

APTOS/LA SELVA FIRE PROTECTION DISTRICT

2019 Annual Report



Proudly Serving Aptos, Rio Del Mar, & La Selva Beach

WE PROUDLY SERVE...



RIO DEL MAR



APTOS



LA SELVA BEACH





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CHIEF'S MESSAGE

Welcome to the 2019 Aptos/La Selva Fire Protection District Annual Report. Much of our work over the past year has been focused on optimizing our agency as we move towards a consolidation with Central Fire Protection District. Working collaboratively with personnel from Central Fire, the men and women of the Aptos/La Selva Fire Protection District have demonstrated a true commitment to improve our organization and, more importantly, the fire service within Santa Cruz County. I would like to commend IAFF Local 3535 and IAFF Local 3605 for their commitment to transparent communication and dedication to collaborating harmoniously with the intention of consolidation.

At the beginning of 2019, three priorities for the calendar year were identified:

- Transition to a Value Based Organization
- Improve Operational Efficiencies
- Initiate a Succession Plan

With an eye towards transitioning to a "Values Based" organization, both districts identified the need to establish leader's intent, adopt clear policies and detailed procedures, and focus on transparent communications. Captains, program managers, administrative management, and chiefs have used their professional judgement to make comprehensive decisions to best serve the community, meet staff needs in a timely manner, and provide the opportunity to act decisively.

Improving operational efficiencies has been achieved by identifying risks within our community, working to mitigate those risks, and reducing exposure to our firefighters. The

reorganization of the Community Risk Reduction and Operations Divisions has increased staffing, provided a more effective chain-of-command, and eliminated duplication of workload. The Community Risk Reduction and Operations staffing models meet industry standard, which provides a comprehensive progression through the ranks.

Efforts to establish succession planning throughout each division has been an inclusive approach. Establishing an organizational framework for career development allows each division to establish the requirements and process for personnel to move through the ranks. An example of the succession plan in action was the inaugural Captain's Academy, which gave aspiring captains training needed to be successful in that role.

The 2020 year shall continue to see improvements to the Aptos/La Selva Fire Protection District delivery model, with continuing collaboration with Central Fire Protection District. The District's priorities for 2020 will include strategic delivery of fire services, increasing collaboration with fire organizations county-wide, and improving relationships with community partners.

Respectfully,



Aaron Lowe

Fire Chief

WHO WE ARE

Aptos/La Selva Fire Protection District serves the residents, businesses, and visitors to Aptos, Rio Del Mar, and La Selva Beach. The 27 square-mile coverage area is home to 30,000 permanent residents and features diverse natural features and attractions for both residents and tourists. The District is an all-hazards fire district, providing structural fire suppression, wildland-urban interface firefighting, advanced life support emergency medical services, aquatic rescue, over-the-edge (angled) rescue, and urban search and rescue services to the community.

The District operates 3 fire stations, a Community Risk Reduction Office, a Logistics hub, and an Administration Office. In 2019, the District began moving towards a consolidation with Central Fire Protection District. To date, the two agencies have been working collaboratively under shared-services agreements for mid-management, administrative services, training, community risk reduction, and logistics.

Aptos/La Selva Fire Protection District is governed by a five-member Board of Directors, members of which are elected to four-year staggered terms. The Board of Directors provides oversight to the District and represents the residents and businesses of the communities we serve.



CONSOLIDATION UPDATE

In 2018, the District began moving towards a consolidation with Central Fire Protection District. To date, the two agencies have been working collaboratively under shared-services agreements for mid-management, administrative services, training, community risk reduction, and logistics.

2019 was an extremely busy year for both Aptos/La Selva Fire and Central Fire as we continue to forge ahead with consolidating both fire districts. In February 2019, an ad hoc committee was formed to begin laying the foundation for the road ahead. This committee is made up of two Directors from each district; both Fire Chiefs; Union leaders from both districts; and representatives from the Chief Officer's Association and Administration. The ad hoc continues to meet monthly, identifying each and every element, issue and concern that needs to be addressed for the successful blending of two distinct yet similar cultures.

Throughout the year, several milestones were met: From aligning budgets to initializing resolutions; from property searches to agreeing on the Board of Governance for the new district; from conducting all-hands employee meetings (keeping all personnel informed of every aspect), to working with our Labor groups on seniority, vacation and station assignments, the committee has identified just about everything we need to do – and has either completed or is in the process of completing each and every task put before us.

As we look towards July 1, 2020 as a target date for implementing the formalized consolidation, there is still a lot of work to be done in order to reach that goal. Although diligent in identifying each and every element of the process, we are committed to not cutting corners – to do it right. The bottom line of this tremendous undertaking has been, and continues to be improving our ability to deliver a greater level of effective and efficient emergency response to the communities we proudly serve.

With all the effort that has been put forth so far by both District's, I would like to thank each of our respective Boards, Labor groups (Local 3535 [Aptos] and Local 3605 [Central]), Chief Officers, Management, Administration, and our Community Risk Reduction Division for their continued support.

Where we've been...

...and where we're going.



