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FIRE DEPARTMENT

Strategic Plan
2012-2020

September 2012 Edition

Monday, October 22, 2012

UC Davis Campus Community,

It is a pleasure to share with you the UC Davis Fire Department's new strategic plan. We recognize that as an organization if we desire to provide outstanding service and aspire to meet our goals for performance we must plot a path to do so. This document charts our course through the year 2020 by outlining strategies to more effectively deploy resources, protect the health and wellness of our community and firefighters, and to increase outreach efforts on our campus in ways never before imagined.

Take special notice of our refreshed vision, mission, and values. These guiding statements about our organization were developed over the course of this eight month process and are an excellent reflection of the UC Davis Fire Department, its outstanding employees, and our dedication to the campus community.

This document would not have happened if it weren't for the efforts of the workgroup that engaged fully in the applied strategic planning process. This plan is the product of several workshops, homework assignments, and conversations that challenged us all to re-examine not only our organization, who we are, and the services we deliver; but also the current and future models of the fire service as a whole. I applaud all members of the UC Davis Fire family for their contributions to the plan and their support of the concept.

I hope you find our strategic plan both insightful and informative. We will be revisiting it annually and providing you, our customers, a report card on our progress each year as we move forward.

Thank you for the opportunity to serve,

Nathan Trauernicht
Fire Chief

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EXECUTIVE SUMMARY

In January 2012, the University of California Davis Fire Department (UCDFD) began the development of a Fire Department Strategic Plan.

This Strategic Plan creates the framework for the future of the Department to meet the full range of risks and hazards that the University of California Davis campus presents.

UCDFD utilized the tenets of <u>Applied Strategic Planning</u>[1], which, when effectively applied, produce a plan that contains implementable action plans for each strategy. While this necessitates more work for the Fire Department Planning Work Group, we believe that it leads to a better and more usable work product over the required time horizon. An additional benefit of utilizing Applied Strategic Planning is that the Department "owns" the completed plan. As the Work Group goes through the strategic planning process with our Project Team's guidance and assistance, they ultimately develop the recommendations that become the basis for the final strategies and related action plans.

This process was used in the preparation of this Strategic Plan. The Fire Department Work Group members were: Shawn Cullen, Nate Hartinger, Steve Dunn, Kim Jester, Joe Newman, Tait Nilsson, Meghan Scannell and Nathan Trauernicht. John Heilmann joined the team in June 2012 as the new Training/Safety Division Chief. These members of the Department performed the heavy lifting by participating in a number of workshops followed by completing homework assignments.

The resultant plan contains specific recommendations tailored to the local situation that are implementable as part of an applied strategic plan as well as an assessment of the current situation. We identified specific areas that are working well, where improvements are needed, and what new resources, if any, are needed to implement the recommendations. The recommendations take into account the University and Fire Department's ability to implement them.

UC DAVIS FIRE DEPARTMENT VALUES, VISION AND MISSION

Values

We value:

◆ **<u>Dedication</u>** to honesty and fairness, as essential to the trust of our community and customers;

◆ **<u>Innovation</u>** in our culture and services, while respecting our deep and valued traditions;

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◆ **Leadership** that promotes professionalism, exceptional service, a positive work environment, and job satisfaction;

◆ **Service** beyond expectations; we will be identified by the pride and professionalism exhibited in all that we do;

◆ **Respect** as the pillar of cooperation, understanding, and the basis of exceptional service; we value ourselves, each other, and our community;

◆ **Integrity** reflected in our honest and ethical behavior.

Vision Statement

Our vision is to be a model organization through innovative delivery of services that will enhance community well-being.

Mission Statement

Protect and enhance the safety and well-being of our community with pride and excellence.

UC DAVIS FIRE DEPARTMENT STRATEGIES

Strategy 1: Employee Safety and Wellness

The plan will ensure that employee safety and wellness are a top priority consideration in what is often described as one of the most hazardous professions. This will be accomplished by:

◆ Establishing a Department Safety Program that reduces the incidence of job-related employee injury, illness and incidents resulting in personal or property damage;

◆ Establishing a Department Wellness Program that enhances employee health and wellness and reduces sick-leave usage.

Strategy 2: Response Services

The plan will describe and classify the types of services the Department will provide, and the parameters for measuring success using a system of metrics. This will be accomplished by:

◆ Establishing baseline metrics to measure compliance with UC Davis Standards of Cover for emergency incident response;

◆ Ensuring that UCDFD "customers" are satisfied with the emergency service the Fire Department provides.

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Strategy 3: Employee Training and Development

Following current best practices, the plan will identify processes for the full development of employees over the course of their careers. This will be accomplished by:

◆ Developing a career development plan;

◆ Establishing metrics to measure plan compliance;

◆ Upgrading the career development program over time as resources permit.

Strategy 4: Community Well-Being

As part of the University community, the plan will recognize the Fire Department's role in community well-being. This will be accomplished by:

◆ Launching a community-wide risk reduction program focused on the campus community's needs;

◆ Having the Fire Department, as the lead first-responder to accidents and injuries, take a leadership role in the reduction of risks throughout the campus community.

Strategy 5: Business Partnerships

The plan describes and identifies opportunities and processes for business partnerships. This will be accomplished by:

◆ Creating a business partnership with other regional fire agencies to ensure that all follow the same training curriculum;

◆ Generating business partnerships that provide cost savings and/or improved efficiencies;

◆ Seeking out new relationships with campus support functions to create partnerships that will improve the effectiveness of Fire Department operations.

Strategy 6: Employee Recruitment and Retention

The plan identifies and describes a recruitment and retention program for successful recruiting and retaining of the best candidates for employment. This will be accomplished by:

◆ Identifying and developing a process or processes ensuring that only the most qualified personnel, within the parameters established by the University and the Fire Department, are selected, hired and retained.

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Strategy 7: Physical Asset Management

The plan describes the means to manage the physical assets of the Department. This will be accomplished by:

◆ Designing a comprehensive plan to manage the physical assets of the Fire Department;

◆ Implementing the requirements of that plan to ensure effective management of the Department's physical assets.

Strategy 8: Student Resident Firefighter Program

The plan describes the role of the Student Resident Firefighter Program. This will be accomplished by:

◆ Creating a Student Resident Firefighter Program policy that contains appropriate hiring practices, training standards, operational guidelines, reference to appropriate departmental policies, and expectations for student firefighters to maximize program effectiveness and ensure that Student Firefighters perform within Department and University expectations.

Strategy 9: Labor-Management Partnership

The plan describes a program for management and employees to collaborate on issues of mutual interest. This will be accomplished by:

◆ Creating a formal forum where UCDFD management and employees can effectively and respectfully communicate about opportunities, concerns and issues, and discuss/implement solutions.

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SECTION 1—INTRODUCTION

Preamble – Following a consolidation initiative with the City of Davis that did not proceed to an immediate merger plan, and the subsequent appointment of a new Fire Chief – Nathan Trauernicht, the UC Davis Fire Department wants to ensure that it meets the needs of the University, follows current best practices, and makes an appropriate business case for its activities. During this same period, the Fire Prevention functions of the organization were transferred from their historic location in the UC Davis Fire Department to another campus division responsible for overall health and safety programs. Thus, this 2012 Strategic Plan is an attempt to identify, define and describe the planning issues facing the University of California Davis Fire Department through 2020.

