



CUSTOMER CENTERED

STRATEGIC PLAN

MARCH 2010



**Emergency Services
Consulting *International***

Clayton Fire Department

Missouri



Customer Centered Strategic Plan

October 2009



Emergency Services Consulting
International

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Message from the Chief

This document is a compilation of ideas generated from the Clayton Fire Department Strategic Planning process. The strategic planning group consisted of City administration, a Clayton Police Department representative, and Clayton Fire Department administrative staff, officers and labor representatives. They came together over a two-day period with a common goal of establishing a plan for our organization that will guide us for the next 3 to 5 years. This plan is essential for our organization. We are focused on providing the best service possible to our community, while ensuring that the range and depth of services provided are what citizens and visitors expect from the Clayton Fire Department.

The Clayton Fire Department draws upon its numerous strengths to provide world class fire and emergency medical services that make our community special. However, we also have some weaknesses that can be addressed through the support of the City's administration, Board of Aldermen, and the community. This plan identifies seven strategic initiatives designed to improve the Clayton Fire Department's ability to deliver its services. This is not to suggest that significant improvements must be made in all areas, but to illustrate the commitment and desire of our organization to be more effective in the delivery of services to our community.

As you read through the document, you will note the various priorities and timelines that have been established. While the urgency of some items may be viewed differently from the customer's perspective, they are essential to our planning process and the realization of the Clayton Fire Department's vision. It is also important to keep in mind that the vision, mission, and goals of the Fire Department support the overall vision, mission, and goals of the City of Clayton and support the Board of Alderman's Vision 2013.

This document is not a static "play book". It is not complete. This is a working document, with further detail yet to be developed. Its implementation must remain flexible. This is important due to the ever-changing regulatory, political and financial environment in which we operate. Our plan must remain adaptable to these changes. As further details are developed and accomplishments are made, staff will report our progress to the Board regularly so that the community's representatives are involved in modifying the policy direction if necessary.

Sincerely,



G. Mark Thorp, Fire Chief

Acknowledgements

Emergency Services Consulting International (ESCI) wishes to thank all of the individuals that gave their time and effort to help with the production of this strategic plan.

The Clayton City Council approved this project and gave its full support to the Master Planning, Standards of Cover, and Strategic Planning processes. We appreciate their commitment to quality services.

The Clayton Fire Department's internal strategic planning team was assembled from a cross-section of the members of the organization. All of the participants made a commitment to the success of this project. As a part of the process, the facilitators asked that members of the team participated on a no-rank or position basis. This facilitation strategy, coupled with the participants' commitment, created an environment of open and honest dialogue. We commend all those involved for their commitment to this process.

Internal Strategic Planning Team

Craig Owens, City Manager

Lenore Toser-Aldaz, Deputy City Manager

Mark Thorp, Fire Chief

Paul Mercurio, Assistant Fire Chief/Fire Marshal

Kathy Brooks-Maness, Administrative Assistant

Norman Buehre, Battalion Chief

Diann Straatmann, Battalion Chief

Michael James, Captain

Carl Heggemeyer, Captain

Phil Lopez, Captain

Paul Nobe, Captain

Bret Walsh, Captain

Richard Winter, Captain

Michael Dorn, Medical Officer

Aaron Hasheider, Medical Officer

Brian Zinanni, Medical Officer

Kurt Becker, Shop Steward

Jeff Counts, Assistant Shop Steward

Stewart Glenn, CPD Lieutenant

Executive Summary

“If you fail to plan, plan to fail.”¹

In order for any organization (public or private) to reach its full potential, it must have a plan. An organization that knows where it is going, knows the environment in which it must operate, and identifies how to get there has the best chance to meet the needs of the community and achieve its goals. The planning process that the members of Clayton Fire Department engaged in has served to refresh the organization’s commitment to excellence and set the path to future success.

The Customer Centered Strategic Plan process is more than the creation of a document. The process challenges the membership of the organization to look critically at paradigms, values, philosophies, beliefs, and desires; and it challenges individuals to work together in the best interest of the organization. Furthermore, the planning process provides the membership with an opportunity to participate in the development of their organization’s long-term direction and focus.

