

Strategic Operations Plan



2019

Barstow Fire Protection District



Mission

Our mission is to protect lives and property of all people within our district by providing fire, emergency medical, and non-emergency services



Vision

Be the best we can be. Strive for excellence in both emergency and non-emergency services

Customer service is the focus. Work to provide services to our resident and non-resident customers.

Our most important assets are our employees. Strive to help employees reach their potential through training, mentoring, counseling, education, and role model opportunities.

Be good guardians. Use fiscal and human resources in a responsible manner.

Teamwork is vital part of the foundation. Develop partnerships and networks through active interagency and jurisdiction interface.

Integrity is always maintained. Maintain high ethics and standers.

Organizational Chart

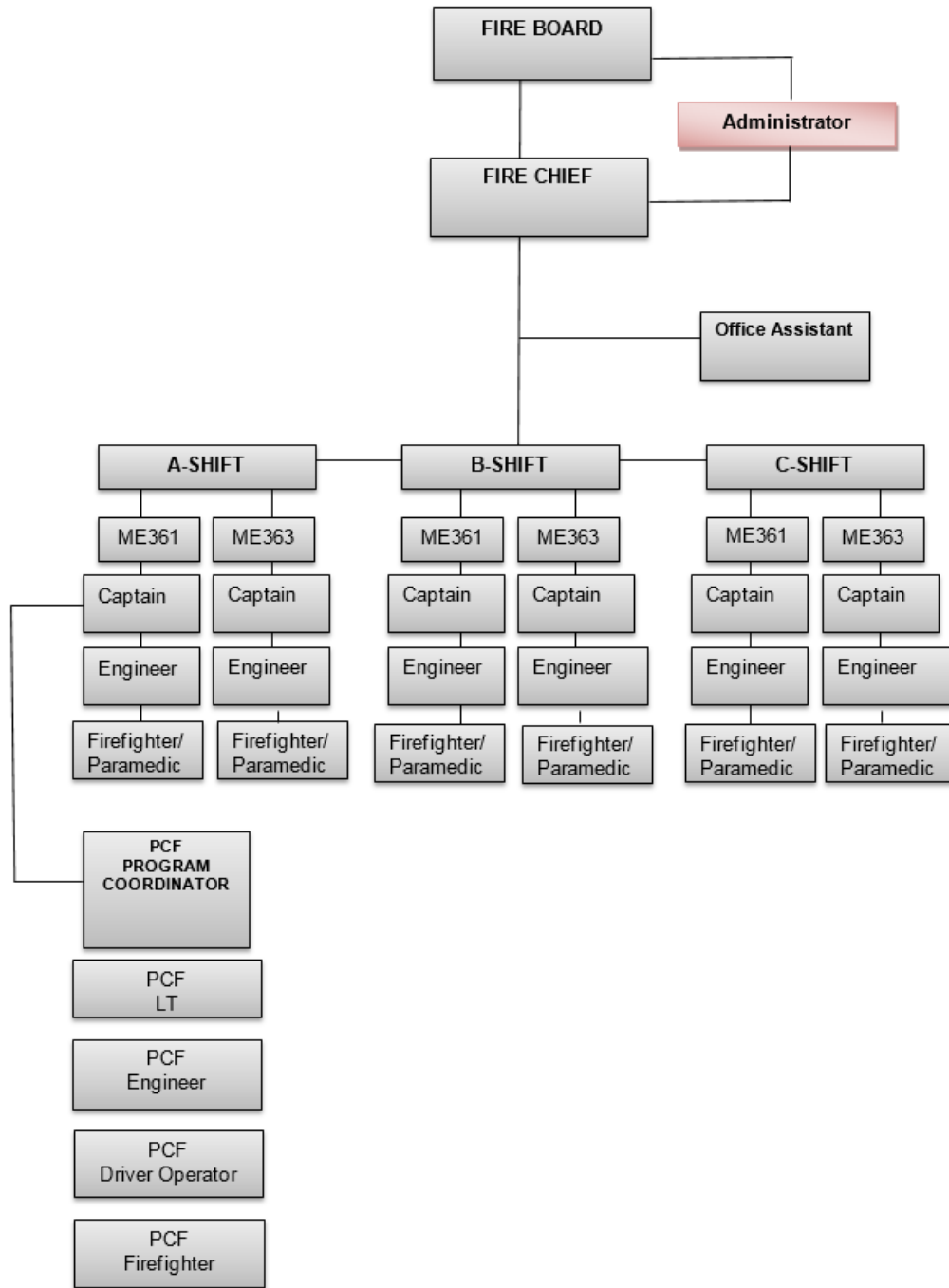


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Forward From the Chief



I am proud to present the Barstow Fire Protection District's strategic plan for 2019-2023. In order to provide comprehensive fire, rescue and emergency medical services to those who work, live and play in Barstow, the Barstow Fire Department must continuously respond to changes, solve problems, collaborate on issues, assess community needs and develop viable solutions. Like many fire departments in our region, we have seen a steady increase in calls for service which challenge our core program service delivery expectations. The strategic planning process allowed us to evaluate all aspects of how we provide service to the City of Barstow and the Fire District as a whole, compare that to industry standards and best practices, then develop a plan to ensure we do the very best we can with the resources we

have been provided.

This Strategic Plan serves as a living document and a work in progress, subject to change under changing circumstances. It was developed using a Community-Driven Strategic Planning process that included input from different groups composed of members of the Department and from the community at large; as well as ongoing discussions, collaborations and input from BFPD staff, Executive staff and City Council. The Strategic Plan is written in accordance with the guidelines set forth by the Center for Public Safety Excellence - *Fire & Emergency Service Self-Assessment Manual* 9th edition.

Since its establishment in 1926, BFPD has a proud tradition of providing excellent service to the community. The growing demand for services, combined with the ever increasing costs of service delivery, make it imperative that an effective Strategic Plan be put into place that will maintain the high standards expected by the community. This document is a culmination of BFPD's efforts to detail how it will meet the needs of the community, how it will prioritize those needs, and establish timelines to achieve those needs.

