



Coastside Fire Protection District – Going Backward or Forward?

[Issue](#) | [Background](#) | [Findings](#) | [Conclusions](#) | [Recommendations](#) | [Responses](#) | [Attachments](#)

Issue

Is there solid rationale for considering the reestablishment of a stand-alone fire department for the Coastside Fire Protection District, and would the residents of the District be well served by such a change?

Summary

In June 2008, after years of operational, labor management, morale and legal problems, the Coastside Fire Protection District (CFPD) contracted with the California Department of Forestry (CAL FIRE) to supply management and personnel for fire protection and other emergency services. Three and one-half years later, on December 14, 2011, the CFPD Board of Directors directed its counsel to prepare a report for the Board on the process required to reestablish a standalone fire department at the expiration of the CAL FIRE contract at the end of June 2012. In the interim the Board had hired an outside consultant to conduct a performance audit and determine whether services could be provided more effectively using a different model, one of which is to return to a locally formed fire department instead of contracting for the service. The consultant's Report praised the performance and cost effectiveness of CAL FIRE and recommended that CFPD continue to contract with CAL FIRE while continuing to improve the current system.

The Grand Jury heard and investigated many issues that were raised by CFPD Board members as rationale for considering reestablishment of a standalone fire department and termination of the CAL FIRE contract. The Grand Jury could not find any substantive issues that justified terminating the CAL FIRE contract. The Grand Jury concluded: that the residents of the CFPD are being well served by CAL FIRE; that it is unlikely the Coastside residents would benefit from the reestablishment of a standalone fire department; and that the CFPD should continue to improve, rather than undermine, the Coastside-CAL FIRE relationship.

The Grand Jury is recommending to the CFPD Board that it:

1. Discontinue its investigation of the process necessary to reestablish a standalone fire department
2. Complete negotiations with CAL FIRE to extend the current contract
3. Hire a professional administrator to manage the CAL FIRE contract
4. In the future, conduct targeted performance audits (e.g. every three years) to ensure that CAL FIRE price and service is competitive.
5. Refrain from formally considering whether to reestablish a stand-alone fire department, unless substantial and material deficiencies in CAL FIRE performance surface.

Background

Half Moon Bay Fire Protection District in Disarray

The CFPD was formed in October 2007 through the consolidation of the Half Moon Bay Fire Protection District (HMBFPD) and the Point Montara Fire Protection District (PMFPD). Prior to that, in 2006, the HMBFPD was beset with operational, labor management, morale and legal issues. On March 21, 2006, Interim Fire Chief Pete Bonano described the situation as follows in a memo to the HMBFPD Board of Directors:

I'm very concerned with the Department's ability to provide a level of service consistent with the Mission of the Fire Service. The Fire Prevention program is minimal at best and is in total disarray... Morale in the Fire Department is low resulting in a culture of lawsuits, grievances and excessive sick leave use.¹

A report issued by the San Mateo County Civil Grand Jury (Grand Jury) in July 2006 noted that in the 2000-2006 period, the HMBFPD had been embroiled in five lawsuits with current or former employees and had paid \$707,595 in settlements and \$516,280 in legal costs.² The Grand Jury also noted that during that same period 28 firefighters had retired or left the HMBFPD to seek employment elsewhere. Total staff at the time was 22 firefighters.

Half Moon Bay Fire Protection District Seeks To Outsource Fire Protection Services

The HMBFPD Board voted on March 21, 2006 to issue an RFP to the 15 fire protection agencies in the County for outsourcing its fire protection services. In the end, only two agencies responded with proposals, the City of San Mateo Fire Department and the California Department of Forestry, which is now known as CAL FIRE. The cost of services proposed by San Mateo City Fire was either \$350,000 or \$850,000 per year more than the proposal submitted by CAL FIRE, depending upon the option selected by the HMBFPD.³ Furthermore, as the fire services provider for rural portions of San Mateo County including most areas surrounding HMBFPD and the Point Montara Fire Protection District (PMFPD), CAL FIRE would be able to leverage some services across jurisdictions.

On January 30, 2007, after many public meetings, the HMBFPD and PMFPD Boards voted to enter into negotiations with CAL FIRE for provision of fire protection and other emergency services. At that time, the HMBFPD was providing management and personnel to the PMFPD, and CAL FIRE, on an emergency basis, was staffing one PMFPD engine because so many Point Montara staff had left. Eight months later, on October 1, 2007, the HMBFPD and PMFPD consolidated to form the Coastsider Fire Protection District (CFPD).

¹ See Appendix 1 for full text.

² 2005-2006 San Mateo County Civil Grand Jury Report: *A Firehouse Divided Cannot Stand*, http://www.sanmateocourt.org/documents/grand_jury/2005/HMBFPD210F.pdf

³ City of San Mateo Fire Department Proposal, June 2006: http://coastsider.ultralocal.com/images/uploads/policeandfire/hmbfire/Proposal-SM_City-July_2006.pdf
Department of Forestry and Protection (CAL FIRE) Proposal, June 2006: http://coastsider.ultralocal.com/images/uploads/policeandfire/hmbfire/Proposal-CDF-June23_2006.pdf

Union Local 2400 Fights CAL FIRE Contract

Meanwhile, the union representing the HMBFPD firefighters, International Association of Fire Fighters (IAFF) Local 2400, strongly opposed the move to contract with CAL FIRE, which was represented by IAFF Local 2881. After the January 30th decision, it solicited a referendum to force a public vote on the issue. The referendum was rejected by both Boards in March 2007 and a lawsuit ensued delaying the implementation of the contract. The lawsuit was supported by Local 2400 and the named plaintiff was Mr. Albyn Douglas Mackintosh, who is currently the CFPD Board President. The Superior Court supported the District's authority to contract with CAL FIRE, finding the referendum to be inaccurate and misleading, and that the lawsuit was without merit, and issuing a decision to that effect on August 8, 2007. On April 10, 2008 the Appeals Court affirmed the Superior Court.⁴ The lawsuit went through the courts and through an appeal process which ended on May 21, 2008, when the California Supreme Court declined to hear the matter.

CAL FIRE Contract Is Signed, But Strife Continues

On June 2, 2008, CFPD's Board finalized a cooperative agreement with CAL FIRE to supply the management and personnel for fire protection and other emergency services.

Since 2008 the Board has acted on at least three occasions to assess whether changes should be made in the three-year-old outsourcing strategy. On two occasions, the Board formed standing committees to evaluate reorganizing the District.⁵ In neither case was a final report delivered to the Board.

CFPD Board Commissions Performance Audit by TriData⁶

In December 2010, CFPD commissioned an external operational audit of the District's fire and emergency services. The TriData Division of the Arlington, Virginia based System Planning Corporation was selected to perform the audit at a cost of \$44,500. The major topics to be included in the Report were stated as follows(p.3):

- Organization, leadership, and management
- District finances
- Service demand and response times
- Fire, EMS, and special operations
- Volunteer participation
- Services provided by CAL FIRE and future options

According to CFPD Board meeting minutes, some of the Directors were skeptical as to whether CFPD was actually saving money under the CAL FIRE contract as compared to running a stand-alone fire department after taking into account all costs including training. They wanted the

⁴ <http://coastsider.ultralocal.com/images/uploads/policeandfire/hmbfire/hmbfireorder20070808.pdf>,

⁵ Management and Staffing Committee established on 1/27/2010, <http://www.coastsidefire.org/sites/files/shared/files/012710%20Board%20Action%20Minutes.pdf>; Shared Services Committee established on 9/28/2011,

<http://www.coastsidefire.org/sites/files/shared/files/092811%20Board%20Action%20Minutes%20rev.pdf>

⁶ *Fire Services Operational Audit, Coastside Fire Protection District, August 2011* by TriData. On file with the Clerk of the San Mateo County Civil Grand Jury.

TriData study to provide a comprehensive assessment. In describing the project scope, the TriData Report noted (p.11):

Of paramount concern was to obtain a study to help the Directors and others understand the situation regarding the contract with CAL FIRE and whether changes are needed. District officials also expressed interest in whether services could be provided more effectively using a different model, one of which is to return to a 'locally formed fire department' instead of contracting for the service.

TriData interviewed all Board members and CAL FIRE management, reviewed District financial data and operational performance data from the County, visited each of the three District stations, reviewed District policies, and met with members of the public.

TriData issued its Report on CFPD in August 2011, eight months after it was commissioned. Although the CFPD Board voted to "receive" the Report, all Board members believed that some of the Report's findings were in error and that the Report included hearsay and unsupported conjecture. The Board unanimously passed a motion to this effect at its September 28, 2011 meeting, although no specific issues with the TriData Report were stated at this meeting.⁷

Key conclusions of the TriData Report included the following (p.14):

1. "CAL FIRE is providing good service to the District. Since CAL FIRE became the contract provider for Coastside, there have been some major improvements. Among them are:
 - Reserve fund increase even with two tax reductions
 - Elimination of costly litigation under the former department
 - Improved labor/management relations
 - Improved service flexibility
 - Improved apparatus maintenance
2. "CAL FIRE is a nationally recognized organization with excellent resources. The District is receiving excellent service at a lower cost than if provided independently(p.5)"
3. "For the immediate future, the District should continue to contract with CAL FIRE while continuing to improve the current system.(p.6)"
4. "Fire inspections are mostly assigned to the stations; however a backlog currently exists because some stations do not get their inspections completed. There is also a need to improve public education, which aside from Community Emergency Response Team (CERT) training is almost non-existent." (p.6)

The report also provided a number of recommendations for improving governance and leadership, fire and EMS operations and fire prevention and training.

⁷ Minutes of CFPD Board Meeting, 9/28/2011,
<http://www.coastsidefire.org/sites/files/shared/files/092811%20Board%20Action%20Minutes%20rev.pdf>

Board Renegotiates CAL FIRE Contract

While consultants were preparing the TriData Report, the Board was engaged in renegotiating a portion of its contract with CAL FIRE. On July 1, 2011, after several months of preparation, a new contract (embodied in Exhibit E) was adopted by the Board. Exhibit E of the contract details the services required to be provided by CAL FIRE to the District. (For Exhibit E, *see* Appendix 2) It also requires that CAL FIRE report quarterly to the Board on compliance.

CFPD Board Decides to Investigate Steps to Reestablish a Stand-alone Fire Department

At the December 14, 2011 Board meeting, before the renegotiated contract was 5 months old and despite the overall positive assessment of CAL FIRE's impact on the CFPD as described in the TriData Report, CFPD Board Member Alifano presented a motion that "the Board authorize and direct counsel to prepare a report for the Board on the process required to reestablish a standalone department to provide fire and emergency services within the District at the expiration of the Cal Fire contract on June 30, 2012."⁸

The motion was passed by a 3-2 vote with CFPD Board Members Riddell, Mackintosh and Alifano in support.

CFPD legal counsel Savaree prepared a report for the January 25, 2012, Board meeting in which she recommended that the Board retain the services of an employment law firm, a financial consultant and a human resources professional to work with District legal counsel and said that it was critical to retain the employment law firm as soon as possible if it wanted to proceed with this investigation. (From the Staff Report, *see* Appendix 3)

The Board directed Legal Counsel to prepare a contract with the employment law firm to be reviewed and signed at a special meeting on January 31, 2012. The contract was approved at the January 31st Board meeting without estimates of the cost of the investigation.⁹

During the February 22, 2012, meeting, the attorney from the employment law firm said the investigation would take approximately one year. He said in response to a question from a Board member that "Off the top of my head" it will cost about \$50,000 in fees for attorneys and consultants.¹⁰ The contract can be abrogated at any time. He described the investigation process as follows.

1. Select option for a fire service model and operating budget-- April.
2. Decide terms of CAL FIRE contract—by end of April.
3. Decide employment structure including salary and benefits, job classifications, work rules-labor relations--June
4. Decide on pension and health coverage with CalPERS between July and December

⁸ Minutes , CFPD Board Meeting, 12/14/2011;

<http://www.coastsidefire.org/sites/files/shared/files/121411%20Board%20Action%20Minutes.pdf>

⁹ Minutes, CFPD Board Meeting, 1/31/2012,

<http://www.coastsidefire.org/sites/files/shared/files/013112%20Special%20Board%20Action%20Minutes.pdf>

¹⁰ Video recording, CFPD Board Meeting, 2/22/2012;

http://montarafog.com/index.php?option=com_content&view=article&id=735:coastside-fire-protection-district-board-of-directors-february-22-2012&catid=45:cfpd

5. Transition to new department including recruitment, hiring, and training in March 2013.

Investigation

The San Mateo County Civil Grand Jury:

- Viewed video recordings and read minutes of many CFPD Board meetings
- Attended a CFPD Board meeting
- Interviewed all current and some former CFPD Board members
- Interviewed representatives from the County Manger's Office and County Office Emergency Services
- Read letters from CFPD Board members posted in local media
- Reviewed the original and current contracts between CAL FIRE and CFPD
- Read the Operational Audit of CFPD Fire Services performed by TriData
- Reviewed CFPD financial records and County Emergency Services dispatch records
- Reviewed operational performance data provided by CFPD
- Reviewed relevant court cases

RATIONALE FOR AND ISSUES MOTIVATING A STAND-ALONE FIRE DEPARTMENT AND THE TERMINATION OF THE CAL FIRE CONTRACT

The Grand Jury has tried to understand the underlying rationale for the reestablishment of a stand-alone fire department and the termination of the CAL FIRE contract by interviewing all CFPD Board members, past board members and others, and from watching the video tapes of CFPD Board meetings. Below are issues and responses that have repeatedly been brought to the attention of the Grand Jury during its investigation, have been repeatedly discussed in Board meetings and have been discussed in local media.

1. **“CAL FIRE has not lived up to its contract with the CFPD”** There have been frequent assertions by CFPD Board members that CAL FIRE has not lived up to contract terms in the areas of specialized training, fire prevention inspections and hiring a replacement Fire Marshal. In general, the Grand Jury found that the first 18 months of transition to CAL FIRE were difficult due to the state of disarray in the department prior to the transition and the need to complete extensive staffing. As a result some contract terms were likely not met. But the Grand Jury heard from Board members and found from its own review of performance data that CAL FIRE met performance goals in 2010 and met the more detailed terms of the contract as revised in July 2011. The following are some of the specific assertions regarding CAL FIRE's failure to meet contract terms.
 - A. **Cliff Rescue**– There is concern that CAL FIRE has not aggressively built-up the skill level of its firefighters necessary to effectively perform cliff rescues.
 - Whereas the original contract was indeterminate in stipulating numbers, the latest contract with CAL FIRE calls for the training of at least 60% of on-duty firefighters on cliff rescue. The January 20, 2012 update on the CAL FIRE District Work Plan states that 60% of *on-duty* firefighters were trained on cliff rescue as of September 17, 2011. (For the Work Plan Update, see Appendix 4) In addition, according to CFPD staff, 100% of *permanent* firefighters in CFPD are trained in cliff rescue. The CFPD training includes low-angle and high-angle cliff rescue.

- The TriData Report states (p.54): “individuals are using the issue of water and cliff rescue to elevate the discussion about why the District should not continue its contract with CAL FIRE, and instead return to a locally formed fire department. In a best-case scenario it would be ideal if every responder was trained to the highest level necessary for any incident. The reality is that it is not practical or efficient to do so, for the same reason it is not practical that every responder is required to be a paramedic.”
- Calls for cliff rescue are rare. According to CFPD statistics, in FY2010-2011, out of 2200 service calls, only one was for cliff rescue.¹¹

B. Water Rescue – The TriData Report states (p.54):

“Individuals who complain that water rescue service was actually better before the CAL FIRE contract are probably not aware that the District actually discontinued providing water rescue before CAL FIRE began to provide service. After consulting with firefighters and the fire chief about the added risk of water rescue, the District decided it was not realistic to expect that every firefighter could be capable of making a successful water rescue without themselves becoming a victim (even if they are trained).”

C. Fire Marshal Office Staffing In 2011 both the part-time Fire Marshal and part-time Fire Inspector announced plans to leave their positions (due to transfer and retirement). These roles are critical to fire prevention efforts. As of mid-February 2012, CAL FIRE has not been able to find suitable permanent replacements for either role. Few issues related to the CFPD have generated more heat than this over the last year. CAL FIRE critics point to it as an example of how a large State bureaucracy is not effective at meeting local needs. CAL FIRE supporters say that there is really no issue because CAL FIRE is still getting the job done with an effective back-up plan. During a special meeting of the CFPD Board on January 5, 2012, CAL FIRE Unit Chief Ferreira said that the Fire Marshal’s Office was being staffed by 1.5 Fire Captains from the San Mateo County Fire Department and a former Fire Marshal from Santa Cruz County. Also, the departing CFPD Fire Marshal was still providing coordination of the Office. Chief Ferreira also noted that hiring the replacement Fire Marshal has become more problematic because the CFPD Board is investigating how to end its relationship with CAL FIRE.

