Corona Fire Department
Strategic Plan

2014 / 2015

Update

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Goal A1 – Prevention

	Sub Goals and Objectives	Timeframe		
		IM	MR	LT
Goal A1.1	**Implement Fire Prevention Plan**			
Objectives				
A1.1-1	*Evaluate the findings and develop an implementation plan.*	1		
A1.1-2	*Work with the Fire Chief and City staff to secure funding and implement recommendations.*	1		
A1.1-3	*Implement plan.*	X	X	X
Goal A1.2	**Hire new Fire Inspector**			
Objectives				
A1.2-1	*Work with Fire Chief to establish a funding source to hire*	2		
A1.2-2	*Recruit and hire employee(s)*	2		
A1.2-3	*Train employee*		3	
Goal A1.3	**Fully Administer and Manage CUPA Program**			
Objectives				
A1.3-1	*Develop a process to ensure all BEP reviews and on-site inspections are completed and recorded in required 3 year period.*	1		
A1.3-2	*Work with the County of Riverside to implement phase II of CERS to conduct field inspections electronically*		3	
Goal A1.4	**Develop Hybrid Model for Fire Investigation**			
Objectives				
A1.4-1	*Gather policies and procedures from other departments who utilize this program.*	1		
A1.4-2	*Fire Marshal and Fire Chief to work together on written policies and procedures*	1		
A1.4-3	*Implement policies and procedures*	1		
A1.4-4	*Identify funding source and additional staff*	2		
A1.4-5	*Training staff*	2		
Goal A1.5	**Develop Management Process to Evaluate Effectiveness and Accountability**			
Objectives				
A1.5-1	*Develop a system to ensure all inspections are completed within desired frequency.*	2		
A1.5-2	*Develop tracking system and plan to evaluate programs for effectiveness and completeness.*	2		
Goal A1.6	**Hire Clerical Position**			
Objectives				
A1.6-1	*Work with Fire Chief to establish a funding source to hire.*	2		

Goal A1 – Prevention

	Sub Goals and Objectives	IM	MR	LT
		Timeframe		
A1.6-2	*Recruit and hire employee(s).*	2		
A1.6-3	*Train employee.*		3	
Goal A1.7	**Develop TI Plan Matrix**			
Objectives				
A1.7-1	*Fire Marshal to develop TI matrix to determine additional plans to be reviewed by consultant.*	1		
A1.7-2	*Coordinate with Community Development Department and their consultant to determine additional funding required and revise contract.*	1		
Goal A1.8	**Hire Weed Abatement Officer**			
A1.8-1	*Work with Fire Chief to establish a funding source to hire.*		3	
A1.8-2	*Recruit and hire employee(s).*		3	
A1.8-3	*Train employee.*		4	
Goal A1.9	**Develop Inspection Frequency Plan Based On Risk**			
Objectives				
A1.9-1	*Utilize GIS to plot occupancies that are high risk.*	2		
A1.9-2	*Use historical incident data to identify high risk occupancies.*	2		
A1.9-3	*Develop list of target hazards based on data/risk*	2		
Goal A1.10	**Manage Data**			
Objectives:				
A1.10-1	*Hire temporary employee to reduce backlog of information once new system is up and running.*	2		
A1.10-2	*Utilize consultant to assist in migrating data from other sources into Fire RMS.*	2		
A1.10-3	*Institutionalize and require the use of Fire RMS by company officers and fire inspectors in completion of and tracking of all inspection information.*	2		
A1.10-4	*Utilize consultant to provide relevant and current reports.*	2		
A1.10-5	*Contact other users of Fire RMS to evaluate previously developed reports.*		3	
A1.10-6	*Utilize GIS to track trends and potential needs.*		3	
Goal A1.11	**Suppression Inspection Action Plan**			
Objectives:				
A1.11-1	*Establish expectations and accountability through the chain of command.*	1		
A1.11-2	*Develop goals and objectives to meet the Department/City's needs.*	1		

Goal A1 – Prevention

	Sub Goals and Objectives	Timeframe		
		IM	MR	LT
A1.11-3	*Develop data management to accomplish goals and objectives.*	*1*		
Goal A1.12	**Utilize Diverse Staffing Patterns**			
Objectives:				
A1.12-1	*Utilize part time staff as applicable*	*1*		

Goal A2 – Fire Suppression

	Sub Goals and Objectives	Timeframe		
		IM	MR	LT
Goal A2.1	**Establish a City Council-approved response time standard based on call type and population density.**			
Objectives				
A2.1-1	*Adopt response time standards "Total Reflex Time" for single- and multi-company responses using a Standards of Cover evaluation.*	1		
A2.1-2	*Review and discuss recommending a tiered response time.*	1		
A2.1-3	*Gain City Council approval through the General Plan.*	1		
Goal A2.2	**Improve Fire Department data collection and reporting system to provide meaningful real-time data.**			
Objectives:				
A2.2-1	*Collect all data listed on the data collection worksheet into an NFIRS-approved data collection system with appropriate reporting mechanisms for tracking and create the following reports to track the established CSI goals:*	1		
	Establish procedures and develop a training program for the data collection system.	1		
	Train personnel.	1		
	Evaluate data collection program and modify it as needed.	1		
Goal A2.3	***Return a second truck company to service.***			
Objectives:				
A2.3-1	*Apply for the 2015 SAFER Grant.*		2	
Goal A2.4	***Develop Standard Operating Guidelines for all emergency operations utilizing current best practices from NFPA and IFSTA.***			
Objectives:				
A2.4-1	*Evaluate the Department's current SOGs to determine if they meet best practices, cover the Fire Department's normal emergency operations, and are written to the Department's capabilities.*		2	
A2.4-2	*As needed, identify SOGs for either rewrite or writing for every multi-company emergency operations.*		2	
A2.4-3	*Assign appropriate personnel to develop and train personnel on any new SOGs.*		2	
Goal A2.5	***Establish a system for command and control and safety oversight for emergency operations.***			
Objectives:				
A2.5-1	*Evaluate fireground and other emergency operations for adequacy of command and control and safety oversight utilizing FIRESCOPE Incident Command System criteria.*		2	