In closing, I would like to thank those involved in this process and Local 2325 for their support in our strategic planning process. The idea that the men and women of the Barstow Fire Department are actively engaged in an ongoing process for improvement is exciting to me. Our members' commitment to this strategic planning process clearly shows their commitment to the community of Barstow. As an organization, we stand united and committed to accepting the challenge of making these strategic goals a reality, enhancing the services we provide our residents, and meeting our future needs.

Organizational History

On May 24, 1926, the San Bernardino County Board of Supervisors authorized the formation of the Barstow Fire Protection District, and Dr. A.C. Pratt, R. M. Dillingham and E. L. "Gene" White were the first district commissioners. E. L. Gene" White" was the first fire chief.

The District included approximately four-square miles and had no equipment for firefighting. The population was barely 1000. The total assessed tax valuation was less than one million dollars. In September 1926, through a tax initiative by the tax payers, the District acquired its first fire engine, a 1922 Model T Ford. "The new chemical engine made its first emergency call and made a good showing," the Printer (a local newspaper) reported on Nov. 4, 1926. After that, it was possible to buy fire insurance in Barstow.

In January of 1936, the District continued to expand and the first fire station was incorporated within the town meeting hall, to be located at 209 North First Avenue. The Town Hall/ Station was dedicated on September 23, 1939. Volunteers were called to emergencies by sirens that were placed throughout the community. Personnel would respond to their station for that assignment. The first person to arrive at the station would then call the alarm center, (located in someone's house) to get the assignment and write it on a chalk board.

The District expanded in the early 1950's. Two stations were built and equipped with apparatus. One was located on Nancy and "G" Street and the other on Paris, just off of West Main Street in Lenwood. An additional station was built behind a house on the Northeast corner of Bigger Street and Adele Drive. On July 1, 1957, the District changed from an" all-volunteer "district to a combination of volunteer and career personnel. The present fire station at the top of Barstow Road was completed in 1979.

In early 2010 the City Council and Fire Board held a joint meeting and approved an application to change the Fire District to a subsidiary district of the City. In November of 2010 the Fire Board and City of Barstow were granted approval from the Local Agency Formation to change the District from being an independent special district to a subsidiary district of the City of Barstow. The only significant change is that the City Council now serves as the Fire Board.