D. Fire Prevention Inspections The CAL FIRE contract with CFPD calls for completing reviews of at least 90% of all Development, New Construction and Tenant Improvement Plans within 15 working days following receipt of fees. Data from CAL FIRE’s Work Plan Report Update to the CFPD Board indicates that in the second half of 2011, 95% of reviews were completed within 15 working days. (For the Work Plan Update, see Appendix 4) The contract also calls for the inspection of 255 “occupancies” per year. During the October – December 2011 period 196 inspections of occupancies were completed, in progress or scheduled.

A District official told the Grand Jury that fire prevention activities, including inspections, received inadequate attention immediately following the transition to CAL FIRE in June 2008. This was largely due to the need to orient about two thirds of the

¹¹ Coastside Fire Protection District, 2nd Annual Community Report For Fiscal Year: July 1, 2010 - June 30, 2011, http://www.coastsidefire.org/sites/files/shared/files/112811%20FINAL%20website%202010_2011%20Annual%20Community%20Report.pdf

emergency response force. The number of building inspections performed annually increased significantly in 2010 and 2011, far exceeding the number performed in the year prior to the CAL FIRE transition, 2007. CFPD staff provided the following data on the number of building inspections performed.

CFPD Building Inspections Performed

2007	187
2008	142
2009	135
2010	386
2011	549

2. **“CAL FIRE is State-minded and Not Focused Locally”** The Grand Jury learned from interviews that contracting with CAL FIRE has advantages and disadvantages.

Advantages:

- CAL FIRE has a far less costly rate schedule than most San Mateo County fire departments.
- The contract with CAL FIRE is “a-la-carte,” giving the District the flexibility to choose the type and quantity of services it needs, as it did when it renegotiated Exhibit E in August, 2011.
- Pricing in the contract is “not-to-exceed”, so the District knows what it will be billed even if actual costs to CAL FIRE are higher.
- The District had no unfunded liability for long-term benefits in the CAL FIRE contract.
- CAL FIRE does all the hiring and training of firefighters and there are no overtime costs to the District.
- When the need arises, CAL FIRE is able to bring in personnel from other areas to provide back-up.
- The District does not need to manage any labor-management issues or have its own Human Resources Department.

Disadvantages

- The hiring process of a State agency like CAL FIRE is cumbersome at times because the local fire chief must pick from a state-supplied list of candidates.
- CAL FIRE employees can request transfers to other areas within the State. District employees can also move to jobs in other jurisdictions, but they must go through an application, selection and hiring process.

3. **“Staffing Issues”**

A. Staff Turnover: According to a District official, only two firefighters left the department between January 2011 and February 2012. The 2006 report by the Grand Jury stated that in the six years prior to CAL FIRE providing service to the CFPD (2002-2008), 28 fire fighters left the district to retire or seek employment elsewhere, which is double the January 2011 to February 2012 annual rate.

B. Lack of local knowledge:

- Some Board members assume that a stand-alone department will garner local firefighters who are knowledgeable about the area. However, according to fire officials in other parts of the County, and according to the TriData Report (p.62), most fire fighters do not live nearby and even when the fire district was locally run, a majority of the fire fighters were not local. This is because the cost of living in the area is expensive compared to other parts of the State. Also, fire officials report that fire departments legally cannot require employees to live in particular areas.
- Prior to and during the transition to CAL FIRE, many firefighters left the District. CAL FIRE had to hire firefighters who were not well acquainted with the geography and demography of the area. The new CFPD management formed 3-person companies that combined experienced Coastside firefighters with individuals who were new to the area. Still some errors related to knowledge of the area were made soon after the transition to CAL FIRE. To minimize such problems going forward, the current contract with CAL FIRE calls for added training and area orientation for any new firefighters.
- Regarding the issue of new firefighters lacking local geographic knowledge, the Grand Jury has been told more than once by CAL FIRE critics about an incident in which a fire engine, which was responding to a medical emergency at a Half Moon Bay hotel, took the wrong route and in doing so drove through a locked gate. CFPD staff filled in additional details telling the Grand Jury that indeed the driver was new to the District, but the Fire Captain who was giving directions to the engine driver had 25 years of experience in the District.

C. Assistant Fire Chief Office Hours: CFPD shares its Assistant Fire Chief with the San Mateo County Fire Department. To ease his commute to the coast, the Assistant Fire Chief was generally in his office only in the mornings prior to July 2011. Concerns have been raised by some CFPD officials that these hours limited effective communication with CFPD staff, Board members and the public. To respond to the need to be more visibly available, CAL FIRE and the Assistant Fire Chief agreed in July 2011 that he would be on duty in the District until at least 3:00 pm on at least half of his duty days. Furthermore, the Assistant Fire Chief is required to be accessible via cellular phone during all duty hours. From interviews the Grand Jury learned that the CFPD Board approved half-time status for the Assistant Fire Chief, Fire Marshal and Fire Inspector positions.

4. **“Emergency Call Response Time”** The County sets goals for response time to emergency calls. The goal is for first responders to arrive on site 90% of the time within 5 minutes and 59 seconds. According to CFPD data, in 2010 and 2011, the department met this goal in 23 out of 24 months, failing only in December 2010 when the response time compliance was 89.0%. (For Response Table, see Appendix 5)
5. **“Volunteer Firefighters”** The Half Moon Bay Volunteer Fire Department is an important component of CFPD. Concern has been raised that CAL FIRE has not given enough focus to building and supporting the volunteer force. A former District official told the Grand Jury that the support was much better in 2011, during which time recruitment has been very

successful. In 2011, six members were added to the volunteer force and another nine were recruited, which will bring the force to 24.

6. **“Public Sentiment”**

- At least one District official believes the public wants to return to a stand-alone fire department based upon the 2007 elections in which all CFPD Board incumbents who had agreed to a contract with CAL FIRE were voted out of office.
- In 2009, of the three Board candidates who were elected, two supported the CAL FIRE contract.
- The TriData consultants participated in a forum with community residents, which was facilitated by the District. The TriData Report (p.62) stated that, “Of the citizens we met, all were in favor of continuing the contract with CAL FIRE.”

7. **“Staff Morale is Low”** The transition to CAL FIRE starting in June 2008 was challenging in many ways. As was noted earlier, a lawsuit brought by the current CFPD Board President and others and supported by Local 2400 delayed implementation of the CAL FIRE contract and prevented CAL FIRE from working with the District on implementation planning. Many HMBFPD / CFPD employees left the department prior to the CAL FIRE transition and many more left at the time of the transition, putting CAL FIRE in the position of having to place and train approximately two-thirds of its staff. As part of the agreement with CFPD, CAL FIRE agreed to offer positions to all CFPD employees who wanted to stay with the District. Some of the employees who chose to stay with the District had been strongly against the District’s decision to contract with CAL FIRE and have remained dissatisfied, often vocally. The TriData Report notes (p.18) that “Some within the fire department are using the conflict to make the system not work in hopes that the District will return to a locally formed fire department instead of contracting with Cal Fire.”

After the Board majority voted to again investigate a stand-alone department on (Dec. 14, 2011), CAL FIRE Chief Ferreira said that the actions of the Board in investigating steps to end the relationship with CAL FIRE and reestablish a stand-alone department would impact employee morale and potentially impact achieving other goals on behalf of the District.¹²

8. **“Board Lacks Control of Employees”** Critics of CAL FIRE complain that in the State model the District has limited say on who its employees are, how they are trained and on employee retention or transfers. They believe that if the District reestablishes a stand-alone department, it can more effectively control the hiring of its employees. The Grand Jury has been told that:
- CAL FIRE policy stipulates hiring procedures, salaries, benefits and work rules. The CFPD has the ability, which it has exercised in its CAL FIRE contracts, to stipulate performance needs and requirements.
 - Like most Fire Boards and City Councils, the hiring and firing authority of the CFPD is limited to the Chief, Legal Counsel and the Financial Auditor.

¹² Video Recording of CFPD Board Meeting, 12/14/11, http://montarafog.com/index.php?option=com_content&view=article&id=730:coastside-fire-protection-district-board-of-directors-meeting-december-14-2011-&catid=45:cfpd

- The ability to control employee action is strictly controlled by State labor laws that will also apply to a stand-alone department.
- The CFPD will not have the ability to stipulate where fire fighters live.
- As the TriData Report points out (p.62), in the past when a stand-alone department was in place, a majority of fire fighters lived out of County.

9. **“The State Might Decide to Terminate Services and Leave CFPD Without a Provider”**

- CAL FIRE is contractually obliged to provide one year notice to end its service. CAL FIRE is the primary provider of fire services to counties and cities and districts throughout the state. The services are provided on a cost plus 11% (for overhead) basis and are not negatively impacted by any fiscal problems the wild-fire protection services may have.
- In the last 30 years, CAL FIRE has not unilaterally withdrawn from any cooperative service agreements elsewhere in the State.

10. **Financial Impact is Difficult to Assess.** From Grand Jury interviews and discussions in CFPD Board meetings, all Board members agree that contracting with CAL FIRE has saved the district money, although there are widely divergent views as to how much. One Board member estimates the savings to be \$2M per year while another estimates it is closer to \$400K per year.

The TriData Report indicated (p.24) the annual savings with CAL FIRE to be \$1.7M in salaries as compared to the 2006 stand-alone department, adjusted for cost of living increases. While the amount of savings is open to debate, overall savings have been significant.

- District audited financial statements show that net assets have increased from \$11,304,808 on June 30, 2008 (the start of the contract with CAL FIRE) to \$13,471,568 on June 30, 2011.
- The statements show that in addition to normal operations, the District during the same three year period was able to pay off a loan of \$1,580,088 to the California Department of Forestry and Fire Protection.
- The District also was able to pay an additional \$1,072,342 to CalPERS due to changes in actuarial assumptions, and add \$1,193,399 to capital assets without increasing taxes.
- The parcel tax charged to residences in the former PMFPD was reduced twice during the same period.
- The authorized payment to Cal Fire was lowered from \$6,177,289 for the fiscal year ending June 30, 2009 to \$5,166,189 for the fiscal year ending June 30, 2011, a 16% reduction. The actual payment to CAL FIRE in fiscal year 2011 was \$4,810,354 which is 22% less than \$6,177,289 authorized for fiscal year 2009.

The lower operating costs under CAL FIRE are explained by four factors. CAL FIRE utilizes a 72 hour work week compared to 56 hours in most other local fire departments including the former HMBFPD. This means fewer employees are needed to provide equal coverage, saving benefits costs. Also CAL FIRE’s salary and benefits are generally lower

than those for local fire departments. CAL FIRE has been able to share some services across jurisdictions allowing CFPD to reduce staffing in some functions, with Board agreement. Finally, legal costs and law-suit payouts are no longer a feature of the District costs.

Findings

The San Mateo County Civil Grand Jury finds the following:

1. Prior to contracting fire and emergency services to CAL FIRE in 2008, the CFPD and its predecessors, the HMBFPD and PMFPD, were beset with operational, labor management, morale and legal issues. Employee turnover was high.
2. The signing of the contract with CAL FIRE was delayed for a year by a lawsuit supported by IAFF Local 2400, in which the named plaintiff is the current CFPD Board president. Two court rulings supported the District's authority to contract with CAL FIRE for services. A petition for review by the California Supreme Court was denied.
3. CAL FIRE has delivered fire and emergency services under contract to the CFPD since June 2008. In July 2011, a number of changes were made in the contract between CFPD and CAL FIRE to establish more comprehensive performance reporting and to better delineate training requirements and fire prevention activities. The changes were embodied in Exhibit E. of the contract.
4. CAL FIRE staff reports on performance against the requirements of Exhibit E. quarterly in CFPD Board meetings.
5. Despite a difficult transition period in its first 18 months of its contract, CAL FIRE's performance in support of the CFPD has met—and exceeded—performance standards in 2010 and 2011 in the areas of emergency call response time, staff training on specialized skills, building inspections, review of building plans, fire hydrant inspections, and vegetation management inspections. Also employee turnover has dropped. According to CFPD records, out of 39 full-time-equivalent employees, two employees have left the department in the last 13 months and a total of six in the last two years.
6. Although direct comparisons are difficult, given the many changes in staffing levels over the years, it is clear that contracting services to CAL FIRE has saved CFPD money over managing a stand-alone fire department. Savings are derived from lower salary and benefits costs with CAL FIRE, the 72-hour work week utilized by CAL FIRE, which allows it to operate with fewer employees, and from sharing some services with the San Mateo County Fire Department.
7. Discussions of whether CFPD would be better off with a stand-alone fire department have been regular occurrences over the last three years at CFPD Board meetings.
8. Several fire departments in the County and elsewhere are moving away from stand-alone departments and merging or outsourcing to contain costs and improve performance.¹³
9. In December 2010, the CFPD Board commissioned the TriData Division of the System Planning Corporation to conduct a performance audit of CAL FIRE services and, in part, to address whether the CFPD should return to a locally formed fire department. The resulting TriData Report, which was completed in August 2011, praised the work of

¹³ 2009-2010 San Mateo County Civil Grand Jury Report, *City Fire Departments Consolidations / Mergers*, http://www.sanmateocourt.org/documents/grand_jury/2009/fire_dept.pdf

CAL FIRE in the District and cited several significant improvements delivered by CAL FIRE. The Report also recommended that the District continue contracting with CAL FIRE for fire and emergency services. The Board passed a resolution saying that some of the Report's findings were in error without providing specifics.

10. At its December 14, 2011 meeting, the CFPD Board voted to “direct counsel to prepare a report for the Board on the process to reestablish a standalone department to provide fire and emergency services within the District at the expiration of the Cal Fire contract on June 30, 2012.” At its January 31, 2012 meeting, the Board approved a professional services contract with a labor law firm to assess reestablishing a standalone fire and emergency services department in the District. In neither meeting was there a discussion of or agreement on what aspects of performance or cost the Board was hoping to improve upon nor was there discussion of the cost of conducting the investigation, aside from the law firm's hourly rates.
11. Also during the December 14, 2011 Board meeting, CAL FIRE Unit Chief Ferreira said that the actions of the Board in investigating steps to end the relationship with CAL FIRE and reestablish a stand-alone department would impact employee morale and potentially impact achieving other goals on behalf of the District. Previously the TriData Report (p.18) said that “relations between CFPD and CAL FIRE have been problematic from the start, primarily because some individuals still want the locally formed fire department versus CAL FIRE.”
12. Local entities contract for CAL FIRE services on a cost plus 11% (for overhead) basis and are not negatively impacted by fiscal problems that the State-funded wild-fire protection services may have. About 150 agencies like the CFPD take advantage of CAL FIRE Cooperative Agreements to streamline their operations in a cost-effective way.¹⁴ CAL FIRE operates approximately 575 local government fire stations in California.¹⁵ CAL FIRE has not unilaterally withdrawn from any cooperative service agreements elsewhere in the State in the last 30 years and has committed to providing a minimum of one year's notice prior to ending its service to the CFPD.

Conclusions

1. The Grand Jury believes the residents of the CFPD are being well served by CAL FIRE and that CAL FIRE deserves the full support of the CFPD Board, based upon performance, cost effectiveness and flexibility.
2. The Grand Jury believes that the Board has failed to articulate any reason that justifies the desire to terminate CAL FIRE services. Furthermore, in the course of its investigation, the Grand Jury heard many accusations from CFPD Board members regarding CAL FIRE performance that were unfounded, outdated or of relatively minor significance.

¹⁴ *Coastside Fire Protection District Annual Community Report, July 2008 – July 2009.*

<http://www.coastsidefire.org/sites/files/shared/files/Annual%20Community%20Report%20092309%20for%20web.pdf>

¹⁵ *CAL FIRE – Fire and Emergency Response.*

http://www.fire.ca.gov/communications/downloads/fact_sheets/FireandEmergencyResponse.pdf

3. The Grand Jury believes that this criticism, along with repeated discussions of reestablishing a stand-alone department, has served to embolden those few CFPD staff members, who are generally former HMBFD staff members, who have never fully supported the shift to CAL FIRE and served to undermine efforts by CFPD staff to build a cohesive team fully focused on excellence.
4. Some Board members have suggested that CFPD could get better service from a stand-alone fire department. The Grand Jury found and believes that there is no factual support for such assertions. Many fire departments in the County and elsewhere have been merging to achieve better performance and to contain costs.
5. Since 2008, when CAL FIRE took over a very troubled department, its performance has evolved and improved. It has complied with performance related obligations established by Exhibit E as recently negotiated, in July of 2011. The Grand Jury believes that the Board should build upon this evolution, not undermine it.
6. In order to continually improve, rather than undermine, relations with CAL FIRE, the Board should document any concerns and engage in open, honest dialog with CAL FIRE and with the CFPD community.
7. The Grand Jury agrees with the recommendation of TriData (p.4) that the District would benefit from hiring a professional administrator, for at least three years, to manage the contract with CAL FIRE and to objectively document CAL FIRE performance in achieving or failing to achieve agreed-to standards.
8. Contracting services to CAL FIRE has contributed to significant improvement in CFPD finances. It is highly unlikely that CFPD could match current cost and performance levels with a stand-alone fire department.
9. It is healthy for public agencies to periodically conduct performance audits or compare their performance to similar agencies in other jurisdictions in order to learn best practices and to ensure that the public is deriving optimal value from the services it is paying for. But it is destructive for public agencies to continually seek an alternative to the agency in place without cause. On three occasions the CFPD Board tried to justify replacing its current arrangement with CAL FIRE.
10. The CFPD Board has hired labor lawyers and launched a year-long investigation into the process necessary to end the relationship with CAL FIRE and reestablish a stand-alone fire department without first determining that CAL FIRE performance is inadequate or its costs are too high. We agree with one CFPD Board member who said that the Board was jumping to address **how** to break-off with CAL FIRE without thoughtfully analyzing **why**. The Grand Jury disagrees with Board members who claim the Board is just performing due diligence and collecting data. If this was the case, the December 14, 2011 Board Meeting motion should have been to analyze performance and cost of current service not to “investigate the process for reestablishing a standalone department.” When the Board was dissatisfied with the results of the TriData Performance Audit, it should have focused its efforts on learning how to better perform a performance audit, not jump to investigating the process for reestablishing a stand-alone fire department and ending its contract with CAL FIRE.
11. There is no likelihood that CAL FIRE would walk away from its contract with the CFPD without one year notice and little likelihood that it would discontinue its contract with the CFPD in any case given its long history of not terminating any such agreements.

