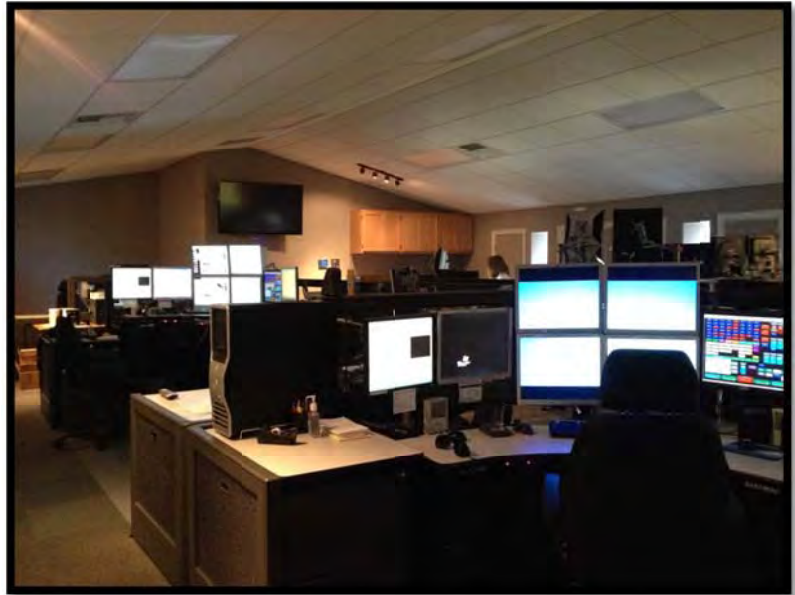
The Redding Emergency Command Center (ECC) is currently funded for 3.5 Communication Operator positions by Shasta County. There are no positions funded for relief to cover vacation, sick leave credits, or mandated trainings. When a Communication Operator is off on leave of any type, overtime is paid to cover those vacancies in order to maintain our minimum staffing of two personnel per day. Funding one additional Communication Operator will greatly reduce the amount of overtime and provide the ECC more depth during large incidents within Shasta County.

Objective: Utilize technology to streamline emergency response

With advances in information technology, fire departments throughout the country are now able to receive critical response information from CAD through mobile data laptops or tablets. This technology allows incident commanders the ability to more effectively manage emergency incidents using up to date building pre plans, mappings and GIS data to transmit and receive real time information to emergency responders. The other component to a mobile data laptop is that responding equipment could enable our CAD system to dispatch by AVL (automatic vehicle locator). Having AVL capabilities allows for the closest engine to respond to emergencies by tracking where the emergency vehicle is in relation to the location of the call.

Objective: Enhance Computer-Aided Dispatching (CAD) by Consolidating current response areas; establishing standardized response plans

When Altaris CAD was put in service in the ECC, the data was used from the old CAD. This response data was based on broad response areas on static locations equipment responded from. The new Altaris CAD uses dynamic routing based on the closest resource concept. The data in the new Altaris CAD needs to be updated to reflect dynamic routing by consolidating response areas and updating response plans to



reflect the Shasta County Fire Department as a whole rather than individual response area's used by the old system. To accomplish this, Altaris CAD and mapping system needs to be rebuilt to reflect the new technology Altaris CAD provides.

Objective: Enhance Communication Infrastructure

With a large percentage of Shasta County fire incidents being supported by a volunteer response, there is never a guarantee that the responders are actually responding to the calls they are paged out for. The system only allows dispatch to tone out volunteers to calls and wait for their response from their home or business. With new technology in cellular apps, it is now possible for volunteers to acknowledge a page out for emergencies, allowing the ECC and responding chief officers to actually see how many responders are going to calls. These types of response systems create a more efficient use of available resources.

GOAL: STRENGTHEN FIRE PREVENTION AND FIRE CODE ENFORCEMENT

***Objective:* Establish a weed abatement ordinance**

By establishing a Shasta County ordinance for weed abatement, property owners included in the program would be expected to maintain their properties free of hazardous or nuisance vegetation and rubbish year around or the County may perform the work necessary and assess the cost for the work on the annual property tax.

The legal authority for the program would be operated pursuant to the California Health & Safety Code, sections 14875-14922.



CONCLUSION

The 2014 SCFD Master Plan details the Department's strategic goals and objectives to guide the decisions made in response to challenges and threats facing the level of emergency services provided to the citizens of Shasta County.

Demographic, social, and economic changes within the County are the main factors that lead to challenges and threats to the Department. The demands for increased services, coupled with constantly changing factors, require consistent evaluation and adjustment. The 2014 Master Plan is a dynamic document that is responsive to change and will adapt as we face new challenges in the coming years. The Department's chief officers are responsible for reviewing the Plan on an annual basis, assessing the progress, and making recommendations to the Chief.

The Master Plan establishes the framework for success. It will be the guiding document for all of the SCFD activities over the next five years, and will lay the foundation for the Department's activities in the years to follow.



