



We Care

City of Modesto Fire Department Strategic Plan 2015



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Acknowledgements

Without the considerable support of the leadership of the City of Modesto, this project would not have been possible. Emergency Services Consulting International thanks and acknowledges the following representatives for their invaluable contribution to this undertaking

Garrad Marsh, Mayor

John Gunderson, Council Member

Tony Madrigal, Council Member

Dave Lopez, Council Member

Bill Zoslocki, Council Member

Dave Cogdill, Council Member

Jenny Kenoyer, Council Member

Jim Holgersson, City Manager

City of Modesto Fire Department

Sean Slamon, Fire Chief

Alan Ernst, Division Chief, Operations

Josh Hauselmann, EMS Coordinator

Mike Payton, Fire Marshal

Jesse Nicasio, Battalion Chief, A-Shift

Hugo Patino, Battalion Chief, B-Shift

Randy Anderson, Battalion Chief, C-Shift

Tim Tietjen, Administrative Support Battalion Chief

Jair Juarez, Modesto Professional Firefighters IAFF, President

Others in attendance at the Strategic Planning Session; Dominique Maurer, Jessica Smart, Ed Bartley, Job Juarez, Nathan Damiano, Tommy Dick, James Beauchemin, Jon Colby, Jerardo Avila, John Korgan, Sterling Butts, Ryan Palmer, Andrew D. Hunter



Chief's Message

Dear Citizens of Modesto and City Council members:

I am pleased to present to you the 2015-2020 Strategic Plan for your Modesto Fire Department. This document is the result of a collaborative effort between the members of our department and the Modesto City Fire Fighter Association to develop our roadmap for the future based on the input and priorities of the Modesto community. As your Fire Chief, I am encouraged by the effort, ideas and cooperation that went into the development of this plan and am excited to lead the effort in making the goals within the plan a reality for our department and community.



This plan is not our destination; it is simply the way to help us get where we want to go. The implementation of the goals and strategies identified in the plan will help us fulfill our commitment to provide the City and its citizens with Great Safe Neighborhoods through exceptional and efficient service.

Our mission has not changed in our 140 year history – we provide fire, medical and life safety services to the Modesto community. What does change is how we execute this mission – as industry standards, the economy and the community change, so do the methods by which we deliver these services. In an effort to capture this element, the mission statement has been revised in this plan and now reads: “Proudly serving, protecting and partnering with our community for a safer Modesto.”

The support of the city organization, the Modesto community and our department members is critical to our ability to make the goals outlined in this plan a reality. We are grateful for your support in the past and look forward to continuing the internal and external partnerships that ensure mutual success. This is a living document that will receive regular review to ensure it evolves in response to the changing and emerging needs of our community.

Sincerely,

A handwritten signature in black ink, appearing to read 'Sean Slamon'. The signature is fluid and cursive, written over a light blue horizontal line.

Sean Slamon
Fire Chief

A Brief History

The Modesto Fire Department (MFD) provides emergency response services, fire prevention and life safety education programs to the citizens of the City of Modesto. This service is provided to approximately 205,000 people residing in a 37 square-mile area. Emergency response services include: fire suppression, emergency medical services, hazardous materials response, technical rescue, as well as wild land fire suppression.

In 2014, MFD responded to 24,739 calls for service from 11 fire stations located throughout the service area. In addition, MFD responded to 266 calls outside the service area in neighboring jurisdictions for a total of 25,005 responses. Approximately 70% of those calls were medical emergencies. Three MFD fire engine medic vehicles are fully equipped for advanced life support capabilities.

MFD's Fire Prevention Division provides business inspections, plan review, emergency preparedness, fire investigations and public education.



Organizational Chart

To operate effectively, the structure of a fire department needs to be clearly defined in the form of an organizational chart.

The chart institutionalizes the Modesto Fire Department hierarchy, identifies roles and, most importantly, reporting authority. A well-developed organizational chart helps to assure that communication flows appropriately and limits opportunities to circumvent the reporting structure.

Figure 1: Modesto Fire Department Organization Chart



Planning

In order for any organization, public or private, to reach its full potential, it must have a plan. An organization that knows where it is going, knows the environment in which it must operate, and identifies how to get there, will have the best chance of meeting the needs of the community and achieving its goals. The planning process that the members of MFD engaged in has served to refresh the organization's commitment to excellence, build upon the success and traditions of the past and set the path to future success.

The strategic planning process is more than the creation of a document. It challenges the membership of the organization to look critically at paradigms, values, philosophies, beliefs, and desires, and it inspires individuals to work together in the best interest of the organization. Furthermore, the planning process provides the membership with an opportunity to have a voice in the development of the organization's long-term direction and future focus.

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

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

This process does not end with the production of a report or with the simple establishment of goals and objectives. By nature, the plan must become elemental in the day-to-day operations of the Modesto Fire Department. Implementation pulls a plan apart and disseminates it throughout the organization. Each organizational unit and member must function in concert to effectively and efficiently implement the plan. Successful implementation requires constant review and adjustment to assure continued relevance and focus.



Planning For Future Opportunities: Our Mission, Vision, and Values

Mission

The mission statement of an organization should clearly define the major services that are provided to the community. The mission statement identifies why the organization exists; it focuses department members on what is truly important to the organization. The mission statement should be understood by all department members and posted prominently throughout the organization's facilities. Each member should commit the mission to memory.

The MFD developed the following mission statement as part of the 2015 Strategic Planning Process:

Proudly serving, protecting and partnering with our community for a safer Modesto.

Our motto: *We Care*

Vision

The vision of an organization will clearly define and establish what it is they want to become. It becomes a target and guiding beacon as the strategic plan and initiatives are completed. At the conclusion of the plan, the adopted vision should be a reality and accurate portrayal of the MFD. The MFD developed the following vision statement:

Our vision is to be:

- ***A sustainable organization that provides the personnel, training, and equipment necessary to meet the needs of our community***
- ***A customer service driven organization***
- ***An organization that is committed to the professional development of its members***
- ***A regional leader in innovation and training***
- ***Able to provide resources which address the diverse needs of the community***
- ***A team whose members are empowered and enthusiastic in their service***
- ***Role models in our community and leaders in our profession***



Core Values

Core values, as they pertain to the fire service, define what the organization considers to be appropriate and inappropriate behaviors. Core values identify the fire department’s culture and belief system; they guide the organization’s internal conduct as well as its relationships with the communities that it serves.

MFD identified and confirmed the following core values:

- ***Honesty and trust that preserves public confidence***
- ***Professional customer service***
- ***Provide an environment that promotes our members’ safety, well-being and operational readiness***
- ***Leadership through input and involvement within the organization***
- ***Respect and pride in the department***
- ***Competency, consistency and accountability***
- ***Innovation and willingness to explore new options***

Planning Methodology and Environmental Scan

The Customer-Centered Strategic Planning (CCSP) process was used to develop the City of Modesto Fire Department (California) Strategic Plan. The methodologies utilized in the CCSP process have been used extensively in the America’s fire service for over 30 years. Organizations as large as the International Association of Fire Chiefs (IAFC) to small one-station volunteer fire departments have used the process successfully. The CCSP process is a product of Emergency Services Consulting International (ESCI) of Wilsonville, Oregon.