The members of Clayton Fire Department completed their strategic planning workshop on October 12 and 13, 2009, and ESCI is pleased to present this updated strategic plan. This document is the result of collective decision-making by the members as they developed future strategies for their organization.

It takes organizational and individual courage to enter into and participate in the planning process. The members of the internal strategic planning group are to be congratulated for participating in and supporting this important process.

¹ Author unknown.

The following planning elements were developed based on the input of the members of the internal strategic planning group and department officers.

Mission Statement

- ❖ The Clayton Fire Department exists to help prepare our community for emergencies, support people when overwhelmed, and care for them in their time of need.

Prepare for emergencies.

Support when overwhelmed.

Care in time of need.

Vision Statement

- ❖ The Clayton Fire Department will excel in service to its customers by being consistently well-prepared with an adequate and competent workforce, supported by modern and effective equipment, resources, pre-incident preparation, and effective policies and procedures. Our department will be recognized for effective communications and teamwork in both problem-solving and service delivery. We will expect much from ourselves, but will balance these expectations with a reasonable understanding of the capacity of our individual members and our team as a whole. Finally, our services will meet or exceed the expectations of our customers as a result of effective deployment of resources, excellent staff and leadership, and community support.

Organizational Values

- ❖ Clayton Fire Department will gain the trust of the community while balancing organizational and individual employee needs through:
 - Respect
 - Teamwork
 - Honesty
 - Integrity, and
 - A commitment to excellence

Strategic Initiatives

- I. CFD's internal communications and decision-making processes will enhance our teamwork, improve our problem-solving, and support effective and efficient operations and administration.
- II. CFD will consistently maintain a competent and well-prepared workforce that is adequate to perform its services at the level expected by the community, even as growth in demand continues.
- III. CFD will continually strive to balance the needs and expectations of the customers and its own staff with the workload capacity of individual members and teams to ensure all work is performed at the highest quality.
- IV. CFD's facilities, equipment, and supplies will be designed and maintained to ensure that the best and most appropriate resources are available to the responders to support effective and safe operations.
- V. CFD will work closely with its neighboring agencies to provide advanced services, improve efficiency, and enhance safe operations in multi-agency operations and programs.
- VI. CFD will enhance the safety and effectiveness of its emergency operations through a comprehensive pre-incident planning program and improved, up-to-date Standard Operating Guidelines.
- VII. CFD will continue to strive toward improvements in its deployment of resources in order to enhance the level of services and improve outcomes experienced by its community during emergency incidents.

A Brief History

Clayton Fire Department provides fire protection and advanced life support (ALS) emergency medical transport services to the City of Clayton, Missouri. The department began providing services in 1897 as the Clayton Volunteer Fire Department. The department became a division of city government as a paid professional fire department in March 1917. The department began offering ambulance services in 1932 and continues to do so today. Clayton is situated to the west of the City of St. Louis and covers an area of approximately 2.7 square miles in a mostly urban and suburban environment providing protection to a population of 16,076. Clayton Fire Department operates out of a single facility located in the core of the City. The department also provides services to unincorporated Washington University.

The department operates one fire engine, one aerial truck, two ambulances, and one command vehicle on a daily basis as the primary vehicles assigned to suppression and EMS activities. No reserve apparatus are maintained. There are 36 employees filling various roles in the department. Staffing for emergency response is through the use of on-duty career firefighters in the station, without additional response by on-call or volunteer personnel. The department provides a variety of services, including fire prevention, fire suppression, advanced life support transport, vehicle extrication, and operations-level hazmat response.

Planning Methodology

Public safety agencies and the fire service in particular find themselves in a very competitive cycle. Public expectations are increasing while financial and other resources are decreasing. Impacts are being felt across the nation as the effectiveness of our public safety systems strains against the pressure. Our nation's first responders are constantly being challenged to be more efficient while maintaining their effectiveness.

With these issues in mind, planning teams need to have a clear understanding of their organization's direction. The public's expectations and fewer resources make it difficult to accomplish specific goals and objectives. In order to be more efficient with the available resources, organizations must set goals and objectives based on constructive efforts while eliminating programs that do not serve the customer.

