

Humboldt County Fire Chiefs' Association



Strategic Plan 2019 – 2024

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To the Members of the Humboldt County Fire Chiefs' Association,

I am pleased to present this plan to the membership and, more importantly, the members of our communities. This process would not have been possible without the financial support of Measure Z and grant funding from the Mel and Grace McLean Foundation, the Patricia D. and William B. Smullin Foundation, and Humboldt Area Foundation.

Our Association represents over 40 fire agencies with many goals and purposes. We are a united voice acting on behalf of the local fire service. We attend meetings with our Humboldt County elected officials and staff, we advocate on behalf of the fire service to propose and support legislation at all levels of the fire service, and finally to coordinate the local mutual aid system and training.

Last year the Association hired Greenway Partners to coordinate the development of this strategic plan. They were to help identify the challenges we face as local fire service agencies and identify goals and objectives that will help address these challenges. This undertaking was difficult due to there being so many agencies involved, many of which are spread widely across our rural county. We wanted to reach as many of these agencies as possible, for maximum input, and to do that, electronic surveys were conducted and numerous meetings were held. This process demonstrated to the Association that all of our agencies are addressing similar issues, such as increasing costs of operations with a lack of funding, limited number of people willing to volunteer, and ever increasing responses to emergencies.

The purpose of this plan is to strengthen our organization and reach our goals through initiatives. These initiatives include improved collaboration with the county for funding strategies and enhanced communication with our elected officials. Also worth mentioning are the development of new ways to bolster participation with Association

meetings, develop outreach programs through social media for better community understanding and continued needs assessments for individual departments.

Again, thanks to all who participated in the meetings and surveys. This plan could not have been developed without your input. I would be remiss, however, if I left out an acknowledgement of all those who have come before us. We would not be where we are today without all of our predecessors; whether they were Chief's, career firefighters or volunteers, they laid the groundwork for today's fire service and we are incredibly grateful.

Sincerely,

Justin McDonald

Justin McDonald
President - HCFA



EXECUTIVE SUMMARY

Greenway Partners was retained by the Humboldt County Fire Chiefs' Association (Association) to facilitate a strategic planning process that will assist the Association in determining its direction through the year 2024. The process engaged leadership and stakeholder groups to assess the Associations' strengths and weaknesses and identified ways to capitalize on the strengths and minimize weaknesses.

This process was designed to utilize the knowledge and insights of key personnel within the Association– Association, fire department and regional representatives – as well as external stakeholders who provided input and direction during the process. 29 participants (27 internal, connected to the Association; and two external, members of the public) worked closely together over the course of several months to develop strategies and initiatives that will enable the Association to achieve its primary goals.

FINDINGS

The following are findings that resulted from the Strategic Plan process, stakeholder participation and research by Greenway Partners.

1. Humboldt County is dependent upon the services provided by the Association members for fire and emergency medical response. The members of the Association and the County of Humboldt need to collaborate to develop consistent and adequate funding levels, facilities, and equipment in order to ensure that emergency response services are provided to all County residents and areas.
2. To communicate effectively with member departments and community stakeholders about funding needs, emergency services, facilities improvements and organizational direction, the Association should invest time and resources to develop organization-wide communication improvements.
3. The Association needs to update its meeting protocol and decision-making process and communication. Overall, the Association should become a more communicative body in all actions but those protected by privacy covenants.
4. Developing comprehensive metrics for monitoring organizational activities and keying these metrics towards continuous improvement throughout the member

organizations will help the Association communicate with the County and the public.

5. The role of volunteer firefighters in the County has changed significantly and the Association will need to adapt to keep pace with Federal and State training requirements and regulations, recruit and retain new volunteers and engage in ongoing regional coordination.
6. The Association should develop community advocates to help them secure permanent funding through the County of Humboldt and support a tax increase specifically and solely for Humboldt County Fire Services.

PROCESS SUMMARY AND INITIATIVES

Over the course of four group meetings and workshops, the strategic planning process has been successful in identifying the organizational challenges facing the Association and providing new ways to address those challenges. This process involved two members of the public and 27 members affiliated with the Association as either Board/Leadership members or department representatives. This diverse group was brought together to ensure that all perspectives were represented in the process.

STRATEGIC GOALS AND INITIATIVES

The stakeholder group that participated in the strategic planning process developed key initiatives based on two primary strategic goals:

- 1) Collaborate with the County and
- 2) Clarify Communication

Over the course of the next five years, these goals will be pursued through an organization-wide initiative program, outlined below. A number of these initiatives have already begun, or been completed, as a part of the Strategic Plan process.

STRATEGIC GOAL 1.0: COLLABORATE WITH THE COUNTY

Key Initiatives

1. Create a working group to develop an internal oversight committee that can then collaborate with the County on strategies for providing fire and emergency medical service as well as standardized training and prevention services through the County of Humboldt.
2. Develop agreements with the County for long-term funding that is adequate for the service area of each department. This will include working closely with the County to establish new Districts, annex unserved areas and expand response areas in support of the Community Wildfire Protection Plan.
3. Develop options for a consolidated fire dispatch and explore funding possibilities.
4. Develop funding strategies in support of a sales tax increase specifically and solely for fire districts to fund response operations as well as personnel costs and the recruitment and retention of volunteers.
5. Support member organizations to set response goals consistent with National Fire Protection Association (NFPA) 1720 within the 5-year window of this Strategic Plan.
6. Work with the County to create a funded administrative position to assist departments with recruitment and retention, training, and fire prevention.

STRATEGIC GOAL 2.0: CLARIFY COMMUNICATION

Key Initiatives

1. Enhance Association communications through the use of new methods of holding meetings and participating. These should include remote meeting attendance, conference calls, revision to voting methods, and communicating what the association does for everyone to all of the departments.
2. Establish a working group to create a handbook for new chiefs, including steps to develop mentoring and one-on-one training to ensure effective succession planning and support in departments.

3. Develop an Association website to serve as a single point of information sharing for the community and members of the Association.
4. Increase quality and consistency of external communications to improve public image and community understanding of the Association.
5. Improve beneficial relationships and increase mutual benefits with community institutions and partner agencies.
6. Improve “customer service” by developing channels of communication for receiving input from the community.
7. Conduct on-going needs assessments for departments identifying staffing needs, equipment, facilities and funding and communicate these needs to the community and the County.
8. Report quarterly response statistics to the community and BOS showing value saved as well as the value of volunteer hours donated.

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HUMBOLDT COUNTY FIRE SERVICE

Humboldt County is home to approximately 135,000 residents. The majority of the population (107,000 or 79%) lives within the service areas of three fire agencies; 55,000 in the Humboldt Bay Fire area, 37,000 in the Arcata Fire area, and 15,000 in the Fortuna Fire area. These areas are the primary tax base for the County and have the majority of the calls for emergency services.

There are 42 different agencies providing fire and/or medical emergency services within the County. The agencies range from tax-funded Districts (Humboldt Bay, Arcata, Fortuna, etc.) to non-tax Volunteer Fire Companies funded through community donations and fundraising efforts. Regardless of their funding mechanism (or lack thereof), residents and visitors expect that they will receive a prompt and effective response should they have an emergency in their community or while travelling in and through Humboldt County.

Local emergency service agencies have grown around towns and their related industries. In many cases, these individual departments trace their history back to the founding of Humboldt County. They are justifiably proud of their history and the work done for their communities, and there is also a strong emotional tie and desire to maintain their individual identities and cultures.

Many of these departments are in geographically isolated areas and have great difficulty recruiting and retaining members. The State-mandated training requirements for emergency personnel make it difficult for career departments to cover all of the required training in a year. It is nearly impossible for volunteer organizations to keep up with the requirements. In fact, two of the organizations located on Highway 101 in the Avenue of the Giants area have essentially shut down recently, leaving a large gap in coverage for communities as well as people travelling on Highway 101. The Chiefs' Association is working with County Planning to ensure adequate coverage for all areas.

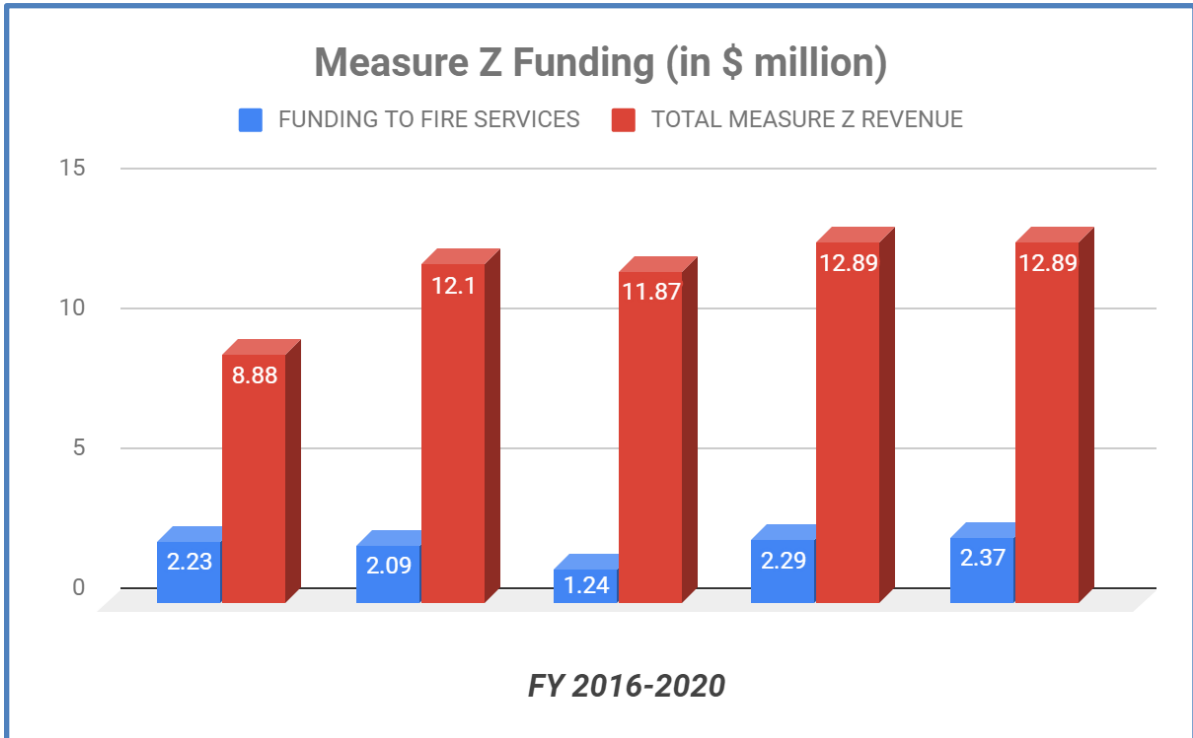
MEASURE Z AND ONGOING FUNDING

With the passage of Measure Z for funding public safety, the County Fire Chief's Association has been provided with taxpayer approved funding for the purchase of apparatus, metal buildings, and personal protective equipment¹. The County has also funded \$253,000 for the County Administrative Office for "critical response for fire districts on Highway 299." Additionally \$63,214² has been provided to the Fire Chiefs Association for "Emergency Service Gap on Highway 299." This money is paid as

