



**CALIFORNIA STATE FIREFIGHTERS' ASSOCIATION**  
**Volunteer Committee Strategic Plan**  
**FY-2009**



Presented by  
**Chief Vern Losh**  
**Bill Messersmith**  
Committee Co-Chairs

California State Firefighters' Association  
2701 K Street, Suite 201  
Sacramento, CA 95816-5113  
800-451-CSFA

**Letter to the California State Firefighters' Association Board**  
**Chief Vern Losh**

I am pleased to present the California State Firefighters Association Volunteer Committee Five-Year Strategic Plan. This plan will provide us a road map by which our Committee can realize its vision of the future and adapt to growth and change.

This Plan is the result of input from many stakeholders including the State Fire Marshal's office, the State Assembly, and a cross section of volunteers and Chief Officers from at least eight counties all across this state.

This plan will provide a sense of focus for our committee. We will need to focus our energies on those things most important to the success of our Committee and Association. By placing those priorities and focus in a plan, everyone will have a clear picture of where we are going.

The success of our Committee begins with our membership. Without the dedication of the overall membership and the membership of the Volunteer Committee our committee would not be as strong as it is. I am confident that we will continue to provide a high level of service to our association and it's membership.

This plan is only the first step in this process. The implementation of the plan is where the real work begins. There will be many opportunities to participate in workgroups or committees. Through this process, ownership of the solutions will be realized.

It is my hope that this plan engages people and encourages other Committees to develop a strategic plan as we move into the future of providing increased benefits to our Association.

Sincerely,



Vernon A. Losh II  
Co-Chair Volunteer Committee

**Letter of by Committee Co-Chairperson  
Bill Messersmith**

As Co-Chairman of the Volunteer Committee I am actively pursuing ways and means of providing more benefits for the Volunteer Fire Service. Over a period of the last year our committee has been focused on developing a plan that will achieve that goal. The purpose of this letter is to transmit that plan to all interested parties in hopes of encouraging both participation and motivation to support our statewide efforts.

The Strategic Planning Process involves a considerable amount of effort in changing the way things are. Our committee is dedicated to the idea that the Volunteer Fire Service makes a meaningful contribution to the protection of life and property in the State of California. This plan is aimed at providing the organizational support to sustain that effort.

All members are encouraged to provide feedback to this process as we move forward in the implementation phase. Those members who would like to join with the committee in forging a new direction are encouraged to communicate using any means possible. It is my intent as Chairman to make modifications over time so that this plan becomes a living document.

Thank you for your consideration.

Sincerely,

Bill Messersmith  
Co - Chairman, Volunteer Committee



## California State Firefighters' Association, Inc.

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www.csfa.net

*"CSFA: A Strong and United Voice."*

*Organized: November 10, 1922*

Date: August 7, 2008

To: Vern Losh, Co-Chair, Committee on Volunteers  
Bill Messersmith Co-Chair, Committee on Volunteers

From: Kevin Nida, President, CSFA Board of Directors *John N Done for Kevin Nida*

Re: **CSFA Board Endorsement – Committee on Volunteers Strategic Plan**

On behalf of the CSFA Board of Directors we fully appreciate the excellent work your Volunteer Committee has accomplished during the past year to develop a strategic plan for volunteer recruitment, training and recognition throughout California.

We endorse this CSFA Volunteer Strategic Plan and intend to place a high priority on its successful implementation over the next several years. We look forward to working with you in the upcoming 2009 budget year to assure funding for several components of the Strategic Plan.

Please let us know how we can continue to be supportive of our Committee on Volunteers!



The following is the strategic plan for the California State Firefighters' Association (CSFA) Volunteer Committee. This document represents months of work by the dedicated members of the committee under the direction of former California State Fire Marshal Ronny Coleman and committee chair Chief Vern Losh.

The volunteer committee is comprised of some of the finest people within the fire service today. Their passion for the volunteer fire service and to the communities they serve is profound. These are people who brought their professional expertise both in fire service, as well as their full-time employment, to the table to address the tremendous challenges facing today's volunteer fire service.

Without question, the volunteer fire service is in trouble. Today, about 47% of the California fire service is volunteer. This is a significant figure considering the size and population of the state. Administration, management, funding and training, as well as recruitment and retention, are significant issues that must be addressed. These issues are affecting the ability of volunteer departments to respond to the needs of their communities. This strategic plan addresses many of these issues with reasonable goals and objectives to help solve many of these challenges.

The men and women of the volunteer fire service dedicate thousands of hours in training and service to their community, risking their own health and safety in the process, and are to be commended. These are people who do it for their communities with little recognition or compensation. Pride, honor, commitment, dedication and passion is alive and well within the volunteer fire service. These are the principles that this country was founded on. Consequently, I am confident that the challenges of today will be overcome.

CSFA, the volunteer committee and the Fire Services Training Institute (FSTI) are committed to supporting the men and women of the volunteer fire service, the communities they serve and to the traditions that have made community service the ultimate reward.

A handwritten signature in black ink, appearing to read 'Michael S. Williams', is written over a horizontal line.

Michael S. Williams  
President-Executive Director  
Fire Services Training Institute

**California State Firefighters Association  
Volunteer Committee**

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CSFA Steamer Team

### **Mission Statement**

We are dedicated to ensuring our members a strong and united voice in the evolution of the fire service, through unity in leadership, political action, education, and quality member services.

### **Purpose**

To foster and promote a better understanding among members, elected and appointed officials and the public; to encourage the maintenance of the civil service system; to promote the observance of high standards of conduct for firefighters; and to work for the enactment and maintenance of laws and regulations that benefit fire service personnel and protect life and property.

### **Charter**

The primary purpose of having this committee in existence is to provide a statewide voice, leadership and advocacy for fire department organizations that utilize staffing that is volunteer or part time in nature. This charter is consistent with the mission statement as stated earlier by the CSFA.

