

Fremont Fire Department Strategic Plan

2020 - 2025



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Message from the Fire Chief

I am pleased to introduce the 2020-2025 Fremont Fire Department Strategic Plan. The purpose of the Strategic Plan is to proactively guide and direct the department in the accomplishment of our mission and key priorities. Additionally, the strategic planning process is our way of ensuring that we regularly monitor and evaluate all aspects of our service delivery, compare against regulations, industry standards and best practices, towards providing the highest level of service with the resources allocated.



The Strategic Plan was developed through a collaborative process that included stakeholders representing each division, employee association, and labor group. We sought out and gathered input from the Department in preparing the plan, realizing a truly inclusive approach is the best way to achieve success. By reaching out to representatives throughout the Department for input, we were able to create new initiatives, inspired and organized around our focus areas of Operational Readiness, Community Risk Reduction, Emergency Management and Disaster Resilience, Diversity and Inclusion, Health and Wellness, and Organizational Development.

As our city continues to grow, there will be more demand for services particularly for our seniors and the socioeconomically disadvantaged. We have and will continue to see taller and denser development projects that may require changes to our deployment strategies. Annually revisiting our Strategic Plan will help guide the Department in these rapidly changing times.

Since the last Strategic Plan, the Department has made great strides in improving operational effectiveness, the utilization of technology, performance management, and support for an increased training curriculum. Our new Strategic Plan will help us strengthen our Department as well as continue the work of building a culture of safety, enhancing fire prevention and emergency management initiatives, and recruiting a more diverse and inclusive workforce that reflects the community we serve.

The Fremont Fire Department's greatest asset remains our personnel, and through our collective efforts, we will achieve the vision described within this plan. Our members are dedicated and committed to providing the highest level of service to the community we serve. We are fortunate that we serve a city that recognizes the importance of public safety in maintaining a healthy and vibrant community.

Thank you to all of the Fremont Fire Department employees who shared their ideas, thoughts, and input through countless group meetings, your feedback has been invaluable and is appreciated.

In closing, please join me in supporting this collective vision for the future of the Fremont Fire Department.

Fire Chief
Curtis P. Jacobson

Strategic Plan 2020 – 2025

Mission

Mission statement of an organization describes, in succinct terms, the purpose for the organization's existence. It articulates the principal reasons for the department's presence in the community.

“The Mission of the Fremont Fire Department is to prevent and minimize the loss of life and property threatened by hazards of fire, medical and rescue emergencies, hazardous materials incidents, and disaster situations within our community.”

Vision

Successful organizations need to define where they expect to be in the future. Vision statements provide an organization with targets of excellence to strive towards and the basis for establishing its goals and objectives.

Fremont Fire Department's Vision is “Building upon a legacy of Excellence and Leadership.”

Values

Value statements establish the standards that assist an organization in meeting its mission and the ways the members work together and hold each other accountable.

1. **Dedication:** A passionate belief in the department's mission, personnel, and community
2. **Cooperation:** Communication, team effort, respect towards others, and openness
3. **Professionalism:** Competency, commitment to quality and pride in our work
4. **Integrity:** Moral and intellectual honesty and our accountability for our individual and collective actions
5. **Leadership:** To inspire, motivate and coach to our common goals
6. **Respect:** To recognize that all who are encountered (community members, coworkers, members of outside agencies, and department personnel) have the right to be addressed in a courteous, sincere, and professional manner



Organizational Overview

The Fremont Fire Department provides rapid delivery of fire, medical, rescue and life safety emergency services. The Department delivers emergency services through 13 in-service fire companies (11 engines / 2 trucks) from 11 strategically located fire stations in the City. The primary goals of the department are to reduce casualties and the loss of life, improve patient outcomes, decrease property loss and damage, extricate trapped victims successfully, and protect the environment from the effects of hazardous materials release.

The Department provides mutual aid throughout California as well major disasters across the United States. We take great pride in delivering quality services to our community and constantly strive to improve.