In order to properly formulate strategic initiatives, the planning team needed to evaluate the external and internal organizational environment. To this end a variety of “environmental scan” methodologies were employed, specifically:

- Structured stakeholder interviews
- Citizen forum meetings
- Community and internal interviews and dialogue

Detailed results of the environmental scan process were compiled and are summarized in the following sections. These data elements were shared with the community stakeholders meeting as well as utilized as guiding data points for the Strategic Planning Team.

The CCSP Process

- Review agency background
- Define services provided to community
- Establish community service priorities
- Identify community expectations & concerns
- Develop mission statement
- Develop future vision
- Establish guiding principles (values)
- Perform environmental scan with external & internal stakeholders
- Identify major categories affecting agency’s potential to achieve success
- Create goals that address strategic initiatives
- Create objectives that accomplish goals
- Establish timelines for each objective
- Develop agency performance measures to gauge progress

Focus Group meeting

In order to dedicate time, energy, and resources on the functions that are most desired by its customers, the MFD wants to understand the customers' priorities and expectations. Two facilitated citizen forums were utilized to obtain community perspective regarding the MFD. Invitations were sent out from the Fire Department and City to community leaders and established community leader and participation mailing lists.

The beginning is the most important part of the work.

Feedback was solicited regarding:

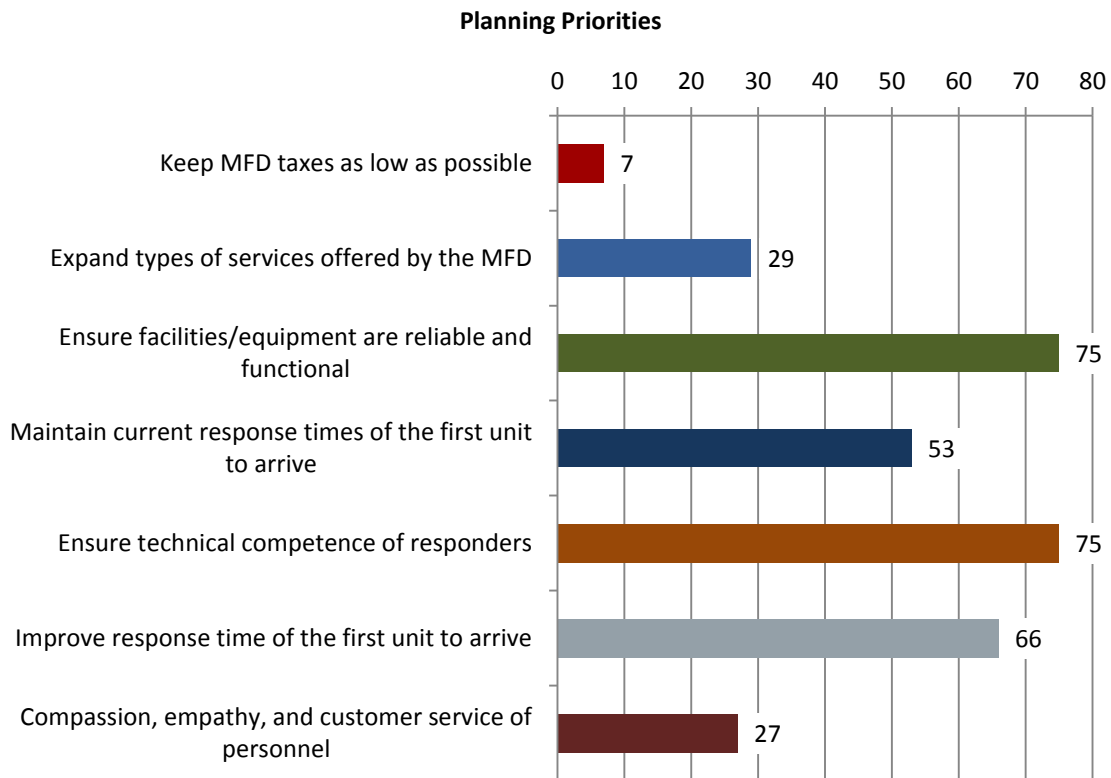
- Current services and planning elements were prioritized
- Cost, staffing, and response performance were surveyed
- Expectations, concerns, and organizational strengths
- The appropriateness of the current mission, vision, and guiding principles

Forum participants were asked to fill out several survey instruments pertaining to how they think the MFD should plan for the future. The planning priorities were presented to the citizens as a forced ranking of seven separate dimensions, allowing the citizens to list those dimensions each citizen felt was more important than the others and so on. These were then compiled as a group to reflect the consensus ranking of planning priorities. The following figure describes their planning priorities.



The first survey instrument was utilized to determine what the citizens served by the MFD saw as important planning priorities. The following graphs display the individual and collective feedback regarding planning priorities that was received at the community meetings:

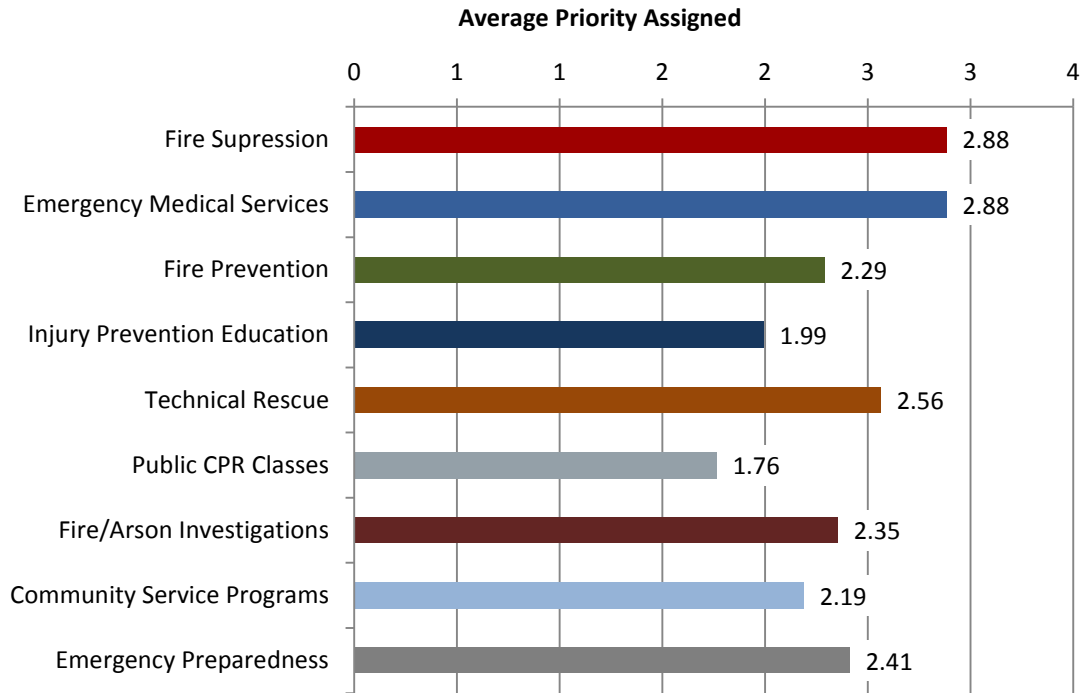
Figure 2: Citizen Planning Priorities



Forum participants felt it was most important to center the MFD planning and funding efforts on the technical and professional competence and safety of their fire service provider and ensuring they can adequately provide services their communities. Equal prioritization was given to ensuring that fire department facilities and equipment were maintained, reliable and functional. The next level of planning priorities was to ensure the MFD provides adequate response times resulting in an appropriate and effective response force.

