

TURLOCK CITY FIRE
&
EMERGENCY SERVICES

2010 ANNUAL REPORT

Tim Lobman, Interim Fire Chief



TURLOCK CITY FIRE & EMERGENCY SERVICES

Mission Statement

"The Turlock City Fire Department has the mission that we strive to prevent harm and destruction, be a partner and a resource, have compassion and be safe within the city of Turlock"

City of Turlock Fire Services
156 S. Broadway, Ste. 250
Turlock, Ca. 95380-5454
(209) 668-5580
Email: fire@turlock.ca.us

TABLE OF CONTENTS

The Facts	Page 4
Leadership	Page 5
A Message from the Chief	Page 6
Introduction	Page 7
Department Organizational Chart	Page 8
Administration Division	Page 9
Budget	Page 10
Public Education Programs	Page 11
Strategic Priorities	Page 12
Operations Division	Page 13
Personnel Management	Page 14
Resource Management	Page 15
Special Operations	Page 16
Training Division	Page 17
Prevention Division	Page 18
Annual Fire Permits/Fire Investigations	Page 19
Business Inspections	Page 20
Emergency Response Calls - 5 Year Report	Page 21
Incident Summary Report	Page 22
Alarm by Day/Time of Day Report	Page 23
Number of Calls for Service by District	Page 24
Responding Apparatus Report -Summary	Page 25
Special Events	Page 26
Appendix A	Page 1-3

THE FACTS

CITY OF TURLOCK	
Incorporated	1908
Government	Council/Manager
Mayor	John Lazar
City General Fund Budget 10/11	\$29,049,871
City Population	70,256
City Size	16.6 Miles
FIRE SERVICES	
Interim Fire Chief	Tim Lohman
Type of Department	Paid
Number of Stations	4
Staffing at Each Station	3
Number of Line Staff	43
Number of Support Staff	3
ISO Rating	3

LEADERSHIP



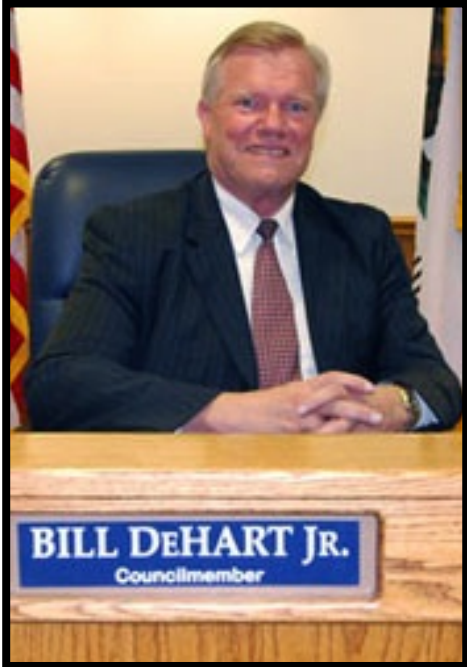
Council Member
Amy Bublak
Term Seated 12/09/08



Mayor John Lazar
Term Seated 12/12/06



Council Member
Mary Jackson
Term Seated 12/09/08



Council Member
Bill DeHart
Term Seated 12/14/10



Council Member
Forrest White
Term Seated 12/14/10



City Manager
Roy Wasden



City Attorney
Phaedra Norton

A MESSAGE FROM THE CHIEF

It is with great pleasure that I present this report on behalf of the men and women who work for the Turlock Fire Department. Our current mission statement is to strive to prevent harm and destruction, be a partner and a resource, have compassion and be safe within the City of Turlock. Through the hard work of our employees we work every day to accomplish this mission.



The 2010 year was an extremely challenging year for our department. The economic decline has resulted in less revenue for the City of Turlock. The Fire Department's budget has been reduced down about 4% for fiscal year 2010/2011 from the previous fiscal year. These reductions have been accomplished through a reduction in our workforce, and employee concessions. Even though we are in our third year of budget reductions, we are able to run our department with high expectations and we continue to deliver quality service to our citizens. Through the hard work and leadership of our employees we continue to meet most of our service delivery goals, with two exceptions. We can no longer offer our "Seated for Safety" program. With the reduction in administrative staff, the program requirements were too much for us to achieve. It is a valuable community program and we hope that we can provide that service in the future. We also now must close our administrative office each day during the lunch hour, or in the afternoons if our secretary is off work. We currently have Kimberly Kessler working as a volunteer in the office in the mornings, however when Vanessa is off we have nobody to staff the receptionist desk in our administrative office at City Hall. We did continue all of our other public education programs, along with our annual Open House held at Fire Station 1.

Our Fire Chief Mark Langley retired on July 1, 2010, and I was appointed by our City Manager Roy Wasden as the Interim Fire Chief. I started off with an "All Personnel" meeting on July 7th, and I was able to communicate my vision and goals for the department. These included:

- Goal Setting through Strategic Planning
- Recognition that we are Public Servants
- Develop a Participatory Process
- Improve our Relationship with other Agencies
- Succession Planning

On August 30, 31 and September 1 we were able to bring in Dr. Marilyn Manning to facilitate three days of strategic planning and team building. This was historic for the Fire Department because it was the first time we were able to get all of our Captains, Battalion Chiefs, Division Chiefs and myself together at the same time for this type of training. We left that training with a strong commitment to the success of our department and the people serving in it. I will present more information later in this report.

Through our Strategic Plan we will continue to develop and refine our priorities for next year. We continue to strive for minimum safe staffing levels, leadership development, and enhanced recognition of our newly established organizational values. With the reductions in our staff positions we are working closely with the Police Department to develop reorganization in both departments that will include sharing the Police Departments Support Services Division, and the Chiefs Secretary. We will continue to pursue budget efficiencies and strategies that will help us be sustainable over the next several years. We have applied for a federal staffing assistance grant, and a mobile data computer replacement grant in an effort to help reduce our budget even more. We have also established a more participatory process that allows input from all levels of the organization. With the "Decision Making Process" that I have developed it also gives all employees a road map to initiate an organizational change. Most of the organizational successes that we have achieved this past year have been employee driven. These may not be the best economic times, but we are seeing the best in our people.

Acknowledgements:

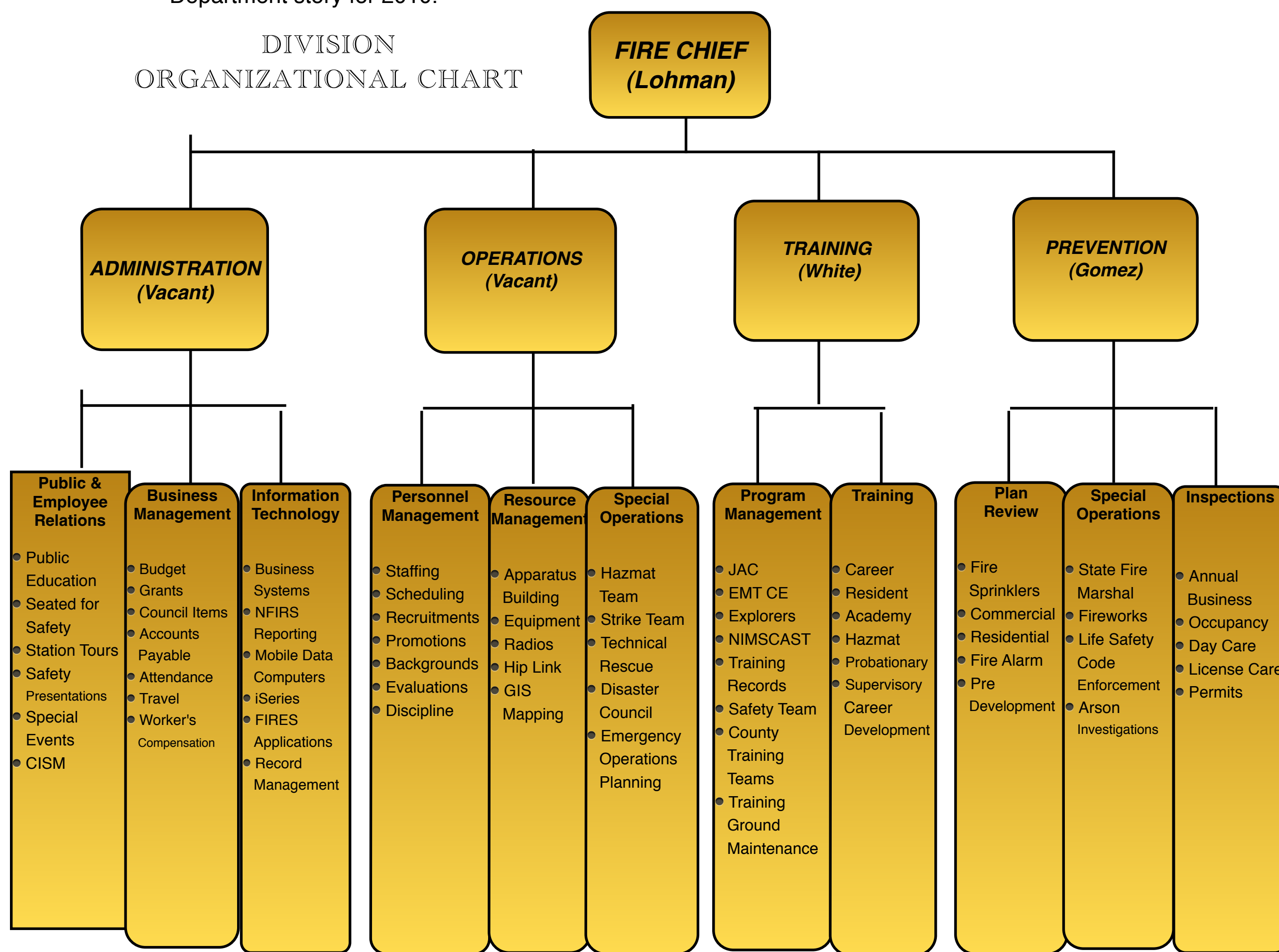
There are several people who provided information to this report. I would like to thank Police Chief Gary Hampton for allowing Dara Lopes and Dana Muir to help us. Dara now volunteers her time at the Police Department, and with her background as the Dispatch Supervisor, I had asked her to assist me in retrieving information from our records management system (RMS). Dara went above and beyond in formatting the entire report and creating many of the graphs used in the report. Dana was very helpful teaching us how to use our RMS, and how to retrieve the information from it. As a department we have much more knowledge about our systems capabilities than we did just a few months ago. I also would like to thank my staff Mark Gomez, Brian White and Vanessa Hubbell for their contributions to this report.

