

***Petaluma Fire Department
Work Plan
2016-2020***



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***A Plan for
the Future***

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Executive Summary

As the new Fire Chief, I have had the opportunity to examine, inspect and review the overall condition and effectiveness of the Petaluma Fire Department. I have been able to inspect each Fire Station, its apparatus, equipment, quarters, personnel, record keeping and overall service delivery. I have visited with the members at each fire station on all shifts to listen to their concerns and have observed the overall attitude and morale within the Department. I have responded to emergency incidents to examine the efficiency and effectiveness of the Department's operation. The details of my findings are, in some instances, obvious as in the condition of the infrastructure and replacement of apparatus long beyond their replacement dates. In other instances, it focuses on interrelated issues that involve safety and operational readiness. My ultimate goal is to present an unbiased report on the state of the Petaluma Fire Department based on my 35 years of experience in all areas of the fire service.

My intent is to use my background, training and experience, as well as my interaction with the members of this Department, to develop a roadmap for the future. Included in this document is a list of strategic priorities. These priorities have been identified as initiatives, programs and/or projects that are targeted for implementation in order to actively address departmental challenges and constraints and provide direction to optimize our emergency service delivery system.

The purpose of this Workplan is to support the Mission of the Fire Department, which states that the Petaluma Fire Department is “...**committed to professional excellence through a tradition of protecting lives, property and the environment by providing the highest quality service in prevention, fire protection, emergency medical service and community preparedness.**”

Methodology

Each of the Priorities are assembled and formatted within the following framework:

- ❖ **Priority, Purpose & Direction**
- ❖ **Strategic Goals**
- ❖ **Known Constraints**
- ❖ **Monitor Accomplishments and Reporting through Specific Committees**

In summary, the Strategic Priorities will be in alignment with, and in support of, the following benchmarks:

- ❖ **Mission & Values of the Petaluma Fire Department**
- ❖ **Fire Chief's Expectations**
- ❖ **National Standards, Federal, State & Local Mandates**
- ❖ **Fire Service “Industry” Standards & Best Practices**
- ❖ **City of Petaluma General Plan 2025**



Priority #1 - Promote and Support Firefighter Operational Safety:

Safety is the number one concern as Petaluma Fire delivers service to the Community. Safety initiatives that enhance and promote Firefighter Safety will be continually reviewed, evaluated and improved.

The objective of this Firefighter Operational Safety priority is to implement local, State and nationally recognized best practices, standards, tools and equipment that are relevant, contemporary and effective in comprehensively maintaining, promoting and enhancing Firefighter Safety and Wellness. This can be accomplished by continuously monitoring and incorporating relevant safety and wellness practices, tools and equipment into the PFD's Safety Program.

Operational Safety Goals:

- Goal 1: Ongoing Process to Provide Body Armor** – to all firefighters so as to enhance their safety when responding to incidents involving possible violence. Due to the nature of modern day firefighting work, fire personnel frequently find themselves arriving first on-scene to violent incidents. In addition, the imminent threat of terrorism in our Country has been heightened due to the constantly changing status of world affairs. Body armor has, unfortunately, become a necessity to protect first responders. Body armor vests have been found to be very effective in protecting the wearer from blunt force trauma, sharp objects, low and medium-energy handgun bullets, shotgun pellets and “slashing”-type knife attacks.
- Goal 2: Provide New Portable Radios** – for better communication, ease of usage, interoperability and safety. With Fire and Police radios operating on different radio bands (VHF versus UHF), there is no current ability for Petaluma Fire personnel to speak directly to police personnel or other law enforcement agencies. Our current radios are not designed for interior structural firefighting and lack several essential features including durability, water & heat resistance, breathing apparatus wireless mask integration capability and noise-cancellation technology, firefighter distress emergency signaling and low battery signaling.
- Goal 3: Provide Funding to Activate an Radio Emergency Trigger Feature** – activate the emergency trigger on all portable radios and provide firefighters a means of signaling for help when exposed to a life-threatening situation. Gather support County-wide through the Sonoma County Chiefs Association to incorporate this feature into all radios in fire departments throughout Sonoma County. Introduce possible funding sources and shared cost initiative.



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Goal 4: Physical Fitness Initiative – an overall wellness/fitness system must be developed to maintain firefighters' physical and mental capabilities and should be in cooperation with its local IAFF affiliate. While such a program may be mandatory, agreement to initiate it must be mutual between the administration and members represented by the local union. Any program of physical fitness must be positive and not punitive in design; should require mandatory participation by all uniformed personnel in the department once implemented; allow for age, gender and position in the department; allow for on-duty time participation utilizing facilities provided or arranged by the department; provide for rehabilitation and remedial support for those in need; contain training and educational components; and be reasonable and equitable to all participants.

The program must address the following key points:

- Confidentiality of behavioral, medical and fitness evaluations;
- Ensure that the developed physical fitness and wellness program be educational and rehabilitative and not punitive;
- Require a commitment by Labor and management that it be a positive and individualized fitness/wellness program;
- Include a holistic wellness approach that may include:
 - fitness
 - medical
 - rehabilitation
 - behavioral health

Goal 5: EMS Equipment Upgrade Initiative – Members are constantly being exposed to the possibility of injury due to lifting requirements involved in emergency medical responses. The goal of this initiative is to find funding to upgrade ambulance gurneys and provide powerlift systems to eliminate the need to lift patients into ambulances. The upgrade of this equipment will provide significant assistance in reducing work-comp injuries. This improvement will have to be accomplished with both public and private funds.