Next, the citizens were asked to identify the most important functions and services the fire department provides based on the list of services that are currently provided, and rank those services as a critical priority, an important priority, or a low priority. In this case, the participants could elect to assign a single priority to multiple services. The following figure describes the forum participants' service priorities

Figure 3: Citizen Service Priorities

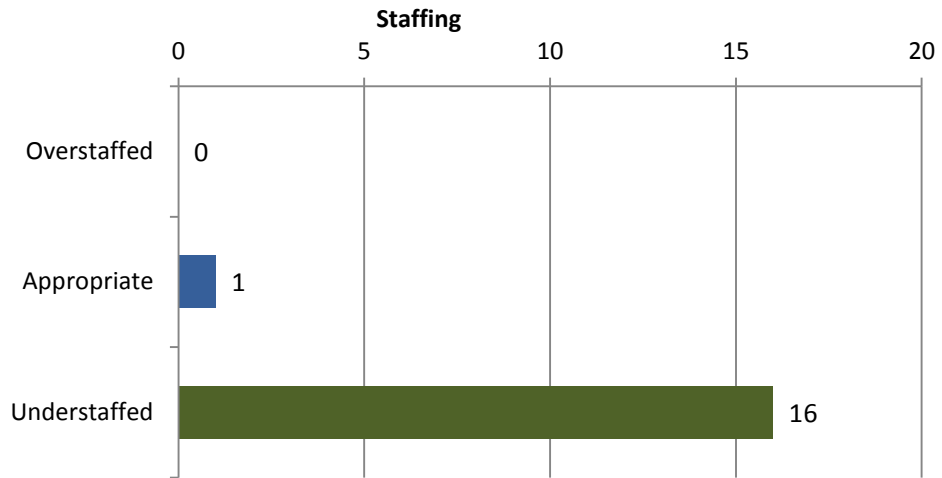


Forum participants were consistent in their desire to have MFD center their service efforts on their core mission of fire suppression, Emergency Medical Services, and technical rescue. The next tiers of service priorities were centered on fire prevention, fire/arson investigations and emergency preparedness. Lastly, while everyone enjoyed and felt community education classes were important they were considered optional given limited resources. However, there was consistent and strong support for a continued presence and interaction with the communities served.



Next, the forum participants were asked to rate and compare the staffing, response performance and cost of services with their expectations and desired service levels. The following figures describe the results.

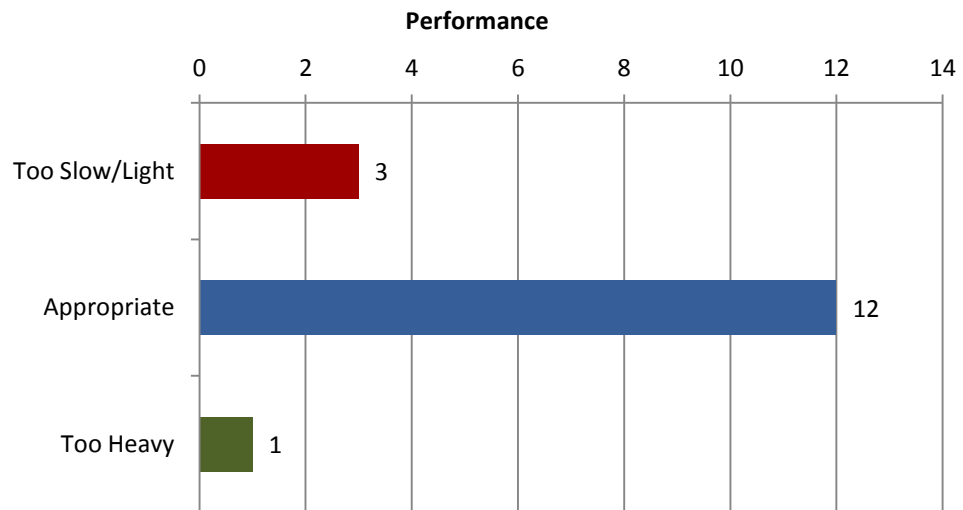
Figure 4: Citizen Ranking of Staffing Levels



Forum participants clearly identified a need for additional personnel to meet existing and anticipated future service delivery needs. There was acknowledgement that existing resources have experienced significant reductions and have been re-distributed in an effective manner. The community recognized that the service delivery demands exceed current resource capabilities.

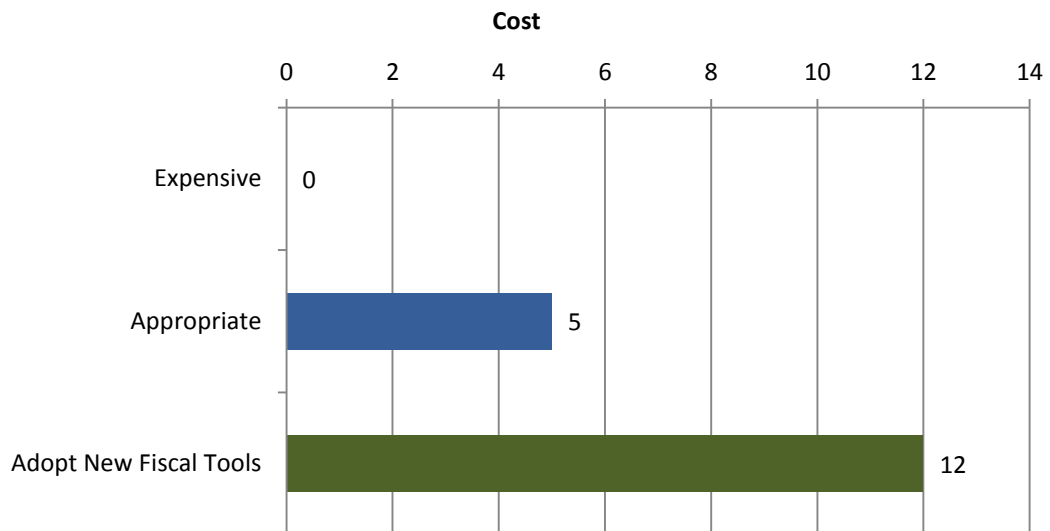


Figure 5: Citizen Ranking of Response Levels



Participants by a three to one margin felt responses by MFD were appropriate. While this seems somewhat inconsistent with the staffing level responses, it is understandable that the participants feel they are adequately protected by the MFD. However, it was consistently mentioned they would like to see MFD distribute and concentrate resources in a manner that will ensure adequate personnel and apparatus within the desired response time targets and take into account the severity, magnitude and appropriate response level for each call.