The departmental services provided by our three divisions are:

- Operations (including Disaster Preparedness, Public Education, Training & Emergency Medical Services)
- Prevention (Hazardous Materials & Certified Unified Program Agency (CUPA))
- Administration

City of Fremont Demographics

Population:

234,962

Number of Households:

73,617

Average Household Income:

\$122,191

Education:

55% of residents have Bachelors, Graduate, or Professional degrees

Estimated Annual Household Spending Potential:

\$2.7 billion

Seniors:

11.8%

Race:

Asian.....	57.40%
White.....	24.90%
Hispanic.....	13.50%
Black.....	3.00%
Other.....	1.20%



2019 Department Information

Authorized Positions: 161			
Fire Chief			
Operations:			
Deputy Fire Chief	1	Fire Captain	41
Division Chief	4	Fire Engineer	41
Battalion Chief	6	Firefighter	44
Clinical Nurse Educator	1	Public Service Assistant*	0.5
Emergency Services Manager	1		
Fire Prevention:		Administration/Personnel:	
Fire Marshal	1	Business Manager	1
Deputy Fire Marshal	1	Public Affairs Manager	1
Hazardous Materials Program Mgr	1	Management Analyst	1
Senior Hazardous Materials Inspector	1	Senior Executive Assistant	2
Hazardous Materials Inspector	3	Administrative Assistant	3
Senior Fire Prevention Inspector	1	Senior Office Specialist	2
Fire Prevention Inspector	3	Office Specialist	1
Public Service Assistant*	0.5		

*Part Time positions not included in position count

2019 Fremont Fire Department Response Times

- Fire Department resources are dispatched within 90 seconds 91.7% of the time.
- After receiving a call for service, firefighters are responding within 120 seconds 86.2% of the time.
- The first arriving unit is on scene within 4 minutes 61.6% of the time.
- Truck Companies, capable of performing advanced rescue operations, arrive at the scene within 11 minutes and 30 seconds 87.3% of the time.
- Structure fires are confined to the room of origin 73.6% of the time.
- Wildland fires are confined to 1 acre or less 95.2% of the time.
- Victims are extricated from vehicles within 30 minutes of firefighters arriving at the scene 100% of the time.

Departmental Programs

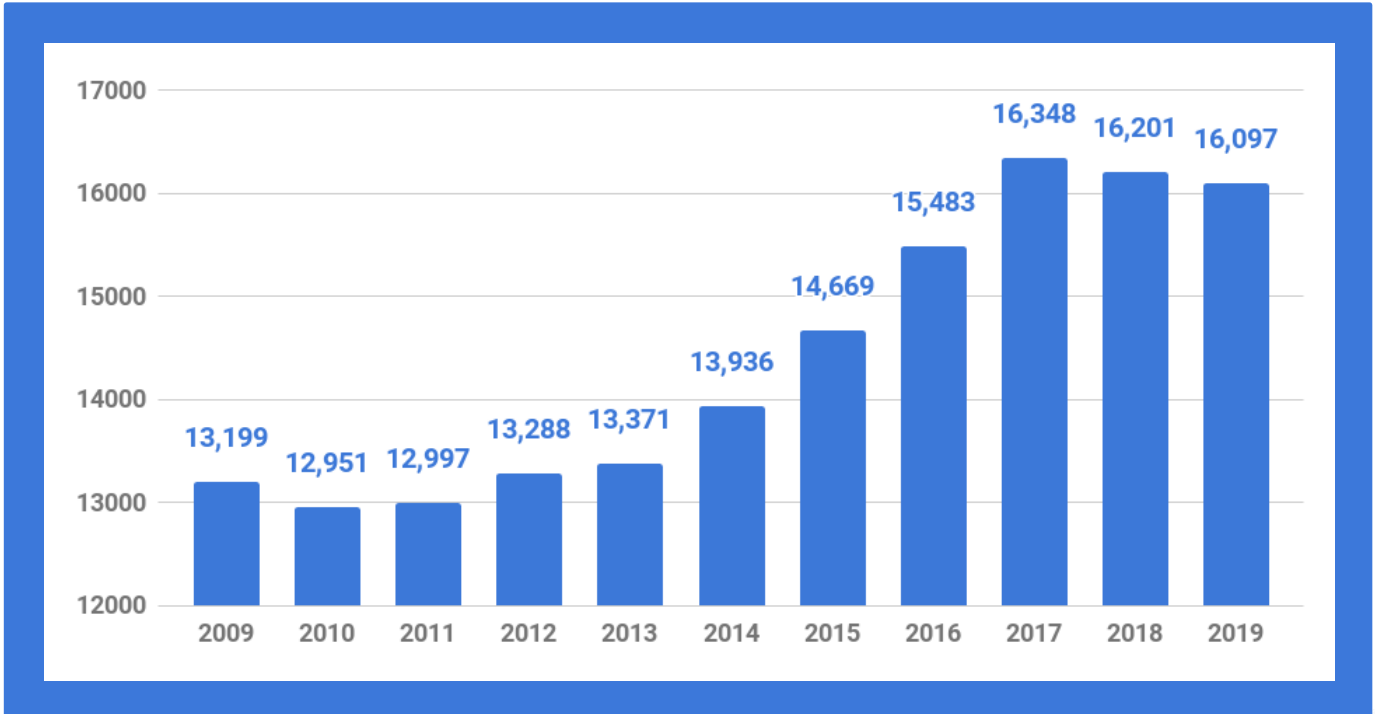
Unmanned Aerial System (Drone)	Automated External Defibrillator (AED)
Tactical Emergency Medical Service	East Bay Incident Management Team
Water Rescue	California Office of Emergency Services Mutual Aid Response
California Task Force 4 Urban Search and Rescue	Special Operations Task Force (SOTF) Hazardous Materials/Rescue
Field Training Officer (FTO)	Centers for Disease Control (CDC) ChemPack Repository
Fire Investigation	Emergency Medical Services (EMS) Bicycle Response
Hazardous Materials Management	Communications
Fire Prevention	Firefighter Wellness & Fitness

