

# El Dorado County Fire Protection District



# 5 YEAR PLAN 2011-2016

## TABLE OF CONTENTS

<u>Section</u>	<u>Page</u>
Introduction . . . . .	3
History . . . . .	6
Organization. . . . .	7
Apparatus and Facilities. . . . .	8
Response Summary. . . . .	19
Revenue . . . . .	20
Current needs assessment and mitigations . . . . .	21
Summary. . . . .	31



## INTRODUCTION

### **Purpose:**

To provide direction to the members of the El Dorado County Fire Protection District, our constituents and elected officials.

### **Mission:**

*Dedicated to providing an all risk service to our citizens that results in improved quality of life and peace of mind. As a team, we will strive to minimize loss and suffering through our emergency service delivery, public education and community service activities. We will provide this service with Pride, Trust and Integrity.*

### **Value Statement:**

#### **MAKING A POSITIVE DIFFERENCE EVERYDAY**

#### **PEOPLE**

*We respect cultural and professional diversity and take pride in consistently treating everyone with courtesy and fairness.*

#### **SERVICE**

*We are responsive to the needs of the community and accept our responsibility to provide high quality efficient and cost effective services.*

#### **SAFETY**

*We are dedicated to providing for the safety and well being of our employees, residents, businesses and visitors.*

#### **EXCELLENCE**

*We are committed to the highest ethical standards of professional conduct. We encourage flexibility in meeting new challenges with creativity and innovation.*

#### **COMMUNICATIONS**

*We believe that effective involvement begins with open and honest communications, positive conflict resolution and a willingness to share and accept different points of view.*

#### **TEAMWORK**

*We promote a positive, healthy and participative work environment, provide support and show appreciation for contributions to the organization.*

**Vision Statement:**

To support regional fire service delivery within El Dorado County by maintaining an infrastructure that allows expansion of services through contracts, mergers and/or reorganization with other fire service agencies. The District supports the concept of regional expansion through a willingness to study and conduct analysis of the potential value and mutual benefit of providing fire protection services through contracts and reorganizations.

**Guiding Principles:**

- Develop and maintain district and community relations
- Operate with an open line of communication
- Be committed to excellence in all services we provide
- Be fiscally responsible
- Recognize and acknowledge the contributions made by all members of the district
- Remain visible and approachable within all of our communities
- Be responsible and accountable for all services we provide

**Overview:**

The following is a five year plan to mitigate identified needs. All mitigations were developed after review of current and past data. The process for development utilized strategic planning; this process provided involvement from the Board of Directors, the Administrative Staff and the Labor Force. All mitigations are intended to be guidelines that lead to correction and improvement of El Dorado County Fire (ECF) and the service we provide. As economic and social changes occur that are unforeseen, the direction and implementation of these mitigations may change to meet the need.

**History:**

The history of ECF is important to orientation of this document to provide adequate knowledge of our past. It will provide a brief overview of our progress, rate of expansion and other contributing factors to lend clarity to our projected goals and objectives.

**Organization:**

Our current and projected personnel needs and organizational chart defining lines of communication and authority.