Known Constraints of Priority #1:

The solution will be a combination of consciously looking for internal Fire Department cooperation with Labor as well requesting additional support through the City's General Fund and the need to access grants.

Providing a common solution for a common challenge in firefighter safety throughout the County with the Emergency Trigger proposal and will rally support from other leaders in the County, in conjunction with Labor, for the physical fitness portion of this initiative.



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Accomplishments & Reporting:

Provide a progress report of activities, accomplishments and general informational updates at each Command Staff and Bi-Monthly Company Officer Meeting. Disseminate information through meeting minutes, shift meetings and Captain/Crew interaction. Formalize the process to capture and disseminate, for review, near miss reports, LODD's and annual NIOSH reports. Use the committee process to move items forward.

Priority #2 –Training, Professional Development & Skills Maintenance:

Increased emergency incident response activity levels continue to overwhelm training and professional development time. Emergency response services have always had priority over every other departmental activity. The objective is to develop a solution to increase the organization's training and routine business activities in preparation for emergency responses.

Training Goals:

- Goal 1: Develop and Provide a Training Program** – our fire department provides an extremely important service. This service is almost exclusively delivered by line personnel divided into companies set to respond. The importance of delivering our service efficiently and safely to the public is crucial. Training programs in the fire service are typically complex and require a significant commitment. The goal will be to have a program that addresses the need for monthly, quarterly and yearly objectives with an evaluation process and accurate record keeping.

- Goal 2: Institute a Training Cadre within the Department** – the advantage of the training cadre is that it develops training skills in younger members that, ideally, are brought forward as they advance within the Department. A cadre member must possess the minimum qualifications of registered instructors through State Fire Training (SFT), thereby ensuring that the individual has completed the SFT training classes and has been vetted through SFT as a recognized expert in their area of expertise. If a member does not possess a SFT certification, then we initially do not hold them to the standard and, instead, give them a timeline for SFT completions in order to continue on the cadre.

- Goal 3: Provide Educational Opportunities and Mentoring** – to develop members at all levels interested in advancing within the Department. Provide guidance in formal and informal educational situations and opportunities. Allow members to participate in additional educational opportunities provided by outside agencies. Allow members who participate in outside educational opportunities



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that the Department pays for an opportunity to share their knowledge and experience with the rest of the Department.

Known Constraints of Priority #2:

Developing a qualified training cadre and having fire department members continually participate in order to achieve the above goals. In addition, training activities must be supported by surrounding agencies for routine emergency calls on a rotational basis. This support will allow Petaluma companies to complete training and allow outside companies to participate.

Accomplishments and Reporting:

Have a training cadre to provide a progress report of activities, accomplishments and general informational updates at each Command Staff and Quarterly Company Officer Meeting. Disseminate information through meeting minutes, shift meetings and Captain/Crew interaction. Annually review the training component of the Work Plan to make any adjustments.

Priority #3 - Succession Planning & Career Development:

The Department is projected to lose senior and experienced staff due to planned and unplanned retirements, due to employees who are unable to complete the PFD's probationary process, as well as employees who may move on to other fire departments or employers. Because of this, a succession plan is necessary in order to equip the Department to meet the human resource demands of the Organization at the line, supervisory and management levels.

The objective is to develop a Succession Plan for implementation within the Petaluma Fire Department. The Succession Plan will be comprehensive and dynamic. It will be crafted in such a manner that it can be easily updated to reflect the most current staffing as well as the projected staffing demands of the Department. Additionally, the Plan will identify and list technological advancements and specialty skills needed in the Organization, and it will identify any administrative assignments needed in support. It will include identification and listing of all projected and/or emerging supervisory, management and leadership demands that will impact the Department. The Succession Plan will be updated at least once per annum, and/or as changes to the Organization occurs.

Succession Planning Goals:

- Goal 1:** **Succession Plan** – encourages acting programs and certifies members for the next level. Develop and implement a "Dynamic Succession Plan" updated not less than annually and/or whenever significant workforce changes occur.



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Goal 2: Career Plan – development of a Career Development Guide updated as needed to reflect current requirements, trends and “Best Practices”.

- Research succession plan and career development concepts.
- Succession plan will cover all positions, from probationary firefighter to Fire Chief.
- Summary matrix by calendar year and position, with total projected positions within each classification projected out 10 years.
- Prepare a projected schedule of promotional and recruit testing dates.
- Review and Update the Succession Plan annually when necessary.
- Update the Succession Plan as organizational changes occur.
- The Career Development Guide will include all current standards and requirements.
- The Career Development Guide will include suggested professional development and career enhancement strategies such as:
 - College coursework (i.e., writing, public speaking, etc.);
 - Training classes;
 - State certifications;
 - Conferences and workshops;
 - Current books on leadership, management, motivation, team building, etc.;
 - Ride-a-longs with other Departments; and
 - Departmental research and development.

Known Constraints of Priority #3:

Because the Department is small, there sometimes exists a lack of position availability for future promotion. Identifying funding to move initiatives forward for equipment always provides a great challenge for Fire Department and City budgets.

Accomplishments and Reporting:

Update appropriate vacancies and projections, accomplishments and general information at each Command Staff and Bi-Monthly Company Officer Meeting. Disseminate information through meeting minutes, shift meetings and Captain/Crew interaction.



