

8 Implementation Measures

The Humboldt County Master Fire Protection Plan (MFPP) Implementation Measures are intended as tools to be used to reduce fire risks and hazards identified in Chapter 3, and to carry out priority recommendations from Chapter 6. Priority was placed on recommendations in a variety of ways. During a prioritization exercise on December 15th, 2003, Humboldt County Fire Safe Council members (Council Members) selected the recommendations they judged to be the most logical first steps in the implementation of the MFPP. Subsequently, additional recommendations have risen to a place of priority in the MFPP. The decision to add recommendations to the list of priorities created at the December 15th meeting was based on deliberations of Council Members as well as on lessons learned via the planning process about the specific actions that will be necessary to reduce the risk of fire to Humboldt County communities and resources. The added recommendations are written in italics.

To ensure that the MFPP Implementation Measures reflect community priorities, the Humboldt County Fire Safe Council (HCFSC) and Humboldt County Community Development Services (CDS) support staff worked closely with several pertinent organizations and with the public at large. One important organization, the Humboldt County Fire Chiefs Association (HCFCA), provided cooperative assistance in focusing implementation efforts on the issues most critical to local fire protection. Additionally, a series of 24 community meetings were held to identify public priorities. The community identified priorities are summarized in Chapter 5, Appendix G, and incorporated where applicable into the implementation measures tables found at the end of this chapter.

The Implementation Measures are organized into five topics consistent with the MFPP Goals identified in Chapter 1:

- 8.1 Fire Protection Capabilities
- 8.2 Fire Safe Education
- 8.3 Risk Reduction and Management
- 8.4 Community Preparedness and Response
- 8.5 Fiscal Issues

(Note: The Risk and Hazard Assessment topic is not included in this chapter as there were no HCFSC- prioritized recommendations under this category)

The expected result of implementation of these measures is safer communities for Humboldt County residents. Successful implementation is intended to improve the stability and capacity of local fire departments and local Fire Safe Councils, as well as enhance coordination among and between these entities. Additionally, successful implementation is anticipated to result in comprehensive fire safe education programs, reduced fuel loads and increased biomass utilization.

Matrix of Implementation Measures

The following section contains a series of matrices that describe the Implementation Measures and will act as a guide for future action. The matrices are organized by the five goal-inspired topics and the measures associated with each topic. The matrix for each measure contains the

associated HCFSC recommendation¹, a description of the measure, the necessity for its implementation, and a description of how it will be implemented. Each description includes a table containing an estimation of necessary tasks, logical implementation partners, and the anticipated time frame for implementation.

As implementation takes place, additional or alternate courses of action may become necessary. Additionally, the implementation partners listed in the tables are in no way obligated to take the suggested action but are included as potentially beneficial resources and collaborators. The level of participation from implementation partners is expected to depend on the availability of funding and staff time.

The HCFCA is a frequently identified implementation partner in the following tables as many of the measures would not be able to move forward without some fire chief involvement. However a balance will need to be found between making sure the HCFCA is involved in actions that will impact their departments and overburdening them with extra work that will defeat the purpose of supporting their efforts. For this reason, and because it is an issue faced by many of the involved organizations, the implementation tables contain a footnote pointing out that the timeframe for implementation will depend on the availability of funding and staff.

Community-identified priority projects are included at the end of each table where appropriate. These projects were identified and prioritized during 24 community meetings throughout the county by participating citizens. The prioritization process resulted in several ties, so in many cases a community may have more than one project listed as the same priority (e.g. Blue Lake had four 2nd priority projects). A complete list of prioritized projects is found in Appendix G, top priority projects are listed in Chapter 5.

¹ Recommendations in italics are those drafted and/or identified by HCFSC Council members as priorities subsequent to the December 2003 HCFSC prioritization exercise.