### **Vision**

The CSFA's Volunteer Committee shall provide a focal point for advocacy and leadership as a unified voice to support the efforts of fire departments in the State of California

### **Principles & Values**

This committee is committed to the following principles and accepts the following values:

1. They recognize the need to continue to provide community identity for volunteer fire forces.
2. They support the principle of volunteerism
3. They believe in the two-way communications process to assure that information that is given out is utilized and that feedback is part of the process
4. They wish to empower volunteer fire departments to remain in service to meet the communities needs based on adopted criterion, i.e., call workload, and the ability to meet response objectives
5. They wish to develop future fire service leaders to lead and manage volunteer fire departments as a top priority of the committee
6. They wish to provide continuous improvement of volunteer fire operations and assisting them in their compliance with both federal and state mandates.
7. They believe that firefighter safety and the establishment of a level of service that provides for the safety of both the citizens and the firefighters are paramount.
8. This committee endorses uniform consistent and statewide standardization of the level of competency of all volunteer firefighters.
9. The committee has a strong desire to provide for information on the benefits for volunteer firefighters being a member of the CSFA
10. This committee embraces the idea that the concept of full time paid personnel "giving back" to the service by working with the development of volunteer personnel is an integral part of the planning.

11. They believe in the principle of allowing each fire department to be as self sustaining as it possibly can
12. One of the key principles the committee believes in is that all resources are being leveraged to the maximum to allow fire departments to continue to exist.

## Challenges

- Overcoming fear
- Overcoming apathy
- Overcoming lack of funds
- Timing and deadlines
- Changing the perception of volunteers in relationship to fulltime personnel
- Overcoming impacts on volunteers from the burdens of state mandates
- Building trust between paid and volunteer forces
- Overcoming burnout in the leadership
- Developing better communications from top to bottom and side to side
- Determining whether or not the volunteer system will remain viable in the future
- Getting legislative relief
- Improving firefighter safety
- Getting the volunteer fire service to better understand all of the issues it faces

## Opportunities

- Improving the image of the Volunteer Fire Service
- Provide confidence in the future for all parties
- Provide opportunity for increased voluntary participation
- Support the ability to meet standards and mandates without undue negative consequences
- Improve the communications process

- Improve the network
- Improve the distribution of information
- Be a leader for the adoption of standards and practices in the volunteer fire service
- Improve the ability to recruit, retain, sustain and manage volunteer fire departments
- Improve volunteer involvement at all levels
- Improve upon training opportunities for volunteers

### Weaknesses

- Poor perception of the fire service in general by the public – in reaction to budgetary crisis
- No funding by the State of California to support any element of the state fire training system – even less support for volunteers
- No linkages that could actually be evaluated and measured to determine how effective giving out and getting back is working in the system
- No buy in by many of the volunteer fire forces because they feel that they are being under attack all of the time
- Circling of the wagons by regional and local fire departments because they are concerned about undue influences
- We are not really sure what the public wants out of a local fire department
- We are not sure what the volunteer leadership wants in the way of support

### Strengths

- The CSFA is recognized as a statewide organization
- The CSFA recognizes that we have a problem that needs to be addressed
- We have credibility as an organization
- We have representation on the State Board of Fire Services
- We have an active and aggressive legislative action program
- We have a track record (history) of being successful in solving problems

- As an organization we have always been focused on our constituencies
- For the lack of a better term we are “lean and mean” which means that we sometimes have to get most of our work done through volunteers themselves
- We have statewide input into the decision making process

## Goal Statements

- The CSFA Committee will work with the State Fire Marshal and the Fire Service Training Institute in the development and delivery of training programs for the fire service
- They will continue to support the utilization of the surplus equipment program to provide resources for the fire service
- They will continue to support the volunteer length of service award program
- They will promote the succession planning concept among volunteer leadership to assure continuity of operations
- They will create a database for program planning so that the fire service will have additional information to support its policy choices
- They will promote the benefits for the volunteer fire service belonging to CSFA; and promote benefits for the volunteer fire service through the legislative advocacy program
- They will improve recruitment and retention enhanced communications between the committee and the fire service
- There will be an ongoing program to recruit and retain volunteer fire departments as part of CSFA
- We will support legislation beneficial to the volunteer fire service
- Promote firefighter safety



## Strategic Initiatives

The following strategic initiatives have been developed to achieve the goals of this organization. They will be further enhanced by specific action plans, committee activity and other mechanisms of assuring that tasks have been completed.

### Strategic Initiative I

There is a need to develop an adequate database		
Recognizing the need to continue to provide community identity for volunteer fire forces.		
<b>Objectives</b>	1. Identify all existing databases	
	Performance Measure: Find them	
	Importance	High
	Timeline	60 Days
	Lead	Ron Coleman Vern Losh
	Critical Tasks:	
	<ul style="list-style-type: none"> <li>• Identify and obtain electronically the current databases.</li> <li>• Combine all of these into a Excel spreadsheet</li> <li>• CSFA Membership list</li> <li>• IAFF Directory</li> <li>• SFM Database</li> <li>• State Databases</li> <li>• United States Fire Administration Census Data</li> </ul>	
	2. Improve upon CSFA's individual membership base that is used to create management reports	
	Performance Measure: Completion of Review Process	
	Importance	High
	Timeline	90 Days
	Lead	CSFA Staff
	Critical Tasks:	
	<ul style="list-style-type: none"> <li>• Review IMIS to determine how data can be used for billing, marketing, membership analysis</li> <li>• Create Integrated reports</li> <li>• Define strategic intent of data components</li> <li>• Develop Surveys</li> <li>• Utilize Website to create interest</li> </ul>	
	3. Develop a model database survey regarding volunteer fire departments	
	Performance Measure: Model Completed	
	Importance	High
	Timeline	90 Days
	Lead	CSFA staff
	Critical Tasks:	
<ul style="list-style-type: none"> <li>• Develop a draft document that describes the California model database survey</li> <li>• Develop departmental data base</li> <li>• Create targeted reports</li> <li>• Geo-code data when possible</li> </ul>		
4. Collect information from volunteer fire departments		
Performance Measure: Draft Distributed		
Importance	Moderate	
Timeline	60 Days	
Lead	Volunteer Committee	
Critical Tasks:		
<ul style="list-style-type: none"> <li>• Prepare draft for review by committee</li> <li>• Distribute Draft to Select Agencies for review and comment</li> </ul>		
5. Provide completed report to CSFA Board		
Performance Measure: Final Draft Completed		
Importance	High	
Timeline	Within one year	
Lead	Staff	
Critical Tasks:		
<ul style="list-style-type: none"> <li>• Develop Final Draft</li> <li>• Develop information for Volunteer Departments on how to use Report</li> </ul>		