To ensure that customer expectations were included, the Customer Centered Strategic Planning (CCSP) process was used to develop the Clayton Fire Department strategic plan. The CCSP process is a product of Emergency Services Consulting International of Wilsonville, Oregon. Businesses employ this process to identify a market niche that allows the service provider to focus on specific efforts while

The CCSP Process

- Review organizational background
- Define services provided to the community
- Establish community service priorities
- Identify community expectations
- Identify community concerns
- Identify aspects of the organization the community views positively
- Develop a vision for the future
- Develop a mission statement
- Establish the organization's guiding principles
- Perform an environmental scan utilizing external (customer) and internal (staff) feedback
 - Assess organizational strengths and weaknesses
 - Identify opportunities and potential threats to the organization
- Identify gaps in performance
- Establish organizations strategic initiatives (mission specific goals)
- Identify the objectives that support the strategic initiatives
- Identify implementation (critical) tasks for each objective
- Define service outcomes in the form of performance measures and targets

reducing risk and wasted effort. This process was adapted to meet the department's specific needs.



This methodology has been adopted and utilized by the International Association of Fire Chiefs, the Western Fire Chiefs Association, the Oregon Fire District Directors Association, the Florida Fire Chiefs' Association, and the Washington State Council of Fire Fighters. The CCSP process has proven very effective with all types and sizes of organizations and

should serve as a model for emergency service providers for many years.

Mission, Vision, and Guiding Principles

Mission

The mission statement of an organization should clearly define the major services that are provided to the community. It focuses department members on what is truly important to the organization. The mission statement should be understood by all Clayton Fire Department personnel and posted prominently in the organization's facilities. Each employee should commit the mission to memory. The Clayton Fire Department officers developed the following mission statement.

The Mission of the Clayton Fire Department

The Clayton Fire Department exists to help prepare our community for emergencies, support people when overwhelmed, and care for them in their time of need.

Prepare for emergencies.

Support when overwhelmed.

Care in time of need.

Vision

In addition to knowing who they are, all successful organizations need to define where they

Vision Statement of the Clayton Fire Department

The Clayton Fire Department will excel in service to its customers by being consistently well-prepared with an adequate and competent workforce, supported by modern and effective equipment, resources, pre-incident preparation, and effective policies and procedures. Our department will be recognized for effective communications and teamwork in both problem-solving and service delivery. We will expect much from ourselves, but will balance these expectations with a reasonable understanding of the capacity of our individual members and our team as a whole. Finally, our services will meet or exceed the expectations of our customers as a result of effective deployment of resources, excellent staff and leadership, and community support.

expect to be in the future. The department's vision provides members with a view of the future that can be shared, a clear sense of direction, a mobilization of energy, and a sense of being engaged in something important. Vision statements will provide the members of Clayton Fire Department with a direction of how things can be and a sense of organizational pride and purpose.

Value Statements

Value statements, as they pertain to the fire service, define what the organization considers to be appropriate and inappropriate behaviors. Identifying fundamental guiding principles helps to identify the organization's culture and belief system. These principles provide a foundation in an environment that is always changing. The strategic planning team declared the following as the value statements for Clayton Fire Department.

Value Statements of Clayton Fire Department

- ❖ Clayton Fire Department will gain the trust of the community while balancing organizational and individual employee needs through:
 - Respect
 - Teamwork
 - Honesty
 - Integrity, and
 - A commitment to excellence

With the completion of its mission, vision, and guiding principles, Clayton Fire Department has established the organization's foundation for strategic planning. We strongly recommend that all members empower themselves with these elements as they are the basis for the accomplishment of the organization's goals, objectives, and day-to-day tasks.

Environmental Scan

In order to properly formulate strategic initiatives, the internal planning group had to evaluate the external and internal organizational environment. Using the customer feedback provided earlier, the internal planning group combined the feedback with their collective knowledge of the organization and the internal and external factors that influence the outcome of the organization's services. The analysis of the organization's strengths, weaknesses, opportunities, and threats (SWOT) provided the planning team with a basis for formulating the strategic initiatives.

