

# Strategic Planning



**CENTRAL FIRE PROTECTION DISTRICT**  
**Strategic Planning 2009-2014**

The 2009-2014 Strategic Plan has been developed through the combined efforts of the Firefighters, Administration Staff and Executive Staff during various group meetings. Each program manager is responsible to build operational objective tasks to support each of the action objectives outlined below. The Chief is responsible for the coordination of the programs to match the goals established. These goals will serve as the baseline objectives to accomplish the goals of the District's Master Plan.

**I. ADMINISTRATION – PROJECTED GOALS**

**A. Staffing**

Continue to focus on the constant staffing of the truck company with an officer and two firefighters.

**B. Ambulance Contract**

1. Continue to look at ambulance transport for Station 1, Station 2 & Station 3.
2. Continue to participate in the Santa Cruz County ambulance contract.
3. Continue having the Chief, with direction from the Board of Directors, to negotiate an agreement with the Santa Cruz County ambulance service that will best serve the citizens of the District.

**C. Negotiations**

Continue having the Fire Chief act as the lead negotiator on behalf of the District to seek funding mechanism, JPA agreements, automatic aid/mutual aid, and related contract services.

**D. Finance**

1. The Fire Chief will continue to participate and focus on securing long-term finances and funding through the legislative process.
2. The District will continue to seek federal and state grant funding to enhance and improve customer service and programs.
3. Research long-term budget items that need replacement and start budgeting them for the future.

**E. Public Relations & Department Image**

1. Continue to focus on and develop positive community relations.



2. Continue to build positive relationships with the various media agencies.
3. Continue to demonstrate the accomplishments of the Fire District and the ongoing professionalism of our firefighters.

**E. Station 3 – Remodel**

Continue to make the replacement of the Soquel Fire Station a priority.

**F. New Goals 2009-2014**

1. Enhance and improve Telestaff.
2. Update and clean up Training Calendar/Master Calendar.
3. Demonstrate with media relations for public education, i.e., water rescue training.  
Contact local media: i.e., Santa Cruz Metro, Aptos Banner, Comcast, Mid-County Post and KSBW.
4. Develop operational reserves.
5. Continue to improve and enhance the District’s website and include a web counter to track visitors.
6. Research additional position for a Business/Finance Officer (part-time or full time).
7. Designate hours to Safety/Training Division - Task Analysis.
8. Update Administrative Assistant Career Development to include Admin. Assistants’ name changes.

**II. ADMINISTRATION - CURRENT GOALS NEARING COMPLETION OR ON-GOING**

**A. GASB34**

Continue to develop the District’s asset inventory and the required depreciation schedule.

**B. Board Elections**

Complete all logistics as required for the yearly November elections.

**C. By-Laws**

Complete the Strategic Planning Committee’s revisions and implement the Board of Director’s bylaws.

**D. Yearly Budget**

Submit, make revisions, and approve the adoption of the preliminary budget by the required deadline.



- E. Fee Schedule**  
Submit to the Board of Directors for adoption and implementation the District's revised Fee Schedule in 5 years.
- F. Executive Staff/Fire Chief/Union Co-partnership.**  
Continue to build internal and external two-way communications between the Administration Group, the Firefighters Union Local 3605, the Paid Call Firefighters, and the Explorers.

## **TRAINING**

The training that firefighters receive is one of the most important aspects of their job; a firefighter's training never ends. New materials and technology present challenges that never existed before. It is imperative that Central Fire Protection District remain abreast of these changes and continuously train to new and higher standards.

### **I. TRAINING – PROJECTED GOALS**

- A. Truck Company training**
  1. Continue to develop firefighters' skills to enable them to operate Truck Company 3472.
  2. Continue to develop truck company operations that will improve and enhance rescue, ventilation, fire attack and various truck company operations.
- B. Multi-company evolutions**

Continue to develop multi-company operational training for personnel development, performance standards and skill preparedness.
- C. Rescue Systems**
  1. Continue to place a Water Rescue Team in service to respond and mitigate water related rescue emergencies.
  2. Expand on the District's heavy rescue to achieve the medium 'OES' level of response capability.
  3. Enhance Water Rescue Program both internal and external.
    - a. Train full time firefighters for Water Rescue Program.
    - b. Include ocean swimming instruction with one-on-one training.