Volunteer Programs

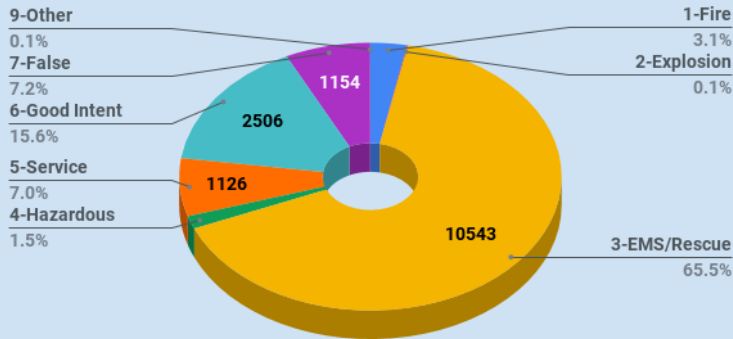
Rehabilitation	Fire Explorers
Smoke Alarm Installation	Radio Communications
Chaplaincy	Community Emergency Response Team (CERT)



Calls for Service 2009-2019



CALLS BY INCIDENT TYPE FOR 2019



	Fires, all types	495
	Explosions	14
	Medical Aid/Rescue	10,543
	Hazardous Materials	249
	Service Calls	1,126
	Good Intention	2,506
	False Alarms	1,154
	Other	10



Apparatus

16 Type I Engines



3 Aerial Ladder Trucks



1 Mobile Command Unit



**2 Type VI
Wildland Patrols**



1 Hazmat Unit



1 Rescue Unit



**4 Type III
Wildland Engines**



1 Air Light Unit



1 Water Tender



The Planning Process

The intent of the strategic planning process is to establish goals and priorities for the department and to direct the utilization of resources to achieve each stated objective. The Strategic Planning Process began with a retreat where Command Staff agreed that updating the plan would provide synergy and a shared purpose for the organization. Additionally, staff outlined the preliminary steps in the plan's development, identified key stakeholders, established a rough timeline, and defined the strategic planning process.



The Command Staff reviewed strategic plans from numerous metropolitan fire departments and focused on content, style and formatting. Following the review of other agency plans, the Staff initiated an in-depth review of Fremont Fire Department's 2004 Strategic Plan, acknowledging accomplishments, identifying ongoing work and recognizing goals requiring revision. The findings of the review provided the framework for the 2020 -2025 Strategic Plan.