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| 8.1 Fire Protection Capability | | | |
|--|--|--|--|
| Topic: | FIRE PROTECTION CAPABILITY | FSC Goal: <i>Assure adequate fire protection for people, property, and communities.</i> | Recommendation: Develop level-of-service standards for the provision of all fire protection services (fire, EMS, HazMat, rescue) in the County, and make such standards public so that landowners and residents understand what is and is not available to them. (Recommendation 6.1-1) |
| Measure | 8.1-1 LEVEL OF SERVICE STANDARD | | |
| <p>Description: Develop a countywide level of service (LOS) standard for the provision of “all-risk” fire protection (fire, Emergency Medical Services (EMS), Hazardous Materials (HazMat), rescue) and establish maximum incident response times (by zone), incident reporting requirements, equipment and apparatus requirements, minimum department scope of service, and training, staffing, and health and fitness levels for firefighters.</p> <p>Need: There is a significant difference between the LOS available to residents in urban areas of the County such as Eureka and residents living in more remote rural communities. Local fire departments use formal and informal mutual aid and automatic aid agreements to augment provided levels of protection, yet LOS differences between communities persist. The HCFSC acknowledges the importance of establishing a countywide LOS standard so that service gaps can be more easily identified and addressed, and residents can be made aware of the level of protection available to them. Educating residents about the LOS available is linked to measure 8.2-1.</p> <p>The LOS standard is important for the following reasons: 1) An established standard will improve the ability of real estate professionals, public safety personnel, and government officials to inform landowners and residents of the level of fire protection that is available to them; 2) it will support fire department grant requests to local, state, and federal funding sources for purchase of apparatus, equipment, and training in order to meet standards; and 3) it will allow local governments to effectively plan for municipal service delivery and population growth. However, bringing levels of service up to an established standard may present a challenge for some of the smaller departments, and Insurance Services Office (ISO) ratings may be influenced based on changes in service delivery and disclosure.</p> <p>Implementation: Planning for County LOS standards involves several components. The HCFCFA will establish a working group of its members to evaluate any existing LOS standards in the County as well as LOS standards used by other jurisdictions. HCFCFA will then propose an appropriate LOS standard for the County, and each fire department will indicate the resources required for their department to meet the standard. Working in consultation with the County of Humboldt and the local fire organizations, the HCFCFA will establish a schedule for implementation of the LOS standard and identify resources available to assist departments in meeting the standard. Additional strategies will be explored to mitigate any hardship placed on local fire protection services as a result of establishing this minimum standard of service.</p> | | | |
| Tasks | | Implementation Partners | Time Frame* |
| Review California Occupational Safety and Health Administration (CalOSHA), National Fire Protection Association (NFPA), Insurance Services Office (ISO), & California Fire Marshal LOS requirements to establish a baseline. | | HCFCFA, CDF | 3 months |
| Select basic LOS for personnel, training, apparatus/equipment, | | HCFCFA, CDF | 1 month |
| | | | Resource: http://www.nvfc.org/regs01.html |

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| | response time and evaluate vis-à-vis existing LOS | | | |
| | Coordinate with City/County Planning | HCFCA, CDS, City staff | 1 month | |
| | Develop LOS recommendations | HCFCA, CDF | 1 month | |
| | Perform fiscal analysis for the cost of bringing all departments up to the LOS standard. | HCFCA, CDF | TBD | May require consultant |
| | Coordinate with countywide funding strategy effort | CDS, HCFCA, CDF | | |
| | Establish the LOS standard | All | Ongoing | |
| | Educate residents about the LOS in their area through mailers, PSAs and other location-appropriate means | Local fire department, local FSC, realtors and contractors, CDS | | |
| *As funding and staff are available | | | | |

