SACRAMENTO FIRE DEPARTMENT

2012-2017 Community-Driven Strategic Plan

Facilitated by Center for Public Safety Excellence

CITY OF SACRAMENTO

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Introduction

The City of Sacramento Fire Department (SFD) is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the agency's path into the future via a "Community-Driven Strategic Plan." Further, in an effort to work toward self-improvement, the agency is pursuing accreditation through the Commission on Fire Accreditation International (CFAI). The following strategic plan was written in accordance with the guidelines set forth in the CFAI *Fire & Emergency Service Self-Assessment Manual* 8th Ed., and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the Community–Driven Strategic Planning process to go beyond just the development of a document. It challenged the membership of the SFD to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." Furthermore, it provided a cross-section of the membership with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the agency's external and internal stakeholders' groups performed an outstanding job in committing to this important project and remain committed to the document's completion.

This strategic plan, with its foundation based in community and membership input, revisits the agency's pillars (Mission, Values, and Vision) and sets forth a continuous improvement plan that offers a road map for justifiable and sustainable future.

CITY OF SACRAMENTO FIRE DEPARTMENT STRATEGIC PLAN

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EXECUTIVE SUMMARY

The Sacramento Fire Department (SFD) first began serving the citizens of Sacramento in 1850 as a volunteer organization. In 1872, SFD became the first paid professional fire department west of the Mississippi. SFD provides fire suppression, emergency medical services, technical rescue, hazardous materials mitigation and response, fire prevention, fire investigation, code enforcement, public education, and contributes to disaster preparedness throughout the 144 square miles of the City of Sacramento and fire districts of Pacific-Fruitridge, and Natomas.

Recent trends have place increased pressure on government officials, fire service managers and staff to develop ways to operate more effectively and efficiently and within available, yet shrinking resources. Aware of this necessity and to meet these expectations, organizations must strategically plan how they will deliver high-quality products and services to the public through better and less expensive programs.

Consistently working to achieve and maintain the highest level of professionalism and efficiency on behalf of those it serves, SFD contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the agency's path into the future - developing a Strategic Plan.

To ensure that community needs were incorporated, a Community–Driven process was used to develop the SFD Strategic Plan. Successful organizations, from government agencies to Fortune 500 companies, have recognized that attaining community input is essential. The SFD Community-Driven Strategic Plan has been developed through the contribution of numerous members of the Sacramento community and the Department. Coordinated by Technical Advisors from the CPSE, this strategic plan process provides SFD clarified mission, vision, and core values and a roadmap for the future that delineates the goals and objectives for the next five years.

The initial stage of SFD's Strategic Plan process took place in April 2012, during which time representatives from the CPSE and the SFD held an open meeting where members of the public, or external stakeholders, were invited. Input received from the meeting provided SFD with information regarding community priorities, expectations, concerns, and other comments about the agency. The following tables list the community's ranking of the services provided by SFD and their primary expectations.

COMMUNITY PRIORITIES	RANKING
Fire Suppression	1
Emergency Medical Services	2
Rescue (Basic and Technical)	3
Hazardous Materials Mitigation	4
Fire Prevention	5
Domestic Preparedness Planning and Response	6
Fire Investigation	7
Public Fire/EMS Safety Education	8

COMMUNITY TOP TEN EXPECTATIONS	RANKING
Quick and timely response to emergencies.	1
Professionalism.	2
Well prepared and trained professionals responding to emergencies.	3
Adequate and up-to-date equipment to do the job.	4
Be "ready" to respond quickly to emergency calls.	5
To have enough fire stations to cover all areas with appropriate equipment.	6
To collaborate and cooperate with other public safety agencies.	7
Prudent use of taxpayer money.	8
Put out fires quickly.	9
To provide comprehensive training and education opportunities for community members.	10

Following the external stakeholder meeting, internal stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the agency's approach to Community-Driven Strategic Planning, with a focus on SFD's Mission, Values, Core Programs and Support Services, as well as the agency's perceived Strengths, Weaknesses, Opportunities, and Threats. The following are the updated Mission and Values statements.

MISSION STATEMENT
The mission of the Sacramento Fire Department is to protect our community through effective and innovative public safety services.
MOTTO
Dedicated to Service • Selfless and Professional • Responding with Honor

CORE VALUES
The Core Values of the Sacramento Fire Department demonstrate our professionalism. These are the words that define our service:
Honor We are trustworthy, have strong character, and adhere to the highest principles.
Respect We hold the community we serve, each other, and our profession with highest regards in a non-judgmental, courteous, and compassionate manner.
Courage We face difficulty and uncertainty without being diverted from the correct course of action. We do the right thing, at the right time, for the right reason.
Integrity We uphold the public trust by committing ourselves to the utmost professional and ethical behavior.
Devotion to Duty We are dedicated to carrying out our mission as accountable stewards of the resources entrusted to us, with prompt response and a readiness to serve.

After reviewing the SFD's core programs and support services, and identifying the internal strengths and weaknesses along with external opportunities and threats, the internal stakeholders identified the Department's primary critical issues and service gaps. This provided the foundation for the establishment of the goals and objectives in order to meet the future vision of the SFD.

KEY GOALS & OBJECTIVES
GOAL 1: **Prepare for, pursue, achieve and maintain international accreditation.** • *Prepare a community-driven strategic plan.* • *Conduct a community hazards and risk assessment, and publish a Community Risk and Standards of Cover document.* • *Conduct and document a self-assessment appraisal of the department utilizing the CPSE/CFAI Fire and Emergency Services Self Assessment Manual criteria.* • *Achieve agency accreditation by the Commission on Fire Accreditation International (CFAI).* • *Maintain agency accreditation with the CFAI.*
GOAL 2: **Develop and integrate technology systems to efficiently support the mission of the agency.** • *Analyze and audit current IT capabilities.* • *Perform a current and future needs assessment.* • *Develop a plan, and procure and configure hardware and software to support the IT infrastructure.* • *Properly staff the existing Technical Services Division for sustainable support of fire technology demands.* • *Ensure delivery of initial and continuing education to all users.* • *Implement a systematic process for deployment.* • *Conduct QA/QC to evaluate the effectiveness and efficiency of Technical Services Division work flow.*
GOAL 3: **Develop an effective community relations and education program that meets the needs of the community and supports the mission of the agency.** • *Conduct an analysis of current outreach efforts and educational needs in the community.* • *Develop partnerships with community organizations and associations to leverage resources and identify opportunities.* • *Develop and implement fire/life safety education materials, initiatives and campaigns.* • *Evaluate program effectiveness.*
GOAL 4: **Develop and improve training programs to safely and effectively support the mission of the agency.** • *Develop a comprehensive analysis of training needs.* • *Identify needs and associated costs.* • *Identify budget and funding sources to support training needs.* • *Implement training.* • *Evaluate and update as necessary.*

GOAL 5:

Employ and retain a professional and diverse workforce that represents, responds to, and meets the current and future needs of the community.

- *Develop and analyze information that identifies workforce deficiencies.*
- *Develop recruitment, selection, promotion, and training strategies that address the personnel needs of the agency while ensuring a diverse, productive and well-trained workforce.*
- *Implement developed programs to address recruitment.*
- *Implement developed programs to assist employee career development, advancement and succession.*
- *Analyze program results and compare with original objectives to reassess agency deficiencies.*

GOAL 6:

Establish a comprehensive logistics and asset management program to effectively and efficiently support the mission of the agency.

- *Conduct a comprehensive performance analysis of physical resources, capabilities, efficiencies, and deficits.*
- *Establish a comprehensive facilities management process.*
- *Establish an asset management process (inventory, maintenance schedules, procurement needs, distribution).*
- *Develop structure and job functions to provide support services.*
- *Conduct QA/QC to evaluate the effectiveness.*

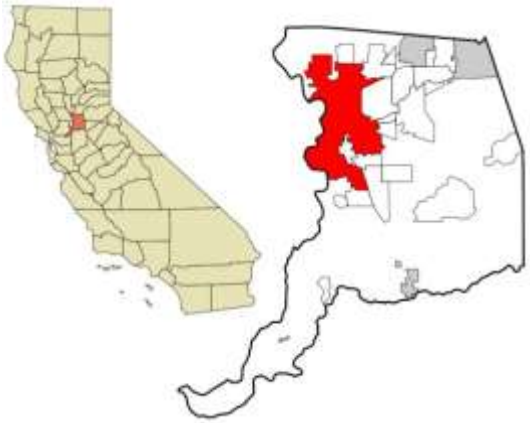
GOAL 7:

Create and maintain an organizational culture that empowers the workforce to accomplish the mission of the agency and uphold the values.