**Apparatus and Facilities:**

An overview of our current inventory

**Response Summary:**

Past records evaluation and future predictions

**Revenue:**

Secured revenue sources and rate of increase or decline

**Current Needs Assessment and Mitigations:**

Outcome of strategic planning process

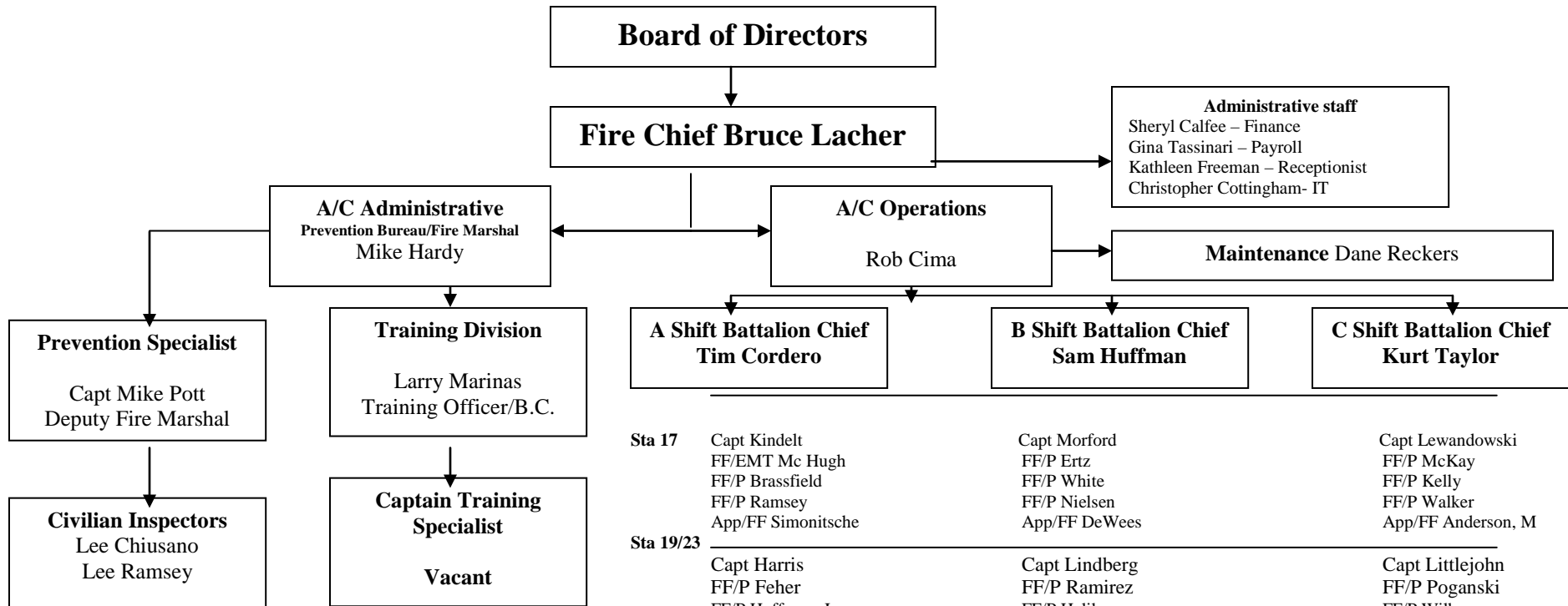
## History

The El Dorado County Fire Protection District was formed in 1991 when the Placerville, Pleasant Valley, Pollock Pines/Camino and Shingle Springs Fire Protection Districts merged, followed by the annexation of the Placerville Fire Department and the Northside Fire Protection District in 1993 and the Coloma/Lotus Fire Protection District in 1994.

The district consists of fifteen (15) fire stations; seven (7) of which are staffed 24-7 and eight (8) are utilized for Volunteer response. The district staffs seven (7) Type 1 engine companies and five (5) advanced life support ambulances.

The district currently has eighty six (86) uniform personnel, five administrative support staff members and approximately 25 Volunteer Firefighters.