EXECUTIVE STAFF



Aaron Lowe
Fire
Chief



Scott Cullen
Division Chief
Operations



Todd Skrabak
Division Chief
Logistics



Scott Vahradian
EMS Chief
(EMSIA Funded)



Chad Akin
Battalion Chief
Training



Anthony Cefaloni
Battalion Chief
A Shift



Jeff Breasher
Battalion Chief
B Shift



John Walbridge
Battalion Chief
C Shift



Michael DeMars
Fire
Marshal



Marco Mack
Deputy Fire
Marshal



Nancy Dannhauser
Finance
Director



Gena Finch
Human Resources
Director



BOARD OF DIRECTORS



George Lucchesi
Term of Office:
2016-2020
Board President



John Scanlon
Term of Office:
2018-2022
Board Vice-President



Orbrad Darbo
Term of Office:
2018-2022
Director

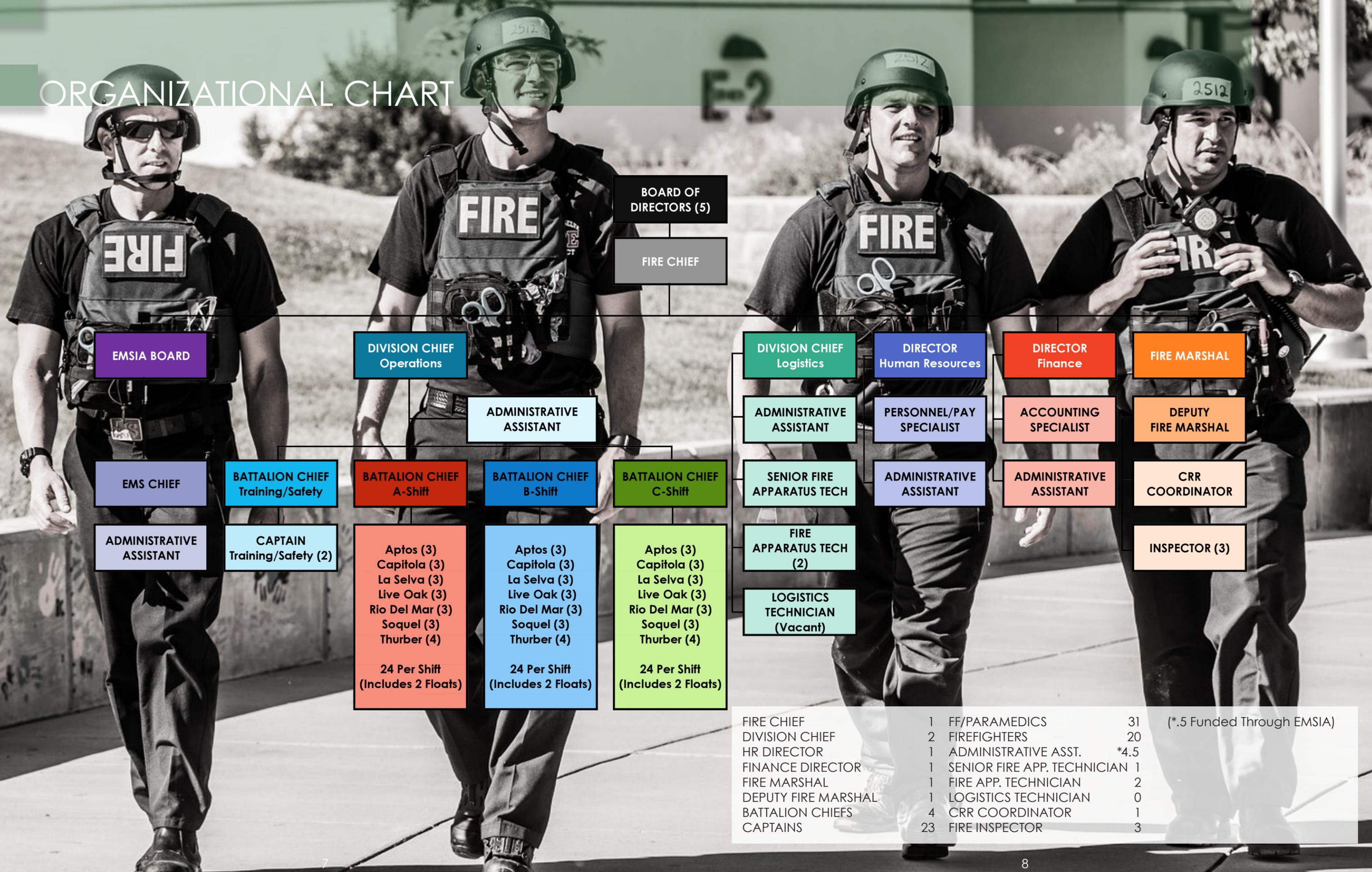


Joe Foster
Term of Office:
2015 - 2020
Director



Robert Spisak
Term of Office:
2008-2020
Director

ORGANIZATIONAL CHART



FIRE CHIEF	1	FF/PARAMEDICS	31	(* .5 Funded Through EMSIA)
DIVISION CHIEF	2	FIREFIIGHTERS	20	
HR DIRECTOR	1	ADMINISTRATIVE ASST.	*4.5	
FINANCE DIRECTOR	1	SENIOR FIRE APP. TECHNICIAN	1	
FIRE MARSHAL	1	FIRE APP. TECHNICIAN	2	
DEPUTY FIRE MARSHAL	1	LOGISTICS TECHNICIAN	0	
BATTALION CHIEFS	4	CRR COORDINATOR	1	
CAPTAINS	23	FIRE INSPECTOR	3	