| 8.1 Fire Protection Capability | | | |
|--|--|---|---|
| Topic: | FIRE PROTECTION CAPABILITY | FSC Goal: <i>Assure adequate fire protection for people, property, and communities.</i> | Recommendations: Establish regional fire training facilities in appropriate locations; facilities should include classrooms, a burn tower, and fire and rescue training props (Recommendation 6.1-2). Ensure that all first responders have adequate training and equipment (Recommendation 6.1-8). Establish regular fire training programs/classes at the local level throughout the county to serve different regions: i.e., Southern, north-eastern, and northern Humboldt, Eel River Valley, Humboldt Bay, etc. (Recommendation 6.1-6). |
| Measure | 8.1-2 FIRE PROTECTION RESOURCES | | |
| <p>Description: Fire protection resources will be enhanced by establishing local training facilities and programs supported by adequate equipment. Implementation of this measure will make it possible to develop training facilities in appropriate locations to serve all regions of the County, greatly improving the quality of training received by fire service personnel and boosting firefighter recruitment and retention efforts.</p> <p>Need: Chapters 2 and 4 describe the critical issues facing local fire departments, and the difficulties faced by departments, especially volunteer fire departments, in addressing these issues. Critical issues include the lack of essential training and equipment, and difficulty in recruiting volunteers. The development of fire and emergency services training facilities in Humboldt County is critical to the delivery of emergency services in the County. Recognizing that 92% of Humboldt County firefighters are volunteers—many of whom live in outlying areas—multiple and/or mobile training facilities may be required to support countywide training programs. A related issue is that firefighters have varying and sometimes inadequate levels of training. Providing all firefighters with necessary training will result in a more confident, capable, and reliable fire fighting force prepared to deliver improved service to the citizens of the County. Fire departments report that it is sometimes impossible to attract and retain adequate numbers of qualified volunteers. Addressing these fire protection resource training issues is essential to local firefighters in meeting an established LOS standard.</p> <p>Implementation: To determine the level of department interest in developing Regional Training Facilities (RTFs), the HCFCFA will coordinate with local education organizations to survey its membership and identify department resources available for this purpose (funding, land, equipment, and staff). HCFCFA will also work with allied agencies (police, Sheriff, ambulance, etc.) to determine interest in working jointly with fire departments to develop RTFs. Next, the HCFCFA, working with local and County planners, will evaluate prospective locations for RTFs (including an analysis of the proximity to agencies served and the location of already established RTFs). The HCFCFA will propose alternatives for the development of RTFs.</p> <p>Improved training opportunities will bring level of firefighter training up to the point where emergency services can be delivered safely, legally, and effectively to every community in the County. HCFCFA will need to agree on identified “standards” (recommended guidelines) for the minimum level of training for three tiers of fire departments: Rural Volunteer, Suburban Volunteer and Suburban Volunteer-Career Mix. Guidelines for recommended levels of training are already being identified by HCFCFA Fire Instructors. These existing guidelines are a logical starting point for any further development of training standards. It is important that any agreed upon standard recognize the diversity of fire department types found in the County. Once standards are agreed upon, departments can begin to work towards achieving them.</p> | | | |

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Additionally, programs will be developed enabling qualified instructors to travel to the more remote districts to offer basic training at the department level. This will allow for the establishment of regular fire training programs/classes at the local level in different regions of the county (e.g., Southern, north-eastern, and northern Humboldt, Eel River Valley, Humboldt Bay, etc.) and work to ensure that all first responders have adequate training. To this end, a “train the trainers” program will also be instituted in which rural fire department representatives will receive the certification necessary to allow them to provide training courses in their respective local areas.

All fire departments will be made aware of the Humboldt Regional Occupational Program (HROP) web-based training calendar. Fire departments will regularly check the web-based calendar and submit training dates and information to be posted. The web site will be publicized as a resource, and include important training options, applicable literature and resource links. A collaborative relationship will be established with HROP’s Fire Services Program Coordinator (441-4000, 445-7180) to build the website into a multipurpose Humboldt County firefighter coordination and education resource. Website address: http://www.humboldt.k12.ca.us/wfp/hrop/fire_services/index.php . Alternative outreach options will be provided to fire departments without consistent access to the Internet.