- *Perform a self-analysis.*
- *Set framework for the type of culture desired.*
- *Enact framework.*
- *Monitor, evaluate, and adjust as necessary.*

Organizational Background

Sacramento is the capital of the State of California, the county seat for Sacramento County and the central city for the four-county Sacramento Metropolitan Area. Located at the confluence of the Sacramento River and the American River, it is commonly known as the 'River City'. Sacramento has a total incorporated area of 99.2 square miles, of which 97.2 square miles is land and 2 square miles is water.



Sacramento has a rich and vibrant history which goes back to 1839 when John Sutter arrived on the shore near the confluence of the American and Sacramento River. Sutter's Fort was established with the intent to develop an agricultural community, and the settlement began attracting businessmen looking for opportunities. When gold was discovered in the nearby foothills at a sawmill in 1848, the proximity to the river transformed the Sutter's Fort community into a trading and mining epicenter of what was later called the gold rush.

At the time of the gold rush, Sacramento primarily consisted of hastily built wooden structures, often covered with canvas. A series of devastating fires prompted a group of citizens to establish the first volunteer fire department in the western United States. On February 5, 1850, one year after the City of Sacramento was incorporated, the beginnings of the Sacramento Fire Department began to take shape with the formation of Mutual Hook and Ladder No. 1.

The City's waterfront location made it extremely vulnerable to flooding, and after two seasons of severe flooding, an ambitious project to raise the entire downtown was proposed. A third devastating flood made this proposal a reality, and thousands of cubic yards of dirt were brought in by wagon to raise the entire city. The original street level can still be seen throughout Old Sacramento under boardwalks and in some basements.

The California State Legislature officially moved to Sacramento in 1854 and at the 1879 Constitutional Convention, Sacramento was named the permanent State Capital. With its new status and strategic location, the city quickly prospered. Sacramento became a major distribution and transportation point as the western end for both the Pony Express and the First Transcontinental Railroad. On March 30, 1872, after the City formed Engine Companies 1 and 2, the Sacramento Fire Department was established and became the first paid professional fire department west of the Mississippi.

During the late 1800's and early 1900's major improvements in fire equipment began to take place. Copper-riveted leather hose was replaced by rubber hose and longer extension ladders were made. Horse-drawn apparatus were soon replaced with steam-operated pumpers, chemical engines, and motorized apparatus. Motorized vehicles were placed into service as early as 1912.

Between the 1920's and 1940's the population of the city continued to grow; however, the geographical area of the city remained the same until the end of World War II when the city began annexing surrounding areas in the county.

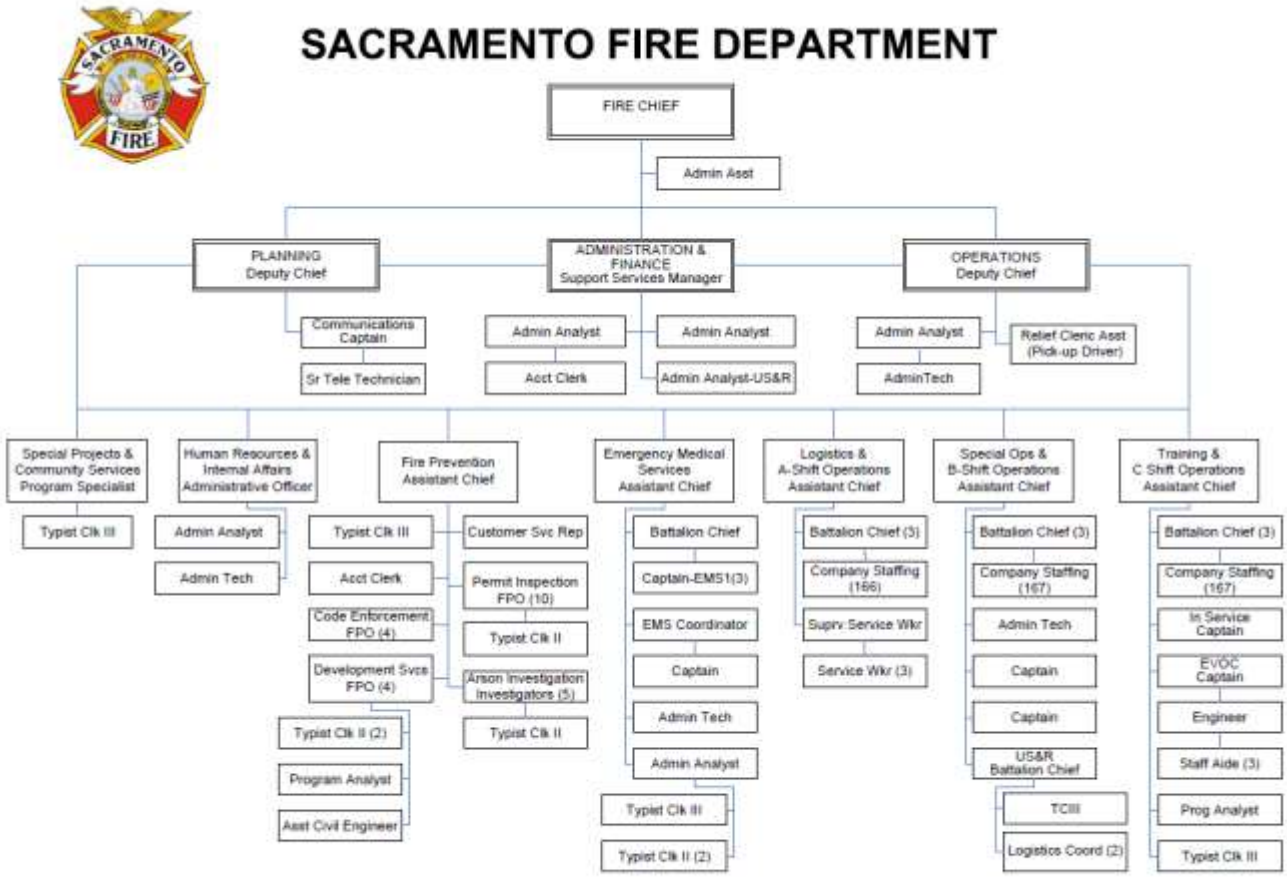
In the 1940's the department began dedicating personnel to fire prevention activities. With the enforcement of building and life safety codes, public education in fire safety, and weed abatement regulations the loss of life and property from fire began to lessen.

In the 1980's and 1990's the fire department, through contract, began providing fire protection to the citizens living in the areas formerly covered by the Natomas Fire District and Pacific/Fruitridge Fire Protection District.

Because of its position as the State Capital, many state and federal agencies are located in Sacramento. This significant government presence is also the primary employer for the region. The city is also home to the NBA basketball's Sacramento Kings, who play at the Powerbalance Pavillion in North Natomas. California State University- Sacramento and the UC Davis Medical Center campus are also located in Sacramento.

Organizational Structure

The Fire Chief, appointed by the City Manager, leads the department of nearly 600 employees. The Department is organized into three primary offices: Planning, Operations, and Administration & Finance.



All but one of the suppression companies are currently staffed with four (4) personnel consisting of a Company Officer (Captain), Engineer, and two (2) Firefighters. Ambulances are staffed with two (2) Firefighter/Paramedics or a Firefighter/Paramedic and Firefighter/EMT combination. The SFD's front-line operation is organized into three shifts that operate on a 56 hour work week. Firefighters work a two days on and four days off (48/96) structured schedule.

Over 500 suppression personnel operate from 24 stations which deploy 24 Engine Companies, 8 Truck Companies, 1 Rescue Company, 13 ALS Ambulances, and 3 Battalion Chiefs. The department also has 1 Swift Water Rescue Teams, 3 Rescue Boat companies, 2 Hazardous Materials Response Teams, and support vehicles such as wildland fire engines and air compressor units that are cross-staffed with fire engine/truck personnel.