OPERATIONS DIVISION

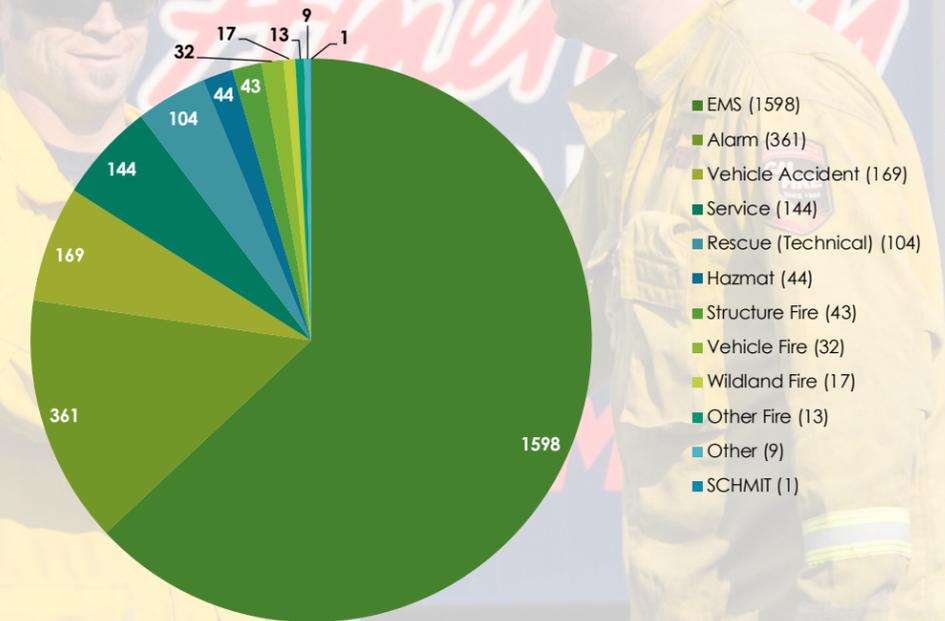
The Operations Division encompasses several program areas including Emergency Medical Services, Aquatic Rescue Response, Hazardous Materials, and Urban Search and Rescue. In 2019, the Operations Divisions for Aptos/La Selva Fire Protection District and Central Fire Protection District joined under a shared services agreement. Under this shared services model, the Aptos/La Selva Fire Division Chiefs and the Central Fire Battalion Chiefs provided duty coverage and program oversight for both agencies. The Operations Division, in addition to responding to calls for service, oversees a number of program management areas. The highlights for a few of those programs are listed below.

Highlights for 2019:

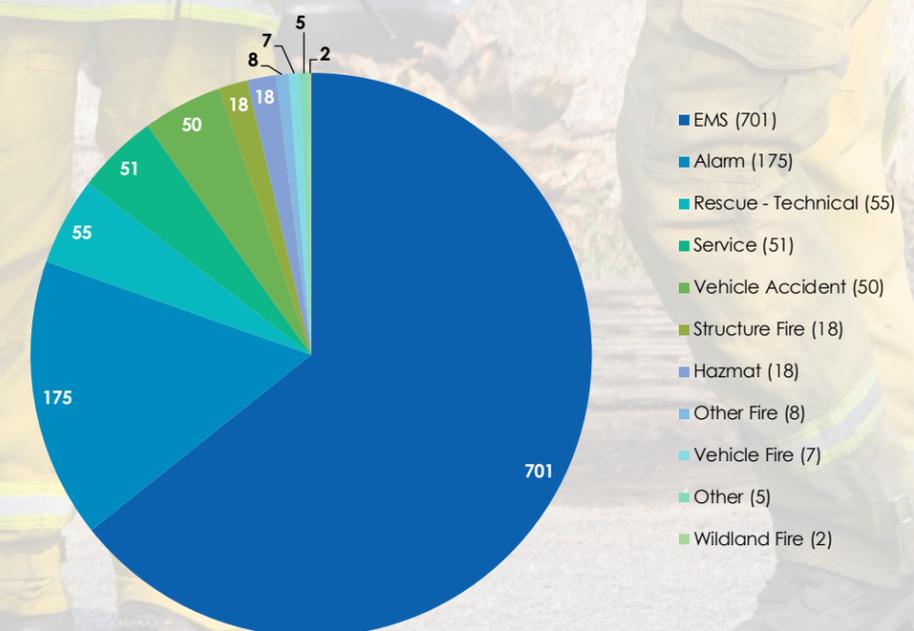
- Personnel sharing between both agencies for cross-district familiarization and constant staffing.
- The districts deployed Type 3 strike teams to support the local CAL FIRE unit during several local wind events that triggered PG&E Power Safety Shutoffs.
- Accepted delivery of one Rosenbauer 2000-gallon Water Tender.
- Added smaller individual Thermal Imaging Cameras for each seated position on each fire apparatus.
- Purchased Arizona Vortex Rescue Tripods to assist with over the edge rope rescues.
- Provided continuing education for the District's EMT and Paramedic personnel to maintain their certification and completed the re-certification process for all EMTs.
- Conducted monthly audits of late call data to EMS incidents to maintain a high level of patient care.
- Augmented the County-contracted ambulance transport provider during peak operational periods with the District's capable transport ambulance.
- Updated the records management system for NFIRS reporting, meeting State and Federal requirements.
- Fitted all line personnel with dual-compliant wildland/duty pants. This move increases response times by eliminating the need for personnel to change from duty pants into wildland pants prior to responding to wildland calls.

