TULARE COUNTY FIRE DEPARTMENT
ACTION PLAN
FISCAL YEAR 2014-2015

MISSION

THROUGH THE COMBINED EFFORT OF ALL TULARE COUNTY FIRE DEPARTMENT PERSONNEL, IT IS OUR MISSION TO PROVIDE ALL PERSONS WHO RESIDE, WORK OR TRAVEL WITHIN THE COUNTY OF TULARE, WITH THE PROTECTION OF LIFE, PROPERTY AND THE ENVIRONMENT WITHIN THOSE AREAS, WHERE THE TULARE COUNTY FIRE DEPARTMENT HAS DIRECT PROTECTION RESPONSIBILITY BY VIRTUE OF LAW, CONTRACT OR MUTUAL UNDERSTANDING.

The Tulare County Fire Department provides emergency response, fire prevention, public fire education and fire and life safety protection services to the citizens of Tulare County outside of corporate cities.

The scope of these Fire Department services includes; responding to fires, medical emergencies, motor vehicle collisions, technical rescues, and other life threatening or dangerous conditions as the lead agency, or in support of another agency. In our effort to minimize emergency and life safety responses, we strive to maintain comprehensive Fire, Risk and Injury Prevention programs that include public education, fire protection planning, fire prevention education, code enforcement, and fire suppression cost recovery. The department also serves the citizens of corporate cities through participation in “Mutual Aid” agreements, which allow the Tulare County Fire Department to receive and deliver mutual aid services from, and to, neighboring fire department and cooperating agencies.

The Tulare County Fire Department is comprised of three elements (units or divisions): Administration, Emergency Services and Support Services. Each program complements the other to carry out the overall department mission. The Administrative Unit oversees the personnel, Finance and Risk Management needs of the department. The Emergency Services Division handles all the field operations, stations and personnel that are dispatched to emergencies. The Support Services Division rounds out the fire department function by providing the other elements of a fire department such as; training, fire prevention, facility maintenance, dispatch, fleet services and supply services. This document represents the Tulare County Fire Department Action Plan for this fiscal year and provides a map for the department to follow to accomplish our mission.

Administration Services Unit Action Plan
July 1, 2014 to June 30, 2015

Introduction:

Administrative Services provides administrative support to all functional areas of the Fire Department.

Administrative Services encompasses the **Departmental Budget, Personnel and Finance.** These can be described as follows:

- **Departmental Budget:** The annual budget is compiled by the Administrative Services Officer II. The Fire Chief and Division Chiefs provide direct input in to the process. The overall budget expenditure amount is determined by how management elects to utilize available revenues and reserves.

  The largest cost component of the budget is salaries and benefits which account for seventy-two percent of the annual expenditures. Included are salary expenses for extra help Firefighters and Engineers.

  Other significant expenses are those that relate to operating costs. These include vehicle replacement and maintenance, fuel, facility maintenance, supplies and equipment, services from other departments, and training needs.

  Grants may be included for a variety of needs which, when awarded, are used to enhance the Department's ability to provide services. Generally these grants provide for equipment or facility needs which can not be met within normal budget parameters.

  Budget reports are produced, maintained and reviewed by the Administrative Services Officer II.

- **Personnel**: Activities related to recruiting, hiring, payroll, changes in employee status, personnel evaluations, terminations, benefit plan enrollment, and pay adjustments are carried out by Administrative Services Officer II and the Payroll Clerk. Workers compensation cases and related issues are coordinated and tracked in conjunction with Risk Management staff and the contracted Workers Comp administrator.

- **Finance:** Requisitions, payment actions, accounting adjustments, Journal Vouchers (JVs) and receipts are prepared and approved through Finance. Purchase orders, contracts, agreements, and bids are processed by Finance through and with the assistance of Purchasing.

Action Plan

The following action plan reflects the various goals and objectives that Administration is planning to achieve in this fiscal year.

Tulare County Fire Department
Fire Administration Action Plan
Fiscal Year 2014/2015

PERSONNEL				
ISSUE	**LEAD**	**DESCRIPTION**	**ACTION**	**TIMELINE**
Organizational Release Time Tracking (ORT)	**S. Murch** **S. Sneed**	Capture ORT donation & usage by reason incurred and by TCFPA staff	Develop spreadsheet to show donations, usage by reason for ORT paid. Report Quarterly to the Fire Chief and the Division Chiefs.	Oct. 31, 2014 Dec. 31, 2014
Payroll Entry	**S. Murch** **S. Sneed**	Learn the Payroll entry process from cradle to grave	Work with S. Sneed on developing procedure manual for all Payroll related processes. Shadow work duties with the ability to perform Payroll duties in the absence of the Payroll Clerk.	Jan. 31, 2015
On-Line Trainings through Target Solutions	**S. Murch** **J. Kutka**	Expand availability of on-line trainings through Target Solutions to all areas of the Department	Work with BC Kutka on selecting on-line training videos for Safety, Human Resources, and Employment Practices Project Available to All Employees	Feb. 28, 2015 July 31, 2015

FINANCE & BUDGET				
ISSUE	**LEAD**	**DESCRIPTION**	**ACTION**	**TIMELINE**
Grants	**S. Murch**	Research available grants for Department needs	Report monthly to the Fire Chief and the Division Chiefs	Ongoing
Fee Schedule	**S. Murch** **Inspections**	Review current fee schedule to determine which fees need modification	Review current fee schedule Provide modified fees for the Annual Fee Increase with the Board of Supervisors	Nov. 30, 2014 April 2015
Cooperative Purchasing	**S. Murch**	Research available Cooperative Purchasing Organizations	Determine which Cooperative Purchasing Organizations our Department should join to improve the purchasing process Provide Board Agenda items for Approval	Ongoing ATO
Reduce Utilities Costs	**S. Murch** **C. Whitendale**	Research areas where our facilities can reduce and/or conserve Utilities Costs such as water, natural gas, propane, and electricity	Conduct Energy Audits of Department Facilities Where applicable purchase EnergyStar & WaterSense appliances to reduce consumption and long term costs to the Department Report monthly to the Fire Chief and the Division Chiefs on conservation efforts	Ongoing Ongoing Ongoing
Vehicle Repair Costs	**S. Murch** **C. Whitendale**	Review monthly vehicle repair costs	Develop policies & practices to reduce vehicle repair costs Report monthly to the Fire Chief and the Division Chiefs	Ongoing Ongoing

Emergency Services Division Action Plan

July 1, 2014 to June 30, 2015

Introduction

The Emergency Services Division consists of over 400 career fire officers and Extra Help paid on-call personnel who provide services 24 hours per day, seven days a week, year round from 27 community-based fire stations. Tulare County Fire Department (TCFD) personnel respond to approximately 12,000 calls for service each year.