INTRODUCTION

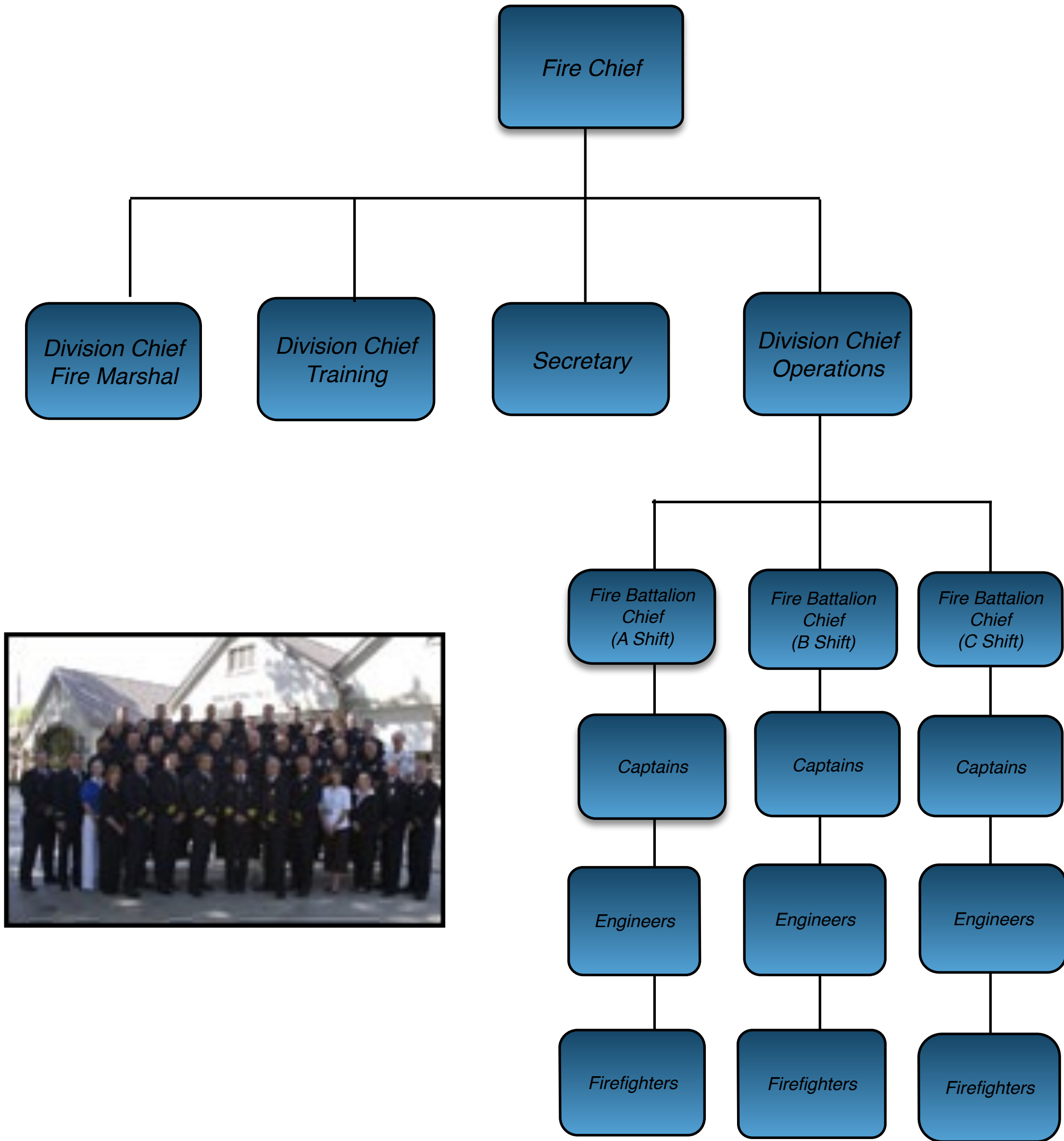
This report is intended to provide information and data about the year 2010. The information contained in this report is a way for us to communicate some of our measurable objectives, and also provide us with valuable information on our service delivery. In some cases we provide data from previous years as a means of comparison. It is also a way to share specific information about the activities and accomplishments of the different divisions that make up the Turlock Fire Department.

In past years the Turlock Fire Department has had 4 divisions that identified the areas of responsibility, with a Division Chief or Manager each leading those divisions, and reporting to the Fire Chief. Through reductions we have 2 of the divisions currently vacant, and we will look to realign those responsibilities early in 2011. This report will include information from all 4 divisions to give you the reader all of the information from across the department responsibilities. The divisions are Administration, Operations, Training, and Prevention. I will also include a division organizational chart, and department organizational chart to help tell the Turlock Fire Department story for 2010.

DIVISION
ORGANIZATIONAL CHART



DEPARTMENT ORGANIZATIONAL CHART



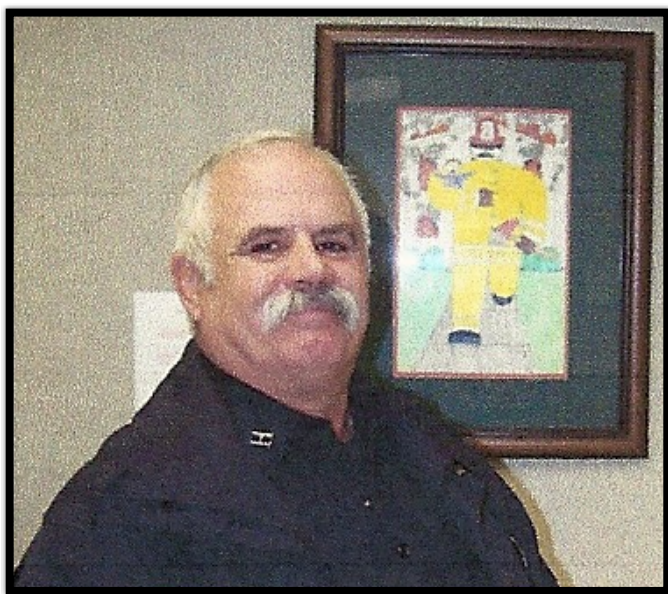
ADMINISTRATION DIVISION

The Administration Division is responsible for fiscal management, payroll, attendance, public educations, information technology, and the Strategic Plan. This division is supported by our secretary, Vanessa Hubbell. This position has been vacant since Allison Van Guilder left in September of 2009 for a temporary assignment for the City Manager. Since that time Chief Lohman has assumed oversight over many of these responsibilities, and combined them with the Operations Division.

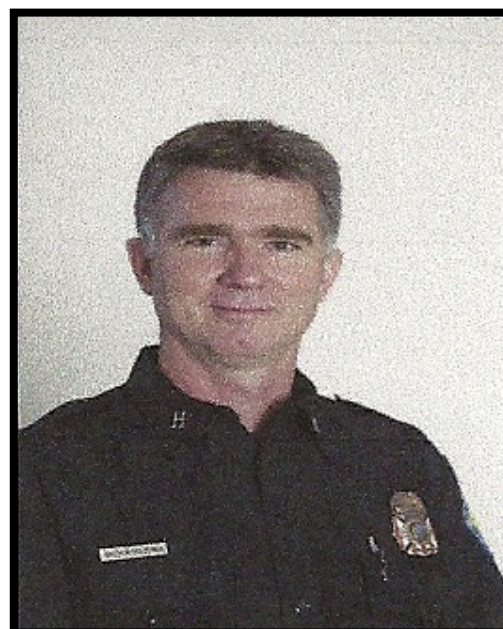
This past year led to the retirements of Fire Chief Mark Langley, and Captains Tim Huber and Jim Artrip. Our Administration Analyst Allison Van Guilder was recruited to work as the Interim Director of Parks & Recreation and Facilities Maintenance. We also lost our part time office assistant Kate Soiseth who moved away from the area and Fire Fighter Andrew Lovejoy left the city to work for Clovis Fire Department. The reduction in staff and experience has challenged us as a department. We miss them all but with most challenges comes new opportunities, and we were able to promote three new Captains, and one new Fire Engineer. Frank Saldivar, Jason Bernard, and Casey Cockrell were all promoted to Captain in 2010, along with Eric Boyd to Engineer. We still have one Engineer vacancy, and we will promote a Fire Fighter into that position when we have several candidates ready to test for the position after they have completed their Engineer Task Book.

With these promotions we have instituted a badge pinning ceremony that is a Class A affair held for individuals who are promoted and their families. With the ceremony I have also developed a value statement that each of the candidates read during the ceremony committing themselves to their new responsibilities. This new ceremony reflects my organizational values and is part of our change process.

As the Fire Chief I believe that it is important to recognize the accomplishments of our employees. I have brought back our annual "Firefighter of the Year". On December 11, 2010 at our annual employee breakfast at Fire Station 1, I had the pleasure of recognizing Captain Manuel Drumonde as this year's recipient. Captain Drumonde is a long time employee of ours who has challenged himself to learn new skills, and continue to refine his old skills. He also has been a long time leader and supporter of the "Toys for Tots" and "Turlock Together" programs. He has a big heart and he gets great satisfaction in helping members of our community. I also had the pleasure of recognizing Captains Matt Seilheimer and Bill Becker with our Customer Service Award. Both of these Captains make it a part of their daily duties to go above and beyond in serving our customers. In addition I have recognized several of our employees with a Fire Chiefs Commendation for being instrumental to the success of a project, or going the extra mile on an emergency call. This was done at a barbecue by the Fire Chief in September, and again at our annual employee breakfast. We are also making plans for a family picnic in May at one of our local parks, where we will again recognize some of our employees.