Recommendations

The 2011-2012 San Mateo County Civil Grand Jury recommends that the Board of the Coastside Fire Protection District:

1. Immediately discontinue its investigation of the process necessary to reestablish a stand-alone fire department at the expiration of its current contract with CAL FIRE which ends on June 30, 2012
2. Complete negotiations with CAL FIRE to extend the contract for three years before the contract expires on June 30, 2012.
3. Hire an independent professional administrator to manage the contract with CAL FIRE so that the Board does not need to be involved in the detailed operation of the department.
4. In the future, conduct performance audits of its fire and other emergency services as part of the contract renewal process (*e.g.*, every three years) to ensure the level of service it receives from CAL FIRE and the contract price paid are satisfactory and competitive. If such an analysis indicates there are better alternatives to CAL FIRE available, based upon breadth, quality, or cost of service, then the District should consider a change.
5. The Board should refrain from formally considering whether to reestablish a stand-alone fire department unless substantial and material deficiencies in performance surface.

Appendix 1

HALF MOON BAY FIRE PROTECTION DISTRICT

MEMORANDUM

To: Honorable Board of Directors
From: Pete Bonano, Interim Fire Chief
Date: March 21, 2006
Subject: Fire Department Assessment

Recommendation:

First, establish a policy of pursuing dual tract strategies to ensure the stability of fire services to the residents of the Half Moon Bay Fire Protection District. The two strategies to consider would be to contract out the Fire Department to another agency while at the same time continue our current strategy of consolidation with Point Montara.

Second, direct Staff to prepare a "Request for Proposal" providing fire services to the Half Moon Bay Fire Protection District.

Background:

Earlier this month I sent each of you an email relating to our current dilemma of firefighters leaving this Department for other opportunities. As this email stated, if the three that San Jose has in their background process leave and considering the nine Firefighters currently in the Academy we will be faced with the potential of over 40% of our firefighters as probationary employees with no experience. This email didn't address the fact that our Fire Inspector has quit, the Fire Chief retired and one Division Chief quit, one of our Administrative Secretaries is retiring in May and we need to fill vacancies in the Volunteer Firefighters ranks. This number of openings would keep any Human Resource Department (which we don't have) busy for several months.

I feel it's important for me to be open and honest with each of you and provide you with my appraisal of the operation. I'm very concerned with the Department's ability to provide a level of service consistent with the Mission of the Fire Service. The Fire Prevention program is minimal at best and is in total disarray. As you all are aware the District is currently contracting with the City of San Mateo for Fire Prevention Services. The San Mateo City Fire Marshal provided me with five pages of deficiencies detailing issues that need to be immediately addressed. Additionally, the Engine Company Inspection Program is

nonexistent, we provide no Public Education Outreach Programs to the Community and there is no ongoing Disaster Preparedness Program.

Firefighters with little experience are placed in positions of operating fire apparatus, and many of the fire Captains have very little fire experience. It's my opinion that someday something serious will occur, either a life-threatening injury or large fire loss due to this lack of experience.

Morale in the Fire Department is low resulting in a culture of lawsuits, grievances and excessive sick leave use. On 3/14 all three stations were staffed entirely with overtime personnel. At times the Department is forced to down staff fire apparatus due to staffing shortages. While there are many shining stars in the workforce, we have our share of firefighters who are unmotivated, disgruntled and well versed at throwing up roadblocks.

With all of this being said, I think it's important for the community and residents we serve to take a hard look at what's going on and what options we have. There are no easy solutions here, we can continue with the consolidation process and fill all of the current vacancies, but then the root problems will still exist. The District can "clean house" and attempt to terminate the problem employees, which is very difficult and would require a lot of money and take years to complete. Or, timing may be right to explore contracting out fire services.

I understand that at first blush contracting out may not be something you're interested in, but I really believe that the Board should look deep inside and ask yourself, "how can we provide a higher level of service? Could another agency do a better job? Is what's currently going on in the best interest of the Community? How long is the organization going to bleed before we say enough?" With all of the current openings in the Department contracting out could be a viable option due to fewer positions to absorb. It's my opinion that contracting out the Department would cost less and provide a higher level of service.

EXHIBIT E
DESCRIPTION OF OTHER SERVICES

Summary of the services to be provided to:
San Mateo County - Coastside Fire Protection District
July 1, 2011 (for LG-J FY 11/12)

Definitions at end of document.

District Retained Authority

- The District retains authority for establishing policies and developing the budget that determines the operational and administrative services levels for the District.
- The District retains its local identity (use of the name, signage, ICS designation, website, etc).
- The District retains ownership of facilities, apparatus, supplies, tools, and equipment.
- The District establishes and approves the type, range, and level of service provided within the District.
- The District determines the level of funding for operational, administrative, and community services by approval of Schedules "A", Schedule "C" and Exhibit "E" contained in the LG-1.
- The District retains authority to approve new or continued participation in operational agreements (i.e. Mutual Aid/or Automatic aid and membership in JPA's or other cooperative agreements).
- The District retains authority for life and safety code adoption/revision and serves as final authority on approval, denial, or modification of proposals and plans for development.
- The District retains authority to operate a Volunteer Firefighter program.

CAL FIRE General Responsibilities

- CAL FIRE shall provide services deemed necessary by the District to fulfill its operational and administrative mission through an LG-1.
- CAL FIRE shall manage that service delivery within the budget and applicable policies approved by the Board and within CAL FIRE and State Civil Service policies and directives.
- CAL FIRE shall expend budgeted funds as directed by the District.
- CAL FIRE shall be entitled to reimbursement for its actual direct and indirect expenses incurred on behalf of the District per the LG-1.

Executive Management

Fire Chief -- CAL FIRE's CZU Unit Chief will be the Chief of the District. The Chief shall perform the following duties and responsibilities:

1. Supervise the District's operations in compliance with Board instructions, adopted policies and legislative mandates;
2. Attend Board meetings;
3. Prepare and present, in conjunction with the District's Finance sub-committee, for approval by the Board, an annual budget for the District;
4. Administer the District's approved budget;
5. Prepare and present, for Board approval, new or amended policies related to operational or administrative matters that are within the jurisdiction of the District;
6. Prepare an annual report in a format approved by the Board;
7. Assure welfare and safety of personnel assigned to the District, and fire District preparedness;
8. Recruit and hire, train, evaluate, recognize, retain and discipline personnel assigned to the District;
9. Assure facility, equipment, and automotive resource suitability and readiness;

10. Represent the District at the San Mateo County Fire Chiefs' Association meetings and other official functions;
11. Serve as liaison with District Legal Counsel, obtaining legal advice as needed;
12. Attend relevant community and professional events and meetings;
13. Monitor and report to Board on compliance with the terms of this Agreement.

Assistant (Division) Chief – The Assistant Chief shall perform the following duties and responsibilities:

1. Under the direction of CAL FIRE's CZU Unit Chief, plan, direct, and oversee the management, operations, and activities of the District, including strategic planning, organizing and managing the District's administrative, operational, and volunteer resources;
2. Maintain an office at the District headquarters in Half Moon Bay, CA;
3. Attend Board and committee meetings;
4. Manage all District services and activities including fire suppression, prevention, investigation and emergency medical response;
5. Assist in recommending developing, implementing and managing the District's goals, objectives, work standards, policies and priorities;
6. Administer adopted policies and procedures;
7. Plan, direct and coordinate the District's work plan; assign projects and programmatic areas of responsibility; review and evaluate work methods and procedures; work with staff to resolve issues;
8. Direct disaster preparedness and other programs to minimize the loss of life and property within the District;
9. Supervise, train, lead, and evaluate personnel assigned to the District and CZU Coastside Battalion; review work, recommend discipline, adverse action, and conduct performance evaluations pursuant to the standards established by Exhibit E;
10. Oversee and participate in the development and administration of the District's budget; monitor and forecast staffing, equipment, material, and supply needs; monitor and implement budgetary adjustments as appropriate and necessary;
11. In conjunction with the District's Finance Committee, monitor the effects of budget increases or reductions;
12. In conjunction with the District's Finance Committee, educate the community regarding the potential for changes in services;
13. Apply for, monitor and report to the Board on grant applications to purchase equipment/apparatus, and fund facilities maintenance and improvements;
14. Recommend and confer with the Board regarding proposed decreases, expansions, or upgrades in services and/or changes in laws and policies;
15. Provide staff support to the Board in preparation for and during its meetings;
16. Be the initial point of contact for Board members with questions or concerns regarding emergency services, fire protection, planning and code enforcement, vegetation management, personnel, budget, fleet, equipment, facilities, and the community;
17. Be the first level of resolution in personnel grievances and complaints;
18. Respond to emergency incidents in place of, or in addition to, Battalion Chiefs, if necessary, and assume command at complex incidents as appropriate;
19. Liaise with staff or representatives of City of Half Moon Bay, Montara, El Granada, Princeton, Miramar, Pescadero, San Gregorio, Moss Beach, and San Mateo County;
20. Assure continuance of appropriate emergency communications and participation in the County Chiefs Greater Alarm, ALS deployment, and mutual aid plans;
21. Work with Fire NET 6 and Public Safety Communications (PSC) to assure a smooth transition to new radio infrastructure;
22. Verify the resolution of radio use and other communications devices' complications;
23. Coordinate with the CZU Administrative Division Chief in all financial and personnel matters and assist with LG-1 preparation and monitoring;
24. Coordinate the recruitment, selection, and retention of volunteer firefighters;
25. Coordinate and participate in the selection and promotion of administrative and suppression personnel;
26. Supervise Battalion Chief(s) assigned to the CZU Coastside Battalion;

27. Coordinate with the District's Fire Prevention Battalion Chief regarding scheduling and assigning public safety education (schools, organizations, etc) and other community public relations efforts;
28. In conjunction with the Chief of the District, represent the District at the San Mateo County Fire Chief's Association and other official functions;
29. Coordinate Operations with San Mateo County Fire and State funded resources;
30. Coordinate Operations with other San Mateo County emergency service providers;
31. Represent the District at relevant professional and community meetings and events;
32. Develop a facilities repair and replacement budget and prioritize necessary repairs and improvements to facilities and monitor repairs by inclusion in the quarterly progress report;
33. Present a policy for approval by the Facilities Committee regarding the standards for assessing District fire stations and real property;
34. Inspect and report annually to the Facilities Committee on the condition of all District facilities and include results in the quarterly progress report;
35. In conjunction with CZU staff, assure personnel's use of the CAL FIRE Physical Fitness Program (CAL FIRE HB 1800) - see also section on Station / Engine staffing and use regards Respiratory Protection Program and CAL FIRE 4039 (CICCS) Fitness Standards;
36. Provide the Board with information regarding injury/illness and OSHA Summary of Work Related Injuries;
37. Conduct required District, Battalion, or Division safety committee meetings;
38. Prepare and update, as needed, an IIPP for District facilities;
39. Strive to achieve the goal of less than one (1) injury per three hundred (300) incidents (.35%);
40. Develop a Customer Service Survey for approval by the Board which calls for collecting information from every tenth "customer" and, thereafter, provide an annual survey report for the Board with a goal of 95% of "good" or better customer service ratings;
41. Research and develop an electronic Pre-Incident Plan program and determine time line for completion of such plan for all target hazards and commercial/public occupancies (approximately eight hundred six (806));
42. In conjunction with District Prevention Bureau staff, reevaluate the fee schedule to assure all costs are correct and annually prepare a report to evaluate Revenue/Expenses for Board review and action;
43. Develop, for Board review, options for water supply during a disaster including saltwater supply and water tenders;
44. Assure listing of water sources in engine response/run books;
45. With San Mateo County OES, participate in the Earthquake & Tsunami Emergency Response Plans and assure all District personnel are familiar with their use;
46. In conjunction with staff, develop a plan for District operations during and following an earthquake or tsunami;
47. In conjunction with County OES and other coastal communities, develop a secondary EOC for the coastal area;
48. Monitor District established Engine "Chute" or "Turnout" Time and include date in Monthly Chief's Report;
49. With Board's Volunteer Firefighter program liaison and Volunteer Chief, develop policy and standards for volunteers;
50. Monitor and update the District's Website;
51. In conjunction with CZU and District Fire Prevention and control staff, develop and deliver annually at least one (1) Fire Prevention/Safety presentation at each of the seven (7) schools and nine (9) preschools in the District;
52. Develop and report quarterly to the Board on a "work plan" that includes the measurable portions of LG-1 Exhibit E and determine a process that uses the work plan to evaluate the District's/CAL FIRE accomplishment of identified annual goals;
53. In conjunction with the District's Water Supply Committee, coordinate efforts to improve the water supply available for firefighting purposes, including provisions for flow-testing;
54. Identify and report to the Board on options for the sharing of services with other agencies for special operations such as the Air Units, Water Tenders, Wildland resources, etc.

Battalion Chiefs (Operations) – Two (2) Battalion Chiefs shall be assigned 3-day (72 hr.) work shifts. The Battalion Chiefs shall perform the following duties and responsibilities:

1. Under the direction of the Assistant (Division) Chief, provide emergency response availability for the San Mateo County coastal areas;
2. Assign, evaluate and supervise subordinate personnel;
3. Provide administrative assistance and support to the Assistant (Division) Chief by managing and participating in administrative tasks, programs, and projects (such as Training, Prevention, Facilities, Automotive, CERT, Rescue, etc) as assigned by the Assistant (Division) Chief;
4. Assign program activities to subordinate personnel including training, facility/equipment maintenance, and communications related to programs and services;
5. Manage and participate in the development and implementation of goals, objectives, policies, and priorities for assigned programs and services;
6. Recommend proposed changes to and administer adopted policies and procedures;
7. Monitor and evaluate the efficiency/effectiveness of service delivery methods/procedures and recommend appropriate service/staffing levels;
8. Communicate, to the Chief and/or Assistant Chief, potential or current problems and recommended solutions;
9. Display professional constructive demeanor at all times;
10. Prioritize, assign, supervise and review the work of company officers; prepare performance evaluations and individual development plans; assist employee in correcting deficiencies; seek informal resolution to grievances and performance issues; and recommend necessary disciplinary actions;
11. Coordinate activities with other Battalion Chiefs to achieve consistency throughout the District and CAL FIRE organization;
12. Assume command at emergency incidents that are beyond the ability of engine company personnel to manage;
13. Monitor personnel's compliance with State, District, Unit, ALS JPA, MOU, OSHA, and other established and applicable procedures and regulations;
14. Communicate the District's policies and procedures to all subordinate personnel;
15. Immediately respond to emergency incidents within the District/Coastside Battalion and outside the District as identified in the County Chiefs Response Plan or CAL EMA/County Operational Area agreement;
16. Immediately respond as directed by the Unit Chief in support of State Responsibility incidents or activities (note: State's use of District Employees in such cases, creating a need for backfill, will be reimbursed to the District in the invoicing process or filled behind by other similarly qualified employees).

CAL FIRE Funded Battalion Chief – One (1) CAL FIRE funded Battalion Chief shall be assigned to the coastal area and will be supervised by the Assistant (Division) Chief. It is the intent of CZU that this individual be included in all District operations as enumerated above for Battalion Chiefs (Operations).

Relief Battalion Chiefs – Battalion coverage shall primarily be provided by District Battalion Chiefs and the CAL FIRE Coastal Battalion Chief. However, as necessary, CAL FIRE State funded or San Mateo County Fire Battalion Chiefs may be assigned to provide emergency response coverage in the District. Similarly, District Battalion Chiefs may be assigned to provide emergency response to other parts of San Mateo County or CZU. If no other "on-duty" BCs are available, then District Unplanned Overtime may be used to provide coverage. If the District funded Battalion Chief's absence is due to an assignment for the benefit of the State (emergency response or other), then the accrued overtime will be charged to the State or other CZU Program Cost Account.