Goal A2 – Fire Suppression

	Sub Goals and Objectives	IM	Timeframe MR	LT
A2.5-2	Analyze current Battalion Chief workloads including incident command, fire ground and department safety, training, administration and special assignments.	1		
A2.5-3	Develop a realistic workload configuration for field command and staff officers.	2		
A2.5-4	Develop a configuration that utilizes staff officers as part of the scheme.	2		
A2.5-5	Establish a second Battalion.	1		
A2.5-6	Identify funding for additional command officers.		3	
Goal A2.6	**Examine all call types to ensure the appropriate resources are responding.**			
Objectives:				
A2.6-1	Evaluate the current deployment for a first alarm vegetation fire.	1		
A2.6-2	Determine if the Type 3 engines or Type 1 engines should be dispatched.	1		
A2.6-3	Develop a system that sends the appropriate apparatus and personnel to vegetation fires.	1		
Goal A2.7	**Maintain a cadre of adequately trained and qualified personnel to provide needed command and general staff positions for incidents.**			
Objectives:				
A2.7-1	Train Chief Officers, Company Officers and other qualified personnel in the following ICS positions:			
	Safety Officer (See Goal A2.8)	1		
	Accountability Officer	1		
	RIC Group Supervisor	1		
	Staff Aide (As defined by NFPA 1710 A.3.3.48)	2		
	Operations Section Chief	2		
	Division Supervisors	2		
A2.7-2	Where necessary, modify or implement policies and guidelines to support the use of overhead assignments.	X	X	X
Goal A2.8	**Establish a Qualified Safety Officer position for in-City Responses.**			
Objectives:				
A2.8-1	Define the role of the Safety Officer position.	1		
A2.8-2	Establish curriculum for training.	1		
A2.8-3	Determine appropriate number and rank desired to meet the need.	1		
A2.8-4	Establish Policies and SOGs as required.	1		
A2.8-5	Train Personnel.	1		
A2.8-6	Establish funding source.	1		
Goal A2.9	**Continue to develop opportunities through partnerships with area fire agencies.**			
Objectives:				
A2.9-1	Develop comprehensive agreements with the Anaheim Fire Department.	1		

Goal A2 – Fire Suppression

Sub Goals and Objectives	Timeframe		
	IM	MR	LT
A2.9-2 *Develop comprehensive automatic-aid with Riverside City Fire Department.*	1		
Goal A2.10 **Establish a 3-to-1 Span of Control for emergency operations.**			
Objectives:			
A2.10-1 *Evaluate all suppression operations and determine where the 3-to-1 standard is applicable.*	2		
A2.10-2 *Modify and develop policies and SOGs to establish 3-to-1 span of control.*	2		
A2.10-3 *Train all personnel and implement 3-to-1 span of control.*		3	

Goal B1 – Emergency Medical Services

	Sub Goals and Objectives	Timeframe		
		IM	MR	LT
Goal B1.1	**Bolster the EMS Division by adequately staffing QA/QI-Infection Control Officer and other components of the program.**			
Objectives:				
B1.1-1	Analyze current EMS Program staffing and identify unmet needs.	2		
B1.1-2	Develop a long-term staffing plan to meet both short-term and long-term needs.	2		
B1.1-3	Describe the Scope of Work to meet the short-term needs.	2		
B1.1-4	Establish minimum qualifications.	2		
B1.1-5	Identify a funding source(s) to support the EMS Division personnel needs.	2		
B1.1-6	Determine the job description classification.	2		
B1.1-7	Recruit and hire employee(s).		3	
B1.1-8	Train employees.		3	
Goal B1.2	**Enhance Data Collection / Evaluation System.**			
B1.2-1	Develop or purchase a data query system tailored to the CA State EMS Indicators.	1		
B1.2-2	Develop a Corona Fire Department EMS data dictionary.	2		
B1.2-3	Establish field-level data entry process.	2		
B1.2-4	Provide EMS data-entry training to field personnel.	2		
Goal B1.3	**Improve the EMS Education and Training System.**			
Objectives:				
B1.3-1	Identify funding to support EMS training.	1		
B1.3-2	Coordinate EMS training with the Department training program.	X	X	X
B1.3-3	In conjunction with the Department SOGs, develop CFD Critical Skill Performance Standards and Scenarios.	1		
B1.3-4	Develop a system to identify personnel who have not met CFD Critical Skill Performance targets.	1		
B1.3-5	Establish or create skills testing program			
Goal B1.5	**Reestablish Customer Service Survey System.**			
Objectives:				
B1.5-1	Update current survey form to reflect changes in practice.	2		
B1.5-2	Develop a random EMS call sampling system.	2		
B1.5-3	Develop outgoing and incoming mail system, consider electronic.	2		
B1.5-4	Develop data analysis system to evaluate and report customer responses.	2		
Goal B1.6	**Create a Succession Plan for FF/PM Personnel.**			
Objectives:				
B1.6-1	Evaluate the Department's immediate and mid-range ALS/BLS personnel needs.	1		
B1.6-2	Investigate feasibility of in-house ALS personnel recruitment.	2		

