

**The Architecture of Training**  
**Marin County Fire Department**  
**2004-2005**

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*The goal of the Marin County Fire Department Training Program is to assure quality service to the public by developing the skills and abilities of all Marin County Fire Department personnel. This is accomplished through training that is economical and effective, and that is consistent with the needs of the public, the County of Marin, the Department, and the employee.*

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# Importance of Training and Development Programs

The fire service today is markedly different from the service that existed 100, 50, or even 10 years ago. Not only have the apparatus and techniques changed, but also the personnel and role of the fire service. With greater attention towards emergency medical service, hazardous materials, urban rescue, weapons of mass destruction and terrorism, fire service professionals continue to expand both their knowledge and skill levels. As these skills and abilities expand, so do the responsibilities of an organization's training program.

The net result of any organization is human output. This is why successful organization put the needs of people first. Human output can be measured thru five indicators; productivity, absenteeism, job turnover, job satisfaction, and organizational citizenship (the willingness of employees to make contributions without compensation). Each of these outcomes are directly linked to the value and quality of an organization's training program.

Training programs affect work behavior in two ways. The most obvious is by directly improving the skills necessary for the employee to successfully complete his or her job. An increase in ability improves the employee's potential to perform at a higher level.

A second benefit from training is that it increases an employee's self-efficacy (a person's expectation that he or she can successfully execute the behaviors required to produce and outcome). For firefighters whose behaviors are primarily skilled tasks, the outcome is effective job performance. Employees with high self-efficacy have strong expectations about their abilities to perform

successfully in new situations. They are confident and expect to be successful. Training, then, is a means to positively affect self-efficacy because employees may be more willing to undertake job tasks and exert a high level of efforts.

It is also important to recognize that employees value career planning and development. Organizations can increase employee commitment, loyalty, and satisfaction by encouraging and guiding employees in developing a self-managed career plan, and by clearly communicating the organization's goals and future strategies, giving employees growth experiences, offering financial assistance to help employees keep their knowledge and skills current, and providing paid time off from work for off-the-job training.

A final consideration in determining the importance of training and development programs is the mandates set by federal, state, and local authorities as well as industry recognized professional associations. These mandates are available for review in Appendix A of this document.



# Training Program Design

As a fire service agency, the primary focus of our department training program is on the development and maintenance of technical, interpersonal and problem solving skills. The training program consists of two primary components, career development and maintaining skill proficiency.

## Career Development

The heart of the Marin County Fire Department Training Program is an organizational career ladder that identifies specific training for each job classification. The career ladder assists employees by allowing them to identify and concentrate on the critical skills necessary for job competence. The greater the job competence the greater the employee self-efficacy. The training identified by the Marin County Fire Department Career Ladder can be viewed in Exhibit B of this document.

Few human resource issues have changed as much in the past decade or two as the role of the organization in its employees' careers. It has gone from paternalism - in which the organization took nearly complete responsibility for managing its employees' careers - to supporting individuals as they take personal responsibility for their future. In response to this change, the Marin County Fire Department Career Ladder provides two functions. It serves to identify the mandated training necessary for each job classification, and it creates a career development process to assist those interested in upward mobility. Utilizing the Career Ladder, a new firefighter interested in someday becoming a Battalion Chief can easily identify required training and experience necessary to achieve this goal. At the same time, the organization can be assured minimum qualification have been achieved for each job classification.

The development of the Career Ladder is costly. Current training policy mandates the education and experience for each job classification. Additionally, the policy allows for employees to receive out of classification training for the purpose of upward mobility or job enhancement. This training is received at a reduced reimbursement and benefit rate. Through out-of-classification training employees are better prepared for position advancement. Out-of-classification training reduces training cost as employees receive training at a reduced reimbursement and benefit rate prior to promoting. In many cases, personnel will promote after having already received most of the mandated training associated with the promotion. The Training Policy and its associated Operational Guideline can be seen in Appendix C.



Because the Career Ladder is very dynamic, it becomes difficult to specifically identify the annual cost. Because anyone can receive any of the training listed in any of the job classifications, the baseline considers all department member for the potential costs.

Exhibit B provides the current percentage of mandated training that has been completed for each job classification as well as the remaining mandated hours.

## Skill Proficiency

Competent employees don't remain competent forever. Skills deteriorate and can become obsolete. Most of our annual recorded training hours are dedicated to upgrading and improving technical skills. Technical training has become increasingly important today for two reasons-new technology and new responsibilities.

In the 1970's emergency medical response debuted into the fire service. In the 1980's it was hazardous materials and urban search and rescue gained prominence. Today it is terrorism and chemical/biological response. History has demonstrated that the skills and capabilities of the fire service will continue to expand. With this expansion, so too must the training program adapt and find new ways and methods and technologies that will ensure proficiency of all skills.

## Delivery Methodology

Training is delivered in the following formats:

**Training Academy:** Designed to achieve specific training goals and provide for strict performance evaluation. There are currently three academies in the training program; the New Recruit Academy, the New Seasonal Firefighter Academy and the Returning Seasonal Firefighter Academy. Academies are both the most expensive and the most efficient method to deliver a standardized curriculum to multiple individuals. Costs decrease and efficiency increases as the number of students increase.

**Multi-Company Exercises:** Allows personnel from multiple companies (or stations) to train together when performing complex exercises or evolutions. This type of training is highly effective when learning or practicing complex tasks that require the response of multiple stations.

**Company Exercises (With Instructor):** Allows personnel to remain in their stations and receive instruction from a qualified instructor. This is the most efficient and effective method of delivering training. However, subject matter must lend itself to small groups of 2-5. Additionally, this type of training requires a significant commitment of the trainer or trainers as the training must be presented 21 times.

**Company Exercises (Without Instructor):** Allows personnel to remain in their stations. Instruction is conducted by the Company Officer or by following a self guided lesson. The quality of the training often relies on the quality of the training materials presented and the capabilities and motivation of the Company Officer. For these reasons, this method is less effective than Company Exercises with an instructor.

**Career Development Courses:** Training identified by the Career Ladder. Can be accomplished by sending personnel to other training locations or by providing the training at the local level. Generally requires employee to have their duty shifts covered while attending training. This method has the highest cost-per-student expense and is only used when other methods are unavailable or not practical for the type of training. Efficiency is maximized if the course is given locally with increased attendance.

**Readiness Drills/ Proficiency Evaluation:** Used to test proficiency and readiness of personnel. Generally conducted as a Company or Multicompany exercise

**Conferences and Seminars:** Used to expand the knowledge and skills levels of personnel with training or program responsibilities. Allows the organization to explore innovative ideas and maintain its technological awareness and competence.

## 2004-05 Training Program

The 2004-05 Training Program considers the needs of both career development and skills proficiency and identifies specific training in fire, rescue and emergency medical services.

Each year a Training and Education Committee meets to carefully review the needs identified by the career ladder as well as the various training mandates. In addition, the committee (which is comprised of representation from each job classification) discusses the need for technical skills proficiency and targets those needs. Two training calendars are created. One for fire and rescue and the other for emergency medical services. These calendars can be seen in Appendix D.

The following is an overview of the planned training for 2004-05 and its related costs.

### Fire Academies

#### New Recruit

Strategic Objective - Provide new technical skills training

Time:	200 hours
Number of Participants	4-6
Mandates:	CCR, ISO, NFPA
Costs/Materials:	\$500.00
Costs/Overtime:	\$9,500.00
Total Cost:	\$10,000.00

#### New Seasonal Academy

Strategic Objective - Provide new technical skills training

Time:	80 hours
Number of Participants	50
Mandates:	CCR, ISO, NFPA
Cost/Materials:	\$4,000.00
Cost/Overtime:	\$25,000.00
Total Cost:	\$29,000.00

#### Returning Seasonal Academy

Strategic Objective - Provide technical skills proficiency training

Time:	40 hours
Number of Participants:	15-20
Mandates:	CCR, ISO, NFPA
Cost/Materials:	\$300.00
Cost/Overtime:	\$25,000.00
Total Cost:	\$25,300.00

### Multicompany Exercises

#### SCBA, Ventilation, Salvage and Overhaul

Strategic Objective - Provide technical skills proficiency training

Time:	36 hours
Number of Participants	70
Mandates:	CCR, ISO, NFPA
Cost/Materials:	\$500.00
Cost/Overtime:	\$7,777.00
Total Cost:	\$8,277.00



#### Rapid Intervention/Search and Rescue Techniques

Strategic Objective - Provide new technical skills training

Time:	36 hours
Number of sessions	9@4 hrs ea
Number of Participants	70
Mandates:	CCR, ISO, NFPA
Cost/Materials:	\$500.00
Cost/Overtime:	\$7,777.00
Total Cost	\$8,277.00

### Structure Fire Simulations

Strategic Objective - Provide technical skills proficiency training

Time: 36 hours  
Number of Sessions 9@4 hrs ea  
Number of Participants 70  
Mandates: CCR, ISO, NFPA  
Cost/Materials: \$200.00  
Cost/Overtime: \$7,777.00  
Total Cost: \$7,977.00



### Wildland Fire Simulations

Strategic Objective - Provide technical skills proficiency training

Time: 36 hours  
Number of Sessions 9@4 hrs ea  
Number of Participants 70  
Mandates: CCR, ISO, NFPA  
Cost/Materials: \$200.00  
Cost/Overtime: \$7,777.00  
Total Cost: \$7,977.00

### Hazardous Materials Refresher

Strategic Objective - Provide technical skills proficiency training

Time: 84 hours  
Number of Sessions 21@4 hrs ea  
Number of Participants 70  
Mandates: CCR, ISO, NFPA  
Cost/Materials: \$200.00  
Cost/Overtime: \$2,856.00  
Total Cost: \$3,056.00