Emergency Response – Incident Command

Incident Command – CAL FIRE shall arrange for or provide all District personnel with training and certification for ICS positions. At a minimum:

1. Battalion Chiefs shall be trained and certified to the Type II, Operations Section Chief Level;

2. Fire Captains shall be trained and certified to the Division/Group Supervisor and Strike Team Leader /Task Force Leader level;
3. Chief and Company Officers shall be guided towards one other ICS General Staff function (i.e. Planning, Finance, or Logistics) to receive additional training and certification;
4. Selected personnel may be trained to Command Staff functions (Safety, Information, or Liaison Officers) and may serve on Incident Command Teams;
5. At either their request or at the District's recommendation, other government leaders or employees in the District and communities within the District shall be provided SEMS and NIMS mandated training regards emergency management;
6. At either their request or at the District's recommendation, government leaders in the District and communities within the District shall be provided appropriate ICS training regards emergency management;
7. Engine response times shall be in compliance with the standards set by the SMC0 EMSA;
8. Engine Chute Time (NFPA Turnout Time) shall be within NFPA Guidelines;
9. All fire control personnel assigned to the District shall be trained in ICS 100, 200, and NIMS 700 within one (1) year of assignment, and trained in ICS 300 within three (3) years of assignment;
10. All non-fire control personnel assigned to the District shall be trained to ICS 100, 200, and NIMS 700 within two (2) years of assignment;
11. Incident action plans shall be developed and reviewed annually, addressing special events within the District and their impact on responses (i.e. 4th of July, Pumpkin Festival, Dream Machines, Night of Lights, Maverick's, etc).

Station / Engine Staffing and Use

1. Personnel assigned to the District shall be stationed at the three (3) existing District stations;
2. Personnel assigned to any District company/station shall, within twelve (12) months, initiate and successfully complete the following operational taskbooks as developed by the staff; Equipment/Apparatus Operations, Cliff Rescue, Water Rescue and Area Familiarization. Overtime personnel must have initiated the above mentioned task books and received orientation training prior to being assigned to work on a District engine company;
3. Each of the three (3) engine companies shall be staffed on a daily basis by at least one (1) paramedic with the necessary equipment to provide ALS service consistent with San Mateo County EMS, ALS JPA, and District protocols and policies;
4. Engines/Stations shall normally be staffed twenty-four (24) hours per day, seven (7) days per week with fully qualified personnel with a minimum daily staffing of a fire officer and two (2) FAEs. The fire officer or one (1) of the FAE's shall be a paramedic, exceptions shall be reported to the Board in the Monthly Chief's Report;
5. Engines may be "dispatched" outside the District;
 - a. As part of a County-wide or Multi-company training opportunity
 - b. As part of the Statewide Mutual Aid Plan
 - c. As part of the ALS JPA or County Chief's Move and Cover plan.

In addition to emergency responses, engine companies and personnel shall be responsible to:

1. Maintain skill and competency in the following District service disciplines: Rope Rescue, Water Rescue, Confined Space Rescue and EMS. Skill sets and competency levels shall be developed and maintained in accordance with District established standards;
2. Maintain physical fitness in compliance with CAL FIRE Respiratory Protection Program protocols and CDF 4039 (CICCS) fitness standards;
3. Conduct annual individual and company performance evaluations to include suppression, rescue, emergency medical operations and District familiarization;
4. Conduct County-wide and in-house training and drilling of engine companies and volunteers or reserves;
5. Conduct routine vehicle and station maintenance;
6. Conduct company fire safety inspections and pre-plans of commercial and or residential occupancies;

7. Conduct school safety and fire prevention and education programs;
8. Make presentations to community groups;
9. Perform special assignments and other duties approved and directed by the duty Battalion Chief;
10. Perform community service activities as approved by the Chief;
11. Maintain the established District Daily Operational Priorities;
12. Upon the development of the District Pre Incident Plan program and selection of software for electronic creation, distribution, and storage of such plan, complete forty-two (42) pre-incident plans annually; six (6) per assigned shift module per year starting with State Regulated Occupancies and continue until all covered occupancies are addressed;
13. At the direction of District's Fire Prevention Chief and along with other available trained staff, annually inspect and perform simple maintenance on all fire hydrants in the District and document activities to assure that the hydrants are adequately marked and in good working order.

Engine Company Relief – Personnel beyond the required twenty-one (21) needed to staff the three (3) engine companies shall be designated as "relief" personnel to provide coverage for engine personnel who are utilizing leave credits or participating in training opportunities and special assignments. All relief personnel shall be expected to perform the same functions and be trained to the same standards as those identified for engine company personnel above, Station/Engine Staffing and Use, #2. When not assigned to "relief" duties, personnel may provide added staffing to engines (i.e. 4th person), other resources (Truck or Rescue squad), or special projects.

Based on availability, qualified CZU employees from other programs may provide engine coverage due to District assigned personnel absences or assignments to tasks/training. Similarly, District assigned personnel may be used in other CZU programs. The impact of this sharing of positions shall be reviewed annually to assure equity amongst CZU cooperative programs.

In cases where no on duty personnel are available to cover District personnel absences, then the Local 2881 MOU provisions for the rotation of unplanned overtime shall be used.

Unplanned Overtime

1. Unplanned Overtime caused by the State's mission will be charged to the State;
2. CAL FIRE shall report monthly to the Board on unplanned overtime costs. This information shall also be made available quarterly in the billing/invoice package provided to the Board;
3. CAL FIRE shall take every opportunity to reduce unplanned overtime.

Volunteer Fire Company – CAL FIRE recognizes the contribution that the District's Volunteer Firefighters make to the fire service – both by adding additional resources at a nominal cost and by providing a recruiting pool for new hires. CAL FIRE shall support the District's program to the same standard as other CZU companies and consistent with District policies. Costs for insurance, stipends, and personal protective equipment shall be included in the District budget. In addition to emergency and support responses, volunteers may be responsible for:

1. County-wide and in-house training and drilling;
2. School safety, fire prevention, and education programs;
3. Presentations to community groups;
4. Community service activities;
5. Special assignments approved and directed by the duty Battalion Chief.

Surf/Technical/Tunnel/Confined Space Operations

Both the San Mateo County Fire Department and the District have an interest in developing and maintaining surf, cliff, swift water, and other technical rescue programs.

These shared needs shall be met through a functional consolidation between District, San Mateo County Fire, and State funded resources to incorporate similar training, equipment, and response requirements of these disciplines. All training, equipment and procedures utilized shall be in accordance with existing District or other approved performance standards and service levels.

Water Rescue - The District shall continue to provide water rescue services in conjunction with the San Mateo County Harbor District, State Parks, and San Mateo County Sheriff's Office personnel.

Cliff Rescue

1. Guidelines, policies, and a training program for Cliff Rescue shall be maintained;
2. Sixty percent (60%) of on-duty personnel will be trained to the level described in the above mentioned program;
3. On a daily basis, one (1) "Rescue Group Supervisor", one (1) "Edge", two (2) "over the side", one (1) "rigger", and one (1) Technical Safety Officer shall be available in the Coastside Battalion.

Tunnel/Confined Space

1. District shall utilize local and Countywide resources for rescues within permit required confined spaces;
2. All District personnel shall be trained to a confined space awareness level as established by the California State Fire Marshal;
3. An Incident Action Plan shall be maintained documenting response procedures for incidents occurring in the Devil's Slide Tunnel.

Emergency Medical Services

All employees assigned to District engine companies shall be certified at the EMTI level or higher and, as such, capable of providing BLS services. Line staff shall participate in community CPR and other EMS training as directed and approved by the Board.

ALS/EMS Coordinator - The District's ALS/EMS coordinator (currently provided via in kind service by the San Mateo County Fire Department in recognition of the use of the District's current ALS training provider) shall:

1. Assure the training of all staff (clerical, automotive, etc) in CPR and Basic First Aid;
2. Assure the training of all District Volunteers to the EMR level as required by, and more specifically enumerated in, the District's Volunteer Program Policies and Procedures;
3. Coordinate with District Volunteers who are desirous of obtaining EMT certification, utilizing District funds for tuition, supplies, etc.;
4. Assure that four (4) community CPR and/or First Aid classes are conducted annually;
5. Monitor response exception reports and assure compliance with ALS JPA and County Fire Chief's standards;
6. Coordinate the District's relationship with CMERT and integrate CMERT into District disaster preparedness systems and training drills;
7. Monitor and report to Board on District's compliance with County EMS Exposure Control Plan (H1N1, etc);
8. Serve as the primary liaison for ongoing clinical oversight, quality improvement, education, and daily operational EMS issues;
9. Serve as primary point of contact with San Mateo County EMS regarding medical response issues.

Advanced Life Support Engines

1. Each of the District's three (3) engine companies shall be staffed on a daily basis by at least one (1) paramedic with the necessary equipment to provide ALS service consistent with San Mateo County EMS, ALS JPA, and District protocols and policies;
2. Funds for ALS supplies, equipment and training costs shall be established by the Board in the District yearly budget;
3. In conjunction with the Board Liaison, CAL FIRE will represent the District with the ALS JPA;

4. CAL FIRE will strive to maintain a minimum force of four (4) ALS qualified personnel for each fire station engine company (for a total of twelve (12) for the three (3) stations) and recommends that the District exceed this amount whenever practical.

General Administration – Administrative Services

Assistant Chief, Administration – The CZU Administrative Division Chief shall provide the following:

1. Contract preparation and compliance review;
2. Accounting and invoicing as required by Schedule A and Schedule C;
3. Personnel hiring and management;
4. Coordination of District business with PERS and insurance carriers;
5. Budget preparation and management;
6. Financial oversight;
7. Recommendations to the Board on Fee Schedules changes;
8. Adverse action processing.

Human Resource Management & Personnel – CAL FIRE Unit Personnel Office (Personnel Specialist II) shall, under the direction of the Unit Administrative Chief:

1. Provide all human resources services for fulltime personnel including recruitment, appointment, development, advancement, labor relations, discipline, performance evaluation and workers compensation injury management;
2. Collective Bargaining services are provided utilizing statewide resources and this cost is included in the LG-1 Administrative Charge;
3. The District Volunteer Firefighters are not covered by CAL FIRE's workers compensation insurance but shall be managed by CAL FIRE.

Administrative Staff – District administrative staff, consisting of one (1) Administrative Assistant and one (1) Administrative Secretary as identified in Schedule "A", shall:

1. Assist the CAL FIRE Administrative Division Chief and the District Division Chief with the preparation and administration of the District's budget;
2. Provide clerical support to the Board and staff in preparing agendas for public meetings, public notices, reports, and other board related matters, including elections;
3. Provide information to the public;
4. Continue to perform functions previously performed by District administrative staff and employees.

In addition to the above-referenced tasks, District administrative staff shall also be trained to perform the following human resources functions, tasks and working at the direction of the Unit Personnel Office:

1. Recruiting, testing, and hiring of personnel;
2. Monthly timekeeping, payroll, overtime, and other personnel payroll services ;
3. Driver's Licensing, Respiratory Protection, and Personnel Medical clearance;
4. Substance abuse testing, worker's compensation for injury management;
5. Return to work coordination;
6. Administration of payroll, time reporting, and health care benefits for assigned personnel, volunteers and Board;
7. HPP administration;
8. Grievance/complaint review and processing.

Purchasing and Supplies –Review District policies and practices of purchasing and, with the Board's approval, have them mirror those used by CAL FIRE to the extent provided by law. CAL FIRE will coordinate and consolidate purchases with State and San Mateo County Fire when possible to maximize efficient use of funds through cooperative purchasing. CAL FIRE Service Center warehouse/procurement staff will coordinate consolidated purchases at no charge to the District.

Facilities, Equipment and Vehicles

Facilities and Equipment

1. Ownership of all facilities and equipment will be retained by the District;
2. Routine maintenance of facilities and equipment will be accomplished by station personnel at the direction of the company officer and will be managed by the Division Chief and Battalion Chiefs;
3. CAL FIRE shall be included as an "additional insured" on District Insurance for general liability and automotive policies;
4. Facilities and equipment maintenance costs shall not exceed those listed in the proposed and adopted District budget;
5. A Station and Equipment replacement fund shall be available for use as directed by the Board;
6. Facilities and fire equipment owned by the District shall be made available for use by CAL FIRE at no charge to the State, when CAL FIRE is providing Board approved emergency services;
7. CAL FIRE shall inform and obtain Board approval for all necessary repairs to either the facilities or equipment when the cost exceeds \$3,000 and include such expenditures in the Chief's Monthly Report;
8. With Board approval, CAL FIRE may include CAL FIRE identification in addition to existing District identification on facilities.

Vehicles

1. Ownership of all vehicles will be retained by the District;
2. Routine preventive automotive maintenance will be accomplished by District field fire station staff and as described in the CAL FIRE automotive handbook;
3. The CAL FIRE Fleet Manager will oversee the automotive program. The existing District Mechanic, as described in the District Salary Schedule, will continue providing local services;
4. The established vehicle replacement fund shall be used for engine and vehicle purposes;
5. Vehicles will be available for the use of CAL FIRE in providing Board approved emergency services at no charge to the State;
6. CAL FIRE shall be included as an additional insured on District vehicle insurance policies;
7. CAL FIRE shall inform the Board of necessary repairs to vehicles when the cost exceeds \$3,000 and include such expenditures in the Chief's Monthly Report;
8. CAL FIRE shall provide design assistance and concurrence as new vehicles are considered;
9. With Board approval, CAL FIRE may include some CAL FIRE identification in addition to existing District identification on fire apparatus and equipment;
10. The District Mechanic may have full use of the tools, facilities, and equipment contained in the two (2) CAL FIRE automotive shops;
11. CAL FIRE or San Mateo County Fire automotive staff may be used to design or repair District equipment, similarly, District automotive staff may be used to design or repair CAL FIRE or County Fire equipment.

Fire Prevention/Code Enforcement

The District's Fire Marshal shall perform the following duties and responsibilities:

1. Coordinate Fire Prevention Bureau activities with other programs within the District;
2. Review development and construction activities that affect the District, including plan checks of building construction, fire alarm systems, fire sprinkler and other protection systems;
3. Inspect, or direct inspection of all places where fire hazards may exist including difficult and complicated occupancies; enforce state and local laws, ordinances and regulations pertaining to the prevention and control of fire, the protection of life and property from fire, explosion or panic;
4. Meet with architects, engineers, contractors and others involved in development and construction activities, which may affect the District's fire prevention program;
5. Oversee and participate in the management of fire scene cause and origin investigations;

6. Oversee the District's Weed Abatement Program;
7. Oversee the District's engine company inspection program;
8. Oversee the District's Public Education and Public Information Programs;
9. Investigate complaints, recommend corrective action where needed and follow up to see that hazards have been eliminated;
10. Assure proposed construction conforms with the adopted building and fire codes applicable within the District;
11. Align the current codes to local, county and/or state standards;
12. Assess appropriate modifications to the codes and present them to the Board for adoption; as appropriate;
13. Present requested variances to the Board for their approval;
14. Prepare necessary and appropriate reports;
15. Direct the training and workload of the Fire Inspector assigned to the District;
16. Conduct subdivision reviews;
17. Represent the District at Planning Commissions meetings as appropriate;
18. Perform other duties as assigned by Assistant (Division) Chief, Operations;
19. Determine inspection schedule for existing commercial and public occupancies;
20. Maintain a list of occupancies requiring annual, biannual or tri-annual inspections and monitors District progress in completing such inspections (list to be considered for pre-incident plan inclusion);
21. Maintain a training/reinforcement program on commercial and hazard occupancy inspections to be delivered to engine personnel and/or District inspectors;
22. In conjunction with engine companies and other staff, conduct annual inspections of approximately two hundred fifty-five (255) occupancies of the following type: A-1 (Assembly uses >50, fixed seating), A2 (Assembly uses >50 –Restaurants), A3 (Assembly uses >50, worship, recreation, and amusement), E1 (Educational), E2 (Educational), H (high hazard occupancies), 11.1, 12, 13, 14 (Institutional Group), R1 (Transient Residential), R2 (Residential >2 dwelling units), R2.2, and R2.2.1 (24 hr residential care group);
23. In conjunction with engine companies and other staff, conduct and inspect fifty percent (50%) of the following types of occupancies: annually B (offices, professional), F (Factory and Industrial – moderate or light hazard), M, M3 (Mercantile Group), R3 (Residential care less than 24 hours), S1, S3 (Storage group), and U (Miscellaneous group);
24. Assure completion within fifteen (15) working days, following receipt of fees, of at least ninety percent (90%) of all Development Review, New Construction, and Tenant Improvement Plans;
25. Evaluate and propose amendments to District's Automatic Sprinkler and Extinguishing System ordinance to assure compliance with State Code;
26. Prepare and present to Board for adoption, current State adopted/proposed Fire Code amendments;
27. Develop policy for plan checking activities;
28. Develop fire hydrant inspection maintenance protocol and documentation procedure to assure line staff are proficient in performing such inspections;
29. Monitor hydrant inspection progress to assure that all hydrants are inspected annually and that the workload is distributed evenly amongst the District's three (3) companies and other available staff;
30. In conjunction with the District's Division Chief and in collaboration with the various water providers in the District, develop a Fire-Flow testing program that has minimal impact to capacity and customer use;
31. Propose revisions to the District's codes and standards if needed to appropriately address the wildland urban interface areas of the District.