Goal B1 – Emergency Medical Services

Sub Goals and Objectives	IM	MR	LT
B1.6-3	*Develop an in-house (departmental) ALS training system.*	2		
B1.6-4	*Prepare for outside (open testing) recruitment if necessary.*	2		
Goal B1.7	**Revise EMS Quality Improvement Plan.**			
Objectives:				
B1.7-1	*Update plan to represent current structure and function.*	2		
B1.7-2	*Revise Annual Update to focus on current EMSA Core Measures.*	1		
Goal B1.8	**Revise EMS Division Plan.**			
Objectives:				
B1.8-1	*Update the EMS Plan to coincide with the CFD Strategic Plan.*	1		
Goal B1.9	**Improve Infection Control System.**			
Objectives:				
B1.9-2	*Develop a system to track and monitor Infection Control injuries.*	2		
Goal B1.10	**Provide management and oversight of the City's EMD program.**			
Objectives:				
B1.10-1	*Convert EMD to NAEMD*	1		
B1.10-2	*Provide oversight to EMD CQI*	2		
B1.10-3	*Seek funding through the budget and grant process*	2		
Goal B1.11	**Implement Tactical Medic Program**			
Objectives:				
B1.11-1	*Design program including policies and SOG's.*	1		
B1.11-2	*Secure funding for equipment and training*	2		
B1.11-3	*Train Personnel*		3	
Goal B1.12	**Establish Tactical Emergency Casualty Care Program (Active Shooter)**			
Objectives:				
B1.12-1	*Participate in county wide joint taskforce to establish consensus SOG' and policies.*	1		
B1.12-2	*Ensure compatibility and cooperation with REMSA.*	1		
B1.12-3	*Implement Department specific SOG*			
Goal B1.13	**Community Paramedicine**			
Objectives:				
B1.13-1	*Take advantage of opportunities as they present.*	X	X	X

Goal B2 – Emergency Management

	Sub Goals and Objectives	IM	MR	LT
		Timeframe		
Goal B2.1	**Increase effectiveness of City staff in EOC readiness**			
Objectives:				
B2.1-1	*Identify, list and assess the EOC staff training needs.*	1		
B2.1-2	*Identify and list other EOC needs.*	1		
B2.1-3	*Provide Incident Command System (ICS) Section Training for EOC staff.*	1		
B2.1-4	*Provide Disaster Operations Training to City staff*	X	X	X
B2.1-5	*Tabletop Exercise for EOC staff.*	2		
B2.1-6	*Functional Exercise for EOC staff.*		3	
Goal B2.2	**Maintain and update Emergency Operations Plan (EOP)**			
Objectives:				
B2.2-1	*Review and identify areas to update in EOP.*	2		
B2.2-2	*Update and Adopt EOP.*	2		
Goal B2.3	**Provide staffing for the Emergency Services Division to effectively perform its functions.**			
Objectives:				
B2.3-1	*Identify staffing shortfalls in supporting the Emergency Services mission.*	2		
B2.3-2	*Identify and Secure funding for position.*	2		
B2.3-3	*Recruit and hire employee.*		3	

Goal B3 – Public Service Assistance

Sub Goals and Objectives		IM	MR	LT
		Timeframe		

	Sub Goals and Objectives	IM	MR	LT
Goal B3.1	**Evaluate dispatch procedures.**			
Objectives:				
B3.1-1	*Evaluate Fire Dispatch procedures to ensure appropriate response procedures.*	1		
B3.1-2	*Report findings and make necessary recommendations.*	1		
Goal B3.2	**Clarify expectations of Public Service responses.**			
Objectives:				
B3.2-1	*Establish a Fire Department SOG for Public Service responses.*	2		
B3.2-2	*Modify as necessary dispatch manual.*	X	X	X
Goal B3.3	**Evaluate Opportunities for Value Added Services**			
Objectives:				
B3.3-1	*Survey other departments and find added value services.*	1		
B3.3-2	*Evaluate added value services and make recommendations to the Fire Chief*	1		

Goal B4 – Technical Rescue

	Sub Goals and Objectives	Timeframe		
		IM	MR	LT
Goal B4.1	**Establish minimum daily staffing requirements for Technical Rescue operations.**			
Objectives:				
B4.1-1	*Determine and establish minimum number of on-duty assigned personnel necessary for Technical Rescue readiness.*	1		
B4.1-2	*Define minimum number of personnel that must be qualified for the Technical Rescue response unit to be "in service."*	1		
Goal B4.2	**Establish minimum qualifications for personnel assigned to Technical Rescue response units.**			
Objectives:				
B4.2-1	*Define minimum qualifications for assigned personnel.*	1		
Goal B4.3	**Maintain minimum qualifications for personnel assigned to Technical Rescue response units and Technical Rescue First Responders.**			
Objectives:				
B4.3-1	*Identify the desired skills required for First Responder personnel related to Technical Rescue response.*	1		
B4.3-2	*Develop skills validation exercises for the skills identified above that will verify competence of First Responder personnel.*	1		
B4.3-3	*Identify the desired skills required for Technical Rescue personnel.*	1		
B4.3-4	*Identify supplemental training required for Technical Rescue personnel.*	1		
B4.3-5	*Develop skills validation processes for Technical Rescue personnel.*	1		
B4.3-6	*Establish the exercise frequency and performance standard for Technical Rescue personnel.*	1		
Goal B4.4	**Provide a pool of additional qualified Technical Rescue personnel that can work for assigned personnel. Provide personnel depth in the program for staffing a significant incident.**			
Objectives:				
B4.4-1	*Qualify all Corona Fire US&R team personnel in Technical Rescue by having them complete the required training elements for Technical Rescue assignment.*		3	
Goal B4.5	**Establish the funding required to maintain minimum staffing, personnel competency, proper equipment and any required overhead support for the Technical Rescue Program.**			
Objectives:				
B4.5-1	*Determine annual funding required for maintaining competency of personnel at the First Responder level.*	2		

Goal B4 – Technical Rescue

Sub Goals and Objectives		Timeframe		
		IM	MR	LT
B4.5-2	*Determine annual funding required for maintaining competency of technician-level personnel assigned to Technical Rescue units.*	2		
B4.5-3	*Determine annual funding required for maintaining competency of technician-level US&R personnel who are not assigned to a Technical Rescue unit.*	2		
B4.5-4	*Determine annual funding required for qualifying new personnel as technician-level responders.*	2		
Goal B4.6	**Implement skills validation exercises to verify competency of personnel.**			
Objectives:				
B4.6-1	*For First Responders and Technicians, implement the skills validation exercises.*	2		
Goal B4.7	**Implement staffing requirements.**			
Objectives:				
B4.7-1	*Maintain established minimum staffing for the Technical Rescue response units at all times.*		4	