Demographics

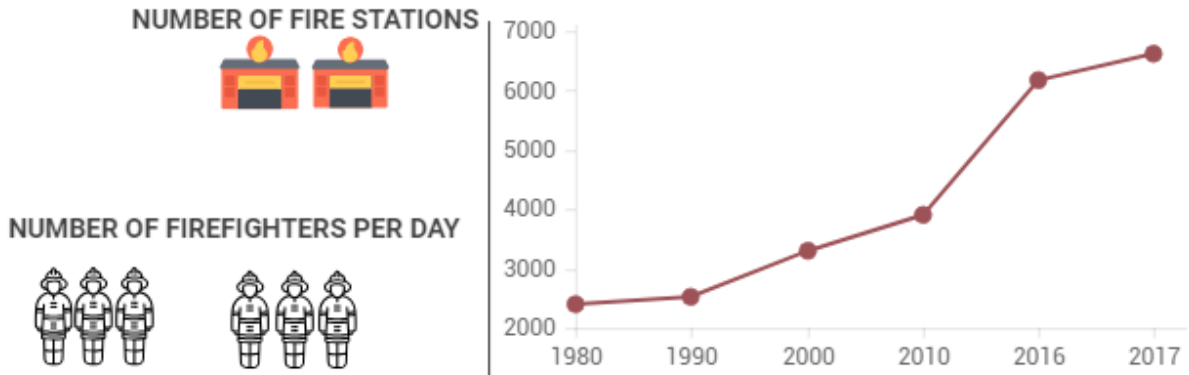
The following presents a framework to illustrate the size and scope of services provided.

QUICK FACTS

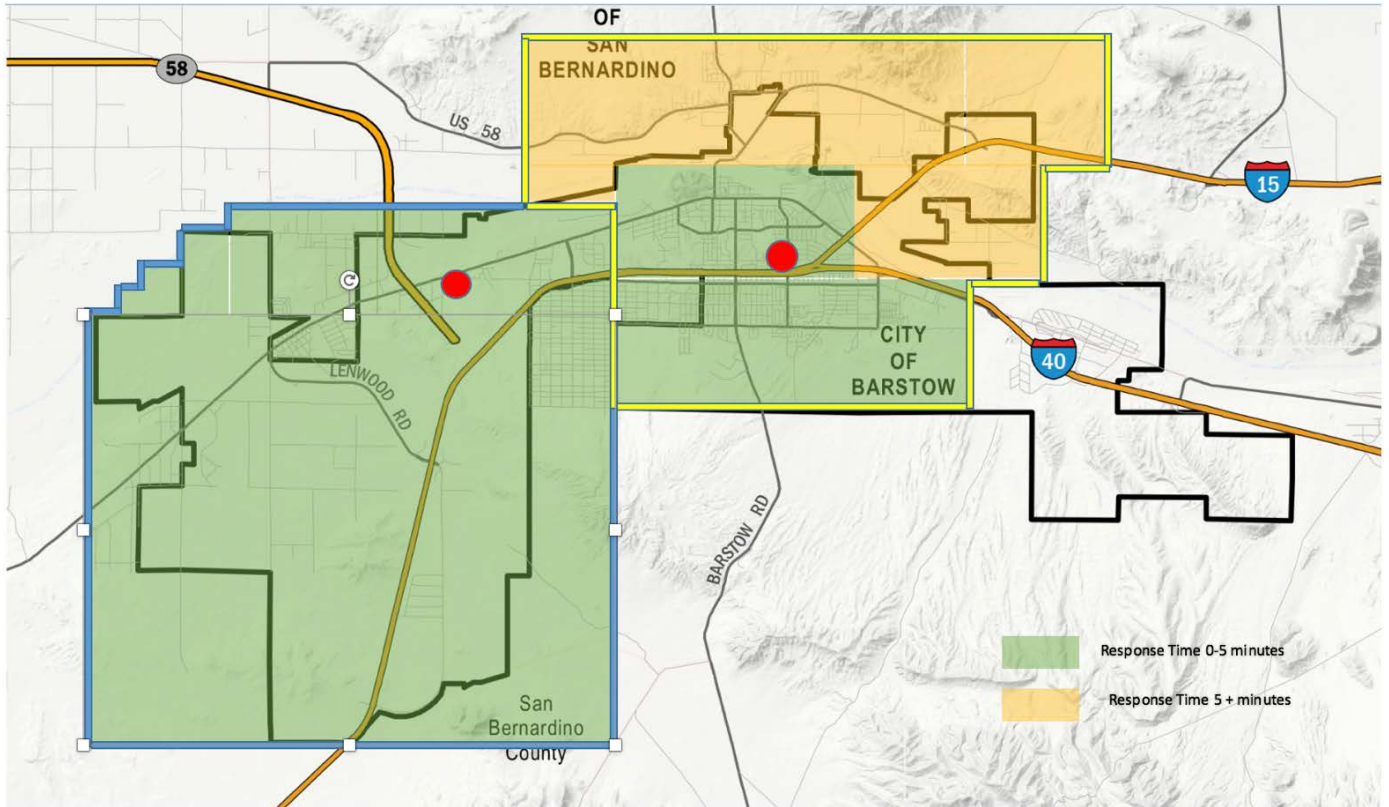
●	POPULATION SERVED	47,946 TOTAL POPULATION SERVED 23,407 City Residents 24,539 Unincorporated Residents
●	SQUARE MILES SERVED	60 SQUARE MILES TOTAL 41.39 City Boundaries 44.39 Unincorporated Boundaries
●	FIRE DISTRICT BUDGET	FY 2018 -2019 \$5.6 MILLION