<b>Sta 17</b>	Capt Kindelt FF/EMT Mc Hugh FF/P Brassfield FF/P Ramsey App/FF Simonitsche	Capt Morford FF/P Ertz FF/P White FF/P Nielsen App/FF DeWees	Capt Lewandowski FF/P McKay FF/P Kelly FF/P Walker App/FF Anderson, M
<b>Sta 19/23</b>	Capt Harris FF/P Feher FF/P Huffman, J. FF/P Williams	Capt Lindberg FF/P Ramirez FF/P Heliker FF/P Rose	Capt Littlejohn FF/P Poganski FF/P Wilburn FF/P Vogan
<b>Sta 21</b>	Capt Dutch FF/P Wilson	Capt Stirling FF/P Triggs	Capt Adams FF/P Toft
<b>Medic 26 – D shift</b>		FF/P Shepard FF/P Clark	FF/P Abernethy FF/P Smith
<b>Sta 25</b>	Capt Branaugh Eng VanKirk, C. Eng Campbell FF/P Dennis App/FF Van Kirk, K.	Capt. Lohan FF/P Duncan FF/P McCarty FF/P Preston App/FF Miller	Capt DeAquino FF/P Aldridge FF/P Anderson, N FF/P Open App/FF Toyota
<b>Sta 28</b>	Capt. Lewis Eng Andreis FF/P Hunt FF/P Johnson FF/P Strange	Capt McVay FF/P McMahan FF/P Andrews FF/P Baldwin FF/P Ziebarth	Capt Anderson, B. FF/P Servais FF/P Snyder FF/P Fuccella FF/P Borrego
<b>Sta 74</b>	App/FF Kennard App/FF Lerza	App/FF Cornelius App/FF Romero	App/FF McVey App/FF Kinsel
<b>Sta 72</b>	Capt Durnall FF/P Sime	Capt Hunter FF/P Sumrow	Capt Hubbard FF/P Gautschi



## Apparatus and Facilities



### **Staffed Apparatus:**

<i>Unit:</i>	<i>Year:</i>	<i>Age:</i>	<i>Mileage:</i>	<i>Recommended Replacement:</i>
E-17	2004	5	79,393	2014
E-21	2007	2	48,082	2017
E-23	2002	7	120,984	2012*
E-25	2004	5	93,353	2014
E-28	2002	7	114,333	2012*
E-72	1999	10	130,846	2009 *
E-74	1985	24	134,393	2005 *

The district's goal is to replace first line engines at ten years or 100,000 miles.

### **Un-staffed Apparatus:**

<i>Unit:</i>	<i>Year:</i>	<i>Age:</i>	<i>Mileage:</i>	<i>Recommended Replacement:</i>
E-18	1983	26	-----	2008 *
E-19	1981	28	78,677	2006 *
E-22	1999	10	125,131	2024
E-26	1980	29	77,261	2005 *
E-27	1983	26	125,367	2008 *
E-73	1984	25	50,133	2009 *
E-217	1994	15	133,024	2019
E-223	1983	26	142,187	2008 *
E-225	1984	25	57,524	2009 *
E-228	1989	20	134,598	2014
E328	2009	1	5,983	2029
E-272	1988	21	100,851	2013

<b>Unit:</b>	<b>Year:</b>	<b>Age:</b>	<b>Mileage:</b>	<b>Recommended Replacement:</b>
F-24	1984	25	34,944	2009 *
L-26	1988	21	15,002	2013
WT-17	1984	25	22,297	2009 *
WT-19	1976	33	39,965	2001 *
WT-28	1984	25	54,957	2009 *
WT-72	1973	36	251,132	1998 *
WT-74	1990	19	27,416	2015
S-15	1989	20	-----	2014
S-16	1982	27	-----	2007 *
S-74	1995	14	26,825	2020
A-23	1983	26	56,628	2008 *
A-72	1980	29	54,005	2005 *

**Command Vehicles:**

<b>Unit:</b>	<b>Year:</b>	<b>Age:</b>	<b>Mileage:</b>	<b>Recommended Replacement:</b>
C-7700	2005	6	31,488	2015
C-7701	2009	2	28,000	2019
C-7702	2008	3	8,635	2018
B-7703	2002	9	94,170	2012
B-7704	2007	4	31,872	2017
B-7705	2008	3	61,000	2018
B-7706	2004	7	69,364	2014
B-7709	2000	11	96,408	2010
P-7710	1999	12	135,000	2009 *
T-7711	2002	7	115,516	2009 *
U-7739	2004	7		2014
FIU-21	1988	23	22,372	2008 *

The districts goal is to replace command vehicles at ten years or 100,000 miles.