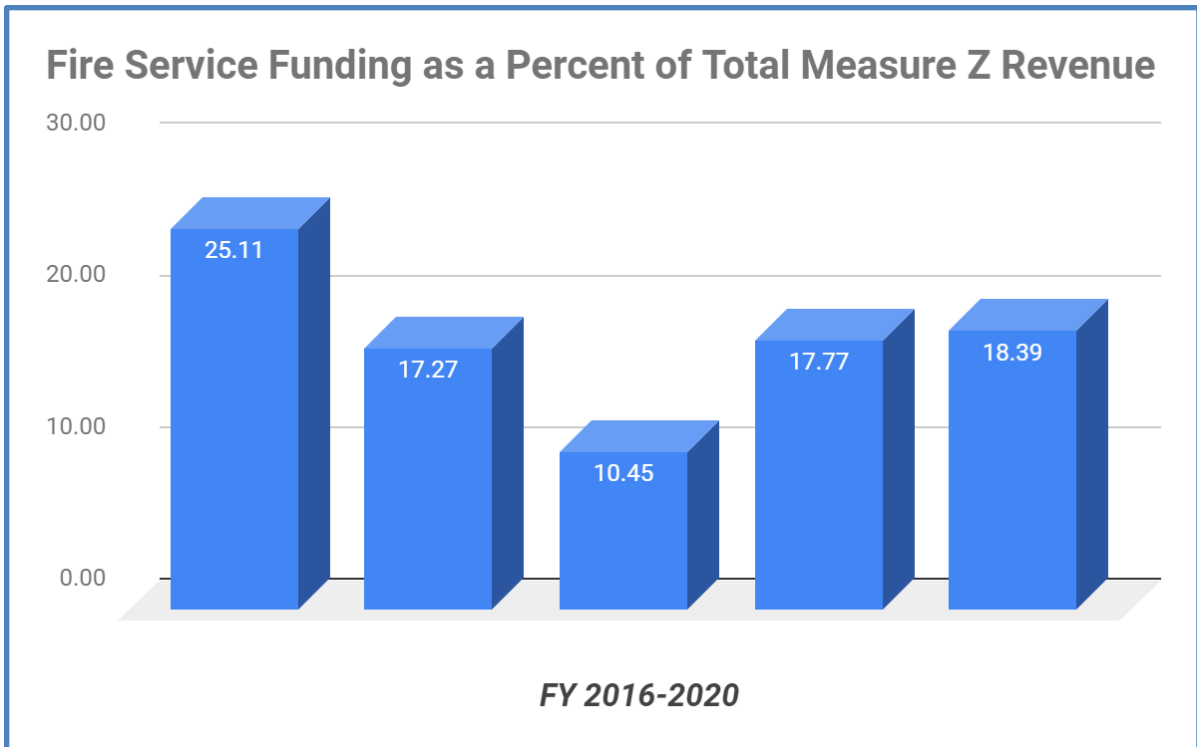
¹ Measure Z at 1 (<http://humboldt.gov/DocumentCenter/View/56601>)

² Measure Z Budget, FY 2016 (<http://humboldt.gov/2135/Fiscal-Year-15-16>)

reimbursement to Blue Lake Fire and Willow Creek Fire for out of district responses. Lastly, the County Public Works Department is funded in the amount of \$147,000 for “Mandatory fire fighting training” and “mandatory aircraft rescue service.” The Measure Z Committee continues to support the goals of the Association.



**note: the above chart does not include rollovers.*



HUMBOLDT COUNTY FIRE CHIEFS’ ASSOCIATION ANNUAL REPORT³

The following are excerpts from the 2017 Annual Report to the County Board of Supervisors from the Chiefs’ Association.

Measure Z Funding

This was a year of very interesting changes and improvements for Humboldt County fire departments. This past year, a large majority of the fire departments in Humboldt County experienced increases in calls for service. Calls, ranging from fires to public service calls to calls for medical assistance, have all increased. This shows that the communities, citizens, and visitors of this county are relying more on the fire service than ever before. Most of the fire services in Humboldt are all-volunteer and funded by property taxes, special assessments, and fundraising. As the call volumes go up, the costs to the departments increase. We were fortunate to receive voter approved funds for public safety through Measure Z again this year. This year, the Chiefs’ Association undertook the task of providing eight volunteer departments with building kits for structures to house their apparatus. This endeavor proved to be an interesting mission. The engineering of the ground on which the stations will be placed, the structures themselves, and the task of putting it all together is an arduous one. However, with the help of the Board of Supervisors and the County Administrative Office (CAO), we are carrying that funding over and will soon be ordering kits for departments. Funding for fire hose was provided, as well as for the purchase of structural and wildland personal protective equipment (PPE). Funds

³<https://humboldt.gov/DocumentCenter/View/64117/2017-Humboldt-County-Fire-Chiefs-Association-Annual-Report-PDF>

were also provided through Measure Z to assist with dispatch fees and countywide planning assistance from the Local Agency Formation Commission and County Planning and Building and Public Works to address fire and rescue service sustainability. It is my goal and the goal of the Humboldt County Fire Chiefs' Association to continue to request Measure Z funding to further improve our area fire departments. This will allow all of our friends and family to enjoy rural areas and receive assistance and safe, timely response from the departments spread around our county if needed.

County Planning & Interagency Aid ⁴

(O)ngoing support of the county planning assistance component remains vital to assisting fire companies and districts with formation, annexation, and the establishment of funding mechanisms to assist with long-term service sustainability. (p 4)

The past year has continued to see fire departments working together in our county cooperatively in mutual aid and automatic aid to assist neighboring departments during times of emergency. Fire departments are training together more, whether through formal academy training such as the Eel Valley Training Academy or in less formal situations where neighboring departments are sharing training to improve working relationships. Working together improves the way we serve our communities and the county as a whole. However, this has not always been the case. During my more than 30 years of being a volunteer, I have seen times when various departments almost came to blows over jurisdictional district lines, training, and working together. Recent collaboration is a testament to all the firefighters within Humboldt County and the understanding that we are here to serve not only our own respective districts, but the greater community and our many visitors, and that our neighbors will be there to help if needed.(p 8)

Funding Mechanisms for Various Departments

With a few exceptions, fire service providers associated with a special district are labeled "Volunteer Fire Department", meaning they receive some tax or fee revenue gathered from within a mapped boundary. Those that do not receive tax revenue and are funded primarily through fundraisers and donations are generally labeled "Volunteer Fire Company". There are also combination departments. These departments, Humboldt Bay Fire and Arcata Fire Protection District, are combination departments, with both career and volunteer firefighters. While there are only two in this category, those two have the majority of incident responses that make up the county total. (p 13)

⁴ 2015 Annual Report, pages identified at each paragraph.
(<http://www.humboldt.gov/Archive.aspx?ADID=1124>)

As a group representing the fire services through Humboldt County, HCFCA has over 40 voting members. Within the group, there are two subgroups. These have developed because of the great distances and remote nature of many of the departments within the County. The development of these groups highlights the difficulties of coordinating the efforts of 42 agencies stretching from Orick to Whale Gulch. The sections quoted below also show that within the HCFCA, there is a clear understanding of the need for cooperation, standardization, and interoperability. These are very positive signs for the way in which these agencies can continue to work into the future.

Humboldt County Fire Chiefs Association⁵

The Humboldt County Fire Chiefs' Association (Fire Chiefs) works hard to improve the level of service throughout the county through increased coordination, communication, standardization, and support. The desire to work together to improve interoperability is the driving force behind the efforts of the Fire Chiefs. (p 17)

Collaboration with these and other agencies has enabled the growth of productive and effective relationships that have proven to be beneficial to all parties. (p 17)

The Fire Chiefs coordinate and sustain several programs and innovations that work together to support an ever-increasing level of fire service in Humboldt County. In order to provide quick and adequate response to fires, the Fire Chiefs developed and maintain a countywide mutual aid agreement in the form of a memorandum of understanding (MOU). The MOU was made and entered into by and between all local fire service providers in the county as well as CAL FIRE. It states that the equipment, facilities, and trained personnel of each fire department are available to the other participants in the agreement on an as requested basis, which allows for a quick, decisive dispatch of resources. (p 18)

Eel River Valley Fire Chiefs Association

The goal of the Eel River Valley (ERV) Fire Chiefs Association is to improve and streamline administrative and operational objectives with the major focus being interoperability throughout the immediate area. The Fire Chiefs of the Eel River Valley Fire Departments meet quarterly to discuss and improve emergency response and training within the Eel River Valley and along Highway 36, east to Bridgeville. These discussions and planning sessions have led to various auto-aid agreements, communications plans, and fire pre-planning throughout the area. (p 20)

⁵ 2015 Annual Report, pages identified at each paragraph
(<http://www.humboldt.gov/DocumentCenter/View/56024>)

Southern Humboldt Fire Chiefs Association

The Southern Humboldt Fire Chiefs Association (SHFCA) is a venue for fire departments and community organizations in Southern Humboldt to collaborate for preparedness. The SHFCA is a chapter of the Humboldt County Fire Chiefs Association, a 501(c)3, and comprises firefighters from all the departments and companies in the Southern Humboldt region. The initial purpose of the SHFCA was to provide a stronger voice for fire departments to bring more training opportunities to the southern part of the county, increase communication between local departments and with CAL FIRE, and to create a stronger fire department identification and numbering system. Successful implementation of those goals over the last 18 years has grown the SHFCA to include representatives from the Southern Humboldt Fire Safe Council, the Humboldt County Fire Safe Council, the Red Cross, the Southern Humboldt Emergency Preparedness Team (SHEPT), the County Radio Dispatch Co-op, CAL-EMA, Humboldt County OES, and other emergency preparedness groups. The SHFCA sponsors the Southern Humboldt Technical Rescue Team (SHTRT). The SHTRT is comprised of firefighters from the local departments who specialize in rope, water, and wilderness rescue. Team members are highly dedicated firefighters who train and respond to rescues in addition to the normal training and duties of their respective fire departments. (p 19)

BY-LAWS OF THE ASSOCIATION

A complete copy of the By-Laws of the Association are included in Appendix B. During planning meetings, many of the representatives expressed their frustration in the difficulty they have attending meetings and being unable to vote on matters of importance to their agencies. The most common challenge is geographic. The vast size of the County makes it very difficult for people to travel from their remote locations to the monthly meetings.

The By-Laws of the Association, Article I, Section 2 states:

Purpose

The objective of this Association is the professional advancement of the fire service for the protection of life and property from fire.

This shall be accomplished as follows:

- a). Conduct research and study of problems affecting the Fire Service at the Community, County or State level.*
- b). Develop and implement programs and activities vital to the continued well being of the fire service.*

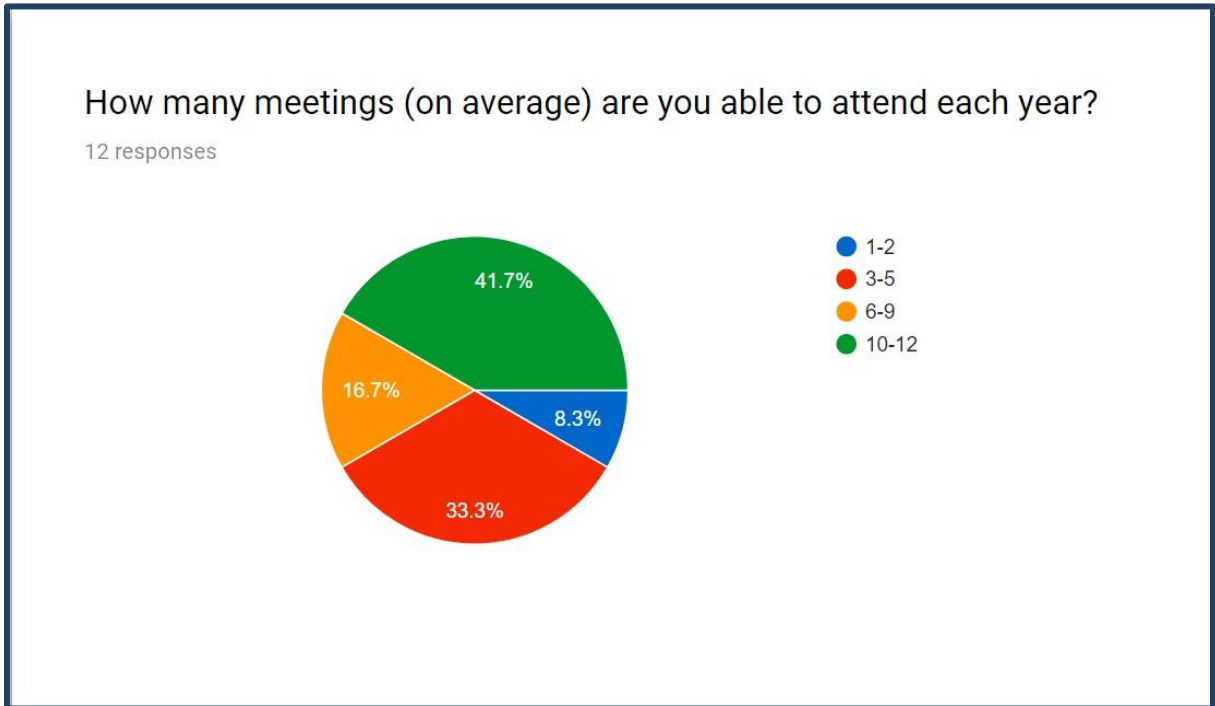
c). Propose and support legislation at all levels of the fire service in order to provide optimum protection of life and property.