INCIDENT SUMMARY

Incident Totals By Type - Overall

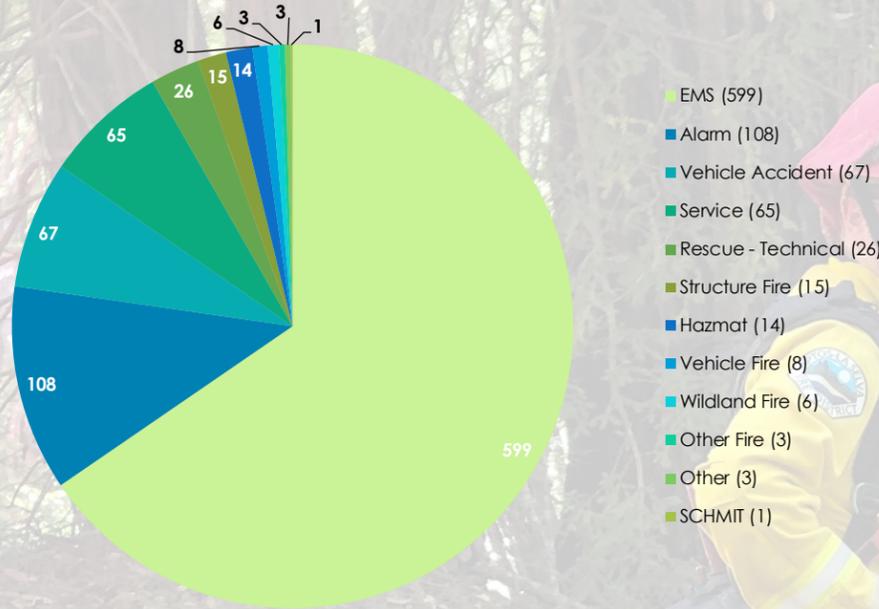


Incident Totals By Type - Aptos

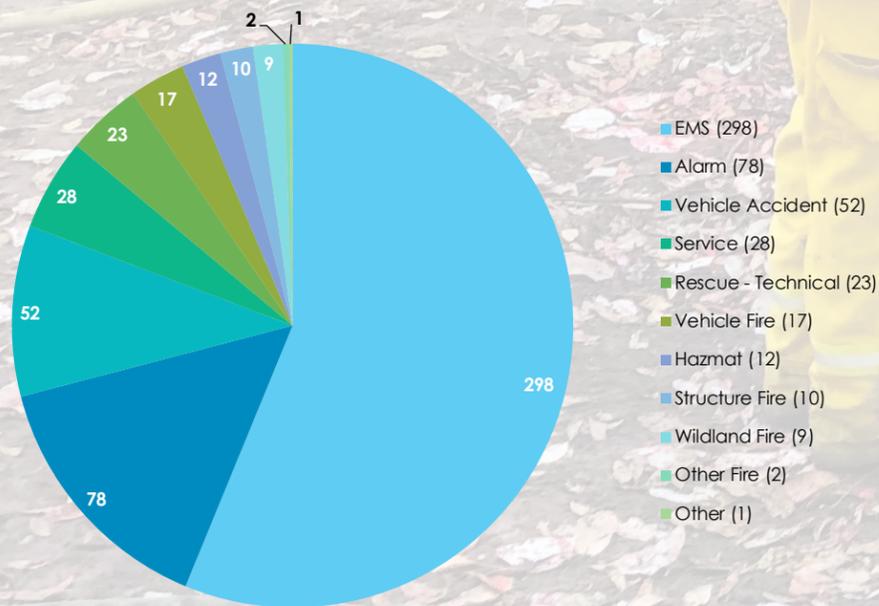


INCIDENT SUMMARY (CONT.)