●	ISO RATING	4 - City Rating 9 - Unincorporated Rating
●		The ISO Public Protection Classification (PPG™) is an evaluation program that provides important information on the quality of public fire protection in nearly 50,000 fire protection areas across the United States. We analyze fire departments, water supply systems, emergency communications, and community risk reduction efforts and assign a PPC grade from 1 (superior property fire protection) to 10 (does not meet ISO's minimum criteria).

CALLS FOR SERVICE



Barstow Fire Protection District Fire Station Map



Community Expectations

Understanding what the community expects of its fire and emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs. In certain areas, education on the level of service that is already available may be all that is needed. The Fire District has gathered input on several occasions throughout the years from the public. Starting in 2008 and again in 2018, surveys and community groups such as the Community Advisory Group (formed in 2007-2008) the district has compiled expectations provided by our citizens. Following are the expectations of the community's external stakeholders:

Table 3: Community Expectations of the Barstow Fire Protection District

1. Maintain fast response to both fire and medical calls. Timely response.
2. Professional - training and qualifications. First responders to be sufficiently trained to respond to all emergencies.
3. Outreach programs such as CERT programs. Provide a comprehensive outreach and public education programs.
4. Maintain programs to use state-of-the-art fire suppression equipment and emergency medical equipment. Maintain current technology, tools and equipment necessary for their delivery of services.
5. Always be prompt, professional and supportive when called for help/assistance. All actions are professional and compassionate.
6. Cost effective delivery of services. Cost effective, budget wise.
7. To have the ability to respond to all emergencies and have plans in place to handle situations too large for just our jurisdiction.
8. Communication with public.
9. To maintain and practice disaster readiness and to promote citizen readiness.
10. Be ready for any emergency response including; fire, medical, HazMat, Rescue and adequate equipment and staffing that is ready to deploy.
11. Provision of excellent public safety response - fire suppression, EMS, HazMat, etc.
12. Highest quality fire service for the public.

Values

SWOT Analysis: The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an agency candidly identify its positive and less-than-desirable attributes. The BFPD participated in this activity to record their strengths and weaknesses, as well as the possible opportunities and potential threats.



Strengths:

- BFPD always maintains a professional image and positive attitude while serving the community.
- BFPD shows great care and compassion when interacting with citizens and emergency situations.
- Professionalism. Can do attitude. Compassion.
- BFPD provides diverse services to the community: EMS, Hazardous Material Response, Wildland/Urban Interface and Urban Search and Rescue.
- Use of committees to elicit input on equipment and training.
- Personnel are invested in the advancement of the Department through additional personal education and program development.
- Implementation of Target Solutions allowed for better documentation of training and addressed ISO credit needs.

Weaknesses:

- Revenues are insufficient to cover costs.
- Increased demand for service, lack of appropriate resources to handle call load.
- Station coverage and appropriate apparatus placement does not meet standards of coverage goals.
- Level of fire service delivery does not meet current operational needs.
- Does not meet national standard for residential fire response NFPA 1720.
- Do not meet national standard for commercial fire response.
- No Reserve funds for future apparatus and equipment replacement.
- Fitness equipment out of date.
- Need to strengthen command and control to improve unified decision making.
- Inconsistencies in communication from one shift to another shift due to no command structure.
- Lack of employee professional development sponsored by the Department (i.e., in house Captain's Academy and Engineers Academy).
- Lack of community outreach efforts geared towards business owners.

Opportunities:

- Continue to improve response times by addressing closed fire station on North Side.
- Continue to improve response times by adding Paramedic Squad.
- EMS delivery platform to include priority dispatch full integration.
- More visible presence of BFPD at larger community events.
- Encourage succession training earlier in member's careers. Develop better down range vision for the organization as related to programs and service.
- Send more BFPD personnel to outside training for target hazards and specialized industrial emergencies.
- More frequent EOC training to ensure City staff understands their role and responsibility in the event of a disaster.
- Improve visibility within the community by expanding the role of the Department's PIO.
- Continue to hire quality employees through comprehensive testing and background checks.
- BFPD requires dedicated IT resources to address current and future projects, such as the CAD upgrades and CAD integration.
- Learn from the successes of other fire departments through open communication.