Intent – The elements of this Strategic Plan should be considered in association with the companion September 2012 Performance Audit documents. The Performance Audit identifies what the Department is currently doing to meet the needs of the University and its very unique interests, along with making key recommendations for where the Department can further enhance its strong service delivery. This Strategic Plan consists of major Department elements that need focused or "applied strategic plans" where on-going data will drive best practice decisions by the Department. Given current economic uncertainty, these strategies do not address everything the Department and University will face in the next three, five or ten years. Rather, this plan focuses the Department on immediate priorities while creating a new culture of using applied strategic planning tools to focus resources in the best manner possible.

1.1 BACKGROUND

The Strategic Plan is part of a larger effort by the University of California Davis Fire Department to conduct an in-depth self-examination to ensure that it is meeting the needs of the University community and focusing efforts on where it can do a better job.

In late 2011 the UC Davis Fire Department set out to accomplish the following:

1.   Draft a three-year Master Plan for campus fire services;

2.   Assess the Department's ability to pursue accreditation with the Commission on Fire Accreditation International;

3.   Train a Fire Department planning team on "*Applied Strategic Planning*" and coach the team to use the consolidation and audit information sets previously developed to draft a UCD Fire Services Strategic Plan.

This Strategic Plan is the result of the item 3. It also includes some of the data from the master plan effort and the review of the Department's ability to pursue accreditation.

The UC Davis Fire Department could have simply paid someone to write a plan for the Department; however, such a plan would miss the subtle nuances that make this organization unique. Moreover, the plan is a static document, and as conditions change, it soon becomes stale. As they say in the military, "no plan survives first contact intact." For the plan to be a viable guide for the future of the Department, it will need to be updated regularly. Finally, a plan of this scope also needs advocates, people who are invested in the plan, our "Work Group". For these three reasons, we chose to develop an internal capability to develop, maintain and advocate for the plan moving into the future. This Work Group will be able to fulfill these three roles.

The Fire Department Work Group members were:

- Fire Chief Nathan Trauernicht (Administration)

- Fire Division Chief John Heilmann (June 2012) (Administration)

- Fire Captain Shawn Cullen (C Shift)

- Fire Captain Nate Hartinger (A Shift)

- Fire Captain Steve Dunn (B Shift)

- Fire Captain Kim Jester (A Shift)

- Fire Engineer Joe Newman (C Shift) (Union President)

- Firefighter Tait Nilsson (B Shift) (Union Vice President)

- Executive Assistant to the Fire Chief Meghan Scannell (Administration)

These members of the Department performed the heavy lifting by participating in a number of facilitated workshops followed by homework assignments.

1.2   PURPOSE AND SCOPE

This document is an Applied Strategic Plan[1]. Applied strategic planning is used to actually create a future rather than passively accepting what comes to pass. Implied in this planning process is the notion that each of the goals and objectives in this plan will lead to a *measurable* and tangible action or outcome. As a result, the plan guides the development of the University of California Davis Fire Department over an eight-year term with specific plans for the first three years of the plan. Also implicit in the planning process is annual updating of the plan so that it continually stretches out 8-10 years into the future. Each year at budget preparation time, the

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[1] Nolan, Timothy M., Leonard D. Goodstein, and Jeanette Goodstein. Applied Strategic Planning: An Introduction. John Wiley & Sons, San Francisco. 2008.

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plan's strategies and timelines should be reviewed and used to develop budgeting priorities. In addition, the plan should be reviewed quarterly by the organization to ensure that organizational direction is consistent with the plan. By conducting quarterly reviews the plan remains current utilizing the talents of the Department personnel who participated in the Work Group. This continuous updating of the plan guarantees the flexibility to meet unforeseen opportunities and challenges.

This plan was developed over the course of eight months and included the engagement of Fire Department staff and line personnel to develop and prioritize the goals and objectives to meet the needs of the organization.

As the planning process was carried out, opportunities occurred to make changes and to take initiatives that are part of the plan, but precede the plan. Within the planning nomenclature these are described as *Application Considerations*.

1.3   HOW THE STRATEGIC PLAN WILL BE USED

This Strategic Plan contains the detailed steps (goals and objectives) necessary to create the desired future. Each of the goals was developed looking over an eight-year planning horizon. Each goal has a number of objectives, which are the detailed action steps for achieving that goal. In some cases, two or more goals will be dependent on the same objective. Given this planning perspective, the plan will:

◆   Allow the Department to use the vision, mission, goals and objectives of this plan to identify, develop, and prioritize funding requests and financial and operational decisions;

◆   Provide the ability for the Department to assess the progress towards meeting the needs of the Department and the plan;

◆   Assist the Department in making decisions concerning its future to ensure that it meets the needs of the University and the campus community.

SECTION 2—ENVIRONMENTAL SCAN

2.1 CONTEXTUAL SITUATION

Nathan Trauernicht became the Chief of the University of California Davis Fire Department in February 2012, and recognized that the Department needed reinvigoration and a plan to direct it into the future. Given these dynamics, developing an Applied Strategic Plan that would help the Fire Department guide its own future seemed like the best direction to take with the most opportunity for success.

The Fire Department Strategic Plan aligns with the Vision Plan section of the University's Strategic Plan for the support functions at the University, including the Fire Department:

> *Cultivate a Culture of Organizational Excellence, Effectiveness and Stewardship: UC Davis will provide an efficient, professional administrative organization that is committed to serving and advancing the University's academic mission.*

It goes on to say in the Goals and Metrics section of the University's Plan:

In advancing this goal, we will:

◆ *Recognize and support the integral role that staff members play in advancing the academic and institutional enterprise.*

◆ *To further the development of a talented, motivated workforce and a culture of service excellence, support professional development, comprehensive compensation strategies, an equitable and supportive workplace and innovative recognition opportunities.*

◆ *Create an effective, innovative and transparent administrative organization that emphasizes streamlined business practices that eliminate redundant and unnecessary processes, achieve an appropriate balance between risk taking and compliance measures, and deploy centralized and shared administrative resources to best support the academic mission.*

◆ *Conduct administrative unit reviews and high-level external assessments of critical campus-wide functions to optimize the alignment of strategy and service with the campus's mission and service stakeholders.* (In addition to this Applied Strategic Plan, the Fire Department simultaneously received a complete audit of its operational and support services.)

◆ *Invest in technological systems that yield valuable results, high-quality service and low-cost delivery, and leverage collaborative, efficient and sustainable solutions across campus.*

◆ *Invest the campus's financial resources in support of academic programs that demonstrate sustained or potential academic excellence and impact; develop funding criteria that use the measures of excellence and impact as guiding principles and, given limited resources, prioritize investment opportunities.*

This Applied Strategic Plan recognizes all of these overriding University goals and places particular emphasis on using metrics to measure the success of the various initiatives in the Plan.