4. Improve communications with State Parks, Harbor Patrol, City Lifeguards & Water Rescue Program – common radio frequency.
5. Consolidate USAR and 3460 to form a county wide team.
6. Enhance multi-county training.

## **II. TRAINING – CURRENT GOALS NEARING COMPLETION OR ON-GOING**

### **A. Personnel**

1. Continue to prepare and develop all ranks for promotional positions, provide education and personnel training.
2. Continue to meet federal and state mandates in all required firefighter training.
3. Continue to research for better training sites, resources, and implement more consistent training.

### **B. PCF Program**

1. Improve Driver Operator program with the Paid-Call Firefighters and establish a PCF deployment program.
2. Continue to maintain the on-call Paid Call Firefighter staffing to 30.

### **C. Explorer Program**

1. Continue to develop the current Explorer Program.
2. Continue to evaluate the ability to expand the roster of Explorers.
3. Continue to involve the Explorers in community outreach programs.

### **D. Annual Training Calendar**

1. Continue a master calendar of events and training in order to meet ISO requirements and personnel needs.
2. Continue to establish seasonal training programs to prepare the firefighters and staff for various emergencies: such as, wildland fires, flooding, earthquakes, and terrorism.

### **E. Career Development**

1. Continue to provide career and personal development training.
2. Continue to prepare all personnel to better serve the public through exposure, experience and analytical problem solving.



3. Review Firefighter Step 5 Truck Operator to possible engineer position.
4. Update Career Development Manuals.
5. Update Battalion Chief Manual.

**F. Emergency Preparedness Training**

Develop emergency disaster preparedness with the Division Chief of Safety and Training.

**G. Mid-County Training Center**

- a. Continue to secure and establish a site for a training center.
- b. Continue to seek funding and grants to complete the proposed training center.
- c. Develop and enhance a multi-county training program.

**H. Telestaff**

Additional staff training and lead personnel for Telestaff.

**OPERATIONS**

The success of the Central Fire Protection District depends on the effectiveness of staff to provide emergency services and support functions to the citizens.

**I. OPERATIONS - PROJECTED GOALS**

**A. Transport – Ambulance**

1. Continue to research the possibility of placing a rescue ambulance unit into service for Station 1, Station 2 & Station 3.
2. Continue to research the frequency and need for emergency transport of citizens during critical ambulance availability levels of service.
3. Continue to research, in conjunction with the Ambulance Transport Contract Agreement, an agreement for stand-by ambulances within the District.

**B. Emergency/Accident Prevention Program**

1. Evaluate the viability of “all risk” prevention programs: such as, home safety, drowning prevention, C.P.R., first aid and disaster preparedness.



2. Continue emergency/accident prevention for Safety Division, Prevention Division & Training/Safety Division.
  3. Research and implement defibrillation program in public facilities and public agencies.
  4. Research the possibility of being the lead agency to coordinate the availability of automatic defibrillation for police, sheriff, and public agency vehicles.
- C. Emergency Medical Policies**
1. Develop and implement emergency medical policies and procedures.
  2. Continue to develop and improve operational practices and procedures to best serve our citizens.
- D. Bike Program**
1. Continue the current service provided by EMS Bike Program to improve EMS at large crowded events.
  2. Continue to implement for EMS system at specialized community events: i.e. ,Begonia Festival, Wharf to Wharf and The Capitola Art & Wine Festival.
- E. Equipment**
- Continue to research, develop, improve, and enhance equipment, to best serve the citizens and give optimal protection to our firefighters.
- F. Assistant Chief/Division Chief for Operation's Position**
- Filling the Operation's position with either an Assistant Chief or a Division Chief

## **II. OPERATIONS – CURRENT GOALS NEARING COMPLETION OR ON-GOING**

- A. Target Hazard Program**
1. Continue to address target hazards that have the potential for large loss of life and property.
  2. Continue to implement a target hazard program to address all High Risk Occupancies and or facilities within the District.
- B. Safety Inspection**
1. Continue to meet the intent of Cal-OSHA compliance and regulations.



2. Develop safety conscientiousness for all personnel; continue to address safety in the work place standards and improvements.