Strengths, Weaknesses, Opportunities, and Threats

Strengths

The identification of organizational strengths is the first step in the environmental scan. The strengths of an organization identify its capability of providing the services requested by customers. The organization needs to make certain that its strengths are consistent with the issues it faces. Programs that do not match organizational strengths or the primary function of the department should be reviewed to evaluate the rate of return on precious staff time. The internal planning team identified the following strengths of Clayton Fire Department.

- ❖ Fire Suppression
 - High rise expertise
 - Equipment
 - Adequate water supply

- ❖ Personnel
 - Experienced
 - Motivated
 - Dedication to see the job through
 - Pride in accomplishing mission/job

- ❖ EMS
 - High number of ALS personnel
 - Sufficient equipment
 - Experienced delivery system

- ❖ Fire and Injury Prevention
 - Strong fire prevention program
 - Code enforcement
 - Internal wellness and fitness program
 - Excellent personal protective equipment and fireground safety procedures
- ❖ Hazardous Materials
 - Participate in county hazardous materials team
 - Able to provide personnel for Level B incidents
 - All personnel at Operations Level and some at Technician Level
- ❖ Rescue
 - Equipment availability
 - In house redundancy
 - Mutual aid
 - High-rise specialists
 - Extensive training with mass transit – tunnel and overpass rescue
- ❖ Communications
 - Each on duty personnel has handheld radio
 - Multiple command channels
 - Interoperable communications
- ❖ Administration
 - Accessibility of command staff
 - Up-to-date Standard Operating Guidelines
 - Long-range budgeting
 - Participate in capital improvement planning
- ❖ Interdepartmental Cooperation
 - Good response times
 - Excellent mutual aid relationships
 - Involvement with other agencies such as maintenance, CPD, parks
 - Frequent mutual aid company training



- ❖ Training and Fitness
 - In-house wellness program
 - On-site exercise equipment
 - Access to Clayton Center
 - Mandatory participation
 - Structured training schedule
 - High number of in-house instructors
 - Adequately funded
 - Facilities in-house

- ❖ Documentation
 - Computerized reports

- ❖ Maintenance
 - Scheduled preventive maintenance
 - Designated mechanic

- ❖ Equipment
 - Assigned personnel to track and maintain
 - Scheduled replacement of equipment

- ❖ Technology
 - Designated MIS department
 - Excellent IT support
 - Quite room in fire department

- ❖ Public Relations
 - Car seats
 - CPR
 - Station tours
 - City events
 - Parties
 - Washington University programs

Weaknesses

Organizational weaknesses or lack of performance is an important element of the environment scan. Internal organizational issues that are identified by the planning team are typically issues that are at the heart of the organization's problems. In order to move forward, the organization must honestly identify the issues that have created barriers to success in the past.

The areas of weakness needing improvement are not the same as threats, which will be identified later, but rather those day-to-day issues and concerns that may slow or inhibit progress.

- ❖ Staffing
 - Not enough operational personnel
 - Administrative/Support levels unbalanced with needs of department
 - Too few fire prevention
 - Expectations of current staff
 - Too many hats worn by current personnel

- ❖ Experience and retention
 - No succession plan in place
 - Experience level gap between new and long-term employees
 - No formal retention program

- ❖ Training
 - Need more focus on critical tasks
 - Rely too much on on-the-job training
 - Should focus training program on higher risks in the community

- ❖ Internal Communications
 - Lack of flow bi-directionally

- ❖ Lack of Family
 - Within the department
 - Within the community

- ❖ Responsibility without Authority
 - Assignment of responsibilities without associated pay or authority to carry forward

- ❖ Standard Operating Guidelines
 - Lack of adequate pre-plans
 - Need formal revision program for SOGs

- ❖ Defining of Priorities
 - Limiting mission creep
 - Need ability to focus department on primary mission without taking on additional responsibilities that may take away from primary mission

- ❖ Compensation vs. Workload
 - Additional responsibilities and duties without associated compensation
 - Expected additional knowledge without additional compensation