Services are provided to unincorporated communities, hamlets, and rural areas. Contract Fire Protection Services are provided to the City of Exeter and the Strathmore Fire Protection District. TCFD participates in the Statewide Mutual Aid System and maintains reciprocal agreements with local response organizations including incorporated Cities, neighboring Counties, and State & Federal Wildland Agencies.

TCFD provides response to virtually every conceivable type of emergency situation.

The "All Risk" emergency response functions include:

Fire Suppression: Structural, Wild land, Vehicle, Agricultural and other types of fires.

Emergency Medical Services: Life Threatening and Emergency Medical Assists, Traffic and Industrial Accidents.

Rescue: Water Rescue, Trench Rescue, Structural Collapse, Rope Rescue.

Hazardous Conditions: Flammable/Chemical Spills & Leaks, Electrical & Flood & Severe Weather Emergencies.

Service Calls: Other requests for public assistance including Lock Outs, Lift Assists, etc.

Personnel Allocations

Personnel Assigned Include:
1 Division Chief, 6 Battalion Chiefs, 24 Captains, 49 Lieutenants, and over 350 Extra Help Engineers & Firefighters.

Field Operations are divided into 2 Battalions and personnel are assigned to 1 of 3 Platoons consisting of the A, B, and C Shifts, who each work 56 hours per week.

Vehicle Allocation

Apparatus Assigned Include:
26 Fire Engines, 16 Brush Patrols, 6 Water Tenders, 2 Aerial Ladder Trucks, 7 Command & Utility Vehicles, 2 Breathing Support Units, 1 Special Operations & 1 Rehab Squad.

Workload Analysis

Workload for division personnel is as follows:

1. **Emergency Response:** Fire Suppression (Structural, Wildland, & Other types), Emergency Medical Services (Medical Aids & Traffic Accidents), Special Operations (Hazardous Materials, Technical Rescues and Other Disasters), Public Service and Hazardous Condition calls. TCFD provides mutual aid to neighboring agencies on a regular basis and participates in statewide mutual aid response.

2. **Maintenance:** Routine checks and servicing of apparatus, equipment, fire station buildings and grounds to provide an environment of safety and readiness.
3. **Training:** Company Drill, Safety Toolbox Topics, Multi-Company Drill, In Service Training and Professional Development efforts.
4. **Programs:** Maintenance and Inspection of and/or Testing of Ladders, Fire Hose and hydrants, breathing apparatus and annual station safety inspections.
5. **Fire Prevention:** Company Fire & Life Safety Inspections of Business & Mercantile Occupancies, Hazard Abatement and Public Education Programs and Target Hazard Pre-Planning.
6. **Records & Reports:** Complete documentation as it relates to each of the activities listed above (incident reports, payroll, training, fire prevention, maintenance logs, etc.)

Action Plan

The following action plan reflects the various aspects and elements of the Emergency Services Division in regards to the expected goals and objectives that this Division is striving to achieve in this fiscal year:

Tulare County Fire Department
Emergency Services Division Action Plan
Fiscal Year 2014 / 2015

EMERGENCY SERVICE DELIVERY & RESPONSE				
ISSUE	**LEAD**	**DESCRIPTION**	**ACTION**	**TIMELINE**
Field Operations	**Norman/ Battalion Chiefs**	Plan, organize, direct, control and evaluate routine station and emergency response activities.	Maintain close communication at all levels of department hierarchy to pass on information and mitigate issues pertinent to all operational functions.	Ongoing
	Norman	Implement and maintain key elements of Master Plan in concert with recognized Standards of Cover methodology.	Present to Chief the need to cover Station 3 on a fulltime basis with existing personnel. Identify associated costs of EH Engineers needed for Water Tender coverage in the Cutler/Orosi response area.	11/15/2014
	Norman	Continue to evaluate levels of service as identified in NFPA Standards for adequate rural response times.	Evaluate response times in all areas of County for last year, and make recommendations for necessary adjustments to achieve performance compliance.	Ongoing
	Norman	Strategic Planning for future demands in sphere of influence areas of incorporated cities.	Conduct analysis of neighboring cities' growth and its impact on needs for our services at current station locations. Then create report on service delivery options and facility needs based on FD Strategic Plan.	11/1/2014
EMERGENCY SERVICE DELIVERY & RESPONSE **(Cont'd)**				
ISSUE	**LEAD**	**DESCRIPTION**	**ACTION**	**TIMELINE**
	Norman	Automatic and Mutual Aid agreements & contracts.	Develop and/or maintain effective relationships with neighboring agencies to include municipal, State and Federal partners as well as allied agencies.	Ongoing

	Norman	Cities of Exeter, Visalia, Farmersville, Porterville, Tulare, Dinuba, Lindsay Woodlake, Kings, Fresno & Kern Counties, Cal Fire, Sequoia NP & NF, US Fish & Wildlife.	Review contracts for development or update needs.	3/1/2015
Labor Management Relations	**Norman/ Battalion Chiefs**	Good relations are required with bargaining unit in order to handle challenges/ problems in a timely and proactive manner.	Meet with IAFF Local 4757 representatives on a quarterly basis in order to maintain a clear line of communication and resolve problems at their lowest level. Participate in negotiations between the County and TCPFA, and bargain in a good-faith manner.	Ongoing TBA/HRD
Chaplaincy Program	**Norman**	Establish a Fire Chaplain Program to meet the emotional and spiritual needs of TCFD personnel and County residents.	Develop a core group of Chaplains and provide training to assist in the support and well-being of affected personnel.	1/1/2015
Honor Guard Program	**Norman/Captain Bear**	Re-establish/Upgrade Honor Guard Program	Develop protocols and provide training for special events such as Funerals, Ceremonies, and other events	10/1/2014
Fire Corp/Auxiliary Program	**Norman**	Establish Fire Corp/Auxiliary Program in the Mountain Communities.	Develop membership, training, and standards for Mountain Community personnel to assist in fire and life safety issues.	3/1/2015
Fire Explorer Program	**Norman**	Expand the existing Fire Explorer Program to additional Battalion 1 and 2 Fire Stations.	Develop and expand the existing program to serve in the Porterville, Cutler/Orosi and Pixley Fire Station Service Areas	3/1/2015
Mountain Station Issues	**Norman/ Battalion Chiefs**	Stay ahead of potentially Challenging issues in the mountain communities.	Direct Battalion Chiefs to visit Mountain Stations at least every two weeks. BCs will report and update Operations. Develop Mountain Station SOG within context of meet & confer understanding.	Ongoing 10/31/14

