

Strategic Priorities of the Petaluma Fire Department

Management Strategy & Implementation Work Plan





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Executive Summary

The purpose for the Strategic Priorities, the Management Strategy, and the attached Implementation Work Plan are to focus the Department's planning efforts and core business functions towards objectively advancing the Mission of the Fire Department. Our Mission 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.***

Attached to this document is a list of 14 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 provide a solid baseline for service delivery. These were identified through organizational assessment, departmental survey, ongoing discussions with members of the PFD, and through assessment and recognition of the economic challenges impacting the City of Petaluma.

Almost all of the Strategic Priorities have been memorialized and identified in the *Fiscal Year 2009 – 2010 City of Petaluma Budget* under "Challenges Facing the Department." Included in the Budget document are "Performance Measures FY 10-11." The Performance Measures listed commit the Fire Department to developing solutions and implementing strategies for managing the challenges of a multi-million dollar operation responsible for the delivery of complex, technical, and multi faceted emergency response services.

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

- ***Strategic Priority***
- ***Purpose & Direction***
- ***Key Strategic Goals***
- ***Blueprint for Management***
- ***Strategic Priority Manager***

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

- ***Mission & Values of the Petaluma Fire Department***
- ***City of Petaluma General Plan 2025***
- ***National Standards, Federal, State, & Local Mandates***
- ***Fire Service "Industry" Standards & Best Practices***



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Strategic Priority #1 - Promote FireFighter Operational Safety:

Continually implement safety initiatives that enhance and promote FireFighter Safety.

Purpose & Direction:

The objective of 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.

Key Strategic Goals:

- Goal 1:** ***National Fallen Firefighter Foundation (NFFF,) Firefighter Life Safety Initiatives*** – Incorporate the 16 Firefighter Life Safety Initiatives into the PFD’s Safety Program. Implement/review/study Resource Kit Volumes 1- 4, and implement developing initiatives from the NFFF as they are released.
- Goal 2:** ***FireFighter Safety*** – Continuously monitor and incorporate relevant safety practices, tools, and equipment into the PFD’s Safety Program.
- Goal 3:** ***Priority List*** – As needed, develop and maintain a priority list of safety initiatives for implementation as funding becomes available, as staff time for development occurs, and/or as compliance mandates are issued.
- Goal 4:** ***Safety Initiative #1 - CAD Premise File*** – Develop a method to begin to collect basic information for upload to the CAD Premise File of every commercial structure noting presence of basement, building date, sprinklers, basic construction, floor trusses, roof trusses/bow string, etc.
- Goal 5:** ***Safety Initiative #2 – On Board Video Cams*** – Develop capability to record emergency operations from all first line and BC response units, collect, store, and inventory video useful for training, post incident reviews, and incident documentation.
- Goal 6:** ***Accomplishments & Progress Reporting*** – Provide a progress report of activities, accomplishments, and general informational updates at each Command Staff and Quarterly Captains Meeting. Disseminate information through Meeting Minutes, shift meetings, and Captain/Crew interaction.



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Blueprint for Management:

1. Develop written plan for management and implementation of Goals 1, 2, 3, 4, and 5.
2. Formalize process to capture and disseminate, for review, near miss reports, LODD's, and Annual NIOSH reports.

Strategic Priority Manager - Battalion Chief Rasmussen





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Strategic Priority #2 - Career & Professional Development, Training, & Skills Maintenance:

Increased emergency incident response activity levels continue to compete for training and professional development time.

Purpose & Direction:

The objective is to develop a solution to minimize interruptions to the organization's training and routine business activities due to emergency responses. Emergency response services, however, always have priority over every other departmental activity. This will be accomplished by identifying the timing of interruptions and the best time to conduct training and routine business functions in order to minimize interruptions. The data analysis will examine response activity levels based on time of day (TOD,) day of week (DOW,) by the month, and time of the year. This data will then be correlated to the timing and locations where we can project incidents will ordinarily occur. The plan should be based on the types of training delivered (i.e., multi company, mutual aid company, single company, individual or personal, departmental, classroom, in the field, out of District, etc.) The objective is to align training and business activities by type with the best times, days, month, and optimal locations to complete the activities while remaining in position for optimal quick emergency response.