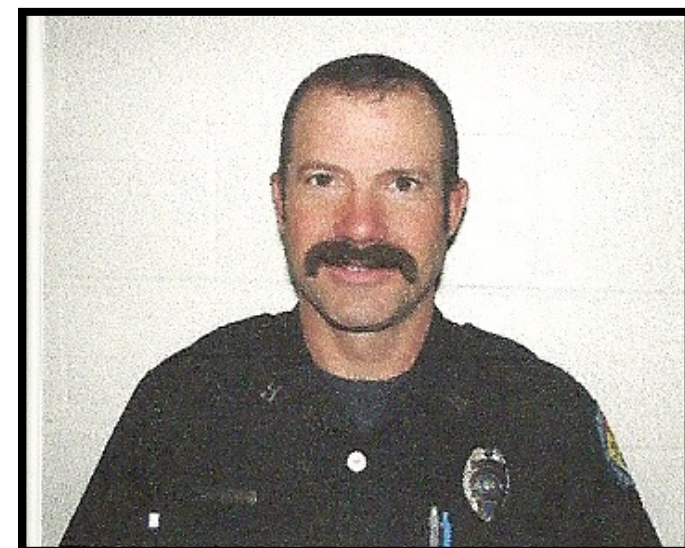


**2010 Firefighter of the Year
Captain Manuel Drumonde**



Captain Matt Seilheimer

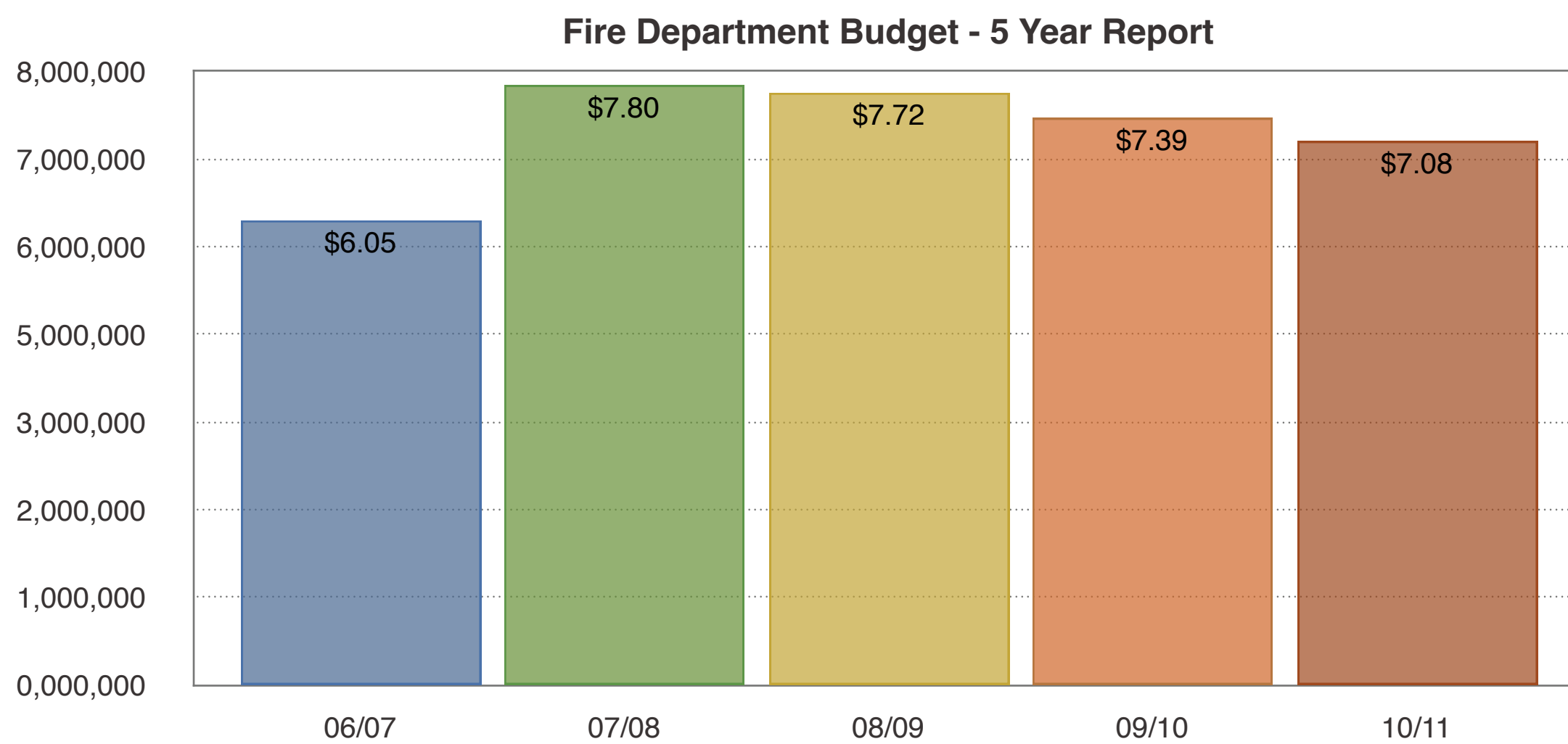
**2010 Customer
Service Award
Winners**



Captain Bill Becker

BUDGET:

Fiscal management and public education consumes much of the time in this division. From payroll, to accounts payable, to managing our budget, to scheduling station tours, a great deal of time and dedication is spent with these processes. Like other city departments we are constantly looking for new ways or strategies to cut costs, and maintain our staffing levels so that we can continue to deliver a high level of service to our citizens. The graph below shows the Fire Department budget over the past 5 years as a reference. The increase in budget in the 2007/2008 year was the first incremental step in increasing the staffing levels for the Fire Department. Our budget grew to \$7,716,436 in 2008/2009 and since that time has been reduced to \$7,083,104 in this current year.



FISCAL YEAR	BUDGET (in millions)
06/07	\$6.05
07/08	\$7.80
08/09	\$7.72
09/10	\$7.39
10/11	\$7.08

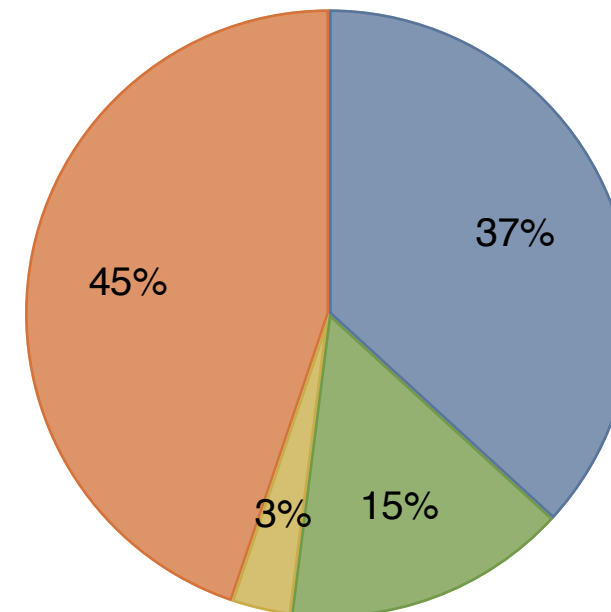
PUBLIC EDUCATION PROGRAMS:

This division also manages and supports our public education programs. We offer a wide variety of programs and all are intended to help educate our youth and citizens about safety, and the services we provide. Some of our core public education programs are charted in the table for 2010, and for 2008, 2009 and 2010 in the graph below to see any trends.

2010 Public Ed. Programs

	#
Station Tours	46
Ride Alongs	19
Fire Extinguisher Training	4
Fire Presentations	56
Total	125

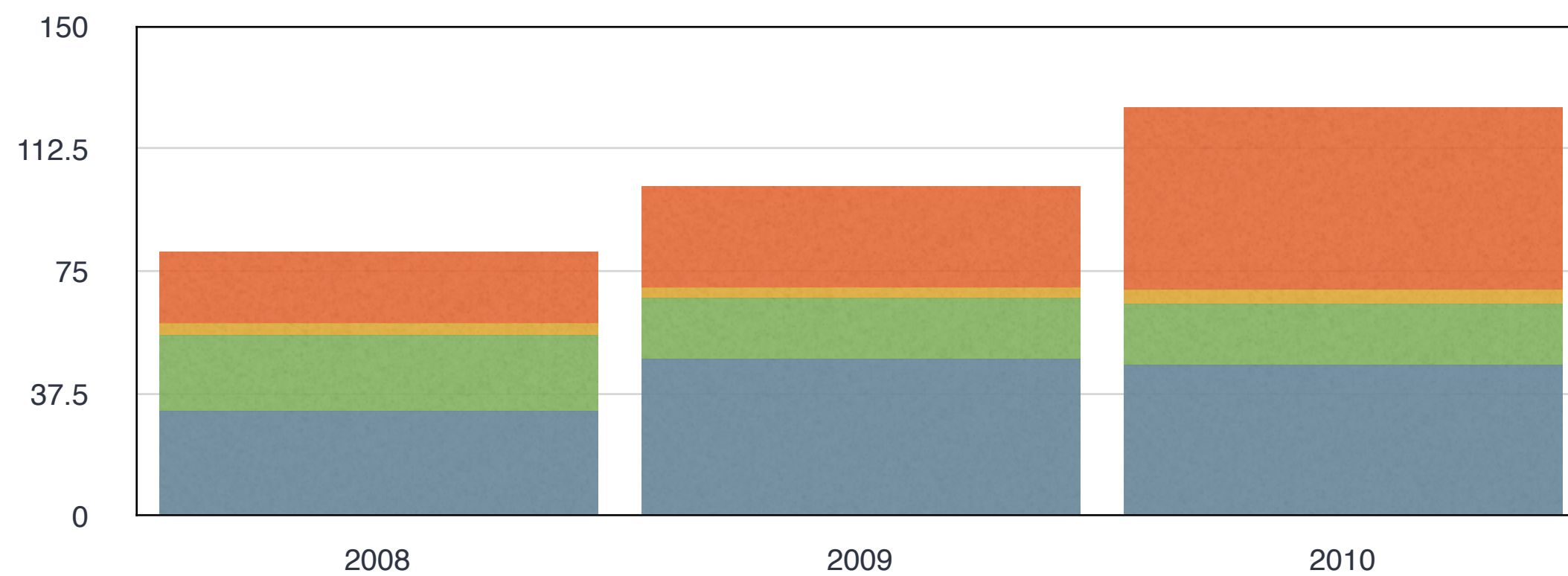
● Station Tours ● Ride Alongs
● Fire Extinguisher Training ● Fire Presentations
2010 Public Ed. Programs



Engine Companies Activities Comparison

	2008	2009	2010
Station Tours	32	48	46
Ride Alongs	23	19	19
Fire Extinguisher Training	4	3	4
Fire Presentations	22	31	56
Total	81	101	125

■ Station Tours ■ Ride Alongs ■ Fire Extinguisher Training ■ Fire Presentations



STRATEGIC PRIORITIES:

In today's fire service the more information we have available to us the better informed we are about the many different challenges we face on a daily basis. The mobile data computers (MDC'S) on our engines are an important information link. When they are functioning properly they display vital information about emergencies that our engine companies are responding to, and also they are a critical communications link to our dispatch center. These units are approaching 8 years old, and we saw a trend in the past 2 years of increased repairs to the units. The problems were on multiple engines getting worse as time went on. Our own I.T. reps informed me that we would need to purchase new units in the near future as it was becoming very time consuming to continue to work on them. In the early Fall I found that Modesto Fire Department was awarded an Assistance to Firefighters grant on behalf of all Stanislaus County Fire Agencies to replace our old MDC'S with new ones. The grant requires a 20% match by the local agency. The City Council has approved the purchase of these new units through the grant process. We have established a committee to help develop the specifications for new MDC'S that will meet our needs for today and the near future. We hope for the new units to be purchased and installed in the spring of 2011.