## Strategic Initiative II

Increase the involvement of volunteer fire chiefs in legislative activities		
Providing continuous improvement of volunteer fire operations and assisting them in their compliance with both federal and state mandates.		
<b>Objectives</b>	1. Establish a CSFA/Volunteer Fire Service Legislative Day	
	Performance Measure: Flyer Developed	
	Importance	Extremely High
	Timeline	90 Days
	Lead	Afrack
	Critical Tasks:	
	<ul style="list-style-type: none"> <li>• Identify the specific day</li> <li>• Identify the participants</li> <li>• Develop educational flyer on importance of Leg. Day</li> <li>• Send out information on dates and times of Leg. Day</li> <li>• Contact Chiefs about their participation in Legislative Day</li> </ul>	
	2. Conduct Caucus of volunteer chiefs during Leg Day	
	Performance Measure: Make Contacts	
	Importance	Very High
	Timeline	120 Days
	Lead	Volunteer Committee Chairman
	Critical Tasks:	
	<ul style="list-style-type: none"> <li>• Create a Legislative Day package for participants including agenda of topics to be covered</li> <li>• Have a pre-legislative day conference call to ensure that every one is on the same page</li> <li>• Have a pre-legislative day breakfast to review the agenda for the day.</li> </ul>	
	3. Conduct feedback regarding volunteer fire chief participation	
	Performance Measure: Feedback received	
	Importance	Very High
	Timeline	60 Days after Leg. Day
	Lead	Volunteer Committee Chairman
	Critical Tasks:	
<ul style="list-style-type: none"> <li>• Develop survey of important data to be collected on political process</li> <li>• Send survey out to all volunteer chiefs whether they attend or not</li> </ul>		
4. Encourage involvement with volunteers with Rural Fire Rural Committee		
Performance Measure: Level of Participation		
Importance	Very High	
Timeline	Immediately	
Lead	Angel Sanchez	
Critical Tasks:		
<ul style="list-style-type: none"> <li>• Conduct meeting with Rural Committee to discuss interest</li> <li>• Identify areas of mutual concern</li> </ul>		
5. Obtain volunteer participation in Legislative Action		
Performance Measure: Number of Participants		
Importance	Very High	
Timeline	Immediately	
Lead	Angel Sanchez	
Critical Tasks:		
<ul style="list-style-type: none"> <li>• Work on appointment of volunteers to committees, commissions and task forces</li> <li>• Develop a list of volunteer subject matter experts to testify on volunteer related legislation</li> </ul>		

**Strategic Initiative III**

Improve upon number of volunteer fire agencies that participate in CSFA.		
<b>Objectives</b>	1. Work from most current database to reach out and educate members on benefits of CSFA	
	Performance Measure: Make contacts	
	Importance	Very High
	Timeline	On-Going
	Lead	CSFA Representatives
	2. Educate members on Surplus Equipment program	
	Performance Measure: Numbers of participating departments increase	
	Importance	High
	Timeline	120 Days
	Lead	Dick Brown
	3. Increase utilization of Length of Service Program	
	Performance Measure: Number of participating departments increase	
	Importance	
	Timeline	
	Lead	CSFA Representatives
	4. Establish a schedule for regular contacts of all FD's in state by Member Benefit Specialist's, Directors & Deputies	
	Performance Measure: Number of Contacts	
	Importance	
	Timeline	
	Lead	
5. Continually update the database		
Performance Measure:		
Importance		
Timeline		
Lead		

## Strategic Initiative IV

### Improve upon availability of training and education for volunteer firefighters

<b>Objectives</b>	1. Coordinate closely with the CSFM Firefighter Training Program		
	Performance Measure: TBD		Critical Tasks: <ul style="list-style-type: none"> <li>Develop list of needs for Volunteer Firefighters</li> <li>Develop standards and practices for volunteer FF with State Fire Marshal</li> <li>Develop and establish the minimum requirements standards for the volunteer fire services leveraging the training mandates study</li> <li>Develop a list of Volunteer Fire Fighters</li> <li>Develop a list of resources available to provide the necessary training</li> <li>Align with Blueprint 2020</li> <li>Identify funding sources</li> </ul>
	Importance	Critical	
	Timeline	12 Months	
	Lead	Mike Williams	
	2. Support and Implement the Fire Service Training Institute		
	Performance Measure: Number of fire fighters completed training programs		Critical Tasks: <ul style="list-style-type: none"> <li>Marketing and educating governing bodies as to the current program</li> <li>Identify critical training needs</li> <li>Quantify what classes are needed</li> </ul>
	Importance	Critical	
	Timeline	12 months	
	Lead	Mike Williams	
	3. Provide Recognition to departments that have best management practices in place		
	Performance Measure: Top ten list in each category		Critical Tasks: <ul style="list-style-type: none"> <li>Define categories of management practices</li> <li>Quantify "best practices"</li> <li>Identify departments with best practices (ISO rating 4 or less)</li> <li>Benchmark existing programs</li> <li>Recognize top 10 departments in each category</li> </ul>
	Importance	Important	
	Timeline	12 months for initial and then ongoing	
	Lead	Fred Wyckoff	
	4. Maximize and leverage National Fire Academy offerings throughout the State		
	Performance Measure: Number of students trained		Critical Tasks: <ul style="list-style-type: none"> <li>Poll the volunteer departments as to the classes that would best benefit their organizations</li> <li>Explore methods to offer National Fire Academy classes to California in the VIP format</li> <li>Identify funding sources</li> </ul>
	Importance	Moderate	
	Timeline	2 years	
	Lead	Vern Losh	
5. Identify and distribute information on long distance and self paced learning that can assist volunteers in skills development.			
Performance Measure: Number of students trained		Critical Tasks: <ul style="list-style-type: none"> <li>Compile a list of available distance learning packages</li> <li>Compile a list of available self paced packages</li> <li>Provide available resources for self contained packages and instruction for local instructors. Use the task list of the firefighters developed by the State of California and the training mandates list as a basis for skills required.</li> </ul>	
Importance	Important		
Timeline	12 months		
Lead	Dianne Hall		