| <i>Steps</i> | <i>Implementation Partners</i> | <i>Time Frame*</i> | <i>Notes</i> |
|---|---|--------------------|------------------------|
| Evaluate regional training needs and propose scope of services for firefighter training centers, including off-site classes | HCFCA, CDF, Humboldt County Office of Education (HCOE), College of the Redwoods (CR), Humboldt State University (HSU), (HROP) | 6 months | |
| Evaluate locations for facilities | All of the above | 1 month | |
| Evaluate cost of facilities & programs | All of the above | 2 Months | May require consultant |
| Evaluate sources of funding (synchronize with 8.5-1) | All of the above | 1 month | |
| Coordinate with countywide funding strategy effort | All of the above and CDS | 24 months | |
| Develop facilities where deemed appropriate and feasible | All of the above | Ongoing | |
| Support the continued operation of the Mobile Live Fire Training Program | HROP, HCFCA, HCFCA Fire Instructors, CDF, Eureka Fire Department | On going | |
| Develop, agree upon and circulate firefighter training standards | HCFCA, HCFCA Fire Instructors, CDF | 6 months | |
| Develop a mobile firefighter instructor program | HCFCA Fire Instructors, HROP, CDF, North Coast EMS | 12 months | |
| Institute a “train the trainers” program | HCFCA Fire Instructors, HROP, CDF, North Coast EMS, CR (Ken Cleveland 476-4551) and the HCFCA. | 6 months | |
| Publicize the HROP web-based training calendar and encourage fire departments to use it as a resource. Provide alternative communication channels for departments without consistent Internet access. | HROP’s Fire Services Program Coordinator, HCFCA, HCFCA Fire Instructors | ongoing | |

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| COMMUNITY-IDENTIFIED PRIORITY PROJECTS | | | |
|--|---|-----------------|--------------|
| <i>Project</i> | <i>Community² (Priority Ranking³)</i> | <i>Schedule</i> | <i>Notes</i> |
| Liscomb Hill Road- 2.5K gal. water source/tank for all area residents or community tank | Blue Lake (1) | | |
| Start a Bridgeville VFD | Bridgeville (1) | | |
| County paid fire training officer for all rural depts. | Ferndale (1) | | |
| Build fire station/community center | Kneeland (1) | | |
| Additional Water Tanks: Harris Store, Palo Verde Fire Station, PV Bulletin Board/Entrance, Lauffer Ranch Gate Area | Palo Verde (1) | | |
| Triple Junction fire training center | Petrolia (1) | | |
| More volunteers for Fire Dept. | Samoa (1) | | |
| Water tender for Westhaven Volunteer Fire Department | Trinidad (1) | | |
| Brush Truck/Quick Attack Truck for PVFD | Palo Verde (2) | | |
| Rio Dell FD water tender | Rio Dell (2) | | |
| One million gal. water tank for greater Trinidad | Trinidad (2) | | |
| Medical Training for First Responder Locally | Alderpoint (3) | | |
| Upper Jacoby Creek water tank network (Identify and Implement) | Bayside (3) | | |
| Water tanks @ Kneeland Road & Maple Creek 20-30k gal | Bayside (3) | | |
| West End Road- 2.5K gal. water source/tank for all area residents or community tank | Blue Lake (3) | | |
| Additional water tanks | Bridgeville (3) | | |
| Additional hydrants in The Blocks | Orick (3) | | |
| Tax Reduction for Volunteer Fire Fighters | Palo Verde (3) | | |
| Fire house on Panther Gap | Petrolia (3) | | |
| Make emergency radios available | Samoa (3) | | |
| More fire stations | Blue Lake (4) | | |
| Fire Dept. needs drafting equipment | Orick (4) | | |
| Map and Maintain tanker fill sites (private lands) | Orleans (4) | | |
| Palo Verde Fire Department Pagers | Palo Verde (4) | | |
| Recruitment and Training for VFD's | Palo Verde (4) | | |

² Community refers to one of the 24 communities where a meeting was held as part of the Community Fire Planning process.