The final program that I wanted to include under the Administration Division is our Strategic Plan. In the Chief's Message section I provided a small bit of information about this process. We were very fortunate that our Police Chief Gary Hampton has in the past used Dr. Manning and her team for a previous planning and team building sessions in other agencies as well as here in Turlock. Through his leadership and working relationship with Dr. Manning we were able to make contact with her and reserve dates in late August for our 3 day workshop. All of our attendees were very enthusiastic about the process, and very good participants. Through a series of lectures, exercises, and training we developed a new mission and vision statement, established new organizational values, strategic priorities, and suggestion for a new department name. When we present this annual report to our City Council in February 2011, I will ask for their approval to adopt these changes. They are:

Mission Statement: ***Protecting your quality of life with pride and compassion.***

Vision Statement: ***Protecting what matters most.***

Organizational Values:

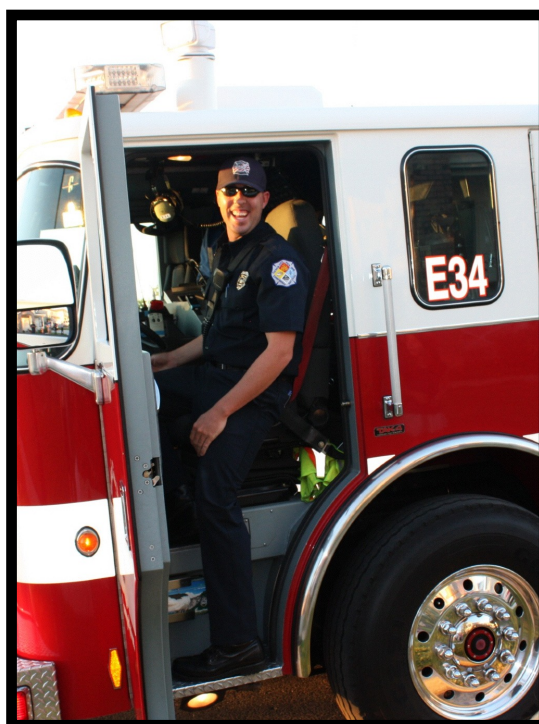
- ***Ethical & Honest***
- ***Accountability: Individual and Organizational***
- ***Commitment, Dedication***
- ***Teamwork***
- ***Pride of Work and Organization***

Name Change from *Turlock Fire and Emergency Services* to ***Turlock Fire Department***

Our Strategic Priorities:

- ***Accountability***
- ***Fiscal Responsibility & Quality Assurance***
- ***Operational Excellence***
- ***Fulfilling Mission, Vision, Values, and Strategic Plan***
- ***Community Outreach***

Appendix A lists our Strategic Priorities, and the action items that are currently assigned.



OPERATIONS DIVISION

The Operations Division is responsible for all of the emergency and day to day operations for the firefighters. Our units respond to emergency medical calls, fire calls, motor vehicle accidents, hazardous materials calls, rescue calls and public assist calls. The Operations Division responsibilities also include Personnel Management, Resource Management, and Special Operations. This position has been left vacant since the promotion of Tim Lohman to Interim Fire Chief so we have distributed some of the duties to other staff. Division Chief White has taken on all aspects related to EMS, and discipline. Battalion Chief Carlson has assumed the monthly scheduling for all firefighters.

Our primary mission and main focus is responding to emergency calls for service. Our response times to emergency calls are critical to the outcome of the event for two essential reasons.

1. Response time can be a life or death issue since research has shown that medical intervention begun within 5 minutes of traumatic injury, or cardiac events gives the patient a much greater chance of survival.
2. With respect to fires, the fire service is primarily concerned with how response time impacts flame spread. National data from the National Fire Protection Agency (NFPA) shows that about half of structure fires confined to the room of origin and confined to the floor of origin had a response time of less than 5 minutes.

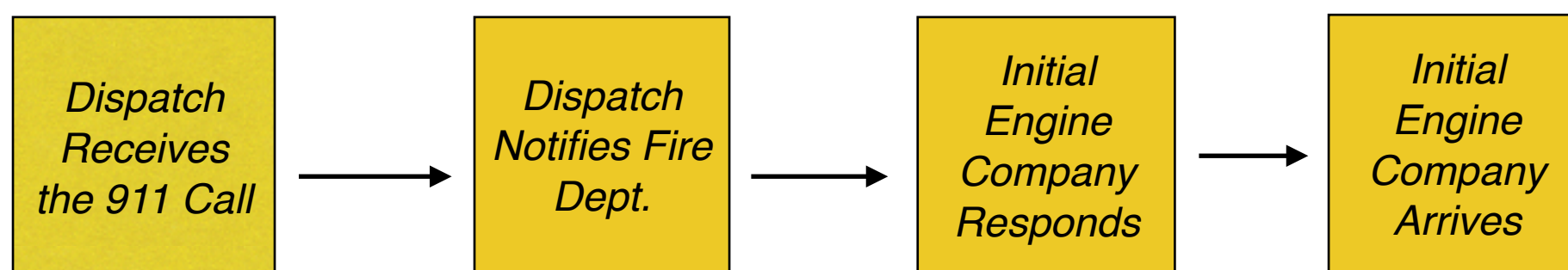
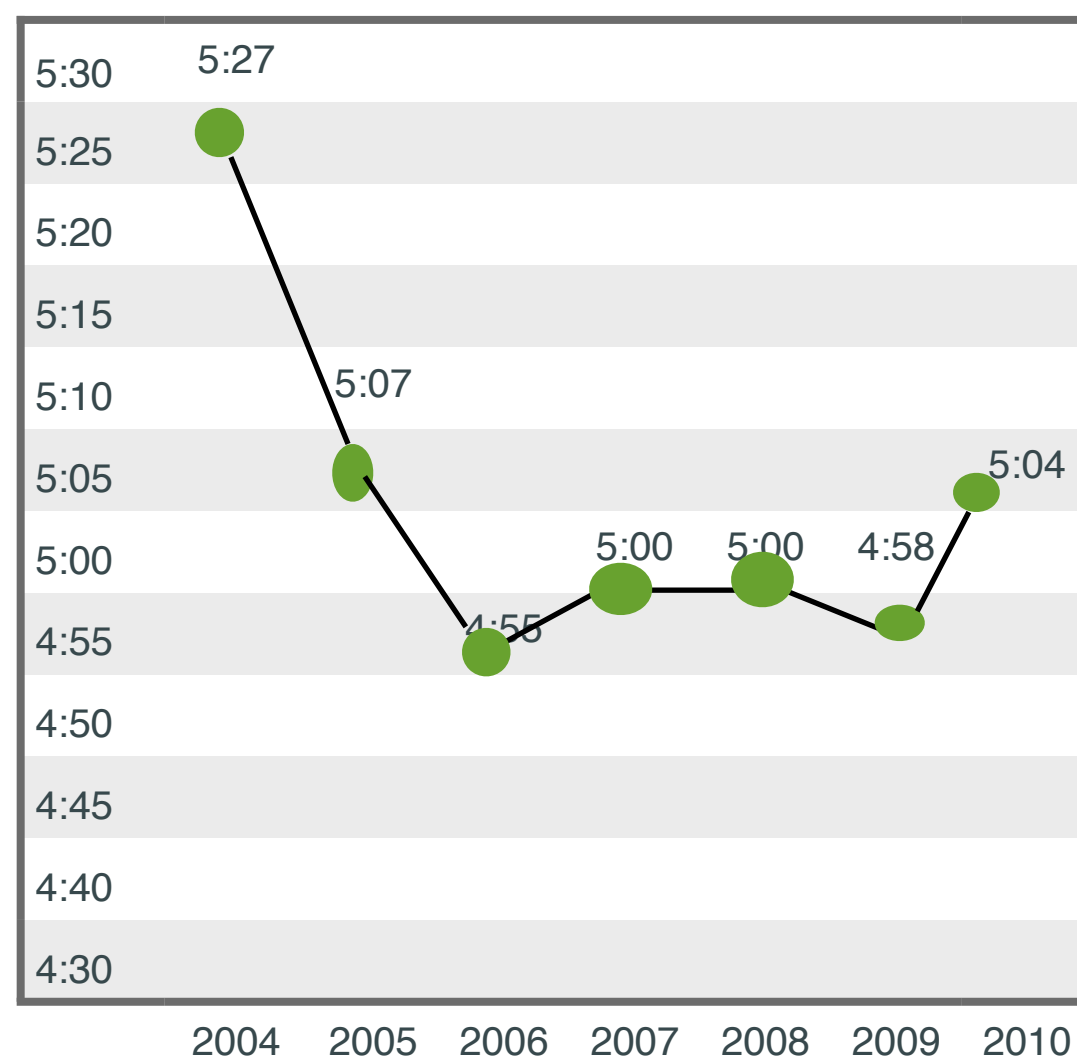
Turlock Fire places great emphasis on our units driving safely and efficiently to all emergency calls. Our 4 fire stations in Turlock are located in the four quadrants of the city. These locations are an important component to an effective response time. The graphs below illustrate our response times for 2010 from a variety of perspectives to help see if we are meeting our objectives and looking for any trends. **CAD Response Times for Priority One Calls**

AVERAGE RESPONSE TIMES:

Response times are determined from time of receipt of 911 call to time of arrival of first unit on scene

Response Times - All Districts

YEAR	TIME
2010	5:04
2009	4:58
2008	5:00
2007	5:00
2006	4:55
2005	5:07
2004	5:27



Cascade of Events Leading to a Response Time

A good response response time is the first step in the mitigation of an emergency event. The second step and equally as important is having the appropriate number of properly trained personnel on scene to effectively manage and mitigate the emergency. At the close of 2010 we were down to 43 line personnel, from a high of 47 in 2009. The positions that we have lost have been through attrition and we have been able to backfill our vacant positions with overtime when needed. It is our goal to have 13 firefighters on duty at all times, with 3 firefighters at each station with a Battalion Chief serving as the shift supervisor for a total of 13 firefighters on duty at all times.

PERSONNEL MANAGEMENT:

Our people are our greatest resource and they are assigned to one of three shifts for 24/7 year round coverage for the City of Turlock. The pictures below show the three Battalion Chiefs and their assignments, and the chart below that lists all of the crews and their respective assignments.