Inspector – The Inspector shall:

1. Be trained and assigned to perform the functions of the District's Fire Prevention Inspector/Planner, under the direction of the District Fire Marshal;
2. Coordinate activities with other District personnel and San Mateo County Fire Prevention Bureau staff;
3. Coordinate the activities of engine companies to assist with fire prevention programs;
4. Review plans for compliance with District's ordinances and other codes;

5. Inspect projects;
6. Work with project proposers to assure compliance;
7. Conduct occupancy inspections of public occupancies;
8. Perform special event planning and inspections;
9. Perform other typical fire prevention and fire protection planning duties.

Fire Cause and Arson Investigation

CAL FIRE Assistant Chief – Resource Management and Fire Prevention Division – CZU CAL FIRE Division Chief shall have oversight of the Fire Cause and Investigation needs of the District. Activities will be performed within District's policies, statewide CAL FIRE policies and standards and coordinated with the State Fire Marshal's Office and San Mateo District Attorney's Office.

Preliminary Fire Cause Investigation – All fire station and line personnel shall be trained to provide Preliminary Fire Cause Investigation and the process for reporting this information.

CAL FIRE Fire Prevention and Investigation Officers –

1. CAL FIRE Fire Prevention Bureau Staff shall coordinate cause analysis of fires occurring in the District. CAL FIRE fire investigators are Peace Officers certified by the P.O.S.T. program;
2. In the instances where a greater than preliminary cause investigation of a specific incident is warranted, existing CZU Fire Prevention/Law Enforcement staff may be assigned to assist the District with the investigation and, if applicable, prosecution;
3. CZU shall provide on-duty personnel at no charge to the District, but in the instance where work must be performed beyond the normal duty-hours of CZU staff, then actual overtime shall be charged to the District. All wildland fires occurring in the SRA portions of the District will continue to be investigated at no charge to the District;
4. CAL FIRE shall assist the District in the preparation of applicable Criminal and Civil prosecutions;
5. CAL FIRE shall initiate a "cost collection" policy and program to provide for the reimbursement of operating costs directly resulting from an identified negligent party's actions;
6. CAL FIRE Fire Prevention staff shall assist personnel assigned to the District in preparing an annual "Pre-Ignition" Management Plan to identify patterns or anomalies in expected fire cause patterns that allow focus on specific preventative measures to mitigate the fire causes.

Hazard Reduction and Vegetation Management

CAL FIRE Assistant Chief – Resource Management and Fire Prevention Division – This CZU Division Chief shall have oversight of all resource management, hazard fuel reduction, and vegetation management programs within the District. Hazard fuel reduction includes applicable local weed abatement, hazard reduction, fuel break design and maintenance,

CAL FIRE Forester – Vegetation Management Program (VMP) Coordinator – The CZU VMP coordinator shall:

1. Work with District staff to identify areas where it would be advantageous to provide fire defense improvements through vegetation modification or removal;
2. Work with District staff or private/public landowners in preparing grant applications for the VMP;
3. Work with CZU staff (Camp Ben Lomond) to provide work-crews to accomplish vegetation management.

Hazard Reduction and Weed Abatement programs – CAL FIRE shall administer and conduct appropriate hazard reduction programs within the District as authorized by state law or local District ordinance. This shall include:

1. Providing oversight to continue the District's Weed Abatement Program;

2. In conjunction with CZU staff, developing a program wherein five hundred (500) defensible space inspections (CAL FIRE LE100) are completed annually within the District's SRA to insure that all structures are surrounded by one hundred feet (100') of cleared defensible space. The estimated total inspections required within the District are one thousand five hundred (1,500).

Public Education and Community Relations

District Fire Marshal shall:

1. Coordinate with the CZU Fire Prevention Battalion to schedule activities and garner materials for presentations to schools, community groups and organizations, and community events;
2. Assure that engine companies and other available personnel participate in fire prevention, safety, and education presentations;
3. Coordinate I-403, ICS Information Officer, training for District Battalion Chiefs and other qualified candidates;
4. In conjunction with CZU and District Fire Prevention and fire control staff, develop and present annually at least four (4) fire prevention, safety, preparedness, or other topical matter presentations for different District community groups (i.e., service organizations, care facilities, govt. entities, etc).

Fire Safe Council

District and CAL FIRE, as active members and supporters of Fire Safe Councils, recognize the values inherent in establishing cooperative relationships between government and private agencies as well as community groups. San Mateo County's Fire Safe Council includes CAL FIRE, the San Mateo County Fire Department, the Woodside Fire Protection District, the Belmont-San Carlos Fire Department, CA State Parks, San Mateo County Parks, MPROSD, Stanford University, San Francisco Water, Pacific Gas & Electric, Bay Area Air Quality Management District, Central County Fire Department, Millbrae Fire Department, National Park Service, Redwood City Fire Department, San Bruno Fire Department, San Mateo County SO, South San Francisco Fire Department, and the San Mateo Fire Department. District's Fire Marshal shall represent the District in this program through the North Division Operations Chief.

Community Emergency Response Team (CERT)

The value of community involvement in District activities is well documented. Successful CERT programs allow for broader application of emergency preparedness, dissemination of prevention information and services. CERT also provides a trained group to supplement the efforts of paid staff. CAL FIRE shall:

1. Coordinate with local law enforcement to maintain a CERT program in Half Moon Bay;
2. Investigate the incorporation of CERT with its Volunteers-In-Prevention program to assist in the educational element of its Fire Prevention program;
3. Develop a policy which defines the District's relationship with CERT to integrate the group into District disaster preparedness systems and training drills;
4. Investigate the feasibility and sustainability of developing CERT proximal to District Stations 41 and 44.

Dispatch and Communications

The District is party to an Agreement with San Mateo County Communications and maintains membership in the FireNET6 JPA. The District's current use and ownership of radio frequencies will continue, along with current dispatch procedures and protocols.

Training

CAL FIRE, the San Mateo County Fire Department and the Santa Cruz County Fire Department have an established Training Battalion that provides and facilitates in-service/company drills, and Unit-Wide / Regional /

Statewide training programs for career and volunteer staff. The costs for training battalion personnel and materials are shared by the participating agencies.

Clerical support for the Training Battalion is shared by participating agencies. District shall be responsible for 3/8ths of the costs of one (1) Clerical assigned to the Training Battalion.

The District's Training Officer (Fire Captain) will oversee and coordinate the day to day training programs within the District. This position will be responsible for assuring that training standards are maintained for personnel (volunteer, administrative, and career fire fighters). This position will be supervised by the CZU Training Battalion Chief who will coordinate activities and participate with other San Mateo County Training Officers to:

1. Develop a program to train personnel on the preparation of pre-incident plans;
2. Integrate review and use of pre-incident plans into District training;
3. Assure all fire control staff has attended a live EVOC course;
4. Maintain a District familiarization (geographical) program to be delivered to all assigned personnel;
5. Assure that all assigned employees shall receive Harassment, Discrimination and Retaliation Training;
6. Assure that all assigned fire control personnel shall meet or exceed the training requirements for NWCG FF1;
7. Assure that all assigned fire control personnel shall meet or exceed the training requirements for NWCG Engine Boss;
8. All assigned BCs shall meet or exceed the training requirements for NWCG Strike Team Leader (STL) / Task Force Leader (TFL). The Unit Chief may certify individuals as STL /TFL upon completion of additional requirements as outlined in CAL FIRE 4039;
9. All Volunteer Firefighters shall meet or exceed the training requirements for NWCG S-130 and S-190;
10. All fire control personnel assigned to the District and volunteers shall meet or exceed the training requirements of NWCG RT-130;
11. All Fire Control personnel assigned to the District and volunteers shall meet or exceed the training requirements for Hazardous Materials – First Responder Operational;
12. All Fire Control personnel assigned to the District and volunteers shall meet or exceed the training requirements for Confined Space – Awareness;
13. Develop a Truck/Quint Operator Policy, training curriculum and guide which shall be delivered to all operators of the District's Truck/Quint within twelve (12) months of executing this Agreement;
14. Investigate options for and report to Board on feasibility of sending District employees to an established Truck Academy;
15. Assure that all District Volunteer Firefighters meet or exceed the training standards for State Fire Marshal FFI within three (3) years of execution of this Agreement or appointment into the volunteer firefighter program;

The amount of time required to meet this commitment is pending a training review of existing volunteers and assessment of the needed training required for this increased level of certification.

16. Coordinate participation with County OES and other agencies that conduct training events or participate in training events that incorporate CERT, CMERT, volunteers, EOC, Law Enforcement, and District assigned personnel;
17. Monitor and report to Board on participation of all appropriate personnel (including staff, Board, fire control) in ethics training required by State law;
18. Investigate options for and report to Board on feasibility of procurement of a computer simulator for the delivery of tactical and strategic training.

Definitions

"ALS" or "Paramedic" means advanced life support services.

"ALS JPA" means Advanced Life Support Joint Powers Authority.

"BLS" means basic life support services.

"Board" means the elected Board of Directors for the Coastside Fire Protection District.

"Cal EMA" means California Emergency Management Agency.

"CAL FIRE" means the California Department of Forestry and Fire Protection.

"CERT" means Community Emergency Response Team.

"CICCS" means California Incident Command and Certification System.

"CMERT" means Coastside Medical Emergency Response Team.

"Coastside Battalion" means the geographic area west of Highway 35 from Devil's Slide to the Santa Cruz County line.

"CZU" means San Mateo and Santa Cruz unit of CAL FIRE.

"District" means the Coastside Fire Protection District.

"EMR" means Emergency Medical Responder.

"EMS" means Emergency Medical Services.

"EMSA" means San Mateo County Emergency Medical Services Agency.

"EMT" means Emergency Medical Technician.

"EOC" means Emergency Operations Center.

"EVOC" means Emergency Vehicle Operations Course, Exhibit E.

"Exhibit E" means summary of services contained in Cooperative Agreement between the District and CAL FIRE (LG-1).

"FAE" means Fire Apparatus Engineer.

"Fire NET 6" means the joint powers authority comprised of Coastside Fire Protection District, Menlo Park Fire Protection District, Woodside Fire Protection District, Belmont-San Carlos Fire Department, Redwood City Fire Department and San Mateo County Fire.

"ICS" means Incident Command System.

"IDP" means Individual Development Plan.

"IIPP" means Illness and Injury Prevention Program.

"JPA" means Joint Powers Authority.

"LG-1" means the Cooperative Agreement document that describes the financial, administrative and operational relationship between the District and the State.

"LRA" means Local govt. Responsibility Area.

"MOU" means Memorandum of Understanding.

"NFPA" means National Fire Protection Agency.

"NJMS" means National Incident Management System.

"NWCG" means National Wildlife Coordinating Group.

"OES" means San Mateo County Office of Emergency Services.

"OSHA" means Occupational Safety and Health Administration.

"POST" means Peace Officer Standards and Training.

"PSC" means Public Safety Communication Service provider to San Mateo County.

"Schedule A" means the Personnel Services exhibit attached to the Cooperative Agreement between the District and CAL FIRE (LG-1).

"Schedule C" means the Operations exhibit attached to the Cooperative Agreement between the District and CAL FIRE (LG-1).

"SEMS" means State Emergency Management System.

"SRA" means State Responsibility Area.

"VMP" means Vegetation Management Program.

Appendix 3

Fire Board
Agenda #7B
Meeting of January 25, 2012

STAFF REPORT

SUBJECT: REPORT TO THE BOARD ON THE PROCESS REQUIRED TO REESTABLISH A STANDALONE DEPARTMENT TO PROVIDE FIRE AND EMERGENCY SERVICES WITHIN THE DISTRICT AT THE EXPIRATION OF THE CAL FIRE CONTRACT ON JUNE 30, 2012

Board of Directors of Coastside Fire Protection District:

Summary:

At the Board's December 2011 meeting, staff was requested to prepare a report on the steps the Board would be required to take in order to return to a departmental model under which the District would provide fire and emergency services with District employees when the current contract with CalFire expires on July 1, 2012.

This report responds to that request.

Background and Discussion:

Under the District's current contract with CalFire, fire and emergency services personnel working within the District are CalFire employees. The contract with CalFire expires on July 1, 2012. Prior to entering into its contractual relationship with CalFire, personnel providing fire and emergency services within the District were employees of the District. The Board has now expressed an interest in considering a return to a service delivery model which would utilize District employees rather than an outside contractor.

In order to assist the Board in its evaluation of whether or not to move back to a service delivery model where services are delivered by the District's own employees, the Board will need to make a number of decisions within a relatively short time frame. Staff has identified the following four (4) initial policy issues which will need to be addressed by the Board:

1. How would the District be staffed under this service delivery model?
2. What compensation/benefits packages would be offered to District employees?
3. What are the costs associated with those compensation and benefits packages?
4. Would this service delivery model be fiscally sustainable?

In order to assist the Board in evaluating these issues, staff recommends that the Board retain the services of an employment law firm, a financial consultant and a human resources professional to work with District Legal Counsel.

Employment Law Firm

Over the last two (2) years, District Legal Counsel, working with Rick Bolanos and Morin Jacob of Liebert Cassidy Whitmore, assisted the Belmont-San Carlos Fire Department in its dissolution and establishment of two new departments in the City of San Carlos and the Belmont Fire Protection District. It is recommended that the District retain Mr. Bolanos and Ms. Jacob to work with the Board on this project as well. Their firm specializes in public sector employment law, they have relevant experience (as noted above) and Jack Hughes of their firm negotiated the Transitional Memorandum of Understanding for the District. Mr. Bolanos will be available to introduce himself and answer any questions you may have at the January 25, 2012 meeting. His assistance is most immediately needed to help the Board evaluate staffing models and compensation and benefits issues. Information on the firm, Mr. Bolanos and Ms. Jacob are attached for your reference. (Attachment 1)

Financial Consultant

Once the Board makes decisions on these two (2) issues, expert advice will be needed in costing out the proposed staffing model, compensation and benefits plans. During the Belmont-San Carlos Fire Department dissolution process, Rebecca Mendenhall, the Administrative Services Director for San Carlos, took the lead on this task for San Carlos as it established its own department. Attached is a report Ms. Mendenhall provided to the San Carlos City Council on the actions it was required to take in moving forward with the establishment of its own department. (Attachment 2) The report is instructive on two (2) points. First, it gives the Board a sample "roadmap" showing the type of decisions you will be asked to make in this process. Second, it illustrates what had to be accomplished by the City of San Carlos within a six (6) month time frame in order to create its own department. Ms. Mendenhall is uniquely qualified to assist the District based on her experience in setting up the San Carlos Fire Department, and she has expressed an interest in doing so.

Human Resources Consultant

Finally, if, after receiving a cost analysis, the Board determines that it wishes to proceed, an experienced human resources professional will be needed to assist in the development of job descriptions and to work, in conjunction with other members of the team, to deal with CalPERS issues, and to conduct the recruitment and hiring process. District Legal Counsel recommends that the Board consider retaining Leslie Loomis to perform these services. Ms. Loomis has served as the Human Resources Director in San Carlos, Palo Alto and San Rafael. Since retiring from San Rafael, she has served as the Interim Human Resources Director in Foster City. She has extensive public human resources experiences and would be well qualified to assist the District.

Fiscal Impact

If the Board authorizes proceeding, contracts with Liebert Cassidy Whitmore, Ms. Mendenhall and Ms. Loomis will be brought to the Board for review and approval. While it is difficult to predict with great accuracy, the cost associated with these contracts, staff believes the contract with Liebert Cassidy Whitmore is critical at this time if the Board wishes to proceed. Additional contracts for Ms. Mendenhall and Ms. Loomis would be

brought back to the Board after the Board's initial work with Mr. Bolanos and Ms. Jacob, provided the Board decided to proceed. Mr. Bolanos will be available at the Board meeting to answer questions regarding the projected cost of Liebert Cassidy Whitmore's services.

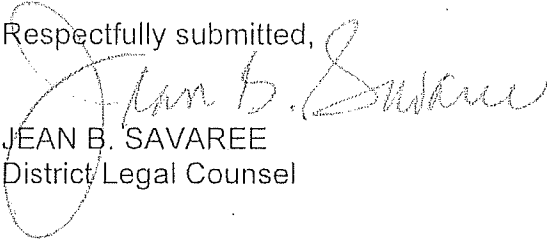
Recommendation:

Staff recommends that the Board review this report and provide direction to staff on how it wishes to proceed. If the Board wishes to move forward with the process of evaluating whether or not to provide fire and emergency services by hiring District personnel, staff recommends that the Board now retain Liebert Cassidy Whitmore to work with the Board on issues related to staffing and compensation.