**Strategic Initiative IV (Continued)**

**Improve upon availability of training and education for volunteer firefighters**

Guiding Principles Supported:



<b>Objectives</b>	1. Establish and provide an Executive leadership class for Volunteer and combination department Chiefs only		<b>Performance Measure:</b> Performance Measure: number of students completing executive leadership class. (Percentage of students attending out of the target audience)	<b>Critical Tasks:</b> <ul style="list-style-type: none"> <li>• Develop curricula based on the existing Executive Leadership class for Paid fire Chiefs</li> <li>• Determine selection criteria for invitees and determine list of candidate students</li> <li>• Select instructors</li> <li>• Deliver training</li> </ul>
	Importance			
	Timeline			
	Lead			
	2.			
	Performance Measure:		<b>Critical Tasks:</b> <ul style="list-style-type: none"> <li>•</li> </ul>	
	Importance			
	Timeline			
	Lead			
	3.			
	Performance Measure:		<b>Critical Tasks:</b> <ul style="list-style-type: none"> <li>•</li> </ul>	
	=			
	Importance			
	Timeline			
	4.			
	Performance Measure:		<b>Critical Tasks:</b> <ul style="list-style-type: none"> <li>•</li> </ul>	
	Importance			
	Timeline			
	Lead			
	5.			
Performance Measure:		<b>Critical Tasks:</b> <ul style="list-style-type: none"> <li>•</li> </ul>		
Importance				
Timeline				
Lead				

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## Glossary of Staffing Terms

**Career:** a person who has been hired on a full time and permanent basis by a firefighting agency to serve in an emergency services capacity.

**Paid:** the term paid essentially means that a person is receiving compensation for their services rendered. A person can be paid on a full-time basis or they can be paid on a temporary basis. They may also be paid on a call basis. The term paid essentially means a person who is receiving compensation.

**Paid call:** is a term primarily used to designate individuals who receive an hourly compensation every time they are called into either participate in a training exercise or they are called in to provide emergency services.

**Reserve:** used in the context of staffing for the fire service. The concept of a reserve is someone who is not a volunteer, but rather is on a paid call basis and receives a certain minimum amount of compensation if they comply with all of the training provisions and respond to emergencies. Reserve forces are different from volunteer forces in that they are also organized and structured to provide specific types of services in support of combination fire departments.

**Seasonal:** the term seasonal used in staffing means that an individual is hired on the basis of a time of year in which a specific problem is in existence requiring additional staffing. Generally speaking people refer to seasonal as applying to the wildland fire problem. However, it could be used for other purposes also.

**Full-time:** the term full time used in staffing means that a person has a relationship with an agency in which they are expected to work a complete work schedule for that organization, i.e., a 40 hour workweek or a 56 hour workweek if they are fire suppression. The concept of being a “full time person” as opposed to being a part time person.

**Permanent:** the term permanent used in fire department staffing means that an individual is a sworn officer working for an organization and has a job that is both paid and full time.

**Temporary:** temporary is not the same as seasonal. A temporary person is a person who is hired to fulfill a specific need for a very short period of time. A temporary person may be working a full time work schedule but only doing it on a temporary basis. Generally speaking temporary positions are offered with a timeframe as part of the contract.

**Part-time:** the term part-time used in staffing relates specifically to a person who is only working a portion of an actual work cycle and/or is doing so on an incremental basis. Part time may imply that a person works less than the regular work cycle or works on an extremely abbreviated time period. The term part-time and the term temporary are similar in nature except that temporary usually implies that there is a deadline for which determination occurs and part-time could be on a continuous basis.

**Volunteer:** the context of staffing a person who is a true volunteer is an individual who receives no compensation other than out of pocket reimbursement for their activity in participating in the department.

## Glossary of Terms

**Action Plan** – is a detailed description of the strategies used to implement an objective. Action plans break strategies into manageable parts for coordinated implementation of goals and objectives. Task specification includes staff assignments, material resource allocations, and schedules for completion. Action plans specify detailed cost and expenditure information and are often referred to as “operational plans” or “implementation plans”

**Benchmark** – is a standard or point of reference in judging quality, cost-effectiveness or performance.

**Benchmarking** – is the process of rating an agency’s practices, processes, and products against the best and then emulating them. It involves seeking out best-in-class performers inside or outside the agency, studying them to determine why they are the best at what they do, and applying what is learned.

**Cost Benefit Analysis** – is a management tool that involves calculating or estimating the know costs and potential benefits of a course of action under consideration.

**Customers** – are people, internal or external to the organization, who receive or use what an agency produces. Customers are also anyone whose best interests are served by the actions of the agency. Customers can also be clients.

**Efficiency Measure** – are indicators of the input resources required to produce a given level of output (good or service). It is a measure of resource cost in dollars, employee time, or equipment used per unit of product or service output. An efficiency measure relates agency efforts to agency outputs. Indicators of average cost and average time normally serve as efficiency measures for agency processes, but they may also serve as outcome measures when cost-per-unit –of-outcome is the focus and can be meaningfully captured. The act of providing the highest quality goods or services at an established cost. Efficiency measures are also known as productivity measures.

**Environmental Scan** – is an analysis of key external elements or forces that influence the conditions in which an agency functions. This is commonly referred to as the opportunities of and threats to the agency.

**External Variables** – are factors not controlled through the policy or program that may have independent and significant effects on outcomes such as economic downturns, population shifts, technological advances, cultural differences or changes.

**Facilitator** – is someone who keeps the discussion flowing in planning sessions. A facilitator does not express an opinion, but helps ensure that the views of all participants are considered in the discussion.

**Input Measures** – are tools, or indicators, which identify the amount of resources needed to provide a particular product or service. Inputs include labor, materials, equipment and supplies.

**Internal Assessment** – is the analysis and evaluation of key internal and key external data and factors that influence the success of an agency in achieving its mission and goals. Detailed evaluation of trends, conditions, opportunities, and obstacles directs the development of each element of the strategic plan. This type of assessment should be heavily quantitative. Key internal factors include management policies, resource constraints, organizational structure, automation, personnel, and operational procedures.

Key external factors may include economic conditions, population shifts, technological advances, geographical changes and/or statutory changes.