The University, as part of its Mission Statement–Philosophy of Purpose, states the following:

◆ *A distinguished faculty, a dedicated and high-achieving staff and students of great potential and accomplishment characterize UC Davis. As we move forward, we recognize that our continued excellence is dependent upon our ability to diversify our university community, consonant with the citizenry of California.*

◆ *UC Davis remains committed to its human values: caring and personal relationships, collaborative and thoughtful work, all within a human-scale environment. These special qualities are sustained by intellectual strength within a collegial community whose members share a deep desire for teaching and learning, and for an abiding commitment to discovering and applying new knowledge.*

In its general information concerning campus safety, the University states:

◆ *UC Davis has a comprehensive emergency management program under the guidance of a full-time emergency planner. It includes a formal emergency operations plan for preparing for, responding to and recovering from emergencies. UC Davis uses an emergency operations center to coordinate response to major emergencies, and trained employees staff the center. UC Davis regularly conducts training sessions and emergency exercises. UC Davis is part of a regional emergency management system, and it is in compliance with state and federal standards for managing emergencies.*

◆ *The UC Davis Fire Department is responsible for fire suppression, emergency medical services, hazardous materials response and technical rescue on the main campus in Davis. UC Davis also has automatic-aid agreements with local cities through which equipment and firefighters are automatically dispatched for certain incidents.*

◆ *All of our dormitories have smoke detectors in each sleeping room. Newer buildings have sprinkler systems, and UC Davis has started retrofitting older buildings with fire sprinkler systems. A full-time fire safety coordinator in Student Housing is dedicated to testing the fire systems and conducting monthly inspections of the fire extinguishers.*

2.2 LINES OF BUSINESS FOR STRATEGIC BUSINESS MODELING

The Lines of Business (LOBs) are the "face" of the organization, the businesses the customers see as *being* the organization.[2] They must align with the Mission Statement or the Mission Statement needs to be adjusted to the new reality. The Department's Planning Work Group chose nine LOBs for the future of the organization. In some cases this is not a continuation of the current LOBs, these are actually new lines. In addition, some lines serve internal customers while others serve external customers.

1. Employee Safety and Wellness

This line of business recognizes the hazards and risks inherent in being a firefighter and sets forth a proactive approach to ensuring the safety and health of the members of the Department. It serves internal customers. The Planning Work Group established the following Critical Success Indicators for this LOB:

◆ Implement a fitness/wellness program based on national standards and best practices;

◆ Reduce the 3-year average of incidence/severity of Workers' Compensation claims.

2. Response Services

Response services refer to the main business for which a fire department is established, to respond to fires, medical emergencies, and other emergency and non-emergency calls for assistance. This line of business serves external customers. The Planning Work Group established the following Critical Success Indicators for this LOB:

◆ The first-unit arrives at scene in 7 minutes or less from time of receipt of call (total response time), 90% of the time;

◆ Provide a customer feedback tool to 90% of customer contacts;

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[2] Nolan, Timothy M., Leonard D. Goodstein, and Jeanette Goodstein. Applied Strategic Planning, An Introduction. Second Edition. John Wiley and Sons, San Francisco. 2008.

◆ Process emergency calls in the dispatch center at 60 seconds or less, 90% of the time.

3.   Employee Training and Development

This LOB is a continuation and enhancement of the current Employee Training and Development LOB. Success of this LOB depends on the hiring of a training officer, which was completed during the project. It serves internal customers. The Planning Work Group established the following Critical Success Indicators for this LOB:

◆ Develop/implement of an updated training manual;

◆ Implement operational Standard Operating Guidelines;

◆ Maintain a minimum of 60 hours of training per employee per quarter;

◆ Develop and implement a succession plan for every key department function/position;

◆ Establish a clearly defined skill/competency development pathway for every function/position with periodic validation;

◆ Require currency of required certifications and mandated administrative training.

4.   Community Well-Being

Community well-being is a new LOB for the Fire Department. It is a combination effort to develop a connection and recognition for the Department with the campus community while taking a leadership role in reducing all types of risks affecting quality of life. This LOB envisions the fire department promoting and facilitating partnerships and initiatives that foster a holistic approach to community risk reduction by focusing on enhancing awareness, prevention, and minimizing the adverse effects of those risks. This line serves both external and internal customers, which makes it somewhat unique. The Planning Work Group established the following Critical Success Indicators for this LOB:

◆ Respond to 98% of annual requests for community interaction with the requested/appropriate resource(s);

◆ Receive response by responsible party to customer feedback instrument for a minimum of 95% of planned, non-emergency events;

◆ Receive a "Met Customer Expectations" or better response on customer feedback instrument 95% of the time for planned, non-emergency events.

5. Business Partnerships

Business Partnerships is a new approach to an on-going LOB for the Department; it is the recognition that the Department works within a larger regional community of the campus, businesses, other agencies and organizations that all have an impact or interaction with the Department. As a line of business, it is an attempt to use those relationships to further the operational and/or fiscal efficacy of the Department. It serves both internal and external customers. The Planning Work Group established the following Critical Success Indicators for this LOB:

◆ Maintain participation in a regional fire dispatch system;

◆ Maintain a strong relationship with Yolo County Emergency Medical Care Committee and contract ambulance provider;

◆ Resource and develop the capacity to coordinate standardized regional training policies and regional operational Standard Operating Guidelines (SOGs);

◆ Resource to become the lead agency to develop a joint fire training program with potential interagency partners.

6. Employee Recruitment and Retention

This LOB is a continuation and enhancement of the current Employee Recruitment and Retention LOB. It serves internal customers. The Planning Work Group established the following Critical Success Indicators for this LOB:

◆ Assign new career employees a mentor during their probationary period;

◆ Perform a multi-faceted assessment to understand the reasons for all employee terminations for other than normal retirement, over the most recent 5-year period. Utilize the lessons learned as appropriate for employee recruitment and retention.

7. Physical Asset Management

This line of business recognizes the fact that fire apparatus, equipment and facilities are complex and expensive. This is a new approach to an on-going LOB for the Department by placing emphasis on the need to purchase wisely, use funding advantageously and steward the resources effectively. It serves internal and external customers. The Planning Work Group established the following Critical Success Indicators for this LOB:

◆ Ensure a 97% or better in-service rate for all emergency apparatus and utility vehicles over most recent 12-month period;

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◆ Ensure all emergency apparatus meet appropriate NFPA construction and safety standards for the year in which they were built and any later mandatory safety or air quality upgrades;

◆ Establish a department-level physical asset program plans and annual budgets, with periodic administrative review;

◆ Adopt a capital equipment replacement/financing program;

◆ Inspect, test, and maintain apparatus, tools, and equipment to the requisite safety regulations and manufacturer recommendations.

8. Student Resident Firefighter Program

This line of business recognizes the uniqueness of the UCD Student Resident Firefighter Program as one of only three such programs nationally at four-year college institutions. It envisions formal acknowledgement of the program's purpose and role, potential integration with the University's education and research mission, and its ability to produce future fire service leaders. It serves internal customers. The Planning Work Group established the following Critical Success Indicator for this LOB:

◆ Adopt a Program Charter that codifies program purpose and goals to include a nexus between the University's Charter for research and education and the fire department, especially the Student Firefighter Program to include clear policies, procedures, and guidelines necessary to achieve program goals.

9. Labor-Management Partnership

This is a new Line of Business intended to formalize and maintain the current collaborative, cooperative, and mutually respectful relationship between department management and represented employees. It serves internal customers. The Planning Work Group established the following Critical Success Indicator for this LOB:

◆ Adopt a Charter that codifies a Labor-Management partnership philosophy that includes a purpose and procedures.

2.3 GAP ANALYSIS AND CLOSURE

The concept of gap analysis and closure is simple: compare where the agency wants to be in the target year on a particular dimension to where the agency is currently and then identify what it will take to close the gap. These are the decisions that bring a sense of closure to the planning process.

