



# SANTA CRUZ COUNTY FIRE DEPARTMENT

Fire Department Advisory Commission

COUNTY FIRE MASTER PLAN UPDATE  
September 20<sup>th</sup> 2023



## Current Status of County Fire Master Plan

**Working Draft** Received from AP Triton on August 29<sup>th</sup> 2023.

- Draft is 273 pages
  - Section I-A Evaluation of Current Conditions
  - Section I-B Support Programs
  - Section II: Community Risk Assessment
  - Section III: Findings and Recommendations
  - Section IV: Appendices

## Corrections and Clarifications

- Sent back by County Fire Chief on August 30<sup>th</sup>.
- Sent back by General Services Director on September 11<sup>th</sup>.



# SANTA CRUZ COUNTY FIRE DEPARTMENT

**SECTION I-A: EVALUATION OF CURRENT CONDITIONS**.....

**Overview of the Santa Cruz County Fire Department** .....

    SCCFD Organizational Structure .....

    Services Provided by the Santa Cruz County Fire Department.....

    Other Available Emergency Services Resources .....

**Management Components**.....

    Foundational Management Principles .....

    Planning for Fire & EMS .....

**Staffing & Personnel**.....

    Administrative & Support Staffing.....

    Emergency Response Staffing.....

    Personnel Management .....

    Health & Safety .....

    Introduction to the Stakeholder Interviews .....

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**SECTION I-A: EVALUATION OF CURRENT CONDITIONS**.....

- Financial Overview** .....
- General Overview .....
- Consolidated Agencies .....
- Capital Facilities & Apparatus** .....
- State & County Fire Stations .....
- Apparatus & Vehicles Inventory .....
- Service Delivery & Performance** .....
- Service Demand .....
- Population Growth & Service Demand Projections .....
- Population Distribution .....
- Establishment of Performance Objectives .....

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**SECTION I-B: SUPPORT PROGRAMS** .....

**Analysis of the SCCFD Volunteer Program** .....

**Communications & Dispatch**.....

**Emergency Medical Services** .....

    Medical Transportation .....

    EMS Administration .....

**Life Safety Services & Public Education**.....

    Public Education .....

    Code Enforcement Inspections .....

**Training & Continuing Medical Education**.....

    Training Methodology .....

    Training Program Management & Scheduling .....

**Hazardous Materials Support & Response**.....

**Special Operations** .....

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# SANTA CRUZ COUNTY FIRE DEPARTMENT

**SECTION II: COMMUNITY RISK ASSESSMENT** .....

**Description of Santa Cruz County** .....

**All-Hazards Community Risk Assessment** .....

    Population & Demographics .....

**Risk Classification** .....

    Risk Assessment Methodology .....

**Land Use**.....

**Physical Assets Protected** .....

**Spatial Visualization of Data & Information** .....

    Environmental Hazards .....

**Critical Infrastructure**.....

**Comparison of Fire Risk in Other Communities**.....

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**SECTION III: FINDINGS & RECOMMENDATIONS**.....

- Findings & Observations** .....
- General Findings & Observations.....
- Management Components.....
- Staffing & Personnel .....
- Service Delivery & Performance .....
- Financial Overview.....
- Life Safety Services & Public Education.....
- Introduction to the Recommendations** .....
- Long-Term Recommended Strategies**.....

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**SECTION IV: APPENDICES**.....

Appendix A: Strategic Partners—Stakeholder Interviews.....

Appendix B: Risk Classifications.....

Appendix C: Table of Figures.....

Appendix D: References.....

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Example of  
some  
Findings

### SECTION III: FINDINGS & RECOMMENDATIONS.....

- The Santa Cruz County Fire Department (SCCFD) does not have a strategic plan.
- The role of the Fire Department Advisory Commission needs to be reviewed, updated, and clarified.
- With its close relationship to CAL FIRE, SCCFD does not appear to have an independent identity.



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Example of  
some  
Findings

## SECTION III: FINDINGS & RECOMMENDATIONS.....

- SCCFD Firefighter volunteer staffing per 1,000 population is 3.6 compared to the national average of 5.66.
- One-third of Santa Cruz County Fire Department Volunteers are not responding to emergency calls.
- The Santa Cruz County Fire Department turnover rate for volunteer firefighters averages between 7% and 35% each year.
- Volunteer activity is not well documented.
- The turnout performance for the volunteer apparatus was 14 minutes, and the career company performance exceeded NFPA 1710 standards, exceeding 6 minutes at the 90th percentile.



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Example of  
some  
Findings

### SECTION III: FINDINGS & RECOMMENDATIONS.....

- There were significant challenges with the data for statistical and performance analysis.
- Public education and community outreach are lacking and only provided upon request
- 70% of all incidents occur between 8:00 AM and 8:00 PM.
- During peak fire season, the total number of on-duty personnel dedicated to Santa Cruz County as part of the Santa Cruz County Fire Department is less than during non-peak fire season.



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Example of  
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## SECTION III: FINDINGS & RECOMMENDATIONS.....

- **Complete a 3–5-Year Strategic Plan**
- **Improve Volunteer Company Activity Data Collection**
- **Improve Service Delivery by Staffing Three Stations 24/7/365**
- **Set and Adopt Performance Goals**
- **Conduct a Volunteer Satisfaction Survey**
- **Develop a Public Information Campaign**



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### SECTION III: FINDINGS & RECOMMENDATIONS.....

- Review and Revise Santa Cruz County Code, Chapter 2.120, Fire Department Advisory Commission
- 
- Establish a Program for Staffing Stations During Peak Demand Hours
- Apply for a SAFER Grant to Hire a Volunteer Recruitment and Retention Coordinator
- Create a Comprehensive Capital Improvement Plan

# QUESTIONS