### Chain Saw Safety

Strategic Objective - Provide technical skills proficiency training

Time: 36 hours  
Number of Participants 70  
Mandates: CCR, ISO, NFPA  
Cost/Materials: \$200.00  
Cost/Overtime: \$7,777.00  
Total Cost: \$7,977.00

### Vehicle Extrication

Strategic Objective - Provide technical skills proficiency training

Time: 84 hours  
Number of Sessions 21@4 hrs ea  
Number of Participants 70  
Mandates: CCR, ISO, NFPA  
Cost/Materials: \$500.00  
Cost/Overtime: \$3,192.00  
Total Cost: \$3,692.00

## Company Exercises with Instructor

### EMT Continuing Education Program

Strategic Objective - Provide technical skills proficiency training

Time: 360 hours  
Number of Sessions 180@2 hrs ea  
Number of Participants 70  
Mandates: CCR, ISO, NFPA, EMSA, LEMSA  
Cost/Materials: \$1,000.00  
Cost/Overtime: \$15,000.00  
Total Cost: \$16,000.00

### Intermediate Fire Behavior Refresher

Strategic Objective - Provide technical skills proficiency training

Time: 84 hours  
Number of Sessions 21@4 hrs ea  
Number of Participants 70  
Mandates: CCR, ISO, NFPA  
Cost/Materials: \$200.00  
Cost/Overtime: \$0.00  
Total Cost: \$200.00

## Company Exercises Without Instructor

### Map, Compass and GPS Skills

Strategic Objective - Provide technical skills proficiency training  
Time: 84 hours  
Number of Sessions 21@4 hrs ea  
Number of Participants 70  
Mandates: CCR, ISO, NFPA  
Cost/Materials: \$50.00  
Cost/Overtime: \$0.00  
Total Cost: \$50.00

## Career Development Courses

### S-234 Ignition Operations

Strategic Objective - Provide new technical skills training  
Time: 24 hours  
Number of Sessions 3@8 hrs ea  
Number of Participants 18  
Mandates: CCR, ISO, NFPA  
Cost/Materials: \$200.00  
Cost/Overtime: \$15,552.00  
Total Cost: \$15,752.00



### Water Tender Operations

Strategic Objective - Provide new technical skills training  
Time: 18 hours  
Number of Sessions 3@8 hrs ea  
Number of Participants 10  
Mandates: CCR, ISO, NFPA  
Cost/Materials: \$200.00  
Cost/Overtime: \$2,720.00  
Total Cost: \$2,920.00

### Type III Off-Road Operations

Strategic Objective - Provide new technical skills training  
Time: 18 hours  
Number of Sessions 3@8 hrs ea  
Number of Participants 10  
Mandates: CCR, ISO, NFPA  
Cost/Materials: \$200.00  
Cost/Overtime: \$2,720.00  
Total Cost: \$2,920.00

### S-212 Basic Chain Saw

Strategic Objective - Provide new technical skills training  
Time: 24 hours  
Number of Sessions 3@8 hrs ea  
Number of Participants 24  
Mandates: CCR, ISO, NFPA  
Cost/Materials: \$400.00  
Cost/Overtime: \$20,736.00  
Total Cost: \$21,136.00

### Driver Operator 1B

Strategic Objective - Provide new technical skills training  
Time: 40 hours  
Number of Sessions 1@40 hrs ea  
Number of Participants 5  
Mandates: CCR, ISO, NFPA  
Cost/Materials: \$300.00  
Cost/Overtime: \$7,200.00  
Total Cost: \$7,500.00

## Management 1

Strategic Objective - Provide new interpersonal and decision making skills.

Time: 40 hours  
Number of Sessions 1@40 hrs ea  
Number of Participants 6  
Mandates: CCR, ISO, NFPA  
Cost/Materials: \$300.00  
Cost/Overtime: \$8,640.00  
Total Cost: \$8,940.00



## S-390 Fire Behavior Calculations

Strategic Objective - Provide new technical skills training

Time: 40 hours  
Number of Sessions 1@40 hrs ea  
Number of Participants 7  
Mandates: CCR, ISO, NFPA  
Cost/Materials: \$200.00  
Cost/Overtime: \$12,320.00  
Total Cost: \$12,520.00

## S230/S231 Crew Boss/Engine Boss

Strategic Objective - Provide new technical skills training

Time: 24 hours  
Number of Sessions 3@8 hrs ea  
Number of Participants 9  
Mandates: CCR, ISO, NFPA  
Cost/Materials: \$200.00  
Cost/Overtime: \$8,200.00  
Total Cost: \$8,400.00

## Off-Site Career Development Courses

Strategic Objective - Provide Opportunity to attend Mandated Courses at Off-Site Locations

Time: N/A  
Number of Sessions: N/A  
Mandates: CCR, ISO, NFPA, MCFD  
Cost/Materials: \$500.00  
Cost/Registration: \$5,000.00  
Cost/Travel and Lodging \$10,000.00  
Cost/Overtime: \$20,000.00  
Total Cost: \$35,500.00

## Readiness Drill/Proficiency Evaluations

### Wildland Skills Performance Evaluations

Strategic Objective - Training Officer and Shift Battalion Chief to evaluate wildland skill proficiency

Time: 36 hours  
Number of Sessions 9@4 hrs ea  
Number of Participants 90  
Mandates: CCR, ISO, NFPA  
Cost/Materials: \$0.00  
Cost/Overtime: \$0.00  
Total Cost: \$0.00

## Conferences and Seminars

### FDIC Conference in San Diego

Strategic Objective - Provide Trainers and Program coordinators with new information

Time: 24 hours  
Number of Participants 12  
Mandates: MCFD  
Cost/Registration: \$3,000.00  
Cost/Travel and Lodging: \$2,000.00  
Cost/Overtime: \$0.00  
Total Cost: \$5,000.00

**Firehouse Computer Software  
Conference in Charlotte, NC**

Strategic Objective - Provide Trainers and Program coordinators with new information

Time: 40 hours  
Number of Participants 2  
Mandates: MCFD  
Cost/Registration: \$1,190.00  
Cost/Travel and Lodging: \$1,500.00  
Cost/Overtime: \$0.00  
Total Cost: \$2,690.00

**EMS Today Conference in  
Philadelphia, PA**

Strategic Objective - Provide Emergency Medical Services Trainers and Program coordinators with new information

Time: 40 hours  
Number of Participants 6  
Mandates: MCFD  
Cost/Registration: \$1,500.00  
Cost/Travel and Lodging \$4,500.00  
Cost/Overtime: \$0.00  
Total Cost: \$6,000.00



**2004-05 Cost Summary**

**Fire Academies**

\$64,300.00

**Multicompany Exercises**

\$40,485.00

**Company Exercises with Instructor**

\$22,948.00

**Company Exercises without  
Instructor**

\$50.00

**Career Development Courses**

\$115,588.00

**Readiness Drill/Proficiency  
Evaluations**

\$0.00

**Conferences and Siminars**

\$13,690.00

**Total Cost**

\$257,061.00

Note: These expenses represent the need for overtime for every hour of training. In many cases, additional staffing levels allow personnel to attend training on duty elimenating the overtime cost.

## Planning for the Future

Our greatest challenge is continuing to meet the ever changing needs and expectations of the public twenty-four hours a day - seven days a week. This dedication to public response creates a significant training challenge.

Current staffing levels provide few opportunities for employees to attend training sessions while they are on duty. Therefore, a significant part of the training costs is overtime. This overtime is spent on the employees receiving the training on their day off or on another employee who has been hired to cover the duties of the employee in training. An increase in staffing would decrease overtime expense on duty days when only 1 or 2 personnel need to attend training.

The training method that generates the least expense is the in-station company training without an instructor. Unfortunately, it is also the method that can produce the poorest results due to poor training materials and the abilities and motivation of the personnel. In the future new technologies such as Internet video training/conferencing will take advantage of the cost savings

associated with Company training while providing the advantage of having a formal instructor. Demonstrations and evaluations are currently being conducted.

As one of many fire departments in Marin County, we are not alone in our struggles with rising public expectation and costs associated with training. The Marin County Fire Chiefs Association is actively looking into ways training can be consolidated, and limited training funds can be maximized. Future discussions may allow on-duty personnel to attend training session while their duty assignment is being covered by personnel from another agency. The departments in Southern Marin recently created a training matrix that schedules both training and station coverage. This system gives smaller departments the coverage flexibility of larger multi-station departments.

Grants will never sustain us, but they can help with some of our more expensive training programs like the Wildland Academies. Various grants that may have training applications are currently be reviewed.