Table 1—Gap Analysis and Closure Needs

Item	Potential Gap	Gap Impact	Supporting Reference	Potential Gap Mitigation(s)	Strategic Goals[3]
Employee Safety and Wellness	Currently, the Department does not have a Safety and Health Program that meets best practices.	Accidents and illnesses result in economic and social loss; they lessen individual productivity and lead to inefficiency within the organization.[4]	NFPA 1201 NFPA 1250 NFPA 1500 NFPA 1521	Adopt best practices over time as resources permit.	Strategies 1, 3, 6, and 8.
Employee Safety and Wellness	The Department has no current Safety audit.	Before the Department can move forward to address Safety and Health issues it needs to have a clear idea of its current safety assets and shortcomings.	NFPA 1500 – Annex B	Internally complete an Annex B audit of the Department's equipment and facilities.	Strategies 1, 3, 6, and 8.
Business Practices	No methods in place to track metrics to ascertain and ensure that productivity is measured.	Controlling is the process of monitoring activities to ensure that they are being accomplished according to standards and plans. Organizational controls produce measurable results that allow the Department to organize and plan.	NFPA 1201, NFPA 1710, ISO, Cal OSHA, American Heart Association	Establish systems that measure metrics in the appropriate business lines.	Strategies 1, 2, 3, 6, and 7.
Community Involvement	While the Department is physically at the center of the campus, it is separated from reality of campus life except when needed.	The Department loses out on opportunities for recognition of its vital role in the life of the campus and its part in the Campus strategic plan.	UC Davis Campus Strategic Plan	Develop strategies that can be cultivated over time to improve recognition of the role of the Department.	Strategies 2, 3, 4, 5 and 6.

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[3] **Strategy** refers to the numbered strategies in this plan that will resolve that issue.

[4] Jennaway, William F.   Chief Officer's Desk Reference.   Jones and Bartlett. Sudbury Mass., 2006.

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SECTION 3—VISION, VALUES, MISSION STATEMENT, AND STRATEGIC THRUSTS

3.1   VISION STATEMENT

Our vision is to be a model organization through innovative delivery of services that will enhance community well-being.

3.2   VALUES OF THE UC DAVIS FIRE DEPARTMENT

As members of the University of California Davis Fire Department we value:

DEDICATION	To honesty and fairness, as essential to the trust of our community and customers;
INNOVATION	In our culture and services, while respecting our deep and valued traditions;
LEADERSHIP	That promotes professionalism, exceptional service, a positive work environment, and job satisfaction;
SERVICE	Beyond expectations; we will be identified by the pride and professionalism exhibited in all that we do;
RESPECT	As the pillar of cooperation, understanding, and the basis of exceptional service; we value ourselves, each other, and our community;
INTEGRITY	Reflected in our honest and ethical behavior.

3.3   MISSION STATEMENT

To protect and enhance the safety and well-being of our community with pride and excellence.

3.4   GUIDING PRINCIPLES

There are a number of stakeholders that have an interest in the quality of fire and emergency service at the University of California Davis. These stakeholders include the on-campus residents, students, faculty, staff, visitors, other workers, government officials, members of the Board of Regents, firefighters and fire officers, vendors, community interest groups, and many others. The following guiding principles act as points of common ground to recognize the needs of these disparate groups and individuals:

◆ The basic concepts described in the Contextual Situation Section 2.1 provide the underlying guidance for the preparation of this plan.

◆ The initial planning period of two years recognizes the current volatile economic climate. It is followed by an intermediate planning period of three to five years and a long-range planning period of five years or more.

◆ Safety of the public and firefighters shape every strategy.

◆ Policy considerations will be approved by the Chancellor's Office.

◆ Actions will be consistent with the current Fire Department labor-management agreements.

◆ Significant recommendations will be subjected to a test period with appropriate metrics to ensure that they provide real improvement.

◆ Wherever possible, the best practices from NFPA, CPSE, CFAI, ISO, and other nationally and regionally recognized bodies are incorporated into planning.

◆ This plan recognizes that there are no national or statewide standards that require a community to provide a particular level of fire service; a community can only have a fire service it can afford, but if it does provide fire service it must do so safely.

3.5   STRATEGIC THRUSTS

Strategic thrusts are internally focused changes necessary for the organization to accomplish its mission of reaching its ideal future. The work gruop identified one strategic thrust that the organization needs to reach its ideal future.

1. The organization has no tool for keeping work on schedule or understanding why it gets behind, if and when they do. The most critical part of the plan for success for this agency is a planning and management tool such as a department-wide calendar that identifies critical tasks, responsibilities, and deadlines. *The organization needs to incorporate an expectation of success and meeting deadlines into the culture.*

3.6   STRATEGIES, GOALS, AND OBJECTIVES

3.6.1 Strategy 1: Employee Safety and Wellness

The plan will outline the processes and methods that will be used to maintain and improve employee safety and wellness; included will be the program goals; norms of safe behavior, explicit safety standards and training; metrics to measure workplace safety and employee wellness; and workplace programs that promote a healthy lifestyle, and physical and mental health.

Workplace injuries are costly to any business, and injury prevention simply saves money; in addition, injury prevention reduces the pain of injuries, the lost time that they incur, the impact on employees' families, and in serious cases, the cost of replacing an employee due to serious injury, illness or death. Accident prevention also saves valuable property from damage which frees up limited assets to be used for other important work. Finally wellness programs are another way to attack illness and injury by promoting a healthier lifestyle.

> *Goal 1.1   Establish a Department Safety Program that reduces the incidence of job-related employee injury and illness and incidents resulting in property damage.*
>
> *Goal 1.2   Establish a Department Wellness Program that enhances employee health and wellness and reduces sick-leave usage.*

| | Timeframe* | | |
Objectives	ST	IT	LT
1. Complete Annex B of NFPA 1500 to establish a base line of compliance.	■		
2. Since metrics to measure success are critical, review the current practices for reporting accidents and injuries using the records management system.	■		
3. Establish a Department Safety and Health committee in accordance with NFPA 1500 consistent also with University policy.	■		

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Objectives	Timeframe*		
	ST	IT	LT
4. Adopt sections of NFPA 1500: *Standard for Fire Department Occupational Safety and Health Program* as needed and within the capability of the Department to comply.	▪	▪	▪
5. Train all Company Officers and Acting Company Officers to be certified Safety Officers. Training, certification, and responsibilities shall be in alignment with NFPA 1521: *Standard for Fire Department Safety Officer*.	▪	▪	▪
6. Review and affirm existing injury and accident reporting procedures and ensure they are compliant with the law, University policy and understood by the members.	▪		
7. Continue monitoring the Safety Program metrics to determine progress on meeting goals.		▪	▪
8. Adopt NFPA 1583: *Standard on Health-Related Fitness Programs for Fire Department Members* to establish the minimum requirements for the development, implementation, and management of a health-related fitness program (HRFP) for members of the fire department involved in emergency operations.		▪	
9. Since metrics to measure success are critical, review the current practices for reporting and monitoring sick-leave usage using the records management system.		▪	▪
10. Establish and monitor physical fitness goals for each employee that is consistent with job requirements.		▪	
11. Review existing fitness/wellness programs from across the country along with non-traditional alternatives to determine best fit for the organization.		▪	
12. Collaborate with Occupational Health to determine campus resources that can support the fire department's fitness wellness initiative. Partner with Risk Management to explore potential Office of the President funding options for a fitness/wellness program.		▪	
13. Monitor the safety and health program metrics to continue compliance.		▪	▪
14. Review innovations in safety programs in the industry and apply them as needed or beneficial to the Department.			▪
15. Participate regionally in fitness/wellness programs and encourage employee participation in fitness/wellness for firefighters.			▪

*Note: ST = Short Term (1-2 years); IT = Intermediate Term (3-5 years); LT = Long-Term (6-8 years)

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Desired Outcome

Employees of the UC Davis Fire Department will have fewer injuries, suffer less lost time due to injuries, have less equipment damage, and be in better physical condition to accomplish their tasks as firefighters.

