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CLOVIS FIRE DEPARTMENT

Service With Pride



2015-2020





CITY OFFICIALS

Nathan Magsig, Mayor
Bob Whalen, Mayor Pro Tem
Harry Armstrong, Council Member
Lynne Ashbeck, Council Member
Jose Flores, Council Member
Rob Woolley, City Manager
John Holt, Assistant City Manager/City Clerk
Andrew Haussler, Deputy City Manager

COMMAND STAFF

Micheal Despain, Fire Chief
John Binaski, Deputy Chief
Jim Damico, Battalion Chief
Jason Ralls, Battalion Chief
Richard Cadigan, Battalion Chief
Chad Fitzgerald, Life Safety Manager

PREPARED BY

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Where there is no vision, the people will perish. (Proverbs 29:18)

MESSAGE FROM THE FIRE CHIEF

The mission of the Clovis Fire Department is fairly simple at its core: protect our community; however carrying out that mission is very complex and becomes more complex with each passing year. The strategic planning process is our way of ensuring that we evaluate all aspects of our service delivery, compare them against the appropriate regulations, industry standards and best practices, then develop a plan that ensures we do the best we can with the resources we are provided. We are fortunate that we serve a community that recognizes the importance of public safety in maintaining a healthy and vibrant community, and provides safety services with adequate funding to meet their expectations. We are also fortunate to have a workforce that recognizes the value of teamwork, planning, preparing, efficiency and, ultimately, service to the community. These two forces have enabled the Clovis Fire Department to be a model of excellence within the fire service community.



Even in light of our historical successes, we are still well aware that we have future hazards and challenges to meet. It is our belief that, in the future, the fire service will see more scrutiny in the cost of the services we provide, more unfunded government regulation, more pressure for privatization, and more demand for performance metrics for decision makers (i.e., cost vs. benefit, return on investment, trends over time, etc.). These factors will require more effort towards following private sector business models including marketing and reputation management. It will also push more agencies toward regional and non-traditional fire protection models.

As our city grows, there will be more demand for services (call volume), particularly for seniors and socioeconomically challenged citizens. Urban planning will move toward higher densities that will require fire apparatus design and deployment strategies to evolve. Civil unrest and social strains will create more hazards and place more risk on our firefighters and fire administration. Fire stations will need to be remodeled and designed with more security and controlled access, just like many other types of public facilities. Fire facilities water and power usage will become more scrutinized by the public. Firefighter training will move toward a national model of certification/qualification in all facets (firefighting, prevention officers, chief officers, administrative practices, etc.). Pension reform will impact recruitment and internal employee relations over time.

On a more positive note, we see the Clovis Fire Department as being positioned very well to meet the coming challenges, probably better than the majority of other fire service agencies in the state. We will continue to leverage our resources and strengths to ensure the Clovis Fire Department is always there when our community calls.

INTRODUCTION

The inception of organized fire protection within Clovis began in 1892 with the formation of a “bucket brigade” comprised of employees from the local sawmill for the protection of their buildings, equipment and lumber. In 1912, the City of Clovis was formally incorporated and almost immediately passed a series of fire ordinances and authorized the purchase of some basic fire-fighting equipment. The formation of a formal City of Clovis volunteer fire department followed on October 16, 1917 and transitioned to a full-time paid organization in 1966.

Over the last 100 years, the organization has grown and evolved to continually meet the needs of the community. The Clovis Fire Department provides fire suppression, rescue and emergency medical services, hazardous materials mitigation, fire inspection, fire investigation, public education and emergency preparedness services for the City of Clovis. The Clovis Fire Department is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves; and, to this end, has established a series of planning documents including this Strategic Plan.

This plan was written in accordance with the guidelines set forth by the Center for Public Safety Excellence - *Fire & Emergency Service Self-Assessment Manual* 8th ed., and is intended to guide the organization within established parameters set forth by the City of Clovis. The plan includes input from a representative group composed of members of the Department (internal stakeholders) and from the community at large (external stakeholders).

The Clovis Fire Department utilized a community-driven strategic planning process to critically examine traditions, values, philosophies, beliefs and desires. Members of the Department were challenged to work in the best interest of the organization with the focus on service to the community, providing all personnel the opportunity to participate in the development of the organization’s long-term goals and initiatives. The members of the Department’s external and internal stakeholders groups performed an outstanding job in committing to this important project and remain committed to the document’s completion.