Key Strategic Goals:

- Goal 1:** ***Time & Day*** - Identify the historical and current call load based on the time of day and the day of week, and utilize the findings to plan for the best "projected" times to deliver training and to manage department business activities.
- Goal 2:** ***Activity by Month*** – Same as above with the addition of by-the-month data.
- Goal 3:** ***Activity by Location*** – Goals 1 and 2 (above) based on location (i.e., District 1-2, 3-1, etc.)
- Goal 4:** ***Policy*** – Develop policy utilizing the findings to identify time periods for the scheduling of complex and/or labor intensive training (including business activities) during the slowest projected time periods and on the lowest call volume days, while performing the lesser complex activities during projected busy periods during projected high call volume periods. Incorporate monthly projections into the scheduling scheme based on an annual calendar.



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Goal 5: *Accomplishments & Progress Reporting* – Provide a progress report of activities, accomplishments, and general informational updates at each Command Staff and Quarterly Captains Meeting. Disseminate information through Meeting Minutes, shift meetings, and Captain/Crew interaction.

Blueprint for Management:

1. 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, include supporting documents, graphs, tables, and charts, etc. It should be organized, easy to understand, and flows from simple to complex.
2. Analysis of time of day (TOD) and day of week (DOW) response activities.
3. Analysis of TOD and DOW response activities based on monthly response activity levels.
4. Utilize TOD and DOW data to determine best time to conduct training, and correlate this with “by-the-month’ response activity.
5. Assess emergency incident locations overlaid with TOD and DOW in order to determine, for example the best location to conduct training, the optimal location so that units are positioned for maximum and quickest response coverage.
6. Correlate impacts to multi company, single company training, individual training.
7. Develop draft scheduling policy to address training and business activity management.

Strategic Priority Manager - Battalion Chief Holden





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Strategic Priority #3 - Succession Planning & Career Development.

The Department is projected to lose senior and experienced staff due to planned and unexpected retirements, employees 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.

Purpose & Direction:

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 easily be 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 assignment 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 as changes to the Organization occur.

Key Strategic Goals:

- Goal 1:** ***Succession Plan*** - Develop and implement a "Dynamic Succession Plan" updated not less than annually and sooner whenever significant workforce changes occur

- Goal 2:** ***Career Plan*** - Development of a Career Development Guide updated as needed to reflect current requirements, trends, and "Best Practices."

- Goal 3:** ***Accomplishments & Progress Reporting*** – Provide a progress report of activities, accomplishments, and general informational updates at each Command Staff and Quarterly Captains Meeting. Disseminate information through Meeting Minutes, shift meetings, and Captain/Crew interaction.



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Blueprint for Management:

1. Assemble a line and management workgroup.
2. Research succession plan and career development concepts.
3. Succession plan covers all positions, probationary firefighter - fire chief.
4. Summary matrix by calendar year, position, with total projected positions within each classification with projections out 20 years.
5. Prepare a projected schedule of promotional and recruit testing dates.
6. Update the Succession Plan annually.
7. Update the Succession Plan as organizational changes occur.
8. Career Development Guide includes all current standards and requirements.
9. Career Development Guide includes suggested professional development and career enhancement strategies such as:
 - a. College coursework (writing, public speaking, etc., for example.)
 - b. Training Classes.
 - c. State certifications.
 - d. Conferences and workshops.
 - e. Current books on leadership, management, motivation, team building, etc.
 - f. Ride-a-longs with other FD's.
 - g. Departmental research and development.