**Utility Vehicles:**

<b>Unit:</b>	<b>Year:</b>	<b>Age:</b>	<b>Mileage:</b>	<b>Recommended Replacement:</b>
U-17	1995	16	138,723	2015
U-21	2007	4	46,745	2027
U-221	1995	16	154,938	2015
U-23	1994	17	67,697	2014
U-25	1996	15	139,817	2016



<i>Unit:</i>	<i>Year:</i>	<i>Age:</i>	<i>Mileage:</i>	<i>Recommended Replacement:</i>
U-28	1986	25	49,980	2006
U-72	1990	21	56,759	2010
U-74	1989	22	111,687	2009 *
P-21	1996	15	108,934	2016
C-21	2008	3	3,244	2028
SP-17	1969	42	25,771	---
SP-21	1968	43	31,604	---

The districts goal is to replace utility vehicles at 20 years or 150,000 miles.

**Facility Replacement Needs/Upgrades:**

Sta. 15	Upgrade/Add Living Quarters	\$ 100,000
Sta. 16	No Change	\$ 0.00
Sta. 17	Replace Facility	\$ 3,500,000
Sta. 18	Upgrade Living Quarters	\$ 100,000
Sta. 19	Refurbish Facility	\$ 500,000
Sta. 21	Replace Facility	\$ 3,500,000
Sta. 23	Replace Facility	\$ 3,500,000
Sta. 24	Upgrade Facility	\$ 500,000
Sta. 25	Replace Facility	\$ 4,500,000
Sta. 26	No Change	\$ 0.00
Sta. 27	No Change	\$ 0.00
Sta. 28	Replace Facility	\$ 3,000,000
Sta. 72	Refurbish Facility	\$ 500,000
Sta. 73	Upgrade Facility	\$ 500,000
Sta. 74	Refurbish Facility	\$ 500,000

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**Total:** **\$20,700,000**

### **Station 15**



#### **Serving the Community of Strawberry**

An un-staffed station, our Volunteer and off-duty personnel go to the station when there is a call for service and they respond the apparatus housed at the station. The station was built with funds from a Benefit Assessment approved by the community.

### **Station 16**



#### **Serving the Communities of Kyburz & Silverfork**

An un-staffed station, our Volunteer and off-duty personnel go to the station when there is a call for service and they respond the apparatus housed at the station.

During fire season the United States Forest Service, Eldorado National Forest (ENF), has an agreement with El Dorado County Fire to use Station 16 as a base for ENF Engine 64. This agreement offers an increased level of service to the people living in and traveling along US Highway 50 through the American River Canyon

### **Station 17**



#### **Serving the Community of Pollock Pines**

Staffed 24 hours a day, 7 days a week with an ALS Engine Company and a Medic Unit, our Volunteers and off-duty personnel staff other apparatus housed at Station 17 when there is a need for additional response. There is a Sheriff substation located at this facility.

### **Station 18**



#### **Serving the Communities of Sierra Springs & Sly Park Hills**

An un-staffed station, our Volunteer and off-duty personnel go to the station when there is a call for service and they respond the apparatus housed at the station

### **Station 19**



#### **Serving the Community of Pleasant Valley**

Staffed 24 hours a day, 7 days a week with a Medic Unit, our Volunteers and off-duty personnel staff an engine and water tender when there is a call for service.

### **Station 21**



#### **Serving the Communities of Camino & Cedar Grove**

Staffed 24 hours a day, 7 days a week with an ALS Engine Company and a Medic Unit is staffed 8 AM to 8 PM, 7 days a week to provide an additional Medic Unit in the County during the peak call volume hours. Our Volunteers and off-duty personnel staff other apparatus housed at Station 21 when there is a need for additional response.

Station 21 is the Administrative Headquarters for El Dorado County Fire. The offices of the Fire Chief, Assistant Chiefs, Shift Battalion Chiefs, Fire Prevention Bureau, and Training Division are located here. Office hours are 8 AM to 4:30 PM.