3.6.2 Strategy 2: Response Services

The plan focuses on reducing injuries and death, the impact of injuries, damage to property and the environment due to fires and other causes by providing a rapid and effective response to requests for assistance.

There is no substitute for the appropriate number of firefighters properly trained and arriving in a timely manner to mitigate the impact of a fire, rescue, medical emergency or other hazardous condition that requires an emergency response. Continuous measurement of the strategy's goals through the use of standardized metrics will ensure compliance.

> **Goal 2.1** **Establish baseline metrics to measure compliance with UC Davis Standards of Cover for emergency incidents.**
>
> **Goal 2.2** **Ensure that "customers" are satisfied with the emergency service the Fire Department provides.**

Objectives	Timeframe*		
	ST	IT	LT
1. Ensure that programming of reports within the Firehouse records management system is up-to-date and tracking all performance benchmarks established within the SOC correctly.	■		
2. Revise dispatch service agreement with the City of Davis to allow for establishment of call handling criteria and performance benchmarks.	■		
3. Gain formal adoption of the Department's standard of cover (SOC) document by the University.	■		
4. Develop and implement a comprehensive fire pre-plan program in accordance with NFPA 1620 *Standard for Pre-Incident Planning.*	■		

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Objectives	Timeframe*		
	ST	IT	LT
5. Actively pursue accreditation through the Center for Public Safety Excellence.	🟥		
6. Complete the accreditation process through the Center for Public Safety Excellence.		🟩	🟦
7. Continue with the pre-fire planning program – identify occupancies and their risk categories, develop baseline criteria for pre-fire plans, communicate and train on program, conduct plan inspections, and determine frequency for review.		🟩	🟦
8. Establish a web-based customer service tool to continuously monitor customer feedback related to performance, community interactions, and outreach.		🟩	
9. Create and implement a consistent procedure for investigating and reporting customer service complaints and ensuring appropriate follow up to improve quality, protocols, and minimize risks associated with the services.		🟩	🟦
10. Explore emergency and non-emergency medical call response alternatives.		🟩	
11. Establish and implement a set of department-wide expectations and responsibilities for all company officers to ensure that services are delivered and business policies are followed on a consistent basis.			🟦

*Note: ST = Short Term (1-2 years); IT = Intermediate Term (3-5 years); LT = Long-Term (6-8 years)

Desired Outcome

For every emergency incident it is the desired outcome for the UC Davis Fire Department that a sufficient number of properly trained firefighters arrive in a timely manner, do the appropriate task(s) competently and leave the customer with a feeling of satisfaction with the service provided.

3.6.3 Strategy 3: Employee Training and Development

The plan establishes a defined skill/competency pathway for every employee to guide his or her career development at the UC Davis Fire Department.

Standard verifiable, realistic, on-going training is the cornerstone of skillful competent emergency response personnel. Challenging focused training and career development is a proven strategy to develop, maintain and retain high-performing employees. Interoperability and overall

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operational effectiveness are enhanced, which supports development of regional operational partnerships.

> ### Goal 3.1 Develop a career development plan.
>
> ### Goal 3.2 Establish metrics and ensure plan compliance.
>
> ### Goal 3.3 Upgrade the career development program over time.

Objectives	Timeframe*		
	ST	IT	LT
1. Conduct training needs analysis to include all levels in the Department that also identifies mandatory training and alternative training possibilities.	■		
2. Establish training benchmarks – identify and evaluate industry best practices; conduct a gap analysis.	■		
3. Based on the gap analysis, prioritize department training needs: review training needs analysis, identify instructor cadre, compare department training priorities to community priorities, determine costs and secure budget/funding.	■		
4. Establish an annual training calendar: review previous training calendar, schedule the training priorities.	■	■	■
5. Implement and maintain a training tracking system to ensure that all training provided to department members is consistently recorded and that required training certificates remain current (e.g., confined space, hazmat, driver operator, EMT, and other certification mandates).	■	■	■
6. Utilize RMS to track employee training: conduct refresher training on use of RMS for tracking training activities, enter training hours data, audit training data for compliance, and publish a monthly training compliance report.	■	■	■
7. Establish a company officer program to certify them as training officers.		■	■
8. Evaluate unscheduled time, schedule secondary training priorities.		■	
9. Update standard evolutions, train to updated standards, and evaluate personnel performance.		■	■

Objectives	Timeframe*		
	ST	IT	LT
10. Evaluate the participation, compliance and effectiveness of the career development program; adjust the program as needed.		■	■
11. Develop and implement the State's training and certification program for new sworn hires and existing personnel, including student resident firefighters, to ensure that all required certifications are completed on a timely basis that personnel have the expertise expected to do their jobs, and that risk management issues related to carrying out duties are fully communicated to employees.		■	■
12. Develop and implement a mentoring, career development and succession plan that ensures the Department has individuals who are motivated and eligible for higher-level positions, with particular focus on management-level ranks.		■	
13. Establish expectations, policies and business practices for hiring, training, supervising and utilizing student resident firefighters to ensure they are providing services consistent with expectations and needs, and to ensure risks are managed related to their role in operations.		■	
14. Establish an on-going supervisory training program that includes training in policy implementation and departmental business practices, operational supervision, and methods of identifying and managing risks, as well as strategies and tactics for fire combat.			■

*Note: ST = Short Term (1-2 years); IT = Intermediate Term (3-5 years); LT = Long-Term (6-8 years)

Desired Outcome

All employees of the UC Davis Fire Department have an established career-training track that provides standardized verifiable, on-going realistic training throughout their careers.

3.6.4 Strategy 4: Community Well-Being

The plan identifies community well-being as the role the Fire Department plays in quality of life issues on the UC Davis campus, with faculty, staff and students. The plan also recognizes the need for the Fire Department to be acknowledged for the services it provides to the campus community.

This strategy enhances the quality of life in our community through partnerships and initiatives that promote a holistic approach to community risk reduction by focusing on increased awareness, prevention, and minimizing the adverse effects of those risks.

> **Goal 4.1** **Establish a community-wide risk reduction program.**
>
> **Goal 4.2** **Have the Fire Department, as the lead first responder to accidents and injuries, take the lead role in risk reduction on the campus.**

Objectives	Timeframe*		
	ST	IT	LT
1. Establish a fire department community wellness and safety advisory committee.	■		
2. Study incident data to establish response trends for the purpose of identifying targeted risk reduction programs that should be implemented.	■	■	■
3. Develop a portion of the UCD website to address community wellness topics and educational pieces that provide links to resources that support wellness.	■	■	■
4. Explore the possibility of using UCDFD personnel who are licensed as paramedics to provide flu vaccinations across campus in partnership with Occupational Health and Student Health.		■	
5. Offer quarterly "Pedestrian Safety Breakfasts" at the campus fire station partnering with local businesses to provide a free breakfast, information on bicycle and pedestrian safety, free bike helmets, and develop an incentive program that promotes on-going use.		■	■
6. Develop a public information officer position for each shift using student firefighters.			■

*Note: ST = Short Term (1-2 years); IT = Intermediate Term (3-5 years); LT = Long-Term (6-8 years)

Desired Outcome

The students, faculty, and staff comprising the UC Davis community will have enhanced awareness of the relevant risk factors affecting their quality of life, and implement appropriate preventive and mitigation measures under coaching from the Fire Department.