Incident Totals By Type - Rio Del Mar

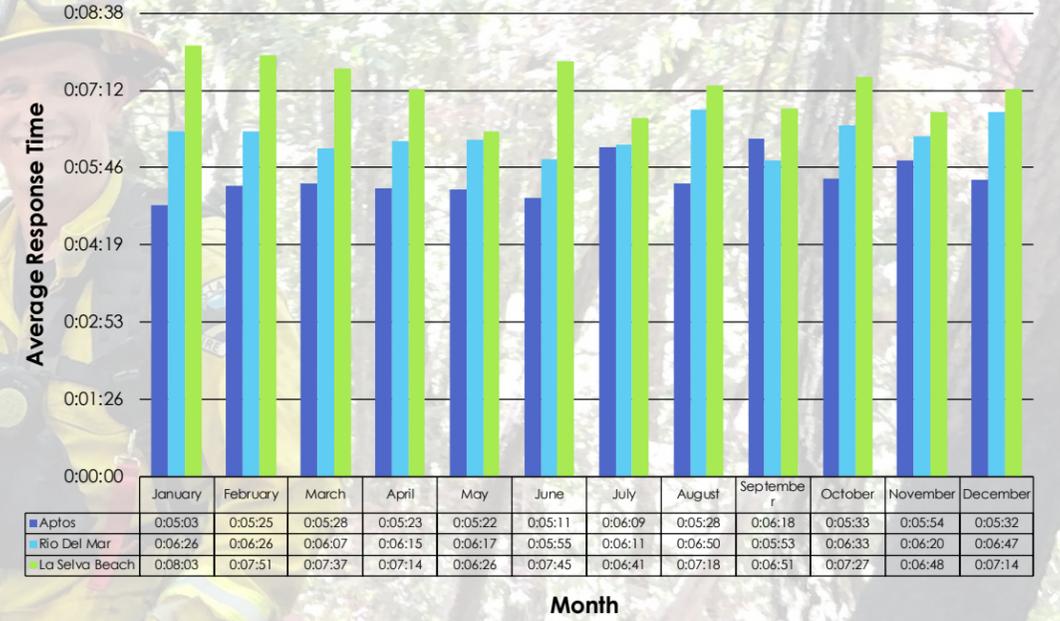


Incident Totals By Type - La Selva Beach

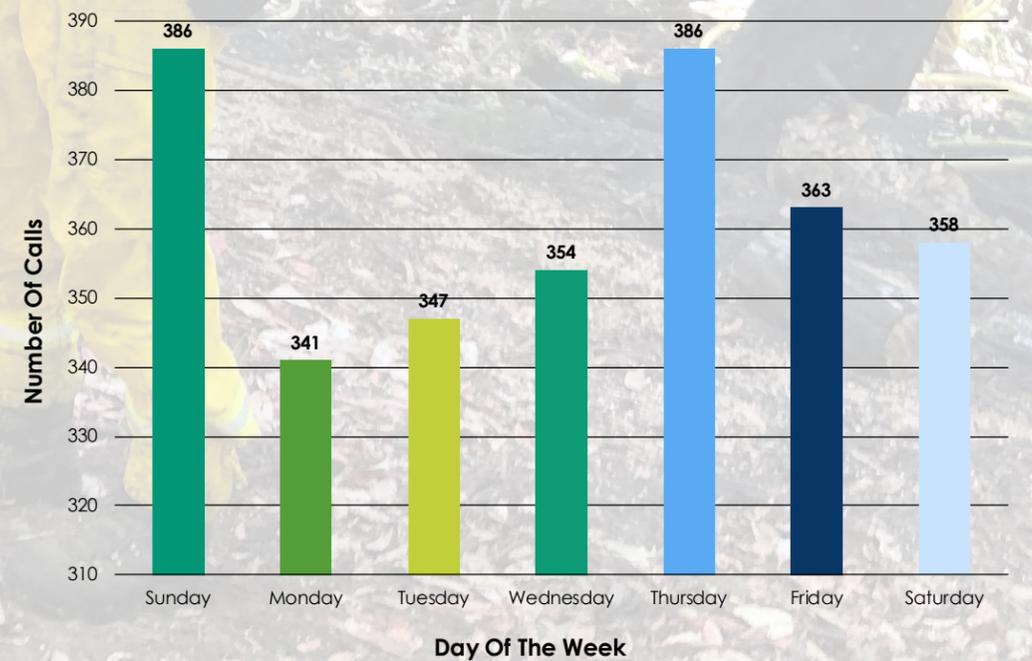


INCIDENT SUMMARY (CONT.)

Average Response Time By Station

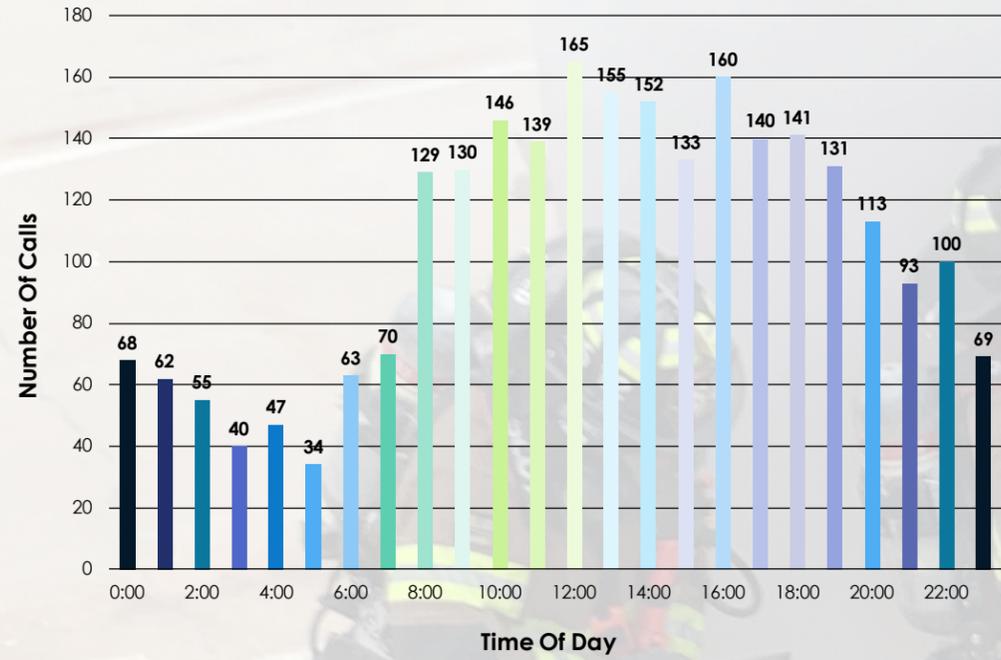


Incidents By Day Of The Week

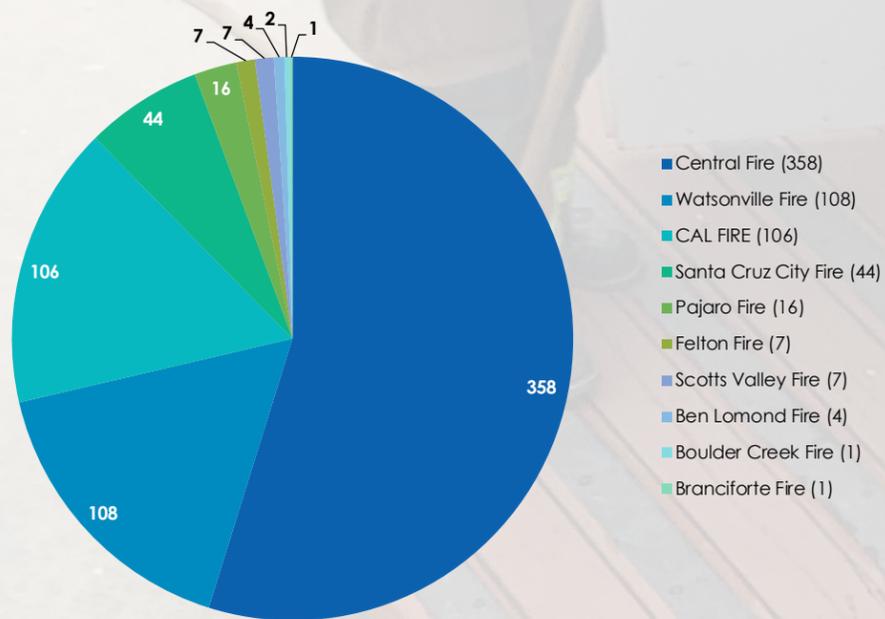


INCIDENT SUMMARY (CONT.)