### **Station 23**



#### **Serving the Communities of Pleasant Valley & Oak Hill**

Staffed 24 hours a day, 7 days a week by an ALS Engine Company, our Volunteers and off-duty personnel staff other apparatus housed at Station 23 when there is a need for additional response.

### **Station 24**



#### **Serving the community of Texas Hill**

An un-staffed station, it houses Foam 24, a converted Type 1 engine, designed to be used on flammable/combustible liquid spills and/or fires. It also is being used to house an antique parade engine.

### **Station 25**



#### **Serving the City and Community of Placerville**

Staffed 24 hours a day, 7 days a week with an ALS Engine Company and a Medic Unit, our Volunteers and off-duty personnel staff other apparatus housed at Station 25 when there is a need for additional response.

This station has been identified as a high priority to be replaced, to provide additional space to accommodate the increased staffing over the years as well as the need to house additional apparatus.

### **Station 26**



#### **Serving the City and Community of Placerville**

This station was designed as a public safety building, housing both the Placerville Fire Department and the Placerville Police Department. The Fire Department out-grew their space in the station. The 24-hour staff relocated to Station 25. The Police Department now occupies the building with the exception of the engine bays. Station 26 is an un-staffed station. Our Volunteer and off-duty personnel go to the station when there is a call for service and they respond the apparatus housed at the station. Station 26 also houses the District's 110' aerial ladder.

### **Station 27**



#### **Serving the Community of Gold Hill**

An un-staffed station, our Volunteer and off-duty personnel go to the station when there is a call for service and they respond the apparatus housed at the station.

### **Station 28**



#### **Serving the Communities of Shingle Springs, South Cameron Estates, Crazy Horse & Red Hawk Casino**

Staffed 24 hours a day, 7 days a week with an ALS Engine Company, our Volunteers and off-duty personnel staff other apparatus housed at Station 28 when there is a need for additional response.

Staffing increased to 3 personnel on the Engine and an additional medic unit was added to the system with the addition of the Red Hawk Casino Contract. Additional funding was secured to facilitate the construction of a new station that is scheduled for completion in the fall of 2011.

### **Station 72**



#### **Serving the Communities of Cool, Auburn Lake Trails & Pilot Hill**

Staffed 24 hours a day, 7 days a week with an ALS Engine Company, our Volunteers and off-duty personnel staff other apparatus housed at Station 72 when there is a need for additional response.

### **Station 73**



#### **Serving the Community of Pilot Hill**

An un-staffed station, our Volunteer and off-duty personnel go to the station when there is a call for service and they respond the apparatus housed at the station