Attachments:

1. Information on Liebert Cassidy Whitmore, Rick Bolanos and Morin Jacobs
2. Rebecca Mendenhall's Report to the City of San Carlos

Respectfully submitted,


JEAN B. SAVAREE
District Legal Counsel

2011/2012 Coastside Fire Protection District Work Plan CalFIRE Contract Exhibit E - Description of Other Services

1/20/2012

Section: Community Emergency Response Team (CERT)

Responsible	Exh E Item No	Annual Goal	Status Date	Status Report
Fire Marshal	2	Investigate the incorporation of CERT with its Volunteers-In-Prevention program to assist in the educational element of its Fire Prevention Program	8/18/11	B/C Cosgrave - 2 classes per year beg. Jan 2012
			12/13/11	County OES covers CERT training & activations. The next CERT class will start Tues., Jan 10, 2012.
			1/20/12	Qrtly CERT drill was conducted in Dec with 23 participants. CERT class began in January & will end on Mar. 3. Currently there are 34 participants. The class schedule has been set up to track w/CERT programs from Daly City & Foster City so students can make up for a missed class module by attending Daly City or Foster City.
Fire Marshal	3	Develop a policy which defined the District's relationship with CERT to integrate the group into District disaster preparedness systems and training drills	8/18/11	B/C Cosgrave to develop
			12/13/11	currently being developed with County OES.
Fire Marshal	4	Investigate the feasibility and sustainability of developing CERT proximal to District 41 and 44	8/18/11	B/C Cosgrave to do.
			12/13/11	Currently being developed with County OES.

Section: Emergency Medical Services - Advanced Life Support Engines

Responsible	Exh E Item No	Annual Goal	Status Date	Status Report
Assistant Chief	4	CAL FIRE will strive to maintain a minimum force of four (4) ALS qualified personnel for each fire station engine company (for a total of twelve (12) for the three (3) stations) and recommends that the District exceed this amount whenever practical	12/13/11	There are currently 16 medics assigned to Coastside.

Section: Emergency Medical Services - ALS/EMS Coordinator

Responsible	Exh E Item No	Annual Goal	Status Date	Status Report
ALS/EMS Coordinator	1	Assure the training of all staff (clerical, automotive, etc) in CPR and Basic First Aid	8/18/11 9/19/11	Capt Lord to contact B/C Norton. Norton to schedule Scheduled or 10/6 & 10/11/2012.
ALS/EMS Coordinator	2	Assure the training of all District Volunteers to the EMR Level as required by, and more specifically enumerated in, the District Volunteer Program Policies and Procedures	8/18/11	Approx 4 volunteers need recert. Capt Lord to contact B/C Norton. Norton to ID costs or schedule.
ALS/EMS Coordinator	4	Assure the four (4) community CPR and/or First Aid classes are conducted annually	8/18/11 1/20/12	B/C Norton to schedule. Completed 9/25/11, 10/30/11, 11/5/11. One scheduled for 3/3/12.
ALS/EMS Coordinator	7	Monitor and report to Board on District's compliance with County EMS Exposure Control Plan (H1N1, etc)	8/18/11	B/C Norton or O'Donohue to provide.

Section: Emergency Response - Incident Command

Responsible	Exh E Item No	Annual Goal	Status Date	Status Report
Training Captain	1	Battalion Chiefs shall be trained and certified to the Type II, Operations Section Chief Level	8/18/11	3 options to train: 1. Send person to State Cert course (est \$4500/per person) 2. Send to CalFIRE sponsored class (most cost effective) 3. Host a class Note: Chief wants to split cost bet. 17750/02350 Note: Chief to explain to Board difference between trained/cert vs qualified
Training Captain	2	Fire Captains shall be trained and certified to the Division/Group Supervisor and Strike Team Leader/Task Force Leader Level	8/18/11	2 of 9 Cpts currently trained 1. Capt Lord suggested hosting a class using outside instructor (est \$3000 plus expenses) 2. Need to calendar prior to Oct 2011 Note: Chief to explain to Board difference between trained/cert vs qualified
Training Captain	3	Chief and Company Officers shall be guided towards one other ICS General Staff function (i.e., Planning, Finance, or Logistics) to receive additional training and certification	8/18/11 9/1/11 10/6/11	Provided by Target Safety Note for Chief: Captains or Acting Cpts? per Capt. Lord: Assigned to all personnel via Target Safety on 9/1 with a due date of 10/1/11. Complete as of 10/6/11

Training Captain	9	All fire control personnel assigned to the District shall be trained in ICS 100, 200, and NIMS 700 within one (1) year of assignment, and trained to ICS 300 within three (3) years of assignment	8/18/11	Difficult to track in Target Safety. 1. Capt. Lord will assign for everyone unless individual can provide proof of completion 2. Rounds/Magee need ICS 300 cert. Delay can teach ICS 300 before Sept end.
			9/1/11	Re ICS100, per Capt. Lord: All fire control pers. have either completed this or have been assigned this on Target Safety eff 9/1 & due 10/1/11. Re ICS200: This task has been assigned to all ind. that are required to complete via Target Safety beg 10/1 & due by 11/1/11. Re NIMS700: Has been assigned to all ind. that are req. to complete via Target Safety beg 11/1 w/ due date of 12/1. Capt. Lord will advise when these are completed.
			1/20/12	ICS100 completed, ICS200 waiting for documentation for four individuals, NIMS700 waiting on documentation from 6 individuals, ICS300 completed.
Training Captain	10	All non-fire control personnel assigned to the District shall be trained in ICS 100, 200, and NIMS 700 within two (2) years of assignment	8/18/11	Needs to be calendared.
			9/2/11	ICS100 assigned via Target Safety, due 10/1/11 ICS200 assigned via Target Safety, due 11/1/11 NIMS700 assigned via Target Safety, due 12/1/11
			1/20/12	Assigned via Target Safety, awaiting completion from all 3 non-fire control individuals.
Battalion Chief	11	Incident Action Plans shall be developed and reviewed annually, addressing special events within the District and their impact on responses (i.e. 4th of July, Pumpkin Festival, Dream Machines, Night of Lights, Maverick's, etc.)	12/13/11	IAP's are done for July 4th, Pumpkin Festival & Mavericks. IAP's are reviewed and revised each year as needed. Maverick's IAP is currently being reviewed in conjunction with SMCO Sheriff's office and will be revised as needed.

Section: Emergency Response - Station / Engine Staffing and Use

Responsible	Exh E Item No	Annual Goal	Status Date	Status Report
Assistant Chief	1	Maintain skill and competency in the following District service disciplines: Rope Rescue, Water Rescue, Confined Space Rescue and EMS skill sets and competency levels shall be developed and maintained in accordance with District established standards	8/18/11	Current task book includes this section
Training Captain	2	Personnel assigned to any District company /station shall, within twelve (12) months, initiate and successfully complete the following operational task books as developed by staff. Equipment/Apparatus Orientation, Cliff Rescue, Water Rescue area and Area Familiarization. Overtime personnel must have initiated the above mentioned task books and received orientation training prior to being assigned to work on a District engine company	8/18/11	Current task book includes this section. Note for Chief: Talk to Chief Ferreira re this requirement. Persons working on OT may receive orientation & start task books, but no guarantee of completion & may only work OT rarely. If person is working here on OT must be evaluated for competency? Also consider for Batt 1.
Assistant Chief	3	Conduct Annual individual and company performance evaluations to include suppression, rescue, emergency medical operations and District familiarization	12/13/11	To be scheduled for January 2012.

Training Captain	6	Conduct company fire safety inspections and pre-plans of commercial and/or residential occupancies <i>This item refers to personnel training</i>	8/18/11	Still in development. Plans can be placed in FM file via pdf. 1. B/C Cosgrave to review Pre-Fire Plan form & give revisions to Jan. 2. B/C Delay to revise Bus. Insp assignments w/Michele so relief crew can do pre-fire planning. 3. B/C Delay to develop icon for Lynx e-book.
			12/13/11	Personnel are trained and are using iPADS to conduct business inspections. There have been a few problems with synching but they are being resolved. The iPad inspection program has sped up the process of inspections and data entry. For pre-plan info see Item #12 in this section.
Battalion Chief	12	Upon the development of the Districts Pre Incident Plan program and selection of software for electronic creation, distribution, and storage of such plans, complete forty-two (42) pre-incident plans annually; six (6) per assigned shift module per year starting with State Regulated Occupancies and continue until all covered occupancies are addressed	12/13/11	Pre-Plan software is in place. The engine company tasked with this has been responsible for outfitting the new engines. Program will begin Jan. 1, 2012.
Battalion Chief	13	At the direction of the District's Fire Prevention Chief and along with other available trained staff, annually inspect and perform simple maintenance of all fire hydrants in the District and document activities to assume that the hydrants are adequately marked and in working order	12/13/11	The Board authorized hiring of FF1's in March 2011, but there is some question on whether it may be better to hire the volunteers - needs resolution. The Board to decide status of program.

Section: Emergency Response - Unplanned Overtime

Responsible	Exh E Item No	Annual Goal	Status Date	Status Report
Assistant Chief	2	CAL FIRE shall report monthly to the Board on unplanned overtime costs. The information shall also be made available quarterly in the billing/invoice package provided to the Board (Includes AO17 Billings)	8/18/11	Already being done.

Section: Executive Management

Responsible	Exh E Item No	Annual Goal	Status Date	Status Report
Assistant Chief	13	Monitor and apply for grant opportunities for the purchase of equipment, apparatus, and facilities and report outcomes to the Board	1/20/12	The District will be applying for the Office of Traffic Safety grant this year (funding to replace auto extrication equipment.)
Assistant Chief	21	Work with NET 6 and PSC to assure a smooth transition of new radio infrastructure	1/20/12	District staff worked with Net 6 & City of Half Moon Bay re the transfer of emergency radio eq. & infrastructure from the HMB Police Station to their new Emerg. Ops. building.
Assistant Chief	32	Develop a facilities repair and replacement budget and prioritize necessary repairs and improvements to facilities and monitor repairs by inclusion in the quarterly process report	1/20/12	District contracted w/CH2MHILL in June 2011 to complete a facility cond. assessment of all 3 stations. Cap. Improvement budget for FY 11/12 based upon identified assessment recommendations.
Assistant Chief	33	Present a policy for approval by the Facilities Committee on the condition regarding the standards for assessing District fire stations and real property	1/20/12	Board reviewed & accepted the CH2MHILL facility assessment in June 2011.
Assistant Chief	34	Inspect and report annually to the Facilities Committee on the condition of all District facilities and include results in the quarterly progress report	1/20/12	Currently being done.
Assistant Chief	36	Provide the Board with employee injury/illness information and OSHA Summary of Work Related information.		
Assistant Chief	37	Conduct required District, Battalion, or Division safety committee meetings	12/13/11	Tentatively scheduled for Feb 2012.

Assistant Chief	38	Prepare and update, as needed, an IIPP for District Facilities	12/13/11	IIPP already exists. Annual review will be done, revisions will be done as needed.
Assistant Chief	39	Strive to achieve the goal of less than one (1) injury per three hundred (300) incidents (.35%)	12/13/11	there were 0 injuries in 1st Qtr FY 11/12
Assistant Chief	40	Develop a Customer Service Survey for approval by the Board which calls for collecting information from every tenth "customer" and, thereafter, provide an annual survey report for the Board with a goal of 95% of "good" or better customer service ratings	8/18/11	Michele/Jan to give comments to Chief by January.
Assistant Chief	41	Research and develop an electronic Pre-Incident Plan program and determine time line for completion of such plan for all target hazards and commercial public occupancies (approximately eight hundred six (806))	8/18/11	Est. implementation Jan. 2012
Assistant Chief	42	In conjunction with District Prevention Bureau staff, reevaluate the fee schedule to assure all costs are correct and annually prepare a report to evaluate Revenue Expenses for Board review and action	1/20/12	Staff will evaluate fee schedule in April 2012.
Assistant Chief	43	Develop, for Board review, options for water supply during a disaster including saltwater supply and water tenders	1/20/12	Tentatively scheduled for review in June 2012.
Assistant Chief	46	In conjunction with staff, develop a plan for District operations during and following an earthquake or tsunami	1/20/12	Tentatively scheduled for review in Aug. 2012.
Assistant Chief	47	In conjunction with County OES and other coastal communities, develop a secondary EOC for the coastal area	12/13/11	HMB City is currently building a Coastside EOC.

Assistant Chief	49	With Board's Volunteer Firefighter program liaison and Volunteer Chief, develop policy and standards for volunteers	12/13/11	Currently under development.
Assistant Chief	51	In conjunction with CZU and District Fire Prevention and control staff, develop and deliver annual at least one (1) Fire Prevention Safety presentation at each of the seven (7) schools and nine (9) preschools in the District	12/13/11	Fire Prevention will schedule for 2012.
			1/20/12	For Feb. - 4 presentations are scheduled. Two presentations are scheduled for pre-schools and two for elementary schools. For Mar. - 2 presentations are scheduled (one ea. Nursery school & elementary school)
Assistant Chief	52	Develop and report quarterly to the Board on a "work plan" that includes the measurable portions of the LG-1 Exhibit E and determine a process that uses the work plan to evaluate the District's CAL FIRE accomplishment of indentified annual goals	1/20/12	Currently being done.
Assistant Chief	54	Identify and report to the Board on options for the sharing of services with other agencies for special operations such as Air Units, Water Tenders, Wildland resources, etc.		

Section: Facilities, Equipment and Vehicles - Facilities and Equipment

Responsible	Exh E Item No	Annual Goal	Status Date	Status Report
Assistant Chief	7	CAL FIRE shall inform and obtain Board approval for all necessary repairs to either the facilities or equipment when the cost exceeds \$3,000 and include such expenditures in the Chief's Monthly Report		

Section: Facilities, Equipment and Vehicles - Vehicles

Responsible	Exh E Item No	Annual Goal	Status Date	Status Report
Assistant Chief	7	CAL FIRE shall inform the Board of necessary repairs to vehicles when the cost exceeds \$3,000 and include such expenditures in the Chief's Monthly Report		

Section: Fire Cause and Arson Investigation - Preliminary Fire Cause Investigations

Responsible	Exh E Item No	Annual Goal	Status Date	Status Report
Cal Fire Resource Management	1	All fire station and line personnel shall be trained to provide Preliminary Fire Cause Investigations and the process of reporting this information	8/18/11	Capt. Lord to ask CalFIRE Law Enforcement Div. to schedule for 2012.
			12/13/11	Of the 27 employees working in Coastsides, all have received formal training on Prelim. Fire Invest. The classes/courses used to meet this requirement are NWCG FI-210 (36 hrs), SFM Fire Invest. 1A (40 hrs) & CalFIRE COA (16 hrs).

Section: Fire Prevention/Code Enforcement - Fire Marshal

Responsible	Exh E Item No	Annual Goal	Status Date	Status Report
Fire Marshal	11	Align the current codes to local, county and/or state standards	8/18/11 12/13/11	District current until 2013. Waiting for ratification by City & County. San Mateo County has ratified. Still waiting for HMB City to ratify.
Fire Marshal	20	Maintain a list of occupancies requiring annual, biannual or tri-annual inspections and monitors District progress in completing such inspections (list to be considered for pre-incident plan inclusion)	8/18/11	B/C Jolley already has a list & will give it to Michele for inclusion in Business Inspection file. Done.
Fire Marshal	21	Maintain a training/ reinforcement program on commercial and hazard occupancy inspections to be delivered to engine personnel and/or District inspectors	8/18/11	Capt. Lord & B/C Jolley will schedule for Dec. 2011
Fire Marshal	22	In conjunction with engine companies and other staff, conduct annual inspections of approximately two hundred fifty-five (255) occupancies of the following type: A-1 (Assembly uses >50, fixed seating), A2 (Assembly uses >50 - Restaurants), A3 (Assembly uses >50, worship, recreation, and amusement), E1 (Educational), E2 (Educational), H (High Hazard occupancies), I1.1,I2,I3,I4 (Institutional Group), R1 (Transient Residential), R2 (Residential >2 dwelling units), R2.2, and R2.2.1 (24 hr residential care group)	8/18/11 12/13/11	Delay/Jolley/Ortiz to schedule. Pre-Plans are still under development Status of inspections from Oct 1 - Dec 13, 2011: Ttl no. of insp that were scheduled: 201 Assigned: 70 Completed: 109 In Progress: 17 Referred to FPB: 5

Fire Marshal	24	Assure completion within fifteen (15) working days, following receipt of fees, of at least ninety percent (90%) of all Development Review, New Construction, and Tenant Improvement Plans	8/18/11	Michele to generate quarterly report. No start date given
			12/13/11	For the 1st Qtr of FY 11/12, 92.6% (25 of 27 plans) completed review within 15 days of receiving fees. Additional information was needed for 2 projects in order to complete plan review.
			1/20/12	2nd Qtr FY 11/12: 97% (32 of 33 plans) completed review within 15 day of receiving fee. 1 large project was reviewed by CSG Consultants plus the Deputy Fire Marshal.
Fire Marshal	25	Evaluate and propose amendments to District's Automatic Sprinkler and Extinguishing System ordinance to assure compliance with State Code	8/18/11	Done every 3 years w/Code adoption process.
Fire Marshal	26	Prepare and present to Board for adoption, current State adopted/proposed Fire Code amendments	8/18/11	Done until 2013
Fire Marshal	27	Develop policy for plan checking activities	8/18/11	Written SOP to be developed by Nov. 15
Fire Marshal	28	Develop fire hydrant inspection maintenance protocol and documentation procedure to assure line staff are proficient in performing such inspections	8/18/11	Hydrant maint is currently being done. Capt. Lord to schedule trng on Target Safety. Chief Cole suggested Volunteers do this.
			12/13/11	Complete
Fire Marshal	29	Monitor hydrant inspection progress to assure that all hydrants are inspected annually and that the workload is distributed evenly amongst the District's three (3) companies and other available staff	8/18/11	Already done for fy 10/11
			12/13/11	To be scheduled for FY 11/12
Fire Marshal	30	In conjunction with the District's Division Chief and in collaboration with the various water providers in the District, develop a Fire-Flow testing program that has minimal impact to capacity and customer use	8/18/11	To start 8/23/11

Fire Marshal

31

Propose revisions to the District's codes and standards if needed to appropriately address the wildland urban interface areas of the District

8/18/11

District form is to be used. District to track. Who does inspections?