Strategic Priority Manager - Battalion Chief Schach





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Strategic Priority #4 - Ongoing Operational Analysis Through Data Collection, Data Analysis & Presentation of Findings:

Provides a mechanism for generating annual statistical data that depicts the emergency and business operations of the Petaluma Fire Department.

Purpose & Direction:

The objective is to develop a routine set of statistical reports that highlights the operational performance and the capabilities of the Petaluma Fire Department over multiple periods. The data reports will provide a mechanism for continual operational analysis and assessing 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 web site so that information is continuously available to members of the Fire Department, the City Council and senior management, the press, media, Petaluma citizens, professional affiliates, businesses, and developers. A primary function of this initiative is to insure the continuous analysis of Departmental operations in order to benchmark performance and provide a mechanism to meet compliance and best practices standards in all areas of emergency and prevention services.

Key Strategic Goals:

- Goal 1:** ***Prioritize Reports*** – Develop the initial and an 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 insure that the findings can be consistently replicated.
- Goal 3:** ***Format & Report Presentation*** – Develop a consistent presentation format (i.e., PFD action watermark, etc.) and post on Web page.
- Goal 4:** ***Annual Updates*** – Update statistical reports each January.



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Goal 5: ***Accomplishments & Progress Reporting*** – Provide a progress report of activities, accomplishments, and general informational updates at each Command Staff and Quarterly Captains Meeting. Disseminate information through Meeting Minutes, shift meetings, and Captain/Crew interaction.

Blueprint for Management:

1. Utilize FireHouse RMS “reports” and “queries,” to develop data sets and completed statistical reports for presentation.
2. First set of reports, 2002 through 2009, ongoing reports – 2010, 2011, 2012, etc., report periods January 1st - December 31st, presentation should depict placeholder for three years out on each report cycle.
3. ***Response Times*** - Department response time records filtered on City, Code 3, No aid given/received, PFD 1st unit on scene, measures “responding to at scene,” then run same for Department - Jurisdiction-wide. The intent is to generate a report that details the percentage of incidents we make in 4 minutes and less, 5 minutes and less, etc.
4. ***Response Times*** - Station (FS1, FS2, FS3) response time records filtered on City, Code 3, No aid given/received, PFD 1st unit on scene, measures “responding to at scene,” then run same for Department - Jurisdiction-wide. The intent is to generate a report that details the percentage of incidents we make in 4 minutes and less, 5 minutes and less, etc.
5. ***Incident History*** - Annual “departmental” (calendar year) call volume by incident type.
6. ***Incident History*** - Annual “by station” (calendar year) call volume by incident type.
7. ***Incident History*** - Annual unit responses in City.
8. ***Incident History*** - Annual units responses Department - Jurisdiction-wide.
9. ***Incident History*** - Analysis of Department-wide structure responses and fire loss – “Aggregate” total number of structure fires and loss since 2002. 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.) Updated annually with a placeholder out three years.



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- 10. Incident History** - Analysis of by station/jurisdiction (first due) structure responses and fire loss – “Aggregate” total number of structure fires and loss since 2002. 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.) Updated annually with a placeholder out three years.
- 11. Unit Response** - Time of day, day of week.
- 12. Incident History** - Analysis of all incident responses “Aggregate” total number of all incidents since 2002. Based on total number of incidents, how 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.)
- 13. Unit Availability** - Incident overlap.
- 14. Unit Availability** - Unit in Service Time “Dispatch to Back-in-Service.”
- 15. Unit Availability** - Number of total structure fires versus the number of times the “first out” first alarm assignment arrived – (i.e., all PFD units + Rancho Adobe.)
- 16. Response Times** - Full first alarms that arrived within NFPA 1710’s first due time and the full alarm time.
- 17. Unit Availability** - Analysis of number of simultaneous incidents by time of day and day of week.
- 18. Population Trends** - Assemble past, current and projected city population – benchmark this data to response activity past, current, and 5, 10, 15 year projected out. Will need to locate an accurate (Planning) data source for Petaluma population.
- 19. Unit Availability** - Identify the number of times other agencies (usually ambulance) responded to PFD because PFD units were not available.
- 20. Unit Response** - Analysis of all responses and frequency rate of per day x number of incidents occur x minutes or hours.
- 21. Unit Availability** – Number of incidents missed by the first due, handled by second or third due by department, and by each individual station.
- 22. Incident History** – Department annual incident history as far back as recorded.
- 23. Incident History** – Mutual aid delivered, mutual aid received.