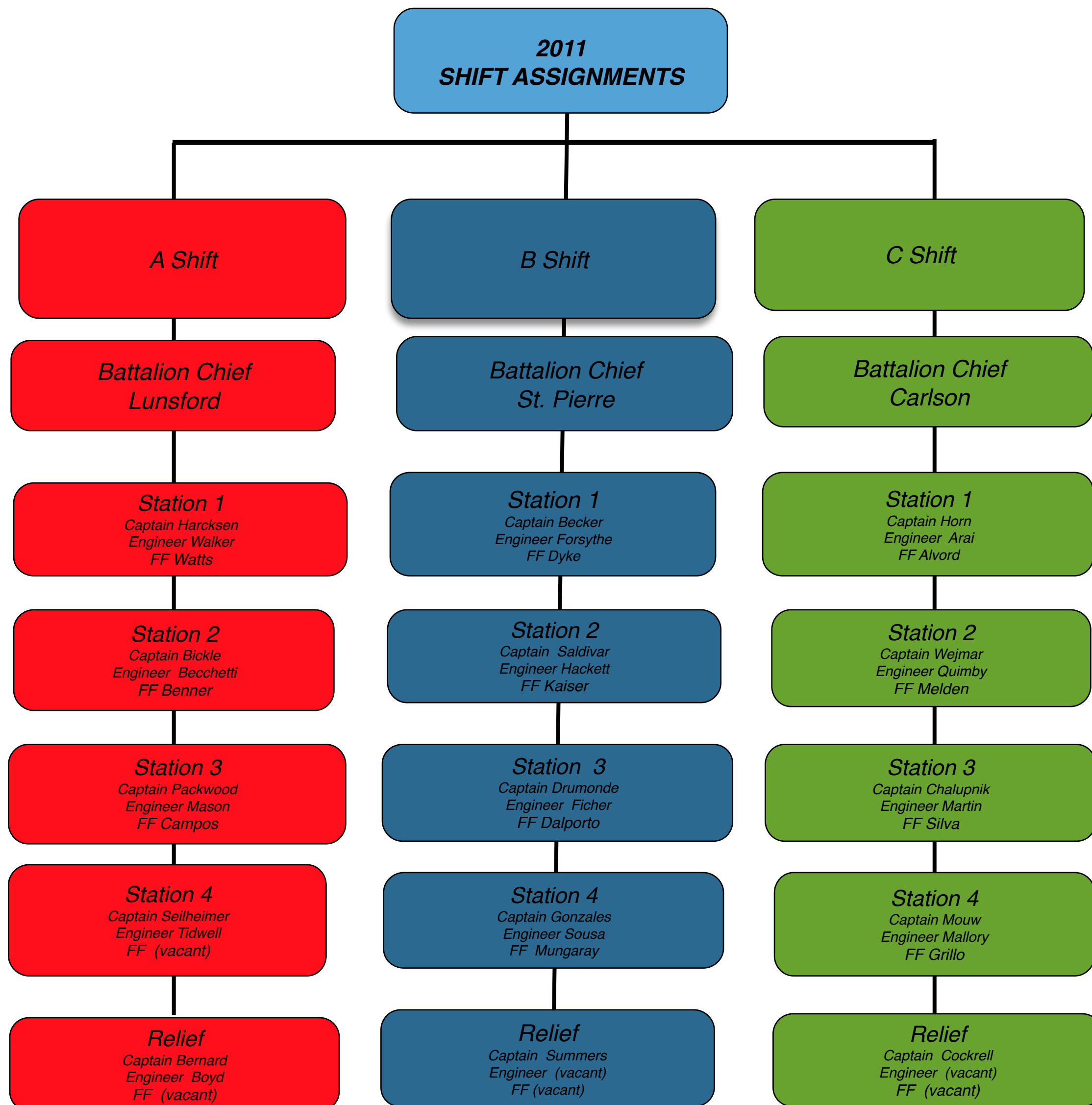
Battalion Chief Gary Lunsford
A Shift



Battalion Chief Marc St. Pierre
B Shift



Battalion Chief Gary Carlson
C Shift



FIREFIGHTER INJURIES:

We know that our firefighters work in dangerous environments and our people are sometimes exposed to injuries. The following chart shows the type and number of injuries to our firefighters while on duty.

Firefighter Injuries

TYPE of INJURY	#
Crush Injury (finger)	1
Foreign Body (in the eye)	1
Hernia	1
Abdominal Injury	1
Laceration (wrist & finger)	2
Sprain	1
Strain	5
Total	12



RESOURCE MANAGEMENT:

Resource management is another important aspect of this division. This includes our apparatus, staff vehicles, stations, and equipment. It used to be that a fire engine life span was normally 20 years, and with the increased call volume that changed to 15 years. We now try to use a matrix of age, miles, hours, repair costs, and down time. With the cost of a fire engine now in excess of \$500,000 dollars, this information helps us project the replacement of the fire apparatus. The following charts and graphs are all related to the fire apparatus.

FIRE APPARATUS REPAIR COSTS:

Fire Apparatus Matrix

UNIT	VEHICLE YEAR	TOTAL MILEAGE	TOTAL HOURS	MILES IN 2010	REPAIR COSTS IN 2010
E22	1993	111,208	12,629	3,399	\$56,910.08
E31	1999	84,976	10,493	7,830	\$22,013.54
E32	2008	28,925	2,622	9,971	\$9,784.73
E33	2006	40,504	4,127	8,089	\$7,726.65
E34	2006	48,427	4,661	9,845	\$6,675.13
T71	2001	8,505	1,456	683	\$10,262.98

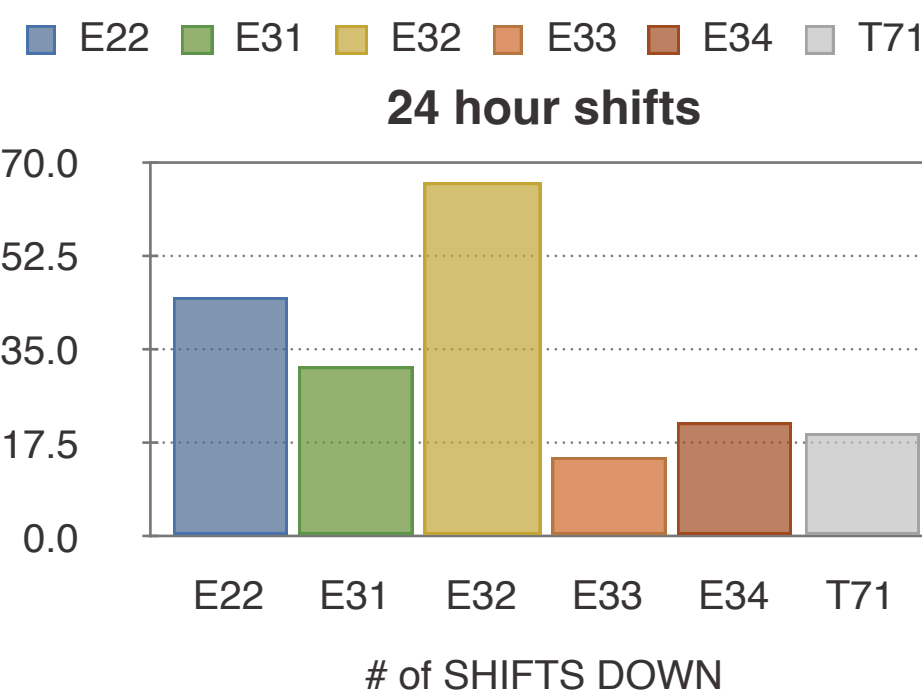
09/10 & 10/11 Repair Cost

APPARATUS	2009 COST	2010 COST
E22	\$14,928	\$56,910
E31	\$9,930	\$22,014
E32	\$2,310	\$9,785
E33	\$6,519	\$7,727
E34	\$4,179	\$6,675
T71	\$1,639	\$10,263

ENGINE DOWN TIME FOR REPAIRS & WARRANTY WORK:

Total Shifts Down for Repair

ENGINE #	# of SHIFTS DOWN
E22	44.5
E31	32
E32	66.0
E33	15
E34	21.5
T71	19.5



SPECIAL OPERATIONS:

Special Operations include Haz Mat, Technical Rescue, and Emergency Operations. Our Special Operations are selected individuals within the department who want to increase their knowledge, skills, and abilities in a specialized area of responsibility.

Every member of the department is trained to the level of Haz Mat First Responder. The Turlock Fire Department Haz Mat team members are all trained to the level of Haz Mat Technician or Haz Mat Specialist. These members train and respond to city incidents and they also are part of the Stanislaus County Haz Mat Team, where they train with other department's team members one time each month. Our team members work well with our industrial community and even sometimes partner in training events.

Our Technical Rescue Team is made up of 15 firefighters from the department who all train together monthly on specialized skills and techniques such as low and high angle rescue, trench rescue, confined space entry, and building collapse. Our team often works with our business community to train at different sites and in different environments to help prepare for the challenges they may be faced with. There is no formal County wide team; however we have trained with other fire agencies from Stanislaus County in the past.

In Emergency Operations we plan and train for large scale incidents that may involve several agencies, or for major disasters. We are in compliance with National Incident Management System (NIMS) by using ICS, and training to the NIMS standards. We work closely with our Public Safety Partners at California State University Stanislaus, and they have made their Emergency Operations Center (EOC) available to us. We also participate at the county operational area level, and have members from the department trained to assist in their EOC if they request our help.

The Operations Division of the department will continue to meet the challenges of 2011, and look forward to serving our citizens to the best of our ability.



TRAINING DIVISION

2010 was a very busy year for the Turlock City Fire and Emergency Services Training Division. Our personnel conducted internal training to meet many mandated training subjects for EMS and Firefighter didactic and manipulative skills but also performed several specialized trainings at city and non city owned properties throughout the City of Turlock.

Various specialized trainings that were accomplished include: Ventilation, Confined Space Rescues, Large Area Searches, Auto Extrication, Multiple Casualty Incidents, Ground Ladder Operations, Search and Rescue, Fire Strategy and Tactics, Simulated Hazardous Materials Incidents, Elevator Rescue Training, Firefighting Hose Lays, Ladder Truck Operations, Wildland Firefighter Training, Solar and Photovoltaic Power Systems, Water Rescue Scenarios, Pre-Fire Planning and Fire Alarm Drills.

Additionally, Turlock City Hall and other Turlock City Personnel received Fire Extinguisher and CPR Training provided by the Fire Department Personnel. The department also conducted an extensive three (3) day internal training of Strategic Planning for the Fire Department Supervisors to include the ranks of Fire Chief to the rank of Captain.