Section: Hazard Reduction and Vegetation Management - Hazard Reduction & Weed Abatement Program

Responsible	Exh E Item No	Annual Goal	Status Date	Status Report
Cal Fire Resource Management	2	In conjunction with CZU staff, developing a program wherein five hundred (500) defensible space inspections (CAL FIRE LE100) are completed annually within the District's SRA to insure that all structures are surrounded by one foot (100') of cleared defensible space. The estimated total inspections required within the District are one thousand five hundred (1,500)	8/18/11	District form to be used. District to track. Who does inspections?

Section: Hazard Reduction and Vegetation Management - Vegetation Management Program

Responsible	Exh E Item No	Annual Goal	Status Date	Status Report
Cal Fire Forester	1	Work with District staff to identify areas where it would be advantageous to provide fire defense improvements through vegetation modification or removal	8/18/11	1. via email B/C Jolley to request FP & B/C's to submit suggested areas. 2. FP to meet w/Sampson to ID or 3. Michele to email Sampson, Angela, Batt 2 B/C's by Oct end?
			12/13/11	There have been 2 joint meetings w/Mid-Coast Council & SMCO Supervisor Horsley to date. Chief Ferreira, Chief Cole, Dir. McShane and Div. Chief/Forester Sampson attended both meetings.
Cal Fire Forester	2	Work with District staff or private landowners in preparing grant applications for the Vegetation Management Program	8/18/11	1. via email B/C Jolley to request FP & B/C's to submit suggested areas. 2. FP to meet w/Sampson to ID or 3. Michele to email Sampson, Angela, Batt 2 B/C's by Oct end?
Cal Fire Forester	3	Work with CZU staff (Camp Ben Lomond) to provide work-crews to accomplish vegetation management		

Section: Public Education and Community Relations

Responsible	Exh E Item No	Annual Goal	Status Date	Status Report
Fire Marshal	3	Coordinate I-403, ICS Information Officer, training to District Battalion Chief and other qualified candidates	8/18/11	Capt. Lord will bring in an instructor.
Fire Marshal	4	In conjunction with CZU and District Fire Prevention and fire control staff, develop and present at least four (4) fire prevention, safety, preparedness, or other topical matter presentations for different District community groups (i.e., service organizations, care facilities, govt. entities, etc)	8/18/11 12/13/11	Capt. Riddell, Capt. Lord, B/C Delay to ID 4 events. Possible Safety Fair in October? Fire Prevention will schedule for 2012.

Section: Surf/Technical Rescue/Tunnel/Confined Space Operations - Cliff Rescue

Responsible	Exh E Item No	Annual Goal	Status Date	Status Report
Assistant Chief	2	Sixty percent (60%) of on-duty personnel will be trained to the level described in the above mentioned program (Cliff Rescue)	1/20/12	Completed per Chief Wilson 9/17/11
Assistant Chief	3	On a daily basis, one (1) "Rescue Group Supervisor", one (1) "Edge", two (2) "over the side", one (1) "Rigger", and one (1) "Technical Safety Officer" shall be available in the Coastside Battalion		

Section: Surf/Technical Rescue/Tunnel/Confined Space Operations - Tunnel / Confined Space

Responsible	Exh E Item No	Annual Goal	Status Date	Status Report
Training Captain	2	All District personnel shall be trained to a confined space awareness level as established by the California State Fire Marshal	8/18/11	Already being done. Covered during academy (both assigned & volunteer academies).
Battalion Chief	3	An Incident Action Plan shall be maintained documenting response procedures for incidents occurring in the Devil's Slide Tunnel	12/13/11	IAP is in place. Due to be revised to address the final construction & operations when the tunnel is opened.

Section: Training

Responsible	Exh E Item No	Annual Goal	Status Date	Status Report
Training Captain	1	Develop a program to train personnel on the preparation of pre-incident plans	8/18/11	B/C Delay to proved to relief crew. Relief crew will be doing pre-fire plans.
Training Captain	3	Assure all fire control staff have attended a live EVOC course	8/18/11 1/20/12	1 person due for training, all others done. Complete
Training Captain	4	Maintain a District Familiarization (geographical) program to be delivered to all assigned personnel	8/18/11 1/20/12	Implemented August 2011. Beg. August 3 maps/mo. Next month 3 maps via Target Safety. Proctor exam w/Capt Lord - min 80% passing grade Monthly maps assigned with qtrly evaluations.
Training Captain	5	Assure that all assigned employees shall receive Harassment, Discrimination and Retaliation Training	8/18/11 1/20/12	CalFIRE requirement is every 2 years. Target Safety to be used during alternate years, beg Nov 2011. Ongoing. Individuals completed w/CPR Training with an addt'l assignment scheduled on TargetSolutions for March 2012
Training Captain	6	Assure that all assigned personnel shall meet or exceed the training requirements for NWCG FF1	8/18/11 12/13/11	Capt. Lord will calendar. Trng for RT130 started in Aug 2011. 24 of 27 employees working in Coastside meet this requirement. Three people have not attended the COA in Ione, which provides the training.

Training Captain	7	Assure that all assigned fire control personnel shall meet or exceed the training for NWCG Engine Boss	8/18/11	Capt. Lord will calendar.
			12/13/11	24 of 27 employees working in Coastside meet this requirement. Three people have not attended the COA in Ione, which provides the training. A class is scheduled for March 2012 through CZU Training.
Training Captain	8	All assigned BC's shall meet or exceed the training requirements for NWCG Strike Team Leader (STL) /Task Force Leader (TFL), The Unit Chief may certify individuals as STL/TFL upon completion of additional requirements as outlined in CAL FIRE 4039	8/18/11	Done
Training Captain	9	All Volunteer Firefighters shall meet or exceed the training requirements for NWCG S-130 and S-190	8/18/11	Currently done. Capt Lord to confirm
			9/19/11	S190 schedule for 3/10/2012. S130 scheduled for 3/11, 3/24, 3/25 & 4/7/2012.
			1/20/12	All volunteers get training during academy.
Training Captain	10	All fire control personnel assigned to the District and volunteers shall meet or exceed the training requirements of NWCG RT-130	8/18/11	RT130 started Aug 2011
			9/19/11	Drills for paid personnel scheduled for 5/4, 5/7 & 5/9. Drill for volunteers scheduled for 5/10.
			1/20/12	Annual scheduled for May 2012.
Training Captain	11	All fire control personnel assigned to the District and volunteers shall meet or exceed the training requirements for Hazardous Materials - First Responder Operational	8/18/11	Volunteers already done. Paid personnel trained @ Ione.
			12/13/11	26 of 27 employees working in Coastside have completed training. Due to some changes at the Academy in Ione, it is not part of the current curriculum.

Training Captain	12	All fire control personnel assigned to the District and volunteers shall meet or exceed the training requirements for Confined Space - Awareness	8/18/11	Done
Training Captain	13	Develop a Truck/Quint Operator Policy, training curriculum and guide which shall be delivered to all operators of the District's Truck/Quint within twelve (12) months of executing this Agreement	8/18/11	Chief Cole/Capt Lord to develop. Training to start Jan. 2012.
			1/20/12	Contact made w/Ed Hadfield of Firetown, scheduled for 2nd or 3rd quarter 2012.
Training Captain	14	Investigate options for and report to Board on feasibility of sending District employees to an established Truck Academy	8/18/11	Hosting for Jan. 2012.
			1/20/12	Contact made w/Ed Hadfield of Firetown, scheduled for 2nd or 3rd quarter 2012.
Training Captain	15	Assure that all District Volunteer Firefighters meet or exceed the training standards for State Fire Marshal FF1 within three (3) years of execution of this Agreement or appointment into the volunteer program. Note: The amount of time required to meet this commitment is pending a training review of existing volunteers and assessment of the needed training required for this increased level of certification	8/18/11	12 volunteers are FF1. New volunteers currently completing 1st Responder. 6 new vols to complete via Target Safety.
Training Captain	16	Coordinate participation with County OES and other agencies that conduct training events or participate in training events that incorporates CERT, CMERT, volunteers, EOC, Law Enforcement, and District assigned personnel	8/18/11	Need to schedule for 2012.
Training Captain	17	Monitor and report to Board on participation of all appropriate personnel (including staff, Board, fire control) in ethics training required by State law	8/18/11	Ethics trng for Directors is required by State law. Chief Officer training to be scheduled via Target Safety.

Training
Captain

18 Investigate options for and report to Board on feasibility of procurement of a computer simulator for the delivery of tactical and strategic training

8/18/11 Capt. Lord to ID options & costs.

1/20/12 Evaluating simulator from StageIT software.

Appendix 5

Response Time Compliance Coastside Fire Protection District				
November 2009 - January 2012				
Priority 1 & 3 Incidents				
Count of Late	Late			
Month	No	Yes	Grand Total	Response Time Compliance
November (2009)	89	9	98	90.8%
December (2009)	80	13	93	86.0%
January (2010)	98	5	103	95.1%
February (2010)	80	6	86	93.0%
March (2010)	91	9	100	91.0%
April (2010)	82	7	89	92.1%
May (2010)	98	8	106	92.5%
June (2010)	98	10	108	90.7%
July (2010)	89	9	98	90.8%
August (2010)	98	9	107	91.6%
September (2010)	108	10	118	91.5%
October (2010)	127	11	138	92.0%
November (2010)	93	9	102	91.2%
December (2010)	97	12	109	89.0%
January (2011)	99	11	110	90.0%
February (2011)	83	8	91	91.2%
March (2011)	96	8	104	92.3%
April (2011)	92	10	102	90.2%
May (2011)	99	9	108	91.7%
June (2011)	106	8	114	93.0%
July (2011)	103	11	114	90.4%
August (2011)	84	8	92	91.3%
September (2011)	119	10	129	92.2%
October (2011)	122	4	126	96.8%
November (2011)	100	7	107	93.5%
December (2011)	123	11	134	91.8%
January (2012)	100	11	111	90.1%
Grand Total	2654	243	2897	91.6%

CaseNumber	Hour	DispatchDT	EnrouteDT	OnsceneDT	Response Time	Late	Priority	Location	Dispp1	InitialPriority	ExceptionResponseZone	Unit1
EMS12000002	0	01/01/12 00:39:57	01/01/12 00:40:21	01/01/12 00:49:52	0:09:55	N	3	653 HIGHLAND AV ,HMB	TRA	1	SU	M403
EMS12000008	1	01/01/12 01:54:00	01/01/12 01:54:45	01/01/12 02:05:54	0:11:54	N	1	8150 CABRILLO HWY ,MON	TRA	1	SU	M403
EMS12000031	7	01/01/12 07:23:52	01/01/12 07:24:18		0:08:14	N	3	600 ISABELLA RD ,ELG	CAN	3	SU	M440
EMS12000072	13	01/01/12 13:19:51	01/01/12 13:20:20	01/01/12 13:23:13	0:03:22	N	1	720 KELLY AV ,HMB	CAN	1	SU	M440
EMS12000116	18	01/01/12 18:14:16	01/01/12 18:14:37	01/01/12 18:17:52	0:03:36	N	1	56 BLOOM LA ,HMB	TRA	1	SU	M440
EMS12000132	21	01/01/12 21:59:54	01/01/12 22:00:18	01/01/12 22:14:11	0:14:17	Y	1	901 CORONA ST ,MON	CAN	1	SU	M440
EMS12000153	3	01/02/12 03:02:36	01/02/12 03:03:47	01/02/12 03:12:56	0:10:20	N	1	8450 CABRILLO HWY ,MON	CAN	1	SU	M403
EMS12000185	11	01/02/12 11:42:05	01/02/12 11:42:43	01/02/12 11:49:26	0:07:21	N	1	1001 MAIN ST #101N ,HMB	TRA	1	SU	M440
EMS12000267	23	01/02/12 23:42:26	01/02/12 23:42:45	01/02/12 23:53:27	0:11:01	N	3	1 NIZONI RD ,MON	CAN	1	SU	M403
EMS12000298	9	01/03/12 09:54:56	01/03/12 09:55:24	01/03/12 09:59:46	0:04:50	N	1	61 BLOOM LA ,HMB	TRA	1	SU	M440
EMS12000356	16	01/03/12 16:10:05	01/03/12 16:10:36	01/03/12 16:21:27	0:11:22	N	3	807 COLUMBUS ST ,ELG	TRA	1	SU	M440
EMS12000412	6	01/04/12 06:38:48	01/04/12 06:39:24	01/04/12 06:49:31	0:10:43	N	3	442 EL GRANADA BLVD ,ELG	CAN	1	SU	M440
EMS12000438	12	01/04/12 12:15:14	01/04/12 12:16:37	01/04/12 12:28:00	0:12:46	N	1	575 TERRACE AV ,HMB	TRA	1	SU	M440
EMS12000507	23	01/04/12 23:54:10	01/04/12 23:54:45		0:04:21	N	6	139 SANTA ANNA ST ,ELG	CAN	1	SU	M440
EMS12000508	0	01/05/12 00:00:22	01/05/12 00:00:44	01/05/12 00:06:37	0:06:15	N	1	139 SANTA ANNA ST ,ELG	CAN	1	SU	M440
EMS12000516	4	01/05/12 04:13:48	01/05/12 04:14:14	01/05/12 04:23:24	0:09:36	N	1	131 MADRID AV ,ELG	TRA	1	SU	M440
EMS12000518	4	01/05/12 04:48:36	01/05/12 04:48:59	01/05/12 05:06:39	0:18:03	Y	1	451 LAUREL AV ,HMB	TRA	1	SU	M403
EMS12000610	8	01/05/12 08:17:02	01/05/12 08:17:02	01/05/12 08:38:49	0:21:47	N	3	02 JOHNSON PIER ,PRN		4	SU	M662
EMS12000609	17	01/05/12 17:39:08	01/05/12 17:39:43	01/05/12 17:49:23	0:10:15	N	3	160 CREEKSIDE DR ,HMB	TRA	1	SU	M403
EMS12000622	18	01/05/12 18:35:23	01/05/12 18:35:47	01/05/12 18:42:54	0:07:31	N	1	2130 WINGED FOOT RD ,HMB	CAN	1	SU	M440
EMS12000665	6	01/06/12 06:58:19	01/06/12 06:58:19	01/06/12 07:43:41	0:45:22	Y	3	00 JOHNSON PIER ,PRN	CAN	3	SU	M662
EMS12000699	12	01/06/12 12:15:08	01/06/12 12:15:45	01/06/12 12:22:06	0:06:58	N	1	138 CYPRESS POINT RD ,HMB	TRA	1	SU	M440
EMS12000719	14	01/06/12 14:08:25	01/06/12 14:08:51	01/06/12 14:24:57	0:16:32	Y	1	614 SAN CARLOS AV ,ELG	PRS	1	SU	M403
EMS12000801	5	01/07/12 05:31:43	01/07/12 05:32:15		0:06:29	N	1	467 VIRGINIA AV ,MBH	CAN	1	SU	M440
EMS12000842	11	01/07/12 11:51:22	01/07/12 11:51:40	01/07/12 12:00:37	0:09:15	N	1	11691 SAN MATEO RD ,SON	TRA	1	5R	M440
EMS12000850	12	01/07/12 12:58:45	01/07/12 12:59:22	01/07/12 13:08:06	0:09:21	N	1	133 STANFORD AV ,PRN	DOA	1	SU	M403
EMS12000868	15	01/07/12 15:17:57	01/07/12 15:18:34	01/07/12 15:30:03	0:12:06	N	1	1114 FERDINAND AV ,ELG	TRA	1	SU	M440
EMS12000870	15	01/07/12 15:55:11	01/07/12 15:55:42		0:05:39	N	1	12331 SAN MATEO RD ,SON	CAN	1	SU	M403
EMS12000874	16	01/07/12 16:54:31	01/07/12 16:54:57	01/07/12 16:59:41	0:05:10	N	1	CABRILLO HWY/DEHOFF CANYON RD ,SOS	TRA	1	SU	M403
EMS12000940	3	01/08/12 03:35:47	01/08/12 03:36:40	01/08/12 03:46:27	0:10:40	N	1	467 VIRGINIA AV ,MBH	CAN	1	SU	M440
EMS12000951	8	01/08/12 08:50:20	01/08/12 08:50:57	01/08/12 09:02:15	0:11:55	N	1	600 MARINE BLVD ,MBH	TRA	1	SU	M440
EMS12000953	9	01/08/12 09:10:12	01/08/12 09:10:37	01/08/12 09:20:26	0:10:14	N	1	911 COLONEL WY ,HMB	TRA	1	SU	M403
EMS12000969	11	01/08/12 11:35:37	01/08/12 11:36:11		0:13:05	N	3	467 VIRGINIA AV ,MBH	CAN	1	SU	M440
EMS12001013	17	01/08/12 17:16:15	01/08/12 17:16:39	01/08/12 17:23:26	0:07:11	N	1	2930 N CABRILLO HWY ,HMB	TRA	1	SU	M440
EMS12001029	18	01/08/12 18:17:48	01/08/12 18:17:48	01/08/12 18:40:30	0:22:42	Y	1	S CABRILLO HWY/KELLY AV ,HMB	TRA	1	SU	ADV
EMS12001030	18	01/08/12 18:31:57	01/08/12 18:31:57		0:15:35	N	3	240 AMESPORT LANDING RD ,HMB	CAN	1	SU	ADV
EMS12001062	23	01/08/12 23:58:07	01/08/12 23:58:42	01/09/12 00:02:24	0:04:17	N	1	41 BLOOM LA ,HMB	TRA	1	SU	M440
EMS12001074	3	01/09/12 03:00:19	01/09/12 03:00:51	01/09/12 03:18:36	0:18:17	N	3	1924 SUNSHINE VALLEY RD ,MBH	TRA	1	SU	M440
EMS12001102	9	01/09/12 09:00:27	01/09/12 09:00:44		0:02:14	N	1	504 AVENUE ALHAMBRA ,ELG	CAN	1	SU	M440
EMS12001198	23	01/09/12 23:22:30	01/09/12 23:23:08		0:05:23	N	1	12320 SAN MATEO RD ,SON	CAN	1	SU	M440
EMS12001224	6	01/10/12 06:56:02	01/10/12 07:00:25	01/10/12 07:07:14	0:11:12	N	1	CABRILLO HWY/CALIFORNIA AV ,MBH	HLO	1	SU	M440
EMS12001262	13	01/10/12 13:07:47	01/10/12 13:08:26	01/10/12 13:13:13	0:05:26	N	1	112 AMESPORT LANDING RD #BL-6 ,HMB	TRA	1	SU	M440
EMS12001275	15	01/10/12 15:11:52	01/10/12 15:12:24	01/10/12 15:18:45	0:06:53	N	3	278 AMESPORT LANDING RD ,HMB	TRA	1	SU	M440
EMS12001292	18	01/10/12 18:42:56	01/10/12 18:43:28	01/10/12 18:51:16	0:08:20	N	3	608 TERRACE AV ,HMB	TRA	3	SU	M440
EMS12001301	19	01/10/12 19:51:51	01/10/12 19:52:28	01/10/12 19:56:33	0:04:42	N	1	620 CORREAS ST ,HMB	TRA	1	SU	M403
EMS12001322	2	01/11/12 02:12:38	01/11/12 02:13:13	01/11/12 02:20:17	0:07:39	N	1	40 FRENCHMANS CREEK RD ,HMB	TRA	1	SU	M440
EMS12001373	14	01/11/12 14:24:55	01/11/12 14:25:27	01/11/12 14:28:58	0:04:03	N	1	737 ARROYO LEON DR ,HMB	TRA	1	SU	M440
EMS12001439	6	01/12/12 06:33:20	01/12/12 06:33:55	01/12/12 06:46:35	0:13:15	Y	1	350 4TH ST ,MON	TRA	1	SU	M440
EMS12001452	9	01/12/12 09:18:10	01/12/12 09:18:57	01/12/12 09:22:12	0:04:02	N	1	701 ARNOLD WY #216 ,HMB	TRA	1	SU	M440
EMS12001480	13	01/12/12 13:34:14	01/12/12 13:34:44		0:08:12	N	3	1731 SUNSHINE VALLEY RD ,MBH	CAN	1	SU	M440
EMS12001594	12	01/13/12 12:24:05	01/13/12 12:24:33	01/13/12 12:29:12	0:05:07	N	1	14 MUIRFIELD RD ,HMB	TRA	1	SU	M440
EMS12001601	13	01/13/12 13:40:18	01/13/12 13:40:45	01/13/12 13:45:08	0:04:50	N	1	575 KELLY AV ,HMB	TRA	1	SU	M403
EMS12001634	18	01/13/12 18:27:57	01/13/12 18:28:27	01/13/12 18:42:57	0:15:00	Y	1	AIRPORT ST/LA GRANADA ST ,MBH	HLO	1	SU	M440