- ❖ Recordkeeping
 - Collection and analysis of performance data
 - Development of performance measures

- ❖ Technology Support
 - Automated Vehicle Location (AVL) and Mobile Data Terminals (MDT)
 - Emergency Medical Dispatch (EMD)
 - Involvement of Geographic Information Systems (GIS)

- ❖ Maintenance Programs
 - Facilities and vehicles
 - Need to reduce bureaucracy (red tape) in accomplishing maintenance

- ❖ Time Management
 - Individual
 - Organizationally

- ❖ Management
 - Limit micromanagement to necessary areas

Opportunities

The opportunities and threats to the organization are generally derived from the external environment. Opportunities are focused on existing services and on expanding and developing new possibilities inside and beyond the traditional service area. Many opportunities exist for the department

- ❖ Politics
 - Council support
 - Support for planning

- ❖ Demographics
 - New types of structures with high rise and multi-family units

- ❖ Economics
 - Increased revenue with the increased population and additional growth and consumer input

- ❖ Legislative and Public Policy
 - Mandatory retrofit of sprinkler systems in high rise buildings
- ❖ Emerging Trends
 - More of a public health role
 - Suppression calls are down and have enhanced 911 capabilities
- ❖ Standards and Regulations
 - Provides exact or concise method of operation (accreditation)

Threats

There are conditions in the external environment that are not under the organization's control. The identification of these conditions allows the organization to develop plans to mitigate or respond when a threat becomes reality. By recognizing possible threats, an organization can greatly reduce the potential for loss.

- ❖ Politics
 - Potential change in council support based on elections
 - External political pressures on elected officials
- ❖ Demographics
 - Aging community with increased medical services needs and the inability to assist themselves
 - Amount of independent living is growing
 - Traffic congestion due to increasing population and commuter traffic
- ❖ Economics
 - Increased responses uses more resources
 - Potential overload of services
 - Reinvestment in buildings, loss of opportunity for new structures
 - Loss of experienced personnel to higher paid department
- ❖ Legislative and Public Policy
 - Funding for the new radio system
 - Lack of education of elected officials
 - Unfunded state and federal mandates
- ❖ Emerging Trends
 - EMS calls are increasing
 - Public health is decreasing in schools, nursing facilities, etc. placing more of the responsibility on the fire department

❖ Standards and Regulations

- Multiple standards available
- What standards will we be held accountable for?

Strategic Initiatives

Strategic Initiatives

- I. CFD's internal communications and decision-making processes will enhance our teamwork, improve our problem-solving, and support effective and efficient operations and administration
- II. CFD will consistently maintain a competent and well-prepared workforce that is adequate to perform its services at the level expected by the community, even as growth in demand continues
- III. CFD will continually strive to balance the needs and expectations of the customers and its own staff with the workload capacity of individual members and teams to ensure all work is performed at the highest quality
- IV. CFD's facilities, equipment, and supplies will be designed and maintained to ensure that the best and most appropriate resources are available to the responders to support effective and safe operations
- V. CFD will work closely with its neighboring agencies to provide advanced services, improve efficiency, and enhance safe operations in multi-agency operations and programs
- VI. CFD will enhance the safety and effectiveness of its emergency operations through a comprehensive pre-incident planning program and improved, up-to-date Standard Operating Guidelines
- VII. CFD will continue to strive toward improvements in its deployment of resources in order to enhance the level of services and improve outcomes experienced by its community during emergency incidents.

The planning process, to this point, has dealt with establishing the mission, vision, and guiding principles of the organization, and assessing the environment within which it is operating.

After establishing the organization's mission, realistic strategic initiatives (goals) were formulated, and objectives that support the successful completion of the initiatives were developed. Strategic initiatives fulfill the mission of the organization and provide individual members with clear direction. Strategic initiatives and objectives are management tools that should be updated on an on-going basis to identify accomplishments and to note changes within the organization and the community.

Strategic initiatives and objectives, as well as performance measures, should become the focus of the

organization's efforts. By following these initiatives and objectives carefully, the organization will be guided into the future and should benefit from reduced obstacles and distractions.