3.6.5 Strategy 5: Business Partnerships

The plan envisions a program of partnerships between the Fire Department, various campus organizations and the local and regional private and non-profit business community. These partnerships are to enhance the effectiveness of the Fire Department as well as provide some equivalent benefit to the partners, in other words, a two-way street.

This strategy should enhance the Fire Department's operational and fiscal effectiveness through stakeholder partnerships that provide improved communication, cooperation, collaboration, and, where possible, shared services. It also enhances the interdependent business relationships necessary to support the Fire Department's mission and create cost savings.

Goal 5.1	*Create a business partnership with other regional fire agencies to ensure that all follow the same training curriculum.*
Goal 5.2	*Create business partnerships that provide cost savings or improved efficiencies.*
Goal 5.3	*Seek out new relationships with campus organizations to create partnerships that will improve the effectiveness of Fire Department operations.*

Objectives	Timeframe*		
	ST	IT	LT
1. Establish a regional fire-training consortium	■		
(a) Establish an initial formal agreement for shared training services between UCD and the City of West Sacramento by July 1, 2012.			
(b) Host the initial meeting of a proposed regional fire-training committee to include UCD and the cities of Davis, Dixon, Woodland, and West Sacramento by August 31, 2012.			
(c) Host an initial proposed informal monthly breakfast meeting of regional stakeholder fire agency chiefs, to include Davis, Woodland, Dixon, and West Sacramento, for the purpose of strengthening inter-agency relationships, by August 31, 2012.			
(d) Schedule multi-company drills with two or more regional			

| | Timeframe* | | |
Objectives	ST	IT	LT
stakeholder fire agencies to strengthen interagency relationships and operational effectiveness by October 31, 2012.			
(e) Lead effort to consolidate and implement any non-controversial operational Standard Operating Guidelines (SOGs) of the regional stakeholder fire agencies by December 31, 2012.			
(f) Develop, in cooperation with the regional Training Committee, standardized operational evolutions that support the adopted regional SOGs.			
(g) Develop and implement additional shared training services agreements with other regional stakeholder fire agencies as possible by June 30, 2013.			
(h) Develop and monitor success metrics for this objective by October 31, 2012.			
2. Adopt and implement regional training Standard Operating Guidelines (SOGs). (a) UCDFD to schedule and host initial meeting of interested regional stakeholder agency representatives by August 15, 2012 to discuss proposal to consolidate existing operational Standard Operating Guidelines (SOGs) into a single, mutually agreeable, standardized regional document. (b) UCDFD to schedule and host additional stakeholder meetings as necessary by September 30, 2012 to review existing agency SOGs. (c) UCDFD to schedule and host meetings as appropriate to achieve consensus on consolidation of SOGs by December 31, 2012.	■		
3. Update auto aid agreements with surrounding agencies: Update written agreements, update the auto aid matrix; determine frequency of review of the matrix.		■	
4. Sponsor annual training for dispatch centers, in partnership with auto aid agencies on the proper use of the matrix.		■	■
5. Establish a countywide incident management team: present to auto aid chiefs and secure agreement, develop appropriate policies, implementation/training.			■
6. Develop agreement amongst auto aid chiefs to create standardized apparatus specifications and standardized equipment placement on apparatus.			■

*Note: ST = Short Term (1-2 years); IT = Intermediate Term (3-5 years); LT = Long-Term (6-8 years)

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Desired Outcome

The UC Davis Fire Department will be a founding member of a regional training consortium and incident management team, as well as other viable campus and regional partnerships that contribute to improved operational and fiscal efficacy.

3.6.6 Strategy 6: Employee Recruitment and Retention

The plan enhances UCDFD's ability to attract and retain a staff of highly qualified, motivated, and committed employees to support UC Davis' education and research missions.

The capability of UCDFD personnel to provide consistent exceptional service depends on a selection process that initially identifies employees with the aptitude and character traits required for a successful career. The process must also continually identify the personnel and structure required to retain the most qualified applicants.

> **Goal 6.1** *Identify a process or processes, which ensure that only the most qualified personnel, within the parameters established by the University and the Fire Department, are selected, hired and retained.*

Objectives	Timeframe*		
	ST	**IT**	**LT**
1. Analyze current recruitment efforts and identify new recruitment opportunities.	🟥		
2. Analyze positions with high turnover.		🟩	
3. Establish a career development ladder with ability to move laterally within the Department.		🟩	

*Note: ST = Short Term (1-2 years); IT = Intermediate Term (3-5 years); LT = Long-Term (6-8 years)

Desired Outcome

The UC Davis Fire Department will be recognized as a top-tier public safety organization with a reputation as a highly desired place to work as evidenced by low turnover, high new recruit retention and very low labor relations complaints.

3.6.7 Strategy 7: Physical Asset Management

The plan recognizes the necessity of having proper facilities, apparatus and equipment so that firefighters can do their assigned work safely and quickly.

This strategy ensures the availability, safety, maintenance, and operational readiness of the physical facilities, apparatus, vehicles, and tools and equipment essential to accomplish our mission through effective long-range fiscal planning, coordination with appropriate University support services, and effective department-level management of its physical assets.

> **Goal 7.1** **Develop a plan to manage the physical assets of the Fire Department.**
>
> **Goal 7.2** **Carry out the requirements of that plan to manage the Department's physical assets.**

Objectives	Timeframe*		
	ST	**IT**	**LT**
1. Adopt NFPA 1901: *Standard for Automotive Fire Apparatus* for all newly purchased apparatus.	🟥		
2. Establish department level physical asset program plans with assigned annual budgets and annual administrative review.	🟥		
3. Complete a comprehensive facilities assessment to identify improvement needs.	🟥		
4. Adopt a vehicle and apparatus capital replacement and financing program.		🟩	
5. Explore options to outsource apparatus maintenance and inspection to a mechanic facility trained and certified in repairing and maintaining fire apparatus to the standards set-forth in NFPA 1911: *Standard for the Inspection, Maintenance, Testing, and Retirement of In-Service Automotive Fire Apparatus.*		🟩	
6. Establish a formal preventative maintenance program for all fire apparatus as identified in NFPA 1915: *Standard for Fire Apparatus Preventative Maintenance Program.* This program shall identify the systems and items to be inspected, frequency of servicing and maintenance, and requirements for testing.	🟥	🟩	🟦
7. Evaluate fleet maintenance and repair process(es), and identify needed improvements.		🟩	🟦

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Objectives	Timeframe*		
	ST	IT	LT
8. Explore inter-departmental purchase agreements to save funds through volume purchasing.		■	
9. Explore the potential to combine fire apparatus maintenance with other regional fire agencies to save funds and raise the quality of the work.		■	

*Note: ST = Short Term (1-2 years); IT = Intermediate Term (3-5 years); LT = Long-Term (6-8 years)

Desired Outcome

The UC Davis Fire Department has safe and well-maintained facilities, apparatus, and equipment sufficient to meet the service needs and expectations of the UC Davis community.