The Turlock City Fire and Emergency Services established a Fire Explorer Post for people aged 15-21 who are interested in learning the roles, responsibilities and skills necessary to become a firefighter. The candidates were interviewed and a total of ten positions were filled. The Fire Explorers have been very active with monthly firefighting training, as well as, community service support this year. The community projects included donating time to assist at the Fire Departments Annual Open House, Stanislaus County Fair and a fund raising event in support of "Random Acts of Kindness Charity" developed by the Turlock City Firefighters Union.

The total number of documented training hours for the full-time paid Fire Department personnel for 2010 was 8,954.5.

** (These hours did not include hours dedicated to: Fire Prevention, Business Inspections, Public Education Events, Fire Engine Checks, Fire Hydrant Checks, Physical Fitness Training, Fire Station Maintenance or any Incident Report Writing types of training).

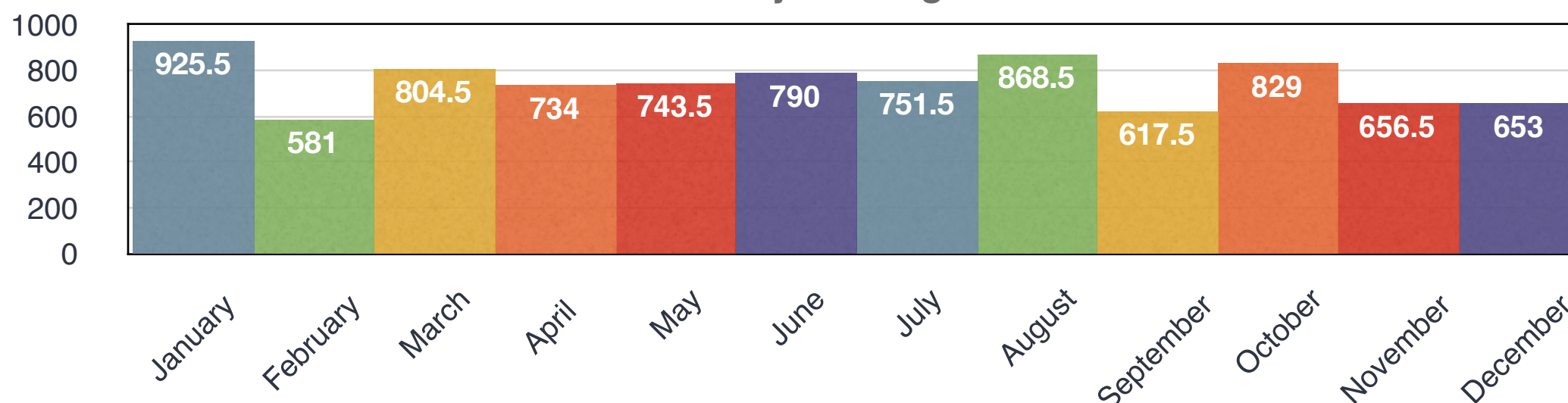
2010 Monthly Training Hours

**2010 TURLOCK CITY FIRE
and EMERGENCY SERVICES
TRAINING HOURS**

MONTH	TOTAL HOURS	DAILY AVERAGE HOURS	*PER PERSON AVERAGE
January	925.5	30	2.296
February	581.0	21	1.596
March	804.5	26	2.000
April	734.0	24	1.882
May	743.5	24	1.884
June	790.0	26	2.025
July	751.5	24	1.864
August	868.5	28	2.155
September	617.5	21	1.583
October	829.0	27	2.057
November	656.5	22	1.683
December	653.0	21	1.620

*(Monthly Training Hours divided by number of days divided by 13 personnel)

Monthly Training Hours



PREVENTION DIVISION

The primary objective of the Turlock Fire Prevention Division is to improve the quality of life and reduce the risk of harm and destruction to the citizens of Turlock. Our goal is to improve the lives of our residents by preventing fires within our community. To accomplish this goal the Fire Prevention and Suppression Divisions performs Inspections of businesses, and occupancies in accordance to the California Fire Code, California Health and Safety Code, California Code of Regulations Titles 19 & 24, and our local municipal codes.

The Fire Prevention Division manages the Investigation Team; investigators will investigate fires of significance and make arrests of persons responsible for unlawful actions related to fires.

Occupancy Inspections:

As a new tenant moving into a vacant building an occupancy inspection is required. During this inspection all fire and life safety items are inspected by the Fire Marshal. One Hundred and Sixteen (116) occupancy inspections were conducted this year.

Occupancy Inspections - 5 Year Report

YEAR	2006	2007	2008	2009	2010
INSPECTIONS	197	152	120	117	116

Total Occupancy Inspections by Fire Marshal



Pre-Development Meetings:

Prior to moving into a vacant building, the business owner may request a Pre-Development meeting with city staff. During this meeting city staff will help the business owner understand the requirements needed to occupy the building, hoping to make the process an enjoyable experience with the City of Turlock. The Fire Marshal takes part in the meetings. Eighty (80) Pre-Development meetings were conducted during the year.

Fourth of July Safety Inspections:

This is one of the busiest times of the year for Fire Prevention. A mandatory safety meeting is conducted prior to the sales of fireworks, Prior to vendors selling fireworks a safety inspection is required. Within three days a total of Thirty-two (32) booth and storage locations are inspected.

Plan Reviews:

Prevention Division conducts plan reviews for life safety, fire sprinkler systems, and fire alarm systems. After the plans receive approval the Fire Marshal will conduct an inspection to verify the systems have been installed and function per the approved set of plans. Eighty-three (83) plan reviews and inspections were completed and approved.

Annual Fire Permits

Each year the Prevention Division issues permits according to the CFC Section 105. The permits address and identify special needs and hazards to the business being conducted. Permits shall be posted within the business or during a special event or operation. Three hundred and eighty- six (386) permits were issued this year.

Permits Issued 2009 & 2010

PERMIT TYPES	2009	2010
Haz Mat	22	24
Hot Works	22	24
Assembly	149	144
Dust Producing	5	6
Repair Garage	82	80
Refrigeration	10	13
Flammable/Combustible	54	51
Compressed Gases	30	28
Spraying & Dipping	6	6
High Piled Combustible Storage	3	5
LPG	4	3
Dry Cleaning	0	1
Explosives	1	1
Aerosol Products, Storage & Handling	1	0
Gas Stations	1	0
Total	390	386

Fire Investigations:

The Investigation Team is made up with fire and police personnel. The team investigates all major fire incidents. All fires are investigated by the Investigation Team or the Engine Company Officer. There were 1568 fires within our city this year, of those 38 were recorded as arsons.

ARSON INVESTIGATIONS

YEAR	2006	2007	2008	2009	2010
TOTAL	17	43	59	38	38
DOLLAR LOSS INVOLVING ARSON	\$1,048,085	\$477,931	\$1,101,516	\$339,976	\$160,200

Total Fire Dollar Loss

YEAR	2006	2007	2008	2009	2010
DOLLAR LOSS	\$3,092,480	\$2,577,243	\$2,668,379	\$2,587,746	\$1,360,342

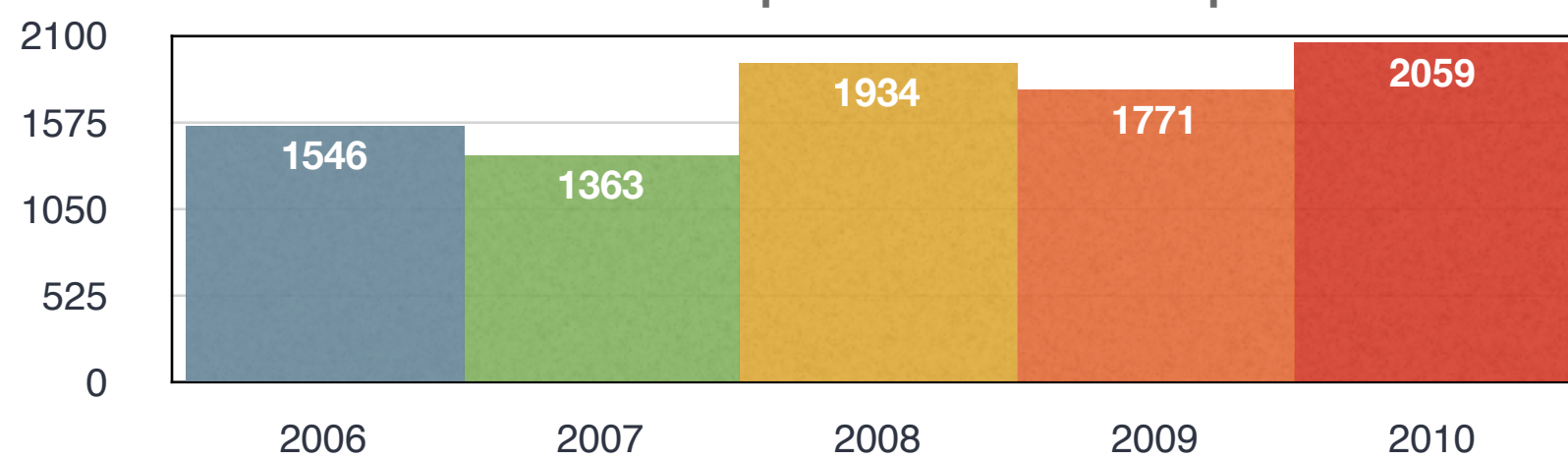
Annual Engine Company Business Inspections:

Each year the engine companies will conduct a basic fire and life safety inspection on every business within the City of Turlock. Engine companies conducted Two thousand fifty-nine (2,059) inspections this year. Each engine company is given a list of inspections to complete. Every other month they receive a new list of businesses to inspect.