Priority #4 - Operational Analysis and Data Collection:

The analysis will provide an overall mechanism for generating annual statistical data that depicts the emergency and business operations of the Petaluma Fire Department through data collection, data analysis and presentation of findings.

The objective is to develop a routine set of statistical reports that highlights the operational performance and capabilities of the Petaluma Fire Department over multiple periods. The data reports will provide a mechanism for continual operational analysis and assessment of the delivery of emergency services such as: unit response times, incident volume, unit availability, fire and life loss, etc. Additionally, the analysis will document the accomplishments of the Organization in the delivery of the Department's business functions such as: fire prevention, public education, career development, skills maintenance and routine training. Statistical reports will be generated annually and disseminated via the City's website so that information is continuously available to members of the Fire Department, the City Council and senior management, the press, media, citizens, professional affiliates, businesses and developers. A primary function of this initiative is to ensure the continued analysis of Department operations in order to benchmark performance areas and provide a mechanism to meet compliance and best practices standards in all areas of emergency and prevention services.

Data Collection and Analysis Goals:

- Goal 1: Prioritize Reports** – develop the initial and, eventually, extended list of statistical reports, and assemble data based on priority order (i.e., most relevant to operational analysis and public inquiry).
- Goal 2: Document Data Collection & Preparation** – document the data collection and processing steps for each completed statistical report in order to ensure that the findings can be consistently replicated. Initiate ePCR and ImageTrend and archive Firehouse data collection.
- Goal 3: Format & Report Presentation** – develop a consistent presentation format (i.e., PFD action watermark, etc.) and post items on the web page.
- Goal 4: Annual Updates** – update statistical reports each January.

Known Constraints of Priority #4:

Transferring data from Firehouse to ImageTrend may be difficult due to compatibility issues. Although funding for this program is being provided initially for free, moving forward with this initiative will provide a great challenge for the Fire Department and City budgets. In addition, consistency and accuracy of the data being inputted by units and REDCOM, etc., is vitally important to have accurate information from which to make informed decisions.



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Accomplishments and Reporting:

A progress report of activities, accomplishments and general informational updates will be provided at each Command Staff and Quarterly Company Officer Meeting. Information will be disseminated through meeting minutes, shift meetings and Captain/Crew interaction. Firehouse RMS “reports” and “queries” will be utilized to develop data sets and statistical reports for presentations.

1. **Reports for 2013 through 2015** – yearly, with report periods of January 1st - December 31st; the presentation should depict placeholder for three years out on each report cycle.
2. **Response Times** – overall Department response time records filtered on City, Code 3, No Aid Given/Received, PFD 1st Unit on Scene and will measure “responding to a scene”; will run same for Department and Jurisdiction-wide. The intent is to generate a report that details the percentage of incidents made in 4 minutes or less, 5 minutes or less, etc.
3. **Response Times** – station (FS1, FS2, FS3) response time records filtered on City, Code 3, No Aid Given/Received, PFD 1st Unit on Scene and will measure “responding to scene”; will run same for Department and Jurisdiction-wide. The intent is to generate a report that details the percentage of incidents made in 4 minutes or less, 5 minutes or less, etc.
4. Annual “departmental” (calendar year) call volume by incident type.
5. Annual “by station” (calendar year) call volume by incident type.
6. Annual unit responses in City.
7. Annual unit responses, by Department and Jurisdiction-wide.
8. **Incident History** – analysis of Department-wide structure responses and fire loss. “Aggregate” total number of structure fires and loss since 2005. Based on: total number of structure fires, how many per year, frequency of fires per average each X number of days w/\$ loss over X number of days (i.e., every 10.7 days a structure fire occurs and every 10.7 day average fire loss totals \$240,000, etc.). This will be updated annually with a placeholder out three years.
9. **Incident History** – analysis of station/jurisdiction responses.
10. **Unit Response** – time of day, day of week, etc.
11. **Incident History** – analysis of all incident responses. “Aggregate” total number of all incidents since 2005. Based on: total number of incidents, how



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- many per year, frequency of incident responses per average each X number of days (i.e., every 1.3 hours a PFD unit is dispatched, etc.).
12. **Unit Availability** – incident overlap.
 13. **Unit Availability** – unit in Service Time (“Dispatch to Back-in-Service”).
 14. **Unit Availability** – number of total structure fires versus the number of times the “first out” first alarm assignment arrived (i.e., all PFD units and Rancho Adobe).
 15. **Response Times** – full first alarms that arrived within NFPA 1710’s first due time and the full alarm time.
 16. **Unit Availability** – analysis of number of simultaneous incidents by time of day and day of week.
 17. **Population Trends** – assemble past, current and projected city population. Benchmark this data to response activity past, current and 5, 10, 15-years projected out. Will need to locate an accurate data source for Petaluma population (Planning).
 18. **Unit Availability** – identify the number of times other agencies (usually ambulance) responded to Petaluma because PFD units were not available.
 19. **Unit Response** – analysis of all responses and frequency rate of per day x number of incidents occur x minutes or hours.
 20. **Unit Availability** – number of incidents missed by the first due and handled by second or third due by department, and by each individual station.
 21. **Incident History** – department annual incident history as far back as recorded. It will include mutual aid delivered and received.
 22. **Incident History** – 20-year projected incident count based on aggregate percentage increases since 2005, and the previous year’s incident call volume. Update each year by adjusting the formula, and re-calculate on the previous year’s number of incidents.
 23. **Incident History** – 20-year projected individual units’ (including chiefs and fire prevention) incident count based on aggregate percentage increases since 2002, and the previous year’s incident call volume. Update each year by adjusting the formula, and re-calculate on the previous year’s number of incidents.