Threats:

- Service levels continuing to rise without corresponding increase in revenue and staffing.
- Limited grant dollars affect sustainability of hazardous material and urban search and rescue programs.
- Increase of mandated training and time availability to achieve these training requirements.
- Rising cost of fire apparatus and no replacement funding.
- Experience drain due to retirements and high turnover rates.
- Federal and State unfunded mandates.
- Maintaining training on a tight budget and decreasing time available per day.

Critical Issues and Service Gaps

After reviewing the Fire District core programs and support services, and identifying internal strengths and weaknesses along with external opportunities and threats, the following primary critical issues and service gaps were identified as the foundation for the development of goals and objectives in order to meet the future vision.

Critical Issues and Service Gap Issues Identified

Financial Sustainability	Internal Communications	Succession Planning
Department Infrastructure	External Communications	Training
Organizational Sustainability	Information Technology	Fire Prevention/Investigation
Community Outreach	Emergency Preparedness and Education	

Strategic Goals

5 Strategic Goals designed to address key issues identified during the strategic planning process and **35 Action Items** that provide a method for achieving those goals.

Goal 1 – Provide Exceptional All-Hazards Service Delivery, and Evaluate Organizational and Process Improvements

BFPD makes every effort to maintain and improve quality, value, efficiency and timeliness of services delivered while also planning for challenges including changes in population, demographics and budgetary constraints. This goal emphasizes BFPD's commitment for continuous improvement through its management of priorities and objectives, and its evaluation of services, programs and projects.

Goal 2 – Maintain Highly Skilled, Accountable and Resilient Workforce

Firefighter safety, survivability and health are essential for BFPD. The ability to protect human lives are greatly impacted by the knowledge, skills and training of our personnel. A well-rounded and educated workforce is essential to BFPD's ability to perform. This goal will ensure that personnel are prepared to take on leadership positions, have a variety of technical and non-technical training, promote teamwork and enhance morale.

Goal 3 – Focus on Resource Management

Well-maintained and up-to-date facilities, equipment and apparatus are important for BFPD to continue providing high quality emergency response, well-trained employees, and a safe and healthy environment. This goal reinforces the importance of optimal use of physical and financial resources.

Goal 4 – Capitalize on Technology

In general, BFPD's technology infrastructure is satisfactory; however, continued upgrades are needed for key services, programs and projects. This goal will focus on regularly assessing technology improvements that will enhance service delivery and efficiencies.

Goal 5 – Promote Community Relations and Engagement

BFPD is committed to maintaining its high value and support within the community. This goal will address the desire for increased opportunities to engage with the community and raise public awareness of the district's fire safety and prevention programs, services and special projects. Communication and engagement are essential to providing the best services to the residents of the Fire District.

Action Items

The following 35 action items are specific, assignable tasks for implementing the identified strategic goals. The action items are separated within the five strategic goals and assigned a lead. Each action item is then organized by timeframe and priority level. BFPD is committed to starting and/or completing each action item within the next five years. It was important to identify short-term and long-term action items in order to obtain a better grasp of the scope of work for the next five years. Priority levels were then assigned to help guide BFPD’s implementation of each action item within the specified timeframes.

Goal 1 – Provide Exceptional All-Hazards Service Delivery, and Evaluate Organizational and Process Improvements				
	<i>Action Item</i>	<i>Lead</i>	<i>Time Frame</i>	<i>Priority</i>
1.1	<p>Establish Firefighter/Paramedic hiring list</p> <ul style="list-style-type: none"> • Identify personnel for task force (collaborative effort). • Establish timeline of testing and hiring. • Review hiring standards and make updates if needed. <p><i>Anticipated Funding Needs: minimal, staff time only.</i></p>	TBA	1st Quarter 2019	High
1.2	<p>Hire 3 Firefighter/Paramedics</p> <ul style="list-style-type: none"> • Notify, offer and start process of three new firefighter/Paramedics • Add 1 Firefighter/Paramedic to each engine at Station 361 • Purchase personnel protective gear • Review probationary standards and make updates if needed <p><i>Anticipated Funding Needs: would require new funding of \$316,000, recurring. Capitol cost of new safety gear \$10,500 onetime cost</i></p>	TBA	2nd quarter 2019	High