FACILITIES				
ISSUE	**LEAD**	**DESCRIPTION**	**ACTION**	**TIMELINE**
Buildings & Grounds	**Norman/ Pavone/Newton**	Develop major projects or identify needs list for the fiscal year.	Battalion Chiefs to work Tech Svc. Bureau Chief to develop projects list. Review new requests when submitted.	9/1/2014 Ongoing

	Norman/ Battalion Chiefs	Identify necessary repairs to increase facility longevity and maintain safe environment required by OSHA.	Conduct annual inspections of stations Safety Inspections Admin Inspections	Per Matrix 10/1/2014 4/1/2015
PERSONNEL MANAGEMENT				
ISSUE	**LEAD**	**DESCRIPTION**	**ACTION**	**TIMELINE**
Standing Committees	**Bushrow**	Safety Committee Chair	Field personnel participate in committee activities to reinforce IIPP directives and promote general health and wellness.	Ongoing
	Hicks	Standards Committee Chair	Field personnel participate in committee activities to reinforce best practices and promote quality research and development of new equipment.	Ongoing
Personnel Functions	**All BCs**	Time Reporting	Timesheets and payroll completed for All FT and EH personnel.	Ongoing
	All BCs	Training	Suppression personnel complete and document training as required by ISO, OSHA, NFPA and TCFD SOGs.	Ongoing
	All BCs	Recruitment, Supervision, Performance Appraisal	Recruit the best personnel possible, lead, coach, counsel and/or discipline.	As Required
FIRE PREVENTION ACTIVITIES				
ISSUE	**LEAD**	**DESCRIPTION**	**ACTION**	**TIMELINE**
Fire Prevention Activities	**All BCs**	Complete fire prevention activities as required by CFC and Department SOGs.	Engine Companies to perform and document B&M Inspections, T-26 Inspections, Pre-Fire Planning Inspections, Public Ed.	As Required/ Ongoing
SERVICE & MAINTENANCE				
ISSUE	**LEAD**	**DESCRIPTION**	**ACTION**	**TIMELINE**
Pump Testing	**M. Pavone/ Newton**	Service test fire apparatus pumps as required by ISO in accordance with NFPA.	Battalion 1 and 2 pump testing to occur at PVL Station 71 and TUU HQ test pits.	12/1/2014
Hose Testing	**Pavone/ Newton**	Service Test Fire Hose.	All fire hose on engines, trucks, water tenders and patrols to be tested annually as required by ISO and NFPA.	4/1/2015
Hydrant Maint.	**All BCs**	Service Hydrants.	Engine Companies to service fire hydrants as specified in SOGs to meet ISO Requirements.	10/1/2014
Ladder Program	**T. Reese/ D. Shiers**	Inspect and maintain ladders. Ladder Testing.	All ground ladders to be inspected cleaned and maintained as required by OSHA, and SOGs. Aerial Ladders to be tested annually as required by NFPA and ISO. Ground ladders to be tested when integrity is compromised by heat or damage.	8/1/2014 3/1/2015 As Required
SCBA Program	**Green/ J. Renteria**	Repair and maintain SCBA components.	Perform level I/II maintenance as recommended by Draeger and as required by NIOSH, OSHA and NFPA.	On Going

		Air Quality testing. Air Cylinder Testing. Assess Program needs.	Conduct Air Testing as required by NIOSH and OSHA. Conduct Hydro testing per DOT Regs. Recommend expenditures for supplies.	As Required Every 5 yrs. As Required
Hose Program	**J. Newton / C. Diaz**	Repair and maintenance of fire hose.	Re-couple hose as required and recommend replacement quantities based upon un- repairable quantities.	Ongoing
Small Engines	**Hicks**	Service generators, saws, etc.	Co-ordinate with Assigned Captain in Even Years.	09/2016
Hurst Tools	**Hicks**	Service heavy rescue/Hurst tools.	Co-ordinate with Assigned Captain in Odd Years.	09/2015

Training Bureau Action Plan
July 1, 2014 to June 30, 2015

Introduction

The Training Bureau has responsibility for training and maintaining staff's abilities relating to equipment and procedures of the Tulare County Fire Department (TCFD) at a competent level. Emergency operations are inherently dangerous and personnel require training that provides maximum safety and the greatest efficiency in all procedures. The Training Bureau strives to present solid, realistic, ongoing and verifiable training. The program is designed to provide both career and reserve (Extra- Help) firefighters with hands-on training in firefighting, extrication, rescue, emergency vehicle operations, emergency medical services, hazardous materials operations and the incident command system (ICS).

Training

The Training Bureau focuses on three levels of development for our employees, which are; basic, competency and developmental. The training varies in length, ranging from self-study programs for the ICS courses, to 40 hours of training for certificated courses. Instruction is provided by outside experts, fire department training officers and members of the fire department's training cadre.

Basic Training includes new recruit mandated training, new driver/operator training and company officer training. Our new recruit program is based on the California Code of Regulations, Cal OSHA and nationally-recognized "industry standards." It provides basic safety operations that allow the new firefighter to respond to incidents and perform duties in a safe manner. Driver/operator training is based on the Code of Federal Regulations, Department of Transportation (DOT) regulations, California Vehicle Code, State Fire Training curriculum and department policy. Driver/operators supplement the full time workforce on a paid-on-call basis, and provide additional drivers for County apparatus. Company officers must meet the standards for this basic training and are provided with further technical and leadership training.