Definition of a Community-Driven Strategic Plan

The fire service has entered into a very competitive evolutionary cycle. Public demands continue to increase, while dollars and other resources continue to shrink. These trends place increased pressure on the modern fire service manager, policymakers, and staff to develop ways to be more effective and more efficient. In many cases, the public is demanding the accomplishment of specific goals, objectives, and services with fewer resources. To work more efficiently with available resources, organizations must establish their direction based on constructive efforts and evaluating programs to ensure they continue to adequately serve the community.

To ensure that community needs were incorporated, the Community–Driven Strategic Planning process was used to develop the SFD Strategic Plan. Businesses employ this type of process to identify market trends, allowing the service provider to focus resources while reducing risk and wasted effort.

What is a Strategic Plan?

It is a living management tool that:

- Provides short-term direction
- Builds a shared vision
- Sets goals and objectives
- Optimizes use of resources

> ***"What we have to do today is to be ready for an uncertain tomorrow."***
>
> Peter F. Drucker,
> Professor of Social Science
> and Management

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. The planning process should be flexible and dynamic, with new information from community members, like-providers, and life changes factored in appropriately.

Community-Driven Strategic Planning creates a platform for a wide range of beginnings. The approach comes to life by being shared, debated, and implemented in the context of organizational realities.

Successful organizations, from government agencies to Fortune 500 companies, have recognized that attaining community focus is essential. Aware of this necessity, public safety agencies must strategically plan how they will deliver high-quality products and services to the public through well managed and efficient programs.

Once their strategic goals are established, agency leaders must establish performance measures, for which they are fully accountable, to assess and ensure that their departments and agencies are, indeed, delivering on the promises made in their strategic plans. Goodstein, Nolan, & Pfeiffer define Strategic Planning as:

a continuous and systematic process

where the guiding members of an organization make decisions about its future,

develop the necessary procedures and operations to achieve that future, and

determine how success is to be measured.[1]

The U.S. Federal Consortium Benchmarking Study Team goes on to explain that to fully understand strategic planning, it is necessary to look at a few key words in the strategic planning definition:

- **continuous** refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan;
- **systematic** recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own;
- **process** recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than production of a document (e.g., a strategic plan);
- **guiding members** identifies not only senior unit executives, but also employees. (It also considers stakeholders and customers who may not make these decisions, but who affect the decisions being made.);
- **procedures and operations** means the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and
- **how success is to be measured** recognizes that strategic planning must use appropriate measures to determine if the organization has achieved success.

Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.

[1] Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*

Where Does the Community Fit into the Strategic Planning Process?

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A "community-driven organization" is defined as one that

maintains a focus on the needs and expectations, both spoken and unspoken,

of customers, both present and future,

in the creation and/or improvement of the product or service provided.[2]

Again, it will be useful to use the U.S. Federal Consortium Benchmarking Study Team's definitions of the specific terms used in the above definition:

- **focus** means that the organization actively seeks to examine its products, services, and processes through the eyes of the customer;
- **needs and expectations** means that customers' preferences and requirements, as well as their standards for performance, timeliness, and cost, are all input to the planning for the products and services of the organization;
- **spoken and unspoken** means that not only must the expressed needs and expectations of the customers be listened to, but also that information developed independently "about" customers and their preferences, standards, and industry will be used as input to the organizational planning; and
- **present and future** recognizes that customers drive planning and operations, both to serve current customers and those who will be customers in the future.

Performance Assessment

Implied within every stage of the planning process is the ability to determine progress made toward the goals or targets set. This assessment ability is a monitoring function that simply tracks activities. It may be as simple as a "To Do List," or as complicated as a plan of action with milestones and performance measures. Also implied within the planning process is the ability to measure effectiveness of the actions taken in the conduct of the organization's business.

[2] Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*

The Community–Driven Strategic Planning Process Outline

The specific steps of the process are as follows:

1. Define the programs provided to the community.
2. Establish the community's service program priorities.
3. Establish the community's expectations of the organization.
4. Identify any concerns the community may have about the organization.
5. Identify the aspects of the organization that the community views positively.
6. Revise the Mission Statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
7. Revise the Values of the organization's membership.
8. Identify the Strengths of the organization.
9. Identify any Weaknesses of the organization.
10. Identify areas of Opportunity for the organization.
11. Identify potential Threats to the organization.
12. Identify the organization's critical issues.
13. Identify the organization's service gaps.
14. Determine strategic initiatives for organizational improvement.
15. Establish realistic goals and objectives for each initiative.
16. Identify implementation tasks for the accomplishment of each objective.
17. Determine the Vision of the future.
18. Develop organizational and community commitment to accomplishing the plan.

Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges the SFD's External and Internal Stakeholders for their participation and input into the Community–Driven Strategic Planning Process. The CPSE also recognizes Fire Chief Jones for his leadership and commitment to this process.

Development of the SFD's Strategic Plan took place in April 2012, during which time representatives from the CPSE and the SFD held an open meeting where members of the public, or external stakeholders, were invited. Input received from the meeting revolved around community expectations, concerns, and other comments about the agency. The agency and the CPSE expresses a special 'thank you' to community members who contributed to the creation of this strategic plan, as it was truly a team effort. Those present at this meeting were as follows:

Table 1: City of Sacramento Fire Department's External Stakeholder Group

Jennifer Ablog *Kaiser Permanente Hospital*	***Michael Ault*** *Downtown Sacramento Partnership*	***Ken Barnett*** *California State University, Sacramento*	***Michael Bradley*** *California Highway Patrol*
Alisa Buckley *Sacramento Police Department*	***Bill Busath*** *Sacramento Utilities Department*	***Scott Cockrum*** *Sacramento Metropolitan Fire Protection District*	***Annette Deglow*** *College/Glen Neighborhood Association*
David Dolson *Firefighters Burn Institute*	***Rick Ewing*** *Elk Grove Unified School District*	***Sister Libby Fernandez*** *Loaves and Fishes*	***Max Fernandez*** *Sacramento Community Development Dept*
Molly Fling *Natomas Community Association*	***Donald Flinn*** *Fruitridge/Pacific Fire District*	***Bill Gnagy*** *California State University, Sacramento*	***Tracy Hansen*** *Cosumnes Fire Department*
Chris Holbrook *Sacramento Metropolitan Fire Protection District*	***Asha Jennings*** *Boulevard Park Neighborhood Association*	***Doug Kelly*** *Elks Lodge #6*	***Jerry Kingsley*** *Woodlake Neighborhood Association*
Linda Knecht *Valley Hi Neighborhood Association*	***Cory Koehler*** *Rental Housing Assoc. of Sacramento Valley*	***Deanna Lea*** *Area 4 Agency on Aging*	***Brent Littlejohn*** *Campbell Soup*
Jeff Metzinger *Sacramento County Airport System*	***Gary Drew Miller*** *Sacramento Hotel Lodging Association*	***Tony Oddo*** *San Juan Unified School District*	***Alice Perez*** *Sacramento Hispanic Chamber of Commerce*
Jason Ramos *Sacramento County Sheriff's Office*	***Jesse Reese*** *Meadowview Neighborhood Association*	***Steven Root*** *Mercy Housing*	***Barbara Schor*** *Mercy General Hospital*
Jon Sharpe *Los Rios Community College District*	***Hal Shipley*** *Rotary Club of Sacramento*	***Ava Simpson*** *Salvation Army*	***Jerry Way*** *Sacramento Transportation Dept.*
Adrian Williams *Sacramento Unified School District*	***Matt Yancey*** *Sacramento Metro Chamber of Commerce*	***Mamie Yee*** *Sacramento County Board of Supervisors*	***Kim Zagaris*** *California Emergency Management Agency*

Community Group Findings

A key element of the SFD's organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Therefore, the agency asked representatives from their community to participate in a meeting which would focus on their needs and expectations of the agency. Discussion centered not only on the present service programs provided, but also on priorities for the future.

Community Priorities

In order to dedicate time, energy, and resources on services most desired by its community, the SFD needs to understand what the customers consider to be their priorities. The External Stakeholders were asked to prioritize the programs offered by the agency through a process of direct comparison.