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24. Incident History – 20 year projected incident count based on aggregate percentage increases since 2002, and last year's incident call volume. Update each year by adjusting formula, and calculated on immediate past year's number of incidents.

25. Incident History – 20 year projected individual units (including chiefs and fire prevention) incident count based on aggregate percentage increases since 2002, and last year's incident call volume. Update each year by adjusting formula, and calculated on immediate past year's number of incidents.

Strategic Priority Manager – Fire Chief





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Strategic Priority #5 - Management of Increasing Emergency Service Demands & Development of a Staffing, Equipment, Resource, and Deployment Master 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. During Calendar Year 2008, the Fire Department was at L- 0 multiple times, L-1 often, and L- 2 and 3 frequently. Petaluma required mutual aid emergency transport services from an outside agency 86 times during 2008. 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 Petaluma General Plan 2025.

Purpose & Direction:

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 both current and future, projected out at five, 10, 15, and 20 year periods.

Key Strategic 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 is required to arrive within eight minutes travel time. Standard is applied within the City limits.

- Goal 2:** ***Unit Availability*** – Have at least one unit uncommitted and available to respond X% of the time on a 24/7/365 basis.

- Goal 3:** ***Staffing*** – Per NFPA 1710, OSHA, Petaluma General Plan 2025, Industry Best Practices, etc.

- Goal 4:** ***Accomplishments & Progress Reporting*** – Provide a progress report of activities, accomplishments, and general informational updates at each Command Staff and Quarterly Captains Meeting. Disseminate information through Meeting Minutes, shift meetings, and Captain/Crew interaction.



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Blueprint for Management:

1. 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, include supporting documents, graphs, tables, and charts, etc. It should be organized, easy to understand, and flows from simple to complex.
2. Report updated annually to reflect 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, contrast/compare 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 on City, Code 3, No aid given/received, PFD 1st unit on scene, measures “responding to at scene,” then run same for Department - Jurisdiction-wide.
 - b) Station (FS1, FS2, FS3) response time records filtered on City, Code 3, No aid given/received, PFD 1st unit on scene, measures “responding to at scene,” then run same for Department - 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 units responses Department - Jurisdiction-wide.



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- g) Annual “departmental” (calendar year) structure fire loss.
- h) Annual “by station” (calendar year) structure fire loss.
- i) Time of day, day of 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 “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 + 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 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 PFD because PFD units were not available.
- r) Analysis of fire loss – total loss since 2002, 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.

Strategic Priority Manager - Battalion Chief Schach





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Strategic Priority #6 - Master Plan - Management of Aging Facilities:

Each of the City's three fire stations are severely stressed with repairs consistently affecting the operation as well as the budget. None of the City's three fire stations have seismic capacity and each is vulnerable to collapse during an earthquake event. Within the Capital Improvement Program (CIP) two facilities have been identified for expansion, and Fire Station One (FS1) has been identified for replacement and relocation. FS1 is fully designed, shovel ready, and funding is projected to be available in 2013, or sooner with potential grant opportunities. Fire Stations 2 and 3 will require a planned solution in order to expand and modernize these facilities.

Purpose & Direction:

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 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.

Key Strategic Goals:

- Goal 1:** ***Expand and Redesign FS2 & FS3*** - Prepare a comprehensive plan to expand facilities redesigned with seismic capability, 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 annual escalator forecasted at 2, 4, 6, and 8 years out.