**Measurement** – is a quantitative assessment of performance, quality or cost used to guide policy and the decision-making process. Measurements help guide staff and define objectives.

**Mission** – is the agency’s unique reason for existence; the overarching goal for the agency’s existence, usually contained within a formal statement of purpose. It succinctly identifies what an agency, program or subprogram does (or should do) and why and for whom it does it. The statutory mission statement is usually found in the legislation creating the agency. A mission statement reminds everyone – the public, the Governor, legislators, the courts, and agency personnel – of the unique purposes promoted and served by the agency.

**Monitoring and Tracking** – The systems to monitor progress, compile management information and keep the plan on track.

**Objectives** – are specific and measurable targets for accomplishments of a goal. They mark interim steps toward achieving an agency’s long-term mission and goals. Linked directly to agency goals, objectives are measurable, time-based statements of intent. They emphasize the results of agency actions at the end of a specific time.

**Outcomes** – are indicators of the actual impact or effect upon a stated condition or problem. These measures address whether or not the service is meeting its proposed goals. They are tools to assess the effectiveness of an agency’s performance and the public benefit derived.

*“True outcome measures are likely to report performance in terms of changed public or client behavior. Although outcome measures are generally preferable to efficiency or output measures, since they are most relevant to whether intended public policy goals are met, they sometimes suffer from a lack of proximate linkage to the responsibilities of the administering department. The outcome of enhanced public safety for a program’s clientele, for example, could be affected by broader societal variables (e.g., the economy, criminal sentencing policies) as well as a program’s crime prevention and law enforcement efforts. Thus, in some cases, a program’s reported performance may not be exclusively controlled by the administering department and the investment level appropriated for that outcome. Accordingly...departments should review the casual linkages between all outcome oriented performance measures and their own responsibilities....department should attempt to control and/or articulation of any assumptions with respect to such effects. While every effort should be made to establish outcome measures with strong casual linkages to program responsibilities, the departments may sometimes have to settle for output or efficiency measures if they cannot control or explain the effects of external influences. “In contract, output or efficiency indicators are usually under the control of an administering department” (Appendix E, reference #1, page 16)*

**Outputs** – are tools or indicators, which represent the amount of products or services provided by an agency. The number of people receiving a service or the number of services delivered are often used as measures of output.

**Performance Accountability** – is a means of judging policies and programs by measuring their progress toward achieving agreed-upon performance targets. Performance accountability systems are composed of three components – defining performance measures including outcomes, measuring performance, and reporting results.

**Performance Measures** – the performance measure is a management tool that measure work performed and results achieved. It describes (a) what is to be measured, and (b) the methods of measurement. The measure may be short-intermediate- and/or long-term.

**Principles** – Principles are human factors, which drive the conduct of an agency and function as a guide to the development and implementation of all policies and actions. Often an agency’s principles are implicitly understood, but it can be helpful to explicitly state them. Principles summarize the operating philosophies or core values that will be utilized in fulfillment of the vision and mission. Thus, principles are the bridge between where we are and where we want to be.

**Program Performance** – The Department of Finance believes that measurement of program performance should be a function of a program’s legislated purposes. Depending on the specific purposes, a program’s public outcomes or impacts (or indicators thereof) may be more or less susceptible to precise quantification. When program outcomes cannot be precisely quantified, performance might be best evaluated through measurement of efficiency or output indicators, coupled with ad hoc qualitative evaluations of effectiveness in achieving program purposes. In either case, however, the program measurements or indices (whether of efficiency, outputs, or outcomes) should be relatively consistent from year-to-year, to allow longitudinal comparison of performance levels. (Appendix E, reference #1, page 6)

**Quality Measures** – are indicators, which reflect the effectiveness in meeting the expectations of customers and stakeholders. Measures of quality include reliability, accuracy, courtesy, competence, responsiveness, and completeness associated with the product or service provided.

**Resource Allocation** – the determination and allotment of resources or assets necessary to carry out strategies and achieve objectives, within a priority framework.

**Situation Inventory** – is the internal assessment of an agency’s position, performance, problems, and potential; in other words, its strengths and weaknesses.

**Stakeholders** – are groups or individuals that have a vested interest or expect certain levels of performance or compliance from the agency. Stakeholders do not necessarily use the products or receive the services of a program. Sometimes referred to as expectation groups.

**Strategic Issues** – are those concerns of vital importance to the organization. Often they impact several or all of the programs in an agency. Identifying these few critical concerns can help an agency focus on high priority goals for the agency as a whole.

**Strategic Plan** – a practical, action-oriented guide, based upon an examination of internal and external factors, which directs goal-setting and resource allocation to achieve meaningful results over time.

**Strategic Planning** – is a long-term, future-oriented process of assessment, goal-setting, and strategy building that maps an explicit path between the present and a vision of the future, that relies on careful consideration of an organization’s capabilities and environment, and leads to priority-based resource allocation and other decisions.

It includes the process of developing a strategic plan. Because strategic planning is a team effort that builds consensus on a future direction for an agency, the process itself is more important than the resulting document.

**Strategies** – are methods to achieve goals and objectives. Formulated from vision and mission, a strategy is the means for transforming inputs into outputs, and ultimately outcomes, with the best use of resources. A strategy reflects budgetary and other resources.

**Tracking and Monitoring** – are systems that monitor and report progress on implementing goals and objectives.

**Vision** – is a compelling, conceptual, vivid image of the desired future. A vision focuses and ennobles an idea about a future state of being in such a way as to excite and compel an agency toward its attainment. It crystallizes what management wants the organization to be in the future. A vision is not bound by time, represents global and continuing services, and serves as a foundation for a system of strategic planning.