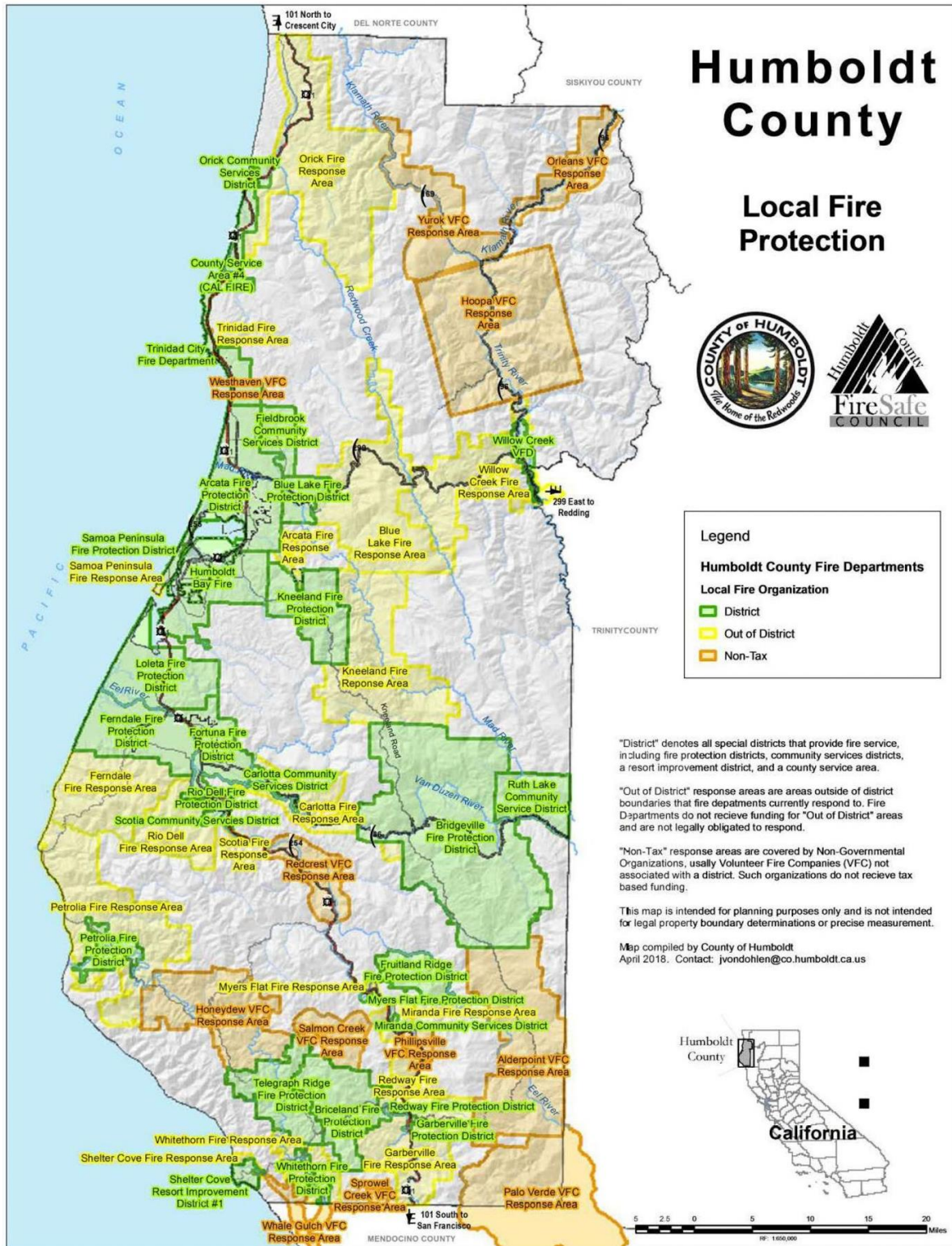
Voting

Article VIII states:

Section 2. Eligibility to vote and hold office. Only active members of the Association in good standing shall be eligible to hold elective office or to have the right to vote.

Section 3. Each recognized department shall be entitled to one (1) vote only. Proxy votes shall not be acceptable. Voting is to be done by voice vote, roll call or ballot, at the discretion of the President.





THE ROLE OF VOLUNTEERS AND VOLUNTEER ORGANIZATIONS

Fire response for most departments has changed significantly since their founding as volunteer organizations. Historically, with less stringent training requirements, volunteers were comprised of members of the community from all walks of life. Many departments have a number of committed, long-time volunteers, but demographically, their numbers are rapidly declining due to training requirements, staffing coverage and age. Currently, most communities experience difficulty attracting and retaining volunteers.

The training requirements for volunteers are significant and have become more stringent over the last 10 years. It is an impediment to attracting volunteers who want to assist and serve their community, but are not able to dedicate the time necessary to remain compliant with the training requirements. At a minimum, volunteers need to attend training sessions and commit to being in service for several years.

Providing emergency services to a community through volunteers has benefits and drawbacks. There is a significant cost savings realized by communities who aren't paying for career personnel. There is also a direct hourly value that can be calculated for volunteer personnel. The Federal Bureau of Labor Statistics⁶ calculates the hourly value of firefighter in CA as \$39.22.

Using Redway Fire activity in 2017 as an example, we can show the value of volunteer hours:

Activity	Hours	Rate	Total
Incident Response	485	\$39.22	\$19,021.70
Training	926	\$39.22	\$36,371.72
Maintenance	450	\$39.22	\$17,649.00
Fundraising	460	\$39.22	\$18,041.20
		Total	\$91,029.62

⁶ <https://www.bls.gov/oes/current/oes332011.htm>

There are three primary organizations that assist Fire Districts in the evaluation of their performance: the National Fire Protection Association (NFPA), the Insurance Services Office (ISO) and the Commission on Fire Accreditation International (CFAI). Additionally, the Occupational Safety and Health Administration (OSHA) develops workplace rules for all workplaces in the United States. These organizations each evaluate a separate component of performance and award accreditation based on compliance with the selected standard. These accreditations are commonly used by fire agencies to assist them in determining how to improve their organizational efficacy.



The CFAI, which is driven by a community determination of which levels of service it wishes to provide first and then developing a standard of response to meet that service goal. The CFAI standard considers travel time and distance, multiple calls simultaneously, the assessment of risk and staff and equipment deployment to mitigate

that risk. Many Districts, including both rural districts and urban such as San Diego County Fire Department, use the CFAI standard when the size of their service areas make compliance with the NFPA standard too costly or too difficult to achieve.

Among its numerous standards related to all incidents of Fire Service Management, the NFPA uses a time of response to incident standard, measuring how quickly staff is able to respond to incidents within their areas of coverage. The 1710 Standard for predominantly career fire departments, or the 1720 Standard for predominantly volunteer fire departments, both set time and response benchmarks that enable districts to pursue performance improvement. The standards are benchmarked off of the rules set by the Federal Government for workplace safety as indicated below.

The Occupational Safety and Health Administration has outlined firefighter health and safety rules called the “two in/two out” rule for firefighters. The two in/two out rule requires that prior to an interior attack by two firefighters, two firefighters must be outside the structure ready to perform a rescue or to provide assistance for the crew attacking the fire. If there is a known reason or the crew has reason to believe that a rescue is likely, the “two out” rule does not apply.

This rule has led to significant increases in staffing requirements for many districts. This standard may, at some point, become mandatory for all Fire Districts in OSHA program States, such as California, to ensure full compliance with employee health and safety regulations currently enforced in larger departments.

Many smaller, rural districts in Oregon have determined that compliance with the NFPA standard 1710 or 1720 is unachievable and so they have developed an alternative review called the Oregon Fire Service Deployment Standard Process. This process provides rural and isolated communities an opportunity for performance improvements concurrent with their financial circumstances. While this may be infeasible for some agencies due to the staffing and financial commitment inherent in California districts, there are some areas that can be evaluated for the sake of comparison.

The ISO evaluates the infrastructure in place within a service area and includes review of existing fire suppression infrastructure (water lines, hydrants, alternative water sources) as well as equipment and fire suppression response ability. These findings create an ISO score that enable a District to make annual assessments of its capabilities and needs. Further, many insurance companies use the ISO score to set homeowner’s insurance policy premiums within the District.

NFPA 1720 - STANDARD FOR THE ORGANIZATION AND DEPLOYMENT OF FIRE SUPPRESSION, EMERGENCY MEDICAL OPERATIONS, AND SPECIAL OPERATIONS TO THE PUBLIC BY VOLUNTEER FIRE DEPARTMENTS.

This standard was developed to identify minimum requirements relating to the organization and deployment of fire suppression operations, emergency medical operations, and volunteer fire departments. Approximately three of every four fire departments in the United States are volunteer; therefore this standard as well as related practices (accreditation, certification, etc.) have a profound effect on the direction of the volunteer fire service.

The standard does NOT include Fire Prevention, Community Education, Fire Investigations, Support Services, Personnel Management, and Budgeting.

This standard may, in the minds of some create a benchmark to aspire and plan to, to others, it represents a minimum baseline. To others it will serve as an expectation that contracted services must meet or plan to meet. In reality the standard will mean different things to different entities because a key section indicates, "The Authority Having Jurisdiction determines if this standard is applicable to their fire department".

NFPA 1720 STANDARDS			
DEMAND ZONE	DEMOGRAPHICS	STAFFING & RESPONSE TIME (MINUTES)	MEETS OBJECTIVES PERCENTAGE
Urban Area	> 1000 population/mi ²	15/9	90
Suburban Area	500-1000 people/mi ²	10/10	80
Rural Area	<500 people/mi ²	6/14	80
Remote	Travel Distance ≥ 8 mi.	4	90

DISPATCH SERVICES

With the exception of Humboldt Bay Fire, all members of the Association are dispatched through CalFire's Fortuna Interagency Command Center (FICC). The FICC contracts with the remaining agencies for services on a fee basis. The fees are calculated by determining the personnel costs associated with the increased call volume. Association members have been advised that the cost of dispatch services will be increasing significantly in the next year. For example, the Arcata Fire District budgeted \$130,000 for dispatch in FY 19-20. This fee is expected to increase to over \$300,000 next year. During a workshop, the focus group of Association members discussed the need for an alternative to CalFire Dispatch due to the increased cost and other issues related to dispatch services.

THE NEED FOR STRATEGIC PLANNING

Greenway was originally hired by the Association to assist with the development for a long term plan that would guide the Association in coming years. The collaboration of departments in the Association to support Measure Z and coordinate their efforts for the betterment of all departments has illuminated numerous shared challenges, as well as a commitment to strengthening Association operations.

Association members are coping with the increased operational costs and a flat, and due to inflation over time, declining revenue stream. Revenue from Measure Z is crucial for the success of the Association members and their continued ability to serve their communities. There is also a recognition that there should be a funding source specific to fire departments in the County. All of these factors presented a window of opportunity to open the Association operations, planning and finance to a team of stakeholders. This group was brought together and strategic planning began.

STRATEGIC PLAN PROCESS

The process of strategic planning is at least as important as the plan it produces. The engagement of stakeholders on issues that have not been dealt with, or even discussed, provides a way to uncover institutional blocks, personnel issues and structural problems with leadership, communication and operations.

Internal Stakeholders, representing the Association (Board and members) and External Stakeholders (members of the public) were both involved in the strategic planning process and contributed diverse and sometimes contrasting perspectives about the District and its direction.

Internal Stakeholders*

Mike Lake, Fruitland Ridge Fire
Chris Fischer, Palo Verde Fire
Lon Winburn, Fortuna Fire
Ray Stonebarger, Blue Lake Fire
Justin McDonald, Arcata Fire
Sean Robertson, Humboldt Bay Fire
Jeff Robison, Loleta Fire
Dale Unea, Samoa Peninsula Fire
Mark Barsanti, Shively Fire
Rich Grissom, Fieldbrook Fire
Kurt McCray, CalFire
Cheryl Anthony, Shelter Cove
Kai Ostrow, Briceland Fire
Robert Richardson, Miranda Fire
Virgil Willner, Telegraph Ridge Fire
Roberta Coragliotti, Orleans VFD
Jesse Myers, Orleans VFD

**all participants are not listed here*

External Stakeholders

Cybellem Immett, County of Humboldt
Collete Metz, Planwest Partners/LAFCO

The Strategic Plan process can be visualized as a funnel. The process begins with the stakeholder group focused on the big picture. At the beginning of the funnel, there is a lot of information to capture, sort and evaluate for relevance. The further along the group got into the process, during subsequent meetings, the information produced becomes more focused and prioritization decisions are made.