1.3	<p>Establish Paramedic Squad Response capabilities</p> <ul style="list-style-type: none"> • Identify personnel for task force (collaborative effort) • Establish Bid Criteria / Go out for Bid • Award Bid for new paramedic squad <p><i>Anticipated Funding Needs: would require new funding of est. \$250,000, onetime</i></p>	TBA	2 nd quarter 2019	High
1.4	<p>Hire 3 Firefighter/ Paramedics</p> <ul style="list-style-type: none"> • Notify, offer and start process of three new firefighter/Paramedics • Add 1 Firefighter/Paramedic to each engine Station 363 • Review probationary standards and make updates if needed <p><i>Anticipated Funding Needs: would require new funding of \$316,000, recurring. Capitol cost of new safety gear \$10,500 onetime cost</i></p>	TBA	3 rd quarter 2019	High
1.5	<p>Staff Paramedic Squad</p> <ul style="list-style-type: none"> • Move 2 firefighters from each engine to the paramedic squad • Staff Station 361 with 1 Paramedic Engine and 1 Paramedic Squad <p><i>Anticipated Funding Needs: minimal, staff time only.</i></p>	TBA	4 th quarter 2019	High
1.6	<p>Improve Command and Control Structure/Add 1 Battalion Chief</p> <ul style="list-style-type: none"> • Establish timeline of testing and hiring for Battalion Chief • Establish testing and hiring standards for Battalion Chief position • Notify, offer and start process of 1 new battalion chief position • Purchase personnel protective gear • Add 1 new battalion chief position to command structure • Review standards, expectations and role of new position <p><i>Anticipated Funding Needs: would require new funding of \$136,485, recurring. Capitol cost of new safety gear \$3,500 onetime</i></p>	TBA	1 st Quarter 2020	High

1.7	<p>Purchase Replacement Fire Engine</p> <ul style="list-style-type: none"> • Establish criteria for bid on new Type I Engine • Request for bids on new Type I Engine <p><i>Anticipated Funding Needs: minimal, staff time only. Estimated \$550,000 one-time cost at time of purchase</i></p>	TBA	4th Quarter 2020	Medium
1.8	<p>Upgrade Station 361</p> <ul style="list-style-type: none"> • Establish crew quarters for additional needed staffing • Replace Swamp Coolers • Replace Heaters with energy efficient heaters • Upgrade Kitchen with commercial grade <p><i>Anticipated Funding Needs: would require new funding one time funding. Estimated cost pending</i></p>	TBA	4th Quarter 2020	Medium
1.9	<p>Establish Truck Company Response capabilities</p> <ul style="list-style-type: none"> • Identify personnel for task force (collaborative effort) • Establish Bid Criteria / Go out for Bid • Award Bid for new truck company <p><i>Anticipated Funding Needs: minimal, staff time only. Estimated \$800,000 one-time cost at time of purchase</i></p>	TBA	2nd Quarter 2021	Medium

1.10	<p>Establish Truck Company Response capabilities</p> <ul style="list-style-type: none"> • Identify personnel for task force (collaborative effort) • Establish Bid Criteria / Go out for Bid • Award Bid for new truck company <p><i>Anticipated Funding Needs: minimal, staff time only. Estimated \$800,000 one-time cost at time of purchase</i></p>	TBA	2 nd Quarter 2021	Medium
1.11	<p>Establish/update hiring list for all positions</p> <ul style="list-style-type: none"> • Identify personnel for task force (collaborative effort). • Establish timeline of testing and hiring. • Review hiring standards and make updates if needed <p><i>Anticipated Funding Needs: minimal, staff time only.</i></p>	TBA	3 rd Quarter 2021	Medium
1.12	<p>Improve command and control/Add 2 Battalion Chiefs</p> <ul style="list-style-type: none"> • Establish timeline of testing and hiring for Battalion Chief • Notify, offer and start process of 1 new battalion chief position • Purchase personnel protective gear • Add 2 new battalion chief positions to command structure • Review standards, expectations and role of new position <p><i>Anticipated Funding Needs: would require new funding of \$272,970, recurring. Capitol cost of new safety gear \$7,000 onetime cost</i></p>	TBA	4 th Quarter 2021	Medium