- Goal 3:** ***Develop Temporary Quarters Plan*** – Prepare plan to move base operation to appropriate location during construction phase, and prepare a current cost model with 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 out 10 years.

- Goal 5:** **Research** - (and apply for) grants and alternative funding sources.



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Strategic Priority #7 - Master Plan - Scheduled Fleet Replacement:

Due to budget constraints, the cycle for replacing the Fire Department's emergency response fleet is currently off schedule. Since FY 2006-2007 and projected into this next budget period (2009 – 2010,) the apparatus replacement cycle is off schedule by one fire engine, one wildland-brush firefighting unit, one ALS ambulance, one multi-purpose utility unit, two command staff/response units, and one river rescue boat.

Purpose & Strategic Direction: 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, ladder truck, ambulances, command and staff vehicles. The fleet replacement cycle should include a cost with built in escalator.

Key Strategic Goals:

- Goal 1:*** ***Current Plan*** – Identify a master fleet replacement cycle covering all vehicles in the entire PFD fleet with a beginning date in 2009 and an ending date in 2030.
- Goal 2:*** ***Fleet Off-Schedule*** – Identify all vehicles that are off schedule with a due now reference (i.e., 2009,) 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., 2009, 2010, 2011, etc.
- Goal 6:*** ***Accomplishments & Progress Reporting*** – Provide a progress report of activities, accomplishments, and general informational updates at each Command Staff and Quarterly Captains Meeting. Disseminate information through Meeting Minutes, shift meetings, and Captain/Crew interaction.



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2. Identify “industry standards and best practices” for the replacement cycle based on vehicle purpose and type.
3. Utilize an Excel Spreadsheet to graphically depict the schedule.

Strategic Priority Manager – Battalion Chief Sutsos





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Strategic Priority #8 - Master Plan - Scheduled Tools & Equipment Replacement:

Specialized Equipment, Ladders, Radios, Cell Telephones, Hose, General Equipment and Tools, Hose, Cameras, Video Cams, PPE, Station Furnishings, Training & Instruction Manuals, Trainings Aids, Devices, and Equipment, etc.

Purpose & Direction:

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.

Key Strategic Goals:

- Goal 1:** ***Current Plan*** – Identify a 20 year master tools and equipment replacement plan for all equipment valued at \$500 or more and currently utilized in the PFD. The beginning date of the plan is 2009 and the ending date is 2030.
- Goal 2:** ***Tools & Equipment Off-Schedule*** – If applicable, identify all tools and equipment that are off schedule with a due now reference (i.e., 2009,) and foot note when each of these 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., 2009, 2010, 2011, etc.
- Goal 3:** ***Accomplishments & Progress Reporting*** – Provide a progress report of activities, accomplishments, and general informational updates at each Command Staff and Quarterly Captains Meeting. Disseminate information through Meeting Minutes, shift meetings, and Captain/Crew interaction.



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2. Identify “industry standards and best practices” for the replacement cycle based on tool and equipment purpose and type.
3. Utilize an Excel Spreadsheet to graphically depict the schedule.
4. Identify all capital replacement items, tools, and equipment with a service e life that must be replaced.

Strategic Priority Manager – Battalion Chief Sutsos





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Strategic Priority #9 - Implementation of Technology & Inter-operable Communications Systems:

Upgrades to the radio communications system and the implementation of critical interoperable devices are a high priority for the Petaluma Fire Department (PFD.) This includes advanced station/unit alerting, radios and mobile data computers integrated with the CAD system, AVL enhancements, automated CAD data transferred to Fire Records Management System, automated time stamping, mapping and response grid referencing, pre-incident plans, etc. Each of these 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.