# **Training Mandates – Appendix A**

## **Explanation of Abbreviations**

Emergency Planning and Community Right-to-Know Act - Sara Title III

Code of Federal Regulations - CFR

California Code Regulations - CCR

California Penal Code - PC

California Health and Safety Codes - H&S

California Emergency Medical Services Authority - EMSA

Local Emergency Medical Services Authority - LEMSA

California Labor Codes - LC

California Government Code - GC

California Welfare and Institutions Codes - W&I

California Business and Profession Codes - B&P

American National Standards Institute, Inc. - ANSI

## Federal Mandates

Subject Matter	Section	Hours
Hazardous Materials Operations Level (Initial Training)	Sara Title III CFR: 1910.120	24
Refresher Training (NFPA 472)	CCR: 5192	8
HAZWOPER (Initial Training)		8
HAZWOPER (Continuous Training)		8
First Responder	CCR: 2500	8
Haz. Mat. Technician	Senate Btll 2702. 8574.1 9	24
Haz. Mat. Specialist		24
Haz. Mat. Incident Commander		24
Affirmative Action Training Initial One Time Training	Title VII; 1964 Civil Rights	8
Permit Required Confined Spaces	CFR: 1910.146	8

## State Mandates

Subject	Section	Hours
Fire Management Training Initial One Time Training New Officers	Senate Bill 409 GC: 19995.4	80
Fire Apparatus, New Equipment	CCR: 3203 (aX+XB)	TBD/As Needed
Firefighter Skills (Procedures)	CCR: 3203 (aX4XB)	TBD/As Needed
New Identified Hazard Training	CCR:3203 (aX+XB)	TBD/As Needed
Hazardous Substances Asbestos	CCR: 320g CFR: 1910.1001 CLC: 6360	TBD
Injury and Illness Prevention Program Training and Retraining Programs	CCR: 3203 Senate Bill 198	TBD

<b>Subject</b>	<b>Section</b>	<b>Hours</b>
Accident Invest./Training- Prevention Reoccurrence	CCR: 3203 (a)(4)(B)	TBD/As Needed
Personal Protective Equipment SCBA	CCR: 3401 (bX6) CCR: 3409 ANSI:288.5: 8.3 CCR: 5144 (c)	TBD 6
SCBA Ability Training	ANSI.288.5: 8.3	2
Wildland I Fire Shelters	CCR: 3410 (g) NFPA: 295 3-2	16
Multi-Casualty Incident Training	H&S: 1797.'151 EMS	8
Triage	H&S: 1798.170 EMS	1
Accident Scene Management / EMS	H&S: 1798.600 PC: 409.3	1
Vehicle Extrication	CCR: 1 00075	Course
Emergency Medical Technician I	CCR: 100063 (9)	Requirement
Emergency Medical Technician / Paramedic	CCR: 100144 (8)	Requirement
Modular Emergency Medical Technician	CCR: 100084	24
First Aid Training	CCR:100025 H&S: 1797j82 PC: 13518	12
Cardiopulmonary Resuscitation	CCR: 100025 H&S: 1797.182 PC: 1351 8	4
Sudden Infant Death Syndrome	Senate Bill 1067	2
Gatekeeper (Elderly Abuse)	W&l: 9380 - 9386 w&t. 15630	1
Ergonomic Hazards	CCR: 5110 (g)	TBD
Interim Tuberculosis Control	CCR: 3203 (a) (7)	TBD

<b>Subject</b>	<b>Section</b>	<b>Hours</b>
Bloodborne Pathogens Infectious Disease	CCR: 5193 (e) (5) CFR. Part 1910.1030	
Incident Command System	Senate Bill 27 Firescope Act	TBD
Training Records Maintenance	CCR: 3203 (b)(2)	Continuous
Access Exposure / Medical Records	CCR: 3204	Continuous
First-Aid Materials Provided at Worksites	CCR: 3400	Provided
Personal Protective Clothing	CCR:3401	Provided
Personal Alarms	CCR: 3401	Provided
Fire Suppression Activities	GC: 25210.5 & 25643	Definitions
Eye and Face Protection	CCR: 3404	Requirement
Ear and Neck Protection	CCR: 3405	Requirement
Body Protection	CCR: 3406	Requirement
Hand and Wrist Protection	CCR: 3407	Requirement
Foot Protection	CCR: 3408	Requirement
Respiratory Protection	CCR: 3409	Requirement
Respiratory Fit Test (Annual)	CCR: 3409 & 5144 (h) ANSI: Z88.5 & Z88.6	Requirement
Physical (Frequency based on Age)	CCR: 3409 & 5144 (h) ANSI: Z88.5 & Z88.6	Requirement
Assessment of Civil Penalties	CCR: 336	Application
CFIRS Reporting	H&S:13110.5	

### **Local Mandates**

<b>Subject</b>	<b>Section</b>	<b>Hours</b>
Local EMS Authority	LEMSA	
Pediatric Emergencies	H&S	
Pacific Gas and Electric	PG&E Standards	

## Insurance Services Office (ISO) Requirements for Training (Section 580)

Facilities, aids and uses	Points
Drill Tower	8
Fire Building (including smoke room)	8
Combustible Liquid Pit	8
Library and Training Manuals	5
Slide and Movie Projectors, pump and hydrant cutaways	2
Training area, may include streets or open areas	10

Use	Points
Half-day (3 hours), 8 per year	.40 max
Half-day (3 hours), multi-company drills, 4 per year	.40 max
Night drills (3 hours), 2 per year Note: A single company drill may receive credit under a and c A multi-company drill may receive credit under a,b and c	.20 max

Subject Matter	Section	Hours
a. Half-day (3 hours), 8 Per Year b. Half-day (3 hours), multi-company 4 per year c. Night drills (3 hours), 2 per year  Objective met by a Wet Drill per month *A single company drill may receive *A multi-company drill may receive	580-2	24 *12 *6
Company Training, per member	580-B	20/month
Classes for Officers	580-C	16/year
Driver and Operator Training	580-D	16/year
New Driver and Operator Training	580-E	40 (initial)
Training on Radioactivity	580-F	4/year
Recruit Training (Initial Training)	580-G	240
Pre-Fire Planning Inspections Note: Each commercial, industrial, institutional and other similar type buildings should be made twice a year. Record of the inspections should include complete and up-to-date notes and sketches.	580-H	2 x year

## National Fire Protection Association NFPA Standards

Subject Matter	Section	Hours
<b>Fire Fighter Professional Qualifications</b> Fire Fighter I Physical Fitness Requirements Training/Knowledge Fire Fighter II Training/Knowledge Fire Fighter III Training/Knowledge	NFPA: 1582 Chapter 2 NFPA: 1001 Chapter 3  NFPA: 1001 Chapter 4  NFPA: 1001 Chapter 5	480
<b>Fire Apparatus Driver/Operator Professional Qualifications</b> Administration Basic Requirements Pumping Knowledge Aerial Knowledge Apparatus Driving Extras (Driving Course, Medical Evaluations, Apparatus Checks)	NFPA: 1002 Chapter 1 NFPA: 1002 Chapter 2 NFPA: 1002 Chapter 3 NFPA: 1002 Chapter 4 NFPA: 1002 Appendix A	80
<b>Professional Qualifications for Airport FireFighters</b> Airport Fire Fighters	NFPA: 1003 Chapters 3 - 21 NFPA: 1003 Appendix A	
<b>Fire Officer Professional Qualifications</b> Fire Officer Fire Officer I Fire Officer II Fire Officer III Fire Officer IV Fire Officer V Fire Officer VI Fire Officer	NFPA: 1021 Chapter 1 NFPA: 1021 Chapter 2 NFPA: 1021 Chapter 3 NFPA: 1021 Chapter 4 NFPA: 1021 Chapter 5 NFPA: 1021 Chapter 6 NFPA: 1021 Chapter 7 NFPA: 1021 Appendix A	320

<p><b>Fire Service Instructor Professional Qualifications</b> Administration Fire Instructor I, II, III, and IV Fire Instructor</p>	<p>NFPA: 1041 Chapter 1-6  NFPA: 1041 Appendix A</p>	<p>80 120 80</p>
<p><b>Fire Department Occupational Safety and Health Program</b> Training and Education Vehicles and Equipment Protective Clothing and Protective Equipment SCBA  Emergency Operations</p>	<p>NFPA: 1500 Chapter 3 NFPA: 1500 Chapter 4 NFPA: 1500 5-1.3  NFPA: 1500 5-3, ANSI 288.5 ANSI 288.6 NFPA: 1500 Chapter 6</p>	
<p><b>Live Fire Training Evolutions in Structures</b> Introduction Minimum Training</p>	<p>NFPA: 1403 Chapter 1 NFPA: 1403 Chapter 2</p>	<p>32</p>
<p><b>A Training Standard on Initial Fire Attack</b> Introduction Standard Evolutions Facilities Performance for Handlines Performance for Master Streams Performance for Automatic Sprinkler System Support Evolution Illustrations Evolution Guide Sheets and Instructions</p>	<p>NFPA: 1410 Chapter 1 NFPA: 1410 Chapter 2 NFPA: 1410 Chapter 3 NFPA: 1410 Chapter 4 NFPA: 1410 Chapter 5 NFPA: 1410 Chapter 6  NFPA: 1410 Appendix A NFPA: 1410 Appendix B</p>	
<p><b>Fire Department Incident Management System</b> Administration System Structure System Components Roles and Responsibilities Information/Recommendations</p>	<p>NFPA: 1561 Chapter 1 NFPA: 1561 Chapter 2 NFPA: 1561 Chapter 3 NFPA: 1561 Chapter 4 NFPA: 1561 Appendix A &amp; B</p>	

<p><b>Fire Department Infection Control Program</b> Training and Education</p>	<p>NFPA: 1581 2 -2</p>	
<p><b>Fire Service Training Response and Records</b> Introduction Elements of Documents Types of Documents Computerization Evaluation Effectiveness Legal Aspects</p>	<p>NFPA: 1401 Chapter 1 NFPA: 1401 Chapter 2 NFPA: 1401 Chapter 3 NFPA: 1401 Chapter 4 NFPA: 1401 Chapter 5 NFPA: 1401 Chapter 6</p>	
<p><b>Wildfire Control</b> Responsibilities Training</p>	<p>NFPA: 295 2-g NFPA: 295 3-2</p>	
<p><b>Responding to Hazardous Materials Incidents</b> Administration Incident Response Planning Response Levels Site Safety Personal Protective Equipment Incident Mitigation Decontamination</p>	<p>NFPA: 471 Chapter 1 NFPA: 471 Chapter 2 NFPA: 471 Chapter 3 NFPA: 471 Chapter 4 NFPA: 471 Chapter 5 NFPA: 471 Chapter 6 NFPA: 471 Chapter 7</p>	
<p><b>Responders to Hazardous Materials Incidents</b> Administration First Responder - Awareness Level First Responder - Operational Level First Responder - Hazardous Materials Technician First Responder – Incident Commander First Responder - Off-sit Specialist</p>	<p>NFPA: 472 Chapter 1 NFPA: 472 Chapter 2 NFPA: 472 Chapter 3 NFPA: 472 Chapter 4  NFPA: 472 Chapter 5  NFPA: 472 Chapter 6</p>	
<p><b>EMS Personnel Responding to Hazardous Materials Incidents</b> Administration EMS/HZ Level I Responders EMS/HZ Level II Responders Training</p>	<p>NFPA: 473 Chapter 1 NFPA: 473 Chapter 2 NFPA: 473 Chapter 3 NFPA: 473 Appendix B</p>	