The Clovis Fire Department’s Strategic Plan sets forth a comprehensive vision and mission statement that provides the agency with a clear understanding of its purpose. Additionally, this strategic plan identifies the core values that allow the agency’s members, individually and collectively, to carry out the day-to-day functions in support of the mission.



EXECUTIVE SUMMARY

The citizens of Clovis have high expectations for their government both in terms of the quality of service and the price they are willing to pay for these services. The Clovis Fire Department has experienced great support from the community over the years and continues to make quality of service a high priority all the while making sure we use our funding wisely in the process.

When compared to other fire agencies in the Central Valley, we find the following results for the Clovis Fire Department when analyzed against the comparative average:

- ◆ Our annual per capita cost of providing fire protection is 13% lower;
- ◆ Our fire loss values are 15% better;
- ◆ Our daily staffing is 12% lower;
- ◆ Our Call Volume (workload) is 8% higher;
- ◆ Our Insurance Services Office (ISO) Grading is better;
- ◆ We are one of only two agencies that are accredited.

Looking forward, we want to build upon our successes and address our weaknesses as we continue to provide the service expected by the citizens and other stakeholders. We will do this by pursuing six strategic initiatives with 25 supporting goals, objectives and timelines.

- ◆ Prepare for the Next Economic Downturn
- ◆ Maintain/Improve Service Levels to Customers
- ◆ Enhance Employee Career Development/Succession Planning
- ◆ Improve Employee Health and Safety
- ◆ Enhance Marketing of the Department and its Services
- ◆ Enhance Investment in Community Risk Reduction

All of these strategic planning goals, as well as response goals from the Department's Standards of Cover document will be summarized in a smaller core group of performance measurements and reported to the City Council at least annually.

JURISDICTION AND ORGANIZATIONAL BACKGROUND

The City of Clovis (known as the “Gateway to the Sierras”), is located in the Central Valley region of California, along the eastern foothills of the Sierra Nevada mountain range. It is the second largest incorporated city in the County of Fresno and part of the Fresno/Clovis metro area. It is the home of the nationally recognized Clovis Rodeo, currently in its 101st year of continuous operation, and well known for award-winning schools, public safety services and family-friendly amenities. The City of Clovis is a General Law City, with a City Manager reporting to a five-member City Council. Councilmembers are elected at-large from the community and serve four-year terms. One member of the Council serves a two-year term as Mayor and is elected to the position by the Council.

The inception of the Clovis Fire Department began in 1892 with the formation of a “bucket brigade” comprised of employees from the local sawmill for the protection of their buildings, equipment and lumber. These sawmill employees would provide assistance to the community of Clovis, along with the spontaneous civilian volunteers that would spring into action when fire erupted. In 1912, the community of Clovis was formally incorporated as a City. Almost immediately, the City passed a series of fire ordinances and authorized the purchase of some basic firefighting equipment available for emergencies. The formation of a formal City of Clovis volunteer fire department followed on October 16, 1917.



In 1966, the City hired its first full-time fire chief and five firefighters, thus transforming the organization into a paid/professional career department. Today, the Clovis Fire Department provides fire protection services to the City of Clovis, protecting a population of over 105,000, covering 23 square miles, as well as to the surrounding agencies as part of an automatic/mutual aid agreement. The Department currently consists of 61 firefighters from five fire stations and six support staff.

The Clovis Fire Department prides itself on being progressive in terms of providing state-of-the-art fire protection services at an efficient cost. One of the strategies the Department has incorporated into its long-term plans is to follow the process of fire service accreditation through the Center for Public Safety Excellence (CPSE). The accreditation process for the fire service is similar to the accreditation process for hospitals, schools and law enforcement agencies. The discipline being evaluated has developed a set of performance standards and best practices with CPSE using neutral, subject matter experts, to evaluate the candidate organization to ensure they are able to perform at the level expected. Fire agencies in all the developed nations have embraced this process. The Clovis Fire Department is proud to be known as one of the first fire departments in the State of California to attain accredited status, and has maintained the status for nearly thirteen years.