Competency Training takes place at departmental company and multi-company drills. Special training opportunities are offered, when available, with other agencies. This provides an opportunity to interact with other departments and work along side them before the emergency situation arrives. It also provides an opportunity to use other equipment and see other ways of doing tasks.

Developmental Training is provided by arranging for individuals to attend specialized technical training to improve their skills. This increases the knowledge base for the whole department and provides an opportunity to share that information amongst all department employees. This is sometimes a slow and expensive process but the bureau is moving in the right direction.

Safety

How firefighters interface with the hazards of our occupation is a matter of training and attitude. The risk of injury decreases with increased competency and awareness. The Training Bureau provides monthly safety training for every engine company member of the department which addresses current health and safety issues. Special training is provided relative to new equipment, new procedures for existing equipment and new policies.

Each County department is responsible for implementing an effective safety program. The Training Bureau is responsible for implementation and maintenance of the Injury and Illness Prevention Program for the fire department. A Safety Committee, which consists of employees

from all levels within the department, contributes to this program by making recommendations for safety policies, procedures, rules and standards to ensure safe working conditions and safe work practices. The Committee recommends means to eliminate or control hazardous physical conditions, as well as dangerous work operations, and recommends remedial actions when warranted.

Action Plan

The following action plan reflects the various aspects and elements of the Training Bureau in regards to the expected goals and objectives that this Bureau is striving to achieve in this fiscal year and beyond:

Tulare County Fire Department
Training Bureau Action Plan
Fiscal Year 2014/2015

TOP PRIORITIES				
ISSUE	**LEAD**	**DESCRIPTION**	**ACTION**	**TIMELINE**
Safety Program	Riggi Smith Kutka	Coordinate safety program for department and participate in quarterly Safety Committee meetings.	Review the cause of accidents, illnesses and exposures. Review deficiencies in returned Safety Inspection forms and ensure mitigation through chain of Command. Coordinate with safety committee to create methods and procedure for correcting workplace hazards. Coordinate maintenance of stations' IIPP manuals as new information becomes available.	Ongoing Ongoing Ongoing Ongoing
Training on new equipment	Smith Riggi	Train emergency responders on new equipment as it becomes available in compliance with California General Industry Safety Orders.	Provide safety training when assigned a new task or job for which training has not been received. Provide safety training when new substances, procedures or equipment are introduced into the workplace and represent new hazards. Provide safety training when the department learns of a new, previously unrecognized hazard.	Ongoing Ongoing Ongoing
Hazardous Materials Training	Smith Kutka	Deliver HAZMAT training to company staff according to Code of	Provide HAZMAT training to all firefighters prior to their being certified to respond to	Ongoing

		Federal Regulations, (CFR) Title 29 and CCR Title 8.	emergency incidents. Provide refresher training annually in accordance with CFR Title 29 and CCR, Title 8. Document training on an on-going basis as training occurs.	 June 30, 2015 Ongoing
Firefighter recruit academy program	Smith Riggi	Develop firefighter recruit academy classes & curriculum and deliver as necessary. Develop a training calendar and schedule for Mountain Station personnel.	Identify position competencies with consideration of mandated training, management priorities and department needs. Identify timelines for delivery of training within department guidelines. Identify classes that Mountain Station personnel will be authorized to teach.	Quarterly June 30, 2015 June 30th, 2015
Driver/Operator	Smith Riggi	Develop Driver/Operator training plan & curriculum and deliver as necessary. (including Truck Academies)	Identify training needs. Amend competencies task book Identify timelines for delivery of training within department guidelines.	Ongoing Ongoing Ongoing
Succession Planning	Smith Riggi OA3	Develop a department training and career development plan for all classifications.	Identify training needs for each classification within the Fire Department. Break out training plan relative to; job required, job related or job enhancement. Illustrate training needs format. Insert career development taskbooks into matrix as part of the job enhancement element. Identify costs associated with training plan.	June 30, 2015 June 30, 2015 June 30, 2015 January 1, 2015 June 30, 2015
Department Training	Smith Riggi Kutka	Identify and deliver training to all Tulare County Fire Department Personnel.	Identify sources for training. Develop methodology for training delivery. Utilize Target Solutions for training tracking, certificate entry, etc. Review HR job descriptions as of January 1, 2014; make sure they line up with training plan.	Ongoing Ongoing Ongoing June 30, 2015

Monthly company drills and All Hands Training	Smith Riggi Kutka	Coordinate monthly company drills & biannual "All Hands" Trainings for Full-Time Staff.	Identify priority company training needs for fiscal year 2014-2015. Develop a timeline and distribute to all stations and chiefs. Develop curriculum for each training no later than two weeks prior to its delivery. Document training on an ongoing basis in the Target Solutions program.	December 31, 2014 December 31, 2014 Ongoing Ongoing

OTHER GOALS				
ISSUE	**LEAD**	**DESCRIPTION**	**ACTION**	**TIMELINE**
Company Officers' academy program & curriculum	Smith Riggi Kutka	Develop Fire Lieutenant's Academy classes & curriculum & deliver as necessary. Testing and Evaluation of Probationary Lieutenants	Identify position competencies with consideration of mandated training, management priorities and department needs. Develop a training needs assessment process to identify performance deficiencies that meet or exceed skills pertaining to position responsibilities. Identify timelines and limitations for delivery of training within department guidelines. Develop curriculum for academy modules prior to delivery. Probationary Period- testing, to include but limited to written exam and skills testing, prior to end of probationary period.	Review Ongoing Review Ongoing Review Ongoing Review Ongoing Ongoing
Multi-company drills.	Smith Riggi	Coordinate quarterly multi-company drills for engine company staff.	Identify priorities for multi-company training needs for the year. Develop a timeline and distribute to all stations and Chiefs. Develop curriculum for each training session in the quarter prior to its delivery. Document training on an ongoing basis to maintain accuracy.	January 1, 2015 January 1, 2015 Quarterly Ongoing
CPR and First Aid	Riggi Kutka	Develop First Aid and CPR training for all staff & deliver in frequencies mandated by California Code of Regulations, CCR, Title 22.	Provide initial EMS training to all new firefighters prior to certification to respond to emergency incidents. Provide refresher training annually to maintain employee currency in accordance with Title 22.	Ongoing Ongoing