Figure 6: Citizen Ranking of Cost of Services

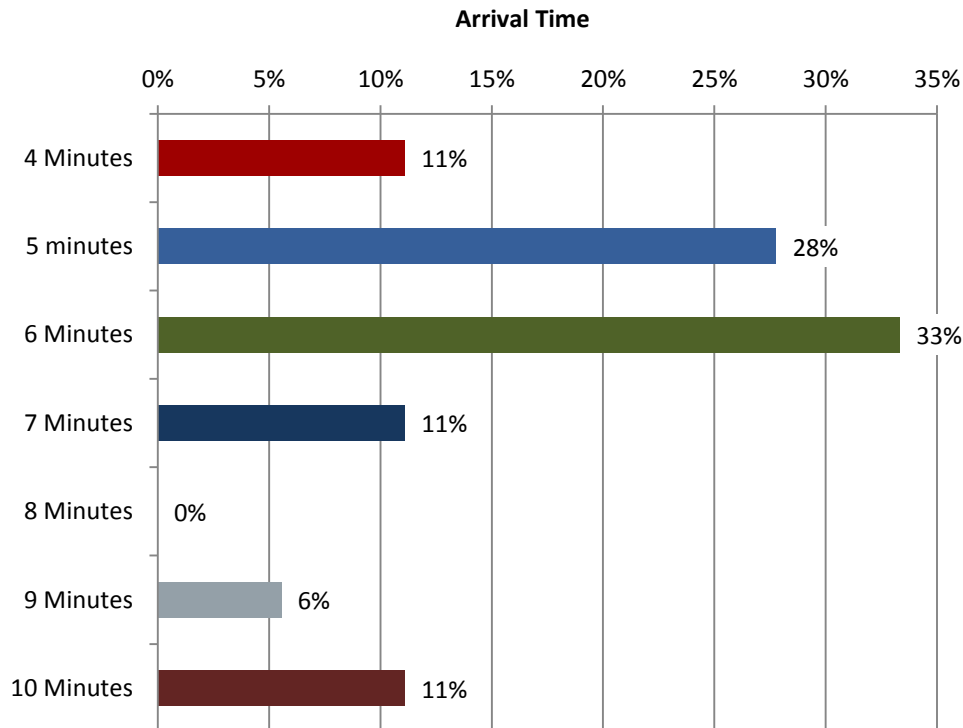


While cost was a significant issue and concern for all in attendance, the overwhelming perspective was that the resources allocated to MFD are managed well and being maximized for efficiency and effectiveness. There was broad support for adopting new fiscal tools such as peak demand staffing; grants and other efficiency and revenue measures to ensure adequate service levels and capabilities are maintained.



Lastly, forum participants were instructed to share with ESCI what their desired response time is given their understanding and observation of response times by MFD. These responses are based on the personal perceptions and biases of the forum attendees and did not take into consideration past performance data or comparison to fire service industry best practices or standards.

Figure 7: Citizen Ranking of Preferred Response Time



There was a significant and somewhat equal deviation of what stakeholders viewed as an acceptable response time. Current overall MFD response times are at 6 minutes 34 seconds 90 percent of the time. The five-minute and six-minute response time target received the highest amount of votes at 28 and 33 percent each for a total of 61 percent of the votes, four and seven minutes received the next highest amount of votes at a combined 22 percent. A response time of over seven minutes received a cumulative percentage of 26 percent of the vote.

There was a consistent desire by attendees of the forums for MFD to meet industry and regional best practices. Overall, current response times were thought to not be optimum and that service demands are exceeding the available resources on a regular basis. There was support to decrease current response times to meet industry best practices. In addition, there was a common understanding and desire to have appropriate resources respond to calls based on the urgency of the call and need for personnel and services. There was strong support for a tiered response force with alternative response options based on the type of call and the associated urgency and magnitude of the incident.

Customer Strengths

Customer views on the strengths and image of emergency service organizations must inform and impact any effective planning. Needless efforts are often put into over-developing areas that are already successful. However, using and promoting customer-identified strengths may often help the organization overcome or offset some of the identified weaknesses. The citizens group identified the following strengths.

- Resource placement
- Focus on EMS
- Leadership and Professionalism
- A valued community resource
- Capabilities
- Creativity and Innovation
- Strong stakeholder relationships
- Forward-thinking organization and leadership

Customer Expectations

Understanding what the community expects of its fire and emergency medical services organization is critical to developing an effective long-range perspective. Armed with this knowledge the MFD internal emphasis can be adjusted to better fulfill customer needs. The citizens group identified the following expectations:

- Be on time when the emergency occurs
- Be thorough and responsive
- Well equipped
- Strong community preparedness
- Operate in a safe manner
- Be well trained and knowledgeable
- Community involvement and engagement

Customer Strengths Concerns

The Customer-Centered Strategic Planning process would be incomplete without expression from the customers of their concerns about the organization. Some concerns, in fact, identify weaknesses within the delivery system. However, others may be perceptions based on limited customer knowledge. The citizens group identified the following concerns:

- Lack of response consistency throughout the service area
- Understaffed
- Response times too long
- Not enough resources to meet future needs
- Adequate future funding and fire station closures



In order to effectively establish a planning framework it is imperative that organizations adopt and utilize a mission statement, vision statements and values on which they can build policy priorities, goals, objectives and recommendation for the future. Citizens were asked to comment on the relevance and impact of the MFD existing mission statement and values. In addition, they offered suggestions on key elements that should be included in vision statements for the future. The citizen groups identified the following key elements:

Previous Mission Statement Perceptions:

- Too long
- “Hostile fire” is a confusing term
- Needs to speak to the citizen/community protection
- No life safety, prevention and education reference
- Focus on life and property
- “Mission of”, “effective” and “efficient” is redundant
- First sentence says it all
- Reference timely and appropriate response
- Make customer service focused
- Statement of responsiveness to community
- Needs to state essential service



Current Vision Statements to Address:

- Dependability
- Industry leader/model department
- Adequate and safe facilities
- Fully staffed with fair compensation
- Citizen first community partnership
- Rapid, efficient and closest appropriate unit response
- Innovation and creativity resulting in alternative service delivery
- Fiscal stewardship
- Build upon industry best practices
- Measurable outcomes
- Transparency
- Benchmarking against similar departments
- Strong marketing
- Achieve and maintain national standards

Values Important to the Community:

- Professionalism
- Quality service with a customer service focus
- Fiscal stewardship and business best practices
- Teamwork
- Competence and knowledge
- Strong expertise
- Demonstrate respect and empathy
- Strong cultural competency
- Physically fit
- Responsive
- Integrity and trustworthy (doing the right thing)
- Strong work ethic
- A Strategic organization



Strengths, Weaknesses, Opportunities, and Challenges

In order to properly formulate strategic initiatives, the internal planning team had to evaluate the external and internal organizational environment. The internal planning team combined feedback and their collective knowledge of the organization from the citizen forum, the internal survey results, and the community to assess the environment the department operates within. Analyzing the organization's strengths, weaknesses, opportunities, and challenges (SWOC) is the first step in identifying actionable strategies for the future. The internal planning team identified the following department strengths weaknesses opportunities and challenges. The four items listed under each category represent the highest priority topics of the MFD Strategic Planning Team.