Priority #5 - Staffing, Resource & Deployment Plan:

Emergency incidents are increasing annually resulting in multiple simultaneous events that often leaves the Department at or near Level Zero (L-0) capacity with no Petaluma Firefighters and response units available. Secondary units from other agencies provide mutual assistance to Petaluma with slower response times resulting in decreased service levels. In order to meet the ever-increasing service demands within the City of Petaluma, additional staff, equipment and fleet are/ or will become necessary. The response goals of the Petaluma Fire Department are based on industry standards and best practices including, but not limited to, NFPA 1710 and the Petaluma General Plan 2025.

The objective is to develop a plan to meet response time, unit availability and staffing standards as stated in all applicable compliance documents (ICMA, NFPA 1710, 1500, OSHA, American Heart Assn, etc.), eliminating all deficiencies currently and in the future, projected out at 5, 10, 15 and 20-year periods.

Resource and Deployment Goals:

- Goal 1: Response Time** – the first unit is required to respond and arrive within four minutes travel time 90% of the time and the balance of the first alarm assignment are required to arrive within eight minutes travel time. This standard is applied within the City limits.
- Goal 2: Unit Availability** – have at least one unit uncommitted and available to respond 90% of the time on a 24/7/365 basis.
- Goal 3: Staffing** – pursuant to NFPA 1710, OSHA, the Petaluma General Plan 2025 and Industry Best Practices, etc.

Known Constraints of Priority #5:

Having the funding available to move initiatives forward for equipment is always a great challenge for Fire Department and City budgets. The solution will be a combination of consciously looking for internal Fire Department budget savings as well requesting additional support through the City's General Fund.

Accomplishments & Progress Reporting:

Provide a progress report of activities, accomplishments and provide general informational updates at each Command Staff and Quarterly Company Officer Meeting. Disseminate information through meeting minutes, shift meetings and Captain/Crew interaction.

1. Summary Finding & Final Report – the Strategic Work Plan should result in a final report that focuses on the overall strategic direction and the enumerated goals. It should be presented with a comprehensive solution beginning with an executive summary, and followed by sufficient detailed information to



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- include: supporting documents, graphs, tables, charts, etc. It should be organized, easy to understand and flow from simple to complex.
2. Report to be updated annually to reflect the latest operational data.
 3. Identify all compliance standards.
 4. Utilize operational data over multiple periods for assessment.
 5. Identify the current and projected emergency response service level deficiencies.
 6. Develop a plan to mitigate the deficiencies.
 7. Identify equipment solutions.
 8. Identify technology solutions.
 9. Identify policy and procedure solutions.
 10. Identify miscellaneous solutions.
 11. Conduct a multi-unit deployment time study and compare/contrast to previous studies (i.e., "The Dallas Study").
 12. Develop the following data for analysis, presented/depicted in multi-year format:
 - a) Department response time records filtered by City, Code 3, No Aid Given/Received, PFD 1st Unit on Scene, and will measure "responding to-at scene". Run the same for Department and Jurisdiction-wide.
 - b) Station (FS1, FS2, FS3) response time records filtered by City, Code 3, No Aid Given/Received, PFD 1st Unit on Scene, and will measure "responding to-at scene". Run the same for Department and Jurisdiction-wide.
 - c) Annual "departmental" (calendar year) call volume by incident type.
 - d) Annual "by station" (calendar year) call volume by incident type.
 - e) Annual unit responses in City.
 - f) Annual unit responses by Department and Jurisdiction-wide.
 - g) Annual "departmental" (calendar year) structure fire loss.



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- h) Annual “by station” (calendar year) structure fire loss.
- i) Time of day, day of the week.
- j) Analysis of all responses and frequency rate of per day x number of incidents occur x minutes or hours.
- k) Incident overlap.
- l) Unit in Service Time (i.e., “Dispatch to Back-in-Service”).
- m) Number of total structure fires versus the number of times the “first out” first alarm assignment arrived (i.e., all PFD units and Rancho Adobe).
- n) Full first alarms that arrived within NFPA 1710’s first-due time and the full-alarm time.
- o) Analysis of number of simultaneous incidents by time of day and day of the week.
- p) Assemble past, current and projected city population. Benchmark this data to response activity past, current and 5, 10, 15-years projected out.
- q) Identify the number of times other agencies (usually ambulance) responded to Petaluma because PFD units were not available.
- r) Analysis of fire loss. Identify the total loss since 2013 to include: total number of structure fires, how many per year, frequency of fires per average each x number of days w/\$\$\$ loss over x number of days.
- s) Correlate data analysis to population trends, past and future.

Priority #6 – Upgrade and Replacement of Aging Facilities:

Each of the City’s three fire stations is severely stressed with repairs consistently affecting the operation as well as the budget. None of the City’s three fire stations have seismic capability and each is vulnerable to collapse during an earthquake event. Within the Capital Improvement Program (CIP), two facilities have been identified for expansion (FS2 and FS3) and Fire Station One (FS1) has been identified for replacement and relocation. FS2 and FS3 will require a planned solution in order to expand and modernize the facilities.

The objective is to prepare a fully developed program to provide for expanded and redesigned facilities that are modern and equipped with contemporary features that



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maximize Firefighter health and safety and promotes efficient operational capacity. This comprehensive approach will result in a solution that is ready to be implemented when funding is available.