Purpose & Direction:

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 safely, quickly, and with maximum effectiveness. This objective will be accomplished through the development of a dynamic prioritized ***Strategic Technology Plan***. The Plan will be updated at least annually and whenever technology related items are acquired and implemented, and whenever additions, revisions, or items are eliminated from the Plan. The Plan will identify technology systems, tools and equipment (such as radios, MDC's, thermal-cams, digitized GPS personnel accountability systems, etc.) The technology plan would be utilized as a budget development guide as well as a guide to solicit grants for acquiring the prioritized items.

Key Strategic Goals:

- Goal 1:** ***Technology Plan*** – Develop the framework for presentation and management of a dynamic (evolving) Technology Strategic Priorities 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 responses 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, annual cost to maintain and/or operate, and project out annually for all of the above for 10 years i.e., if done in 2009, if not then in 2010, 2011, 2012, etc.



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- Goal 4:** *Executive Report* – Develop and maintain a current executive report with sufficient detail objectively enumerating the benefits of the technology items contrasted with the downside of not implementing the initiative.
- Goal 5:** *Accomplishments & Progress Reporting* – Provide a progress report of activities, accomplishments, and general informational updates at each Command Staff and Quarterly Captains Meeting. Disseminate information through Meeting Minutes, shift meetings, and Captain/Crew interaction.

Blueprint for Management:

1. Assemble and utilize a “PFD Technology Taskforce” 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 in the PFD’s operational procedures and business practices.
2. 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, includes supporting documents, graphs, tables, and charts, etc. It should be organized, easy to understand, and flows from simple to complex.
3. Develop technology plan that implements technology that is cross supported and interrelated to the mission of the PFD allowing growth and implementation of tools and technology in the immediate and future.
4. Develop prioritized list of technology tools to implement in the PFD

Strategic Priority Manager - Battalion Chief Rasmussen





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Strategic 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 3 Wildland Engine to the Department's response fleet.

Purpose & Direction:

The primary objective is to define the wildland threat in Petaluma, and to demonstrate the necessity and the benefits of a Type 3 Wildland Engine program to support fire protection in the City and its wildland urban threat zone.

Key Strategic Goals:

- Goal 1:** **Description** - Define the capability of a Type 3 Wildland Engine
- Goal 2:** **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 3:** **Benefits** – Provide a benefit analysis benchmarked to the geography, community risk, firefighter safety, and economical considerations due to wildland fire loss as it affects the City of Petaluma.
- Goal 4:** **Accomplishments & Progress Reporting** – Provide a progress report of activities, accomplishments, and general informational updates at each Command Staff and Quarterly Captains Meeting. Disseminate information through Meeting Minutes, shift meetings, and Captain/Crew interaction.

Blueprint for Management:

1. Identify the number of incidents that it would respond to.
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 loading over total acreage.
5. Identify the dollar amount at risk.



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6. Identify the capabilities of a Type III over a Type I and (pump and roll, etc.)
7. Compare the amount of ground a Type III pumper with pump and roll would extinguish versus a progressive hose lay.
8. Identify a Type III spec that we would use.
9. Identify the dollar amount to purchase apparatus and equipment.
10. Identify a detail training plan.
11. Develop CAD deployment model.
12. Pump and roll speed vs. progressive hose lays.
13. Speed and ability accessing the wildland over Type 1's.
14. Reference high profile incidents that have occurred in the past within other communities that are similar to the treat in Petaluma.
15. Identify "other" purposes that a Type 3 Wildland Engine would benefit.
16. Approximate OES/CalFire Type 3 Strike team Deployment. Build information supporting PFD responses state-wide, the value of gaining experience on Type 3's at major wildland events (making us sharper at home) and the reimbursement aspect of this utilization.

Strategic Priority Manager – Battalion Chief Holden





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Strategic Priority #11 - Downtown Fire Sprinkler Plan - Design & Construction of a 12” Water Main:

Petaluma Boulevard, in the Historic Downtown Business District, requires a 12” water main in support of the fire sprinkler retrofit ordinance. A water main is needed on Petaluma Blvd., from Washington to Western. Without the water main, businesses on Petaluma Blvd., cannot install the required fire sprinkler system. It is applicable to Business/buildings on Petaluma Blvd., between East Washington and B Street.