			Monitor and apply changes to CCEMSA policy/ Title 22.	Ongoing
Extra-Help	Riggi Smith OA3	Coordinate all aspects of extra-help firefighters and engineers program. Track all hours for Firefighters and Engineers to comply with ACA.	Support staff to provide applications for new employees and process hiring in a timely manner. Distribute, collect and process pay cards each pay period and distribute checks to personnel in a timely manner. Track hours and attendance of classes, training and responses through internal database quarterly.	Ongoing Ongoing Monthly Ongoing
Tracking of training provided	OA3	Track hours and attendance of all classes	Track hours and attendance monthly and quarterly by input and review of data. Support staff to check periodically to identify individuals who have not maintained currency via annual certification form. All special courses and their delivery to be documented through ERS and updated quarterly, if necessary.	Ongoing Ongoing Ongoing
CSFM Firefighter I & II certification	Kutka Smith Riggi OA3	Provide methodology for all full-time engine company staff that do not have CSFM Firefighter I & II certification to achieve it and Volunteer certification.	Survey training records and identify those staff that lack certification. Identify areas of deficiency. Develop remediation plan & associated costs.	Ongoing Ongoing Ongoing
Curriculum Revision	Smith Riggi	Revise/Develop Engineer Step II classes/	Update curriculum on VFSM & Command Basics.	June 1, 2015
Captain Responsibility Training	Kutka	Provide training to All Fire Captains on ERS Report and PAF writing	Updated information on ERS Templates and how to properly write and complete a PAFs for Lieutenants	December 31, 2014

Fire Prevention Unit Action Plan
July 1, 2014 to June 30, 2015

Introduction

Fire Prevention is that part of a fire department that provides an increased degree of fire and life safety to the citizens of the community through the application and enforcement of building and fire regulations and statutes. Proper fire prevention has a direct impact on the frequency, severity, economic impact and loss of life caused by fires regardless of cause. The majority of fires having large losses of life in the United States had a direct connection to uses or practices that could have been prevented through an effective fire prevention program. Our end goal is to save lives and property and prevent needless injuries.

Fire Prevention has three basic elements - **Enforcement, Education and Engineering.** These can be described as follows:

- **Enforcement:** This is done through fire safety inspections of existing structures and occupancies for conformance with adopted standards. This is followed by revisits of the inspected facilities to verify completion of the identified deficiencies. These inspections would be conducted for clinics, day care centers, residential care facilities, organized camps, schools, assembly occupancies, hotels, motels, apartment buildings, jails and detention facilities, businesses, mercantile occupancies, packing houses, cold storage facilities, storage facilities, processing facilities, office buildings, health care facilities, ethanol plants, gas stations, etc.

  Enforcement would also entail inspection of facilities that have intended uses such as public fireworks displays, retail firework stands, Christmas tree stands that apply flame retardant to Christmas trees, the use and storage of hazardous materials, welding and utilization of flammable materials or chemicals in processing operations.

  Enforcement is also carried out through a Hazard Abatement Program that reduces the risk of fire due to excessive combustible vegetation and other exterior combustible hazards through the identification and abatement of lots or property that have overgrown weeds, grass or other combustibles.

  Yet another aspect of enforcement is the investigation of all fires whether they are from natural, accidental or deliberate causes.

- **Education:** This element is carried out by the delivery of Public Fire Education Programs that will reach and educate the general public, high-risk groups, children, elderly and the non-English speaking persons. This is done though programs such as juvenile fire-setters, a smoke alarm distribution and installation program, community First Aid and CPR, NFPA Firewatch, Sparky the Dog and other programs that partner with public schools at the different grade levels. This would also include programs that are disseminated at community events such as the County Fair and community festivals.

- **Engineering:** This is done through the plan review of new building construction and associated fire protection systems for conformance with all adopted codes and standards. This is also done by evaluating fire department access and water supplies for fire suppression purposes. In this process, there is also technical consultation given and meetings with architects and engineers relative to their submittal of an alternate means of protection. This is followed by field construction inspections to verify that all construction is in accordance with approved plans and that all fire protection systems are installed properly. Part of this process is the acceptance testing of all fire protection

systems and devices, whether they are fire alarms, automatic sprinkler systems, emergency generators and fire pumps, smoke removal systems, etc.

Code interpretations are a very important engineering element of fire prevention. The Bureau is required to provide written code interpretations to all design professionals when requested, as well as to the public relative to the intent of any specific section of the code or adopted standard. This clarification allows the designers to provide a safe building design and saves them time and money in the course of the project.

Workload Analysis

A workload analysis that was based on the latest existing building inventory shows the need for 5 Fire Inspectors, 2 Fire Prevention Captains, 1 Battalion Chief, 1 Clerical support to effectively accomplish the Bureau's workload. Overall, program management and coordination is provided by a Division Chief. This is a conservative analysis that includes the participation of all engine companies conducting inspections of local businesses and mercantile occupancies with 3 Fire Prevention Inspectors conducting the more complex occupancy inspections.

Workload for the Prevention staff is distributed as follows:

7. Two Fire Inspectors doing safety inspections of existing buildings as well as construction inspections.
8. One Fire Inspector doing plan review and construction inspections.
9. One Fire Inspector coordinating the hazard abatement, public fire education programs, and assisting with inspections as needed.
10. Two Fire Prevention Captains supervising the Fire Inspectors, coordinating the Prevention programs, conducting fire investigations, and assisting with inspections as necessary.

The fire and life safety workload of existing buildings grows with each home, structure or facility that is built within the County area outside of corporate cities. Currently, we have a total of **2,930** facilities. It must be recognized that these figures represent existing facilities and not buildings, as some of these facilities have multiple buildings, such as schools.

Other aspects of Fire Prevention such as plan review, construction inspections, consultation with design professional, public fire education, hazard abatement, fire investigations, code interpretations, alternate means of protection, meetings relative to large projects, special use inspections, etc., also play a large part in the Fire Prevention workload but cannot be readily enumerated in the manner that the inspection of existing buildings can. The overall Bureau accomplishments are best exemplified at the end of the fiscal year through an annual report.