Facility Goals:

- Goal 1: Expand and Redesign FS2 & FS3** – prepare a comprehensive plan to expand facilities redesigned with seismic capability, able to accommodate a modern fleet of primary and reserve apparatus, expanded to house 8 to 10 Firefighters, provide for secure communications with a technology hub, provide environmental safety controls, etc.
- Goal 2: Develop Cost Model** – prepare a current and comprehensive cost model with an annual escalator forecasted at 2, 4, 6 and 8 years out.
- Goal 3: Develop Temporary Quarters Plan** – prepare a plan to move base operations to an appropriate location during the construction phase and prepare a current cost model with an annual escalator forecasted at 2, 4, 6 and 8 years out.
- Goal 4: Funding** – assess the City of Petaluma “Fire Suppression Impact Fees” measured against the current balance and the projected accumulation projected out 10 years.
- Goal 5: Research** – continue to apply for grants and alternative funding sources.

Known Constraints of Priority #6:

A large funding source, perhaps in the form of a ballot initiative, would be needed to increase sales tax revenue. This will require City and community support to ultimately provide the funding needed to upgrade and replace fire facilities.

Accomplishments & Progress Reporting:

Provide a progress report of activities, accomplishments and general informational updates at each Command Staff and Quarterly Company Officer Meetings. Disseminate information through Meeting Minutes, shift meetings and Captain/Crew interaction.

1. Summary Finding & Final Report – the Strategic Work Plan should result in a final report that focuses on the overall strategic direction and the enumerated goals. It should be presented with a comprehensive solution beginning with an executive summary, followed by sufficient detailed information to include: supporting documents, graphs, tables, charts, etc. It should be organized, easy to understand and flow from simple to complex.



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2. Assemble a Facility Expansion Advisory Design Group.
3. FS2 and FS3 core facilities should be identical.
4. Develop a conceptual plan for the expansion of FS2 and FS3 which includes space programming (IAFC/IAFF document), facility layout and adjacency, purpose and function, grounds, etc.
5. Develop a schematic design based on the conceptual plan.
6. Prepare cost estimates to design, manage, construct and project costs out with an escalator at 2, 4, 6 and 8 years.
7. Develop a visual/architectural rendering.
8. Continual research of grant and alternative funding sources.

Priority #7 - Fleet Replacement Plan:

Due to budget constraints, the cycle for replacing the Fire Department's emergency response fleet is currently off-schedule. The replacement cycle, however, will change and become more current due to the possibility of financing the replacement of emergency apparatus using monies placed in the apparatus replacement fund.

The objective is to update and develop a dynamic 20-year master fleet replacement schedule that details the replacement cycle of all fire apparatus including engines, the ladder truck, ambulances and command and staff vehicles. The fleet replacement cycle should include a cost with a built-in escalator.

Priorities and Estimates:

- 1) \$320,000 – two ambulances to replace M991 and M993 (place the current 991 and 993 in reserve).
- 2) \$1,250,000 – one ladder truck (place current truck in reserve).
- 3) \$520,000 – one engine (replace 9381 and place it in reserve).
- 4) \$100,000 – one command vehicle (place the current vehicle in reserve to replace the Dodge).
- 5) \$80,000 – one brush truck.
- 6) \$100,000 – three Fire Prevention vehicles.
- 7) \$50,000 – one Administrative Chief's vehicle.
- 8) \$50,000 – one Fire Chief's vehicle.



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- 9) \$350,000 – update breathing apparatus.
- 10) \$115,000 – turnout clothing for Firefighters.
- 11) \$20,000 – expanded the training budget.

Fleet Replacement Goals:

- Goal 1: Current Plan** – identify a master fleet replacement cycle covering all vehicles in the entire PFD fleet with a beginning date of 2009 and an ending date of 2030.
- Goal 2: Fleet Off-Schedule** – identify all vehicles that are off-schedule with a due now reference (i.e., 2015) and footnote when those vehicles were originally due for replacement.
- Goal 3: Cost** – identify the replacement cost of each vehicle. For all out years, identify the appropriate cost escalator.
- Goal 4: Update** – update the fleet replacement cycle by March of each new year.
- Goal 5: Annual** – the plan should depict every year in succession (i.e., 2016, 2017, 2018, etc.).
- Goal 6: Accomplishments & Progress Reporting** – provide a progress report of activities, accomplishments and general informational updates at each Command Staff and Quarterly Company Officer Meeting. Disseminate information through meeting minutes, shift meetings and Captain/Crew interaction.

Known Constraints of Priority #7:

Utilize the following to overcome the challenges associated with statistical and digital information.

1. Summary Finding & Final Report – the Strategic Work Plan should result in a final report that focuses on the overall strategic direction and the enumerated goals. It should be presented with a comprehensive solution beginning with an executive summary, followed by sufficient detailed information to include: supporting documents, graphs, tables, charts, etc. It should be organized, easy to understand and flow from simple to complex.
2. Identify “industry standards and best practices” for the replacement cycle based on vehicle purpose and type.



Accomplishments and Reporting:

Increase the number of members on the current apparatus committee to address the challenges of having to deal with purchasing several apparatus at a time in order to replace the current inventory. Determining the specifications for each of the new apparatus, as well as responsibility of which apparatus will be replaced, storage, etc., will be a test for the expanded committee.