³ Priority Ranking refers to the prioritized ranking given by those present at the specified community meeting. At each meeting, several projects were prioritized, 1 representing the highest priority. See Chapter 5 for more information on the community meeting process.

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| Funding for medical training & supplies | Redwood Valley (4) | | |
| Pepper Tree community water source | Rio Dell (4) | | |
| Pumper truck for Trinidad FD | Trinidad (4) | | |
| Inter-tie between Westhaven & Trinidad H2O systems | Trinidad (4) | | |
| More volunteers for fire dept. | Blue Lake (5) | | |
| Water: Pond Development, more Water Tanks, Improve Drafting Access | Miranda (5) | | |
| Summer dam; Redwood Creek before Lacks Creek. | Redwood Valley (5) | | |
| More volunteers for Westhaven Fire Dept. | Trinidad (5) | | |
| Water tank on Dowd Road - H | Willow Creek (6) | | |
| Acquire Structure Fire Engine | Shelter Cove (10) | | |
| *As funding and staff are available | | | |

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| 8.1 Fire Protection Capability | | | | |
|---|--|--|---|--------------|
| Topic: | FIRE PROTECTION CAPABILITY | FSC Goal: <i>Assure adequate fire protection for people, property, and communities.</i> | Recommendation Improve communication and coordination between local fire departments, state agencies, federal agencies, and other allied agencies during fires and other emergencies. (Recommendation 6.1-3) | |
| Measure | 8.1-3 IMPROVE EMERGENCY DISPATCH SERVICES | | | |
| <p>Description: Effective communication between all fire agencies, EMS, and allied agencies, is critical to the health and safety of local residents and emergency services personnel. Communication includes information sharing, dispatch, and inter- and intra-departmental radio communication. This implementation strategy strives to improve all levels of communication by supporting entities already involved in emergency dispatch and information sharing.</p> <p>Need: Dispatch services throughout Humboldt County are provided by a variety of entities and are dependent upon communications equipment that is in some cases unreliable. Additionally, personnel cost increases for dispatch services are not being matched with the necessary revenue increase to maintain the status quo. Excellent coordination between dispatch centers, adequate personnel and reliable equipment are crucial to the provision of quality emergency services.</p> <p>Implementation: Implementation of this measure will necessarily dovetail with the efforts of the Grant Approval Authority Body of the FY05 Homeland Security Grant Program. This entity is made up of five grant reps: Public Health Officer; Sheriff; City Police Chief; City Fire Chief; County Fire Chief. The Grant Approval Authority Body has secured \$75,000 to perform a comprehensive study of current countywide emergency communication, and of potential strategies for future improvements. A consultant will be hired to conduct this study.</p> <p>The consultant will work with the Grant Approval Authority Body, the HCFCA and their southern Humboldt Fire Chief’s Group, Humboldt County Fire Dispatch Cooperative (HCFDC), Humboldt County Sheriff’s Office, Humboldt County Office of Emergency Services (OES) and other local, state and federal public safety agencies to first identify the strengths and shortcomings associated with the existing communications structures (i.e. centralized dispatch services, lack of radio coverage within certain areas, the inability to communicate between allied agencies, and confusion caused by multiple dispatch centers). Next, this group will propose an ideal communications structure for the County and evaluate its feasibility. Finally, this group will determine the best alternative for County-wide communications and identify the organizational changes, funding requirements, and system improvements required to achieve improved emergency dispatch services.</p> | | | | |
| <i>Steps</i> | | <i>Implementation Partners</i> | <i>Time Frame*</i> | <i>Notes</i> |
| Circulate an RFP and secure the services of a consultant to conduct a communications study. | | Grant Approval Authority Body | In progress; projected completion March/April 2006 | |