# Training Career Ladder - Appendix B

## Firefighter I

**Percent Completed: 100%**

**Mandated Hours Remaining: 1,224**

Course	Required By	Recurrence	Initial/per yr.
MCFD Firefighter Academy	ISO/NFPA	1	200
MCFD New Employee Orientation	MCFD	1	4
MCFD Wildland Academy	CICCS/NWCG	1	80
SRJC Defensive Driving	DMV	1	8
CFSTES Firefighter 1	NFPA/CFSTES	1	Certification
MCFD Water Rescue Awareness	MCFD	Every 3 years	8/4
MCFD EMT1	CCR/EMSA	Every 2 years	
MCFD CPR	CCR/H&S	Every 2 years	4/4
MCFD EMT D	CCR/H&S	Every 2 years	4/4
MCFD HIPAA		Once	2
Marin County EMT - P Accreditation	CCR/EMSA	Every 4 years	
MCFD ACLS	LEMSA	Every 2 years	16/8
MCFD Bio Terrorism	CFR	Once	8
CSTI HazMat First Responder	CFR	Every 2 years	16/4
MCFD Employees Rights – Diversity and Sexual Harassment	MCFD	Once	8
MCFD 7 Habits of Effective People	MCFD	Once	16
SEMS Introduction	CSTI	Once	2
ICS 100	CSTI	Once	2
ICS 200	CSTI	Once	2
NWCG 130	CICCS/NWCG	Once	8
NWCG 190	CICCS/NWCG	Once	8
CFSTES Confined Space Awareness	CFR	Once	8
NWCG Firefighter Type 2	CICCS/NWCG	Once	Certification
NWCG Firefighter Type 1	CICCS/NWCG	Once	Certification

**Firefighter II****Percent Completed: 72%****Mandated Hours Remaining: 2,889**

<b>Course</b>	<b>Required By</b>	<b>Recurrence</b>	<b>Hours/year</b>
CFSTES Firefighter Type II	NFPA/CFSTES	1	Certification
NWCG Firefighter Safety and Survival	CICCS/NWCG	1	4
DMV Class A/B Drivers License	DMV	Every 4 years	License
DMV Class A/B Medical Certificate	DMV	Every 2 years	Certification
MCFD Type III Operations – Off Road	ISO/NFPA	1	8
MCFD Water Tender Operations	ISO/NFPA	1	8
CFSTES Driver Operator 1A	NFPA/CFSTES	1	40
CFSTES Driver Operator 1B	NFPA/CFSTES	1	40
NWCG S212 Basic Chain Saws	CICCS/NWCG	1	24
CSFTES Management 1	CICCS/CSFTES	1	40
NWCG S270 Basic Air Operations	CICCS/NWCG	1	24
NWCG S290 Intermediate Fire Behavior	CICCS/NWCG	1	40
NWCG S234 Ignition Operations	CICCS/NWCG	1	24

**Fire Apparatus Engineer (FAE)****Percent Completed: 70%****Mandated Hours Remaining: 4,832**

<b>Course</b>	<b>Required By</b>	<b>Recurrence</b>	<b>Hours/year</b>
CFSTES Command 1A	NFPA/CFSTES	1	40
CFSTES Prevention 1A	NFPA/CFSTES	1	40
CFSTES Investigation 1A	NFPA/CFSTES	1	40
NWCG S230 Basic Crew Boss	CICCS/NWCG	1	16
NWCG S231 Single Resource Eng. Boss	CICCS/NWCG	1	16
CDF Incident Management 2	CDF/MCFD	1	32
CDF HFEO Academy	CDF/MCFD	1 (HFEO's only)	200
NWCG Dozer Strike Team Leader	CICCS/NWCG	1 (HFEO's only)	Certification
NWCG Dozer Task Force Leader	CICCS/NWCG	1 (HFEO's only)	Certification
NWCG Dozer Boss	CICCS/NWCG	1 (HFEO's only)	Certification
CFSTES Rescue Systems 1	NFPA/CFSTES	1	40
NWCG Crew Boss	CICCS/NWCG	1	Certification
NWCG Single Resource Engine Boss	CICCS/NWCG	1	Certification

**Fire Emergency Resource Coordinator (Fire Dispatcher)****Percent Completed: 100%****Mandated Hours Remaining: 0**

Course	Required By	Recurrence	Hours/year
CDF ECC Academy	CDF/MCFD	1	200
CDF MIRPS	CDF/MCFD	1	8

**Fire Captain****Percent Completed: 77%****Mandated Hours Remaining: 2,128**

Course	Required By	Recurrence	Hours/year
CFSTES Command 1B	NFPA/CFSTES	1	40
CFSTES Prevention 1B	NFPA/CFSTES	1	40
CFSTES Instructor 1A	NFPA/CFSTES	1	40
CFSTES Instructor 1B	NFPA/CFSTES	1	40
MCFD Supervisor Academy	MCFD	1	40
MCFD Diversity/Sexual Harassment for Supervisors	MCFD	1	8
MCFD 4 Roles of Leadership	MCFD	1	16
CFSTES Management 2A	NFPA/CFSTES	1	40
CFSTES Command 2A	NFPA/CFSTES	1	40
CFSTES Command 2E	NFPA/CFSTES	1	40
CFSTES Company Officer Certification			
ICS 300			

**Senior Captain****Percent Completed: 51%****Mandated Hours Remaining: 2,280**

Course	Required By	Recurrence	Hours/year
CFSTES Command 2B	NFPA/CFSTES	1	40
CFSTES Command 2D	NFPA/CFSTES	1	40
CFSTES Management 2B	NFPA/CFSTES	1	40
CFSTES Management 2D	NFPA/CFSTES	1	40
CDF S390 Intro to Fire Behavior Calcs	CICCS/NWCG	1	40
CDF S490 Advanced Fire Behavior	CICCS/NWCG	1	40
CDF Incident Management 3	CDF/MCFD	1	40
NWCG Strike Team Leader Engine	CICCS/NWCG	1	40
NWCG Division Group Supervisor	CICCS/NWCG	1	40

**Battalion Chief****Percent Completed: 14%****Mandated Hours Remaining: 3,656**

<b>Course</b>	<b>Required By</b>	<b>Recurrence</b>	<b>Hours/year</b>
ICS 400	CSTI	1	8
NWCG S420 Command and General Staff	CICCS/NWCG	1	40
NWCG S430 Operations Section Chief	CICCS/NWCG	1	40
NWCG S481 Advanced Management Techniques	CICCS/NWCG	1	40
PC-832	CCR	1	40
CFSTES Management 2C	NFPA/CFSTES	1	40
CFSTES Management 2E	NFPA/CFSTES	1	40
CFSTES Command 2C	NFPA/CFSTES	1	40
CFSTES Management 2E	NFPA/CFSTES	1	40
CFSTES Chief Officer Certification	NFPA/CFSTES	1	Certification
NWCG Branch Director	CICCS/NWCG	1	Certification
NWCG Operations Section Chief Type 2	CICCS/NWCG	1	Certification

# Training Policy and Operational Guidelines – Appendix C

# TRAINING PROGRAM

## REFERENCES

CALIFORNIA STATE FIRE MARSHAL'S OFFICE  
CALIFORNIA INCIDENT COMMAND CERTIFICATION SYSTEM  
FIRE SCOPE  
CALIFORNIA HEALTH AND SAFETY CODE  
CODE OF FEDERAL REGULATIONS (CFR)  
CALIFORNIA CODE REGULATIONS (CCR)  
TITLE 8: CALIFORNIA ADMINISTRATIVE CODE (CAC) CAL-OSHA  
SARA: TITLE III  
AMERICAN NATIONAL SAFETY INSTITUTE (ANSI)  
INSURANCE SERVICES OFFICE (ISO)  
NATIONAL FIRE PROTECTION ASSOCIATION (NFPA)  
NATIONAL WILDLAND COORDINATION GROUP (NWCG)

## POLICY

THE GOAL OF THE MARIN COUNTY FIRE DEPARTMENT TRAINING PROGRAM IS TO ASSURE QUALITY SERVICE TO THE PUBLIC BY DEVELOPING THE SKILLS AND ABILITIES OF ALL MARIN COUNTY FIRE DEPARTMENT. THIS IS ACCOMPLISHED THROUGH TRAINING THAT IS ECONOMICAL AND EFFECTIVE, AND THAT IS CONSISTENT WITH THE NEEDS OF THE PUBLIC, THE COUNTY OF MARIN, THE DEPARTMENT, AND THE EMPLOYEE. TO ACCOMPLISH THIS GOAL, THE DEPARTMENT WILL FOLLOW THESE TRAINING OBJECTIVES:

- CONTINUOUSLY AND ACCURATELY ASSESS TRAINING NEEDS OF EACH CLASS OF EMPLOYEE IN A SYSTEMATIC MANNER
- DEVELOP TRAINING OR IDENTIFY OUTSIDE SOURCES OF TRAINING TO MEET TRAINING NEEDS
- PRESENT ALL TRAINING AT THE LOWEST POSSIBLE COST WHILE MAINTAINING THE QUALITY AND EFFECTIVENESS OF THE TRAINING.
- BASE ALL TRAINING ON CLEARLY DEFINED; OBSERVABLE OR MEASURABLE OBJECTIVES EVALUATE ALL TRAINING AND TRAINEES TO ENSURE THAT TRAINING MEETS COURSE OBJECTIVES.