JURISDICTION AND ORGANIZATIONAL BACKGROUND CONT.

The Clovis Fire Department works cooperatively with City Management to ensure that future planning and growth follows best practices so it can continue to provide the highest level of service expected by the community.





Mission, Vision and Motto

Our Mission

The Mission of the Clovis Fire Department is to provide for the fire and life safety of the community in the most professional, courteous and efficient manner possible.

Prevent Harm

- To our Community
- To our Firefighters
- To our Environment

Be Professional

- In our Appearance
- In our Performance
- In our Reputation

Use Resources Wisely

- With our Budget
- With our Time
- With our People

Our Vision

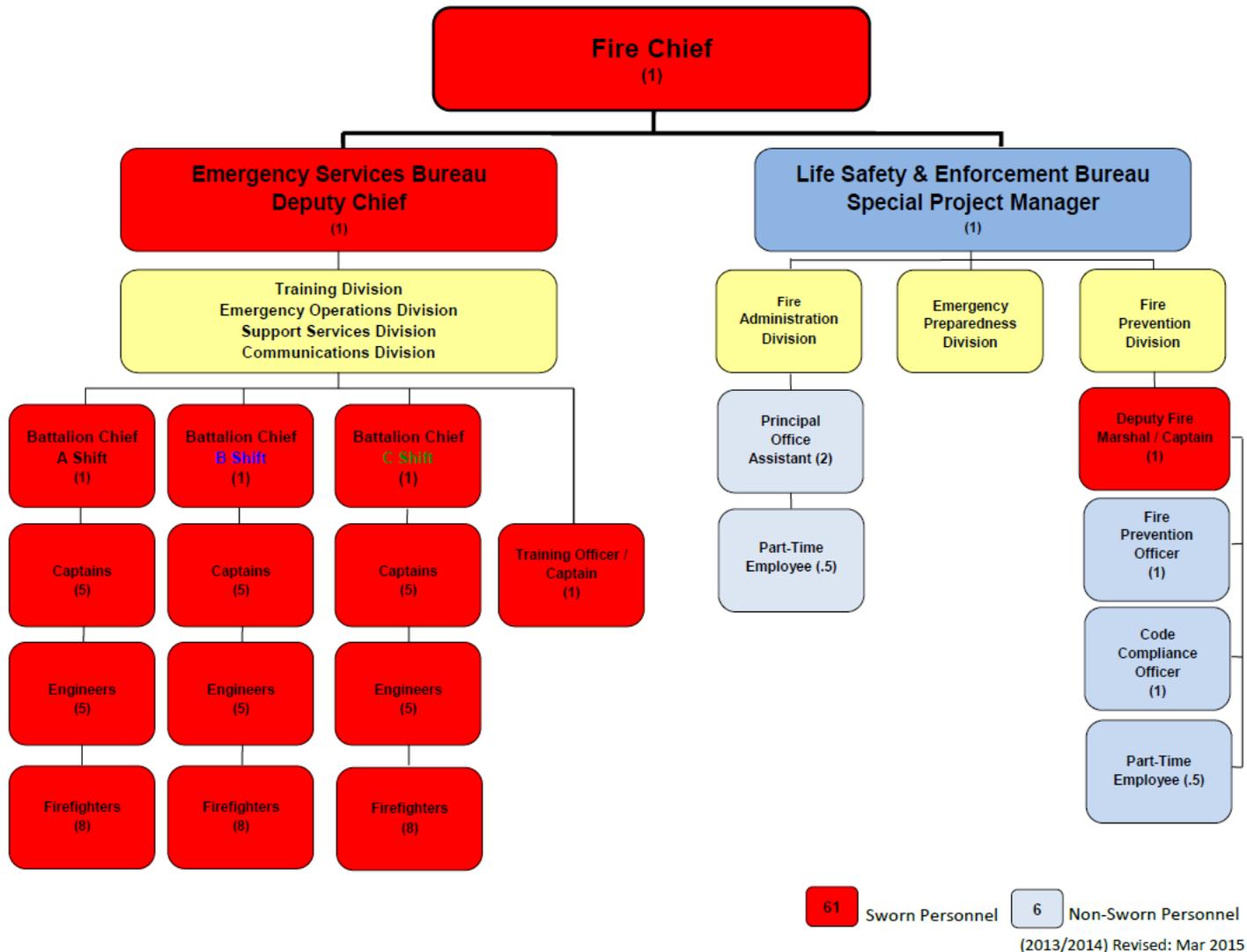
The Clovis Fire Department is dedicated to serving the people of our community and we will work to continue to exceed community expectations. We will provide leadership locally, regionally and nationally. We will establish and strengthen partnerships and cooperate with allied agencies to enhance our service. We will provide the best service possible within the fiscal opportunities available. We will exercise foresight in planning, preparing and auditing for the safety and well-being of the community. We will promote confidence, trust and self-reliance through personal and professional growth. We will support our workforce to maintain a healthy lifestyle and perform duties in a safe and responsible manner.