Strengths

The identification of organizational strengths is the first step in the environment scan. An organization's strengths identify its capability of providing the services requested by its customers. The organization needs to make certain that its strengths are consistent with the issues it faces. Programs that do not match organizational strengths or primary functions should be reviewed to evaluate the rate of return on staff time. The planning team identified the following strengths. The "**highlighted bold**" strengths were voted as the four highest valued strengths.

- **Personnel**
- **Customer Service**
- **Culture of Teamwork & Family**
- **Labor & Management Teamwork**



Weaknesses

Organizational weaknesses, or lack of performance, are also an important environmental scan element. In order to move forward, the organization must honestly identify the issues that have created barriers to success in the past. Weak areas needing improvement are not the same as challenges, which will be identified later, but rather those day-to-day issues and concerns that may slow or inhibit progress. Internal organizational issues, as identified by the planning team, are typically issues that are at the heart of an organization's problems. The planning team identified the following weaknesses. The planning team voted the "highlighted bold" weaknesses as the three most significant weaknesses:

To map out a course of action and follow it to an end requires some of the same courage that a soldier needs.

- **Lack of Resources**
- **Decreased Staffing**
- **Dispatch Center**



Opportunities

An organization's opportunities and challenges are generally derived from the external environment. Opportunities are focused on existing services and on expanding and developing new possibilities inside and beyond the traditional service area. Many opportunities exist for the department. The planning team identified the following opportunities. The "**highlighted bold**" opportunities were voted as the four most significant opportunities:

- **Mobile Integrated Health Care (Community Paramedicine)**
- **Technology (Radios, Dispatch)**
- **ALS Contract**
- **Improved Professional Development**



Challenges

There are conditions in the external environment that are not under the organization's control. The identification of these conditions allows the organization to develop plans to mitigate or respond when a challenge becomes an obstacle. By recognizing these challenges, an organization can greatly reduce the potential for loss. The planning team identified the following threats or challenges. The **"highlighted bold"** challenges were voted as the four most significant threats facing the department:

- **Staffing**
- **Tax Base**
- **Politics**
- **Lack of Participation From Our Members**



The Strategic Plan

Strategic initiatives fulfill the mission of the organization and provide individual members with clear direction. Strategic goals and objectives are management tools that need to be updated on an ongoing basis to identify accomplishments and to note changes within the organization and the community.

Strategic goals and objectives, as well as performance measures, should become the focus of the organization's efforts. By following these initiatives and objectives carefully, the organization will be guided into the future and should benefit from reduced obstacles and distractions.

Using the array of internal and external input collected during the retreat process, the MFD Strategic Planning Team combined the information gained with its collective knowledge of the organization and the internal and external factors that influence the outcome of the organization's services.

The team developed a specific set of strategic initiatives that will serve as the focus for the organization's strategic plan. Each initiative was followed by subordinate goals and objectives aimed at developing a prioritized work plan for the next three to five years. The initiatives are as follows:

1. Service Delivery
2. Training
3. Special Operations Programs
4. Financial Issues
5. Technology
6. Communication/Dispatch
7. Fire Prevention
8. Administration & Support

After a brainstorming session by the strategic planning team that identified the policy initiatives, the team developed goals for each initiative and identified specific objectives for the accomplishment of each goal. Once the objectives for each goal were reviewed and refined, MFD identified individuals and committees who will be assigned the objectives and will be charged with the development of operational plans for each objective.

Goals and objectives were established to accomplish each identified initiative. Each objective was assigned a priority to correspond with a recommended time frame for completion. Assigning a category and associated time frame provides a consistent manner in which objectives can be prioritized and accomplished within the administrative, financial, and political realities of the organization. Strategic initiatives, goals, objectives, performance indicators, and outcomes become an important part of the organization's efforts. By following these components carefully, the organization will be guided into the future and should benefit from reduced obstacles and distractions. The strategic initiatives, goals, and objectives are detailed in the following pages. As the project continues forward, operational plans will be developed that will define detailed tasks and timelines to be used to accomplish each goal. The operational plans will be made available once they are completed.



Definition of Terms

There are four main components to a strategic plan: Initiatives, Goals: short-/medium-/long-range, Objectives, and Critical Tasks. For purposes of this strategic plan, they are defined as follows:

Initiative – The largest overarching element of a strategic plan, an initiative is a broad enterprise where the department may have multiple areas of focus.

Goal – A smaller component of and subordinate to an initiative, a goal is focused on one particular area, but is still general in nature. If all of the goals under an initiative have been accomplished, the initiative will be considered achieved.

Objective – A smaller component of and subordinate to a goal, an objective is usually defined as specific, measurable, action-oriented, realistic, and time-sensitive. If all objectives under a goal are accomplished, the goal will have been accomplished.

Critical task – The smallest component of a strategic plan, critical tasks are the immediate (within 90 days) action steps needed to meet an objective. Not all objectives have critical tasks.

Short-Term Objective – An important component that needs to be accomplished within the first year to address a significant issue or provide a foundation for additional objectives.

Medium-Term Objective – A significantly complex objective that will take 1 to 3 years to implement and obtain the necessary resources.

Long-Term Objective – A complex task requiring planning, funding, and policy development that will take from 3 to 5 years for completion

Outcome – The desired consequence of an objective once accomplished.

The following are tables of those initiatives (in bold) with their subordinate goals (numbered/lettered), and goals with the subordinate objectives (numbered). Critical tasks are listed where they were identified (in bold italics).