Table 2: Community Service Program Priorities of the City of Sacramento Fire Department

PROGRAMS	RANKING	SCORE
Fire Suppression	1	215
Emergency Medical Services	2	213
Rescue (Basic and Technical)	3	192
Hazardous Materials Mitigation	4	125
Fire Prevention	5	106
Domestic Preparedness Planning and Response	6	77
Fire Investigation	7	75
Public Fire/EMS Safety Education	8	60

External stakeholders conducting a work session

Community Expectations

Understanding what the community expects of its fire and emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs. In certain areas, education on the level of service that is already available may be all that is needed. Following are the expectations of the community's External Stakeholders:

Table 3: Community Expectations of the City of Sacramento Fire Department (verbatim, in priority order)

1.	Quick and timely response to emergencies.
2.	Professionalism.
3.	Well prepared and trained professionals responding to emergencies.
4.	Adequate and up-to-date equipment to do the job.
5.	Be "ready" to respond quickly to emergency calls.
6.	To have enough fire stations to cover all areas with appropriate equipment.
7.	To collaborate and cooperate with other public safety agencies.
8.	Prudent use of taxpayer money.
9.	Put out fires quickly.
10.	To provide comprehensive training and education opportunities for community members.
11.	Utilize available resources to the most efficient means possible.
12.	Ensure that water supply system is adequate for fire suppression requirements.
13.	Be friendly.
14.	Be adequately funded to provide necessary service and staffing.
15.	The use of modern technology to fulfill the mission.
16.	Apply reasonableness in code enforcement.
17.	Mental health and co-occurring disorders competency.
18.	A presence in the fire station when not on a call.
19.	Community service oriented.
20.	Courteous when dealing with the public.
21.	Basic understanding of "Permanent Supporting Housing," "Housing First," "Human Reduction Model" to assist formerly homeless customers.
22.	Accountability and transparency in all decisions.
23.	To partner well with local hospitals.
24.	To be empathetic with customers.
25.	Honest and trustworthy.
26.	Attendance at neighborhood association meetings, at least quarterly, to further enhance positive relationships with community members.
27.	Maintain service levels that allow for the necessary "give and take" across the region.
28.	Integrity with city resources.
29.	Recover costs when possible.
30.	Consider the environment when purchasing apparatus and equipment.

31.	Plan for growth to address community needs.
32.	Ensure fire codes are pertinent and adhered to.
33.	Aggressive accountability for businesses not in code compliance.
34.	Impromptu safety inspections of local buildings.
35.	Refer patients to appropriate hospitals for care.
36.	Environmental stewardship.
37.	Not staff so heavily for fire suppression.
38.	Community involvement and outreach.
39.	Compassion.
40.	Increased access to penalties businesses have faced as a result of code violations, particularly excessive offenders.
41.	Personnel hired should reflect the community served.

Areas of Community Concern

The Community–Driven Strategic Planning Process would be incomplete without an expression from the community regarding concerns about the agency. Some areas of concern may in fact be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information or incorrect information.

Table 4: Areas of Community Concern of the City of Sacramento Fire Department (Verbatim in no particular order)

• Do you have adequate personnel to respond quickly?
• Is your safety equipment adequate?
• Does the fire department perform duties that overlap with other providers?
• Our economy – not enough fire stations to cover adequately.
• Brown outs.
• Lack of resources to handle the needs of the community.
• Overall mental health training program.
• Service to Oak Park Neighborhood has been exceptionally good, yet not assisting to help change community perception about the neighborhood being a desirable location within Sacramento. Help Oak Park Neighborhood Association help you!
• Elected officials providing enough funding to train, staff, educate, and support the fire department to prepare and respond to <u>all</u> incidents.
• Change the culture so that you can make your staff feel good about the work they do.
• Using emergency lights/sirens while returning to their fire station (yes – this happened in my neighborhood!).
• Closing of fire stations ("brown-out" days?).
• Is equipment becoming outdated due to budgets?
• Are the firefighters allowed a safe environment to work, train and learn?
• With the current fire station closures, will services be placed back into place as the economy recovers? Is there a plan?
• Am I safe if a fire or medical emergency occurs in the City of Sacramento?

• Why are there not more firefighters at community meetings, events, or even living in the city limits?
• Survival in a tough economy.
• Salaries/pensions that are unsustainable.
• Too broad range of services.
• Lack of funding may impact services and efficiency.
• Brown-outs and station closures.
• Just hope funding cuts don't impact the department!
• Is it necessary to send large vehicles (i.e. engines) on medical calls? – fuel costs and restriction of access.
• Sufficient critical resources to handle multiple critical incidents.
• Ability to respond quickly and efficiently to critical fire incidents.
• To train and exercise with allied agencies on a regular basis.
• Increase public awareness of hazards and potential fire causes.
• Provide leadership and guidance in disaster preparedness – train with agencies and county.
• Inadequate funding during tough economy.
• Station closures resulting in reduced public safety.
• Impacts to other agencies in the area due to budget cuts.
• Not enough training and equipment for firefighters.
• Not enough time to teach public how to prevent fires and use equipment properly.
• Adequately staffed.
• Adequately trained.
• Adequately equipped (apparatus, clothing, and communication equipment).
• Adequately managed.
• Morale.
• Training on proper evacuation procedures for hotels (need).
• Need point of contact for major public stakeholders to express concerns.
• Inadequate response times.
• Is the "code enforcement" section a high priority for the department?
• Our only concern would be potential reduction in services.
• Cost of services.
• Misuse of on-time staff hours.
• Sometimes siloed (not engaged with rest of city).
• Siloed.
• Culturally superior.
• Costly.
• Too union.
• Too large.
• Service delivery and staffing needs.
• Competition for resources.
• Funds supplementing other services (capabilities).
• Lack of resources leading to service cuts.

• Effective prioritization and budgeting within the department so that ample resources are devoted to services.
• Is it cost effective/are there any unnecessary redundancies?
• Are all regulations needed and reasonable?
• Crew know-how to serve.
• Equipment maintenance.
• Lack of "full" crew shifts.
• Do not agree with "brown-outs" due to lack of funding.
• Brown outs of station houses due to budget cuts.
• Staffing levels – appropriate.
• Closing of fire department for financial reasons.
• Loss of services.
• How will you provide service with shrinking funds?
• Are you open to regionalizing (merging) to share service costs?
• Large amounts of overtime (i.e. 48 hours+).
• Not a concern about the fire department (which I believe is well-organized and professional), it seems like a waste of resources and staffing for them to be required to transport all medical calls to area hospitals upon requests by the patient.
• Brown outs.
• Staffing.
• Response times.
• Overall cost of public pensions to department employees.
• The use of department staff when dealing with non-emergency situations.
• Lack of consistent policies and procedures when dealing with non-owner-occupied buildings.
• Where needed, speak language of community.
• Appropriate staffing for number of residents – not too many, not too few.
• Focus on core mission first.
• Lack of communication with leadership.
• Ability to interact effectively with the business community.
• How station closures affect response.
• How to eliminate budget cuts by politicians.
• Our only concern is that the city could cut or reduce services.

Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the agency's strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses.

Table 5: Positive Community Comments about the City of Sacramento Fire Department (Verbatim in no particular order)

• Good reputation of fire attack.
• Involvement with Urban Search and Rescue – a "global mission."
• Para medicine – advanced life support for medical calls.
• Very well organized ICS structure.
• Good interactions/relationships within community.
• Juvenile outreach.
• Public education/prevention.
• Works well with outside agencies.
• Community involvement.
• Good command staff.
• Dedicated personnel.
• Very polite and responsive.
• Participates in community activities.
• Great work relationship with fire department on special events support.
• Continued ability to understand the importance the fire department has in development of new buildings and their role in being proactive in working with developers on front end.
• Seem to have an excellent working relationship with SPD and SSD.
• My experience has shown them to consistently have an excellent response time.
• Dedicated staff.
• Quick response time to public concerns.
• Well trained.
• Responsive.
• Professional.
• Very visible in the community.
• Professional attitudes when dealing with the public.
• We have a great fire department.
• Believe the fire department is a well-run and caring agency. You have public trust and admiration.
• Professional.
• Proficient.
• Very good.
• I have <u>great</u> respect for our fire department and have met many firefighters who express passion, presence, and community care!