Meeting #1 – Team Development

The first meeting brought together a small group of stakeholders to set the pace of the project. Participants developed ground rules and assessed the Association’s Strengths, Weaknesses, Opportunities, and Challenges (SWOT). The Strengths and Weaknesses are driven by internal factors, while Opportunities and Challenges are driven by external factors.

Survey

Using the information produced at Meeting #1, Greenway Partners developed a survey that was sent to all member departments to ensure the data reflected as many departments as possible. 12 member departments participated.

Meeting #2 – Strategic Vision

Meeting #2 was designed to understand the current state of the HCFCA, develop a vision for the future, and identify strategies to take the organization from the current reality to the desired future. After reviewing the survey findings, participants identified the current state of the Association, the desired future state, and brainstormed methods to achieve the desired future state. Four primary priorities were identified by stakeholders.

- Goal: Improve and Foster Partnerships
- Goal: Connect to our Community
- Goal: Strengthen our Organization
- Goal: Pursue Continuous Improvement

Meeting #3 – Southern Humboldt Outreach

Meeting #3 followed a similar format to Meeting #2, with the intent of ensuring that Southern Humboldt member organizations had the full opportunity to participate in the Strategic Plan process.

Meeting #4 – Association Update

Greenway Partners attended the Association's March meeting to provide an update on the process and request additional input from member departments. Many member departments made contact with thoughts post-meeting.

Meeting #5 - Focused Workshop

In this meeting, stakeholders examined possible realignment scenarios, including discussions about consolidation, population growth, new development areas within the District and incident response. The task forces dealing with consolidation, communication and facilities all came out of this last meeting. At this point the four goals identified in Meeting #2 were consolidated into two primary goals, Collaborate with the County and Clarify Communications.

These findings outline the work of the Strategic Plan participants and provide roadmaps for implementation. Each section has a short narrative, which is followed by a discussion of how the findings can be implemented within the 5-year lifespan of this plan. This is also outlined in the table at the bottom of each section, which describes the responsible person within the organization, the timeline and potential budget impact. It should be noted that the time frames provided serve as a goal and not a fixed calendar. There are many factors that can lead to delays in implementation and the Association should strive to keep this schedule in mind.

- 1. Create a working group to develop an internal oversight committee that can then collaborate with the County on strategies for providing fire and emergency medical service as well as standardized training and prevention services through the County of Humboldt.*

Humboldt County is served by numerous emergency response agencies that vary from career departments (Humboldt Bay Fire), combination departments (Arcata Fire District), paid-Chief only (Fortuna, Blue Lake), all Volunteer (Rio Dell, Fieldbrook), and fire companies (Honeydew).

As the County is providing taxpayer funding through Measure Z/O to these agencies, it's imperative that the Association creates a mechanism to ensure that the County and the community understand the needs and challenges facing the member departments. Establishing an internal mechanism to review the status of all of the departments will provide transparency and show the County that the Association is dedicated to continuous improvement in order to serve all of the County residents and visitors.

- 1.1.** The Association President will work with the members to create a list of members who are available to participate as part of the oversight committee.
- 1.2.** The Association President will request a liaison be assigned by the County to coordinate with the Association.
- 1.3.** Create an oversight committee and develop broad guidelines for the functioning of the committee.
- 1.4.** Determine annual and ongoing financial needs of all departments in the Association.

- 1.5. Determine baseline ongoing funding level per department from the County.
- 1.6. Identify County areas that currently have no regular fire prevention/Fire Code enforcement and cost to provide a consolidated prevention officer position for the County.
- 1.7. Determine training requirements and needs by department and area and the cost to provide a consolidated training officer position.
- 1.8. Determine current status of NFPA 1720 compliance for volunteer/combination departments and 1710 for career staffed departments.

	PERSONNEL INVOLVED	FINANCIAL COST	TIMELINE
1.1 CREATE LIST OF OVERSIGHT COMMITTEE MEMBERS	Association President	LOW	LATE 2019
1.2 REQUEST COUNTY LIAISON	Association President	LOW	LATE 2019
1.3 CREATE OVERSIGHT COMMITTEE AND GUIDELINES	Association President Committee Members County Liaison	LOW	LATE 2019
1.4 FINANCIAL NEEDS ANALYSIS	Committee Members County Liaison	LOW	EARLY 2020
1.5 DETERMINE COUNTY FUNDING BASELINE	Committee Members County Liaison CAO Office	HIGH	EARLY 2020
1.6 IDENTIFY AREAS FOR FIRE PREVENTION SERVICES	Committee Members County Liaison CAO Office	LOW	EARLY 2020
1.7 IDENTIFY TRAINING NEEDS AND TRAINING OFFICER POSITION	Committee Members County Liaison CAO Office	LOW	EARLY 2020
1.8 NFPA 1720/1710 COMPLIANCE	Association President Member Departments	LOW	EARLY 2020

2. *Develop agreements with the County for long-term funding that is adequate for the service area of each department. This will include working closely with the County to establish new Districts, annex unserved areas and expand response areas in support of the Community Wildfire Protection Plan.*

- 2.1. Work with the County Auditor to standardize budget tracking documents for all departments so that a clear picture of revenues and expenses can be presented to the Association and County.
- 2.2. Identify revenues and expenses by department and identify funding gaps that exist and report same to the Oversight Committee
- 2.3. Continue collaborative meetings with County representatives to support the findings of the Community Wildfire Protection Plan.
- 2.4. Identify funding necessary to offset increased call volume, maintenance costs, and operational expenses.
- 2.5. Expand response areas and service areas with financial support from the County

	PERSONNEL INVOLVED	FINANCIAL COST	TIMELINE
2.1 ADOPT STANDARDIZED BUDGET FORMAT	Member Departments	LOW	LATE 2019
2.2 PROVIDE FINANCIAL REPORT TO COMMITTEE	Member Departments	LOW	ONGOING
2.3 CONTINUE MEETINGS WITH COUNTY REPS	Committee Members County Liaison	LOW	ONGOING
2.4 FINANCIAL NEEDS REPORTING	Committee Members County Liaison Member Departments	LOW	EARLY 2024
2.5 EXPAND RESPONSE AREAS	Committee Members County Liaison CAO Office	HIGH	EARLY 2024

3. *Create a working group to explore options for a consolidated fire dispatch and funding possibilities.*

- 3.1. Leadership of the Association will initiate meetings with the local dispatch centers to explore options for a consolidated fire dispatch.
- 3.2. Participants will identify current dispatch costs being billed to the County and individual member departments.
- 3.3. Meetings will result in a report on total call volume for the new Dispatch center and costs for handling call volume.
- 3.4. Participants will work with the County and CalFire as well as member departments to identify current state of County radio system and any deficiencies that will require budget funding to upgrade/repair.
- 3.5. The Association will evaluate the dispatch options and funding strategies.

	PERSONNEL INVOLVED	FINANCIAL COST	TIMELINE
3.1 INITIATE DISPATCH MEETINGS WITH LOCAL DISPATCH CENTERS	Association Reps Dispatch Center Reps	LOW	LATE 2019
3.2 IDENTIFY CURRENT DISPATCH COSTS	Member Departments	LOW	LATE 2019
3.3 REPORT ON CALL VOLUME AND EXPENSE	Association Reps Dispatch Center Reps	MEDIUM	ONGOING
3.4 IDENTIFY CURRENT STATE OF COUNTY RADIO SYSTEM	Association Reps CalFire	MEDIUM	LATE 2019
3.5 EVALUATE OPTIONS, FUNDING SOURCES AND DEVELOP A PLAN	Association Reps	LOW	EARLY 2020

4. *Develop funding strategies in support of a sales tax increase specifically and solely for fire districts to fund response operations as well as personnel costs and the recruitment and retention of volunteers.*

- 4.1. Leadership of the Association will initiate meetings with the County to identify the process of adding a funding measure to the local ballot.
- 4.2. Association members will create a working group to identify the manner in which revenue will be prioritized for departments.
- 4.3. Member Departments will create a list of local organizations and individuals who will advocate on behalf of the proposed funding measure.
- 4.4. Measure language will be drafted to provide the greatest amount of transparency and public oversight.
- 4.5. The Association will decide on a date for funding measure.
- 4.6. Public meetings and information campaign calendar will be created.
- 4.7. Coordinate with County to identify transition from Measure Z/O funding to funding of Member Departments by new measure.

	PERSONNEL INVOLVED	FINANCIAL COST	TIMELINE
4.1 MEET WITH COUNTY RE: FUNDING MEASURE	Association Reps Humboldt Sheriff	LOW	LATE 2021
4.2 IDENTIFY PRIORITIZATION AND DISTRIBUTION PLAN	Member Departments	LOW	EARLY 2022
4.3 CREATE COMMUNITY SUPPORT AND ADVOCACY GROUP	Association Reps Humboldt Sheriff County Liaison	MEDIUM	ONGOING
4.4 DRAFT MEASURE LANGUAGE	Association Reps Humboldt Sheriffs CalFire	MEDIUM	LATE 2022
4.5 DETERMINE DATE FOR MEASURE VOTE	Association Reps Humboldt Sheriff	LOW	LATE 2022
4.6 HOST COMMUNITY MEETINGS AND INFORMATIONAL OUTREACH	Committee Members County Liaison Member Departments	LOW	EARLY 2023

4.7 COUNTY TRANSITION PLAN	Committee Members County Liaison Member Departments		EARLY 2024
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5. *Support member organizations to set response goals consistent with National Fire Protection Association (NFPA) 1720 within the 5-year window of this Strategic Plan.*

- 5.1. All member departments will utilize the NFPA 1720 self-assessment to determine their current ability to meet the 1720 guidelines.
- 5.2. Departments will determine areas where there are improvements needed and develop a plan to address the issues.
- 5.3. Member Departments will conduct an annual self-assessment which they will include with the annual report.
- 5.4. By the end of the Strategic Plan period, identify if the NFPA 1720 guidelines can be met or if an alternate goal should be identified.

	PERSONNEL INVOLVED	FINANCIAL COST	TIMELINE
5.1 INITIAL NFPA 1720 SELF ASSESSMENT	Member Departments	LOW	EARLY 2020
5.2 IDENTIFY IMPROVEMENTS NEEDED & DEVELOP PLANS TO ADDRESS	Member Departments	LOW	LATE 2020
5.3 CONDUCT ANNUAL SELF ASSESSMENT & INCLUDE WITH ANNUAL REPORT	Member Departments County Liaison	MEDIUM	ONGOING
5.4 MEET NFPA 1720 GUIDELINES	Member Departments	MEDIUM	EARLY 2024

6. *Work with the County to create a funded administrative position to assist departments with recruitment and retention, training, and fire prevention with achieving the goals and standards established the Chiefs Association.*

- 6.1.** The Association will create a committee to meet with the County liaison to outline the current need for the position and to determine cost of funding.
- 6.2.** Collaborate to create an agreement with the County to fund the recruitment/training position.
- 6.3.** The County liaison and Association committee will work together to create a job description and prepare for hiring the position.
- 6.4.** County will conduct recruitment in collaboration with the Association
- 6.5.** The new recruitment/training officer will work with all member departments to create a training/prevention calendar.

	PERSONNEL INVOLVED	FINANCIAL COST	TIMELINE
6.1 COMMITTEE AND LIAISON MEETINGS	Committee County Liaison	LOW	LATE 2020
6.2 AGREEMENT WITH COUNTY TO FUND POSITION	Association County Liaison	LOW	LATE 2021
6.3 JOB DESCRIPTION CREATED	Member Departments County Liaison	MEDIUM	LATE 2021
6.4 COUNTY RECRUITMENT	County Liaison	MEDIUM	EARLY 2022
6.5 CREATE TRAINING CALENDAR	Training Officer	MEDIUM	LATE 2022

STRATEGIC GOAL 2.0: COMMUNICATE WITH CLARITY

1. *Enhance Association communications through the use of new methods of holding meetings and participating. These should include remote meeting attendance, conference calls, revision to voting methods, and communicating what the association does for everyone to all of the departments.*
 - 1.1. The Association President and Board will review attendance to determine patterns and attendance levels.
 - 1.2. A survey will be sent to all member departments to determine alternative methods of attending meetings including a review of any needed infrastructure.
 - 1.3. Changes will be made to Article VIII, Section 3 of the By-Laws to create new forms of voting, and review the entire By-Laws document to address gender use and modernize language.
 - 1.4. Association leadership will send a monthly report to all member departments (electronically or by post) outlining activities and upcoming events.