Strategic Initiatives, Goals, and Objectives

Initiative 1 – Service Delivery			
<p>The MFD will adapt, grow, and maintain flexibility as it expands service delivery capabilities. This will be accomplished through a standardized assessment of current innovative practices and the use of additional alternative and strategic service delivery components. Innovation will be demonstrated through a coordinated and transparent roll out of the strategic plan, and the utilization of operational implementation plans. System and cooperative service agreements will be developed in a manner that demonstrates innovative approaches to service delivery. The MFD will staff and operate in a manner that addresses the immediate and long-term core and service delivery needs of the community. Informed by the MFD standard of cover and master plan, the department will make the necessary adjustments and acquire the necessary resources to provide emergency services to the community with maximum effectiveness and efficiency.</p>			
<p>Initiative Managers: <i>Battalion Chief Tim Tietjen, Jerardo Avila, John Korgan, Dominique Maurer</i></p>			
<p>Goal: 1A Implement a minimum of one additional ALS unit per year for the duration of the strategic plan.</p>			
Objectives	<p>1. <i>Finalize the paramedic job description.</i></p>		
	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Responsible:</td> <td style="width: 50%;">Timeline: Critical Task</td> </tr> </table>	Responsible:	Timeline: Critical Task
	Responsible:	Timeline: Critical Task	
	<p>2. <i>Prioritize all new entry level hiring with paramedic certification.</i></p>		
	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Responsible:</td> <td style="width: 50%;">Timeline: Short term</td> </tr> </table>	Responsible:	Timeline: Short term
	Responsible:	Timeline: Short term	
	<p>3. <i>Establish an internal education plan to support ALS service delivery.</i></p>		
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Responsible:	Timeline: Short term		
<p>4. <i>Add additional ALS companies as the number of paramedics allow.</i></p>			
<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Responsible:</td> <td style="width: 50%;">Timeline: Short term (and ongoing)</td> </tr> </table>	Responsible:	Timeline: Short term (and ongoing)	
Responsible:	Timeline: Short term (and ongoing)		
<p>Goal: 1B Add an additional truck company and utilize automatic aid companies to meet adopted response time standards.</p>			
Objectives	<p>1. <i>Secure funding to staff and equip additional truck companies.</i></p>		
	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Responsible:</td> <td style="width: 50%;">Timeline: Long term</td> </tr> </table>	Responsible:	Timeline: Long term
	Responsible:	Timeline: Long term	
<p>2. <i>Research and develop a truck/rescue delivery platform.</i></p>			
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Responsible:	Timeline: Short term		



Goal: 1C		Adopt & implement response time, personnel and equipment standards for all response types.	
Objectives	1. <i>Implement a process to adopt NFPA response time objectives.</i>		
	Responsible:		Timeline: Short term
	2. <i>Identify minimum personnel and equipment for each response type.</i>		
	Responsible:		Timeline: Short term
	3. <i>Review automatic and mutual aid agreements to ensure validity.</i>		
	Responsible:		Timeline: Short term
	4. <i>Implement proper technology and training to ensure accurate reporting.</i>		
	Responsible:		Timeline: Short term (and ongoing)
Goal: 1D		Adopt a battalion chief coverage and response plan to achieve industry standards for proper span of control.	
Objectives	1. <i>Use data collected by consultants in MFD master plan to create a staff report to support a lower span of control.</i>		
	Responsible:		Timeline: Long term
	2. <i>Secure sustainable funding for additional battalion chiefs to ensure a span of control ratio of 1:7 is not exceeded.</i>		
	Responsible:		Timeline: Short term
Goal: 1E		Utilize resources to ensure first out companies maintain an 85% or greater reliability.	
Objectives	1. <i>Utilize existing MFD committee to research and develop an alternative response platform.</i>		
	Responsible:		Timeline: Long term
	2. <i>Secure sustainable funding to support the developed plan.</i>		
	Responsible:		Timeline: Long term



Initiative 2 – Training		
<p>Training provided by the MFD will ensure that an emergency response workforce is maintained in a state of readiness and competency that will result in safe and efficient emergency and non-emergency operations. All training will be conducted in accordance with local, state and federal mandates as well as the unique needs of the community served. Training will be conducted in a manner that maximizes the technical skills and effectiveness of the sessions for all MFD personnel.</p>		
<p>Initiative Manager: Battalion Chief Tim Tietjen, Andrew M. Hunter</p>		
<p>Goal: 2A Increase staff and other dedicated resources to the training division to provide high quality, sustainable training to the members of MFD.</p>		
Objectives	<p>1. <i>Develop a model training division staffing plan, which includes 1 battalion chief, 1 captain, 1 engineer, 1 firefighter and 1 clerical position.</i></p>	
	Responsible:	Timeline: Critical task
	<p>2. <i>Implement the model staffing plan for the training division.</i></p>	
	Responsible:	Timeline: Mid term
<p>Goal: 2B Establish standards for competency at each line position in MFD.</p>		
Objectives	<p>1. <i>Identify core competencies for each rank in MFD through the use of workgroups.</i></p>	
	Responsible:	Timeline: Critical tasks
	<p>2. <i>Identify roles and responsibilities throughout the organization to deliver a career development plan. (see Goal 7C-2)</i></p>	
	Responsible:	Timeline: Mid term
	<p>3. <i>Implement, review and analyze the effectiveness of the career development plan, adjusting as necessary.</i></p>	
	Responsible:	Timeline: Mid term



Goal: 2C		Develop a training plan to ensure a minimum standard of 240 hours of training per year per employee.	
Objectives	<p>1. <i>Establish the hours required for training on the following topics:</i></p> <ul style="list-style-type: none"> • <i>Minimum standards</i> • <i>Mandates</i> • <i>Joint Apprenticeship program</i> • <i>Training records</i> • <i>Duties and responsibilities</i> • <i>Career development</i> • <i>Recruit academy</i> • <i>Probationary standards training</i> • <i>Dedicated time for company initiated training</i> 		
	Responsible:		Timeline: Short term

Initiative 3 – Special Operations Programs			
<p>The MFD will achieve and maintain adequate resources, training and certification to provide special operations services to the citizens of Modesto and the surrounding region. The MFD will adapt, grow, and maintain flexibility as it expands special operations service delivery capabilities. This will be accomplished through a standardized assessment of current innovative practices as compared to industry standards and best practices. System and cooperative service agreements will be developed in a manner that demonstrates innovative approaches to service delivery.</p>			
Initiative Manager: Division Chief Alan Ernst, James Gunn			
Goal: 3A		Obtain adequate resources for the hazardous materials response program to maintain operational readiness.	
Objectives	1. <i>Increase the daily staffing of haz-mat technicians to achieve minimum entry capability of seven.</i>		
	Responsible:		Timeline: Mid term
	2. <i>Achieve Type II team qualification by obtaining the additional equipment, training and apparatus required.</i>		
	Responsible:		Timeline: Short term
	3. <i>Add new team members at the firefighter rank to achieve 28-30 members total (1:4 ratio)</i>		
	Responsible:		Timeline: Mid term



Goal: 3B		Obtain adequate resources for the technical rescue response program to maintain operational readiness.	
Objectives	1. <i>Obtain heavy rescue apparatus and equipment.</i>		
	Responsible:		Timeline: Short term
	2. <i>Obtain Rescue 2 certification training for all team members.</i>		
	Responsible:		Timeline: Mid term
	3. <i>Establish minimum qualifications to be assigned to the technical rescue company (bid/hire back).</i>		
	Responsible:		Timeline: Mid term
Goal: 3C		Obtain adequate resources for the water rescue response program to maintain operational readiness.	
Objectives	1. <i>Establish minimum daily staffing for water rescue technicians.</i>		
	Responsible:		Timeline: Mid term
	2. <i>Establish water rescue team minimum qualifications and level of service for MFD.</i>		
	Responsible:		Timeline: Short term
	3. <i>Provide team members the training necessary to achieve the minimum qualifications identified in objective #2 above.</i>		
	Responsible:		Timeline: Mid term
Goal: 3D		Establish and implement a tactical EMS team to work in conjunction with the MPD SWAT.	
Objectives	1. <i>Identify roles and responsibilities of Tactical EMS (TEMS) personnel and the minimum number required.</i>		
	Responsible:		Timeline: Critical task
	2. <i>Obtain training from MPD SWAT members to achieve operational readiness.</i>		
	Responsible:		Timeline: Short term