• Expert.
• Well-trained.
• The fact that they're going through this exercise is a positive.
• My neighborhood has a good working relationship with our local fire station (60).
• Good public interface.
• High level of expertise.
• Nice facilities.
• Quick response time.
• Professional staff.
• Willingness to work with businesses to improve fire prevention safety.
• My fire department is big on continuous training.
• We are always looking for grant opportunities.
• Participating in fall prevention activities of the Area Agency on Aging (e.g.: training to assist older people to get up after a fall, help older people get back into bed/chair).
• Responding to emergencies.
• Overall, I have a very positive impression of the fire department. The firefighters are professional.
• Positive, professional image.
• Personnel I've had contact with seem to have a passion for their work.
• Fortunately, I have never personally had an emergency requiring the fire department services. But my neighbors are, or have been, very happy with the response and service.
• CERT program is excellent – more people should do it.
• Friendly, helpful.
• Feeling of approachability.
• Always provide professional services.
• Quick and effective response to public property.
• Equipment is <u>always</u> checked, cleaned, and ready for deployment.
• Provide friendly and effective interactions with allied agencies.
• Always willing to interact with community.
• When called to schools, response is <u>very</u> fast.
• Firefighters and EMS personnel have always been professional, friendly, and courteous.
• Dedicated workforce.
• Aggressive approach to emergency response.
• Fire department management team that focuses on mission even during difficult times.
• Commitment to mutual/auto aid system.
• Diverse workforce.
• Staff care about job and service they provide, but it is hard for them to meet the expectations with real support.

Other Thoughts and Comments

The Community was asked to share any other comments they had about SFD or its services. The following written comments were received:

Table 6: External Stakeholders' Other Comments about the City of Sacramento Fire Department (Verbatim in no particular order)

• Thanks for all the hard work and dedication!
• All of the items on the prioritization list are important. Extremely hard to vote against each other.
• I've only had the necessity to contact the department twice in the past 30+ years. Once, emergency response to potential heart attack victim was slow. Other experience, response was quick. I have very positive feelings about the department. However, I wonder if EMS should be outsourced. Thanks for the opportunity to provide input.
• Retirements seem to be accelerating and resulting in loss of knowledge. – Leadership of newer staff.
• Would like to work on a program to get more fire alarms in older individuals' residences.
• Thank you for your commitment!
• Keep up the great work.
• Give them the resources to do the job and provide the service that the public wants!

External stakeholders conducting a work session

Internal Stakeholder Group Findings

The internal stakeholder work sessions were conducted over the course of three days (April 10, 11, 12). These sessions served to discuss the agency's approach to Community-Driven Strategic Planning, with focus on the SFD's Mission, Values, Core Programs and Support Services, as well as the agency's perceived Strengths, Weaknesses, Opportunities, and Threats. The work sessions generated a high level of interest and participation by the broad agency representation in attendance, as named and pictured below.

Table 7: City of Sacramento Fire Department's Internal Stakeholders

Captain **Jerry Apodaca**	*Fire Service Worker* **Reme Barila**	*Assistant Chief* **Michael Bartley**
Program Specialist **Michelle Basurto**	*Battalion Chief* **Mark Bentovoja**	*Administrative Analyst* **Beverly Coleman**
Captain **Martin Cordeiro**	*Assistant Chief* **Chris Costamagna**	*Captain* **John Danciart**
Firefighter **Jason Holloway**	*Assistant Chief* **Kim Iannucci**	*Assistant Chief* **Joseph Jackson**
Assistant Chief **Niko King**	*Firefighter* **David Lara**	*Captain* **Rick Lee**
Firefighter **William Lewis**	*Typist Clerk III* **Trish O'Connell**	*Deputy Chief* **Lloyd Ogan**
Support Services Manager **Denise Pinkston-Maas**	*Battalion Chief* **Ronald Potter**	*Administrative Analyst* **Carol Renix**
Fire Prevention Officer **Angela Shook**	*Administrative Officer* **Michael Stover**	*Fire Investigator II* **Patrick Taylor**
Program Analyst **King Tunson**	*Captain* **Adam Watt**	*Firefighter* **Ben Yoder**

Mission

The purpose of the Mission is to answer the questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

A work group of the SFD's Internal Stakeholders met to review the existing Mission and collectively agreed to make a few minor modifications.

Table 8: City of Sacramento Fire Department's Mission

The mission of the Sacramento Fire Department is to protect our community through effective and innovative public safety services.

Mission Motto:

Dedicated to Service - Selfless and Professional - Responding with Honor

Internal stakeholders conducting a work session

Values

Establishing values and associated statements embraced by all members of an organization is extremely important. They recognize those features and considerations that make up the character of the organization. SFD Internal Stakeholders agreed to retain the existing core values terms with some supporting statement modifications.

Table 9: City of Sacramento Fire Department's Values Statements

The Core Values of the Sacramento Fire Department demonstrate our professionalism. These are the words that define our service:
Honor We are trustworthy, have strong character, and adhere to the highest principles.
Respect We hold the community we serve, each other, and our profession with highest regards in a non-judgmental, courteous, and compassionate manner.
Courage We face difficulty and uncertainty without being diverted from the correct course of action. We do the right thing, at the right time, for the right reason.
Integrity We uphold the public trust by committing ourselves to the utmost professional and ethical behavior.
Devotion to Duty We are dedicated to carrying out our mission as accountable stewards of the resources entrusted to us, with prompt response and a readiness to serve.

The Mission and Values are the foundation of this agency. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up the SFD are well guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

Internal stakeholders conducting a work session

Programs and Services

The SFD Internal Stakeholders identified the following core programs provided to the community, as well as the services that enable the agency to deliver those programs:

Table 10: Core Programs

• Fire Suppression	• Emergency Medical Services
• Fire Prevention	• Rescue – Basic and Technical
• Public Fire/EMS Safety Education	• Hazardous Materials Mitigation
• Fire Investigation	• Urban Search and Rescue

Table 11: Support Services

• Logistics Shop (small equipment maintenance, SCBA, supplies, etc.)	• Other City Departments
• Fleet Maintenance	• City Facility Maintenance
• EMS Q/A	• EMS Billing
• Administrative Support	• Information Technology Department
• Sacramento Regional Fire and Emergency Communications Center	• Domestic Preparedness and Planning Response
• Training	• City/Department Finance
• City/Department Human Resources	• Staffing (Roll Call)
• Q/A Q/C Fire Reporting	• Bordering agency support
• PG&E and SMUD	• City Utilities
• Department of Transportation	• Planning and Community Development
• City Safety Department	• Code Enforcement
• Health Department	• County Environmental Management
• Hospitals	• Cal EMA
• DHS/FEMA (USAR and Region IX)	• CalTrans
• Coroner's Office	• Private Contractors
• Chaplaincy	• Public Health Lab
• Community Emergency Response Team	• Red Cross
• Northern California Regional Public Safety Training College	• California Fire and Rescue Joint Powers Authority
• State Fire Marshal	• Labor organizations
• State Department of Justice	• Sacramento County Crime Lab
• County District Attorney's Office	• Fire Reserves
• Fire Corps Volunteers	• Law Enforcement

S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an agency candidly identify its positive and less-than-desirable attributes. The SFD participated in this activity to record their strengths and weaknesses, as well as the possible opportunities and potential threats.

Strengths

It is important for any organization to identify its strengths in order to assure that it is capable of providing the services requested by the community and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time. Through a consensus process, the Internal Stakeholders identified the strengths of the SFD as follows:

Table 12: City of Sacramento Fire Department Strengths

Progressive	SOGs (department and regional)
Equipment/gear (quality)	Self-confidence
Four-person companies	Knowledge base
Experience	HazMat
USAR	Health/Fitness/Wellness program
EVOC	Operationally aggressive
Fire suppression apparatus	EMS
Fire prevention	CERT
Investigations	In-service rescue program
Serious Accident Response Team (SART)	Diverse knowledge and abilities
People	Flexibility
Resilience	EMS cost recovery
Safety conscience	Reserve program
Traditions (positive)	Technology (administratively)
Adaptability	Regional collaboration
Improved understanding of city processes	Staff dedication
Employee commitment	Alternative training models
Available city services	Company-initiated training
Community request – involvement	Capable/dedicated staff
We walk the walk	Forced new ways to do our jobs due to cutbacks

Weaknesses

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization's overall concerns, it is unusual for organizations to be able to identify and deal with these issues effectively on their own.