Command Staff subsequently met with the Labor Union, International Association of Fire Fighters (IAFF) Fremont Firefighters Local 1689, and established the six functional areas that would guide our work: Operational Readiness, Community Risk Reduction, Emergency Management and Disaster Resilience, Diversity and Inclusion, Health and Wellness, and Organizational Development. Command Staff and Labor Management established joint committees to define each goal, develop strategies and action steps. Command Staff and Labor reviewed the work of each committee and made revisions as needed. After an internal review process a first draft was agreed upon.

The draft 2020-2025 Strategic Plan was submitted for peer review by select City of Fremont departments. Staff then shared the draft Strategic Plan with a key group of external community stakeholders, ensuring the document was consistent with the needs and direction of the community. After obtaining and incorporating internal and external feedback, staff circulated a final draft. The 2020 – 2025 Strategic Plan was presented to City Council for review and approval. Upon approval, the Fremont Fire Department initiated the work towards achieving each goal.

Goals, Strategies, Action Steps

The Fremont Fire Department’s Strategic Plan has six goals supported by a series of high-level strategies and specific action steps. In the context of this strategic plan, goals guide the future direction of the department. The strategies listed beneath each goal outline a plan of action for achieving the goal. Below each strategy is a set of action steps which are specific tasks designed to help implement the strategy to reach the stated goal.

The following criteria were used in the development of the goals, strategies and action steps:

- **The six stated goals must be aligned with the department's mission, vision, and values.**
- **The goals shall be practical and focused so that they can be accomplished and achievable.**
- **There must be shared agreement among the department's stakeholders, which include employees, leadership, and labor, on what is important to the department's future.**
- **Each goal, strategy, and action step must be measurable.**

As the external and internal environment in which we operate changes, the strategic plan should remain a dynamic map of the department's future.

GOALS

The following goals are equally important and are not listed in order of priority.

Operational Readiness

Ensure the effective preparation and deployment of personnel, apparatus, and facilities to support the mission of the Fremont Fire Department.

Community Risk Reduction

Prevent and minimize the loss of life and property within the City of Fremont.

Emergency Management and Disaster Resilience

Enhance the City’s ability to respond to and cope with disasters.

Diversity and Inclusion

Embrace diversity and inclusion in the organization.

Health and Wellness

Provide for the health and safety of all Fremont Fire Department employees.

Organizational Development

Build a solid and sustainable organizational development program that meets the needs of the department, organization and community.

Operational Readiness

Ensure the effective preparation and deployment of personnel, apparatus, and facilities to support the mission of the Fremont Fire Department.

STRATEGY 1: Assess, monitor, and forecast equipment and facility needs to ensure regulatory compliance.

Action Steps:

1. Designate a person and system to ensure the department remains current with new regulations and best practices for the fire service.
2. Develop comprehensive equipment inventory and life cycle replacement plans in accordance with industry best practices.
3. Inspect apparatus and facilities on an annual basis.
4. Establish a comprehensive facility maintenance plan in collaboration with the Public Works Department, Buildings Division.



STRATEGY 2: Develop and review standard operating procedures by utilizing Quality Improvement Programs.



Action Steps:

1. Establish a Quality Improvement (QI) Policy which clearly delineates responsibility, workflow, and deliverables.
2. Continue the development of Operations and Emergency Medical Systems (EMS) QI processes.
3. Reassess annually the effectiveness of current QI practice and adjust as necessary.
4. Schedule and conduct QI meetings quarterly.

STRATEGY 3: Provide training to enhance performance, safety, and response to all-risk events.

Action Steps:

1. Collaborate with all divisions to assess current and future training needs.
2. Develop and annually evaluate training plans to ensure currency and relevancy.
3. Attend county, regional and statewide trainings and events to ensure training practices align with industry best practices.

STRATEGY 4: Evaluate performance metrics to ensure deployment models, staffing levels, and service delivery meet community needs.