Goal B5 – Hazardous Materials Response

	Sub Goals and Objectives	Timeframe		
		IM	MR	LT
Goal B5.1	**Maintain minimum qualifications for all suppression personnel that respond to hazardous materials incidents.**			
Objectives:				
B5.1-1	*Identify the desired skills required for First Responder personnel related to hazardous materials response.*	1		
B5.1-2	*Develop skills validation exercises for the skills identified above that will verify competence of First Responder personnel.*	2		
B5.1-3	*Identify the skills required for hazardous materials technician personnel.*	1		
B5.1-4	*Develop skills validation processes.*	2		
B5.1-5	*Establish the exercise frequency and performance standard for personnel responding to hazardous materials incidents.*	1		
Goal B5.2	**Implement skills validation exercises to verify competency of personnel.**			
Objectives:				
B5.2-1	*For First Responders and Technicians, implement skills validation exercises.*	2		
Goal B5.3	**Ensure operational compliance with established policies and Standard Operating Guidelines.**			
Objectives:				
B5.3-1	*Evaluate operational performance through a post-incident review process to identify variations from established procedures and whether any variation indicates a lack of performance or a need to adjust procedures.*	2		
B5.3-2	*Annually review applicable Standard Operating Guidelines.*	X	X	X
Goal B5.4	**Update Hazardous Materials Area Plan.**			
Objectives:				
B5.4-1	*Annually review Hazardous Materials Area Plan for relevance.*	X	X	X
Goal B5.5	**Continue Regional Involvement**			
Objectives:				
B5.5-1	*Attend regional meetings and committees to maintain a presence.*	X	X	X
B5.5-2	*Maintain leadership roles such as CHOG chairmanship*	X	X	X

Goal B6 – Community Outreach

	Sub Goals and Objectives	Timeframe		
		IM	MR	LT
Goal B6.1	**Establish a PIO Program.**			
Objectives:				
B6.1-1	*Establish a Work Group to develop a PIO Program.*	1		
B6.1-2	*Select members and establish goals and objectives.*	1		
Goal B6.2	**Develop Public Safety Announcements.**			
Objectives:				
B6.2-1	*Utilize established PSAs on recognized time schedule on pertinent issues such as Swimming Pool Safety, Ready Set Go, and For Our Kids' Sake.*	2		
B6.2-2	*Form a Task Force to establish quarterly PSAs using National and Local trends.*	2		
Goal B6.3	**Maintain Fire Department online resources to ensure relevant public information is provided.**			
Objectives:				
B6.3-1	*Evaluate and update the Fire Department webpage to ensure appeal and ease of access.*	X	X	X
B6.3-2	*Keep Fire Department webpage and social media up-to-date.*	X	X	X
B6.3-3	*Explore other mediums as they evolve. Stay current with social media and other communication methods.*	X	X	X
Goal B6.4	**Provide an ongoing Community Outreach Program.**			
Objectives:				
B6.4-1	*Identify, assess, and analyze the Fire Department Public Education needs of the City.*	1		
B6.4-2	*Construct a planning framework from this data.*	1		
B6.4-3	*Develop a set of objectives to be achieved in the Public Education Plan.*	1		
B6.4-4	*Write a Fire Department Public Education Plan.*	2		
B6.4-5	*Secure a line-item in the budget to manage program.*	2		

Goal C1 – Training

	Sub Goals and Objectives	Timeframe		
		IM	MR	LT
Goal C1.1	**Provide staffing for the Training Division to fulfill its responsibilities.**			
Objectives:				
C1.1-1	*Develop a multi-year plan to fully staff the Training Division.*	1		
C1.1-2	*Analyze the short-term and long-term staffing needs to ensure that all mandated training is completed within the allotted time frames.*	1		
C1.1-3	*Analyze the short-term and long-term staffing needs to ensure that all desirable training is completed.*	1		
C1.1-4	*Indicate the order for filling positions over a multi-year period.*	1		
Goal C1.2	**Identify and develop an effective and efficient data collection and analysis system.**			
Objectives:				
C1.2-1	*Identify the output requirements for records and reports needed by the Training Division, including negative reports.*	1		
C1.2-2	*Identify the input requirements that will provide the needed data for the Training Division.*	1		
Goal C1.3	**Maintain current training facilities.**			
Objectives:				
C1.3-1	*Develop a detailed maintenance and upkeep plan for the training tower, training grounds, and other training props.*	1		
C1.3-2	*Identify adequate funding to accomplish the necessary maintenance.*	1		
Goal C1.4	**Develop a training tower/grounds upgrade plan.**			
Objectives:				
C1.4-1	*Research and recommend the feasibility of adding additional Class A burn rooms to the tower.*	2		
C1.4-2	*Develop parking solutions for Training Center.*	2		
Goal C1.5	**Determine if the training facilities will remain at the current location or move.**			
Objectives:				
C1.5-1	*In cooperation with other departments at the same facility, develop a master plan for the facility; based on this, determine who will move and who will stay.*			5
Goal C1.6	**Secure funding through implementation of the Cal Jac program.**			
Objectives:				
C1.6-1	*Research the feasibility of adding Cal Jac funding to the training division.*	1		
C1.6-2	*Develop and make recommendations to the Fire Chief regarding Cal Jac funding.*	1		

Goal C2 – Administration / Customer Service

Sub Goals and Objectives	Timeframe		
	IM	MR	LT
Goal C2.1 **Create and implement an Administration Division Plan.**			
Objectives:			
C2.1-1 *Using existing staff, develop a Division Plan that encompasses all the responsibilities of the Division.*	1		
C2.1-2 *Implement the plan.*	1		
C2.1-3 *Annually review and make revisions to the master plan.*	X	X	X
Goal C2.2 **Establish an Administrative electronic filing system.**			
Objectives:			
C2.2-1 *Using existing staff, evaluate commercially available electronic filing systems.*	1		
C2.2-2 *Provide training to staff.*	1		
C2.2-3 *Implement the comprehensive electronic filing system.*	1		
Goal C2.3 **Provide staffing for the Administration Division to effectively perform its functions in keeping with the Administration Division Plan.**			
Objectives:			
C2.3-1 *Identify staffing shortfalls including both supervision and support.*	1		
C2.3-2 *Analyze current staff for relevance to classification. Reclassify as necessary.*	2		
C2.3-3 *Develop a staffing plan that reflects the needs of the Division.*	2		
C2.3-4 *Identify and secure funding.*	2		
C2.3-5 *Recruit and hire employees.*	2		