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the Internal Stakeholders as weaknesses:

Table 13: City of Sacramento Fire Department Weaknesses

Communication	Lack of demographically diverse workforce
Accountability and consequences (inconsistent)	Transparency
Technology - Operationally (use of software/hardware) - Advancing (some outdated hardware) - Support from IT (24-hour availability) - FDM database support (gathering data, accuracy and analyzing data)	Lack of succession planning
	Procurement process (city, department)
	Lack of redundant alerting system (Manual pull-box)
	Egos
	Insufficient administrative staff positions
Lack of trust	Training support (understaffed) and subsequent impact to scheduled/available training
Lack of understanding/appreciating jobs, roles and responsibilities (line/office)	
Lack of respect and formality	Providing adequate public education
Inequality among divisions	Fear of change
Some personnel give unequal value to services (EMS calls vs fire calls)	City (general) imposed budget cuts
	Complex staffing model (Roll Call)
Procedural inconsistency	Complex and restricted MOU with local 522
Inadequate resources for current call volume	Out-dated response model
Personal agendas	Crew continuity
Lack of support for administration	Lack of Standard of Cover
Loss of experience due to retirements	Unrealistic expectations
Some carelessness in care of equipment	Aging/insufficient facilities
Insufficient capitalization of employee knowledge, skills, and abilities	Inconsistent application/enforcement of standards and expectations (the line)

Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The Internal Stakeholders identified the following potential opportunities:

Table 14: City of Sacramento Fire Department Opportunities

Metro Chamber of Commerce	Grants/foundations
Neighborhood associations	SFM, NFA, FEMA, NFPA, ICC, FIRESCOPE
Civic groups	Regionalization/mergers/districting
Legislation for improvements in fire service	IAFF Local 522
Partnerships	Fees (cost recovery) city council
Developers	JACS
Reputation (ongoing effort to improve)	Media – traditional and social
Training/Education - Partnering with higher education (internships, studies, grants) - Partnership with local schools for community recruitment (college, military, faith based, etc.) - Community-based (EMT, CPR, etc.)	Use of advanced technology
	Resource sharing
	Regional purchasing
	State and federal cooperation
	Increased volunteerism
	Development finance plans/impact fees
Leveraging prevailing conditions and post-event funding for education and mitigation	

Threats

To draw strength and gain full benefit of any opportunity, the threats to the organization, with their new risks and challenges, must also be identified in the strategic planning process. By recognizing possible threats, an organization can greatly reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the Internal Stakeholders were as follows:

Table 15: City of Sacramento Fire Department Threats

Economy/inflation and subsequent internal impacts to personnel and operations	
Unfriendly politics/management practices	Unfriendly fire department relationships
Privatization	Uncovered city growth
Negative public perception	Diminishing cost recovery
Inappropriate or harmful use of social media	Aging infrastructure
Challenging budget environment	Aging population
Increased traffic congestion	Unfriendly media
Unfriendly litigation	Unfunded mandates
Terrorism	OSHA – changing regulations
Challenging developments and building practices	Unreasonable expectations and demands

Critical Issues and Service Gaps

After reviewing the SFD's core programs and support services, and identifying the internal strengths and weaknesses along with external opportunities and threats, the Internal Stakeholders identified their primary critical issues and service gaps. These provide the foundation for the establishment of goals and objectives in order to meet the future vision of the SFD.

Table 16: Critical Issues

Standard of Coverage - Brown outs - Response model - Call volume - Response times - Station location/infrastructure - Other fire agencies - Private providers - Technology	**Planning** - Succession - Major events - Facilities (replacement, repair, etc.) - Workforce - Growth - Resources (staffing) - Manual of Ops (maintenance) - Technology
Staffing - Operations - Funding - Fire Prevention - Investigations - Logistics - Training - Public education - Finance/ Human Relations - Information - Technology/Communications	**Organizational Culture** - Personal accountability - Character vs. rules-based - Trust, Respect - Public perception - Uniform /Non-uniform working relations - Communications - Values - Training
Training - Funding - Facilities - Staffing - Technology - Policies - Professional development - Training calendar	**Outreach and Community Involvement** - Funding - Prevention - Education (reactive) - Call volume - Resources

Table 17: Service Gaps

Training - Inadequate staffing and administrative support - Funding (overtime, training props, command training center, computers in stations, build-out of facility) - Standard Operating Evolutions - Training competencies, KSAs, task books, etc. - Time constraints, annual plan, etc.	**Workforce Plan** - Succession planning - Staffing audit - Recruitment - Demographics - Empowering supervisor
IT and Communications - No division - Inadequate staffing and administrative support - Funding - IT infrastructure/support	**Management/Administrative Support** - Inadequate staffing - Lack of understanding/appreciation - Consistent, clear communication that filters throughout ranks
Lack of Centralized Logistics - Poor coordination (fragmented and decentralized) and inefficient work flows - City facilities (bureaucracy and cutbacks) - Internal logistics - Inadequate staffing and administrative support - Lack of department control on planning for replacement cycles	

Strategic Initiatives

Having reviewed the agency's critical issues and service gaps, the following strategic initiatives were identified to guide the agency in establishing the goals and objectives.

Table 18: Strategic Initiatives

Training	Workforce Planning
Information Technology	Physical Resources/Logistics
Organizational Culture	Community Outreach
Community Risk and Standards of Cover	

Goals and Objectives

The Community-Driven Strategic Planning Process, to this point, has dealt with:

- Establishing the Mission and Values;
- Determining the Strengths, Weaknesses, Opportunities, and Threats; and
- Identifying the Critical Issues and Service Gaps of the SFD.

In order to achieve the mission of the SFD, realistic goals and objectives must be established to enhance strengths, address identified weaknesses, provide individual members with clear direction, and address the concerns of the community. Ultimately, the agency can be directed into its desired future while having reduced the obstacles and distractions along the way by focusing on its goals and objectives.

To complete this critical phase of the planning process the internal stakeholders met for several hours and established the goals and objectives of the SFD including set timelines for completion of objectives supporting the goals.

As the primary focus of the agency, these goals and objectives should be followed carefully and, as goals and objectives are management tools, they should be reviewed and updated on an on-going basis to identify what has been accomplished and to note changes within the organization and the community.

Leadership of the SFD should establish work groups to meet periodically to review progress toward these goals and objectives and adjust timelines as needs and the environment change. Once the work groups are established and have had the opportunity to meet and review the goals and objectives, they should report back to SFD leadership with a plan on how the goals are to be achieved.

The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

> ***"If you don't keep score, you're only practicing."***
>
> Vince Lombardi,
> American Football Coach and Motivator

Goal 1 Prepare for, pursue, achieve and maintain international accreditation.

Objective 1A	Prepare a community-driven strategic plan.
Completion Target	July 2012
Critical Tasks	• Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, departmental concerns and strengths perceived about the fire department. • Provide internal stakeholder work sessions to evaluate and update if necessary the mission, vision and values, to determine internal strengths and weaknesses, external opportunities and threats, establish critical issues and service gaps, determine goals and objectives to achieve over five years. • Determine a work plan for the accomplishment of each goal and implement the plan. • Annually evaluate objectives accomplished with the plan. • Report annual plan progress to internal and external stakeholders.

Objective 1B	Conduct a community hazards and risk assessment, and publish a Community Risk and Standards of Cover document.
Completion Target	December 2012
Critical Tasks	• Receive customized instruction on hazard and risk assessment, and standards of cover document preparation. • Perform community hazards and risk assessment. • Evaluate community emergency response performance and coverage. • Establish benchmark and baseline emergency response performance objectives. • Establish and publish Standards of Cover. • Maintain, and annually update the Standards of Cover document.

Objective 1C	Conduct and document a self-assessment appraisal of the department utilizing the CPSE/CFAI Fire and Emergency Services Self Assessment Manual criteria.
Completion Target	December 2012
Critical Tasks	• Receive customized instruction on writing a CFAI self assessment manual. • Post self assessment manual category and criterion writing to the CPSE Technical Advisor SharePoint site for review and comment. • Upon document review completion, host a self assessment site study for CPSE Technical Advisor review and report. • Upon receipt of CPSE Self Assessment Site Study Report, evaluate observations and recommendations to determine readiness for "Candidate Agency" status. • Implement necessary adjustments as required for CFAI Candidate Agency status.

Objective 1D	**Achieve agency accreditation by the Commission on Fire Accreditation International.**
Completion Target	August 2013
Critical Tasks	• Apply for "Candidate Agency" status with the Commission on Fire Accreditation International. • Prepare for CFAI Peer Assessor Team visit. • Upload Strategic Plan, Standards of Cover and Self Assessment Categories and Criterion for review and comment by CFAI Peer Team. • Host CFAI Peer Team site visit for accreditation review. • Receive CFAI Peer Team recommendation to CFAI for Accredited status. • Receive an Accredited status vote in the CFAI hearings, achieving International Accreditation.