## Station 74

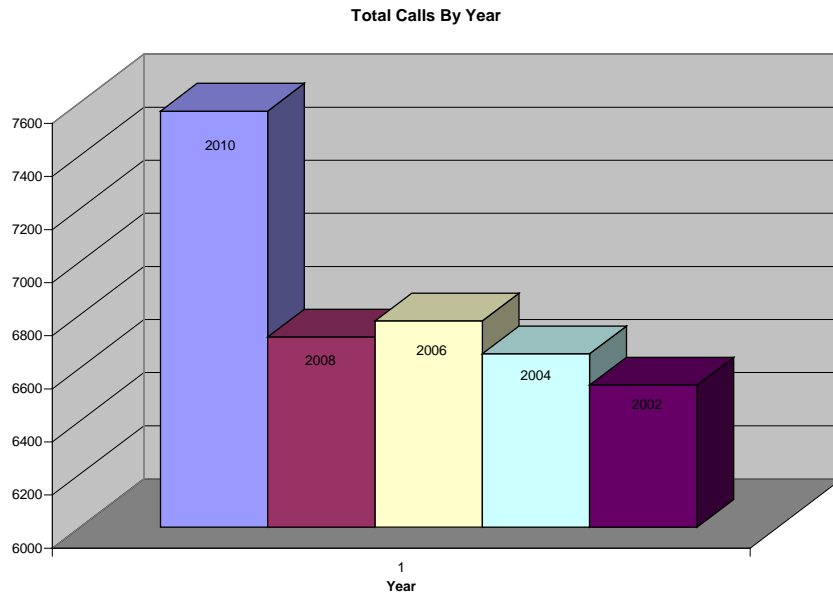


### **Serving the Communities of Coloma & Lotus**

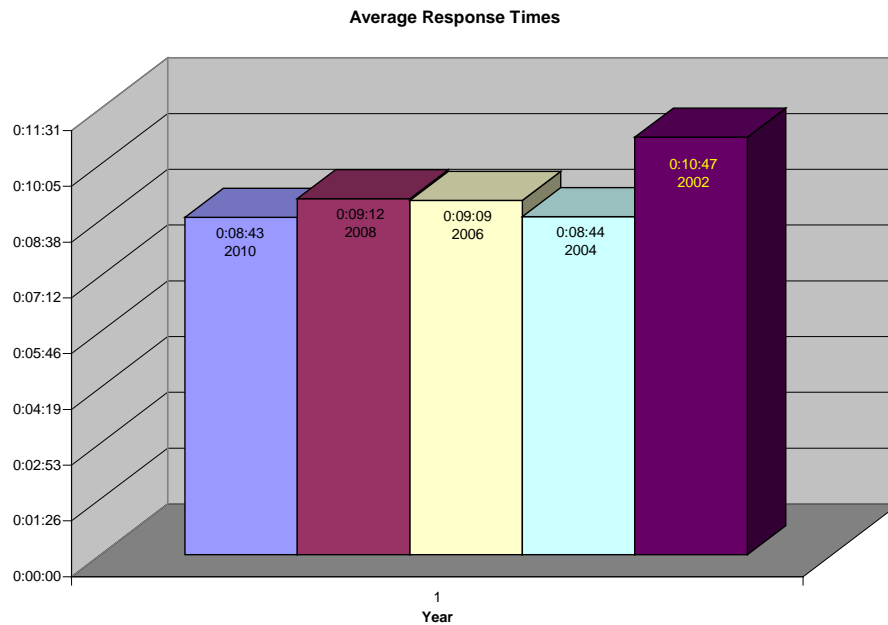
Staffed 24 hours a day, 7 days a week with an Engine Company staffed with Apprentice Firefighters, our Volunteers and off-duty personnel staff other apparatus housed at Station 74 when there is a need for additional response.

## Response summary

Review of our call load for the last eight (8) years shows a total increase of 15.7 % in call volume. Also note the increase between 2008 and 2010 is a total of 12.6 % in just two (2) years.



The average response time over the last eight (8) years was 00:09:19. Response times have been reduced by 19% since 2002.



## Revenue

The El Dorado County Fire District is supported primarily through property tax. The District receives approximately 13% of the 1% (.00013) of Ad Valorem Tax collected by the County within the boundaries of El Dorado County Fire.

In fiscal year 1991-92, as a result of the State budget crisis the State Legislature transferred 10% of each Special District's property tax revenue to the Educational Revenue Augmentation Fund (ERAF) in support of schools. The transfer went into effect beginning fiscal year 1992-93 and is still in effect today. As of fiscal year 2008-09, this transfer of property tax revenue results in an annual loss to the district of to over \$1,100,000, totaling approximately \$12,000,000 since inception.

The district receives voter approved special taxes in several areas of the district, equating to approximately \$510,000 of additional revenue. In 2006, the voters in the Shingle Springs area passed a Benefit Assessment authorizing the collection of \$252,000 per year for no more than ten years, which will assist in offsetting the cost of rebuilding station 28.

Per a recent Fire Service Delivery study, El Dorado County Fire runs 4.6 times more calls than the average of all of the 14 other fire agencies in El Dorado County. Additionally based on calls per dollar ECF operates at 52% of the average cost per call for all 14 agencies in El Dorado County.