Goal C3 – Communications

Sub Goals and Objectives	Timeframe		
	IM	MR	LT
Goal C3.1 **Improve firefighter safety by adding a Command Channel.**			
Objectives:			
C3.1-1 *Secure a frequency to be used as a Command Channel.*		3	
C3.1-2 *Develop Policies and Standard Operating Guidelines that will dictate the use of the Command Channel.*	2		
Goal C3.2 **Continue to develop Mobile Data Computer (MDC) technologies to meet current and future needs.**			
Objectives:			
C3.2-1 *Analyze and identify alternative methods for wireless data transmission and other technologies to reduce the data "down time."*	1		
C3.2-2 *Based on this analysis, obtain the necessary software and/or hardware to reduce data "down time."*	1		
C3.2-3 *Develop budget requests for this goal.*	1		
Goal C3.3 **Improve the functionality of the Dispatch Process.**			
Objectives:			
C3.3-1 *Evaluate all options for dispatch services.*	X	X	X
C3.3-2 *Assess the necessary steps for CAD-to-CAD integration with partner agencies.*	1		
C3.3-3 *Add dispatch staffing to meet fire department needs.*		3	
Goal C3.4 **Research and Implement New CAD**			
Objectives:			
C3.4-1 *Develop an Action Plan to implement CAD-to-CAD integration; complete CAD-to-CAD gap analysis.*	2		
C3.4-2 *Evaluate the necessary steps for Automatic Vehicle Location (AVL)-based dispatch program within the CAD.*	2		
C3.4-3 *Develop budget requests for this goal.*	2		

Goal C4 – Finance

Sub Goals and Objectives	Timeframe		
	IM	MR	LT
Goal C4.1 **Develop an annual budget reflective of the Department's mission, goals and objectives as outlined by the Strategic Plan.**			
Objectives:			
C4.1-1 *Review the Strategic Plan prior to the budget preparation process to identify the goals and objectives of the upcoming fiscal year. Work with Executive Staff to determine feasibility and prioritization Integrate the fiscal needs, as determined by the Executive Staff, into the annual budget.*	X	X	X
Goal C4.2 **Ensure Fiscal Accountability.**			
Objectives:			
C4.2-1 *Complete monthly budget tracking reports to review revenue and expenditures.*	X	X	X
C4.2-2 *Require Program/ Division Managers be responsible for tracking his or her respective budget(s) and ensure funds are being utilized as intended and determined by the Department's adopted budget.*	X	X	X
C4.2-3 *Identify and evaluate any budget shortfalls, or projected shortfalls, to adjust and/or modify the budget and departmental expenditures accordingly.*	X	X	X
Goal C4.3 **Develop a plan to identify and fund future and recurring expenditures.**			
Objectives:			
C4.3-1 *Meet with program managers and analyze current and future budget needs.*	X	X	X
C4.3-2 *Create and prioritize needs schedule based on fiscal year.*	X	X	X
C4.3-3 *Present plan to Fire Chief during annual budget process.*	X	X	X

Goal C5 – Human Resources

| | Sub Goals and Objectives | Timeframe | | |
		IM	MR	LT
Goal C 5.1	**Hire and promote quality employees who understand and share organizational values and who can fill organizational needs**			
Objectives:				
C5.1-1	*Formally plan all aspects of recruitment and promotional testing and coordinate with the HR department. Develop formal plans for testing.*	X	X	X
C5.1-2	*Incorporate Department values into all job/promotional advertisements*	1		
C5.1-3	*Incorporate evaluation of "Department Values" into promotional and entry level testing.*	1		
C5.1-4	*Use Employees who support the Mission, Values and Vision of the department to develop testing; as recruiters; and as test proctors*	X	X	X
C5.1-5	*Formalize and adopt Firefighter Academy curriculum, learning objectives and lesson plans*	1		
C5.1-6	*Consider the use of educational incentives for new hire and promotional testing.*	2		
Goal C5.2	**Implement 5 Year Succession Plan**			
Objectives:				
C5.2-1	*Develop and provide a "Command School" for Captains in the ABC program*	1		
C5.2-2	*Develop and deliver an "Engineers Academy"*	2		
C5.2-3	*Develop and adopt a "Personal Develop Plan" format and template and encourage all employees to utilize through our annual employee review process*	1		
C5.2-4	*Provide annual training to Supervisors on topics such as department values and goals, employee motivation and leadership, discipline, employee performance evaluations, injury prevention, HR documentation/procedures and progressive discipline that adheres to the Firefighter Bill of Rights.*	X	X	X
Goal C5.3	**Encourage and Promote Workplace Diversity**			
Objectives:				
C5.3-1	*Ensure the fire department does not possess institutional issues that might prevent a diverse workplace.*	X	X	X
C5.3-2	*Additional objectives to be developed.*			