## RESPONSIBILITY

UNDER THE AUTHORITY OF THE FIRE CHIEF AND UNDER THE ADMINISTRATIVE DIRECTION OF THE DEPUTY FIRE CHIEF, THE TRAINING BATTALION CHIEF SHALL ADMINISTER THE TRAINING DIVISION WITH THE RESPONSIBILITIES OF PLANNING, COORDINATING, AND

EVALUATING ALL THE IN-SERVICE TRAINING PROGRAMS FOR THE MARIN COUNTY FIRE DEPARTMENT. THE AUTHORITY FOR DEPARTMENT TRAINING AND DEVELOPMENT IS FOUND IN APPLICABLE DEPARTMENT DIRECTIVES, AS WELL AS FEDERAL AND STATE MANDATES.

# RESPONSIBILITIES

## POLICY

### REFERENCES

OG8000.1

### POLICY

THE MARIN COUNTY FIRE DEPARTMENT SHALL SUPPORT A COLLABORATIVE METHODOLOGY AND STRUCTURE THAT SHARES THE RESPONSIBILITY FOR TRAINING AND PERSONAL DEVELOPMENT BETWEEN THE COUNTY OF MARIN, THE MARIN COUNTY FIRE DEPARTMENT, THE TRAINING BATTALION CHIEF, THE TRAINING AND EDUCATION COMMITTEE, THE OPERATIONAL BATTALION CHIEFS, CAPTAINS, AND THE EMPLOYEES

### RESPONSIBILITY

UNDER THE AUTHORITY OF THE FIRE CHIEF AND UNDER THE ADMINISTRATIVE DIRECTION OF THE DEPUTY FIRE CHIEF, THE TRAINING BATTALION CHIEF SHALL ADMINISTER THE TRAINING DIVISION WITH THE RESPONSIBILITIES OF PLANNING, COORDINATING, AND EVALUATING ALL THE IN-SERVICE TRAINING PROGRAMS FOR THE MARIN COUNTY FIRE DEPARTMENT. THE AUTHORITY FOR DEPARTMENT TRAINING AND DEVELOPMENT IS FOUND IN APPLICABLE DEPARTMENT DIRECTIVES, AS WELL AS FEDERAL AND STATE MANDATES LISTED IN THE REFERENCE SECTION OF THIS DOCUMENT

# FUND ALLOCATION POLICY

## REFERENCES

OG8000.2

## POLICY

EACH YEAR, IN THE MONTH OF MARCH, DURING THE BUDGET DEVELOPMENT PROCESS, THE TRAINING BATTALION CHIEF WILL DETERMINE THE AMOUNT OF FUNDS NEEDED FOR THE NEXT FISCAL YEAR. THESE NEEDS WILL BE IDENTIFIED THROUGH THE REVIEW OF INDIVIDUAL DEVELOPMENT RECORDS, NEEDS IDENTIFIED IN THE TRAINING CAREER LADDER, NEEDS IDENTIFIED BY SPECIALIZED TRAINING CADRE LEADERS, BY REVIEWING THE NEEDS OF EXISTING OR NEW TRAINING PROGRAMS, AND BY IDENTIFYING THE MATERIALS AND EQUIPMENT NEEDED TO TRANSPORT THE NEEDS OF THE NEXT FISCAL YEARS TRAINING PROGRAM.

## RESPONSIBILITY

IT WILL BE THE RESPONSIBILITY OF THE TRAINING BATTALION CHIEF TO IDENTIFY THE FISCAL NEEDS OF THE DEPARTMENTS TRAINING PROGRAM. THE TRAINING AND EDUCATION COMMITTEE WILL PLAY AN ACTIVE ROLE IDENTIFYING THE FISCAL NEEDS FOR NEW PROGRAMS AS WELL AS ANNUAL TRAINING ASSIGNMENTS. SPECIALIZED TRAINING CADRE LEADERS WILL IDENTIFY FISCAL NEEDS SPECIFIC TO THEIR CADRE FUNCTION. STATION CAPTAINS WILL IDENTIFY FISCAL NEEDS FOR THE REPLACEMENT OR PURCHASE OF TRAINING MATERIALS AND EQUIPMENT ASSIGNED TO THEIR FIRE STATION. EACH EMPLOYEE WILL BE RESPONSIBLE FOR THE IDENTIFYING OF THEIR PERSONAL TRAINING NEEDS COMMUNICATING THESE NEEDS TO THE TRAINING BATTALION CHIEF EACH YEAR DURING THE MONTH OF FEBRUARY WHEN THE TRAINING BATTALION CHIEF CONDUCTS INDIVIDUAL TRAINING AND DEVELOPMENT INTERVIEWS.

<b>SUBJECT:</b>	<b>TRAINING RESPONSIBILITIES</b>
<b>REVISED:</b>	<b>08/25/03</b>
<b>SEE ALSO:</b>	
<b>PAGE(S)</b>	<b>4</b>

## **GENERAL INFORMATION**

### **DEPARTMENT TRAINING OFFICER**

THE FIRE DEPARTMENT TRAINING OFFICER IS RESPONSIBLE FOR:

- PROVIDING OVERALL COORDINATION OF THE DEPARTMENT'S TRAINING EFFORT AS CHAIRMAN OF THE DEPARTMENT'S TRAINING COMMITTEE, AS A MEMBER OF THE MARIN/SONOMA TRAINING OFFICERS ASSOCIATION, AS A MEMBER OF THE NORTHERN CALIFORNIA TRAINING OFFICERS ASSOCIATION, AND OTHER STATE AND NATIONAL TRAINING AGENCIES.
- COORDINATING ALL DEPARTMENT TRAINING INCLUDING FIRE PROTECTION, RESOURCE MANAGEMENT, UPWARD MOBILITY, MANAGEMENT DEVELOPMENT, ELECTRONIC DATA PROCESSING, EMPLOYEE SAFETY, HUMAN RESOURCE EDUCATION, LOCAL, STATE AND FEDERAL MANDATED PROGRAMS.
- ESTABLISHING UNIFORM TRAINING REPORT PROCEDURES, DEVELOPING TRAINING FORMS, AND ADVISING ON APPROPRIATE TRAINING COURSES; COMPILING AND SUBMITTING ANNUAL REPORTS OF THE PREVIOUS YEAR'S TRAINING AND RECOMMENDING A BUDGET FOR THE NEXT FISCAL YEAR TO THE FIRE CHIEF.
- ADMINISTRATION OF ALL DEPARTMENTAL FIRE ACADEMIES.
- MAINTAINING A COMPUTERIZED TRAINING RECORD SYSTEM.
- CONDUCTING COMPANY EVALUATIONS.
- PROVIDE TRAINING AIDS AND TECHNICAL ASSISTANCE WHEN REQUESTED.
- CONDUCTING SPECIAL EVALUATIONS OF A COMPANY OR INDIVIDUAL AT THE REQUEST OF A COMPANY OFFICER OR BATTALION CHIEF.
- CONDUCT ANNUAL ONE-ON-ONE INTERVIEWS WITH ALL DEPARTMENTAL PERSONNEL TO DETERMINE TRAINING NEEDS AND CAREER GOALS.
- PREPARATION OF THE ANNUAL DEPARTMENTAL TRAINING PLAN.

### **TRAINING COMMITTEE**

THE RESPONSIBILITY OF THE DEPARTMENT'S TRAINING COMMITTEE IS TO ENSURE THAT:

- THERE IS AN AGGRESSIVE TRAINING PROGRAM AVAILABLE DESIGNED TO PROVIDE EMPLOYEES AT ALL LEVELS AND IN ALL CLASSES WITH THE ATTITUDES, KNOWLEDGE, AND SKILLS NECESSARY TO PERFORM THEIR ASSIGNMENTS IN AN ACCEPTABLE MANNER.

- MANAGERS ARE PROVIDED WITH THE OPPORTUNITY FOR INCREASING THEIR KNOWLEDGE THROUGH A MANAGEMENT DEVELOPMENT TRAINING PROGRAM.
- FAIR AND EQUITABLE TRAINING OPPORTUNITIES ARE PROVIDED TO EMPLOYEES SO THEY MAY IDENTIFY THEIR CAREER POTENTIAL AND PARTICIPATE IN A CAREER DEVELOPMENT PROGRAM WITHIN THE DEPARTMENT'S STRUCTURE.
- SAFETY IS RECOGNIZED AS A FUNDAMENTAL PART OF TRAINING, AND AS SUCH IS INCLUDED AS A VITAL SEGMENT OF ALL DEPARTMENT TRAINING PROGRAMS.

THE COMMITTEE WILL BE GUIDED BY THE FOLLOWING ORGANIZATIONAL RELATIONSHIPS:

- IT WILL BE A STANDING COMMITTEE SERVING AT THE DISCRETION OF THE FIRE CHIEF.
- THE MEMBERSHIP OF THE TRAINING COMMITTEE WILL CONSIST OF A GROUP SELECTED BY THE TRAINING OFFICER AND MARIN COUNTY FIREFIGHTERS' ASSOCIATION PRESIDENT IN AN EFFORT TO REPRESENT ALL RANKS AND JOB CLASSIFICATIONS AS WELL AS THE NEEDS OF THE TRAINING COMMITTEE. THE COMMITTEE WILL INCLUDE A REPRESENTATIVE OF THE MARIN COUNTY FIREFIGHTERS' ASSOCIATION TO BE APPOINTED BY THE ASSOCIATION PRESIDENT.
- THE DEPARTMENT'S TRAINING OFFICER WILL CHAIR THE COMMITTEE. IN THIS CAPACITY, HE OR SHE WILL PREPARE COMMITTEE REPORTS AND RECOMMENDATIONS AND SUBMIT THEM TO THE FIRE CHIEF.
- THE TRAINING OFFICER MAY ESTABLISH SUBCOMMITTEES OR TASK GROUPS WITHIN THE COMMITTEE AS NEEDED TO FACILITATE THE COMMITTEE'S WORK.