3.6.8 Strategy 8: Student Resident Firefighter Program

The plan recognizes the valuable contribution made by the student firefighters and the cost savings for the University. The plan also recognizes the need to continue this program and where possible to enhance and/or expand it.

This strategy enhances the response capability of the UCDFD through recruitment, hiring, and training of an effective student firefighter cadre to augment and support the career UCDFD workforce. It also develops future career firefighters by providing core skills, education, and mentoring, and enhances the UCDFD relationship with the University and value to the community.

> **Goal 8.1** **Create a Student Resident Firefighter Program Charter that contains appropriate hiring practices, standard operating guidelines, reference to appropriate departmental policies, and expectations for student firefighters so that they are operating within Department expectations.**

Objectives	Timeframe*		
	ST	IT	LT
1. Adopt a program charter that codifies the Program's purpose and goals to include a nexus between the University's	■		

Charter for research and education and the Fire Department; specifically the Student Resident Firefighter Program, to include clear policies, procedures, and guidelines to achieve the Program goals.

2. Include the student firefighters in Strategy 3 by developing a student firefighter career path with the expectation that some will go on to have fire service careers.		■

*Note: ST = Short Term (1-2 years); IT = Intermediate Term (3-5 years); LT = Long-Term (6-8 years)

Desired Outcome

The UC Davis Student Resident Firefighter Program operations are updated, have clarity and provide for the long-term health and operation of the program.

3.6.9 Strategy 9: Labor-Management Partnership

The plan recognizes that management and employees can cooperate on some activities that are beneficial for the Fire Department; these activities do not include labor management negotiations or similar activities.

This strategy fosters a mutually respectful, positive and effective working relationship between management and employees through open communication and a culture that fosters a shared vision of the organization's vision and mission.

> **Goal 9.1   Create a formal forum where UCDFD management and employees can effectively and respectfully communicate about opportunities, concerns and issues, and discuss/implement solutions.**

	Timeframe*		
Objectives	**ST**	**IT**	**LT**
1. Adopt a charter that minimally codifies the Labor-Management philosophy, purpose, and procedures.	■		
2. The Fire Chief and a selected employee will establish the basic framework for a UCDFD Labor-Management Council by December 31, 2012; basic framework to include the initial membership and initial Council meeting date prior to March 31, 2013.	■		

	Timeframe*		
Objectives	**ST**	**IT**	**LT**
3. The UCDFD Labor-Management Council will, at its first scheduled meeting prior to March 31, 2013 or not later than September 30, 2013, establish the framework of the Employee-Management Committee Charter minimally include the following:			
a. Employee-Management Philosophy	■		
b. Council Purpose and Goals			
c. Membership			
d. Council Authority, Responsibility and Accountability			
e. Meeting schedule and procedures.			
4. The Council will develop a long-term list of cooperative tasks which it will undertake over the next three to five years.	■	■	

*Note: ST = Short Term (1-2 years); IT = Intermediate Term (3-5 years); LT = Long-Term (6-8 years)

Desired Outcome

The UC Davis Fire Department will have a culture that fosters and facilitates effective two-way communication and relationships in the pursuit of a shared vision at all levels.

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SECTION 4—PLAN IMPLEMENTATION, PERFORMANCE MEASURES, AND TRACKING

4.1   PLAN IMPLEMENTATION

This Applied Strategic Plan addresses the needs of the University of California Davis Fire Department. Success will require on-going focus on meeting the goals and specific objectives established in the plan through detailed work plans similar to incident action plans.

4.2   PERFORMANCE MEASURES

The performance measures ensure that the plan is being followed and adhered to in its implementation. Success of the plan in the beginning will ensure further success of the plan over time and strengthen the willingness of everyone to participate in its success.

The following performance measures are to be applied to manage implementation of the Strategic Plan and will be used as part of the annual review:

1.   Has accountability for completing an objective been established?

2.   Is there funding to complete the objective?

3.   Is there a work plan for the objective that includes benchmarks?

4.   Is the work to accomplish the objective on time and on budget?

4.3   TRACKING PLAN IMPLEMENTATION

The Fire Chief will establish responsibility for tracking the implementation of the plan and provide guidance to the Work Group.

SECTION 5—PLAN MAINTENANCE

5.1 PLAN MAINTENANCE

The University of California Davis Fire Chief will be responsible for maintaining Strategic Planning Work Group collaboration and for maintaining the Strategic Plan, including:

◆ Evaluations of progress toward completing the annual goals and reporting this progress to the Vice Chancellor.

◆ Annual reviews and amendments to the Strategic Plan by the Strategic Planning Work Group.

◆ Convening meetings of the Strategic Planning Work Group.

◆ Distribution of the plan and plan amendments to affected parties.

5.2 PLAN UPDATES

This University of California Davis Fire Department Strategic Plan will be updated annually as follows:

◆ Before the annual funding process starts, the Planning Work Group will review the progress made in achieving the specific goals and objectives of the plan. From this review, the Planning Work Group will forward recommendations to the Fire Chief for the needs identified.

◆ The Fire Chief will convene the Strategic Planning Work Group to review and update the plan at least annually.

SECTION 6—PLAN CONCURRENCE AND DISTRIBUTION

6.1 PLAN CONCURRENCE

Multiple meetings were conducted to formulate and refine this plan. The meetings included large working group sessions, tele-conferences and multiple draft document reviews by the Planning Work Group.

6.2 PLAN APPROVALS

This plan was reviewed and approved by the following persons. Their signatures indicate review and approval of the plan.

Nathan Trauernicht:

Fire Chief

Signature: _____ Date: _____

John Meyer:

Vice Chancellor—

Administrative and

Resource Management

Signature: _____ Date: _____

APPENDIX A—PLANNING APPROACH AND METHODOLOGY

A.1   PLANNING APPROACH

UCDFD chose an approach called Applied Strategic Planning. "First and fundamental to [this] approach to Applied Strategic Planning is that it is the process by which the guiding members of an organization actually work together to create the plan themselves."[5] Secondly, the members of the Strategic Planning Work Group learn how to think strategically. Finally, the emphasis of the process is to develop practical plans that can be applied to the organization and show results and/or changes.

The process consists of eight major steps or building blocks; each one developing the needed approach for the next. In the end, this results in a plan that sets out to fulfill its intended purpose and provides a practical process to build the future of the organization. It also has enough flexibility built in that, as the plan is developed, it is reviewed and revised to take advantage of changing circumstances.

A.2   BUILDING BLOCKS

A.2.1 Environmental Monitoring/Inputs

Part of the Applied Strategic Planning process requires the Work Group to be monitoring and mining the environment both inside and outside the organization for "granular" information that could be useful for the plan.

A.2.2 Application Considerations/Outputs

In Applied Strategic Planning, the continual emphasis is on the immediate application of any findings that emerge from the process and applying them to the operations, sometimes called a "quick fix." During the planning process, the Work Group identified some opportunities to put the strategic plan to work before it was complete. (See the section on Collaborative Training).

A.2.3 Planning to Plan

Before the planning can commence, a number of important questions need to be resolved to confirm the organization's readiness, willingness and ability to proceed with an Applied Strategic Plan. The most important part of this phase is identifying the members of the Strategic Planning Work Group. Once selected, they received training in the process.