Priority #8 - Tools and Equipment Replacement Cycle Plan:

To include specialized equipment, ladders, radios, cell phones, hose, general equipment and tools, cameras, video cameras, PPE, station furnishings, training & instruction manuals & aids, devices and equipment, etc.

The objective is to update and develop a dynamic 20-year master Tools & Equipment replacement schedule for all items that cost \$500 and more. The replacement schedule details the replacement cycle of equipment such as SCBA, rope, ladders, power equipment, hose, MDC's, gurneys, monitors, etc. The Tools and Equipment Replacement Cycle Plan should include a cost for each item as well as a cost escalator for out years.

Tools and Equipment Goals:

- Goal 1:** **Current Plan** – identify a 20-year master Tools and Equipment Replacement Cycle Plan for all equipment valued at \$500 or more which is currently utilized in the PFD. The beginning date of the plan is 2009 and the ending date is 2030.
- Goal 2:** **Tools and Equipment Not On-Schedule** – if applicable, identify all tools and equipment that are not on-schedule with a due now reference (i.e., 2015, etc.) and footnote when each of the items were originally due for replacement.
- Goal 3:** **Cost** – identify the replacement cost of each item. For all out-years, identify the appropriate cost escalator.
- Goal 4:** **Update** – update the tools and equipment replacement cycle by March of each new year.
- Goal 5:** **Annual** – the plan should depict every year in succession (i.e., 2016, 2017, 2018, etc.).
- Goal 6:** **Accomplishments and Progress Reporting** – provide a progress report of activities, accomplishments and general information updates at each Command Staff and Quarterly Company Officer Meeting. Disseminate information through meeting minutes, shift meetings and Captain/Crew interaction.



Replacement Plan:

Summary Finding & Final Report – the Strategic Work Plan should result in a final report that focuses on the strategic direction and the enumerated goals. It should be presented with a comprehensive solution beginning with an executive summary, followed with sufficient detail information to include supporting documents, graphs, tables, charts, etc. It should be organized, easy to understand, and flow from simple to complex.

Known Constraints of Priority #8:

Having funding to move initiatives forward for equipment always provides a great challenge for Fire Department and City budgets. The solution will be a combination of consciously looking for internal Fire Department budget savings as well requesting additional support through the City's General Fund.

Accomplishments and Reporting:

Identify "industry standards and best practices" for the replacement cycle based on tool and equipment purpose and type and utilize an Excel spreadsheet to graphically depict the schedule. In addition, identify all capital replacement items and tools and equipment with a service life wherein it must be replaced.

Priority #9 - Strategic Technology Plan:

Upgrades to the radio communications system and the implementation of critical interoperable devices are a high priority for the Petaluma Fire Department. This includes advanced station/unit alerting, radios and mobile data computers (integrated with the CAD system), AVL enhancements, automated CAD data transferred to a Fire Records Management System, automated time stamping, mapping and response grid referencing, pre-incident plans, etc. Each of these, currently, are severely limited and affected by budget constraints. Several technology initiatives that are targeted for incorporation into the Fire Department's communications system are necessary in order to manage the complex exchange of high priority information.

The primary objective is to identify technology-related systems, tools and equipment that will directly optimize the Organization's ability to deliver emergency response services quickly, safely and with maximum effectiveness. This objective will be accomplished through the development of a dynamic and prioritized Strategic Technology Plan. The Plan will be updated at least annually and/or whenever technology-related items are acquired and implemented, and whenever additions, revisions or items are eliminated. The Plan will identify technology systems, tools and equipment (such as radios, MDC's, thermal-cams, digitized GPS personnel accountability systems, ePCR, ImageTrend data storage, archiving Firehouse data, etc.). The Technology Plan would be utilized as a budget development guide, as well as to solicit grants for acquiring the prioritized items.



Technology Goals:

- Goal 1: Technology Plan** – develop the framework for the presentation and management of a dynamic (evolving) Strategic Technology Plan.
- Goal 2: Priorities** – identify the most current list, as well as the priority therein, of technology-related initiatives most important to the delivery and management of emergency response services.
- Goal 3: Spreadsheet** – for each item identified in Goal 2, develop a comprehensive list detailing the most current quantity of technology items required, for who or what, cost to purchase, as well as annual cost to maintain and/or operate, and project out annually for all of the above for 10 years (i.e., if done in 2016, if not then in 2017, 2019, 2021, etc.).
- Goal 4: Executive Report** – develop and maintain a current executive report with sufficient details objectively enumerating the benefits of the technology items contrasted with the downside of not implementing the initiative.
- Goal 5: Accomplishments and Progress Reporting** – provide a progress report of activities, accomplishments and general information updates at each Command Staff and Quarterly Company Officer Meeting. Disseminate information through meeting minutes, shift meetings and Captain/Crew interaction.

Known Constraints of Priority #9:

The solution will be a combination of consciously looking for external funding through the Sonoma County shared services agreements and internal Fire Department budget savings as well as requesting additional support through the City's General Fund.

Monitoring and Reporting:

Assemble and utilize a "PFD Technology Committee" for preparing the Technology Plan. The taskforce would be made up of individuals who are technically astute and who have a strong interest in implementing technology solutions within the PFD's operational procedures and business practices.

Summary Finding & Final Report – the Strategic Work Plan should result in a final report that focuses on the overall strategic direction and the enumerated goals. It should be presented with a comprehensive solution beginning with an executive summary, followed by sufficient detailed information to include: supporting documents, graphs, tables, charts, etc. It should be organized, easy to understand and flow from simple to complex.