Incidents By Time Of Day

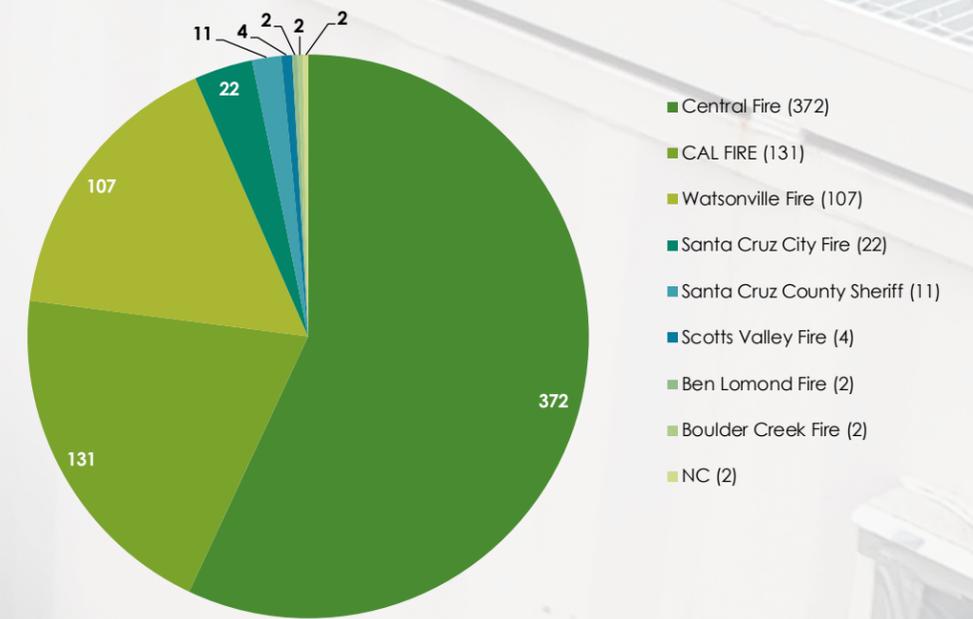


Mutual Aid - Sent



INCIDENT SUMMARY (CONT.)

Mutual Aid - Received



TRAINING DIVISION

In 2019, Aptos/La Selva Fire Protection District entered into a shared-services agreement with the Central Fire Protection District Training Division to provide standardized training to both districts. Under this shared services model, the Division added one full-time Training Captain and one full-time Administrative Assistant from Aptos/La Selva Fire. The Training Division formed a cadre to coordinate and deliver specialized training courses to both districts as well as to other fire agencies county-wide. The cadre implemented a synchronized calendar (block system) for various training topics, including but not limited to: Respiratory Protection, Structure Fire Fighting, Wildland, Rope Rescue, Truck Operations, Hazmat, Special Operations, Confined Space, and Urban Search and Rescue to agency personnel.

Highlights for 2019:

- Coordinated the inaugural Captain's Academy for Central Fire and Aptos/La Selva Fire. This academy instructed Firefighters and Firefighter/Paramedics interested in furthering their career in the fire service fire captain skills and responsibilities.
- Hosted a joint Fire Captain's Promotional Examination/Assessment Center. Results from this exam established an eligibility list for both agencies.
- Coordinated the Santa Cruz County Regional Firefighter Academy 20-01 and provided support for the Santa Cruz County Basic Firefighter Academy.
- Held weekly health and wellness yoga classes for safety and non-safety personnel.
- Hired 11 new Paid-Call Firefighters; 9 of which attended local firefighting academies.
- Assisted the District's EMT's and Paramedics with recertification.
- Documented approximately 16,500 combined training hours for Central Fire and Aptos/La Selva Fire.
- Implemented county-wide standardized training programs with other local fire agencies, including course delivery, a train-the-trainer program, common terminology, command and control and live fire training.
- Supported improvements to county-wide training facilities, including upgrades to the Ben Lomond Training Center and Watsonville training tower.
- Made improvements to the District's forcible entry door training props.
- Improved the available mobile technology and presentation devices (such as iPads and AV-related devices), enhancing the ability to deliver interactive training courses.
- Enhanced tools and equipment for constructing and maintaining realistic training props.

TRAINING DIVISION (CONT.)

In addition to these above highlights, the Training Division facilitated the attendance of District personnel at the following classes and conferences:

- Administrative Fire Services Conference - California Fire Chiefs Association
- Board Secretary Conference
- Building Construction
- Burn Care
- California Chiefs Conference
- California Conference of Arson Investigators
- California Fire Prevention Institute
- California Public Employee Retirement System Conference
- California Society of Municipal Finance Officers Conference
- California Special Districts Association Conference
- CalPELRA Conference
- Chief Fire Officer
- Fire Districts Association Conference
- Fire Inspector
- Firing Operations
- Fresno Training Symposium
- Government Finance Officers Association Conference
- Government Social Media Conference
- Grant Writing and Management
- Hazmat Continuing Challenge
- Incident Reporting
- International Association of Fire Chiefs FORCE Conference
- Leadership in Action
- Lorman Professional Services
- Mastering Fire Service Leadership
- Mastering the Fire Ground
- Northern California Training Officers Conference
- Office of the State Fire Marshal Statutes and Regulations
- Project Mayday
- Public Agency Risk Management Association Conference
- Risk Assessment
- Safety Officer
- Single Resource Crew Boss
- Social Media For Safety Conference
- Sports Performance
- Wildland Urban Interface

COMMUNITY RISK REDUCTION

2019 was a year of growth for the Community Risk Reduction Division. With the consolidation of the Division with Central Fire Protection District under a shared services agreement, the Division is now fully staffed with 1 Fire Marshal, 1 Deputy Fire Marshal, 3 Fire Inspectors and a Community Risk Reduction Coordinator. The joint Community Risk Reduction Division also had three part-time defensible space inspectors working during the 2019 fire season.