Goal C6 – Firefighter Health and Safety

	Sub Goals and Objectives	Timeframe		
		IM	**MR**	**LT**
Goal C6.1	**Continue the Wellness/Fitness Program for all members.**			
Objectives:				
C6.1-4	*Identify a permanent funding source.*	2		
C6.1-5	*Establish program budget and fund appropriately.*	1		
C6.1-6	*Continue Implementation.*	1		
Goal C6.2	**Establish a "Peer Fitness Trainer" Program.**			
Objectives:				
C6.2-1	*Program manager to attend Peer Fitness Trainer (PFT) course.*	1		
C6.2-2	*Develop the roles and responsibilities of Peer Fitness Trainers (job description).*	1		
C6.2-3	*Identify the selection process for PFTs.*	1		
C6.2-4	*Recruit and train the selected PFTs.*	2		
Goal C6.3	**Ensure that all personnel have access to the necessary exercise equipment in order to meet their individual fitness goals.**			
Objectives:				
C6.3-1	*Obtain a minimum fitness equipment inventory for each fire department facility.*	1		
C6.3-2	*Develop a plan for repair and maintenance of such equipment, including the allocation of the necessary funds.*	1		
C6.3-3	*Identify funding for the purchase of fitness equipment.*	1		
C6.3-4	*Develop policies to support and allow for on-duty crews to conduct fitness activities at local health clubs.*	1		
C6.3-5	*Ensure that as fire stations are built and/or remodeled, an appropriate fitness area is included in the design. The Wellness/Fitness Program Manager shall be consulted during the design process.*	X	X	X
Goal C6.4	**Utilize a comprehensive data-collection system to evaluate the effectiveness of the Health and Safety Program.**			
Objectives:				
C6.4-1	*Identify the data needs for the Health and Safety Program.*	1		
C6.4-2	*Develop or purchase a data-collection program.*	2		
C6.4-3	*Implement a system to track workplace injuries, lost workdays, and injury-related costs.*	1		
C6.4-4	*Implement a system to track identified fitness data points.*	2		
Goal C6.5	**Develop and implement a Critical Incident Stress Management (CISM) Program.**			
Objectives:				
C6.5-1	*Provide adequate training to the Program Manager.*	1		
C6.5-2	*Develop a written CISM Plan and policy.*	1		

Goal C7 – Fire Facilities

	Sub Goals and Objectives	Timeframe		
		IM	MR	LT
Goal C7.1	**Develop a preventive maintenance and facility update program for the fire station facilities.**			
Objectives:				
C7.1-1	*List the facility components that require periodic maintenance.*	1		
C7.1-2	*Schedule the frequency of maintenance required, and budget the associated costs.*	2		
C7.1-3	*Analyze and schedule the required frequency and costs for periodic upgrade of flooring, paint, and other wearable surfaces.*	2		
C7.1-4	*Develop budget requests for the program.*	2		
Goal C7.2	**Upgrade facilities to comply with safety and ADA standards and to improve their functionality.**			
Objectives:				
C7.2-1	*Identify and describe the ADA standards that apply to fire department facilities.*	1		
C7.2-2	*Identify and describe the safety standards and workplace best practices that apply to fire department facilities.*	2		
C7.2-3	*Assess, identify, and list all fire department facilities that currently do not meet standards.*	2		
C7.2-4	*Formulate a program to address those needs including budget requests for the program.*	2		
Goal C7.3	**Replace two outmoded fire stations.**			
Objectives:				
C7.3-1	*Identify funding source or sources for the replacement of fire stations based on facilities assessment.*			5
C7.3-2	*Replace the stations as funding becomes available.*	X	X	X
Goal C7.4	**Transition Facilities to Public Works**			
Objectives:				
C7.4-1	*Fire Chief to work with City Management to move facilities to Public Works.*	2		

Goal C8 – Fire Apparatus and Equipment

Sub Goals and Objectives		Timeframe		
		IM	MR	LT
Goal C8.1	**Modernize the maintenance recordkeeping systems.**			
Objectives:				
C8.1-1	*Develop appropriate measurements for determining maintenance effectiveness based on new "Asset Works" system.*	1		
Goal C8.2	**Update the shop equipment, parts inventory, and preventive maintenance procedures to improve effectiveness.**			
Objectives:				
C8.2-1	*Purchase and use diagnostic software for the necessary drivetrain components.*	1		
C8.2-2	*Purchase tools and equipment to update the shop complement.*	1		
C8.2-3	*Construct a parts inventory system to provide more efficient service, reduce parts "chase" time, and reduce apparatus down time as necessary.*	2		
C8.2-4	*Purchase the storage equipment and supply of parts for the parts inventory system.*	2		
C8.2-5	*Complete an analysis of apparatus usage and "wear and tear" to better manage the maintenance program.*	1		
C8.2-6	*Study and appropriately adjust maintenance policy and procedures to reflect results of the analysis.*	1		
C8.2-7	*Update design and construct daily, weekly, and monthly crew-based maintenance procedures to ensure they appropriately fit into the maintenance program.*	1		
C8.2-8	*Develop budgets that more accurately reflect the true costs of the fleet maintenance program.*	X	X	X
Goal C8.3	**Replace the recommended fire apparatus.**			
Objectives:				
C8.3-1	*Purchase and outfit two engines.*	1		
C8.3-2	*Develop an updated fire apparatus replacement program.*	1		
C8.3-3	*Replace fire apparatus based on the replacement schedule.*	X	X	X
Goal C8.4	**Develop and follow maintenance and replacement schedules for fire and rescue equipment that reflect industry standards and industry best practices.**			
Objectives:				
C8.4-1	*Develop a replacement schedule and cost analysis for self-contained breathing apparatus, air cylinders and air compressors.*	1		
C8.4-2	*Develop a replacement schedule for fire hose, nozzles and appliances.*	1		
C8.4-3	*Develop a replacement schedule for major tools and equipment, such as thermal imaging cameras, powered-equipment, and rescue equipment.*	1		
C8.4-4	*Develop budget requests for the program.*	1		

CSI – Prevention

Critical Success Indicators	Target
Fires in Properties Subject to Inspection That Were Not Listed in Inspection Files	< 3%
Suppression Company Inspections	100% completion in a three year cycle
Prevention Inspections for E/R	100% completion every year
Prevention Inspections for I	100% completion every two years
Prevention Inspections for All Others/Includes CUPA	100% completion every three years
New Construction Inspections	Scheduled within 72 hours of the customer calling in 100% of the time
Fire in Occupancies with Pending or Uncorrected Violations	< 3%
Plan Checks	100% of the time Track-It plan checks completed in 10 working days and new construction plan checks completed in 20 working days
Errors on Plan Reviews	< 5%
Attends Required Internal Meetings	100%
Participate in So Cal FPO/Code Committee Meetings	Five times a year
Audit complete and submitted to the CUPA	Annually
CERS operational	100%
Hazardous Materials Inspection Report completed with all inspections	100%
BEP Certification Review	100% completed annually
Electronic occupancy files	100%
Number of informal actions returned to compliance	100%
Number of formal actions returned to compliance	100%
Complaints	Contact made within 48 hours 100% of the time