Action Steps:

1. Establish a committee to collect and evaluate performance data.
2. The committees will provide an annual report on compliance with goals established in the Standards of Cover.





STRATEGY 5: Improve service delivery through technology and innovation.

Action Steps:

1. Develop a program for digital site plans.
2. Conduct an inventory and needs assessment in collaboration with Information Technology Systems (ITS).
3. Develop a Business Intelligence model to support decision making and strategic initiatives.
4. Develop a plan for technology investments.

STRATEGY 6: Determine the most appropriate dispatch model to support operational needs.

Action Steps:

1. Establish a dispatch committee.
2. Review the 2011 Dispatch Study.
3. Perform a feasibility study of current and alternate dispatch models.
4. Provide dispatch recommendation to Management and Labor.



Community Risk Reduction

Prevent and minimize the loss of life and property within the City of Fremont.

STRATEGY 1: Reduce the number and severity of emergencies, particularly fires and hazardous materials incidents.

Action Steps

1. Determine inventories of various occupancies and undeveloped parcels and assign inspection frequencies based on statute, regulation or relative risk.
2. Continually evaluate recent additions to Fire and Life Safety codes and communicate relevant local amendments and ordinances to City Council.
3. Update department operational pre-planning and tactical responses based on information and data gained through inspection programs (site plans, PowerPoint, California Environmental Reporting System (CERS) integration).
4. Continue to support and refine our program to investigate the cause and origin of all fires, hazardous materials releases, or other incidents as required by statute or circumstance.

STRATEGY 2: Respond to the diverse and changing needs of the development community and related tenant improvements.

Action Steps

1. Evaluate effectiveness of adopted codes and ordinances to ensure the primary goals of emergency response planning—access and adequate water supply—are supported. Maintain fire safety during all phases of property development and construction.
2. Regularly inspect high and moderate risk occupancies to document changing inventories.
3. Improve fire safety by advocating for amendments and ordinances to retrofit the City's existing building stock with built-in fire protection systems.
4. Simplify the language and guidance documents supporting adopted Fremont Fire Codes.
5. Coordinate plan check, processing, and inspection programs to ensure the accurate and timely review of all projects.
6. Work with the development community, Planning Commission, Community Development (Planning, Engineering, and Building), City Council, and other interested stakeholders in the development cycle.
7. Continue to assess the Certified Unified Program Agency (CUPA)/Fire Prevention team and its interaction with the Community Development and the development community.

STRATEGY 3: Implement that a comprehensive, three-tiered inspection program designed to ensure a reasonable degree of fire and life safety exists in all regulated or newly constructed occupancies.

Action Steps

1. Business Inspection, Fire Prevention, and Hazardous Materials/CUPA Programs must support operational pre-planning and community right-to-know efforts.
2. Inspect high-risk businesses and develop a process that streamlines billing for customers in the Business Inspection and Hazardous Materials programs.
3. Integrate Geographic Information System (GIS) Technology into the Hazardous Materials program.
4. Support and facilitate cleanup at various hazardous materials sites in Fremont.

STRATEGY 4: Develop data collection mechanisms and standardized reports to demonstrate program scale, scope, and efficacy.

Action Steps

1. Provide the information and data gathered by Fire and Life Safety (FLS) programs to update citywide preparedness plans, departmental operations, and tactical responses before an incident occurs.
2. Develop protocols and processes for timely reporting to the Fire Chief, City Manager, City Council, and the community.



STRATEGY 5: Improve public education efforts and encourage self-reliance and collaboration.

Action Steps

1. Coordinate public education and other community programs with emergency management and resilience efforts and other divisions and departments.
2. Identify prospective new businesses for inclusion in our FLS programs.
3. Provide education and direction to stakeholders related to California Fire Code and hazardous materials regulatory compliance requirements.



Emergency Management and Disaster Resilience

Enhance the City’s ability to respond to and cope with disasters.

STRATEGY 1: Develop a sustainable, comprehensive Emergency Management Program (EMP) in accordance with National Fire Protection Agency (NFPA) 1600 and the Emergency Management Accreditation Program.