THE BASIC FUNCTIONS OF THE DEPARTMENT'S TRAINING COMMITTEE WILL BE TO:

- RECOMMEND LONG-RANGE GOALS AND MEASURABLE OBJECTIVES FOR EACH LEVEL OF TRAINING. (NOTE: SUCH GOALS WILL BE COMPATIBLE WITH OTHER GOALS AND OBJECTIVES OF THE DEPARTMENT.)
- RECOMMEND POLICIES AND REGULATIONS FOR ALL ASPECTS OF TRAINING.
- ANNUALLY REVIEW THE DEPARTMENTS TRAINING CAREER LADDER AND MAKE RECOMMENDATIONS AS NECESSARY.
- ESTABLISH ANNUAL TRAINING ASSIGNMENTS
- PERIODICALLY REVIEW, EVALUATE, AND APPROVE THE DEPARTMENT'S TRAINING CURRICULA TO ENSURE THAT CURRENT AND FUTURE NEEDS ARE MET, AND TO APPROVE PRIORITIES FOR COURSE DEVELOPMENT AND MODIFICATION.
- PROVIDE GUIDANCE AND ASSISTANCE TO THE TRAINING OFFICER.

THE COMMITTEE WILL LIMIT ITSELF TO CONSIDERATION OF THE DEPARTMENT'S NEEDS IN TRAINING, CAREER DEVELOPMENT, AND MANAGEMENT DEVELOPMENT, UNLESS THE FIRE CHIEF MAKES SPECIAL ASSIGNMENTS.

THE TRAINING OFFICER WILL ARRANGE FOR MEETINGS OF THE COMMITTEE AS NECESSARY AND WILL CANVASS MEMBERS IN ADVANCE TO IDENTIFY POTENTIAL AGENDA ITEMS AND TO SELECT A MUTUALLY ACCEPTABLE MEETING DATE AND LOCATION.

A COMMITTEE MEMBER MAY DESIGNATE ANOTHER STAFF MEMBER TO ATTEND A MEETING OF THE TRAINING COMMITTEE WHEN THE MEMBER IS UNABLE TO ATTEND. THE PERSON SELECTED WILL REPRESENT THE COMMITTEE MEMBER FULLY AND HAVE EQUAL VOICE IN THE COMMITTEE'S DELIBERATIONS.

A FORMAL AGENDA OF ITEMS FOR DISCUSSION WILL BE PREPARED AND SENT TO MEMBERS OF THE TRAINING COMMITTEE WELL IN ADVANCE OF THE MEETING.

THE TRAINING OFFICER IS RESPONSIBLE FOR THE PREPARATION OF THE MINUTES OF EACH COMMITTEE MEETING. THE MINUTES WILL SUMMARIZE THE RESULTS OF THE MEETING, SET FORTH THE RECOMMENDATIONS OF THE COMMITTEE AND WILL BE PREPARED AND DISTRIBUTION TO COMMITTEE MEMBERS AS SOON AS POSSIBLE AFTER EACH MEETING.

## **OPERATIONS BATTALION CHIEF**

EACH BATTALION CHIEF WILL BE RESPONSIBLE FOR:

- ASSESSING TRAINING NEEDS CONTINUALLY AND MAKING THESE NEEDS KNOWN TO THE TRAINING OFFICER.
- ASSISTING WITH THE EVALUATION OF EACH BATTALION DURING COMPANY SKILLS TESTING.
- SUPPORTING TRAINING PROGRAMS BY RESCHEDULING PERSONNEL AND EQUIPMENT WHEN NECESSARY.
- APPROVING/DISAPPROVING TRAINING REQUESTS

## **CAPTAIN**

EACH COMPANY OFFICER (FIRE CAPTAIN AND SENIOR CAPTAIN) WILL BE RESPONSIBLE TO:

- IDENTIFY THE TRAINING NEEDS OF THOSE CLASSES AND POSITIONS WORKING UNDER HIS OR HER IMMEDIATE DIRECTION. SUCH NEEDS ARE MOST OFTEN IDENTIFIED THROUGH OBSERVATION OF ON-THE-JOB PERFORMANCE AND COMPARING PERFORMANCE WITH THE ACCEPTABLE STANDARDS OF PERFORMANCE. IF A DISCREPANCY IS IDENTIFIED, THE SUPERVISOR SHOULD DETERMINE WHETHER IT IS ACTUALLY A TRAINING NEED. IF TRAINING IS REQUIRED, THE COMPANY OFFICER SHOULD USE REMEDIAL COURSES, WHEN AVAILABLE; PROVIDE ADDITIONAL ON-THE-JOB TRAINING; OR LOCATE IN-SERVICE AND OUT-SERVICE COURSES TO MEET THE NEED. DEPARTMENTAL TRAINING PROGRAMS MAY BE UTILIZED ONLY IF THE EMPLOYEE MEETS THE COURSE ADMITTANCE CRITERIA.
- MEET TRAINING NEEDS THAT ARE NOT MET BY THE DEPARTMENT'S TRAINING CURRICULUM BY EXPLORING IN-SERVICE AND OUT-SERVICE SOURCES. LOCAL LEVEL OPPORTUNITIES SHOULD BE EXPLORED BEFORE EXPLORING PROGRAMS AT OTHER LEVELS.
- CONDUCT COMPANY AND MULTI-COMPANY DRILL ASSIGNMENTS

- COUNSEL OR RECOMMEND SOURCES FOR COUNSEL WHEN APPROPRIATE TO THE NEEDS OF THE EMPLOYEE
- MAINTAIN INDIVIDUAL TRAINING RECORDS BY UTILIZING A COMPUTERIZED TRAINING RECORD SYSTEM.

## **EMPLOYEE**

EACH EMPLOYEE IS RESPONSIBLE TO:

- MAINTAIN MINIMUM PERFORMANCE STANDARDS BY PARTICIPATING FULLY IN ALL TRAINING ASSIGNED BY THE DEPARTMENT.
- COMPLETE ALL TRAINING TASK BOOKS AS ASSIGNED
- PARTICIPATE IN ALL DRILLS AND WHEN APPROPRIATE, TO MAINTAIN SKILLS GAINED THROUGH SPECIAL TRAINING.
- FULFILL ALL TRAINING AS IDENTIFIED IN THE TRAINING CAREER LADDER AS IT APPLIES TO THE EMPLOYEES RANK.
- SEEK TRAINING OPPORTUNITIES TO IMPROVE ON-THE-JOB PERFORMANCE.
- INITIATING AN INDIVIDUAL CAREER DEVELOPMENT PLAN AND FOLLOW THROUGH WITH ITS PLANNED ACTIVITIES.

<b>SUBJECT:</b>	<b>FISCAL PLANNING AND TRAINING FUND ALLOCATION</b>
<b>REVISED:</b>	<b>08/26/03</b>
<b>SEE ALSO:</b>	<b>POLICY 8000.2</b>
<b>PAGE(S)</b>	<b>4</b>

## **GENERAL INFORMATION**

### **BUDGET**

DURING THE BUDGET DEVELOPMENT PROCESS, THE TRAINING OFFICER WILL DETERMINE THE AMOUNT OF MONEY NEEDED FOR THE NEXT FISCAL YEAR BY FORECASTING THE TRAINING NEEDS OF THE NEXT FISCAL YEAR.

IN ORDER TO IDENTIFY THE TRAINING AND DEVELOPMENT NEEDS OF DEPARTMENTAL PERSONNEL, EACH YEAR DURING THE MONTH OF FEBRUARY, THE TRAINING BATTALION CHIEF WILL CONDUCT INDIVIDUAL TRAINING AND DEVELOPMENT INTERVIEWS WITH ALL EMPLOYEES. THIS PROCESS WILL INCLUDE THE FOLLOWING STEPS:

- IDENTIFY THE TRAINING PRIORITY A. THESE ARE THE NEEDS THAT SHOULD BE GIVEN PRIORITY IN THE NEXT FISCAL YEAR.
- UTILIZING THE INDIVIDUAL TRAINING AND DEVELOPMENT PLAN (ITDP), IDENTIFY VARIOUS TRAINING PRIORITY B, C, AND D NEEDS THAT SHOULD BE MET DURING THE NEXT FISCAL YEAR.

### **TRAINING PRIORITIES (Definition)**

#### **TRAINING PRIORITY A**

##### **DESCRIPTION**

- THE MANDATORY TRAINING THAT IS REQUIRED FOR AN EMPLOYEE TO PERFORM HIS/HER DUTIES AT AN ACCEPTABLE LEVEL.
- THIS INCLUDES TECHNICAL TRAINING NECESSARY FOR COMPLETION OF SPECIFIC JOB TASKS AND ALSO INCLUDES TRAINING REQUIRED BY LAW; TRAINING NEEDED IMMEDIATELY FOR AN INDIVIDUAL RE-ASSIGNED OR GIVEN NEW DUTIES; ORIENTATION TRAINING; AND OTHER TRAINING THAT MAINTAINS

AND UP-GRADES THE PROFESSIONAL AND TECHNICAL COMPETENCE OF THE EMPLOYEE IN PERFORMING HIS OR HER PRESENT DUTIES.

## REIMBURSEMENT

- THE DEPARTMENT MAY PAY UP TO 100 PERCENT OF ALL DIRECT COSTS. THESE COSTS INCLUDE; TUITION, BOOKS, AND CLASS FEES.
- THE DEPARTMENT MAY PAY UP TO 100 PERCENT OF ALL INDIRECT COSTS. THESE COSTS INCLUDE: MILEAGE OR AIRFARE, FOOD, AND LODGING.
- THE DEPARTMENT MAY PAY OVER-TIME FOR ALL TIME SPENT IN THE CLASS/TRAINING ABOVE AND BEYOND THE NORMAL DUTIES HOURS FOR THE SAID PERIOD OF THE TRAINING. LOCATIONS OF THE CLASS MAY AFFECT REIMBURSEMENT. TO AID IN UNDERSTANDING, HERE ARE EXAMPLES.