CSI – Prevention

Critical Success Indicators	Target
Cause and Origin Investigation Conducted	100% of all fires
Origin and Cause Determination	Determine cause and origin 80% of the time
Investigator Arrival	Investigator arrives on scene within one hour, 100% of the time
Fire Scene Preservation	100% of the time
Arson Convictions	100% conviction rate for all cases brought to trial
JFS	0% recidivism rate for JFS
JFS	100% completion of JFS Program for all identified JFS
JFS Referrals	All identified JFS are referred to prevention and contacted 100% of the time

CSI – Fire Suppression

Critical Success Indicators	Target
First Unit Response Time	On scene within 6 minutes, 90% of the time
Reinforced Response	Reinforced response on scene within 10 minutes, 90% of the time
Time to Declared Fire Under Control or Spread Stopped	< 15 minutes, 90% of the time
Fire Spread Beyond Room of Origin After Fire Department Arrival	< 10%
Firefighter Fireground Injuries per 100 Fires	< 2
Firefighter Injuries Resulting in Lost Work Hours	Less than 1 per 10 calls
SOGs and Policies Followed	100%
(100 Level Incidents) Incident Documentation	100% completed by the end of the next work shift

CSI – Emergency Medical Services

Critical Success Indicators	Target
Protocol Compliance	Level 1 Infraction < 10 per year Level 2 Infraction < 5 per year Level 3 Infraction = 0 per year Level 4 Infraction = 0 per year
Department Response Time Standards	5:59 or less 85%
Department and Contract Response Time Standards*	< 9:59 measured on a fractile basis < = 7:59 response goal
Critical Skills Competence	IV – 12 per year @ 70% ALS Airway – 4 per year @ 90% BLS Airway – 2 per year @ 90% FBAO – 1 per 2 year @ 100% Needle Thor – 1 per 2 year @ 100% TCP – 1 per 2 year @ 100% Synch Cardio – 1 per 2 year @ 100% Defibrillation – 1 per 2 year @ 100% Tourniquets – 1 per 2 year @ 100% Admin of Zofran – 1 per 2 year @ 100% IO Infusion – 1 per 2 year @ 100% CPAP – 1 per 2 year @ 100%
Customer Service	No less than 95% positive customer service response
Infection Control Injuries	0 Infection Control injuries
ALS License and Certification Requirements for All EMS Responders	100% compliance for all PM related licenses and certifications
EMT License and Certifications	100% compliance for all EMT related certifications and skills requirements
PCR Documentation	FCA score > or = to 3 @ 90%

CSI – Emergency Management

Critical Success Indicators	Target
Cost Recovery	100% of available funds recovered
EOC Organization and Readiness	EOC staff able to activate and function within 3 hours 100% of the time
Grants	100% of funds obtained for identified fire department needs
Dollars Per Grant/Year	Obtain no less than $40,000 per year in grant funding
CERT Program	Completion of FEMA-based curriculum 95% of enrolled
CERT Volunteers	50% of CERT trained will respond in the event of a disaster
Participation and Attendance with Operational Area Emergency Management Meetings and Exercises	80% participation

CSI – Public Service Assistance

Critical Success Indicators	Target
Request for Service Processed and Routed	90% of all requests for service triaged and routed correctly
Field Units Respond to All Requests	100%
Response Time Standard	90% What is the standard?
Problem Mitigated/Referred to Proper Authority	95%

CSI – Technical Rescue

Critical Success Indicators	Target
Annual Evaluated Skills for Technical Rescue Units Personnel	70% performance meets minimum standard
Operational Area Training	At least annually, Technical Rescue crews perform training with other departments in the operational area
Qualified Personnel Assignments	No less than 6 qualified personnel assigned daily to combination of Technical Rescue Units
First Responder Qualifications	90% personnel assigned to First Responder units are initially qualified to the Department's standard
Technical Rescue Team Refresher Training	100% personnel assigned to Technical Rescue units receive the required annual refresher training
SOG and SOM Compliance	100% compliance with all SOGs and SOM on a Technical Rescue response
Incident Injuries	0 days of loss work from injuries occurring on a Technical Rescue incident

CSI – Hazardous Materials Response

Critical Success Indicators	Target
Operational Area Training	Training with other departments in the operational area (CHOG) Four times annually
Skills Assessment	Score 70% or greater of 100% of assigned skills for assigned Haz-Mat members
Periodic Training Packages	All Haz-Mat qualified personnel complete training packages at least twice yearly
SOGs are Reviewed to Ensure They are Appropriate and Reflect Current Best Practices	At least annually
Area Plan is Updated Periodically	At least every three years
SOG and SOM Compliance	100% compliance
Injury	0 days of loss work time due to Haz-Mat related incident injuries
Minimum Staffing	No less than 2 qualified Haz-Mat personnel on the Haz-Mat unit 100% of the time

CSI – Community Outreach

Critical Success Indicators	Target
General Population Public Education	Three (3) programs annually
Senior Citizens Public Education	100% Senior living facilities annually
Elementary School Public Education	100% of Third graders, annually
Business Public Education	100% at Business Inspection, annually
PIO Response to All Major Incidents	Responds within 60 minutes, 100% of time
Public Social Media Contacts	Increase Facebook and Twitter followers by 30% per year
Quarterly PSAs	Provide 3 per year