Action Steps

1. Develop the Emergency Management Program, oversight committee and standard operating procedures.
2. Support the City Disaster Council.
3. Develop leadership structure within key programs such as Citizens Core Council, Community Emergency Response Team (CERT) and Communications Unit.
4. Develop key emergency plans (Emergency Operations Plan, Continuity of Operations, Multi-Year Training and Exercise Plan, Recovery Plan, Mitigation Plan, Evacuation Plan, Mass Care & Shelter Plan, etc.).

STRATEGY 2: Develop Core Capabilities in order to respond to all hazards and threats.

Action Steps

1. Train all Emergency Operations Center (EOC) & Department Operations Center (DOC) personnel.
2. Train Mass Care & Shelter personnel.
3. Develop a Fremont Multi-Disciplinary All Hazards Incident Management Team.
4. Perform full-scale exercises on a recurrent basis.

STRATEGY 3: Develop Disaster Logistical Support (Facilities, Resources, and Personnel).

Action Steps

1. Enhance the Emergency Operations and Department Operations Center’s communications and supporting equipment.
2. Establish a secondary EOC.
3. Develop an emergency communications infrastructure including alternate 911, radio and electronic communications, and public alerting systems.

4. Establish disaster caches with supplies throughout the city.
5. Utilize volunteer programs such as Personal Emergency Preparedness (PEP), CERT, and Communications Unit.
6. Create emergency preparedness-focused content to share across the Fremont Fire Department social media platforms and with local media in order to provide the community with relevant and timely emergency preparedness and/or disaster related information.

STRATEGY 4: Develop resilience in order to improve City of Fremont's ability to recover from a disaster quickly.

Action Steps

1. Create employee Disaster Service Worker module and awareness program(s).
2. Establish City facility response teams.
3. Support the development of continuity plans by each department.



Diversity and Inclusion

Embrace diversity and inclusion in the organization.

For the purpose of this document, the following definitions were utilized to guide the discussion and planning process:

Diversity is the range of human differences, including but not limited to race, ethnicity, gender, gender identity, sexual orientation, age, social class, physical abilities or attributes, religious or ethical values systems, national origin, political beliefs and experience.

Inclusion is involvement and empowerment, where the inherent worth and dignity of all people are recognized and accepted. An inclusive workplace values and practices respect for the talents, beliefs, backgrounds, and ways of living of its members.

Cultural competence is the ability to understand, communicate with, and effectively interact with people across cultures. Cultural competence encompasses being aware of one's own worldview, developing positive attitudes towards cultural differences, and gaining knowledge of different cultural practices and worldviews.

Definitions from Ferris University Diversity Office

Citation: <https://ferris.edu/HTMLS/administration/president/DiversityOffice/Definitions.htm>

STRATEGY 1: Promote a workplace that welcomes and supports diversity, inclusion and cultural competence.

Action Steps

1. Encourage diversity and inclusion efforts at all levels.
2. Provide ongoing education on the value of diversity and cultural competence.
3. Establish a joint Labor Management Committee to promote diversity and inclusion.



STRATEGY 2: Recruit, hire and advocate for a diverse work force.

Action Steps

1. Develop and implement a recruitment program that attracts diverse candidates.
2. Increase educational and community outreach activities.
3. Identify and remove employment barriers.

STRATEGY 3: Establish internal systems to ensure fairness, consistency, and equity.

Action Steps

1. Provide equal opportunities for training and career development.
2. Continuously review policies, programs, systems, and techniques.



Health and Wellness

Provide for the health and safety of all Fremont Fire Department employees.

STRATEGY 1: Enhance health and fitness to better handle the job's inherent hazards.

Action Steps

1. Partner with IAFF Fremont Firefighters Local 1689 and the City of Fremont to develop a comprehensive wellness and fitness program.
2. Establish ongoing annual medical evaluations.
3. Expand and enhance our current behavioral health programs.

STRATEGY 2: Deliver ongoing education and training that improves the safety and welfare of our members.

Action Steps

1. Deliver enhanced safety training to all new hires.
2. Provide quality safety awareness training to the department on an annual basis.
3. Ensure training addresses current and evolving hazards.





STRATEGY 3: Provide and maintain the personal protective equipment (PPE) needed to minimize exposure to hazards.