### EXAMPLE A: COMMAND 2A FOR FIRE CAPTAINS GIVEN OUTSIDE OF MARIN COUNTY - TRAINING PRIORITY A

A FIRE CAPTAIN PLANS TO ATTEND THE MONDAY THRU FRIDAY CLASS; HIS/HER WORK SCHEDULE IS TUESDAY AND THURSDAY FOR THE WEEK OF THE CLASS. THE CLASS IS BEING HELD IN MONTEREY, THEREFORE HE/SHE WILL NOT BE RETURNING TO WORK EACH DAY. THE CLASS IS 40 HRS. HIS/HER WORK HOURS FOR THAT WEEK ARE 48 HRS. THEREFORE, NO OVERTIME WILL BE PAID.

### EXAMPLE B: COMMAND 2A FOR FIRE CAPTAINS GIVEN IN MARIN COUNTY - TRAINING PRIORITY A

A FIRE CAPTAIN PLANS TO ATTEND THE MONDAY THRU FRIDAY CLASS; HIS/HER WORK SCHEDULE IS TUESDAY AND THURSDAY FOR THE WEEK OF THE CLASS. THE CLASS IS BEING HELD AT THE NOVATO TRAINING CENTER, THEREFORE, HE/SHE WILL BE RETURNING TO WORK EACH DAY. THE CLASS IS 40 HOURS, HE/SHE WORKS 48 HOURS (2 SHIFTS), WITH THE ADDITIONAL 24 HOURS FOR CLASS ON THEIR DAYS OFF. THEREFORE, THE ADDITIONAL 24 HOURS WILL BE COMPENSATED IN THE FORM OF OVER-TIME.

### EXAMPLE C: COMMAND 2A FOR FIRE CAPTAINS GIVEN IN MARIN COUNTY - TRAINING PRIORITY A

A FIRE CAPTAIN PLANS TO ATTEND THE MONDAY THRU FRIDAY CLASS; HIS/HER WORK SCHEDULE IS TUESDAY AND THURSDAY FOR THE WEEK OF THE CLASS. THE CLASS IS BEING HELD AT THE NOVATO TRAINING CENTER, THE DUTY BATTALION CHIEF DOES NOT REQUIRE THE CAPTAIN TO RETURN TO WORK AT THE ON TUESDAY OR THURSDAY. THE CLASS IS 40 HOURS, HIS/HER SHIFT WOULD BE 48 HOURS, THEREFORE, NO OVERTIME WILL BE PAID.

## TRAINING PRIORITY B

### DESCRIPTION

- THE ESSENTIAL TRAINING THAT IS REQUIRED FOR AN EMPLOYEE TO PERFORM HIS OR HER DUTIES AT AN ACCEPTABLE LEVEL. HIGHLY RECOMMENDED, BUT IS NOT MANDATORY.
- THIS INCLUDES TECHNICAL TRAINING STRONGLY RECOMMENDED FOR COMPLETION OF SPECIFIC JOB TASKS. IT ALSO INCLUDES OTHER TRAINING THAT MAINTAINS AND UP-GRADES THE PROFESSIONAL AND TECHNICAL COMPETENCE OF THE EMPLOYEE IN PERFORMING HIS OR HER PRESENT DUTIES.

### REIMBURSEMENT:

- THE DEPARTMENT MAY PAY UP TO 100 PERCENT OF ALL DIRECT COSTS. THESE COSTS INCLUDE: TUITION BOOKS, AND CLASS FEES.
- THE DEPARTMENT MAY PAY UP TO 100 PERCENT OF ALL INDIRECT COSTS. THESE COSTS INCLUDE: MILEAGE OR AIRFARE, FOOD, LODGING.
- PERSONNEL ATTENDING PRIORITY B TRAINING WILL NOT RECEIVE OVER-TIME. HOWEVER, THE DEPARTMENT MAY COVER THE SHIFT (SEE TRAINING ALLOCATION OPTIONS) AS NECESSARY FOR PERSONNEL TO ATTEND TRAINING CLASSES.

## TRAINING PRIORITY C

### DESCRIPTION

- TRAINING THAT IS DESIGNED TO PROVIDE EQUAL CAREER MOVEMENT FOR AN EMPLOYEE WHO HAS CURRENTLY FULFILLED ALL THE TRAINING REQUIREMENTS OF HIS OR HER JOB CLASSIFICATION AND IS ATTEMPTING TO ADVANCE UP AN ESTABLISHED CAREER LADDER.

### REIMBURSEMENT

- THE DEPARTMENT MAY PAY UP TO 50 PERCENT OF THE DIRECT COSTS (TUITION, BOOKS, CLASS FEES).
- THE DEPARTMENT WILL NOT COMPENSATE FOR INDIRECT COSTS OR OVER-TIME EXPENSES.

## TRAINING ALLOCATION OPTIONS

### TRAINING PRIORITY B

THIS SECTION PERTAINS TO NON-MANDATORY TRAINING PRIORITIES B AND GIVES BOTH BATTALION CHIEFS AND INDIVIDUALS AN OPPORTUNITY TO TAKE ADVANTAGE OF TRAINING WITHOUT THE EXPENSE OF SHIFT TRADES OR VACATION TIME WHEN STAFFING LEVELS ARE ABOVE THE MINIMUM. HOWEVER, PERSONNEL UTILIZING THIS PROCEDURE SHOULD FULLY UNDERSTAND THAT THERE ARE NO GUARANTEES.

- AS TRAINING OPPORTUNITIES BECOME AVAILABLE, THE DEPARTMENT WILL UTILIZE A SPECIAL NOTICE TITLED "NOTICE OF TRAINING OPPORTUNITY" FOR EACH SPECIAL TRAINING OPPORTUNITIES THROUGHOUT THE YEAR. THIS NOTICE WILL INSTRUCT THOSE INTERESTED IN PARTICIPATING IN THE LISTED CLASS(S) OR PROGRAM(S) TO SEND NOTIFICATION TO THE TRAINING OFFICER UTILIZING THE STANDARD "TRAINING REQUEST FORM."
- ONCE THE TRAINING REQUEST FORMS HAVE BEEN RECEIVED, THE TRAINING OFFICER WILL MEET WITH THE OPERATIONS BATTALION CHIEF TO REVIEW THE REQUESTS AS WELL AS THE STAFFING LEVELS FOR THE GIVEN DAYS OF TRAINING. THE NUMBER OF PERSONNEL AVAILABLE TO ATTEND THE GIVEN TRAINING OR PROGRAM WILL BE DETERMINED BY THE NUMBER OF REQUESTS AND THE STAFFING LEVEL FOR THE GIVEN DAY (SUMMER WILL ALWAYS BE DIFFERENT THAN WINTER). PERSONNEL WILL THEN BE SELECTED BASED ON RANK AND SENIORITY TO FILL THE AVAILABLE POSITIONS. AFTER THE APPROPRIATE PERSONNEL ARE SELECTED, THEY WILL BE NOTIFIED AND THEIR TRAINING REQUEST FORM RETURNED WITH INITIAL SIGNATURES FROM THE TRAINING BATTALION CHIEF AND THE OPERATIONS BATTALION CHIEF.
- BASED ON THE LOCATION OF THE TRAINING AND THE STAFFING NEEDS DURING THE TIME OF THE TRAINING, THE OPERATIONS BATTALION CHIEF MAY CHOOSE HAVE PERSONNEL RETURN TO DUTY EACH DAY AFTER CLASS. IF THE DISTANCE TRAVELED TO AND FROM THE CLASS MAKES THIS IMPRACTICAL, OR IF STAFFING LEVELS ARE ADEQUATE, THE OPERATIONS BATTALION CHIEF MAY EXCUSE PERSONNEL FROM RETURNING TO WORK.
- IF FOR ANY REASON, THE DEPARTMENT INCURS AN OVERTIME EXPENSE AS A RESULT OF THE TRAINING REQUEST (EXAMPLE: SOMEONE CALLS IN SICK THE DAY OF CLASS), THE REQUEST FOR COVERAGE BECOMES NULL AND VOID. THEREFORE, THE INDIVIDUAL APPROVED FOR TRAINING WOULD HAVE THE FOLLOWING OPTIONS. 1) CANCEL TRAINING REQUEST; 2) ATTEND TRAINING AND HAVE THEIR VACATION OR COMP TIME CHARGED AN EQUAL NUMBER OF HOURS AS THE OVERTIME CREATED BY THEIR ATTENDING THE CLASS; 3) HAVE AN EMERGENCY SHIFT TRADE PRE-ARRANGED. IN ANY CASE, IT SHOULD BE UNDERSTOOD THAT THIS OPTION HAS NO GUARANTEE AND MAY RESULT IN THE LOSS OF VACATION AND/OR COMP TIME. THEREFORE, THIS OPTION SHOULD NOT BE USED IF THE INDIVIDUAL IS NOT WILLING OR ABLE TO CANCEL THE TRAINING REQUEST ON SHORT NOTICE (THE DAY OF THE CLASS), DOES NOT HAVE ADEQUATE RESERVES, OR HAS NOT PRE-ARRANGED EMERGENCY SHIFT COVERAGE.