The Clayton Fire Department's planning team has set priorities for the accomplishment of specific objectives. Those objectives that carried higher priorities are scheduled for completion first and lower priority objectives scheduled later. When evaluating progress toward accomplishing the initiatives, time lines may need to be adjusted to reflect changes in the organization's needs or environment.

Strategic Business Plan

| Strategic Initiative I CFD's internal communications and decision-making processes will enhance our teamwork, improve our problem-solving, and support effective and efficient operations and administration. | | |
|--|----------|---|
| A. Improve internal communications | | |
| Importance | | Critical Tasks: <ul style="list-style-type: none"> • Evaluate current methods of communication • Form task group of representative stakeholders • Assess communications needs • Develop comprehensive communication plan • Examine best practices |
| Timeline | 6 months | |
| Lead | | |
| B. Establish an appropriate committee structure | | |
| Importance | | Critical Tasks: <ul style="list-style-type: none"> • Determine current committee process • Appoint appropriate committees |
| Timeline | 3 months | |
| Lead | | |
| C. Evaluate committee operational responsibility and authority | | |
| Importance | | Critical Tasks: <ul style="list-style-type: none"> • Establish committee process and rules |
| Timeline | 6 months | |
| Lead | | |
| D. Develop a list of items that should not be delegated to a committee | | |
| Importance | | Critical Tasks: <ul style="list-style-type: none"> • Identify areas not subject to group processes |
| Timeline | 6 months | |
| Lead | | |

| <p align="center">Strategic Initiative II</p> <p align="center">CFD will consistently maintain a competent and well-prepared workforce that is adequate to perform its services at the level expected by the community, even as growth in demand continues.</p> | | |
|---|--|--|
| <p align="center">A. Increase staffing levels to meet NFPA 1710 standards for a 'moderate risk' incident</p> | | |
| Importance | | <p>Critical Tasks:</p> <ul style="list-style-type: none"> • Submit justifications for staffing levels • Increase staffing levels to maintain a minimum staffing of four personnel per suppression apparatus • Maintain a minimum staffing of two personnel per ambulance • Investigate potential revenue sources <ul style="list-style-type: none"> ○ SAFER grant ○ Increased sales tax ○ Increased property tax ○ Utilize revenue generated from departments fees for service to supplement payroll |
| Timeline | | |
| Lead | | |
| <p align="center">B. Retain a well-qualified workforce</p> | | |
| Importance | | <p>Critical Tasks:</p> <ul style="list-style-type: none"> • Develop a compensation package that is reasonable and commensurate with similar agencies • Identify reasons for employee turnover • Identify critical skills and develop training based on those areas • Develop realistic succession plan • Develop reasonable promotional candidate criteria |
| Timeline | | |
| Lead | | |
| <p align="center">C. Develop training programs to develop employees from date of hire to retirement</p> | | |
| Importance | | <p>Critical Tasks:</p> <ul style="list-style-type: none"> • Continue with new hire orientation • Review annually for modification • Continue with 24 month IFSTA training program but include specific SOGs, page numbers, and practiced skills |
| Timeline | | |
| Lead | | |

| Strategic Initiative III | | |
|--|-----------|---|
| CFD will continually strive to balance the needs and expectations of the customers and its own staff with the workload capacity of individual members and teams to ensure all work is performed at the highest quality. | | |
| A. Assess current levels of departmental and individual workload | | |
| Importance | | Critical Tasks: <ul style="list-style-type: none"> • Establish committee to evaluate current workload • Conduct appropriate surveys • Assess findings and report |
| Timeline | 8 months | |
| Lead | | |
| B. Evaluate results of assessment and develop achievable focused expectations | | |
| Importance | | Critical Tasks: <ul style="list-style-type: none"> • Conduct task analysis to identify which tasks should and should not be continued • Prioritize all tasks determined to be appropriate • Evaluate the cost of each task • Evaluate effectiveness of focused assignments |
| Timeline | 12 months | |
| Lead | | |
| C. Assess current workload | | |
| Importance | | Critical Tasks: <ul style="list-style-type: none"> • Prioritize workload and determine available time from each individual and the department as a whole • Identify core deliverables • Evaluate and make recommendations for continued tasks that will balance workload with available time. |
| Timeline | 12 months | |
| Lead | | |