Fire Prevention Action Plan

The following action plan reflects the various aspects and elements of the Fire Prevention Bureau in regards to the expected goals and objectives that this Bureau is striving to achieve in this fiscal year. Those marked with an asterisk (*) will go on beyond this fiscal year as they are long-term projects.

Tulare County Fire Department
Fire Prevention Bureau Action Plan
Fiscal Year 2013/2014

TOP PRIORITY

ISSUE	LEAD	DESCRIPTION	ACTION	TIMELINE
Smoke and Carbon monoxide alarms for hearing impaired	McLaughlin D. Cornett	Upgrading the wiring in those identified residences of the hearing impaired to allow the installation of smoke and carbon monoxide alarms.	Work cooperatively with community leaders and service originations to upgrade the wiring in the identified residences of the hearing impaired allowing us to install smoke and carbon monoxide alarms.	October 31, 2015.
Statutory Inspections	D. Cornett J. Rosa	Conduct inspections of all schools, hotels, motel, apartments, and day care centers on annual basis; jails & detentions every two years as established by law.	Review work progress quarterly with inspectors to achieve inspections completed within mandated timeframes.	1st October 15, 2014 2nd January 15, 2015 3rd April 15, 2015 4th July 15, 2015

INSPECTION PROGRAM

ISSUE	LEAD	DESCRIPTION	ACTION	TIMELINE
Inspection of all other occupancies.	D. Cornett J. Rosa	Inspect "A", "B", "C", "H", "F", "M", "S", "U" occupancies based on established department frequencies.	Review work progress of inspectors and engine companies quarterly to achieve inspections completed within set timeframes. The send late list to notify inspectors and engine companies of the delinquent inspections.	1st October 1, 2014 2nd January 1, 2015 3rd April 1, 2015 4th July 1, 2015

Inspection of License Care facilities	D. Cornett J. Rosa	Inspections of all Residential Care facilities needing fire clearance to operate.	Process and route pre-inspection requests to inspectors. Field inspectors conduct inspection and submit paperwork to supervisor. Information entered into Excel data base, create file in file cabinet.	As Requested Within 1 week of request Ongoing
Construction Inspections	D. Cornett J. Rosa	Conduct timely new construction inspections of projects approved by the permit center.	Inspectors respond to RMA construction requests.	Ongoing
Fireworks booth inspection and public display	J. Rosa Fire Inspectors	Conduct inspections of all fireworks booths and public displays.	Receive and process applications. Deliver safety program to retailers Conduct safety inspections of booths. Process public display applications and permits. Conduct safety inspections of public display prior to show.	June 1, 2015 June 14, 2015 June 28- July 4, 2015 As received Day of event
Training for Fire Inspectors	J. Rosa McLaughlin	Provide monthly training for inspector Participate in local and regional prevention organizations and classes as they become available.	Attend training classes as provided or needed. Attend Central Valley Fire Prevention Officers Association meetings and training.	Ongoing As time allows

PLAN REVIEW

Fire and Life Safety Plan Review	D. Cornett A. Miller	Review construction plans for projects issued by building permit center.	Conduct timely review of all plans and projects submitted through permit center, try to maintain a 7 day turn around. Conduct monthly reviews and make adjustments to maintain time frames. Provide fire department participation on special use permits. Review Environment Impact reports. Provide code consultation service to owners and associated disciplines. Attend and participate in county planning committee meetings.	Ongoing Monthly As Required As Required As Required As Required
FIRE INVESTIGATIONS				
Training for Fire Investigators	McLaughlin	Attend investigation classes as they become available.	Take advantage of classes as offered. Review class cost relative to budget.	Ongoing Ongoing
Participation in fire prevention organizations	D. Cornett J. Rosa	Attend local investigation meetings when available.	Attend Central Valley Arson Investigator Association meetings. Attend California Conference of Arson Investigators meetings. Attend Fire Investigator Strike Team (FIST) meetings.	Monthly As scheduled As scheduled
Participate Interagency meetings with TCSO	D. Cornett J. Rosa	Attend local meetings with TCSO when available.	Meet with TCSO quarterly to share and coordinate information.	Quarterly
Juvenile Fire Setter Program	J. Rosa C. Allen	Review Fire Setter Program.	Track incidents involving juveniles to measure effectiveness.	Quarterly
HAZARD ABATEMENT				
Hazard Abatement Program	J. Rosa C. Allen	Reduce number of fires through hazard abatement program.	Implement elements listed in the Hazard Abatement Plan.	As scheduled
PUBLIC EDUCATION				

Collect Fire Prevention Data	C. Allen	Ensure monthly fire prevention data is collected from field. Gather fire prevention data and transfer to fiscal year summary.	Collect and correlate monthly data sent by field. Ensuring all stations submit data on time.	Ongoing
Public Education School Program	C. Allen	Teach children fire safety strategies at an early age.	First grade school presentation by C. Allen Second grade student visits to fire stations. Third grade school presentation by C. Allen. Track number of public interactions.	April 1, 2015 April 1, 2015 April 1, 2015 Ongoing
Community Fairs	C. Allen	Represent fire department at community events and fairs.	Work with engine companies to deliver public education material in communities.	Ongoing
GENERAL PREVENTION ISSUES				
Review Fee Schedule	McLaughlin D. Cornett	Capture all the elements of inspection services performed.	Collect time and mileage values for each inspection service provided.	January 1, 2015
Reconcile WIMS & Excel Database Discrepancies	McLaughlin	Ensure all elements of inspection progress are captured. Examine all formulas.		October 15, 2014 October 15, 2014
SFM Residential Care Facilities Advisory Committee	D. Cornett	Continue to participate on committee.	Attend quarterly meetings.	As scheduled
ERS data coordination	J. Bushrow	Ensure ERS incident data is completed per SOG-005. Quarterly send incident data to SFM.	Review data and sent out late list to field. Coordinate with Operation Chief to ensure compliance. Using NFIRS transfer module send incident data.	Ongoing Ongoing
Palms / Energov	McLaughlin D. Cornett J. Rosa	Stay current with Energov and Palms project.	Participate in Energov and Palms planning meetings. Provide interface/testing training to key users. Identify key users Provide user training to all users. Go live and utilize new system.	Ongoing Completed September 1st 2014 September 30th 2014 October 6th 2014

		Evaluate system use and functionality	Assess users	December 2014

FireComm Action Plan
July 1, 2014 to June 30, 2015

Introduction

The Tulare County Fire Communications Center or "FireComm" is a critical component in the provision of fire and emergency services to the people in the unincorporated areas of the County as well as the cities of Exeter, Farmersville, Woodlake, and the Tule River Indian Reservation by contract.