	PERSONNEL INVOLVED	FINANCIAL COST	TIMELINE
1.1 REVIEW OF ATTENDANCE	Association President	LOW	LATE 2019
1.2 SURVEY TO DETERMINE ATTENDANCE OPTIONS	Association President	LOW	MID 2020
1.3 UPDATE BY-LAWS AS NEEDED	Association President Member Departments	LOW	LATE 2020
1.4 MONTHLY MEMBERSHIP REPORT	Association President	LOW	ONGOING

2. *Establish a working group to create a handbook for new chiefs, including steps to develop mentoring and one-on-one training to ensure effective succession planning and support in departments.*

- 2.1. The Association will establish a Mentoring Committee comprised of senior officers from member departments.
- 2.2. A survey will be sent to all member departments to determine the current and expected tenure of chief officers.
- 2.3. Resources gathered through NFA, VFIS, etc. to form basis of mentoring program.
- 2.4. The Mentoring Committee will compile and edit a single mentoring handbook for the Association.

	PERSONNEL INVOLVED	FINANCIAL COST	TIMELINE
2.1 MENTORING COMMITTEE ESTABLISHED	Association President	LOW	LATE 2022
2.2 SURVEY TO DETERMINE OFFICER TENURE	Association President	LOW	LATE 2022
2.3 COMPILER MENTORING RESOURCES	Association President Member Departments	LOW	LATE 2023
2.4 HANDBOOK EDITED AND DISTRIBUTED	Mentoring Committee	MEDIUM	EARLY 2024

3. *Develop an Association website to serve as a single point of information sharing for the community and members of the Association.*

- 3.1. The Association will create a website for the Chiefs with a secure training/resource page.
- 3.2. The Association website will include links to all member departments.

	PERSONNEL INVOLVED	FINANCIAL COST	TIMELINE
3.1 WEBSITE CREATED	Association President	MEDIUM	LATE 2022
3.2 MEMBER DEPARTMENT LINKS ADDED	Association President	MEDIUM	LATE 2022

4. Increase quality and consistency of external communications to improve public image and community understanding of the Association.

- 4.1.** Post all member department budget reports, policy documents, staffing reports and operations plans, including salaries and benefits packages at the Association website.
- 4.2.** Assign a Public Information Officer for public relations and media following big announcements, fire incidents and to ensure there is one message coming from the Association at all times.
- 4.3.** Maintain and increase presence at community events, fundraisers, and service clubs.
- 4.4.** Improve attendance and representation of Association at agency meetings with County Board of Supervisors, LECA, Coast Guard, Airport, and other meetings.
- 4.5.** Develop “customer relations” plan, and designate a point person for customer relations as a collateral duty.
- 4.6.** Continue engagement work on social media and website.
- 4.7.** Increase community engagement through the use of Community Emergency Response Teams (CERT). This is a program administered by FEMA and trains community members for situational assistance to fire agencies for response in large natural disasters.

	PERSONNEL INVOLVED	FINANCIAL COST	TIMELINE
4.1 POST ALL MEMBER DEPARTMENT INFORMATION ONLINE	Association President	LOW	LATE 2022
4.2 ASSIGN PUBLIC INFORMATION OFFICER	Association President	LOW	EARLY 2020
4.3 MAINTAIN COMMUNITY EVENT PRESENCE	Member Departments	LOW	ONGOING
4.4 CONTINUE AGENCY MEETING ATTENDANCE	Member Departments	LOW	ONGOING
4.5 DEVELOP CUSTOMER RELATIONS PLAN	Association President	LOW	EARLY 2020
4.6 CONTINUE SOCIAL MEDIA ENGAGEMENT	Member Departments	LOW	ONGOING
4.7 INCREASE/MAINTAIN CERT PROGRAM	Member Departments	MEDIUM	LATE 2022

5. Improve beneficial relationships and increase mutual benefits with community institutions and partner agencies.

- 5.1.** Association members will develop individual lists of community groups, public agencies, and individuals who can build support for the Association.
- 5.2.** All departments will share their lists among member departments to identify overlap and any missing contact.
- 5.3.** The Association will work to create “support” groups or “Friends of” for member departments.

- 5.4.** The community groups and members will be invited to attend training, functions, and events to build community support.

	PERSONNEL INVOLVED	FINANCIAL COST	TIMELINE
5.1 DEVELOP COMMUNITY CONTACT LISTS	Member Departments	LOW	MID 2020
5.2 IDENTIFY OVERLAP AND GAPS	Member Departments	LOW	MID 2020
5.3 CREATE COMMUNITY ADVOCATE GROUPS	Member Departments	LOW	EARLY 2021
5.4 PROVIDE ADVOCATE GROUPS WITH INVITATIONS TO TRAINING, ETC.	Member Departments	LOW	ONGOING

- 6. Improve “customer service” by developing channels of communication for receiving input from the community.*

- 6.1.** The Association will create customer service surveys that can be completed electronically or in printed form and provide the surveys to the community.
- 6.2.** The Association website will include a prominent link to the customer service survey.

	PERSONNEL INVOLVED	FINANCIAL COST	TIMELINE
6.1 CREATE CUSTOMER SERVICE SURVEY	Association President	LOW	MID 2022
6.2 ADD SURVEY TO ASSOCIATION WEBSITE	Association President	LOW	LATE 2022

- 7. Conduct on-going needs assessments for departments identifying staffing needs, equipment, facilities and funding and communicate these needs to the community and the County.*

- 7.1. The Association will develop a standard format for each member department to report current staffing vs. needed staffing, equipment age, quality and replacement cost, and facilities condition. The Association website will include a prominent link to the customer service survey.
- 7.2. Report posted to Association website and social media.

	PERSONNEL INVOLVED	FINANCIAL COST	TIMELINE
7.1 COMPILE STAFFING AND OPERATIONS REPORTS	Association President	LOW	LATE 2022
7.2 POST REPORTS TO WEBSITE AND SOCIAL MEDIA	Association President	LOW	LATE 2022

8. *All member departments should report quarterly response statistics to the community and BOS showing value saved as well as the value of volunteer hours donated.*

- 8.1. The member departments will use the OSFM Property Calculator to report value saved vs. value lost each quarter.
- 8.2. The member departments will provide a quarterly report to the Board of Supervisors detailing the value of volunteer hours donated as well as value saved vs. lost.

	PERSONNEL INVOLVED	FINANCIAL COST	TIMELINE
8.1 RECORD VALUE SAVED QUARTERLY	Member Departments	LOW	LATE 2022
8.2 REPORT TO BOS	Association President County Liaison	LOW	LATE 2022

SCENARIO PLANNING DISCUSSION

Scenario planning is necessary to ensure that the Association is prepared to respond to major external changes that will affect its operations. While there is considerable uncertainty in predicting how future events will unfold, it is critical to identify issues on the horizon that may affect the Associations operations, finances, staffing requirements, service area coverage or incident type. The following issues were considered during the focused workshop as potential issues likely to affect the Association. The participants chose to focus on four of the scenarios for their discussions.

SCENARIO 1.0: COUNTY OVERSIGHT

Humboldt County establishes a County Fire Oversight Board/Department to ensure minimum standards of training and response are met. Participating departments are guided in consolidation and provided funding in both ad valorem tax and Measure O tax revenue. Non-participating agencies do not receive additional revenues.

SCENARIO 2.0: MERGERS

Multiple departments in the same region begin to merge, with new agreements to drop response boundaries, share personnel, and enter into purchasing and cost-sharing agreements.

SCENARIO 3.0: GEOGRAPHICAL DIVISION

The Fire services of Humboldt County split into two groups; the Northern Humboldt Fire Chiefs Association and the Southern Humboldt Fire Chiefs' Association.

SCENARIO 4.0: STATUS QUO

Departments in Humboldt County decide that they don't want to lose their independence and wish to continue operating in much the same way that they do today.

SCENARIO 5.0: REGIONALIZATION

Each of the five regions in Humboldt County holds their own meetings and designates representatives to attend the monthly Association meeting and advocate for their regional funding and response needs.

SCENARIO 6.0: NEW ASSOCIATION STRUCTURE

The Association adopts a new structure in which regional representatives are selected and apportioned based on population served. The decision-making protocol is also changed to provide weighted voting on Association decisions.

SCENARIO 7.0: INDEPENDENT FUNDING ATTEMPTS

The Association continues to advocate on behalf of member organizations to gain increased funding for priorities identified by the member agencies. However, some departments continue to submit their own requests for funding directly to the Measure Z committee.

SCENARIO 8.0: COUNTY FUNDING WITHIN PARAMETERS

Humboldt County continues to provide funding through the Measure Z committee but decides to provide a baseline level of funding to the Chiefs' Association while providing increased funding to agencies who consolidate, expand their response areas, and meet training and response standards.

The following are notes captured through a survey distributed to the membership of the Association and during Strategic Plan meetings with all stakeholders and participants. The process of distilling information down from multiple opinions and ideas into cohesive ideas was the job of the facilitator between meetings. The information gathered was coalesced and presented at the next meeting for acceptance by the stakeholder group. At no time was the facilitation team working in isolation. Constant input, review and feedback was solicited from participants, board members and peer districts to ensure the actions were logical, viable and could be successfully implemented.

SURVEY RESULTS

PARTICIPATION IN THE ASSOCIATION

What is the biggest benefit of participation?

- Communication, unity of vision
- Helping each other with needs, or equipment
- Learn what is happening
- Networking
- Shared goals for performance standards and funding through Measure Z. Additionally HCFIA, Training Group, provides county-wide training with volunteer schedule.
- Networking with other departments
- A greater voice - organization as a policy and information - standardized training opportunities
- networking and gaining from experienced chiefs - bringing back valuable info to our department
- know what is happening on the fire/county relationship, communication system and funding availability
- Information gathering. Trends of others.
- Information

What is the biggest challenge to participation?

- Time & Distance
- Locations of meetings so far from dept
- traveling
- Distances of agencies & lack of participation
- That is the question no-one can answer. Are there too many departments? Do other agencies not see any benefit to the Chief Group? After Measure Z funds distribution and provided training I don't see how that could be the case.
- Travel and time
- distance
- none
- Making the time to travel to meetings
- not many departments participate in the organization causing burnout
- Meeting Locations, Work out of area, Lack of involvement.
- Time

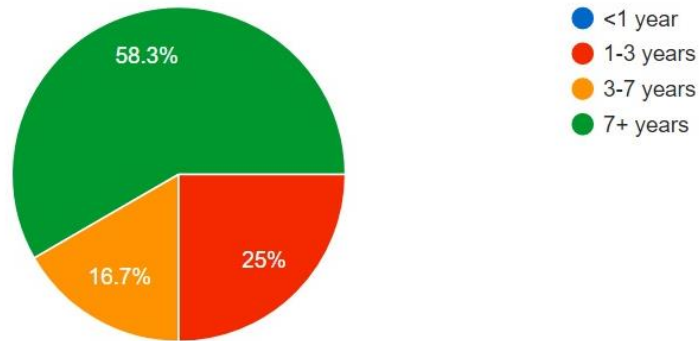
What changes would you make to HCFCA?

- More emphasis on regional subgroups, and implementing an operational role for them.
- Find a way to get more participation from depts
- no changes just improve what we have
- find a way to increase participation, figure a way to fund the organization better
- Allow conference call capability for meetings, continue to work on strategic plan and feedback surveys, have board visit all departments over the year or hold department-specific meetings to get more feedback. I think HCFCA does all it can to improve participation, as does HCFIA, but with a large rural county it is very challenging.
- Video conference with so Hum chiefs assn
- HCFCA should encourage training opportunities to focus on majority of departments needs and not the career needs of paid departments
- Getting more aid to non district departments - more flexibility in funding for different department needs - update chiefs or leaders who miss meetings, sometimes the Monitor doesn't represent all needed info.

- There is a HCFA and a southern HCFA I feel this causes low participation and information distribution.
- Tele/Video Conference meetings, Hold meetings at more consistent locations. Better communication and outreach to ALL chiefs for important county wide decisions.
- Phone meetings or video

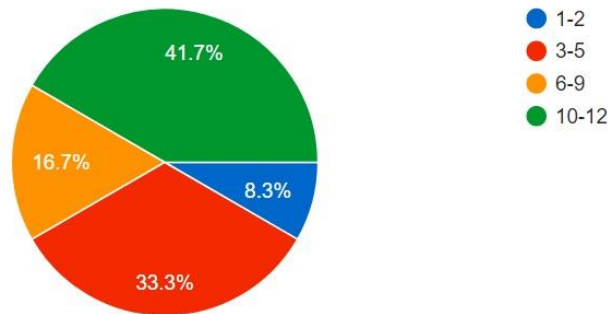
How long have you participated in HCFCA?