Initiative 4 – Financial Issues			
<p>MFD is committed to identifying and utilizing varied and innovative revenue resources to fund operational and structural improvements, and to lessen the burden of its operations on the tax payer. MFD will demonstrate exceptional fiscal stewardship and seek to capture additional revenue through the expansion of partnerships, enhanced reimbursable services, and development of value added services.</p>			
<p>Initiative Managers: Support Division Chief, Jon Colby, Kristin Reffalt/Jessica Smart</p>			
Goal: 4A	<p>Implement 3rd party insurance billing for vehicle accidents, EMS responses, haz-mat incidents, landing zone stand-by, and false alarms.</p>		
Objectives	<p>1. <i>Establish a work group to identify alternative sources of funding and best practices for sustainability.</i></p>		
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	Responsible:	Timeline: Short term	
	<p>2. <i>Prioritize and implement identified funding sources (see objective 1 above).</i></p>		
<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Responsible:</td> <td style="width: 50%;">Timeline: Long term</td> </tr> </table>	Responsible:	Timeline: Long term	
Responsible:	Timeline: Long term		
Goal: 4B	<p>Establish a public/private partnership with ambulance provider to receive reimbursement for FRALS & other related services.</p>		
Objectives	<p>1. <i>Clearly identify and describe MFD’s FRALS program.</i></p>		
	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Responsible:</td> <td style="width: 50%;">Timeline: Short term</td> </tr> </table>	Responsible:	Timeline: Short term
	Responsible:	Timeline: Short term	
	<p>2. <i>Explore public/private revenue sources for FRALS, community paramedicine, and supplemental paramedic transport billing.</i></p>		
<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Responsible:</td> <td style="width: 50%;">Timeline: Short term</td> </tr> </table>	Responsible:	Timeline: Short term	
Responsible:	Timeline: Short term		
Goal: 4C	<p>Establish internal service agreements.</p>		
Objectives	<p>1. <i>Identify services provided to internal (city) customers.</i></p>		
	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Responsible:</td> <td style="width: 50%;">Timeline: Short term</td> </tr> </table>	Responsible:	Timeline: Short term
	Responsible:	Timeline: Short term	
	<p>2. <i>Conduct fee study.</i></p>		
	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Responsible:</td> <td style="width: 50%;">Timeline: Short term</td> </tr> </table>	Responsible:	Timeline: Short term
	Responsible:	Timeline: Short term	
<p>3. <i>Implement fee structure.</i></p>			
<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Responsible:</td> <td style="width: 50%;">Timeline: Long term</td> </tr> </table>	Responsible:	Timeline: Long term	
Responsible:	Timeline: Long term		



Goal: 4D		Establish a fee schedule for the provision of special operations services provided to jurisdictions without such services.	
Objectives	1. <i>Identify special operations services provided to external customers.</i>		
	Responsible:		Timeline: Short term
	2. <i>Conduct a fee study.</i>		
	Responsible:		Timeline: Short term
	3. <i>Implement fee structure.</i>		
	Responsible:		Timeline: Long term
Goal: 4E		Establish a capital replacement program and funding for equipment & facilities.	
Objectives	1. <i>Adopt and fund a capital replacement program for equipment and facility replacement.</i>		
	Responsible:		Timeline: Mid term

Initiative 5 – Technology			
MFD is committed to work more efficiently and effectively in all of its work practices. Use of the latest technology plays an important role in working smarter, not harder and making the work product more effective.			
<i>Initiative Managers: Division Chief Alan Ernst, Battalion Chief Tim Tietjen Ruben Esparza, Josh Hauselmann, Jessica Smart</i>			
Goal: 5A		Establish and implement an interfacility communication system.	
Objectives	1. <i>Purchase, install and train personnel in the proper use of the GoToMeeting platform.</i>		
	Responsible:		Timeline: Short term



Goal: 5B	Conduct a hardware/software analysis to determine redundancy, service gaps, & required hardware/software suites for the future.	
Objectives	1. <i>Establish an internal IT team to identify and prioritize MFD needs and wants.</i>	
	Responsible:	Timeline: Critical task
	2. <i>Partner with city IT to analyze existing hardware/software, identify redundant services, and identify appropriate hardware/software needs for the future, with a preference for a professional software suite of products for consistency and interoperability.</i>	
	Responsible:	Timeline: Short term
	3. <i>Establish a work and implementation plan between the MFD internal IT team and the city IT department.</i>	
	Responsible:	Timeline: Short term

Initiative 6 – Communications/Dispatch		
<p>Dispatch and communications systems are currently fragmented and do not always capture and process the data/information in a timely manner. Multiple handoffs create the potential for delays and dropped information. This initiative intends to address those problems, increase efficiency, and improve information flow and data collection for MFD.</p>		
Initiative Manager: Chief Sean Slamon		
Goal: 6A	Centralize all emergency calls to one center for increased efficiency in dispatch (PSAP, EMD, Integrated Center, Backbone for P-25 Compliance)	
Objectives	1. <i>Form an internal Communications Committee to represent the interests of MFD in centralizing dispatch services.</i>	
	Responsible:	Timeline: Critical Task
	2. <i>MFD’s Communications Committee (see objective 1 above) meets with the three agencies currently handling dispatch services to determine the most appropriate agency to centralize dispatch services for MFD.</i>	
	Responsible:	Timeline: Mid-term