Highlights for 2019:

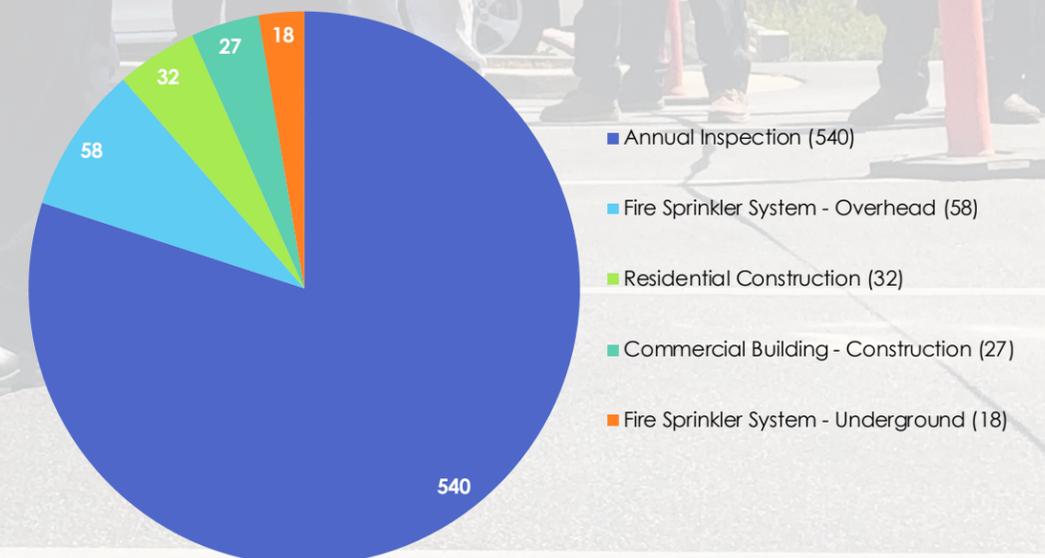
- For Central Fire, the Division completed 16 Commercial Final Inspections, 21 Residential Final Inspections, 206 Annual Inspections, 310 Engine Company Inspections, and 1711 Defensible Space Inspections.
- Participated in several community outreach activities including:
 - Fire Prevention Week Open House
 - Holiday Toy Drive
 - Smoke alarm installation and battery replacement program.
 - Fire extinguisher trainings for businesses and neighborhood groups.
 - Fire Safety and Disaster Preparedness presentations and Q&A sessions.
- Gained approval from the Board of Directors for Ordinance 2019-01 which adopted the 2019 edition of the California Fire Code.
- Began establishing a defensible space inspection and enforcement plan to implement during the 2020 fire season. The Division's Deputy Fire Marshal will be working with the defensible space inspectors to help residents living in the urban wildland interface learn best practices to protect their homes and commit to maintaining their property annually. Connections have also been established with several home owners associations in the rural areas of the District with a long term goal of establishing Fire Wise Communities.
- Under the shared services model, analyzed differences in day-to-day operations between the Aptos/La Selva Fire and Central Fire Community Risk Reduction Divisions and worked to implement best practices. These areas included inspection practices, data entry and record keeping in Emergency Reporting, fire alarm system requirements and weed abatement program management and enforcement.

COMMUNITY RISK REDUCTION (CONT.)

Personnel for the Community Risk Reduction Division also attended the following classes and conferences:

- California Fire Prevention Institute Conference
- California Conference of Arson Investigators
- Statutes and Regulations
- Community Risk Reduction Leadership Conference
- Cannabis Extraction & the Fire Code
- Fire Inspector 2A, 2B, 2C and 2D
- CFC/CBC Means of Egress
- Plans Examiner 1B and 1C

Priority Inspections By Type



ADMINISTRATIVE DIVISION

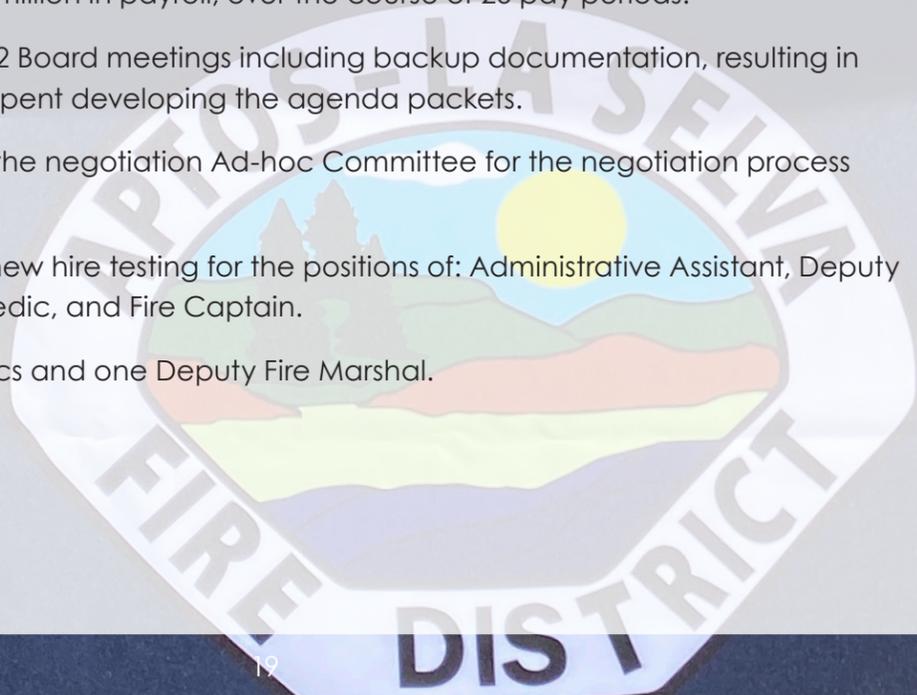
The Administration Division includes the functions of the Fire Chief, Administrative Services, Human Resources, and Finance. The Fire Chief serves as the Chief Executive Officer and provides direction, supervision, and general support to the District's overall operations and its Board of Directors. The Division oversees areas pertaining to strategic planning, policy development, personnel management, risk management, budget development and fiscal oversight.

Human Resources provides services including recruitment, hiring, compensation, equal employment opportunity, group benefits administration, workers' compensation and the employee assistance program. It ensures the District complies with all laws, as well as District Personnel Rules and Regulations and memoranda of understanding between the District and its employee bargaining groups.