Action Steps

1. Maintain PPE in compliance with National Fire Protection Association (NFPA) Standards.
2. Maintain PPE service life through regular inspections and documentation.
3. Segregate PPE from living areas in fire stations and apparatus.

STRATEGY 4: Maintain policies and procedures that prioritize safety first.

Action Steps

1. Collaborate with Risk Management to ensure we have an Illness and Injury Prevention Program that meets our needs.
2. Review pertinent NFPA standards and Occupational Safety and Health Administration (OSHA) regulations.
3. Reach out to neighboring agencies for best practices.

Organizational Development

Build a solid and sustainable organizational development program that meets the needs of the department, organization, and the community.

STRATEGY 1: Promote professional development and accountability.

Action Steps

1. Maintain and evaluate ongoing performance management program.
2. Annually review and update policy and procedures.
3. Develop expectations for each job classification.
4. Provide performance management training for new supervisors.
5. Stay current with industry standards.

STRATEGY 2: Develop a succession plan that ensures the transfer of knowledge and responsibilities.

Action Steps

1. Create a resource manual for each function.
2. Collaborate with Fire Department specific bargaining units to forecast future staffing needs.
3. Formalize a mentoring program.
4. Update Project and Program Assignments (Fremont Fire Department Policy 1401.00) to reflect current program and committee responsibilities.



STRATEGY 3: Maintain a current career development plan.

Action Steps

1. Revise the current career development plan for all job functions.
2. Explore the feasibility of a Field Training Officer program.

STRATEGY 4: Identify innovations and programs to enhance service delivery.

Action Steps

1. Create a public education program.
2. Formalize the Public Information Officer (PIO) position.
3. Increase support for the department's social media responsibilities.
4. Re-establish a comprehensive Vegetation Management Program throughout the locally identified Wildland Urban Interface (WUI).



Plan Implementation

Implementation Process

The goals established in the Strategic Plan cannot be achieved by the Fire Department alone. To truly be successful we need to work closely with other departments and stakeholders. We acknowledge the goals identified may require new budget appropriations, subject to council approval and/or grant funding opportunities.

Next Steps

To ensure that the Fire Department remains vigilant and focused on the goals of the Strategic Plan, we will closely monitor our progress by:

- Demonstrating that the entire organization will commit to the plan's implementation.
- Assigning each goal and/or strategy to a staff member to ensure that we continue to maintain forward progress.
- Quarterly check-ins and progress reports with the Command Staff and the staff members assigned to each goal and/or strategy.
- Acknowledgment of successes will be shared with the department.
- Assistance by Command Staff to resolve issues and challenges that arise.
- Updating employees about progress made on the plan and how it relates to any operational changes in the department.
- Having annual follow-up meetings to maintain momentum.

Conclusion

The Strategic Plan 2020-2025 provides a solid foundation that will guide the Fire Department's policies and operations for the next five years. Execution of this plan will aid the Fire Department in meeting the existing and emerging needs of the City, while simultaneously ensuring the effective use of City resources and funds.



Appendix

Strategic Plan Working Group/Contributors	
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Abbreviations and Acronyms

AED: Automated External Defibrillator.....	7
CDC: Centers for Disease Control	7
CERS: California Environmental Reporting System	15
CERT: Community Emergency Response Team	18
CUPA: Certified Unified Program Agency.....	5
DOC: Department Operations Center.....	18
EMS: Emergency Medical Services	12
EOC: Emergency Operations Center.....	18
EOP: Emergency Operations Plan.....	18
FLS: Fire and Life Safety	16
FTO: Field Training Officer	6
GIS: Geographic Information System	16
HAZMAT: Hazardous Materials.....	9
ITS: Information Technology Systems.....	14
NFPA: National Fire Protection Agency.....	18
OSHA: Occupational Safety and Health Administration	23
PEP: Personal Emergency Preparedness	19
PIO: Public Information Officer.....	25
PPE: Personal Protective Equipment.....	23
QI: Quality Improvement	12
SOTF: Special Operations Task Force	7
WUI: Wildland Urban Interface	25

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