12 responses



How many meetings (on average) are you able to attend each year?

12 responses



MEETING #1: STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS - 12 RESPONDENTS

Hopes and Desired Final Outcomes

- The team identified their hopes for the Strategic Planning process, condensed here:
 - Bring North and South departments together
 - Support partners and clarify boundaries with other agencies, such as LAFCO and the County Firesafe Plan Technical Team
 - Consolidate information for new fire chiefs to make sure no Chief feels alone, as well as to ensure inter-departmental consistency
 - Develop cohesive requests for funding across departments
 - Answer when HCFCFA is asked what departments/agencies need
 - Clearly articulate the benefits of membership to each department, including information and resources
 - Anticipate challenges and collaborate to tackle them in a strategic manner

Strengths Listed by Stakeholders

- All departments are under the HCFCFA umbrella
- Strong leadership
- Peer support
- We are better organized and can assist smaller departments
- Those that participate work well together
- Good communication with Sheriffs and Supervisors
- Strong multi-agency coordination and operations
- Communication
- United communication with the public
- Communicator the monitor
- Sponsored training
- All agencies have an opportunity for their voice to be heard
- County-wide representation
- Public support
- Public/county support
- Measure Z funding and/or other funding (Prop 172) can access better as a group than individually
- Being part of the Chiefs' Association allowed access to Measure Z money
- 501(c)3 organization

Weaknesses Listed by Stakeholders

- Volunteer recruitment in individual departments

- Public understanding of Chiefs' Association
- Some newer chiefs/departments struggling
- Communication
- Agency participation in HCFCFA *
- Countywide meetings have low attendance
- Lack of participatory decision-making (full membership needed)
- Communicating benefits of membership is a challenge
- Disseminating info to agencies needs to be improved
- Rely on a few people to do admin support—the pool is getting smaller
- Different degrees of administrative support for departments—impacting participation
- Lack of consistent funding
- Lack of funding support for members
- Micromanaging other departments
- Distance-geographic spread *
- Size of the County
- Difference in personnel and communities

Opportunities Listed by Stakeholders

- Relationship building through networking
- Could be an opportunity to address recruitment and retention through consolidation and planning
- Development of a common recruitment and retention strategy
- Regional training/admin/prevention personnel
- Strategic planning
- Providing press releases to tell our stories
- Get media to pick up stories about local fire service
- Strength in numbers
- Larger departments host or sponsor smaller departments
 - Bring them together
- Current state of fire awareness by public
- Sharing info with other departments
- Educating the public about the Chiefs' Association
- Grant funding through the HCFCFA
- Funding for all agencies
- A Measure Z just for fire departments
 - 1/10% for 5 years
- Sharing volunteers between agencies

Threats Listed by Stakeholders

- Long distances between departments

- Different department needs despite the need for a cohesive message as an association
- Need to serve as an all-risk organization
- Loss of funding
- Failure to maintain planning momentum
- Expanding boundaries without access or funding
- Leadership succession planning
- Lack of information to new departments leaders
- People feeling disenfranchised and not participating
- Lack of time (time management)
- Burnout or retirement of key people
- Continuity as personnel changes

MEETING #2: DEVELOPMENT OF STRATEGIC PRIORITIES

Purpose

- The purpose of the overall Strategic Planning process is to assist the Humboldt County Fire Chiefs Association in the development of a 3-5-year plan. This plan will help the HCFCFA enhance its effectiveness for its members throughout the County.
- Meeting 2 was designed to understand the current state of the HCFCFA, develop a vision for the future, and identify strategies to take the organization from the current reality to the desired future.

Current State: Where are we?

Participants reviewed the survey data and engaged in a conversation about the results. The conversation ranged from the number of responses to identification with needs and priorities. The notes below capture a few of the conversational highlights.

- The survey results were not surprising
- Some expected more survey responses (12 received)
- Much of HCFCFA's membership has been involved over a long period of time
 - Smaller departments often have higher turnover
- Desired Changes the stakeholder group is in agreement with
 - More relationship and networking potential to learn from and support each other
 - Those who participate have greater opportunities

- Identify how we can assist and benefit other agencies more and find better ways to connect folks
 - ex: training, funding
- Opportunities are abundant
- Many departments are appreciative of current training opportunities
 - would like to see more
 - would like the option for real time remote training
 - training facility in southern humboldt (funding for 2019 in the Eel River Valley?)
 - regional training
- Replacing old apparatus (50 yr old equipment)
- Opportunity to create nexus with CR
 - goal to create system to benefit multiple levels
 - Ron Warden and Joanne ? at CR

Vision: Where would we like to be?

- Training Coordinator
 - fill individual department gaps
 - regional
 - all departments
 - rotating locations for meetings/trainings
 - allow rural depts to plan quarterly meetings
 - shared annual training
 - regional training plan
 - advance notice for meetings and trainings
 - annual consistency of meetings
 - both planning and coordinator
 - *role for the instructor pool*

- currently, training for rural departments is an unpaid task and need additional support
- current coordination doesn't seem to be working fully
- Agency consolidation (regionalization)
 - quicker/clearer communication
 - use a subgroup for those regionally dispersed departments
 - possible consolidation in action along the 101 corridor
 - similar to ERV network
 - Equipment/trainer coordination in practice
 - break from individual hill to one mountain
- Expanded Voice with Board of Supervisors
 - get support
 - Sheriffs address Board of Supes as one county unit
 - follow a unified model
 - diverse needs
 - urban and rural group to represent the two types of BoS needs
 - Measure Z
 - rural and urban rep on committee (currently, 1 rep)
 - Get accurate representation at the table
- Strong Attendance
 - decisions at meetings represent as many departments as possible
 - remote meetings are offered as a regular option for participants
- Funding
 - get more!
 - Measure O funds are asked for in a cohesive manner
 - Future opportunities available to rural departments together
 - \$ incentive for meeting attendance
 - inclusive and useful \$

Actions: How do we get there?

- Training Coordinator
 - paid position
 - CR partnership
 - Measure Z funding? put in 5 year plan
- Annual Training Plan
 - could live with training coordinator
 - could it happen without a coordinator
 - connect with training officers/monthly meeting
- Strong Attendance at Meetings
 - more attendance=more incentives for participation
 - County-wide website for info sharing resources
 - includes ways to add content
 - virtual meeting platform
 - can departments add training opportunities to site
 - needs to be clean/uncluttered
- Agency Consolidation
 - is happening now (ERV model?)
 - incorporate Russ into conversation
 - how-to meeting to build excitement and give people tools
 - don't carry it too far→ equal voices across the board
 - not losing individuality identity/community identity
 - may not be an option for extra-remote areas
- Funding
 - \$ has slipped through because of the Board of Supervisors lack of support
 - get Board of Supervisors on our side; make sure we get their buy in
 - demonstrate the value that is provided by us to their constituents
 - Figure out a strategy/message for HCFCA to take to Board of Supes

- Developing reinvestment plans for unincorporated
- Concern: no sunset plan for Measure O
 - need sense of each department needs (annual budget for each department)
 - realistic bare bones operating costs and needed
 - plan for articulating it

SOUTHERN HUMBOLDT FIRE CHIEFS' ASSOCIATION MEETING - 14 ATTENDEES

- Topics
 - *Funding*
 - How to acquire a consistent and sufficient budget to serve residents throughout the County.
 - EX: Chiefs have to enter into a permanent funding relationship with the county, not an annual "ask"
 - *Efficiency*
 - How to collaborate and share resources (physical and /knowledge-based) and measure success.
 -
 - EX: The organization must seek out new ways for member to share every kind of resource; personnel, equipment, funding, etc
 - *Regionalization*
 - How to effectively work together in different regions of the County.
 - EX: attendance and participation can be improved through creating a new organization and meeting structure
 - *Reorganization*
 - How to communicate more efficiently and provide value for Chiefs to increase participation.
 - EX: small departments (and large) need to band together to provide total coverage in the county and to support each other

**HUMBOLDT COUNTY FIRE
CHIEF'S ASSOCIATION**



CONSTITUTION AND BY-LAWS

REV. 1990

CONSTITUTION AND BY-LAWS
FIRE CHIEF'S ASSOCIATION OF HUMBOLDT COUNTY

ARTICLE I

Name	Objective	Composition
Section 1.	Name: The name of this organization shall be the Fire Chiefs' Association of Humboldt County.	
Section 2.	Objectives: The objective of this Association is the professional advancement of the fire service for the protection of life and property from fire. This shall be accomplished as follows: a) Conduct research and study of problems affecting the Fire Service at the Community, County or State level. b) Develop and implement programs and activities vital to the continued well being of the fire service. c) Propose and support legislation at all levels of the fire service in order to provide optimum protection of life and property.	

ARTICLE II

Officers

Section 1.	Officers: The Officers of this Association shall be President, Vice President, and a Secretary-Treasurer.
Section 2.	Elected Officers: The president and Vice-President shall be elected at the June meeting by a majority vote of all active members present and voting.
Section 3.	Appointed Officers: The Secretary-Treasurer shall be appointed by the President elect, and may serve at the pleasure of the President. He/She will be a non-voting member of the Board of Directors.
Section 4.	Terms of Office: Elected officers shall hold office for one year or until their successors have been elected and qualified. The term of office shall officially start at the close of the final business of the June meeting.

Section 5. Officers: Removal of: Any officer shall be removed from office for the following reasons:

- a) Conviction of a felony
- b) Malfeasance in office

Provided, however, that such removal shall not be effective until the evidence has been reviewed by and a determination made by the Board of Directors; provided further that the Board shall meet within forty-five (45) days of the felony conviction or the filing of any charges made upon an officer to deliberate the issue, declare its findings and take necessary action.

Any elected officer who resigns or retires from active duty during his term of office shall automatically vacate his position.

Section 6. Filling Officer Vacancy: A vacancy occurring in the office of Vice-President shall be filled through appointment by the Board of Directors.

ARTICLE III

Duties of Officers

Section 1. President: It shall be the duty of the President to preside at all meetings of the Association and its Board of Directors; Appoint all committees not otherwise provided for, and perform such other duties as may be required of his office.

Section 2. Vice-President: In the absence or inability of the President, he shall perform all the duties of that office. Should a vacancy occur in the office of President, he shall at once assume all the duties of that office.

Section 3. Secretary-Treasurer: It shall be the duty of the Secretary-Treasurer to keep a complete record of proceedings of the Association and its Board of Directors, collect all monies due, and shall have custody of the funds. Said funds shall be deposited in a bank approved by the Board of Directors of the Association. A true and correct record shall be kept of all monies received and distributed.

ARTICLE IV

Board of Directors

- Section 1. Directors: The Board of Directors shall consist of the President, Vice President and immediate past President. The selection of the 4th and 5th members of the Board shall be made at the regular January meeting. The South Section shall elect one member and the North Section the other member. The Secretary-Treasurer will be an ex-officio member.
- Section 2. The Secretary-Treasurer shall normally be a non-voting member of the Board. This person may vote to break a tie.
- Section 3. Meeting of the Board of Directors: Shall hold no less than two (2) meetings a year.
- Section 4. Board of Directors Quorum: A majority of the Board shall constitute a quorum for the transaction of business.
- Section 5. The Board has the authority to spend up to \$100.00 for urgent or emergency situations.

ARTICLE V

Duties and Powers of the Board of Directors

- Section 1. Duties: It shall be the duty of the Board of Directors to audit all books and accounts of the Association; Conduct studies, research and methods for continued growth and improvement of the Association together with recommendations for improved local fire prevention and suppression.
To represent the Association in regard to legislative subjects regarding the fire service, at all levels; City, District, County, State and Federal.
- Section 2. Review and Override: Any action of the Board of Directors will be subject to review at any regular meeting of the Association, and a majority vote of the active membership present and voting may override any action taken by the Board of Directors.

ARTICLE VI

Operational Area Fire and Rescue Coordinator

- Section 1. County Fire Coordinator for Mutual-Aid and Civil Defense: Shall be an active member of the fire service and this Association.

Section 2: Duties and Responsibilities

The duties of the position shall be as described in the most current edition of the California OES Fire and Rescue Operational Guide.

Section 3: Selection of Coordinator: The General Membership shall nominate the Fire Coordinator, followed by a secret ballot or voice vote.