Total Annual Business Inspections - 5 Year Report

YEAR	2006	2007	2008	2009	2010
TOTAL	1546	1363	1934	1771	2059

Business Inspections - 5 Year Report

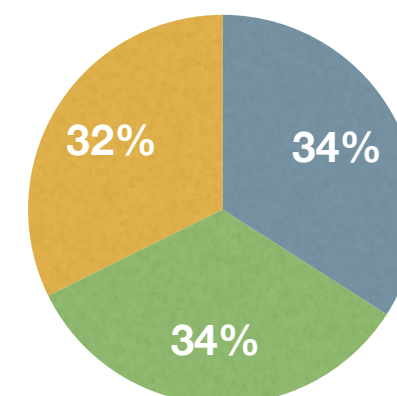


2010 Inspections By Shift

SHIFT	# INSPECTIONS
A SHIFT	661
B SHIFT	653
C SHIFT	627

● A SHIFT ● B SHIFT ● C SHIFT

Inspections by Shifts

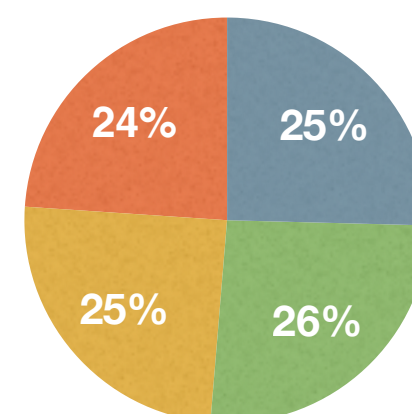


Business Inspections by District

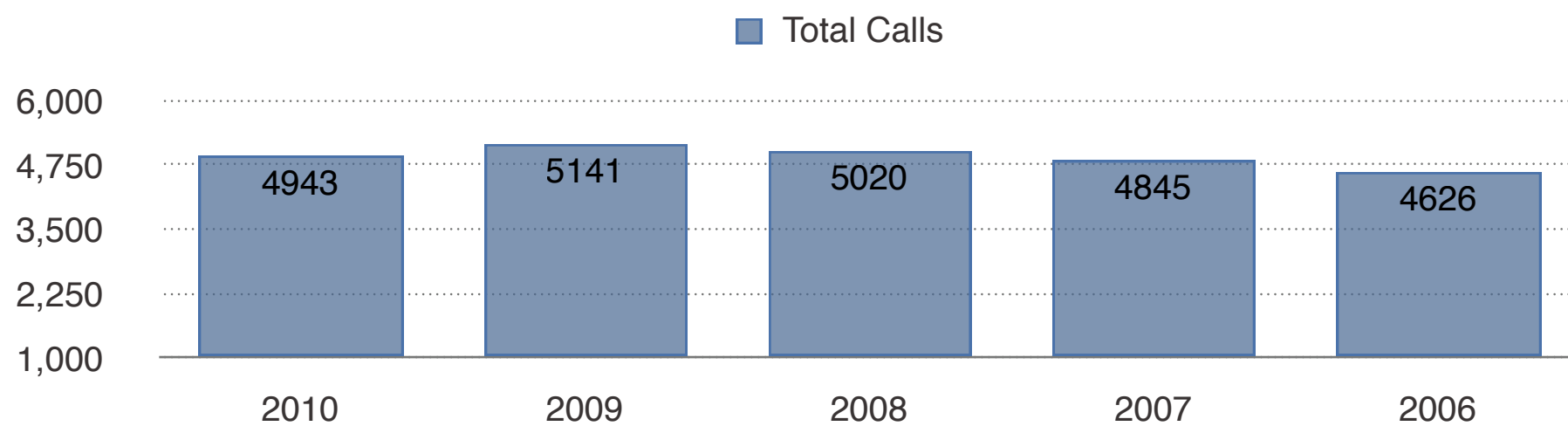
DISTRICT	# INSPECTIONS
E31	465
E32	474
E33	453
E34	438

● E31 ● E32 ● E33 ● E34

Inspections by District



EMERGENCY RESPONSE CALLS 5 YEAR REPORT



YEAR	2010	2009	2008	2007	2006
Total Calls	4943	5141	5020	4845	4626

Average Calls Per Day

	2010	2009	2008	2007	2006
FIRE	4.29	4.48	4.28	4.3	4.78
EMS	9.24	9.6	9.43	8.97	7.89
ALL	13.54	14.08	13.71	13.27	12.67

Fire/EMS Calls

YEAR	2010	2009	2008	2007	2006
FIRE	1568	1636	1567	1570	1745
EMS	3375	3505	3453	3275	2881

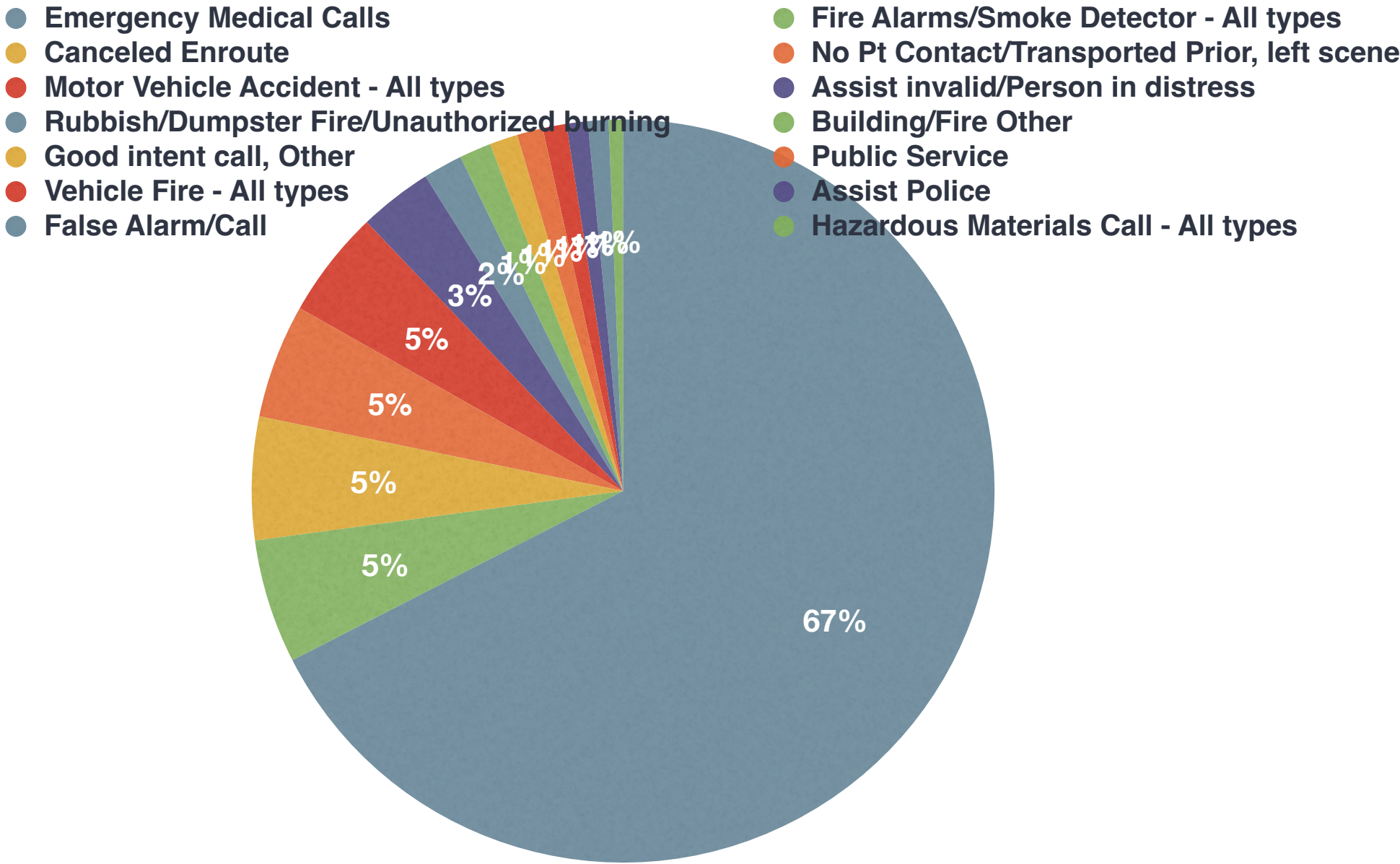
Mutual Aid - 5 Year Report

	2010	2009	2008	2007	2006
GIVEN	13	7	12	23	12
RECEIVED	29	5	5	5	8

INCIDENT SUMMARY REPORT

Most Common FIRE RMS Calls For Service

TYPE OF CALL	# OF CALLS
Emergency Medical Calls	3151
Fire Alarms/Smoke Detector - All types	252
Canceled Enroute	250
No Pt Contact/Transported Prior, left scene	232
Motor Vehicle Accident - All types	219
Assist invalid/Person in distress	149
Rubbish/Dumpster Fire/Unauthorized burning	80
Building/Fire Other	65
Good intent call, Other	57
Public Service	53
Vehicle Fire - All types	48
Assist Police	43
False Alarm/Call	42
Hazardous Materials Call - All types	29

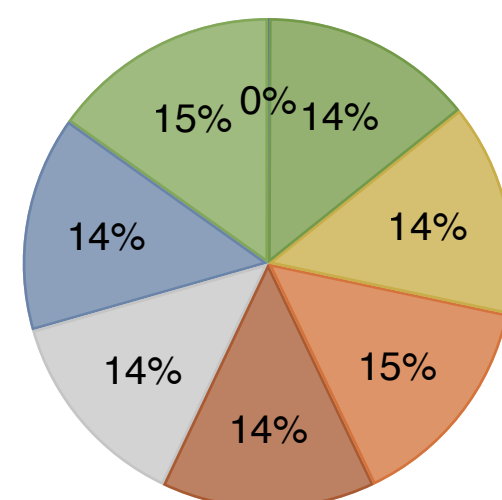


ALARM BY DAY AND TIME OF DAY REPORT

ALARM BY DAY OF WEEK

DAY	# of RESPONSES
Error	3
SUN	707
MON	702
TUE	727
WED	705
THUR	675
FRI	711
SAT	755
TOTAL	4985

● Error
 ● SUN
 ● MON
 ● TUE
● WED
 ● THUR
 ● FRI
 ● SAT



Alarm by Time of Day 0000 - 1259 hours

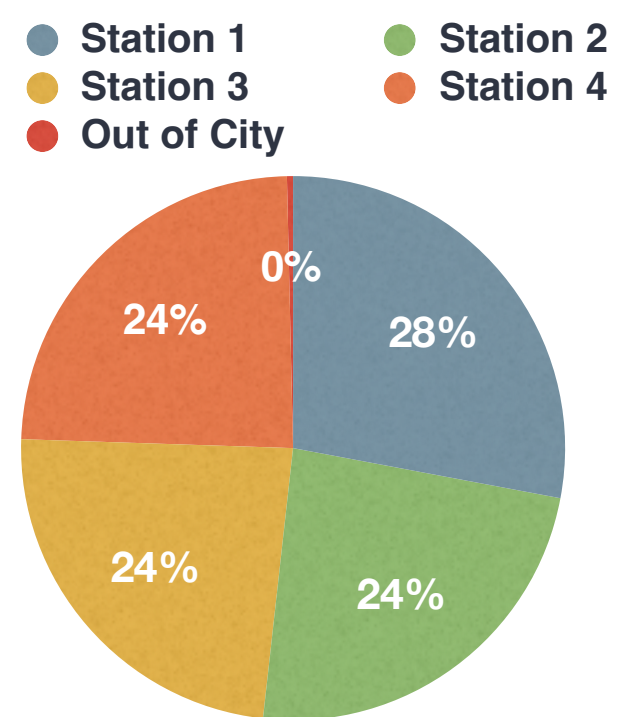
DAY	0000 0059	0100 0159	0200 0259	0300 0359	0400 0459	0500 0559	0600 0659	0700 0759	0800 0859	0900 0959	1000 1059	1100 1159	1200 1259
Error									1				
SUN	22	18	19	21	26	19	16	22	23	27	30	28	59
MON	19	17	18	17	10	22	18	18	41	35	31	37	24
TUE	18	26	21	12	18	10	19	20	42	32	33	43	44
WED	17	16	26	14	14	9	16	20	34	24	40	44	37
THUR	12	14	19	17	8	14	17	30	24	32	36	43	37
FRI	22	25	20	19	15	17	17	21	29	43	30	33	49
SAT	22	23	18	18	17	13	14	23	26	32	31	33	42
TOTAL	132	139	141	118	108	104	117	154	220	225	231	261	292