HELOPS 2004, Santa Ynez, CA

**APENDIX A**  
**Listing of Mostly Paid & Mostly Volunteer (Combination)**  
**Volunteer Fire Agencies in California**

Grand Terrace FD/San Bernardino	M/C	Lemon Grove FD	M/Pd	Stanislaus Consol FPD	M/Pd
Pajaro Valley FPD	M/C	Lindsay FD	M/Pd	Sycuan FD	M/Pd
American Canyon FPD	M/Pd	Lodi FD	M/Pd	Tiburon FPD	M/Pd
Apple Valley FPD	M/Pd	Lompoc FD	M/Pd	Tracy FD	M/Pd
Avila Beach FPD	M/Pd	Los Angeles CO FD	M/Pd	Tulare Co FD	M/Pd
Banning Services-CDF	M/Pd	Lucerne Valley FD/San Bernardino	M/Pd	Turlock FD	M/Pd
Benicia FD	M/Pd	Manteca FD	M/Pd	Two Rock Coast Guard FD	M/Pd
Big Bear Lake FPD	M/Pd	Manteca -Lathrop FPD	M/Pd	Ukiah FD	M/Pd
Bodega Bay FPD	M/Pd	Marina DPS	M/Pd	Southern Marin FPD	M/Pd
Borrego Springs FPD	M/Pd	Marinwood FD	M/Pd	Squaw Valley FD	M/Pd
Brisbanche FD	M/Pd	Marysville FD	M/Pd	Victorville FD	M/Pd
California City FD	M/Pd	Montclair FD	M/Pd	Walt Disney Studios FD	M/Pd
Calimesa FD	M/Pd	Monte Vista FPD	M/Pd	Warner SPGS Ranch FD	M/Pd
Canyon Lake City FD	M/Pd	Morro Bay FD	M/Pd	Waterloo-Morada Rural FPD	M/Pd
CDF-Cameron Park FD	M/Pd	Mule Creek State Prison	M/Pd	Watsonville FD	M/Pd
CDF-San Bernardino RU	M/Pd	Murrieta FPD	M/Pd	West Sacramento FD	M/Pd
CDF-Tehama/Glenn RU	M/Pd	North Central FPD	M/Pd	Woodbridge FPD	M/Pd
Central FPD	M/Pd	Orange CO FA	M/Pd	Woodland FD	M/Pd
Chevron FD	M/Pd	Pacifica FD	M/Pd	Wrightwood FD/San Bernardino	M/Pd
Coachella FPD	M/Pd	Paradise Fire Department	M/Pd	Yuba City FD	M/Pd
Coalinga FD	M/Pd	Paso Robles Des	M/Pd	Yucaipa FD/San Bernardino	M/Pd
Columbia College FD	M/Pd	Pinole Fire Department	M/Pd	Yucca Valley FD/San Bernardino	M/Pd
Corte Madera FD	M/Pd	Placer Consolidated FPD	M/Pd		
Crescent FPD	M/Pd	Porterville FD	M/Pd		
Culver City FD	M/Pd	Poway FD	M/Pd		
East County FPD	M/Pd	Ramona FPD	M/Pd		
El Dorado County FPD	M/Pd	Rancho Santa FE FPD	M/Pd		
El Dorado Hills FD	M/Pd	Redding FD	M/Pd		
Fawnskin FD/San Bernardino CFD	M/Pd	Reservation FPD	M/Pd		
Folsom City FD	M/Pd	Rialto FD	M/Pd		
Forest Falls FD/San Bernardino	M/Pd	Riverside CO FD	M/Pd		
French Camp-McKinley Rural FPD	M/Pd	Rocklin FD	M/Pd		
Galt FD	M/Pd	Rodeo-Hercules FPD	M/Pd		
Green Valley FD/San Bernardino	M/Pd	Rohr Industries FD	M/Pd		
Havasu Lake FD/San Bernardino	M/Pd	Ross Valley FD	M/Pd		
Hesperia FPD	M/Pd	Salinas Rural FPD	M/Pd		
Highland FD/San Bernardino	M/Pd	San Bernardino CO FD	M/Pd		
Hollister FD	M/Pd	San Bruno FD	M/Pd		
Humboldt #1 FPD	M/Pd	San Mateo Co FD	M/Pd		
Imperial Beach FD	M/Pd	Sanger FD	M/Pd		
Ione Fire Department	M/Pd	Santa Clara FD	M/Pd		
Kings CO FD	M/Pd	Scotts Valley FPD	M/Pd		
LaHabra Heights FD	M/Pd	Skywalker Ranch FB	M/Pd		
Lake Arrowhead FD/San Bernard	M/Pd	South Bay FD	M/Pd		
Lakeshore FPD	M/Pd	South Santa Clara CFD	M/Pd		
Larkspur FD	M/Pd				