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Develop a Technology Plan to implement technology that is cross-supported and interrelated to the mission of the PFD. It should allow for growth and implementation of tools and technology in the immediate and future. In addition, a prioritized list of technology tools should be developed that will be implemented by the PFD.

Priority #10 - Urban Interface Risk Assessment:

A program to enhance wildland fire protection in Petaluma's wildland and wildland/urban interface can be accomplished by adding a Type 6 wildland apparatus to the Department's response fleet.

The primary objective is to define the wildland threat in Petaluma and to demonstrate the necessity and the benefits of a Type 6 Wildland Vehicle program to support fire protection in the City and its wildland urban threat zone.

Urban Interface Assessment Goals:

- Goal 1: Risk & Geography** – provide a comprehensive assessment of the wildland fire problem affecting the City of Petaluma, including areas at risk, acreage at risk, etc.
- Goal 2: Benefits** – provide a benefits analysis benchmarked to the geography, community risk, firefighter safety and economic considerations due to wildland fire loss as it affects the City of Petaluma.
- Goal 3: Accomplishments & Progress Reporting** – provide a progress report of activities, accomplishments and general information updates at each Command Staff and Quarterly Company Officer Meeting. Disseminate information through meeting minutes, shift meetings and Captain/Crew interaction.

Known Constraints of Priority #10:

Having funding to move initiatives forward for equipment always provides a great challenge for Fire Department and City budgets. The solution will be a combination of consciously looking for external funding through the Sonoma County shared services agreements and internal Fire Department budget savings, as well as requesting additional support through the City's General Fund.

Monitoring and Reporting:

Provide monthly reporting through REDCOM, ImageTrend and Firehouse statistical reporting. Information will be shared and evaluated at monthly staff meetings and bi-monthly Company Officer meetings. The analysis will be used to project the needs of the Department.



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1. Identify the number of incidents to which a Type 6 would respond.
2. Identify the number of acres at risk and what we protect in PFD's jurisdiction.
3. Identify the number of dwellings that immediately interface to the MTZ.
4. Identify fuel load over total acreage.
5. Identify the dollar amount at risk.
6. Identify the capabilities of a Type 6 (extinguishing power, pump and roll speed vs. progressive hose lays, speed and ability accessing wildland, etc.) versus a Type I.
7. Identify a Type 6 specification that would be applicable.
8. Identify the dollar amount needed to purchase such apparatus and equipment.
9. Identify a detailed training plan.
10. Develop a CAD deployment model.
11. Reference high profile incidents that have occurred in the past in other communities that are similar to the terrain of Petaluma.

Priority #11 - Fire Prevention Data Management System:

The objective is to implement a single source fire records management system.

The primary objective is to transition the Fire Prevention Bureau's current records management system from Firehouse DMS to ImageTrend DMS in order to standardize and inter-relate records Department-wide and to promote speed, efficiency and reliability in records management, data collection and data analysis.

Fire Prevention Records Management Goals:

- Goal 1:** **Technology Plan** – identify all records management systems and practices currently utilized in the Fire Prevention Bureau and develop a prioritized plan to migrate each system into ImageTrend.
- Goal 2:** **Conversion, Rebuild, Automate** – convert all historic, current and developing data records wherever possible, rebuild data records, if/when necessary, automate entire DMS for scheduling



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inspections and generate statistical data for operational analysis. Archive Firehouse DMS as necessary.

Goal 3: Occupancy Database – build, manage and maintain an occupancy database that captures all buildings and businesses for which the Fire Prevention Bureau is responsible for inspecting.

Known Constraints of Priority #11:

Having the funding to move initiatives forward always provides a great challenge for Fire Department. The solution will be a combination of consciously looking for internal Fire Department budget savings, as well requesting additional support through the City's General Fund.

Accomplishments and Reporting:

Provide a progress report of activities, accomplishments and general information updates at each Command Staff and Quarterly Company Officer Meeting.

1. Identify all current RMS' in use within the Fire Prevention Bureau.
2. Convert all historic, current and developing data records, wherever possible; rebuild data records, if/when necessary.
3. Build, manage and maintain an occupancy database that captures all buildings and businesses for which the Fire Prevention Bureau is responsible for inspecting.
4. Develop a system to track inspection cycles and notify inspectors of which inspections are currently due.
5. Develop a data entry system that will match the field level inspection form (i.e., the sequence and type of data being entered by an inspector in the field will automatically populate into the records system being used in the office).
6. Import the current fire code (with amendments) into Firehouse and make the online code accessible in the field for reference.
7. Develop automated statistical report(s) that captures all Prevention Bureau activities.

Priority #12 - Fire Prevention Master Plan:

The plan provides an objective and comprehensive plan to provide life safety, fire prevention, code enforcement and technical services.

The primary objective is to develop a service delivery plan that identifies the current and future impacts to the Fire Prevention Bureau and identifies the resources that are



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required to deliver fire prevention, code enforcement, life safety, public education and hazardous materials management services.

Fire Prevention Master Plan Goals:

Goal 1: Identify All Required Activities – identify all current and future requirements that the Fire Prevention Bureau must manage due to State and local law, code, resolution or ordinance, etc. and correlate the required service and support activities to the amount and type of resources needed to meet those requirements.