Section 4: Term of Office: He shall serve at the will and pleasure of this Association. However, nominations and elections shall be conducted at least every three years in accordance with OES rules.

ARTICLE VII

Division

Section 1. The County Division Line for a North-South sectional division shall be a line running east and West at the Tompkins Hill Overpass on the Highway 101 Freeway.

Section 2. Sections may be established for detailed activity in special fields related to the Fire Service, (such as Fire Prevention Officers Section and the Training Officers Section) provided that all major activities of said sections shall have the approval of the parent organization. These sections may meet periodically for the purpose of furthering the activities in their specific fields. Reports, recommendations, and requests shall be made to the Board of Directors of the Fire Chief's Association of Humboldt County. Officers of these special sections shall be members of organizations who are active members of this Association.

ARTICLE VIII

Membership

Section 1. Members: Members of the Association shall be as follows:

- a) **Active:** Active members shall be Fire Chiefs or Chief Officers of regularly organized public or private fire departments, located in the County of Humboldt, and the resident Deputy State Fire Marshall.
- b) **Associate:** Associate members may consist of Fire Commissioners, City Officials, County Officials, individuals representing firms interested in fire protection and equipment, State and Federal employees interested in fire protection and retired Chiefs.

- c) Life: Life Membership shall be appointed by recommendation of the Board of Directors with due regards to time of service and mandatorious service to the Association.

Section 2. Eligibility to Vote and Hold Office: Only active members of the Association in good standing shall be eligible to hold elective offices or to have the right to vote.

Section 3. Each recognized department shall be entitled to one (1) vote only. Proxy votes shall not be acceptable. Voting is to be done by voice vote, roll call or ballot, at the discretion of the president.

ARTICLE IX

Dues

Section 1. Dues will be based on a fire departments operating budget (exclusive of reserves). Adjustments in the actual rate will be set as needed, by general membership vote.

ARTICLE X

Meeting

Section 1. Meetings: Quarterly meetings shall be held during the months of January, April, July and October, on the fourth (4th) Wednesday of the month. These meetings are to be Dinner Conference, open to all members and invited guests.

Section 2. Monthly Business Meetings: Meetings shall be held on the fourth (4th) Wednesday in the months of February, March, May, June, August, September, November and December. * Attendance to monthly business meetings shall be limited to active and associate members only.

ARTICLE XI

Alterations and Amendments

Section 1. No alterations or amendments shall be made to the constitution unless proposed at a business meeting, which amendment shall be referred to a committee, which shall report at the next business meeting when it may be acted upon.

* Actual date may vary due to holidays.

Section 2. Should Committee fail to report at the proper time, the matter may be considered in committee of the whole and immediate action had thereon.

ARTICLE XII

Rules of Order

Section 1. The Association shall be governed by Roberts Rules of Order.

By-Law Committee

John Barbour
Floyd Fork
James Thacker
Eric Lilleland -North
Cliff Chroma - South
Dale Bridges - Sec.
Gary Crabtree

May 8, 1990

HUMBOLDT COUNTY COMMUNITY WILDFIRE PROTECTION PLAN, 2019

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HUMBOLDT COUNTY COMMUNITY WILDFIRE PROTECTION PLAN, 2019

3.4 FIRE PROTECTION

GOAL 4: SUPPORT FIRE-PROTECTION SERVICES FOR PEOPLE, PROPERTY, COMMUNITIES, AND NATURAL RESOURCES.

OBJECTIVE 4

THE HUMBOLDT COUNTY FIRE SAFE COUNCIL WILL SUPPORT ITS COLLABORATORS IN INCREASING FIRE AGENCIES' CAPACITY TO PROVIDE FIRE-PROTECTION SERVICES FOR ALL PEOPLE, PROPERTY, COMMUNITIES, AND NATURAL RESOURCES.

The following Metrics and Priority Actions have been identified by the Humboldt County Fire Safe Council to be accomplished over the next five years towards meeting the goal of supporting fire protection services for people, property, communities, and natural resources in Humboldt County.

For more information on Humboldt County's fire-protection resources and needs, see Chapter 5.3, Wildfire Protection.

It is the intention of the collaborators of this CWPP that everything recommended in this Action Plan be implemented expeditiously over the next five years. That said, implementation is subject to the availability of funds and other resources, and the willingness and ability of community members and CWPP collaborators to take action.

A list of detailed Potential Action Steps for each of the following Priority Actions can be found in Appendix O.

3.4.1 METRIC: STAFFING

ALL FIRE-PROTECTION AGENCIES WILL MAINTAIN LEVEL OF SERVICE STAFFING AS PER NFPA 1710 OR 1720, AS IS APPLICABLE TO THEIR AGENCY, AND GIVEN TRAVEL-TIME CONSTRAINTS.

PRIORITY ACTION 3.4.1-1 INCREASE COMMUNITY AWARENESS OF VOLUNTEER STAFFING AND OTHER FIRE-SERVICE NEEDS BY SUPPORTING THE DEVELOPMENT AND MAINTENANCE OF A WEBSITE.	
DESCRIPTION	The Humboldt County Fire Safe Council (HCFSC) Fire Protection Work Group will support the Humboldt County Fire Chiefs' Association (HCFCA) to create a website to share information with residents about volunteer staffing issues and other current needs. The website's purpose will be to educate community members regarding how they can support their local fire department, including helping with fundraisers, grant writing, reporting, paperwork, and/or becoming a volunteer firefighter. The site will include links to individual fire department websites and how community members can volunteer and join their local department.
RESPONSIBLE PARTY	Humboldt County Fire Chiefs' Association (HCFCA) with HCFSC Fire Protection Work Group
ADDITIONAL PARTNERS	Local fire departments, County of Humboldt, Fire Safe Councils (FSCs), local media, student volunteers or interns.
DESIRED OUTCOME	WEBSITE WITH CURRENT INFORMATION REGARDING VOLUNTEER STAFFING AND OTHER FIRE-SERVICE NEEDS.

HUMBOLDT COUNTY COMMUNITY WILDFIRE PROTECTION PLAN, 2019

PRIORITY ACTION 3.4.1-2 COLLABORATE WITH HUMBOLDT COUNTY FIRE CHIEFS' ASSOCIATION TO DEVELOP A PROGRAM TO INCREASE COMMUNITY AWARENESS OF VOLUNTEER STAFFING AND OTHER FIRE-SERVICE NEEDS.	
DESCRIPTION	<p>The HCFSC Fire Protection Work Group will work with information developed for the website in <i>Priority Action 3.4.1-1</i> above and identify other avenues to share this information with the public. This could include traditional media outlets (e.g. TV, radio, newspapers), social media, local blogs, and other avenues, including trader magazines. The outreach program could include:</p> <ul style="list-style-type: none"> ○ Creating a series of articles to share about local fire-protection needs, including one on each local fire department. ○ Exploring writing a regular column about local fire department needs in area newspapers and/or blogs. ○ Sharing the website, updates, and articles on social media, through HCFSC, HCFCA, local fire departments, and other supporters. ○ Coordinate with the successful annual media work of the Fire Academy.
RESPONSIBLE PARTY	HCFSC Fire Protection Work Group with HCFCA
ADDITIONAL PARTNERS	Local fire departments, local media, local bloggers, County of Humboldt.
DESIRED OUTCOME	ONGOING AND CONSISTENT SOCIAL-MEDIA POSTINGS, QUARTERLY RADIO ANNOUNCEMENTS, AND ONE OR MORE NEWSPAPER ARTICLES ANNUALLY.

The following lists of Potential Projects are those supported by this CWPP as having a positive benefit towards meeting this Metric, Objective, and Goal. The Humboldt County Fire Safe Council and its collaborators support and encourage implementation of the potential projects listed throughout this Action Plan.

POTENTIAL PROJECTS

- Identify process whereby mutual aid partners can help fill minimum staffing requirements in remote areas.
- Explore solutions to staffing issues throughout the day because of volunteers who work during the day, etc.

3.4.2 METRIC: FUNDING

A MAJORITY OF FIRE-PROTECTION AGENCIES WILL HAVE ADEQUATE AND SUSTAINABLE FUNDING.

PRIORITY ACTION 3.4.2-1 SUPPORT HUMBOLDT COUNTY FIRE CHIEFS' ASSOCIATION EFFORTS TO PARTICIPATE IN FUNDING OPPORTUNITIES AND ALLOCATIONS TO LOCAL FIRE-SERVICE AGENCIES.	
DESCRIPTION	<p>Nearly every fire department in Humboldt County needs additional funding to perform the services expected of them by their citizenry to ensure adequate and sustainable community fire protection for all county residents. There is a lack of resources available to dedicate to raising more funds.</p> <p>Via this action item, the HCFSC will support HCFCA to explore options for sustainable and reliable sources of ongoing funding for fire-protection districts and departments. Funding sources could include:</p> <ul style="list-style-type: none"> ○ Revenue exchange agreements, ○ Special taxes, ○ Benefit assessments,

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	<ul style="list-style-type: none"> ○ Mitigation fees, ○ User fees, ○ Impact fees, ○ Insurance billing, ○ Grant funding, ○ Revenue sharing agreements for Proposition 172, funding measures such as the Marijuana Excise Tax and Public Safety Sales Tax, and others, and ○ Funding bills passed through state legislation (legislation could also take the form of tax credits and/or discounts). <p>Funding would help cover costs, including but not limited to the following:</p> <ul style="list-style-type: none"> ○ Dispatch fees and planning, ○ Insurance and workers compensation expenses, ○ Training programs, both local and countywide, ○ Regional coordinators to support: logistics, collaborative efforts, administrative tasks, capacity building, fundraising, recruitment and retention programs, training programs, and more, ○ Sustained services to all places where there is demand, ○ Maintaining operable and up-to-date equipment, and ○ Structures to protect and secure equipment. <p>Defining a cost per firefighter, or a local actual cost per unit of population could help departments to educate their populace regarding the basic funds needed to support a volunteer department. (Fortuna Fire has a display of what it costs to fully outfit a volunteer firefighter.) This information could be useful to understand if it is more expensive to outfit a firefighter and/or cover basic expenses in rural areas, and/or if there is there an economy of scale to funding local fire protection.</p> <p>Finally, this action item would support all local fire departments in having access to quality materials for handing out at fundraising events, to support their local fundraising efforts.</p>
RESPONSIBLE PARTY	HCFCFA with HCFSC Fire Protection Work Group
ADDITIONAL PARTNERS	Fire departments, County of Humboldt, Fire Safe Councils and Firewise® Communities, Humboldt Area Foundation, community organizations.
DESIRED OUTCOME	LOCAL FIRE SERVICE RECEIVES AN INCREASED RATE OF FUNDING.

3.4.3 METRIC: EQUIPMENT

75% OF FIRE-PROTECTION AGENCIES WILL HAVE SAFE AND ADEQUATE EQUIPMENT.

PRIORITY ACTION 3.4.3-1 PROVIDE EDUCATION AND SUPPORT FOR MEETING EXISTING MAINTENANCE AND REPAIR STANDARDS.	
DESCRIPTION	Many local fire departments are operating with old equipment that require constant maintenance, especially water tenders. This action item would assist departments in meetings existing maintenance and repair standards with proper forms, inspection templates, and general education regarding these standards.
RESPONSIBLE PARTY	HCFCFA with HCFSC Fire Protection Work Group
ADDITIONAL PARTNERS	Fire departments, state and federal fire protection agencies.
DESIRED OUTCOME	ALL LOCAL FIRE-SERVICE PROVIDERS WILL HAVE ACCESS TO INFORMATION ABOUT, AND GUIDANCE MATERIALS TO, MEET MAINTENANCE AND REPAIR STANDARDS.

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PRIORITY ACTION 3.4.3-2 EXPLORE AGREEMENTS WITH COUNTY, STATE, OR PRIVATE ENTITIES THAT HAVE EXISTING FACILITIES TO PROVIDE AFFORDABLE EMERGENCY APPARATUS MAINTENANCE AND REPAIR.	
DESCRIPTION	<p>As described above, much firefighting apparatus is in need of maintenance and repair. This action item explores creative options to keep equipment maintained, and to help meet the standard of the previous action.</p> <p>Historically, the timber industry and others who maintained heavy equipment helped with local fire-department equipment maintenance. This action item focuses on exploring potential cooperation opportunities. It does not commit agency partners to provide equipment or maintenance.</p>
RESPONSIBLE PARTY	HCFCA with HCFSC Fire Protection Work Group
ADDITIONAL PARTNERS	Local fire departments, CAL FIRE, SRNF, BLM, timber and other natural-resource industries, county, state, or private entities that have existing facilities, including County Motor Pool, school districts.
DESIRED OUTCOME	AGREEMENTS IN PLACE WITH ENTITIES TO ASSIST WITH REPAIRS AND MAINTENANCE OF LOCAL FIRE APPARATUS.