Firebaugh FD	M/VI	East Diablo FPD	M/VI	Loma Linda FD	M/VI
Selma FD	M/VI	Ebbetts Pass FPD	M/VI	Lookout FPD	M/VI
Alturas City FD	M/VI	El Medio Fire Prevention Dist	M/VI	Loomis FPD	M/VI
Anderson FPD	M/VI	Elsinore FD	M/VI	Los Banos VFD	M/VI
Angels Camp Fire Department	M/VI	Escalon Consolidated FPD	M/VI	Lucerne Park & Rec District	M/VI
Arbuckle-College City FPD	M/VI	Esparto FPD	M/VI	Madera CO FD-CDF	M/VI
Arcata FPD	M/VI	Fairfield FD	M/VI	Madison FPD	M/VI
Arroyo Grande FD	M/VI	Fallen Leaf FD	M/VI	Mammoth Lakes FPD	M/VI
Atascadero City FD	M/VI	Farmersville FD	M/VI	Mariposa CO FD	M/VI
Atwater FD	M/VI	Farmington Rural FPD	M/VI	Mariposa PUD	M/VI
Auburn FD	M/VI	Forestville FPD	M/VI	Maxwell FPD	M/VI
Avalon FD	M/VI	Fort Bragg FD	M/VI	Meeks Bay FPD	M/VI
Barstow FPD	M/VI	Forty-Niner FPD	M/VI	Merced CO FD-CDF	M/VI
Beaumont FD	M/VI	Furnace Creek VFD	M/VI	Meridian FD	M/VI
Bennett Valley FPD	M/VI	Garden Valley FPD	M/VI	Mid Carmel Valley FPD	M/VI
Bethel Island FPD	M/VI	Georgetown FPD	M/VI	Mission Soledad Rural FPD	M/VI
Big Bear City CSD	M/VI	Glen Ellen FPF	M/VI	Mi-Wuk Sugar Pine FPD	M/VI
Biggs Fire Department	M/VI	Gold Ridge FPD	M/VI	Mokelumne Hill FPD	M/VI
Blythe FD	M/VI	Grass Valley FD	M/VI	Mokelumne Rural FD	M/VI
Bolinas FPD	M/VI	Graton FPD	M/VI	Monte Rio FPD	M/VI
Branciforte FPD	M/VI	Greenwood Ridge FD	M/VI	Montezuma FPD	M/VI
Brawley FD	M/VI	Gridley Fire Department	M/VI	Montezuma FPD	M/VI
Bronco VFD	M/VI	Groveland CSD	M/VI	Morongo Valley CSD	M/VI
Brooktrails CSD	M/VI	Grover Beach FD	M/VI	Mount Shasta FD	M/VI
Burbank Paradise FPD	M/VI	Half Moon Bay FPD	M/VI	Mount Shasta FPD	M/VI
Burney FPD	M/VI	Hamilton Branch FPD	M/VI	Mountain Gate FD	M/VI
Butte CFD	M/VI	Happy Valley FPD	M/VI	Murphys FPD	M/VI
Butte Valley FPD	M/VI	Healdsburg FD	M/VI	Needles FD/San Bernardino	M/VI
C & H Sugar Co. Fire Department	M/VI	Higgins FPD	M/VI	Nevada City FD	M/VI
Calaveras Fire Department	M/VI	Holt FC	M/VI	Nevada CO Consol FD	M/VI
Calipatria FD	M/VI	Holtville FD	M/VI	Neverland Valley FD	M/VI
Calistoga FD	M/VI	Hughson FPD	M/VI	Newberry Springs FD	M/VI
Cambria FPD	M/VI	Idyllwild FPD	M/VI	Newcastle FPD	M/VI
Campo Reservation FD	M/VI	Imperial Co FD	M/VI	Niland FD	M/VI
Carmel FD	M/VI	Imperial FD	M/VI	North Tahoe FPD	M/VI
Carmel Highlands FPD	M/VI	Isleton FD	M/VI	Oakdale FD	M/VI
Carmel Valley FPD	M/VI	Isleton FPD	M/VI	Oakdale Rural FPD	M/VI
Ceres DPS	M/VI	Jacumba/Rural FPD	M/VI	Oakley FPD	M/VI
Chester FPD	M/VI	Jamestown FPD	M/VI	Olivehurst Pud	M/VI
Clearlake Oaks FD	M/VI	Janesville FPD	M/VI	Ophir Hill FPD	M/VI
Cloverdale FPD	M/VI	Joshua Tree FD/San Bernardino	M/VI	Orange Cove FPD	M/VI
Colusa Fire Department	M/VI	June Lake FPD	M/VI	Orland City FD	M/VI
Copperopolis FPD	M/VI	Kelseyville FPD	M/VI	Pacific Grove FD	M/VI
Cordelia FPD	M/VI	Kentfield FPD	M/VI	Peardale-Chicago Park FPD	M/VI
Corning VFD	M/VI	Kenwood FPD	M/VI	Peninsula FPD	M/VI
Cottonwood FPD	M/VI	Keyes FPD	M/VI	Penn Valley FPD	M/VI
Covelo FPD	M/VI	Kingsburg FD	M/VI	Penryn FPD	M/VI
Crest Forest FPD	M/VI	Lake Valley FPD	M/VI	Perris FD	M/VI
Del Mar FD	M/VI	Lakeport FD	M/VI	Pine Valley FPD	M/VI
Delta FPD	M/VI	LaQuinta FD	M/VI	Pioneer FPD	M/VI
Delta FPD	M/VI	LaVerne FD	M/VI	Pismo Beach FD	M/VI
Desert Hot Springs FD	M/VI	Liberty Rural FPD	M/VI	Placer Hills FPD	M/VI
Diamond Spgs-El Dorado FPD	M/VI	Lincoln FD	M/VI	Quincy FPD	M/VI
Dinuba FD	M/VI	Linda FD	M/VI	Rancho Adobe FPD	M/VI
Dixon FD	M/VI	Linden-Peters Rural FPD	M/VI	Red Bluff FD	M/VI
Donner Summit FD	M/VI	Little Lake FPD	M/VI	Redwood Vly-Calpella FPD	M/VI