Alarm by Time of Day 1300 - 2359

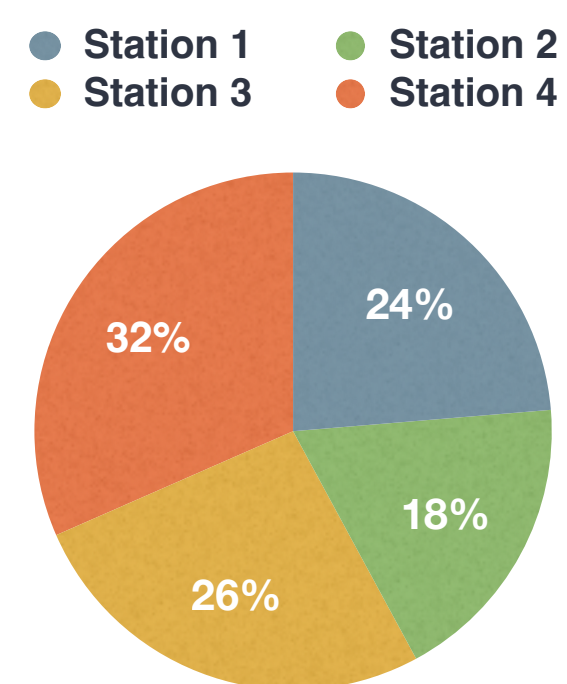
DAY	1300 1359	1400 1459	1500 1559	1600 1659	1700 1759	1800 1859	1900 1959	2000 2059	2100 2159	2200 2259	2300 2359	TOTAL
Error				2								3
SUN	47	35	24	38	35	33	30	40	30	34	31	707
MON	28	33	64	44	31	25	43	35	34	29	29	702
TUE	45	43	34	35	42	39	35	31	32	25	28	727
WED	43	37	39	42	42	39	35	42	27	20	28	705
THUR	36	42	31	31	53	36	33	25	32	28	25	675
FRI	46	34	40	41	34	38	36	28	29	22	23	711
SAT	40	57	41	36	30	45	45	34	49	41	25	755
TOTAL	285	281	273	269	267	255	257	235	233	199	192	4985

Number of Calls for Service By District

DISTRICT	TOTAL # of CALLS
Station 1	1393
Station 2	1187
Station 3	1184
Station 4	1202
Out of City	18



DISTRICT	# of ARSON CALLS
Station 1	9
Station 2	7
Station 3	10
Station 4	12



RESPONDING APPARATUS REPORT SUMMARY

* Turnout time is the difference between dispatch and enroute time

**Response time is the difference between the earliest enroute time for the incident and the arrival time for that apparatus

Apparatus Summary - 5 Year Report

	2010	2009	2008	2007	2006
Number of Responses	6,216	6,623	6,752	6,725	6,620
Average Responses Per Day	17.03	18.14	18.44	18.42	18.13
*Average Turnout Time	1:07	1:24	1:09	1:18	1:22
**Average Response Time	4:29	4:27	4:25	4:26	4:27
Average Contain Time	15:32	12:40	15:55	14:31	15:00
Average Total Time	22:35	22:52	23:20	23:18	22:31

2010 Apparatus Summary by Apparatus

APPARATUS	NUMBER of TIMES DISPATCHED	*AVERAGE TURNOUT TIME	**AVERAGE RESPONSE TIME	AVERAGE TOTAL TIME	PERSONNEL ATTENDING
BAT1	331	1:31	9:59	1:07:17	350
E22	4	:05	9:35	1:14:37	12
E31	1523	1:05	4:28	24:06	4771
E32	1325	1:09	8:40	23:25	4019
E33	1445	1:20	5:15	22:25	4342
E34	1401	3:06	5:08	21:01	4201

Simultaneous Calls Report

**	2 Times	3 Times	4 Times	5 Times	6 Times
15 min. Increments	1647	244	29	2	0

**Indicates number of times multiple units were on calls for service during same 15 minute period

SPECIAL EVENTS



September 11th Memorial Ceremony - Central Park



Fire Emergency Services Open House



National Night Out

APPENDIX A

Strategic Priority #1 - Accountability

Action Items	Responsible Person(s)	Completion Due Date	Status Date	Completed
Update performance evaluation form and protocol	White, Packwood	Jan. 1, 2011	In Progress	
Form committee	White, Packwood	Sept. 30, 2010		
Develop a rating system that is consistent with clear definitions, expectations, and parameters	White, Packwood	Nov. 15, 2010		
No surprises at evaluation meeting				
Daily contact and feedback			In Progress	
Have supporting documentation				
Document the process				
Supervisor checklist				
Included in Captains College				
Minimum time qualifications, including all employees that are qualified			In Progress	
Provide training to supervisors	White, Packwood	Mar. 30, 2011		
Positive "contact" for each direct report	All supervisors	Within 30 days of training completion		
PIP program and "contact/coaching" form	White, Packwood			
BC training	White, Packwood	Sept. 8, 2010		
Captain training	White, Packwood	Jan. 1, 2011		
Improve communications by supervisors			On going	
Captains meeting for establishing consistent evaluation criteria	BC for each shift	Oct. 2010 and ongoing		
Captains more active role in training	BC for each shift			
Process for Captain to Captain communication	Mike, St Pierre, Lunsford	Nov. 1, 2010		
Informal crew and individual meetings	All supervisors	Immediately and at least monthly		
BC meeting to have training be a standing item	White, Packwood	Sept. 8, 2010 and ongoing	Done	
Have shift meeting debrief become a standard	White, Packwood	Sept. 8, 2010 and ongoing	Done	

Strategic Priority # 2 - Fiscal Responsibility & Quality Assurance

Action Items	Responsible Person(s)	Completion Due Date	Status Date	Completed
Hold info meetings Re: medical insurance		Done		
Standards of coverage. Case study developed			In Progress	
Scenario development				
Create revenue plans				
Consider insurance company partnerships				
Research city cost of consolidations-build case (Carlos Rodriguez contact)				
Continue attending council meetings	Chief			

Strategic Priority # 3 - Operational Excellence

Action Items	Responsible Person(s)	Completion Due Date	Status Date	Completed
Update policy manual	Bickle, St. Pierre, Lohman	Mar. 1, 2011	In Progress	
Update Ops manual	Becker, Horn, Lohman, Harcksen	Jun. 1, 2011		
Technology	Chalupnik, Cockrell, Packwood	5 year with I.T.		
Standards of coverage	Carlson, Horn, Lohman, Wejmar	Jan. 1, 2011	In Progress	
Professional Development				
Improve processes of what is fully qualified vs minimum qualified	Bickle, Harcksen, Hackett	Jan. 1, 2011		
Formalize more in-house classes, upfront expectations and measuring tools. Bring assesses training need include cost analysis.	White	Oct. 1, 2010		
Align PFP contracts with job shadowing opportunities	Chief	Oct. 1, 2011		
Ensure dedicated and qualified mentors (formal training testing to be on list). ID subjects and list qualified trainers.	White, Carlson, Mouw	June 1, 2011		
Mentoring continues beyond promotion. Reconfigure Captains homework process.	White	Now and ongoing		
Task books, formal training	White	Ongoing		
Defined career ladders				
Develop Fire Officer Task book	Mark, St Pierre	Jan. 1, 2011	In Progress	
Develop Captain College	Mark, St Pierre	Jan. 1, 2011	In Progress	
Develop Captain Probation	Mark, St Pierre	Jan. 1, 2011		
Develop Chief Officer Task Book	BC Committee	Sept. 1, 2011		
Develop a BC college	BC Committee	Sept. 1, 2011		
Develop BC Probation	BC Committee	Sept. 1, 2011		
Mgt. Chief Officer Task Book	TBD			
Develop a DC College				
Formalize Plan				
Update job descriptions	Chief	Sept. 1, 2011		
ID key players				
Leadership training			IN Progress	
Use veterans to mentor candidates				
Continue investment in senior staff				

Strategic Priority # 4 - Fulfilling Mission, Vision, Values and Strategic Plan

Action Items	Responsible Person(s)	Completion Due Date	Status Date	Completed

Strategic Priority # 5 - Communication & Outreach

Action Items	Responsible Person(s)	Completion Due Date	Status Date	Completed
Crews to review BC meeting minutes. BC follow up face to face	BC			
Be mindful of scheduling & customer service needs. Ensure timely handling of customer service needs, regardless of schedule				
Friday morning Chiefs visits	Captains ensure attendance			
Quarterly meeting with each shift	BC			
BC meeting minutes	BC's and reliefs	Ongoing		
BC's visiting stations and discussing meetings, two stations at a time if preferable				
Feedback system for BC minutes				
Email prioritizing	Vanessa, Carlo	Nov. 1, 2010		
Remove junk or label as such				
Notification of important ones				
Follow up on info dissemination				
Learn to use all of Groupwise's capabilities				
Develop a mass media CC TV, Skype vintrillo	Lohman, Allison	Dec. 1, 2010		
Chief will address each shift each time w/issues, 5-10 minute shift meeting	Lohman, Allison	Dec. 1, 2010		
Shift meetings after morning brief, face to face	Lohman, Allison	Dec. 1, 2010		

Strategic Planning Follow Through

1. Review/edit action spreadsheet	Chief		In two weeks	
2. Format the strategic plan - see PD plan				
3. Finalize mission and vision				
4. Review values and agreements quarterly			Quarterly	
5. Facilitate values, behaviors, agreements with all staff				
6. Set up goal tracking system				
7. Annual strategic planning retreat and update				