Goal 2: Identify All Discretionary/Best Practices Activities – identify all current and future Discretionary/Best Practices Activities required to administer a full-service Fire Prevention Bureau. Those activities that promote a high level of professional services for the protection of life and property will be identified, as well as the amount and type of resources required to deliver the services.

Known Constraints of Priority #12:

Having funding to move initiatives forward for equipment always provides a great challenge for Fire Department and City budgets. The solution will be a combination of consciously looking for internal Fire Department budget savings, as well requesting additional support through the City's General Fund.

Monitoring and Reporting:

Identify and assemble all required Fire Prevention Bureau activities and correlate to the required amount of staffing and resources needed to complete the work. Divide the total number of hours required to accomplish all of the identified required activities by the total hours available per person to arrive at the number of personnel required to complete all required activities (current and future projected).

Identify and assemble all Discretionary/Best Practices Activities and correlate those to the required amount of staffing and resources needed to complete the work. Divide the total number of hours required to accomplish all of the identified required activities by the total hours available per person to arrive at the number of personnel required to complete all required activities (current and future projected).

Identify all tools, equipment, hardware, software, training, certifications, vehicles, advisory boards, association groups, radio equipment, etc., required to support Goals 1 and 2.

Priority #13 - Providing a Third Non-Sworn EMT Ambulance:

The Petaluma Fire Department responded to over 6,100 calls this past year, 70% of which were emergency medical calls. The City of Petaluma's population has increased



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to over 60,000 within the last few years which, in turn, have increased the number of total Fire Department responses by approximately 13%. During this same time period, however, the amount of resources available for emergency responses did not change. In light of the increase in emergency demand and no new additional resources, the Department is, at times, unable to handle all of the call volume associated with the rise in medical emergencies. Last year, PFD ambulances were unable to respond to 280 calls, 133 of which resulted in transports to local hospitals by other agencies. For the current year, we are projecting the number of possible missed emergency medical requests to be over 360, with a total of 150+ possible missed transports. This equates to inadequate service for the community we serve, as well as lost revenue for the City. Addressing this challenge will require staffing and proactively placing an additional City ambulance into service.

Third Ambulance Goals:

Hire additional non-sworn, single function EMTs to staff a 12-hour basic life support (BLS) ambulance from 8am to 8pm to provide the necessary additional assets for the ever-increasing demand on our limited resources, while simultaneously minimizing costs, gaining revenue and providing a vehicle to create a valid pool of candidates for future hires and a better opportunity to increase diversity in the Department. It is essential that the identified deficits in the Department's current EMS response system are addressed. The divide between the increase in demand for EMS resources and the lack of assets to address those demands continues to grow. The impact surrounding this situation will, unfortunately, certainly result in an increase in response times and reduction of services to our community.

Goal 1: Staff a BLS Ambulance During the Hours of Peak Calls for Service with Part-Time, Non-Sworn EMTs:

- Two non-sworn EMTs would staff one of the Department's two fully-equipped reserve ambulances during the hours of 8am and 8pm;
- The third ambulance would be used as a back-up to augment and supplement the Department's current 911 ALS ambulance service;
- The BLS ambulance will be used to handle BLS calls and transports to receiving hospitals to allow for the ALS paramedic ambulances to be available for additional calls for service;
- The BLS ambulance could transport with an engine paramedic if an ALS call for service occurs in the City while both ALS ambulances are unavailable;
- This proposal would help keep the maximum paid firefighter force in town when the medical call requires only a BLS level of care and is transporting to a hospital outside the City;



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- This proposal would provide an additional staffed ambulance on fire scenes and reduce the amount of lost revenue to other local mutual aid ambulance providers in missed transports.

Goal 2: Additional Benefits Earned by Utilizing this Proposal:

- Reduced overall cost by utilizing only non-sworn EMT certified hires;
- Would provide a platform for the following:
 - Firefighter training and preparation for potential future full-time employment;
 - Allow the Department to evaluate the performance of the EMTs as potential future firefighter candidates;
 - Would, perhaps, attract members of under-represented candidate groups; and
 - No immediate need to upgrade facilities for over-night stays.

Goal 3: Increase in Workforce for Station and Equipment Maintenance:

- Would provide an opportunity to learn fire station routines;
- Would provide a learning opportunity for equipment maintenance and repair;
- Would assist with station supplies, inventory ordering and re-stocking; and
- Would assist with mail and delivery runs for the Department, if needed.

Goal 4: Participation Requirements Could Include:

- Minimum certified EMT 1A license;
- A valid California driver's license;
- Previous ambulance experience; and
- Other or additional information (to be determined).

Known Constraints of Priority #13:

The need for an ambulance free of mechanical problems is essential for this initiative to succeed. The implementation of a third ambulance rests directly on the ability to obtain new replacement apparatus to supplement an aging fleet. In addition, the human resource component (to include recruitment, training, evaluating and monitoring progress) plays a fundamental role in its success. Securing funding to move initiatives forward for apparatus and staffing always provides a great challenge for Fire Department. The solution will be a combination of consciously looking for internal Fire



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Department budget savings, as well as new revenue being provided by instituting this ambulance.

Monitoring and Reporting:

This program will be closely monitored by the Department's Medical Director, the CQI coordinator and the Department's Training Officer. Reporting on the progress and the on-going evaluation of the program will take place on a quarterly basis.

Future of the Petaluma Fire Department

As the population continues to grow and the need for Fire Department services expands the increase in essential resources is a priority.

- Additional Fire Station at the north end of the City.
- Additional Paramedic Ambulance
- Additional Engine Company