FireComm personnel are the first point of customer contact at perhaps the customer's greatest time of need. The ability of an Emergency Dispatcher to quickly, calmly and accurately obtain information from a 911 caller is a critical component of any emergency. The Dispatcher must assess the caller in a rapid manner, while simultaneously entering the call data into the Computer Aided Dispatch (CAD) System. This action is at the very heart of an emergency response. Fire units are dispatched over radio frequencies that alert on-duty career personnel from single or multiple stations. Simultaneously, on call Extra-Help personnel are notified of the emergency by pager.

Dispatchers also track the status of apparatus and equipment as they respond to, and at, the scene of emergencies. In addition they support the incident commander by sending additional equipment, making notifications to other agencies, or requesting utility companies to assist at the scene.

Emergency Dispatchers also coordinate information for joint response with allied agency dispatch centers including Emergency Medical Services (EMS), Tulare County Sheriff's Office, California Highway Patrol (CHP), State and Federal Forest Agencies as well as local municipal Public Safety Answering Points.

Workload Analysis

FireComm processes over 12,000 calls for service annually. This occurs twenty-four hours per day, seven days a week, throughout the year. These calls range from structural, wildland, vehicle, agricultural and other fires, to EMS/Rescue incidents such as traffic accidents, industrial entrapments and various hazardous conditions such as chemical spills, leaking gas, downed electrical wires or flooding conditions.

Personnel Allocations

FireComm staffing is comprised of 10 personnel. The breakdown of allocated positions is as follows: 1-Dispatch Supervisor who manages the day-to-day activities of the center. 2-Emergency Dispatcher III positions who function as lead workers that assist in supervision of personnel and activities, and 7-Emergency Dispatcher I/II positions which are flexibly allocated based upon an employee's time in grade, experience and training. The key characteristic of the level II position is the ability to work independently under minimum direct supervision, and the ability to train level I Dispatchers. Several Extra Help Dispatchers are maintained and utilized during personnel shortages created by vacancies or short term coverage needs such as vacation, sick leave and peak workload periods. All personnel cover working dispatch consoles as required. Overall upper level program administration is provided by a Chief Officer.

Action Plan

The following action plan reflects the various aspects and elements of the Fire Communications Center in regards to the expected goals and objectives that this section is striving to achieve during the planning period.

Tulare County Fire Department
Communications Center Action Plan
Fiscal Year 2014/2015

Staffing				
ISSUE	**LEAD**	**DESCRIPTION**	**ACTION**	**TIMELINE**
Staffing of Communications Center	Simoes	Fill Dispatcher I and II vacancies	Work with HR for certified lists. Conduct Interviews and choose successful candidates.	Ongoing Ongoing
Processing of candidates	Prevention	Background and hiring logistics	Contact investigator, Live scan, drug test, coordinate with Jasmine & Sandy.	Ongoing
Develop Extra-Help employees as needed	Simoes	Guide applicants through HR process	Work with HR for certified applicant pool to draw qualified candidates from.	Ongoing
CAD / COMPUTER				
ISSUE	**LEAD**	**DESCRIPTION**	**ACTION**	**TIMELINE**
CAD/Run Order Errors	Simoes	Identify problem areas and solutions (station numbers, Cal Fire, etc.) disbanded companies	ID costs for ADSI CAD vendor to correct geobase errors remaining since implementation in 2007. Interface with TCSO for Map force tools and updates.	September 30, 2014 September 30, 2014
Fire Demand Zone (FDZ)	Simoes/Cruz	Automatic Aid boundaries Rural vs. urban response to dispatch water tenders where needed.	Amend FDZ to reflect auto aid response. Amend wall maps and SOPs for auto aid. Research “Hydrant Fire” in CAD or other solutions to clarify boundaries in CAD.	October 31, 2014 October 31, 2014 October 31, 2014
Update computer capacity to streamline operations	Cushing	Need to purchase new PCs and “multiplicity” software to allow dispatchers to control multiple screens with one mouse.	Work with IT Dept. ID costs, obtain approval, purchase and install towers, speakers, screens, software for mice operations.	October 31, 2014 October 31,2014
Back up Computer equipment	Cushing	Need to secure back up equipment in the event of system failure	Build a supply of computer parts as backup equipment	Ongoing
Radio				
ISSUE	**LEAD**	**DESCRIPTION**	**ACTION**	**TIMELINE**
Steered toning and transmission	Smith	Influx of new repeaters creates complexities.	Work with Radio Shop personnel for signal effects to direct steering.	August 31, 2014
Program mobile and portable radios	Smith	New channel loads to meet recent fire service changes.	Work with Radio Shop for programming.	August 31, 2014

911 / Telephone				
ISSUE	**LEAD**	**DESCRIPTION**	**ACTION**	**TIMELINE**
911 Upgrade	Simoes	Upgrade ANI/ALI, screens and phones to replace old equipment.	Contact CA 911 Authority to install current technology.	October 31, 2014

Training / Professional Development				
ISSUE	**LEAD**	**DESCRIPTION**	**ACTION**	**TIMELINE**
Train new Dispatchers	Simoes, ED IIIs & IIs	Develop and/or refine existing dispatcher training program to include field orientation component.	Update training book and program objectives to include different phases of training. Develop a classroom type training Develop trainee position task book. Coordinate with Training Bureau.	July 1, 2014 July 1, 2014 June 30,2015 June 30,2015
Train existing dispatchers	Simoes	Develop objectives for continuing competency.	Implement exercises, drills, and scenarios in conjunction with self study practices.	Ongoing
Library	Simoes	Develop library of DVD, print and online resources.	Identify costs for purchase.	Ongoing