## Current Needs Assessment and Mitigations

Priority	Category	Description	Comments
1.0	Safety	Update PPE/Safety Equipment	Identified in initial strategic plan (2009) inspected all PPE and funded upgrades to current standards. Ongoing review and inspection developed by staff.
1.0	Safety	Wellness/ Health / Physicals	Review and update Illness Injury Prevention Plan (IIPP) – Implement annual physicals/health screen for all staff – Develop/implement physical fitness standard with optional participation of staff - “No Tobacco” policy in place – Item moved higher on priority list since last update.
1.1	Safety	3/0 Minimum staffing /all engines/Career personnel	Currently staffing three (3) highway 50 corridor engines 3/0 (E17, E25, E28). One position is a benefited firefighter (E28) the remaining are Apprentice Firefighters. Current economic downturn prohibits pursuit of benefited positions at this time.

Priority	Category	Description	Comments
2.0	Fiscal	Standard assessments throughout District	No change – Potential to realize increase in revenue from County wide re-organization whereby ERAF funds may be recaptured – Continue to review current revenue sources
2.1	Fiscal	Explore additional funding	Continue to evaluate re-organizations and JPA's – Maintain a flat budget through lean economic environment – Emphasize conservation of resources in all stations – Implemented Cost Recovery Program
2.2	Fiscal	Explore Grants/outside grant writers	No Change to this priority – Seek Volunteer grant writers – Contract grant writers – Pursue Master Degree and PhD. Candidates needing to meet educational process requirements

Priority	Category	Description	Comments
2.3	Level of Service	Succession Planning	The continual monitoring and developing of internal talent to assure that employees have the knowledge, skills and abilities necessary to succeed in future leadership roles
3.0	Level of Service	Preserve Current Level of Service	Successful to date through lean economic times - Maintain previous staffing levels - Maintain current apparatus and equipment replacement plan - Annual replacement cost allocation sources - Development fees - Grants - General fund - Identify basic inventory needs - New technology
3.1	Level of Service	Standards of Cover	Current Region wide Mobile Data Computer system linking all mobile units – Provides Geographic Information Systems to all emergency apparatus – Continue to review and improve response area coverage through multi agency working groups

Priority	Category	Description	Comments
3.2	Level of Service	Staffing 3/0 Minimum staffing all engines with Career personnel	Currently staffing three (3) highway 50 corridor engines 3/0 (E17, E25, E28). One position is a benefited firefighter (E28) the remaining are Apprentice Firefighters. Current economic downturn prohibits pursuit of benefited positions at this time.
3.3	Level of Service	Manage consolidations - All Risk	As the economic downturn continues through 2011 we continue to participate in County wide workshops to review possible solutions to reduced budgets and subsequent reduction of services – We are participating in negotiations with two (2) neighboring agencies to discuss potential re-organizations and/or consolidation of services – All discussions to re-organize must be fiscally sound
3.4	Level of Service	Facilities - Replacement plan	Station 28 construction is nearing completion – Continue to seek funding sources for replacement of Station 25 – Identify needs of station replacement plan

Priority	Category	Description	Comments
3.5	Level of Service	Apparatus and Equipment	Review and implement current plan – reference apparatus replacement schedule already established – Review and update secure funding mechanism
4.0	Prevention	Expand/Reduce administrative support divisions commensurate with work load and resources	Through economic downturn civilian inspector hours reduced commensurate with work load – Provide fee schedules and resource information on District web site
4.1	Prevention	Reduce fire risk on Main street Placerville	Explore grant funding opportunities – Hold Town Hall meetings to provide community education and support – Review and determine feasibility of sprinkler system retro fit - Research similar communities for already developed mitigation plans