CSI – Training

Critical Success Indicators	Target
Monthly Training Hours	= to or > 20 hours per month (expressed as an average) per member
Respiratory Protection	100% annually
FRO	100% annually
Confined Space	100% annually
Bloodborne Pathogen Training	100% annually
EMT	No less than 24 hours of CEs biennially
EMT	No less than 10 skills biennially
CICCS RT130	100% annually
CPR	100% biennially
ISO Officer Training	100% compliance annually
ISO Driver/Operator	100% compliance annually
Company Performance Standards	2 per company, annually
Recruit Training	100% of all recruits not < 160 hours
Paramedic	No less48 hours of CE's biennial
Paramedic	No less than 15 skills biennial
Paramedic	ACLS Course biennially
Paramedic	PHTLS Course biennially
Paramedic	PALS Course biennially

CSI – Administration / Customer Service

Critical Success Indicators	Target
Office Staffing	95% of time, a minimum of 2 staff members are responsible for office coverage; 100% of the time, a minimum of 1 staff member is responsible for office coverage
Payroll	100% accurate and completed by deadline(s)
Volunteer Services	No less than 1,960 volunteer hours per year
Public Record Request	90% of time provide records to City Clerk's Office within 10 days; 100% of time provide a status update to City Clerk's Office within 10 days
Employee Turnover	< or = to 16% per year
Subpoena for Records	100% adherence to established deadline(s)
Subpoena for Personal Appearance	100% process paperwork and notify employee(s) within 1 business day from receipt; 100% Post-billing completed within 10 business days from receipt of proper documentation
Injury Reports	95% process within 24 hours from time of injury/ exposure; 100% process within 72 hours from time of injury/ exposure
Public Education/ Tour Requests	100% of time request is forwarded to appropriate staff member(s) within 1 business day from receipt
Customer Service	95% Satisfied; 100% Follow-up with any unsatisfied customers within 3 business days

CSI - Communications

Critical Success Indicators	Target
Service Disruption for MDCs Due to Wireless Signal	0 hours
MDC Replacement	100% per schedule
Simulcast Service Disruption	0 hours lost due to lack of maintenance
Simulcast Maintenance	100% adherence to maintenance schedule
Simulcast Update	100% adherence to update schedule
Radio Replacement	100% adherence to radio replacement schedule

CSI - Finance

Critical Success Indicators	Target
Budget Preparation	100% adherence to the established budget preparation schedule and required deadlines
Revenues	Surpassing annual targets
Departmental Expenditures	< or = 100% of adopted budget
Monthly Departmental YE Expenditure Projections	< or = 100% of adopted budget
Accounts Payable	100% processed by due date
Accounts Receivable	90% process within 4 business days from receipt; 100% process within 10 business days from receipt
Monthly Financial Analysis	100% Complete monthly year-end budget projection and analysis
Petty Cash	100% perform petty cash reconciliations < or = 3 month intervals
Cost Recovery	100% process billing within 4 business days from date received with completed documentation
Contract Billing	100% process billing no less than 30 days prior to contract renewal date
Average Net Collection Rate by FY	= or > 40%
Net Revenue by FY	= or > than $450,000
Average Percent Change in Net Revenue by Month	+ or - 10%
Percent Change in Average Monthly Revenue	< -5%
Percent Change in Net Revenue by FY	< -5%
PCR Process Time	100%within 5 days of service
Billing Data Collected by Crews	100% Compliance with Department established standards
Overdue Accounts to Collections (% Accts 180+ Days, No Payment in 90 Days)	Not to exceed 10%
Customer Service	95% Satisfied; 100% Follow-up with any unsatisfied customers within 3 business days

CSI – Human Resources

Critical Success Indicators	Target
Accident/Injury-	Ensure 100% compliance with SOM 5.01 and 5.02. Ensure that all employee injuries and/or illnesses are reported per department policy.
Documentation-Personal Exposure Reporting System Sign-up	Ensure that 100% of employees are signed up for and are trained to use the program.
Open Enrollment	Ensure 100% of our employees receive information packets from HR
Employee Recognition-	Present awards at least annually as set forth in AM 2.08. Award employees who perform an act of distinct heroism or who provide an outstanding Service to the Department, or to the public safety of the community.
Performance Evaluations-	100% compliance. Provide performance evaluations to all employee's annually
Progressive Discipline-	The Firefighter Bill of Rights (FBOR) is adhered to 100% of the time.
Supervision/Leadership-	Provide annual HR training for Chief Officers, Captains and Acting Captains. Supervisors have the tools to be competent HR managers and be effective with up-to-date management, leadership and disciplinary techniques.
Testing-	100% Develop a written plan for each recruitment and promotional testing process
Testing-	No legitimate complaints result from candidates involved in entry-level and/or promotional testing. Execute fair, legal and appropriate entry-level and promotional testing.

CSI – Firefighter Health and Safety

Critical Success Indicators	Target
Work Comp Loss	Reduce work comp dollar loss by 5% annually
Personal Exposure Reporting System Sign-up	100% participation
On-duty Physical Fitness	Average not < 8 hours/month per person
Vaccination Program	100% participation
Fitness Equipment Availability	100% of stations have minimum equipment inventory
Injuries Reported	100% within Dept. guidelines
Work Hours Lost Due to Injury	At least a 5% reduction in lost time due to on-the-job injuries annually

CSI – Fire Facilities

Critical Success Indicators	Target
No Interruption of Service for Critical Components Due to Lack of Scheduled Maintenance or Replacement	100% Compliance
Replacement of Wearable Furniture According to the Replacement Schedule	100% Compliance
Exterior/Interior Paint	100% All station interior and exterior painting every 5 years
Carpet Replacement	100% All station carpet replaced every 10 years
Appliance Replacement	100% All station appliances replaced per appliance schedule
Parking Lot Repair	100% All stations slurried/ repaired every 3 years

CSI – Fire Apparatus and Equipment

Critical Success Indicators	Target
Apparatus OOS time	0 hours of OOS time due to failure to complete scheduled PM
Annual Maintenance on All Fire Apparatus	100% Completion
Completion of All Required Safety Inspections	100%
Replacement of Fire Apparatus	100% replacement at 20 years of age
Pumper/Aerial Testing	100% completion of annual pumper and aerial testing on applicable vehicles
Firefighting and Rescue Equipment Replacement	100% replacement of firefighting and rescue equipment according to established schedule