1.13	<p>Hire new staff for Ladder Truck Company</p> <ul style="list-style-type: none"> • Notify, offer and start process of 3 new Captains, 3 Engineers and 3 firefighter/Paramedics (total 9 personnel) • Required staff for truck company • Purchase personnel protective gear • Review probationary standards and make updates if needed <p><i>Anticipated Funding Needs: would require new funding of \$1.1 million ,recurring. Capitol cost of new safety gear \$31,500 onetime cost</i></p>	TBA	1st Quarter 2022	Medium
1.14	<p>Staff New Ladder Truck Company out of Station 361</p> <ul style="list-style-type: none"> • Create cross staffed concept, partial staffing of Truck Company – cross staffing by squad; establish critical Truck Company response Improves operational capacity to address Community Fire Risk • Truck Company staffed with 3; squad staffed with 2. <p><i>Anticipated Funding Needs: minimal, staff time only.</i></p>	TBA	3rd Quarter 2022	Medium
1.15	<p>Establish Brush Engine Response capabilities</p> <ul style="list-style-type: none"> • Identify personnel for task force (collaborative effort) • Establish Bid Criteria / Go out for Bid • Award Bid for new Type III Brush Engine <p><i>Anticipated Funding Needs: minimal, staff time only. Estimated \$550,000 one-time cost at time of purchase</i></p>	TBA	1st Quarter 2023	Medium

1.16	<p>Hire new staff for Brush Engine</p> <ul style="list-style-type: none"> • Notify, offer and start process of 3 new Captains, 3 Engineers and 3 firefighter/Paramedics (total 9 personnel) • Required staff for Brush Engine • Purchase personnel protective gear • Review probationary standards and make updates if needed <p><i>Anticipated Funding Needs: would require new funding of \$1.1 million, recurring. Capitol cost of new safety gear \$31,500 onetime cost</i></p>	Command Staff	3rd Quarter 2023	
1.17	<p>Evaluate progress of BFPD Strategic Plan 2019-2024 and update</p> <ul style="list-style-type: none"> • Maintain safety improvements of previous four years. • Increase fire prevention and suppression activities throughout the city. 	Command Staff	2023	Medium
Goal 2 – Maintain Highly Skilled, Accountable and Resilient Workforce				
2.1	<p>Create and maintain a revised yearly Training Calendar to be all inclusive and relevant.</p> <p><i>Anticipated Funding Needs: minimal, absorbed within existing budget.</i></p>	Training and Safety	Years 1-3	High
2.2	<p>Establish a chart of State-mandated training including time commitment and review requirements; and display chart at all stations.</p> <p><i>Anticipated Funding Needs: minimal, absorbed within existing budget.</i></p>	Training and Safety	Years 1-3	Medium
2.3	<p>Set quarterly Shift Training Captains meetings to discuss goals and provide clear direction.</p> <p><i>Anticipated Funding Needs: minimal, absorbed within existing budget.</i></p>	Training and Safety	Years 1-3	Medium

2.4	<p>Formalize annual Company drilling of Task Performance Goals.</p> <p><i>Anticipated Funding Needs: minimal, absorbed within existing budget.</i></p>	Training and Safety	Years 1-3	Medium
2.5	<p>Implement monthly multi-company drills with Training Chief in order to facilitate Cross-shift consistency.</p> <p><i>Anticipated Funding Needs: minimal, absorbed within existing budget.</i></p>	Training and Safety	Years 1-3	Medium
2.6	<p>Develop an off-road driving training program for all members.</p> <p><i>Anticipated Funding Needs: minimal, absorbed within existing budget.</i></p>	Training and Safety	Years 1-3	Medium
2.7	<p>Update Post Incident Analysis format to ensure all shifts take part in the process.</p> <p><i>Anticipated Funding Needs: minimal, absorbed within existing budget</i></p>	Training and Safety	Years 1-3	High
2.8	<p>Explore possibility of replacing the current firefighter recruit test with the test developed by California Firefighter Joint Apprenticeship Committee.</p> <p><i>Anticipated Funding Needs: minimal, absorbed within existing budget.</i></p>	Training and Safety	Years 1-3	Medium
2.9	<p>Seek and utilize grant funding to capitalize on specialty training such as Texas A&M Engineering Extension Service (TEEX) Training Programs.</p> <p><i>Anticipated Funding Needs: \$30,000 from grants.</i></p>	Training and Safety	Years 1-3	Medium