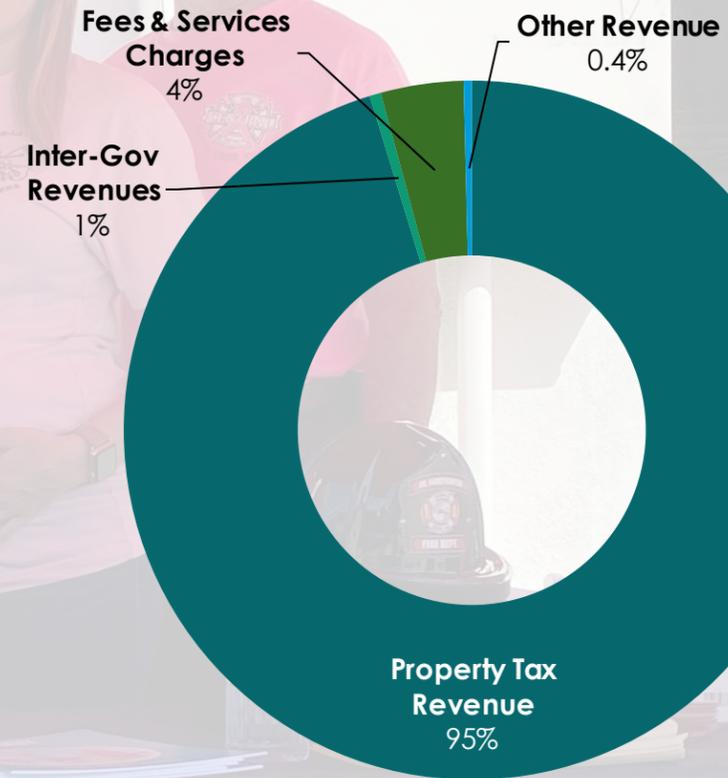
Finance is responsible for general accounting services, budget development, annual independent audits, financial planning, and vendor reimbursement. It ensures financial resources are properly allocated for optimum public service levels. Finance also safeguards the District's assets, tracks spending, collects all revenue, processes cost reimbursements, and provides accurate financial reporting.

Highlights for 2019:

- Participated in an audit conducted by the California Public Retirement System.
- Completed over 150 hours of continuing education to keep apprised of legislative and implementation changes to worker safety, human resources, payroll, discrimination, workers' compensation, and fire service leadership.
- Processed approximately \$6.5 million in payroll, over the course of 26 pay periods.
- Created agenda packets for 12 Board meetings including backup documentation, resulting in approximately 100 total hours spent developing the agenda packets.
- Provided support and data to the negotiation Ad-hoc Committee for the negotiation process with two bargaining groups.
- Conducted recruitments and new hire testing for the positions of: Administrative Assistant, Deputy Fire Marshal, Firefighter/Paramedic, and Fire Captain.
- Hired two Firefighter/Paramedics and one Deputy Fire Marshal.



ADMINISTRATIVE DIVISION (CONT.)

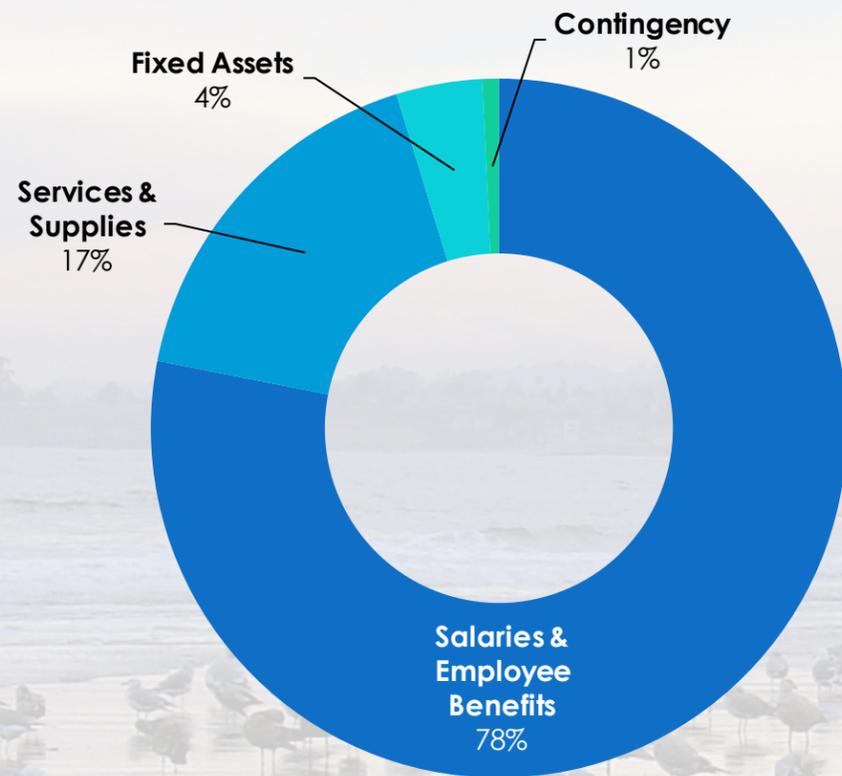


Financing Sources

Property Tax Revenue	\$12,731,955
Inter-Gov Revenues	\$70,229
Fees & Services Charges	\$513,368
Other Revenue	\$50,000
Total	\$13,365,552



ADMINISTRATIVE DIVISION (CONT.)



Expenditures

Salaries & Employee Benefits	\$10,235,106
Services & Supplies	\$2,248,600
Fixed Assets	\$523,559
Contingency	\$100,000
Total	\$13,107,265

FACILITIES



Administration Office
930 17th Avenue,
Santa Cruz, CA 95062



Community Risk Reduction Office
6934 Soquel Drive
Aptos, CA 95003



Station 1 - Aptos
6934 Soquel Drive
Aptos, CA 95003



Station 2 - Rio Del Mar
300 Bonita Drive
Aptos, CA 95003



Station 3 - La Selva Beach
312 Estrella Avenue
La Selva Beach, CA 95076



Logistics
410 Kennedy Drive
Capitola, CA 95010



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