Priority	Category	Description	Comments
4.2	Prevention	Working smoke detectors in all dwellings	Pursue cooperative program with local business, seek donations from community – collaborate with CERT Teams and Volunteer Organizations – Provide public education with all source media blitz – Insure public awareness
4.3	Prevention	Fire protections systems in single family homes	Residential Fire Sprinklers & New Fire Codes - Completed 2010
4.4	Prevention	Zero fire deaths	Develop public awareness – Provide public education programs to area schools – Develop and distribute flyers through public contact areas (i.e. emergency calls, grocery stores, service groups) – Develop public education system using Volunteers to address public service groups – Increase staffing of Fire apparatus

Priority	Category	Description	Comments
4.5	Prevention	Preserve level of service	Pursue Grants - Fee for service – Involve community service groups – Integrate Volunteer staff to prevention duties
5.0	Communications	Improve internal communication	In 2010 Ventrilo was implemented, this is a computer/internet based conference call – Briefings provided to all first line supervisors – Communications policy under construction
5.1	Communications	Communication with 100% of constituents	Web site is up and functional – Public contacts for Volunteer Firefighter through a Nationwide hotline utilizing local theatre for public service announcement – Development of two (2) Public Information Officers to better inform the media and the public of significant events

Priority	Category	Description	Comments
5.2	Communications	Explore cost/benefit of constituent communication ...all media	Web site is up and functional – Public contacts for Volunteer Firefighter through a Nationwide hotline utilizing local theatre for public service announcement – Development of two (2) Public Information Officers to better inform the media and the public of significant events
5.3	Communications	Legislative participation/awareness ...BOD	Develop a legislative action committee at the board level – Networking with other agencies, sharing information – Research bulletin boards and internet access to legislative matters – Establish regular meetings with local and regional elected officials
5.4	Communications	Comprehensive public relations program	Train and Establish a Public Information Officer Program - Currently functional

Priority	Category	Description	Comments
6.0	Training	<p align="center"><b>Improve/elevate Training Standards and Objectives at all levels</b></p>	<p><i>Develop Training Committee – Provide logistical and financial support to committee to keep on-going, realistic and measurable training actively occurring – Develop review process – Network with other agencies – develop JPA’s to reduce cost –</i></p> <p align="center"><b>These goals have been met and are currently functional</b></p>
6.1	Training	<p align="center"><b>Career Development</b></p>	<p><i>Publish identified training tracks – Establish PTB’s for all ECF positions – Delegate career development activity to immediate supervisors –</i></p> <p align="center"><b>These goals met in 2010</b></p>

Priority	Category	Description	Comments
6.2	Training	Training Facility	<p><i>Locate available property - Research and secure funding mechanism – Solicit community involvement and donations – Collaborate with like entities within County and Region – Develop Volunteer labor force – Complete a comprehensive training needs assessment</i></p> <p><b>Secured a temporary training site through partnership with the Marshall Foundation for Community Health.</b></p>
6.3	Training	5 Year Training and Response Plan/Goals	<p>Incorporate line personnel in development of Training Committee to provide realistic, ongoing verifiable training – Continue to elevate training program with available resources</p>
6.4	Training	Staffing	<p>Develop Training Division staff – secure funding mechanism – Coordinate with other agencies through JPA and re-organizations – No change with current economic downturn</p>
6.5	Training	Funding	<p>Develop Training Division staff – secure funding mechanism – Coordinate with other agencies through JPA and re-organizations – No change with current economic downturn</p>

## SUMMARY

Beginning in January 2009 ECF began the strategic planning process. This process included the Board of Directors, Administrative Staff and the Labor Force. The results are presented in this document. Without the hard work and diligence of these groups this document would not be possible.

As a dynamic and proactive fire agency this will be a living document that will be reviewed at least annually to adjust interpretation, direction and goals and objectives as dictated by socioeconomic trends within our funding source, communities that we serve and the State in which we reside.

Chief Lacher sincerely thanks all stake holders for their participation and commitment to improved service, communication and efficiency.

Please forward any comments or suggestions to Chief Lacher.