| Strategic Initiative IV | | |
|---|----------|--|
| CFD's facilities, equipment, and supplies will be designed and maintained to ensure that the best and most appropriate resources are available to the responders to support effective and safe operations. | | |
| A. Work with Public Works to maintain facilities to meet industry standards and codes | | |
| Importance | | Critical Tasks: <ul style="list-style-type: none"> • Participate with budget and capital improvement plans • Develop and streamline procedures on reporting maintenance issues and obtaining supplies • Continue to assist with repairs and maintenance when requested • Develop procedure for achieving maintenance reports |
| Timeline | 2 months | |
| Lead | | |
| B. Develop a plan for apparatus needs and housing of equipment | | |
| Importance | | Critical Tasks: <ul style="list-style-type: none"> • Maintain current replacement schedule • Evaluate the need for additional equipment • Evaluate available funding including evaluating external sources of revenue <ul style="list-style-type: none"> ○ Grant funding ○ Sell of current equipment ○ Trade-In value • Evaluate housing and storage options • Conduct cost/benefit study • Consider mutual aid loan program |
| Timeline | 3 months | |
| Lead | | |
| C. Develop a plan for tools and equipment replacement | | |
| Importance | | Critical Tasks: <ul style="list-style-type: none"> • Create an inventory of current tools and equipment • Maintain current industry standards in regard to equipment • Consider safety issues with new equipment • Develop timeline for evaluation of new equipment • Support Emergency Operations Center and 911 Communications Plan • Consider interoperability with mutual aid agencies <ul style="list-style-type: none"> ○ Radios ○ Hose ○ Tools, etc. |
| Timeline | 6 months | |
| Lead | | |

| <p align="center">Strategic Initiative V</p> <p align="center">CFD will work closely with its neighboring agencies to provide advanced services, improve efficiency, and enhance safe operations in multi-agency operations and programs.</p> | | |
|---|-----------|--|
| <p>A. Provide consistent training with first alarm companies</p> | | |
| Importance | | <p>Critical Tasks:</p> <ul style="list-style-type: none"> • Coordinate regional Standard Operating Guidelines with Training Coordinates Officers • Follow up classroom and practical training as each SOG is approved • Provide monthly training with other departments • Conduct quarterly training with first alarm companies using practical scenarios |
| Timeline | 12 months | |
| Lead | | |
| <p>B. Develop unified Standard Operating Procedures/Standard Operating Guidelines</p> | | |
| Importance | | <p>Critical Tasks:</p> <ul style="list-style-type: none"> • Develop work groups to get consensus on topics that will be developed/combined • Review current SOGs within the department or obtain samples from each subject • Ensure that SOGs that are department specific are reviewed/revised/modified by that agency |
| Timeline | 3 months | |
| Lead | | |
| <p>C. Move toward more automatic aid with surrounding departments</p> | | |
| Importance | | <p>Critical Tasks:</p> <ul style="list-style-type: none"> • Install routers in all apparatus for installation of AVL equipment that will facilitate closest unit response • Install CAD software on computers in each apparatus • Formalize agreements with mutual aid agencies |
| Timeline | | |
| Lead | | |

| Strategic Initiative VI CFD will enhance the safety and effectiveness of its emergency operations through a comprehensive pre-incident planning program and improved, up-to-date Standard Operating Guidelines. | | |
|--|----------|--|
| A. Develop comprehensive pre-plan program | | |
| Importance | | Critical Tasks: <ul style="list-style-type: none"> • Consult with MIS • Research and select software program • Budget for hardware/software and development needs • Choose end platform • Consider mutual aid needs |
| Timeline | 2 months | |
| Lead | | |
| B. Review and update Standard Operating Guidelines | | |
| Importance | | Critical Tasks: <ul style="list-style-type: none"> • Assist department head in formalizing and activating revision and update of all SOGs • Continue to evaluate SOGs • Educate/train SOGs with mutual aid agencies • Incorporate SOGs in fireground training |
| Timeline | 30 days | |
| Lead | | |