CaseNumber	Hour	DispatchDT	EnrouteDT	OnsceneDT	Response Time	Late	Priority	Location	Disp1	InitialPriority	ExceptionResponseZone	Unit1
EMS12001647	20	01/13/12 20:44:21	01/13/12 20:44:47	01/13/12 20:53:51	0:09:30	N	1	759 THE ALAMEDA ,ELG	TRA	1	5U	M440
EMS12001750	19	01/14/12 19:10:01	01/14/12 19:11:05	01/14/12 19:14:59	0:04:58	N	3	199 POPLAR ST ,HMB	PRS	3	5U	M440
EMS12001787	1	01/15/12 01:58:39	01/15/12 01:59:06		0:07:37	N	3	17 JOHNSON PIER ,PRN	CAN	3	5U	M440
EMS12001789	2	01/15/12 02:13:03	01/15/12 02:13:22	01/15/12 02:19:48	0:06:45	N	1	146 FRANCISCO ST ,ELG	TRA	1	5U	M440
EMS12001896	21	01/15/12 21:47:15	01/15/12 21:47:48	01/15/12 21:54:38	0:07:23	N	3	1100 PILARCITOS AV ,HMB	PRS	1	5U	M440
EMS12001902	23	01/15/12 23:09:54	01/15/12 23:10:17	01/15/12 23:15:34	0:05:40	N	1	519 SPINDRIFT WY ,HMB	PRS	1	5U	M440
EMS12001917	1	01/16/12 01:49:21	01/16/12 01:49:54	01/16/12 01:55:12	0:05:51	N	1	196 SAN MATEO RD ,HMB	TRA	1	5U	M440
EMS12001997	17	01/16/12 17:13:27	01/16/12 17:14:07	01/16/12 17:17:46	0:04:19	N	1	455 GRAND BLVD ,HMB	TRA	1	5U	M440
EMS12002046	8	01/17/12 08:59:21	01/17/12 08:59:53	01/17/12 09:10:34	0:11:13	N	3	N CABRILLO HWY/CAPISTRANO RD ,ELG	PRS	1	5U	M440
EMS12002119	17	01/17/12 17:24:04	01/17/12 17:24:35	01/17/12 17:27:51	0:03:47	N	1	740 MIRAMONTES ST ,HMB	TRA	1	5U	M440
EMS12002164	3	01/18/12 03:36:30	01/18/12 03:37:00	01/18/12 03:49:48	0:13:18	Y	1	255 N LAKE ST ,MBH	TRA	1	5U	M440
EMS12002231	4	01/18/12 14:55:29	01/18/12 14:56:08	01/18/12 15:05:51	0:10:22	N	3	2029 TOURAINE LA ,HMB	PRS	1	5U	M440
EMS12002304	7	01/19/12 07:33:25	01/19/12 07:34:00	01/19/12 07:38:25	0:05:00	N	3	1011 RAILROAD AV ,HMB	TRA	1	5U	M440
EMS12002310	8	01/19/12 08:35:09	01/19/12 08:36:04	01/19/12 08:44:41	0:09:32	N	3	2400 S CABRILLO HWY ,HMB	TRA	5	5U	M06
EMS12002390	19	01/19/12 19:40:05	01/19/12 19:41:09	01/19/12 19:44:16	0:04:11	N	3	1410 MAIN ST ,MON	PRS	1	5U	M403
EMS12002403	20	01/19/12 20:44:07	01/19/12 20:44:51	01/19/12 20:53:33	0:09:26	N	1	954 FRANCISCO ST ,ELG	TRA	1	5U	M403
EMS12002496	14	01/20/12 14:12:16	01/20/12 14:12:49	01/20/12 14:30:15	0:17:59	N	3	2930 N CABRILLO HWY #109 ,HMB	TRA	3	5U	M403
EMS12002510	15	01/20/12 15:17:23	01/20/12 15:18:44	01/20/12 15:46:50	0:29:27	Y	3	1011 RAILROAD AV ,HMB	TRA	1	5U	M35
EMS12002520	16	01/20/12 16:09:52	01/20/12 16:10:17	01/20/12 16:15:47	0:05:55	N	3	240 AMESPORT LANDING RD ,HMB	CAN	1	5U	M403
EMS12002548	21	01/20/12 21:06:20	01/20/12 21:06:45	01/20/12 21:12:11	0:05:51	N	1	474 WILLOW AV #3 ,HMB	CAN	1	5U	M440
EMS12002598	6	01/21/12 06:27:48	01/21/12 06:28:18	01/21/12 06:36:04	0:08:16	N	1	2032 AVIGNON PL ,HMB	TRA	1	5U	M440
EMS12002602	8	01/21/12 08:22:12	01/21/12 08:22:47	01/21/12 08:27:17	0:05:05	N	1	453 LAUREL AV ,HMB	TRA	1	5U	M440
EMS12002608	10	01/21/12 10:57:32	01/21/12 10:57:57	01/21/12 11:01:38	0:04:06	N	1	26 BLOOM LA ,HMB	TRA	1	5U	M440
EMS12002629	13	01/21/12 13:52:41	01/21/12 13:53:06	01/21/12 13:58:34	0:05:53	N	1	29 ERIN LA ,HMB	CAN	1	5U	M440
EMS12002643	16	01/21/12 16:49:59	01/21/12 16:50:56	01/21/12 16:54:30	0:04:31	N	1	453 LAUREL AV ,HMB	TRA	1	5U	M440
EMS12002664	21	01/21/12 21:24:41	01/21/12 21:25:07	01/21/12 21:30:09	0:05:28	N	1	453 LAUREL AV ,HMB	TRA	1	5U	M440
EMS12002718	10	01/22/12 10:20:59	01/22/12 10:22:41	01/22/12 10:26:48	0:05:49	N	1	11 ELDERBERRY RD ,SOS	PRS	1	5R	M440
EMS12002722	10	01/22/12 10:47:54	01/22/12 10:48:28	01/22/12 10:51:50	0:03:56	N	1	30 N CABRILLO HWY ,HMB	TRA	1	5U	M440
EMS12002756	15	01/22/12 15:51:26	01/22/12 15:52:16	01/22/12 16:00:57	0:09:31	N	3	2809 NAPLES AV ,HMB	CAN	1	5U	M440
EMS12002763	16	01/22/12 16:36:36	01/22/12 16:37:49	01/22/12 16:47:32	0:10:56	N	1	600 MARINE BLVD ,MBH	TRA	1	5U	M440
EMS12002782	19	01/22/12 19:48:21	01/22/12 19:50:05	01/22/12 20:01:00	0:12:39	N	1	231 NEVADA AV ,MBH	MNN	1	5U	M440
EMS12002846	8	01/23/12 08:33:34	01/23/12 08:34:05		0:05:08	N	1	00 SURFERS BEACH ,HMB	CAN	1	5U	M440
EMS12002853	9	01/23/12 09:15:39	01/23/12 09:17:15	01/23/12 09:21:44	0:06:05	N	3	1 SEA SHELL CIR ,HMB	MNN	1	5U	M440
EMS12002968	7	01/24/12 07:40:59	01/24/12 07:41:29	01/24/12 07:48:10	0:07:11	N	1	00 SURFERS BEACH ,HMB	HLO	1	5U	M440
EMS12002992	11	01/24/12 11:23:07	01/24/12 11:23:33	01/24/12 11:23:56	0:00:49	N	1	1191 MAIN ST ,HMB	CAN	1	5U	M440
EMS12003086	23	01/24/12 23:28:37	01/24/12 23:29:06	01/24/12 23:32:44	0:04:07	N	1	41 BLOOM LA ,HMB	TRA	1	5U	M440
EMS12003092	1	01/25/12 01:36:18	01/25/12 01:36:46		0:08:01	N	1	02 JOHNSON PIER ,PRN	CAN	1	5U	M440
EMS12003143	11	01/25/12 11:14:40	01/25/12 11:15:32	01/25/12 11:19:44	0:05:04	N	1	30 N CABRILLO HWY ,HMB	TRA	1	5U	M440
EMS12003252	8	01/26/12 08:29:52	01/26/12 08:30:43		0:13:43	N	3	1100 LE CONTE AV ,MON	CAN	1	5U	M403
EMS12003293	12	01/26/12 12:57:38	01/26/12 13:12:48	01/26/12 13:12:48	0:15:10	Y	1	1085 DRAKE ST ,MON	PRS	1	5U	M440
EMS12003357	20	01/26/12 20:47:37	01/26/12 20:48:11	01/26/12 20:52:21	0:04:44	N	3	11 CANADA COVE AV ,HMB	CAN	1	5U	M440
EMS12003364	21	01/26/12 21:48:51	01/26/12 21:49:28	01/26/12 21:56:37	0:07:46	N	1	48 VALENCIA AV ,HMB	TRA	1	5U	M440
EMS12003437	15	01/27/12 15:35:45	01/27/12 15:36:23	01/27/12 15:55:57	0:20:12	N	3	555 VERMONT AV ,MBH	TRA	1	5U	M440
EMS12003489	21	01/27/12 21:37:32	01/27/12 21:38:12	01/27/12 21:47:35	0:10:03	N	1	600 MARINE BLVD ,MBH	TRA	1	5U	M440
EMS12003567	14	01/28/12 14:52:07	01/28/12 14:52:54	01/28/12 14:56:48	0:04:41	N	1	645 KELLY AV ,HMB	PRS	1	5U	M662
EMS12003587	17	01/28/12 17:07:09	01/28/12 17:07:29	01/28/12 17:10:51	0:03:42	N	1	56 BLOOM LA ,HMB	TRA	1	5U	M662
EMS12003617	20	01/28/12 20:33:02	01/28/12 20:33:30	01/28/12 20:39:18	0:06:16	N	1	12340 SAN MATEO RD ,SON	TRA	1	5U	M440
EMS12003637	23	01/28/12 23:22:06	01/28/12 23:22:33	01/28/12 23:25:46	0:03:40	N	1	735 MAIN ST ,HMB	TRA	1	5U	M440
EMS12003676	8	01/29/12 08:28:29	01/29/12 08:29:02		0:08:34	N	3	25 SEASCAPE DR ,HMB	MNN	1	5U	M440
EMS12003709	14	01/29/12 14:07:15	01/29/12 14:07:41	01/29/12 14:15:00	0:07:45	N	3	80 N CABRILLO HWY ,HMB	MNN	3	5U	M663
EMS12003791	8	01/30/12 08:50:59	01/30/12 08:51:28	01/30/12 09:00:28	0:09:29	N	3	335 CORONADO AV ,MIR	TRA	1	5U	M440
EMS12003837	13	01/30/12 13:52:40	01/30/12 13:53:08	01/30/12 14:02:24	0:09:44	N	3	1006 SONORA AV ,ELG	TRA	1	5U	M440
EMS12003875	18	01/30/12 18:18:58	01/30/12 18:19:33	01/30/12 18:27:09	0:08:11	N	1	131 MIRADA RD ,MIR	PRS	1	5U	M440

CaseNumber	Hour	DispatchDT	EnrouteDT	OnsceneDT	Response Time	Late	Priority	Location	Dispo1	InitialPriority	ExceptionResponseZone	Unit1
EMS12003876	18	01/30/12 18:30:59	01/30/12 18:32:16	01/30/12 18:50:27	0:19:28	Y	1	1191 MAIN ST ,HMB	TRA	1	5U	M107
EMS12003935	8	01/31/12 08:14:20	01/31/12 08:15:26	01/31/12 08:22:52	0:08:32	N	1	130 BRIDGEPORT DR ,ELG	PRS	1	5U	M440
EMS12003967	13	01/31/12 13:11:41	01/31/12 13:12:24	01/31/12 13:16:39	0:04:58	N	1	29 ERIN LA ,HMB	PRS	1	5U	M440
EMS12003995	17	01/31/12 17:57:17	01/31/12 17:58:03	01/31/12 18:03:47	0:06:30	N	1	485 LAUREL AV #4 ,HMB	MNN	1	5U	M440
EMS12004012	20	01/31/12 20:08:09	01/31/12 20:08:51	01/31/12 20:11:58	0:03:49	N	1	485 LAUREL AV #4 ,HMB	TRA	1	5U	M440