# Training Calendars – Appendix D

## Marin County Fire Department Fire Training Schedule Year 2004/05

Month Shift	Fire Subject	Firehouse Training Code	Primary Instructor(s)	Time/Location
<b>JULY</b>	<ul style="list-style-type: none"> <li>• S-234 Firing</li> <li>• Water Tender Operations</li> <li>• Wildland Skills                             <ul style="list-style-type: none"> <li>○ NWCG FFT2 Task Book</li> <li>○ 30 Day Task Book</li> <li>○ Wildland Hose Lays</li> <li>○ I Zone Structure Protection</li> </ul> </li> </ul>	None TBD LH LE	<ul style="list-style-type: none"> <li>• Tim Thompson</li> <li>• Vince Turrini</li> <li>• Station Captains</li> </ul>	<ul style="list-style-type: none"> <li>• S-234 July 26-29 Pt Reyes</li> <li>• July 20-22 Hicks Valley 0900-1400</li> <li>• Wildland Skills to be completed prior to August 1<sup>st</sup>.</li> </ul>
<b>AUGUST</b>	• Maps and GPS Review	TBD	Brian Meuser	Station Assignment
<b>SEPTEMBER</b>	TBD	TBD	TBD	TBD
<b>OCTOBER</b>	<ul style="list-style-type: none"> <li>• Performance Evaluations                             <ul style="list-style-type: none"> <li>○ Wildland Firefighting Skills</li> </ul> </li> <li>• S230 Crew Boss</li> <li>• S231 Engine Boss</li> </ul>	TBD  None None	<ul style="list-style-type: none"> <li>• Ops Battalion Chiefs</li> <li>• Brian Meuser</li> <li>• Brian Meuser</li> </ul>	<ul style="list-style-type: none"> <li>• Performance Evaluation schedule to be arranged with Station Captains</li> <li>• S230/S231 October 25-27 at Pt Reyes 0900-1700</li> </ul>
<b>NOVEMBER</b>	<ul style="list-style-type: none"> <li>• Structure Fire Simulations</li> <li>• Driver Operator 1B</li> </ul>	LS None	<ul style="list-style-type: none"> <li>• Brian Meuser</li> <li>• DO1B -TBD</li> </ul>	Regional Training 0900-1300 <u>Throck</u> <u>Woodacre</u> <u>Pt Reyes</u> A – 17th    A – 22nd    A – 24th B – 10th    B – 23rd    B – 30th C – 8th    C – 25th    C – 29th <ul style="list-style-type: none"> <li>• DO1B December 13-17 at Pt Reyes 0900-1700</li> </ul>
<b>DECEMBER</b>	<ul style="list-style-type: none"> <li>• Regional MultiCompany Exercises                             <ul style="list-style-type: none"> <li>○ Marin City/Throckmorton</li> <li>○ Woodacre /Hicks</li> <li>○ Pt. Reyes/Tomales</li> </ul> </li> </ul>	TBD	Roberts/Neer Cole/Finn Carter/Brown	To be scheduled and coordinated by the Senior Captains
<b>JANUARY</b>	<ul style="list-style-type: none"> <li>• HazMat Refresher</li> <li>• S390 Intro to Advance Fire Behavior</li> <li>• Management 1</li> </ul>	TBD None  None	<ul style="list-style-type: none"> <li>• Bruce Schomaker</li> <li>• Tim Walsh</li> <li>• Brian Meuser</li> </ul>	Station Training <u>North Stations</u> <u>South Stations</u> A – 5th    A – 6th B – 19th    B – 20th C – 3 <sup>rd</sup> C – 4th <ul style="list-style-type: none"> <li>• S390 January 10-14 at Pt Reyes 0900-1700</li> <li>• Management 1 January 24-28 at Pt Reyes 0900-1700</li> </ul>
<b>FEBRUARY</b>	<ul style="list-style-type: none"> <li>• SCBA</li> <li>• Ventilation</li> <li>• Salvage and Overhaul</li> </ul>	IF II LK	• Bill Vieira	Multi Company Training at the Novato Tower 0900-1300 M.City    Woodacre    Pt Reyes Throck    Hicks    Tomales R-40 A – 10th    A – 16th    A – 22nd B – 12th    B – 18th    B – 24th C – 2nd    C – 8th    C – 14th
<b>MARCH</b>	<ul style="list-style-type: none"> <li>• Vehicle Extrication</li> <li>• S212 Basic Wildland Saws</li> </ul>	IJ None	<ul style="list-style-type: none"> <li>• Jason Weber</li> <li>• Chris Martinelli</li> </ul>	Station Training <u>North Stations</u> <u>South Stations</u> A – 1st    A – 7th B – 2nd    B – 3rd C – 10th    C – 16th <ul style="list-style-type: none"> <li>• S212 March 28-31 Location TBD 0900-1700</li> </ul>

<b>APRIL</b>	<ul style="list-style-type: none"> <li>• Rapid Intervention/Search and Rescue Techniques</li> </ul>	TBD	<ul style="list-style-type: none"> <li>• Corky Cornett</li> </ul>	<b>MultiCompany Training at the Novato Tower 0900-1300</b> M.City    Woodacre    Pt Reyes Throck    Hicks    Tomales R-40 A – 5th    A – 11th    A – 29th B – 7th    B – 13th    B – 19th C – 15th    C – 21st    C – 27th
<b>MAY</b>	<ul style="list-style-type: none"> <li>• Wildland Fire Simulations and S-290 Refresher</li> <li>• Type III Off Road Operations</li> <li>• Water Tender Operations - Wildland</li> </ul>	LS  TBD TBD	<ul style="list-style-type: none"> <li>• Tom Nunes/Tim Walsh</li> <li>• Ken Finn</li> <li>• Vince Turrini</li> </ul>	<b>Regional Training 0900-1300</b> <u>Throck</u> <u>Woodacre</u> <u>Pt Reyes</u> A – 5th    A – 11th    A – 17th B – 13th    B – 19th    B – 25th C – 4th    C – 10th    C – 16th <ul style="list-style-type: none"> <li>• Type III May 30-31 Hicks Valley 0900-1700</li> <li>• Water Tender June 1-2 Hicks Valley 0900-1700</li> </ul>
<b>JUNE</b>	<ul style="list-style-type: none"> <li>• Seasonal Firefighting Academies <ul style="list-style-type: none"> <li>○ Returning Seasonal</li> <li>○ Structure Seasonal</li> <li>○ New Seasonal</li> </ul> </li> </ul>	None	<ul style="list-style-type: none"> <li>• Bill Vieira</li> <li>• Brian Meuser</li> </ul>	<ul style="list-style-type: none"> <li>• Returning Seasonal: June 6-10</li> <li>• New Seasonal: June 13-24</li> </ul>

Definitions:

- Station Assignment – Information will be sent to each station. The Shift Captain is responsible for the delivery of the training.
- Station Training – Traditionally used by the EMT program to provide station training. Involves the utilization of one or more instructors who provide the training to each station.
- Regional Training – Utilizes Throckmorton, Woodacre and Pt. Reyes as Regional Training locations. Allows Marin City, Throckmorton and Rescue 40 the ability to train together in Throckmorton. Woodacre and Hicks Valley train together in Woodacre and Pt Reyes and Tomales train together in Pt. Reyes. Requires the personnel coverage for Rescue 40, Hicks Valley and Tomales.
- MultiCompany Training – Includes any mix of stations and personnel. Training location may also vary. Personnel coverage is based on the location of the training and the resource assignment. Requires the highest level of commitment and coverage.

**Marin County Fire Department / S MEMPS  
EMS Training Schedule  
Year 2004**

Month/Shift	North Stations		South Stations	EMS Subject	Primary Instructor	Time/Location
<b>January</b>				Back to Basics	Chris Dwyer	<b>Northern Stations</b> Skywalker: 0830-1030 Point Reyes: 1230-1430 Hicks Valley: 1500-1700
A Shift	5	14	-----			
B Shift	27	31	Airway Management			
C Shift	19	28	Skills			
<b>February</b>				A.L.T.E	Gary Alvey	
A Shift	8	10	-----			
B Shift	25	27	Rectal Valium			
C Shift	4	11				
<b>March</b>				Cardiac Emergencies	Matt Barnes	<b>Southern Stations</b> Marin City: 0900-1100 Throckmorton: 1130-1330 Woodacre: 1500-1700
A Shift	8	17	-----			
B Shift	16	21	Patient Assisted Meds			
C Shift	4	22	Monitor Use			
<b>April</b>				ALOC	Mike Seybold	<b>Tomales</b> Classes to be taught by Gary Alvey.
A Shift	20	22	-----			
B Shift	19	26	Glucose Administration			
C Shift	7	9				
<b>May</b>				Infection Control	Crystal Wright Tom Welch	<b>Tomales Vol.</b> Generally held on the first Thursday of each month. Contact Gary Alvey for specific dates.
A Shift	10	12	-----			
B Shift	18	27	Bleeding Control			
C Shift	20	24				
<b>June</b>	Self - Study			Environment - Auto Inj	Mike Seybold	<b>Instructors</b> Larry Thompson A Shift Mike Seybold B Shift Chris Dwyer C Shift Gary Alvey Tomales
<b>July</b>				ALS Interface	Chris Dwyer	
A Shift	10	19	-----			
B Shift	9	11	Multiple Skills			
C Shift	8	26				
<b>August</b>				Trauma	Larry Thompson	
A Shift	6	24	-----			
B Shift	16	25	Trauma Assessment			
C Shift	4	31				
<b>September</b>	Self - Study			Behavioral - Traction	Larry Thompson	<b>AM / PM</b> North - Point/Skywalk Cent - HQ/Hicks South - Throck/MC  AM is 0830-1130 PM is 1300-1600
<b>October</b>				PEPP	Gary Alvey	
A Shift	19	26	-----			
B Shift	7	18	Pedi Assessment			
C Shift	6	15				
<b>November</b>	North	Cent	South	CPR / EMT-D	Dwyer / Barnes (EMT Testing will also occur this month outside of the regular classes)	
A Shift	4	13	15	<i>See special times at right →</i>		
B Shift	3	5	12			
C Shift	2	11	16			
<b>December</b>				EMS Policy Changes	Crystal Wright	<b>EMT Re-cert testing: November 8<sup>th</sup> and 9<sup>th</sup>.</b>
A Shift	10	21				
B Shift	2	9	Skill TBA			
C Shift	6	8				