Objective 1E	**Maintain agency accreditation with the Commission on Fire Accreditation International.**
Completion Target	Ongoing
Critical Tasks	• Submit required Annual Compliance Reports. • Attend regularly scheduled CFAI "Dayroom Discussion" web-meetings to ensure continued education on the CFAI model. • Participate in the Heart of America Fire Chief's Accreditation Task Force for local networking and regional excellence. • Participate in the accreditation process by providing "peer assessors" for external agency review and identification of possible best practices. • Participate in the annual CPSE Excellence Conference for continued education and networking with other accredited agencies. • Submit Annual Compliance Reports as required by CFAI policies. • Establish succession development of internal accreditation team in preparation for next accreditation cycle.

Goal 2	Develop and integrate technology systems to efficiently support the mission of the agency.

Objective 2A	Analyze and audit current IT capabilities.
Completion Target	December 2012
Critical Tasks	• Establish a workgroup covering a spectrum of input (e.g.: end-users, IT). • Inventory resources (staff, equipment, infrastructure). • Determine what is useful or antiquated. • Create detailed report of capabilities.

Objective 2B	Perform a current and future needs assessment.
Completion Target	February 2013
Critical Tasks	• Survey the end-user. • Survey the subject-matter experts. • Survey other agencies best-practices. • Compile and analyze data, and report. • Analyze historical needs, uses, solutions, and issues.

Objective 2C	Develop a plan, and procure and configure hardware and software to support the IT infrastructure.
Completion Target	June 2013
Critical Tasks	• Partner and align with other departments or regional groups. • Have subject-matter experts determine feasibility and priorities. • Based on findings, develop action plan (equipment, hardware, software, timelines, budget, etc.). • Remove antiquated systems. • Include current procurement needs and replacement cycle plan. • Issue request for proposals to procure equipment and staff. • Configure hardware and software. • Beta test with end-users.

Objective 2D	Properly staff the existing Technical Services Division for sustainable support of fire technology demands.
Completion Target	July 2013
Critical Tasks	• Review capabilities and needs report to determine needed staffing, FTEs, and classifications. • Secure funding with Council approval. • Obtain facility with 24-hour staffing and support. • Develop policies and procedures for the ongoing support of end-users needs. • Develop and QA/QC to ensure accuracy and determine any needed improvements.

Objective 2E	**Ensure delivery of initial and continuing education to all users.**
Completion Target	December 2013
Critical Tasks	• Develop a syllabus and teaching plan for initial and continuing education. • Schedule training sessions to include all staff related to equipment. • Train power-users who would be available to help the end-users at work sites. • Conduct feedback analysis of training.

Objective 2F	**Implement a systematic process for deployment.**
Completion Target	June 2013
Critical Tasks	• Establish upgrade/update sites and position resources. • Identify schedule working with Training Division. • Assign technicians and vendors.

Objective 2G	**Conduct QA/QC to evaluate the effectiveness and efficiency of Technical Services Division work flow.**
Completion Target	December 2012
Critical Tasks	• Create feedback mechanism. • IT staff analysis of requests for improvements. • Use of QA/QC process to update systems, policies, processes and training.

Goal 3	Develop an effective community relations program that meets the needs of the community and supports the mission of the agency.

Objective 3A	Conduct an analysis of current outreach efforts and educational needs in the community.
Completion Target	June 2013
Critical Tasks	• Identify a taskforce involving internal and external stakeholders. • Identify resources to conduct analysis. • Identify activities currently involving the public; conduct internal survey. • Review call data and identify trends, at-risk communities, etc. • Survey community to gauge level of knowledge, needs, expectations, and satisfaction and establish baseline. • Establish goals and performance indicator metrics to measure results.

Objective 3B	Develop partnerships with community organizations and associations to leverage resources and identify opportunities.
Completion Target	June 2014
Critical Tasks	• Establish a foundation; develop fundraising events and grant opportunities. • Review and enhance the current FireCorps Program. • Expand the current fire reserve program as an inclusive recruitment and training tool. • Meet and work with neighborhood associations, watch groups, other. • Work with neighboring agencies and civic groups to identify opportunities with similar focus such as a citizens public safety academy. • Increase and utilize partnerships with CERT, FFBI, Local 522, American Rd Cross, media outlets, industry and business community, etc. to address mutual concerns. • Seek out grant opportunities; donations of alarms, air-time, etc.

Objective 3C	Develop and implement fire/life safety education materials, initiatives and campaigns.
Completion Target	June 2015
Critical Tasks	• Develop informational material by topic, high risk communities, and target audience. • Centralize and standardize safety messages to be utilized by field personnel to ensure consistency. • Identify and train personnel to appropriate levels; identify mentors; utilize State Fire Marshall courses, Target-Solutions, and In-Service Training modules. • Deploy the information to field personnel to use at community events, open houses, school visits, etc. • Utilize technology to disseminate and receive information via means easily accessible by all (website, videos, social media, e-newsletters, etc.). • Raise awareness through media, use PSAs to leverage incidents (e.g.: arson tipline, kitchen fire, smoke detectors, etc.) • Develop proactive workplan to distribute safety devices to target groups (e.g.: smoke detectors, CO detectors, batteries, life jackets, etc.).

Objective 3D	Evaluate program effectiveness.
Completion Target	December 2015
Critical Tasks	• Conduct internal and community surveys. • Review call data and trends. • Determine and implement improvements.

Goal 4	Develop and improve training programs to safely and effectively support the mission of the agency.

Objective 4A	Develop a comprehensive analysis of training needs.
Completion Target	December 2012 (ongoing)
Critical Tasks	• Conduct agency-wide survey to identify training needs. • Analyze information to see if there is any overlap or gap in training. • Review outside sources and local/state/federal mandates for compliance. • Identify minimum levels of training required from all divisions for all positions in the agency.

Objective 4B	Identify needs and associated costs.
Completion Target	April 2013
Critical Tasks	• Identify facilities needed to support training. • Identify equipment and resource needs. • Identify staffing and subject matter expert needs. • Identify technological needs. • Identify minimum occupation qualifications and standards.

Objective 4C	Identify budget and funding sources to support training needs.
Completion Target	June 2013
Critical Tasks	• Identify grant opportunities. • Increase training revenue through college and JACs education reimbursement. • Create new revenue opportunities by providing training modules to outside students. • Determine an appropriate budget that supports the training needs.

Objective 4D	Implement training.
Completion Target	June 2014
Critical Tasks	• Develop action plan for all training. • Identify and train necessary staff. • Create short and long-range training schedules. • Educate agency staff on training program. • Implement the plan.

Objective 4E	Evaluate and update as necessary.
Completion Target	June 2015 (ongoing)
Critical Tasks	• Develop performance standards. • Create evaluations based on the performance standards. • Evaluate individual, company, crew and multi-company performance using performance-based measurements. • Analyze data from performance evaluations. • Refocus training as needed.

Goal 5	Employ and retain a professional and diverse workforce that represents, responds to, and meets the current and future needs of the community.

Objective 5A	Develop and analyze information that identifies workforce deficiencies.
Completion Target	December 2012
Critical Tasks	• Review the public/external stakeholders survey to determine expectations of department employees. • Identify best practices of hard and soft skills. • Provide internal assessment to develop baseline information on department employee knowledge, skills, and abilities (KSA). • Conduct a gap analysis comparing department employee's KSAs with community expectations and the needs of the organization.

Objective 5B	Develop recruitment, selection, promotion, and training strategies that address the personnel needs of the agency while ensuring a diverse, productive and well-trained workforce.
Completion Target	December 2013
Critical Tasks	• Develop recruitment strategies to identify and attract a workforce that represents the community we serve. • Establish mentor programs to assist employees. • Create programs to assist employees with career advancement. • Develop succession plans for identified career paths.

Objective 5C	Implement developed programs to address recruitment.
Completion Target	July 2014
Critical Tasks	• Partner with community stakeholders to implement recruitment opportunities. • Partner with educational institutions to implement work ready programs. • Develop an internship program partnering with educational institutions. • Utilize the Sacramento Fire Reserves to develop entry level ready employees. • Reinstitute the SFD paramedic intern program.