Initiative 7 -- Fire Prevention			
<p>MFD recognizes that it is in the best interest of all residents, business owners, firefighters and visitors that the community is as safe can practically be achieved. The MFD Fire Prevention Division will take the necessary steps to achieve this through its efforts in fire cause determination, public education, occupancy inspections, and building plan review. The result is a reduction in fires and a safer community.</p>			
<p><i>Initiative Manager: Division Chief Mike Payton</i></p>			
<p>Goal: 7A Increase efficiency in fire investigations.</p>			
Objectives	<p>1. <i>Adopt NFPA 1033, "Standard for Professional Qualifications for Fire Investigator" within two years.</i></p>		
	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Responsible:</td> <td style="width: 50%;">Timeline: Mid-term</td> </tr> </table>	Responsible:	Timeline: Mid-term
	Responsible:	Timeline: Mid-term	
	<p>2. <i>Provide fire investigation training to all districts and cause and origin training for all company officers.</i></p>		
	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Responsible:</td> <td style="width: 50%;">Timeline: Short-term</td> </tr> </table>	Responsible:	Timeline: Short-term
	Responsible:	Timeline: Short-term	
<p>3. <i>Utilize NFPA 921, "Guide for Fire and Explosion Investigations" to increase the case closure rate percentage.</i></p>			
<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Responsible:</td> <td style="width: 50%;">Timeline: Mid-term</td> </tr> </table>	Responsible:	Timeline: Mid-term	
Responsible:	Timeline: Mid-term		
<p>Goal: 7B Increase public education to the community.</p>			
Objectives	<p>1. <i>Implement smoke detector program to reach 80% of low socio-economic/high risk areas in the community.</i></p>		
	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Responsible:</td> <td style="width: 50%;">Timeline: Long term</td> </tr> </table>	Responsible:	Timeline: Long term
	Responsible:	Timeline: Long term	
	<p>2. <i>Provide fire extinguisher training to 500 community members and businesses per year.</i></p>		
	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Responsible:</td> <td style="width: 50%;">Timeline: Short term (and ongoing)</td> </tr> </table>	Responsible:	Timeline: Short term (and ongoing)
	Responsible:	Timeline: Short term (and ongoing)	
<p>3. <i>Provide public education/fire safety materials in Spanish for community members needing them translated.</i></p>			
<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Responsible:</td> <td style="width: 50%;">Timeline: Short term</td> </tr> </table>	Responsible:	Timeline: Short term	
Responsible:	Timeline: Short term		



Goal: 7C		Complete all state mandated occupancy inspections annually.	
Objectives	1. <i>Increase staffing in the Fire Prevention Division necessary to complete the required state inspections annually.</i>		
	Responsible:		Timeline: Long term
	2. <i>Implement tablet technology to increase efficiency for inspectors.</i>		
	Responsible:		Timeline: Mid term
	3. <i>Provide fire code training so inspectors can achieve ICC Inspector certification.</i>		
	Responsible:		Timeline: Mid term
Goal: 7D		Complete all plan checks within two weeks of submission.	
Objectives	1. <i>Maintain necessary staffing levels to meet development plan check demand.</i>		
	Responsible:		Timeline: Critical task
	2. <i>Provide fire code training so inspectors can achieve ICC Plan Checker certification.</i>		
	Responsible:		Timeline: Mid term

Initiative 8 – Administration & Support			
<p>Administrative and support personnel serve in many roles within MFD, but none more important than recruiting, retaining and developing high quality personnel for increasingly responsible positions in the MFD. To maintain a highly competent and motivated workforce, MFD must seek and secure the industry’s best and brightest suppression and support service personnel, preserve them and prepare them for advancement to increasingly responsible positions.</p>			
<p><i>Initiative Manager: Chief Sean Slamon, Division Chief Alan Ernst, Support Division Chief, Dominique Maurer, Jessica Smart</i></p>			
Goal: 8A		Maintain a valid, current eligibility list for all positions.	
Objectives	1. <i>Convene a meeting consisting of labor, management and human resources to discuss and develop a promotional policy.</i>		
	Responsible:		Timeline: Mid term
	2. <i>Administer examinations to establish eligibility lists for each position identified in the promotional policy (objective #1 above).</i>		
	Responsible:		Timeline: Mid term



Goal: 8B		Develop incentives to retain employees.	
Objectives	1. <i>Establish a formal exit interview process for separating employees to determine causal factors and trends.</i>		
	Responsible:		Timeline: Mid term
	2. <i>Convene labor-management committee to address causal factors associated with employee separation (from objective #1 above).</i>		
	Responsible:		Timeline: Mid term
Goal: 8C		Implement professional development programs for all positions to prepare for advancement.	
Objectives	1. <i>Identify critical skills necessary for each position of authority/supervision in MFD to be successful.</i>		
	Responsible:		Timeline: Short term
	2. <i>Provide training sessions, open to all interested personnel, to develop the critical skills required to be successful in positions of authority/supervision.</i>		
	Responsible:		Timeline: Mid term



Implementation Methodology

“The three major keys to successful strategic planning and implementation are commitment, credibility, and communication.”¹ These three critical elements are best addressed by appropriate prioritization and completion of objectives, consistently seeking and utilizing input from MFD members, communicating plan status on a consistent basis, and measuring compliance for the established timelines.

Prioritization of Objectives

In conjunction with developing operational plans, assigned committees/individuals are charged with prioritizing each of their objectives. Each assigned committee/individual will use the provided objective-weighting tool and consider the adopted weighting indicators in determining the priority and timing for each objective. Upon approval of the Executive Committee, objectives that can be accomplished over the course of the current fiscal year within the limits of existing program maintenance budgets will receive highest priority.

MFD Member Input and Communication

Once the operational plans for each objective are developed, the groups tasked will forward ideas, suggestions and comments to the Fire Administration for review and approval.

2015 Implementation Timeline

The MFD Strategic Planning Team (the Team) is committed to a regular schedule of status updates and accountability monitoring. The Team has set an implementation schedule for 2015 to ensure regular communication and commitment to the strategic plan:

- September– October 2015 – Chief provides summary of strategic plan initiatives and goals to membership, partner agencies, and interested community stakeholders.
- November 2015 – Official development of operational plans begins.
- Quarterly Meeting – the Team will meet to track progress of operational plan development and objectives prioritization.
- Annual budget development plan review – Strategic plan is reviewed and prioritized in accordance with budget development and annual planning priorities.

In addition to the quarterly planning meetings, the Team will meet on an annual basis to assess progress, celebrate accomplishments, and ensure the ongoing viability and validity of the MFD Strategic Plan.

To help maintain communication about the organization’s progress in meeting its goals to the membership, MFD leadership has committed publishing quarterly regular status reports and minutes resulting from the Team’s quarterly and annual meetings.

¹ Ahoy, Chris, Associate Vice President of Facilities Planning & Management, Iowa State University, September 1998.



Appendix B – Committee Objective Weighting Tool

OBJECTIVES					NOTES
BENEFIT TO MFD					
1 = No Clear Benefit					
2 = Possible Benefit					
3 = Clear Benefit					
4 = Absolute Benefit					
FEASIBILITY					
1 = Not sure it can be done					
2 = Can be done but need resources/staff					
3 = Have resources but not staff					
4 = Have staff but not resources					
5 = Have resources and staff					
6 = Already started will be done					
PERCEIVED NEED					
1 = Little or no need					
2 = Some need					
3 = Nominal Need					
4 = Strong need					
5 = Absolute need					
FISCAL/FUNDING					
1 = No funds identified					
2 = Need substantial funds					
3 = Realign budget to find funding					
4 = Currently Funded					
5 = Saves Department money					
TOTAL:					
COMMENTS:					



Appendix C – Operational Plan Worksheet

Initiative:	Managing Chief: Committee Lead:	Dept. Program: Dept. Program Manager:
Goal:		
Objective:		

#	Task	Responsible Party	Start Date	Completion Date	Cost Estimate	Comments
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						