Purpose & Direction:

The primary objective is to secure the required 12” waterline along Petaluma Blvd., and to extend the required “lateral” into the building in order to initiate and complete the downtown fire sprinklerization plan.

Key Strategic Goals:

- Goal 1:** ***Extent of Coverage*** - Identify how many business and the total square foot of building space this 12” water main covers.
- Goal 2:** ***Solution*** – Develop primary and alternative solutions to implement 12” water main and begin sprinklerization of per City of Petaluma Fire Code.
- Goal 3:** ***Funding*** - Research funding solutions.
- Goal 4:** ***Visual Reference*** - Prepare a color GIS reference map that depicts all buildings requiring sprinklers in the Historic District. Denote those sections that are dependent on the 12” water main, and those not dependent on main, but required to be retrofitted with sprinklers.
- Goal 5:** ***Accomplishments & Progress Reporting*** – Provide a progress report of activities, accomplishments, and general informational updates at each Command Staff and Quarterly Captains Meeting. Disseminate information through Meeting Minutes, shift meetings, and Captain/Crew interaction.



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Blueprint for Management:

1. Summary Finding & Final Report – the Strategic Work Plan should result in a final report that focuses on the purpose/direction and the enumerated goals. It should be presented with a comprehensive solution beginning with an executive summary, followed with sufficient detail information, includes supporting documents, graphs, tables, and charts, etc. It should be organized, easy to understand, and flows from simple to complex.
2. Assessment of what remains to be sprinklered in downtown.
3. Square foot cost to complete.
4. Value to community (i.e., historical significance, etc.)
5. Identify risk to public if not sprinklered.
6. Identify risk to firefighters if not sprinklered.
7. Cost to sprinkler all now vs. cost to rebuild if total building loss occurred.
8. Item 6 with annual escalator to 2030.

Strategic Priority Manager - Fire Marshal Fergus





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Strategic Priority #12 - Fire Prevention Bureau Records Management System (RMS):

Implement a single source fire records management system.

Purpose & Direction:

The primary objective is to transition the Bureau's current records management system to FireHouse RMS 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.

Key Strategic Goals:

- Goal 1:** ***Technology Plan*** – Identify all records management systems and practices currently utilized in the Bureau, and develop a prioritized plan to migrate each system into FireHouse.

- Goal 2:** ***Conversion, Rebuild, Automate*** – Convert all historic, current and developing data records where possible; rebuild data records where necessary, automate entire RMS for scheduling inspections, and generating statistical data for operational analysis.

- Goal 3:** ***Occupancy Database*** – Build, manage, and maintain an occupancy database that captures all buildings and businesses that the Bureau is responsible for inspecting.

- Goal 4:** ***Accomplishments & Progress Reporting*** – Provide a progress report of activities, accomplishments, and general informational updates at each Command Staff and Quarterly Captains Meeting. Disseminate information through Meeting Minutes, shift meetings, and Captain/Crew interaction.

Blueprint for Management:

1. Identify all current RMS in use in the Bureau.
2. Convert all historic, current and developing data records where possible; rebuild data records where necessary.
3. Build, manage, and maintain an occupancy database that captures all buildings and businesses that the Bureau is responsible for inspecting.
4. Develop system to track inspection cycle, and notify inspector of current inspections due.



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5. Develop system that matches the field level inspection form with sequence of data that is entered into automated records system, with the goal of fully automating the data entry at the field level.
6. Import the current fire code (with amendments) into FireHouse and make code online accessible in the field for reference.
7. Develop automated statistical report(s) that captures Bureau activities.