Dorris FD	M/VI	Olancha-Cartago FD	Vol	Sierra Valley FPD	Vol
Rescue FPD	M/VI	Old Station VFC	Vol	Smartsville FPD	Vol
Rincon Valley FPD	M/VI	Orcut FPD	Vol	Smith River FPD	Vol
Rio Vista FD	M/VI	ORD Bend FPD	Vol	Lakehead VFC	Vol
Ripon FPD	M/VI	Orick CSD	Vol	Lakeville VFD	Vol
Rohnert Park DPS	M/VI	Orland Rural FPD	Vol	Landers FD/San Bernardino	Vol
Ross DPS	M/VI	Orleans VFD	Vol	Laton VFD	Vol
Running Springs CWD	M/VI	P.O. Box 27	Vol	Latrobe FPD	Vol
Russian River FPD	M/VI	Palo Cedro VFC	Vol	Lee Vining VFD	Vol
Sacramento River FPD	M/VI	Palomar Mountain VFD	Vol	Leggett Valley FPD	Vol
Salida FPD	M/VI	Paradise FPD	Vol	Lemoore VFD	Vol
Salton City CSD	M/VI	Parker Dam VFD	Vol	Lewiston FD	Vol
Samoa Penninsula FD	M/VI	Parlier FD	Vol	Likely FPD	Vol
San Andreas FPD	M/VI	Patterson FD	Vol	Little Valley CSD	Vol
San Bernardino CSA #38	M/VI	Petrolia VFD	Vol	Livingston FD	Vol
San Joaquin CFW	M/VI	Phillipsville VFD	Vol	Lockwood Fire Prevention Dist	Vol
San Luis Obispo Co FD	M/VI	Piercy FPD	Vol	Loleta FPD	Vol
Santa Maria FD	M/VI	Pike City VFD	Vol	Loma Rica-Browns Valley CSD	Vol
		Pinon Hills FD/San Bernardino	Vol	Lone Pine VFD	Vol
Santa Paula FD	M/VI	Plantina-Wildwood VFC	Vol	Long Valley FD	Vol
Saratoga FPD	M/VI	Pleasant Grove FD	Vol	Long Valley FPD	Vol
Scotia FVD	M/VI	Pleasant Valley FC	Vol	Long Valley VFD	Vol
Seeley CWD	M/VI	Plumas Eureka Fire & Rescue	Vol	Lower Lake FPD	Vol
Shasta College FD	M/VI	Plumas-Brophy FPD	Vol	Mountain View FPD	Vol
Shasta Lake FPD	M/VI	Plymouth Volunteer Fire Dept	Vol	Mt Baldy FD	Vol
Shingle Springs Rancheria FD	M/VI	Point Montara FPD	Vol	Mt Laguna VFD	Vol
Soledad FD	M/VI	Portola FD	Vol	Mt Pass VFD	Vol
Solvang FD	M/VI	Post Mountain VFD	Vol	Muir Beach VFD	Vol
Sonoma FD	M/VI	Potter Valley CSD	Vol	Myers Flat FPD	Vol
Sonora FD	M/VI	Pratville-Almanor FD	Vol	Newman VFD	Vol
South Lake CFPD	M/VI	Princeton FPD	Vol	Nicasio VFD	Vol
South Placer FPD	M/VI	Redway FPD	Vol	Nice VFD	Vol
Suisun City FD	M/VI	Redwood Coast FD	Vol	North San Juan FPD	Vol
Suisun FPD	M/VI	Reedley FD	Vol	Oak Run VFC	Vol
Susan River FPD	M/VI	Rio Dell FPD	Vol	Occidental CSD	Vol
Susanville FD	M/VI	Riverdale FPD	Vol	Oceano CSD	Vol
Sutter Co FD	M/VI	Rough & Ready FPD	Vol	Ocotillo FPD	Vol
Taft FD	M/VI	Ryer FPD	Vol	Ocotillo Wells Fire/Rescue	Vol
Tehachapi FD	M/VI	Salmon Creek VFC	Vol	Yolo FPD	Vol
Tehama Co FD	M/VI	Salton Sea Beach VFD	Vol	Yreka VFD	Vol
Temecula FD	M/VI	Salyer VFD	Vol	Zayante FPD	Vol
Thornton FPD	M/VI	San Antonio VFC	Vol	Stones Bengard CSD	Vol
Truckee FPD	M/VI	San Ardo VFC	Vol	San Antone Volunteer Fire Dept	Vol
Tule River Reservation FD	M/VI	San Diego Rural FPD	Vol		
Tuolumne Co FD	M/VI	San Juan Bautista FD	Vol		
Turlock Rural FPD	M/VI	San Marcos Pass VFD	Vol		
Twain Harte CSD	M/VI	San Miguel FPD	Vol		
Twenty Nine Palms FD	M/VI	San Pasqual FD	Vol		
Ukiah Valley FD	M/VI	Santa Margarita VFD	Vol		
Upper Lake FPD	M/VI	Santa Ysabel FD	Vol		
		Schell-Vista FPD	Vol		
Vacaville FPD	M/VI	Scott Valley FPD	Vol		
Valley Center FPD	M/VI	Searles Valley FD/San Bernardino	Vol		
Valley of the Moon FPD	M/VI	Sebastopol FD	Vol		
Walton FPD	M/VI	Seiad Valley Fire Co	Vol		
West Almanor CSD	M/VI				

Westwood FD	M/VI	Shasta CSD/Shasta Fire Dist	Vol
Cachagua FPD	Vol	Eagleville FPD	Vol
California Pines CSD	Vol	East Nicolaus FD	Vol
Camp Meeker VFP	Vol	Elfin Forest/Harmony Grove FD	Vol
Campo VFD	Vol	Elk Creek FPD	Vol
Camptonville VFD	Vol	Elk VFD	Vol
Canby FPD	Vol	Elkhorn Vol FD	Vol
Capay FPD	Vol	Etna FD	Vol
Capay Valley FPD	Vol	Fall River Mills FD	Vol
Carlotta VFD	Vol	Federal Fire-San Diego	Vol
Cassel VFC	Vol	Felton FPD	Vol
Castella FPD	Vol	Ferndale FPD	Vol
Cayucos FPD	Vol	Fieldbrook FD	Vol
Cazadero CSD	Vol	Fillmore VFD	Vol
Cedarville FPD	Vol	Foothill FPD	Vol
Centerville VFC	Vol	Foresthill FPD	Vol
Central Calaveras FPD	Vol	Fort Bidwell VFD	Vol
Chalfant FD	Vol	Fort Dick FPD	Vol
Chowchilla VFD	Vol	Fort Jones FD	Vol
Clarksburg FPD	Vol	Fort Ross VFD	Vol
Clear Creek VPD	Vol	Fortuna FPD	Vol
Clements Rural FPD	Vol	Fowler FD	Vol
Colfax City FD	Vol	French Gulch FPD	Vol
Collegeville FPD	Vol	Fruitland VFC	Vol
Colma FPD	Vol	Garberville FPD	Vol
Columbia FPD	Vol	Gasquet FPD	Vol
Comptche VFD	Vol	Gazelle FD	Vol
Copco Lake FPD	Vol	Gerber VFD	Vol
Courtland FPD	Vol	Geyserville FPD	Vol
Crescent City VFD	Vol	Glencoe-Railroad Flat FPD	Vol
Crockett-Carquinez FPD	Vol	Glenn-Codora FPD	Vol
Daggett CSD	Vol	Gonzales VFD	Vol
Davis Creek FPD	Vol	Graeagle FPD	Vol
Deer Park VFD	Vol	Greenfield FPD	Vol
Denair FPD	Vol	Greenhorn Creek CSD	Vol
Dobbins-Oregon House FPD	Vol		
Dos Palos VFD	Vol		
Douglas City FD	Vol		
Downieville FPD	Vol		
Downriver VFC	Vol		
Doyle FPD	Vol		
Dry Creek VFC	Vol		
Dry Creek VFPD	Vol		
Dulzura-Barrett VFC	Vol		
Dunnigan FPD	Vol		
Dunsmuir FD	Vol		
Dunsmuir FPD	Vol		
Dutch Flat VFD	Vol		