Goal 3 – Promote Community Relations and Engagement

3.1	<p>Conduct community meetings to provide fire prevention and life safety education.</p> <p><i>Anticipated Funding Needs: minimal, absorbed within existing budget.</i></p>	Fire Prevention Team	Years 3-5	Medium
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3.2	<p>Evaluate and make recommendations to Fire Explorer Program for further growth.</p> <p><i>Anticipated Funding Needs: would require a new fund appropriation of \$5,000- \$10,000 recurring.</i></p>	Administration	Years 3-5	Low
3.3	<p>Conduct customer feedback surveys to assess level of service provided by Fire Prevention, Fire Suppression, EMS and Emergency Management.</p> <p><i>Anticipated Funding Needs: minimal, absorbed within existing budget.</i></p>	Administration	Years 3-5	Medium
Goal 4 – Focus on Resource Management				
4.1	<p>Look into creating eco-friendly fire stations: dual pane windows, solar water heating, drought tolerant landscaping, light timers, etc.</p> <p><i>Anticipated Funding Needs: would require new appropriations ranging from \$12,000 to \$500,000, based on project.</i></p>	TBA	Years 3-5	Medium
4.2	<p>Evaluate fire apparatus replacement models and develop an appropriate replacement/guideline methodology.</p> <p><i>Anticipated Funding Needs: N/A, creates resource efficiencies.</i></p>	TBA	Years 1-3	High
4.3	<p>Pursue opportunities for a new water tender, including an Office of Emergency Services assigned apparatus.</p> <p><i>Anticipated Funding Needs: would require a new \$350,000 appropriation, one-time.</i></p>	TBA	Years 3-5	Low

Goal 5 - Capitalize on Technology				
5.1	<p>Look into upgrading Firehouse Staffing Software, providing training and updating procedures manual.</p> <p><i>Anticipated Funding Needs: would require a new \$25,000 appropriation recurring for staffing program</i></p>	TBA	Years 3-5	Low
5.2	<p>Look into CAD integration for Image Trend software so current CAD can provide critical information to field tablets</p> <p><i>Anticipated Funding Needs: would require new funding one time for installation. Estimated funds needed based on project</i></p>	TBA	Years 1-3	High
5.3	<p>Upgrade internet access, phone lines and computer technology to primary EOC</p> <p><i>Anticipated Funding Needs: would require a new \$25,000 - \$50,000 appropriation for equipment; possible some recurring cost dependent on phone and internet service agreements at the time.</i></p>	Emergency Management/IT Department	Year 5	Low

Conclusion

The strategic planning process is a model designed to create future excellence. This Strategic Plan has created a framework that will guide our policies and operations for the next five years and help ensure that BFPD continues to provide high quality and reliable service to the community while at the same time ensuring the effective use of Fire District and City resources and funding.

Appendix

Definitions

- CAD** Stands for Computer Aided Dispatch. CAD is a highly specialized application that allows for the coordinated communication, assignment and tracking of Police and Fire resources in response to calls-for-service.
- EMS** Emergency Medical Services (**EMS**) is the acronym for Emergency Medical Services. This term refers to the treatment and transport of people in crisis health situations that may be life threatening.
- EOC** An Emergency Operations Center (**EOC**) is a physical location designed to carry out the principles of emergency preparedness and emergency management, or disaster management functions at a strategic level during an emergency.
- NFPA 1720** National Fire Protection Association (**NFPA**) This standard specifies requirements for effective and efficient organization and deployment of fire suppression operations, emergency medical operations, and special operations to the public by volunteer and combination fire departments to protect citizens and the occupational safety and health of fire department employees.

Position Descriptions

- Fire Chief** Under general administrative direction, plans, coordinates, directs, supervises and manages the work of the Fire Protection District (Fire Department) in the protection of public safety, health and welfare and development and administration of fire prevention program; provides highly complex professional support to City Manager / District Administrator and City Council/ Fire Board. Exercises direct supervision over Battalion Chiefs; exercises indirect supervision over Fire Captains, Fire Engineers, Firefighter/Paramedics, and support staff.
- Battalion Chief** Under general direction, manages major emergencies and structure fire incidents exercising complete control and coordination of staff and strategies to address emergency; may serve as Fire Chief in his/her absence. Exercises direct supervision of fire captains.

Fire Captain	Under general direction, commands an engine company in the protection of public safety, health and welfare by responding to fire and emergency medical calls for service; participates in fire prevention programs; maintains equipment and facilities. Exercises functional supervision over Fire Engineers and Firefighter/Paramedics.
Fire Engineer	Under general supervision, protects public safety, health and welfare by responding to fire and emergency medical calls for service by driving fire vehicles; operates pumping engine; compute and regulate water pressure, maintains equipment and facilities, follows State and local protocols in treatment of sick and injured persons administrating First Aid, CPR and other emergency medical procedures.
Firefighter/ Paramedic	Under general supervision, protects public safety, health and welfare by responding to fire and emergency medical calls for service; maintains equipment and facilities. Respond to fire calls for service, lay hose lines, and direct water stream, set up ladders. Perform rescue, clean up and salvage work; ventilate buildings. Respond to emergency medical calls for service, follow State and local protocols in basic and advanced life support treatment of sick and injured persons administrating First Aid, CPR and other emergency medical procedures. Maintain inventory of emergency medical supplies and equipment.