Objective 5D	Implement developed programs to assist employee career development, advancement and succession.
Completion Target	July 2014
Critical Tasks	• Institute promotional strategies for retention and career advancement. • Implement mentor programs to assist employees. • Develop succession plans for identified career paths.

Objective 5E	Analyze program results and compare with original objectives to reassess agency deficiencies.
Completion Target	December 2014
Critical Tasks	• Complete a comprehensive assessment and implement needed improvements. • Address identified gaps in recruitment, KSAs, promotional processes and succession plans.

Goal 6	Establish a comprehensive logistics and asset management program to effectively and efficiently support the mission of the agency.

Objective 6A	Conduct a comprehensive performance analysis of physical resources, capabilities, efficiencies, and deficits.
Completion Target	December 2012
Critical Tasks	• Create a workgroup to identify current capabilities and unmet needs. • Review the workflow. • Define specific logistics functions. • Determine staffing and facility needs.

Objective 6B	Establish a comprehensive facilities management process.
Completion Target	July 2013 (ongoing)
Critical Tasks	• List of all facilities and functions they serve. • Current condition and triage. • Prioritize needs for improvements. • Identify efficiencies (geographic, process, etc.). • Maintenance and replacement plan for budget (CIP).

Objective 6C	Establish an asset management process (inventory, maintenance schedules, procurement needs, distribution).
Completion Target	July 2013 (ongoing)
Critical Tasks	• Identify current asset management system and deficiencies. • Identify comprehensive software program for inventory replacement stock management. • Identify guidelines for replacement cycles. • Identify field maintenance guidelines and reporting. • Train the end-user.

Objective 6D	Develop structure and job functions to provide support services.
Completion Target	December 2013
Critical Tasks	• Evaluate and place FTE for identified job function and create organizational chart. • Fill FTEs. • Train and orient employees in new organizational structure, job functions, and policy procedure.

Objective 6E	Conduct QA/QC to evaluate effectiveness.
Completion Target	July 2013
Critical Tasks	• Evaluate feedback provided through an end-user survey. • Make changes based on results. • Continually evaluate and identify new best practices. • Evaluate and identified equipment quality and appropriateness for the use.

Goal 7	Create and maintain an organizational culture that empowers the workforce to effectively accomplish the mission of the agency and uphold the values.

Objective 7A	Perform a self-analysis.
Completion Target	July 2013
Critical Tasks	• Develop a task force. • Conduct a survey of internal and external stakeholders and measure complaints to establish a baseline. • Conduct 360 assessments. • Develop a performance assessment.

Objective 7B	Set framework for the type of culture desired.
Completion Target	July 2013
Critical Tasks	• Establish Mission and Values statements. • Define "para-military" and how it applies to the agency. • Define "chain of command" and how it applies throughout the agency. • Research best practices and how they apply to the agency.

Objective 7C	Enact framework.
Completion Target	January 2014
Critical Tasks	• Meet/confer with Labor groups. • Conduct training. • Roll out.

Objective 7D	Monitor, evaluate, and adjust as necessary.
Completion Target	July 2014
Critical Tasks	• Conduct surveys and assessments. • Measure complaints. • Reconvene taskforce to evaluate program and recommend adjustments.

Vision

On the final day of the process, the CPSE presented SFD a revised vision of where the agency will be in the future. This vision provides a target of excellence that the organization will strive toward and provide a basis for its goals and objectives.

Table 19: City of Sacramento Fire Department's Vision

The vision of the Sacramento Fire Department is that, by year 2017, the department will be widely recognized as an internationally accredited agency providing best practices in the delivery of professional emergency services to our community. Through the pursuit and achievement of our goals, we will demonstrate continuous improvement in enhancing the services that our community trusts us to provide.

In honoring our community's trust, and with capable administrative support, we will be well trained and well equipped to effectively deliver all public safety services. Community outreach will be improved through expanded internal and external communications.

With a comprehensive workforce planning initiative, we will appreciate and invest in our greatest organizational assets, and ensure our workforce is appropriately staffed and professionally developed in an equitable and unified manner across the organization, With centralized managed logistics and the application of improved technology with quality support, we will ensure the effective management and use of the physical resources necessary to accomplish our mission.

Through these efforts, we shall be viewed as an emergency services agency that clearly values honor, respect, courage, integrity and devotion to duty as a culture central to our success. Our community's expectations will be met or exceeded by holding one another accountable for carrying out our mission, living our ingrained values, and ensuring that this vision becomes reality.

Performance Measurement

"Managing for Results"

As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Collins states, "What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor."[3] They must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes. It has been stated that:

> …successful strategic planning requires continuing review of actual accomplishments in comparison with the plan…periodic or continuous environmental scanning to assure that unforeseen developments do not sabotage the adopted plan or that emerging opportunities are not overlooked. [4]

Why Measure Performance?

It has been said that:

- ***If you don't measure the results of your plan, you can't tell success from failure.***
- ***If you can't see success, you can't reward it.***
- ***If you can't reward success, you're probably rewarding failure.***
- ***If you can't see success, you can't learn from it.***
- ***If you can't recognize failure, you can't correct it.***
- ***If you can demonstrate results, you can win public support.***

Reinventing Government
David Osborn and Ted Gaebler

In order to establish that the SFD's Strategic Plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon the following:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

[3] Collins Good to Great and the Social Sectors. Boulder, 2009
[4] Sorkin, Ferris and Hudak. Strategies for Cities and Counties. Public Technology, 1984.

A "family of measures" that is typically utilized to indicate and measure performance includes the following:

- **Inputs:** Value of resource used to produce an output.
- **Outputs:** Quantity or number of units produced which are activity-oriented and measurable.
- **Efficiency:** Inputs used per output (or outputs per input).
- **Service Quality:** The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Outcome:** Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Outcome focuses on the ultimate "why" of providing a service.

The Success of the Strategic Plan

The SFD has approached its desire to develop and implement a Strategic Plan by asking for and receiving input from the community and members of the agency during the development stage of the planning process. The agency utilized professional guidance and the Community-Driven Strategic Planning Process to compile this document. The success of the SFD's Strategic Plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, membership of the agency, and the community at-large.

> *"No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point."*
>
> Good to Great and the Social Sectors
> Jim Collins

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify internal and external stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.[5]

[5] Matthews (2005). *Strategic Planning and Management for Library Managers*

Glossary of Terms, Acronyms, Initialisms

For the purposes of the Community-Driven Strategic Planning, the following terms and acronyms have the meanings set forth below:

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
CFAI	Commission on Fire Accreditation International
CFRJPA	California Fire and Rescue Joint Powers Authority
CERT	Community Emergency Response Team(s)
CIP	Capital Improvement Plan
CPR	Cardiopulmonary Resuscitation
CPSE	Center for Public Safety Excellence
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
DHS	Department of Homeland Security
DOT	Department of Transportation
EMS Q/A	Emergency Medical Services Quality Assurance
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
EVOC	Emergency Vehicle Operations Course
FEMA	Federal Emergency Management Agency
FFBI	Firefighters Burn Institute
FIRESCOPE	Firefighting Resources of Southern California Organized for Potential Emergencies
FTE	Full-Time Equivalent
IAFF	International Association of Fire Fighters
ICC	International Code Council

Input	A performance indication where the value of resources are used to produce an output.
JACS	Joint Apprenticeship Committee
KSA	Knowledge, Skills, Abilities
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
NCRPSTC	Northern California Regional Public Safety Training College
NFA	National Fire Academy
NFPA	National Fire Protection Association
Outcome	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
Performance Measure	A specific measurable result for each goal and/or program that indicates achievement.
QA/QC	Quality Assurance / Quality Control
SFD	Sacramento Fire Department
SFM	State Fire Marshal
SRFECC	Sacramento Regional Fire and Emergency Communications Center
SOG	Standard Operating Guide
Stakeholder	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim; the final result of action. Something to accomplish in assisting the agency to move forward.
Strategic Management	An integrated systems approach for leading and managing in a changing world by building consensus of the leadership group, both in shared vision of the desired future and a clarified mission for the organization, and by gaining support and participation of the people in the organization to identify specific changes that must be made, implementing them, and assessing organizational performance.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.

Strategic Plan	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
USAR	Urban Search and Rescue (California Task Force 7)
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

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