SOPs/SOGs				
ISSUE	**LEAD**	**DESCRIPTION**	**ACTION**	**TIMELINE**
Develop / update SOP's as needed	Simoes / Adney	As there are improvements to procedures, update the SOP for the dispatchers	Develop / update SOP for FireComm	Ongoing

Emergency Operations and Support				
ISSUE	**LEAD**	**DESCRIPTION**	**ACTION**	**TIMELINE**
Emergency Dispatch	Simoes	Effectively and efficiently dispatch equipment to emergency incidents in a consistent manner.	Process 911 and routine calls. Dispatch appropriate resources utilizing CAD and/or maps. Monitor and support active incidents. Status equipment, terminate incidents, and collect and display data.	Ongoing
Portable Radios	Elizondo	Inventory and repair.	Maintain current inventory issue and track and repair.	Ongoing

Supply Center Action Plan
July 1, 2014 to June 30, 2015

Introduction

The Fire Department Logistics function is handled by the Supply Center. This function includes the ordering of supplies in support of the operations of 27 fire stations and 3 support facilities. This includes household, vehicle and yard maintenance items, office supplies and other special orders. Supplies are delivered on a routine schedule or on an as needed basis as the case may be.

Specialized Fire and Emergency Services Equipment is also procured, stored, maintained and repaired through the Supply Center. All surplus materials requiring disposition for disposal or donation are processed through the facility. Historical locations for disposal are the Tulare County Surplus Store, TCFD Explorer Program, Local College Fire Academies, The California State Firefighters Association surplus equipment program or the Bombero program which sends used apparatus & equipment to Mexico in collaboration with the California Fire Chiefs Association.

The year round support of field emergency responders at the scene of emergencies is of critical importance. The fire department maintains a comprehensive responder rehabilitation policy. A key aspect of this program is the provision of fluid replacement and nutrition for firefighters on extended emergency incidents. Typically, Supply Officers must respond to incidents involving large structural, wild land, or haystack fires and other all-risk incidents such as hazardous materials spills or major flood operations.

In addition to the provision of ice chests for cold drinks and food from contract vendors, supply vehicles also provide pop-up shade shelters and misting/cooling fans for use in the responder rehabilitation area. This function is required by Cal OSHA regulations as part of an employer's Heat Illness Prevention Program (HIPP).

The Supply Center also supports emergency operations by providing hose bridges and traffic cones for use on extended incidents. The Center maintains an extensive inventory of structural and wildland fire protective clothing and equipment. At times Supply Officers must issue gear to entire companies of firefighters whose gear may have been contaminated by infectious or hazardous materials.

Personnel Allocations

Two fulltime and one extra help positions are allocated. One fulltime position is a Warehouse Supervisor and the other fulltime position is a Warehouse Worker. The Extra Help Warehouse worker supplements on a as need basis. These positions are termed "Supply Officers" as a working title within the fire department. During occasions of special need or peak workload, overall program supervision is provided by a Chief Officer.

Vehicle Allocations

A supply van and a stake side truck with a hydraulic platform lift are permanently assigned for use by Supply Officers. A small utility pickup is assigned for transportation and deliveries to be more frugal on fuel consumption. At times an additional van and utility pickup are pressed into service from the Fire Administration facility. These additional vehicles serve as a reserve when a vehicle is out of service, or when multiple incidents or details must be supported or carried out simultaneously.

Action Plan

The following action plan reflects the various aspects and elements of the Fire Department Supply Center in regards to the expected goals and objectives that this section is striving to achieve during the planning period.

Tulare County Fire Department
Supply Center Action Plan
Fiscal Year 2014/2015

Staffing				
ISSUE	**LEAD**	**DESCRIPTION**	**ACTION**	**TIMELINE**
Extra Help	Brunelle	Build capacity for peak workload demands when deemed necessary	Identify & Train Extra Help employees to function in the Supply Center and for emergency response.	December 31,2014
Materials Management				
ISSUE	**LEAD**	**DESCRIPTION**	**ACTION**	**TIMELINE**
Supply Distribution	Whitendale	Update ordering system	Determine which items are obsolete and remove from catalog. Provide updated catalogue in the Emergency Reporting System Continue to upgrade the electronic ordering system.	September 30,2014 September 30,2014 May 30, 2015
Inventory Control	Whitendale/ Brunelle	Define current inventory & determine order points for various equipment & expendable supplies	Complete inventory documentation of structural & wild land PPE and other fire/rescue equipment. Complete electronic tracking system for assigned PPE and Fire/Rescue equipment. Investigate electronic inventory system for household supplies for ordering from vendors.	March 31, 2015 March 31, 2015 March 31, 2015
Damaged items	Whitendale/ Brunelle	Identify out of service items. Establish a written process for removing and/or replacing items.	Continue to identify surplus or unusable items at Supply Center and follow appropriate process. Provide clear concise written directions for the field to explain the appropriate process to replace damaged items. Identify and remove unusable items at the stations and follow appropriate process.	May 31, 2015 March 30, 2015 May 31,2015
Emergency Operations Support				
ISSUE	**LEAD**	**DESCRIPTION**	**ACTION**	**TIMELINE**
HIPP	Brunelle	Fluids and cooling	Ensure adequate supplies of fluids are on hand to provide for incidents.	Ongoing
Fire line meals	Warehouse Supervisor	Deliver meals to extended emergency incidents.	Update food vendor list for incident support.	December 31, 2014

Training/Professional Development				
ISSUE	**LEAD**	**DESCRIPTION**	**ACTION**	**TIMELINE**
Train Supply Officer	Whitendale	Train Supply Officer (Warehouse Supervisor)	Develop a manual for processes used at the Supply Center Develop a training program to allow all Supply Officers to become familiar with all ordering and documentation.	January 31, 2015 June 30, 2015
Train Existing Supply Officers	Whitendale	Develop individual objectives for continuing competency	Create a training program that address critical areas that need to be improved by supply officers.	June 29,2015

Facility & Vehicles				
ISSUE	**LEAD**	**DESCRIPTION**	**ACTION**	**TIMELINE**
Vehicle Readiness	Brunelle	Safety & Serviceability	Checkout, wash, inventory and maintain assigned vehicles	Ongoing
Facility Maintenance	Brunelle	Clean & Repair as needed	Identify needed repairs Coordinate with facility maintenance.	Ongoing