3.4.4 METRIC: TRAINING

NFPA 1403 STRUCTURAL AND NWCG FFT2 WILDLAND TRAININGS WILL BE AVAILABLE AT THE LOCAL LEVEL FOR ALL FIRE-PROTECTION AGENCIES.

PRIORITY ACTION 3.4.4-1 ESTABLISH REGULAR FIRE-TRAINING PROGRAMS AND CLASSES AT THE LOCAL LEVEL TO SERVE ALL REGIONS THROUGHOUT THE COUNTY.	
DESCRIPTION	<p>As previously stated in this CWPP, consistent and local training opportunities for local fire departments is a priority need for local firefighters. Given the remote nature of many areas, trainings are needed regionally, in the southern, north-eastern, and northern areas of the county, as well as in the existing facilities in the Eel River Valley and Humboldt Bay.</p> <p>HCFCA is currently using Public Safety Sales Tax funding for training facilities. There is now a need to establish structured and coordinated training <u>programs</u>, as well as individual courses. This action would create a standard curriculum and course materials.</p> <p>These trainings would promote National Fire Protection Association (NFPA) 1403¹ as a goal to achieve for structural trainings, and National Wildfire Coordinating Group (NWCG) Firefighter Type 2² for wildland fire training.</p>
RESPONSIBLE PARTY	Humboldt County Fire Instructors Association (under the guidance of HCFCA) with HCFSC Fire Protection Work Group
ADDITIONAL PARTNERS	Local fire departments, CAL FIRE, SRNF, BLM, County Office of Emergency Services (OES), College of the Redwoods.
DESIRED OUTCOME	REGULAR FIRE-TRAINING PROGRAMS IN THE SOUTHERN, CENTRAL, AND NORTHERN REGIONS OF THE COUNTY.

¹ NFPA 1403: Standard on Live Fire Training Evolutions. (2018). National Fire Protection Association. Retrieved from <https://www.nfpa.org/codes-and-standards/all-codes-and-standards/list-of-codes-and-standards/detail?code=1403>

² Firefighter Type 2 (Crewmember), FFTS. (2018). National Wildfire Coordinating Group. Retrieved from <https://www.nwcg.gov/fft2-firefighter-type2>

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3.4.5 METRIC: DISPATCH

EFFICIENT AND EFFECTIVE EMERGENCY DISPATCH SERVICES WILL BE IMPROVED AND MAINTAINED THROUGHOUT THE COUNTY, INCLUDING INCREASING COVERAGE AREA TO 80%.

PRIORITY ACTION 3.4.5-1 EVALUATE CURRENT DISPATCH COVERAGE AREAS TO IDENTIFY AREAS OF DEFICIENCY.	
DESCRIPTION	Given the rural nature of Humboldt County, it is no surprise that there are several areas around the county where one does not have cellular service, let alone radio dispatch capacity. These dispatch “hole” areas include Miranda, Myers Flat, Weott, Whitethorn, Ettersburg, Honeydew, and nearby Whale Gulch, among others. This action item would identify these exact areas of dispatch deficiency so they can be addressed in future actions.
RESPONSIBLE PARTY	HCFCFA Communications Committee with HCFSC Fire Protection Work Group
ADDITIONAL PARTNERS	Fortuna Interagency Command Center (FICC), CAL FIRE, County OES, additional Public Safety Access Points (PSAP) including Eureka, Fortuna, County Sheriff, local fire agencies—especially those in areas without radio coverage, County of Humboldt Communications, Bureau of Land Management, local communications equipment and service vendors.
DESIRED OUTCOME	IDENTIFICATION OF AREAS OF DISPATCH COVERAGE DEFICIENCY.

POTENTIAL PROJECTS

- Secure funding to expand the program of outfitting emergency response vehicles with on-board computers that enhance dispatch and aid firefighters in their efforts to locate incidents.

3.4.6 METRIC: LEVEL OF SERVICE

ALL FIRE AGENCIES WILL DEVELOP AND ADOPT LEVEL OF SERVICE STANDARDS FOR THE NEEDS OF THEIR COMMUNITY.

PRIORITY ACTION 3.4.6-1 PROVIDE EDUCATION AND SUPPORT TO ASSIST FIRE AGENCIES IN IDENTIFYING OPPORTUNITIES TO MEET NFPA 1710 OR 1720 STANDARDS, AS PER AGENCY NEED.	
DESCRIPTION	There are aspects of the National Fire Protection Association (NFPA) response standards that are challenging for rural fire departments. Specifically, response-time expectations cannot consistently be met in many areas due to terrain and roadway limitations. Hence, fire departments either decline to adopt the standards, or ignore the specific expectations as “not applicable.” Additionally, education is needed regarding NFPA 1710 and 1720 standards for many local fire departments in order to support them in meeting the applicable standard.
RESPONSIBLE PARTY	HCFCFA with HCFSC Fire Protection Work Group
ADDITIONAL PARTNERS	Fire departments, CAL FIRE, County Roads, Southern Humboldt Fire Chiefs.
DESIRED OUTCOME	ALL LOCAL FIRE AGENCIES WILL UNDERSTAND AND MOVE TOWARDS MEETING NFPA 1710 OR 1720.

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PRIORITY ACTION 3.4.6-2 SUPPORT AND ASSIST LOCAL FIRE AGENCIES IN REPORTING LEVEL OF SERVICE IMPROVEMENTS TO ISO TO IMPROVE LOCAL RATINGS.	
DESCRIPTION	Local fire agencies, such as the Westhaven Fire Company, have been successful in improving their Insurance Service Office (ISO) ratings, which has resulted in the lowering of insurance rates for local residents. This action item would help local fire agencies to understand and facilitate the reporting process to ISO, and back to their community, to help improve ratings and ideally lower local insurance premiums.
RESPONSIBLE PARTY	HCFSC Fire Protection Work Group with HCFA
ADDITIONAL PARTNERS	Local fire agencies, ISO, insurance companies.
DESIRED OUTCOME	IMPROVEMENT OF ISO RATINGS IN COMMUNITIES WHERE LEVEL OF SERVICE HAS IMPROVED.

3.4.7 METRIC: ENVIRONMENTAL IMPACTS

IDENTIFY AND PLAN TO MINIMIZE NEGATIVE IMPACTS OF FIRE-RESPONSE OPERATIONS TO ECOSYSTEM PROCESSES AND FUNCTIONS.

PRIORITY ACTION 3.4.7-1 COLLABORATE WITH LOCAL FISHERIES RESTORATION ORGANIZATIONS TO MINIMIZE NEGATIVE IMPACTS TO CRITICAL FISH HABITAT.	
DESCRIPTION	There is increasing interest and need to ensure that fire-suppression efforts in the county do not threaten or harm already vulnerable salmonid populations. Several tangible steps can be taken toward this end, beginning with supporting and encouraging communications between fisheries-restoration organizations and fire-suppression agencies. These conversations are already happening in several of the more remote areas where fisheries habitat restoration occurs, such as Southern Humboldt and the Mid-Klamath. Representatives from these communities can help spread this message to other fire departments, as well as to state and federal fire-protection agencies. This collaboration is critical during large fires when firefighters are here from outside of the county. This information would also be beneficial to add to pre-fire attack plans (<i>see Metric 3.4.8 below</i>).
RESPONSIBLE PARTY	HCFSC Fire Protection Work Group
ADDITIONAL PARTNERS	HCFA, Salmonid Restoration Federation, watershed organizations, CAL FIRE, SRNF, fire departments.
DESIRED OUTCOME	STANDARD OPERATING PROCEDURES TO MINIMIZE NEGATIVE IMPACTS TO FISH HABITAT.

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3.4.8 METRIC: PRE-FIRE ATTACK PLANS

DEVELOP PRE-FIRE ATTACK PLANS FOR FIVE LOCAL FIRE AGENCIES.

PRIORITY ACTION 3.4.8-1 CREATE AND PROVIDE RESPONSE-AREA MAPS FOR EACH LOCAL FIRE AGENCY.	
DESCRIPTION	There are several local fire organizations who do not have a detailed map of their response area. These “Response-Area Maps” detail the boundaries where each fire agency is committed to responding with fire protection services. Through HCFCFA, the County of Humboldt, CAL FIRE, and SRNF, coverage-area maps will be created and shared with every local fire agency that does not already have this data resource. Maps are currently available to local fire departments for purchase at County Planning and Building/GIS.
RESPONSIBLE PARTY	HCFCFA Fire Protection Work Group with HCFCFA
ADDITIONAL PARTNERS	Fire departments, CAL FIRE, SRNF, County Planning and Building GIS.
DESIRED OUTCOME	RESPONSE-AREA MAPS CREATED FOR EACH LOCAL FIRE AGENCY.

PRIORITY ACTION 3.4.8-2 CREATE A COUNTY MAP BOOK OF FIRE-PROTECTION RESPONSE AREAS AND RESOURCES.	
DESCRIPTION	Use the maps created in <i>Priority Action 3.4.8-1</i> , combined with existing response-area maps, protection values as identified in this CWPP process, and other data layers as deemed available and appropriate, to create a county-wide map book for fire protection. This map book could include: <ul style="list-style-type: none"> ○ Home addresses, water sources, access routes, safety zones, and other resource information that can be gathered, ○ Road ingress and egress issues that could increase emergency response times, ○ Local water sites identified at community workshops, including water sources identified for fire suppression; share this information with local fire agencies (<i>see Metric 3.3.4</i>).
RESPONSIBLE PARTY	HCFCFA Fire Protection Work Group with HCFCFA and County OES
ADDITIONAL PARTNERS	Fire departments, CAL FIRE, SRNF, County of Humboldt Planning and Building GIS.
DESIRED OUTCOME	PROVIDE ALL LOCAL FIRE AGENCIES WITH A COUNTY MAP BOOK OF FIRE-PROTECTION RESPONSE AREAS AND RESOURCES.

PRIORITY ACTION 3.4.8-3 SUPPORT CREATION OF OPERATIONAL AREA PRE-ATTACK MAPS FOR AT LEAST FIVE LOCAL AGENCIES.	
DESCRIPTION	The creation of pre-fire attack maps can facilitate pre-fire strategic planning at a variety of levels. These maps can build on the data in the county map books from the <i>Priority Action 3.4.8-2</i> , to include strategic data such as possible areas for fire breaks, evacuation sites, and more. <p>Data sets would include CWPP priorities, such as:</p> <ul style="list-style-type: none"> ○ Current or recent fuel-hazard reduction treatments and/or fuel breaks—both landscape-level strategic fuel treatments and fuel reduction around communities and in the interface—including treatment date and where possible target maintenance dates, especially for prescribed fire re-entry.

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	<ul style="list-style-type: none"> ○ Where to use managed wildfire on the landscape, and other landscape-scale actions identified in <i>Chapter 3.5 Restoration of Beneficial Fire</i>. ○ Habitat protection, including salmonids, as per <i>Metric 3.4.7</i> above. ○ Information gathered at community meetings, ideally with cross-checking and/or ground truthing. ○ Current and potential water supply sites. <p>HCFA, County OES, and CAL FIRE would collaborate to identify five local areas for creating pre-fire attack plans. More information and examples of this planning effort in other communities include:</p> <ul style="list-style-type: none"> ○ The Western Klamath Restoration Partnership (WKRP) creation of pre-attack map books for the Orleans-Somes Bar area in coordination with SRNF, Orleans/Somes Bar FSC, Karuk Tribe, and Orleans Volunteer Fire Department. ○ CAL FIRE and San Luis Obispo County Fire, http://www.calfireslo.org/PreAttack.html ○ West Metro Fire and Rescue of Lakewood, Colorado’s set of initial maps for their two-county area, available at: http://wildland.westmetrofire.org
RESPONSIBLE PARTY	HCFCSC Fire Protection Work Group with HCFA
ADDITIONAL PARTNERS	Fire departments, CAL FIRE, SRNF, County OES, County Planning and Building, BLM.
DESIRED OUTCOME	PRE-FIRE ATTACK MAPS CREATED FOR FIVE LOCAL FIRE-PROTECTION ORGANIZATIONS WITH A TEMPLATE FOR COUNTYWIDE IMPLEMENTATION.