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| Conduct a cost benefit analysis regarding the provision of dispatch services. | Grant Approval Authority Body CDF, HCFCFA, Six Rivers NF, local dispatch providers, OES | 4 months | |
| Evaluate County-wide fire/EMS dispatch and identify issues & opportunities | Grant Approval Authority Body, Planning Consultant, HCFCFA, Six Rivers NF, HCFDC, CDF, local dispatch providers, County Sheriff, Cities | 3 months | |
| Propose “ideal” dispatch structure | All of the above | 1 months | |
| Evaluate costs & prepare cost-share allocation | All of the above | 1 months | |
| Review funding alternatives | Grant Approval Authority Body, Planning Consultant, HCFCFA, HCFDC, Six Rivers NF, CDF, County Sheriff, Cities | 1 months | |
| Coordinate with countywide funding strategy effort | Humboldt County Planning & all of the above | 24 Months | May require an additional consultant |
| Prepare implementation plan | All of the above | TBD | |
| Host a regional Incident Command System (ICS) training. | HCFCFA | TBD | |
| COMMUNITY-IDENTIFIED PRIORITY PROJECTS | | | |
| <i>Project</i> | <i>Community⁴ (Priority Ranking⁵)</i> | <i>Schedule</i> | <i>Notes</i> |
| Acquire Cell Phone Tower | Shelter Cove (1) | | |
| Radio system coverage improvements; esp. in S. Broadway, alluvial valleys, CR | Greater Eureka (2) | | |
| Orleans Mt. Repeater (install) | Orleans (3) | | |
| *As funding and staff are available | | | |

⁴ Community refers to one or more of the 24 communities where a meeting was held as part of the Community Fire Planning process.

⁵ Priority Ranking refers to the prioritized ranking given by those present at the specified community meeting. At each meeting, several projects were prioritized, 1 representing the highest priority. See Chapter 5 for more information on the community meeting process.

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| 8.1 Fire Protection Capability | | | |
|--|---|--|--|
| Topic: | FIRE PROTECTION CAPABILITY | FSC Goal: <i>Assure adequate fire protection for people, property, and communities.</i> | Recommendation: <i>Identify strategies to provide a support network for fire service agencies and organizations via improved communication and coordination. (Recommendation 6.1-9)</i> |
| | 8.1-4 IMPROVE INTER- AND INTRA-FIRE SERVICE COMMUNICATION AND COORDINATION | | |
| <p>Description: This implementation strategy outlines actions that can be taken to improve communication and coordination between fire service agencies and organizations in Humboldt County. A Lead Group will be established to support local fire departments in their efforts to improve fire protection service.</p> <p>Need: Many fire departments within Humboldt County are finding it increasingly challenging to provide a level of service that is commensurate with growing demands on their limited resources. Given the relatively high number of fire organizations and agencies that provide fire protection services in the County, and the challenges they all face, coordination of local fire service delivery is a critical need. Improved coordination and communication between all local, state and federal fire protection agencies is necessary to improve the delivery of fire protection service.</p> <p>Implementation: A Lead Group will be established to improve communication and coordination between fire service agencies and organizations. This group will be structured with consideration of, and coordination with, the established fire service support groups. One possibility for a structure is a Lead Group that includes the County Fire Warden and a representative from all local, state and federal agencies and fire protection organizations. The Lead Group will meet regularly to oversee the implementation of key measures of this Fire Plan and to help improve communication and coordination between all fire service agencies and organizations in the County. Initially, the Lead Group will work with CDS Staff to implement applicable measures of this Fire Plan.</p> | | | |
| | Tasks | Implementation Partners | Time Frame* |
| | Establish a lead group and agree on an action strategy to implement this measure. | Fire Warden and All Fire Agencies/Orgs. | 2 months |
| | Develop a schedule to support implementation of applicable Fire Plan measures. | Lead Group and CDS | 1 month |
| | Improve Communication and Coordination among all agencies and organizations | Lead Group | On -Going |
| *As funding and staff are available | | | |