Strategic Priority Manager - Fire Marshal Fergus





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Strategic Priority #13 - Fire Prevention Bureau Service Delivery, Staffing Study, and Division Master Plan:

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

Purpose & Direction:

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

Key Strategic Goals:

- Goal 1:** ***Identify All Required Activities*** – Identify all current and future requirements that the Bureau must manage by State and Local law, code, resolution, or ordinance, and correlate the required service and support activities to the amount and type of resources required to meet requirements. The result of this will serve as *Plan 1 – Required Services*.
- Goal 2:** ***Identify All Discretionary/Best Practices Activities*** – Identify all current and future Discretionary and Best Practices activities required to administer a full service fire prevention bureau. This will identify those activities that promotes a high level of professional services for the protection of life and property. Correlate these service and support activities to the amount and type of resources required to deliver the services. This will serve as *Plan 2 – Full Service Fire Prevention Bureau*.
- Goal 3:** ***Accomplishments & Progress Reporting*** – Provide a progress report of activities, accomplishments, and general informational updates at each Command Staff and Quarterly Captains Meeting. Disseminate information through Meeting Minutes, shift meetings, and Captain/Crew interaction.



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Blueprint for Management:

1. Identify and assemble all required Bureau activities and correlate to the required amount of staffing and resources needed to complete the work. Divide the total hours required to accomplish all required activities by the total hours available per person to arrive at number of personnel required to complete all required activities, current, and future projected.
2. Identify and assemble all discretionary and best practices activities and correlate to the required amount of staffing and resources needed to complete the work. Divide the total hours required to accomplish all required activities by the total hours available per person to arrive at number of personnel required to complete all required activities, current, and future projected.
3. Identify all tools, equipment, hardware, software, training, certifications, vehicles, advisory boards, association groups, radio equipment, etc., required to support Plan 1, and Plan 2.

Strategic Priority Manager – Fire Marshal Fergus





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Strategic Priority #14 - Fire Department Business Plan – 20 Year Comprehensive Finance & Operational Strategy:

The Fire Department Business Plan is a comprehensive document that identifies the costs to deliver emergency services over a 20 year period.

Purpose & Direction:

The purpose of the Fire Department Business Plan is to identify the current and projected fire and emergency service delivery impacts and to identify the costs associated with delivering these services over a 20 year period. Additionally, the Business Plan will comprehensively identify the life cycle of capitalized items and project the timing of acquisition, including personnel, fire apparatus, ambulances, equipment, facilities, etc. The life cycle, finance and cost distribution, as well as the funding required will be detailed on an annual basis.

Key Strategic Goals:

- Goal 1:** ***Establish Current and Projected Comprehensive Resource Inventory*** – Utilize an Excel spreadsheet formatted by fiscal period to identify all fire department resources, and the life cycle replacement schedule.

- Goal 2:** ***Identify Costs*** – Utilizing the current cost for all items listed in each fiscal period, build in annual escalation.

- Goal 3:** ***Funding Options*** – Identify funding solutions, such as developer impact fees, etc., for items that exceed the general fund and routine revenue sources.

- Goal 4:** ***Amortized Accumulation of Required Funding*** – Identify how much funding needs to be set aside each period, and accumulated annually in order to prepare for and make planned replacement cycle, and service increase expenditures.



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Blueprint for Management:

1. Utilize information developed from all Strategic Priorities to develop the Petaluma Fire Department Business Plan. For example, data assemble under Strategic Priority 1 will be utilized to objectively quantify service impacts, escalation in service impact trends, deficiencies in meeting compliance standards, mandates, requirements, and recommendations.
2. The Petaluma Fire Department Business Plan is dynamic and will be updated annually. It will be utilized for budget develop purposes and for executive management and planning.

Strategic Priority Manager – Fire Chief



Future Initiatives to Undertake:



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1. Standards of Coverage Update
2. RHAVE - Community Risk Assessment
3. Fire Department Accreditation
4. Chief Officer Credentialing & Accreditation
5. Press/Media Fire Academy
6. City Council Fire Academy
7. Citizen's Fire Academy