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[5] Ibid. Page 7

A.2.4 Vision, Values, Culture

Before serious planning can commence, the organization needs to visualize its future; it needs to describe where it wants to go and why it wants to get there. The plan describes "how" it will get there.

The decision makers' values influence the plan to a greater-or-lesser extent, just as they do in all other aspects of organizational behavior.

These issues were discussed and included in the planning process.

Ultimately, it is the culture that guides an organization, any significant shift in the organization's culture requires total unwavering commitment of the leadership. Early in the process, the cultural cues that mark the UCDFD were identified and discussed.

A.2.5 Mission Formulation

Mission Formulation is an essential step in the planning process as it provides an opportunity for the stakeholders to develop clarity within the organization about future direction and to provide a vehicle for stakeholders to communicate clearly with other stakeholders including employees.

A.2.6 Strategic Business Modeling

It is during Strategic Business Modeling that the Planning Work Group develops specific, detailed plans about how the organization will reach its future state. This step defines the future vision in tangible, measurable concepts that can be put to work. The strategic business model is essentially the core of the plan.

A.2.7 Performance Audit

The Performance Audit answers the critical questions of how well the organization is performing today to meet present business plans. In the case of the UCDFD, parts of this were fairly easy, it is a small compact organization and communications are generally informal and fast. On the other side there was some inertia to overcome, as the whole planning process was a "foreign adventure" to the members of the Planning Work Group.

A.2.8 Gap Analysis and Closure

The Gap Analysis examines the question of how large the gap is between where the organization wants to be (its future state), and where it is today (its present state). For an organization like the UCDFD this is both a curse and a blessing. There currently is no plan in place so the starting time point has to be developed, but there is no failed strategic plan history to overcome, so it can focus on its future without being haunted by the past.

A.2.9 Integrated Action Plans

Finally, the pieces of the plan are all in place and the specific goals and objectives can be developed that provide action guidance for the future. This involves the development of rather specific and detailed operational plans. For each line of business there are goals and objectives that form the plan.

A.2.10 Contingency Planning

"No plan survives first contact intact," does not mean that the original action plan is of no value or requires a contingency for every possibility. Some contingencies have greater threat likelihood than do others; the Planning Work Group needs to consider these and, if the contingencies pose a serious enough threat to the plan, develop contingency plans to meet them.

APPENDIX B—RELATIONSHIP TO UNIVERSITY, STATE AND OTHER GUIDELINES

B.1 RELATIONSHIP TO UNIVERSITY GUIDELINES

The University's Strategic Plan, "A Vision of Excellence" provides high-level guidance to every aspect of the University, including the Fire Department. Most of the applicable information of this document is found in Section 2.1.

B.2 RELATIONSHIP TO STATE GUIDELINES

In California, state law requires use of the Standardized Emergency Management System (SEMS). SEMS is the model that Department of Homeland Security used in the development of the National Standards. The fire service, particularly in Southern California, was instrumental in the development of the SEMS framework. It consists of five major components:

◆ **Mutual Aid** – The concept of neighboring jurisdictions coming to each other's assistance for major events was developed on a statewide basis in California in the 1940s.

◆ **Operational Area Concept** – In California, each County is designated as an Operational Area; within each Operational Area an agency is designated as the operational area coordinator and coordinates mutual aid response within the operational area and outside to other Operational Areas.

◆ **Incident Management** – The use of the Incident Command System for incident management by all agencies is required.

◆ **Communications** – A common set of terminology combined with interoperable communication systems underlies the system.

◆ **Multi-Agency Coordination** – Requires coordination of response and recovery resources at all levels from the field level to the state level.

FIRESCOPE – The FIRESCOPE program originated in Southern California, organized under the acronym, "**FI**refighting **RE**sources of **S**outhern **C**alifornia **O**rganized for **P**otential **E**mergencies." In 1986, FIRESCOPE was established as a statewide program under the redefined acronym "FIrefighting RESources of California Organized for Potential Emergencies." The mission of FIRESCOPE is to provide recommendations and assistance to Cal EMA, to maintain the FIRESCOPE "Decision Process," and to continue the operation, development, and maintenance of the FIRESCOPE Incident Command system (ICS) and the Multi-Agency Coordination System (MACS).

- ◆ **FIRESCOPE Field Operations Guide (FOG) ICS 420-1 –** Provides guidance for the application of the Incident Command system to any planned or unplanned event. The FOG guidelines form the framework for fire service training in California.

- ◆ ICS Manuals (120-1 US&R), HazMat, High Rise.

- ◆ **FIRESCOPE Specialist Groups** – Assist the Task Force in the development, implementation, and maintenance of FIRESCOPE products, specifically the operational guidelines including aviation, communications, emergency medical service, GIS, hazardous materials, predictive weather, safety and urban search and rescue resources.

B.3   RELATIONSHIP TO OTHER GUIDELINES

The National Fire Protection Association (NFPA) publishes a number of standards that have applicability to firefighter training at the regional level. The key standards that will have a bearing on the execution of this plan are:

- ◆ NFPA 450: *Guide for Emergency Medical Services*

- ◆ NFPA 471: *Recommended Practice for Responding to Hazardous Materials Incidents*

- ◆ NFPA 472*: Standard for Professional Competencies of Responders to Hazardous Materials Incidents*

- ◆ NFPA 1001: *Standard for Fire Fighter Professional Qualifications*

- ◆ NFPA 1002: *Standard for Fire Apparatus Driver Operator/ professional Qualifications*

- ◆ NFPA 1006: *Standard for Rescue Technical Professional Qualifications*

- ◆ NFPA 1021: *Standard for Fire Officer Professional Qualifications*

- ◆ NFPA 1041: *Standard for Fire Service Instructor Professional Qualifications*

- ◆ NFPA 1071: *Standard for Emergency Vehicle Technician Professional Qualifications*

- ◆ NFPA 1201: *Standard for Providing Emergency Services to the Public*

- ◆ NFPA 1401: *Recommended Practice for Fire Service Training Reports and Records*

◆   NFPA 1403: *Standard on Live Fire Training Evolutions*

◆   NFPA 1404: *Standard for Fire Service Respiratory Protection Training*

◆   NFPA 1451: *Standard for a Fire Service Vehicle Operations Training Program*

◆   NFPA 1500: *Standard on Fire Department Occupational Safety and Health Program*

◆   NFPA 1521: *Standard on Fire Department Safety Officer*

◆   NFPA 1561: *Standard on Emergency Services Incident Management System*

◆   NFPA 1581: *Standard on Fire Department Infection Control Program*

◆   NFPA 1582: *Standard on Medical Requirements for Fire Fighters and Information for Fire Department Physicians*

◆   NFPA 1583: *Standard on Health Related Fitness Programs for Firefighters*

◆   NFPA 1620: *Standard for Pre-Incident Planning*

◆   NFPA 1670: *Standard on Operations and Training for Technical Search and Rescue Incidents*

◆   NFPA 1710: *Standard for the Organization and Deployment of Fire Service Operations*

◆   NFPA 1901: *Standard for Automotive Fire Apparatus.*

The International Association of Fire Chiefs (IAFC) publishes the *Officer Development Handbook.* This handbook is designed to present the recommendations of the International Association of Fire Chiefs for the professional and educational development of chief officers in concert with specific agency's requisites for career advancement.