**C. Disaster Preparedness**

1. Continue to prepare our firefighters for successful mitigation of potential disasters - natural and manmade.
2. Continue to work with the Santa Cruz County Emergency Operations Center and the other inter-agencies.
3. Continue to develop and improve the emergency response systems for the City of Capitola.
4. EOC – Central  
Continue to develop the internal Disaster Preparedness Center, utilizing the District’s Administration Building and fire facilities.

**D. Engine Specifications**

- a. Develop specifications for the Central Fire District for future engine and apparatus purchases.
- b. Develop specifications to meet and comply with all new state and federal regulations.

**E. Fleet and Building Maintenance**

1. Continue to improve and enhance the District’s vehicle and building maintenance programs and projects.
2. Continue to improve Central Fleet Maintenance and Apparatus Bay Maintenance.
3. Hire an additional full time mechanic.
4. Purchase a new additional Type 3 engine for in county and out of county responses.
5. Add an AED to the mechanics auto.

**F. Inventory**

1. Continue to improve the District’s inventory management system.
2. Continue to work with Administration to complete the GASB fixed asset depreciation schedule, as required by state mandate.

**G. Computer System**

1. Continue to develop cost-effective systems to meet the needs of our firefighters and staff.
2. Continue to improve the inter-link of communications between all fire facilities and Administration.



**F. Budget**

Continue to meet the needs of the District through cost effective and efficient budgeting for products, programs, and services.

**FIRE PREVENTION DIVISION**

The Fire Prevention Division is responsible for the protection of the customers of the District through the requirement of private built-in fire protection systems, code enforcement, public education, the Juvenile Fire Marshal Program, fire investigation and development standards. All of these functions have but one goal, to prevent fires and protect the citizens before there is a life-threatening event.

**I. FIRE PREVENTION DIVISION – PROJECTED GOALS**

**A. Inspection Program Analysis**

Analyze past fire loss information by occupancy classification to best direct fire inspections.

**B. Road Infrastructure**

1. Focus on improvement of the roadway access and widths as they relate to new development.
2. Work with the Santa Cruz County Planning Department to improve cross-connecting roadways to enhance the District's response times to emergencies.
3. Focus and inspect fire access roads and bridge access.

**C. New Goals 2009-2014**

1. Fire Safe Council.
2. Shelter in place/evacuation program.
3. Computerized Wildland pre-plan.
4. Restructure county inspections of B occupancies.
5. Continue to research and add a Deputy Fire Marshal position.
6. Convert the Captain Specialist rotation to 2 years.

**D. Junior Fire Marshal Program – Risk Watch**

1. Review current fire prevention programs to determine whether the current Junior Fire Marshal Program can be improved.



2. Review the NFPA Risk Watch Program to see if it might better serve the children that are currently involved with the JFM Program.

## **II. FIRE PREVENTION DIVISION – CURRENT GOALS NEARING COMPLETION OR ON-GOING**

### **A. Weed Abatement/Urban Interface**

1. Continue to expand and develop the District's Weed Abatement Program.
2. Compare and analyze the effects of the Weed Abatement Program in the District's high-risk areas within the interface areas.
3. Continue to respond in a timely matter to hazard complaints.
4. Revamp LE100 inspection program and training to include engine companies and internal Fire Prevention personnel.

### **B. Mapping**

1. Complete the final updates of the new mapping system.
2. Complete the wall maps of all first-in areas for each fire station.
3. Utilize the mapping systems to analyze fire/life safety problem areas within the District.

### **C. Public Education**

1. Continue to educate safety preventive measures to the citizens of the District.
2. Continue to do outreach programs to high-risk groups: for example, the elderly and shut-ins.
3. Continue to support automatic fire sprinkler, and smoke detector protection and safety devices.

### **D. Fire Code Adoption**

1. Continue involvement with the countywide fire prevention development standards and amendments.
2. Implement the most current California Fire Code and the related adoptive ordinances.
3. Continue to support fire resistive standards for building construction.



4. Continue to work with the Santa Cruz County and Capitola City building and engineering departments to improve fire safety conditions and standards.
5. Educate the firefighters with regard to the new standards and modifications to the California Fire Code.