Organizational Response Performance Measures

The ability to define great service requires a set of tools that can be used to measure the performance of an organization. These tools allow an organization to evaluate its performance over time through observation of changes in key performance indicators. They also allow an organization to compare itself with other similar organizations to identify opportunities for improvement. Attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

| Strategic Initiative VII CFD will continue to strive toward improvements in its deployment of resources in order to enhance the level of services and improve outcomes experienced by its community during emergency incidents. | | |
|--|--|---|
| A. Improve recorded call processing time from current to 1:30 at the 90th percentile | | |
| Importance | | Critical Tasks: <ul style="list-style-type: none"> • Recommend implementation of a nationally recognized quality management and assurance program within ECDC and produce periodic reports to member agencies |
| Timeline | | |
| Lead | | |
| B. Improve recorded turnout time from the current to 1:45 at the 90th percentile for structure fires and 1:00 at the 90th percentile for EMS incidents | | |
| Importance | | Critical Tasks: <ul style="list-style-type: none"> • Evaluate current methods to turnout • Evaluate potential issues within ECDC that affect recorded response time • Recommend implementation of status keys in the response apparatus to self logging en route • Measure the performance of turnout time regularly by shift and post results to encourage self improvement |
| Timeline | | |
| Lead | | |
| C. Maintain current travel time performance | | |
| Importance | | Critical Tasks: <ul style="list-style-type: none"> • Periodically review response time data to ensure compliance with current travel time models |
| Timeline | | |
| Lead | | |
| D. Ensure an Initial Attack Force of X personnel within X minutes | | |
| Importance | | Critical Tasks: <ul style="list-style-type: none"> • |
| Timeline | | |
| Lead | | |
| E. Maintain current Effective Response Force performance | | |
| Importance | | Critical Tasks: <ul style="list-style-type: none"> • Maintain the dispatch of five engines, two trucks, one ambulance, and one chief for all moderate risk incidents |
| Timeline | | |
| Lead | | |

Glossary

ALS – Advanced life support

BLS – Basic life support

CAFI – Commission on Fire Accreditation International

City Council – The political/policy-making body of the fire department. Council members are elected by the voters of the city.

CPSE – Center for Public Safety Excellence.

Critical Issues – Internal and external service gaps or perceptions that are important to the organization's success.

Critical Tasks – The steps or process taken to ensure successful completion of an objective.

Customer Centered Strategic Plan – A long-range organizational roadmap.

Deployment (or Deployment Analysis) – How emergency operations resources (personnel, equipment, and stations) are distributed or concentrated throughout an agency's geographical area of responsibility.

EMS – Emergency medical services

Guiding Principles – (Values) Statements or single words that describe the ideals or customs of an organization and how the members of an organization should behave.

Haz-mat – Hazardous materials

Mission – A statement of the primary reason for the organization's existence.

National Fire Protection Association (NFPA) – An international codes and standards writing organization that focuses on fire and life safety issues.

National Incident Management System (NIMS) – A consistent nationwide incident management system mandated by Homeland Security Presidential Directive-5.

Objective – A measurable action to be taken that supports a Strategic Initiative. Each objective is assigned a set of critical tasks, level of importance, lead or responsible person, timeline for completion, and performance measure.

Performance Measure – Any measurable business event, deliverable, or other factor, which if not attained would seriously impair the likelihood of achieving an objective.

Standard Operating Guideline/Procedure (SOG/P) – A guide or procedure regarding a future course of action.

Strategic Business Plan – A multi-year plan of action for implementing the Strategic Initiatives.

Strategic Initiative (Goal) – A broad statement that describes what must be done to successfully reduce or eliminate a gap in internal and external service delivery, or change a perception regarding the organization. A significant undertaking considered essential to fully implementing the strategic plan.

S.W.O.T. – (Strengths, Weaknesses, Opportunities, and Threats) – A systematic identification of the organization’s internal and external gaps in service delivery and perceptions of organizational performance.

Vision – An idealized statement regarding the best possible future of the organization and specifying the organization’s future functions and behavior.



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