Our Values

We Value the Clovis Way of Life Through...

Teamwork	Empowerment of our personnel to provide quality customer service
Traditions	Remembering the past
Innovation	Always seeking to acquire knowledge and skill
Integrity	Adherence to moral and ethical principles
Honor	Integrity in one's beliefs and actions
Respect	Deference to the rights or opinions of others
Creativity	Transcending traditional ideas or patterns to create meaningful new ideas
Courage	Facing difficulty without fear

FIRE DEPARTMENT ORGANIZATIONAL CHART



STRATEGIC PLANNING PROCESS

The Clovis Fire Department recognizes the future of the fire service will continue to change due to multiple influencing forces, the greatest of which will be citizen expectations. Although we fully expect to see influences from all facets of the world around us, it is service to our citizens that will drive the majority of changes. A strategic plan serves as a management tool that documents the shared mission and vision into a series of short-term and long-term strategic initiatives, goals and objectives. The intent is to drive the organization toward a common vision while optimizing organizational resources. In short, we don't want to waste time and energy on goals that lack a good cost/benefit ratio. The process of strategic planning is as important as the final plan itself. The inclusion of internal stakeholders from all ranks and a diverse cross section of external stakeholders were used to ensure the plan had strategic initiatives that reflected the community but were balanced against various constraints.

STRATEGIC PLANNING PROCESS CONT.

Stakeholders were selected by soliciting interested people from within the organization and from the community at large. The advertisement for this opportunity included internal email/memos, notification at a public hearing of the Clovis City Council and a classified advertisement in the Fresno Bee. Stakeholders attended five four-hour sessions from November 2012 through January 2013. The process took participants through a wide variety of lectures and discussions on fire department organization, levels of service and Strengths, Weaknesses, Opportunities and Threats (SWOT analysis). External stakeholders spent two sessions alongside internal stakeholders involved in hands-on fire department simulated activities including live fire evolutions, mock rescue, HazMat and EMS events. During the final sessions, participants were asked a series of questions related to their expectations as customers and service providers.

Summary of Findings from External Stakeholders:

- Maintain current service levels (primarily response times) throughout the existing community. The Department is free to improve/enhance service levels but the community does not want to pay anything additional for any enhancements.
- New growth areas (future development) should pay their own way and not adversely impact the current service levels in existing areas.
- Once on scene, firefighters (and other first responders) need to be professional and courteous.
- Firefighters should be very visible in the community. Attendance at public events, conducting public education activities, dining at restaurants and participating in physical fitness activities are all seen as a positive reflection on the Department. However, participating in activities that appear to be recreational (recreational sports) or non-essential (lingering in the restaurant well after finishing the meal) are not viewed as a positive reflection for the Department.
- Uniforms and appearance are important. Stakeholders did not like visible tattoos or overabundance of jewelry (though the stakeholders recognize this standard will likely become less restrictive over time due to changes in society as a whole).
- Current pay and benefits are appropriate but future increases or enhancement should be more tempered (conservative) than in the past.

NOTABLE STATISTICS

COMPARISON OF PEER CITY BUDGET/FIRE LOSS—2014/15

Peer City	General Fund Operating Budget (In Millions)	Population Estimate*	Per Capita General Fund Expenditures	Total Fire Loss (In Millions)	Per Capita Fire Loss	% of General Fund for Fire Dept.	ISO Rating (lower is better)	CPSE Accreditation
Chico	\$13.5	88,077	\$153	\$2.5	\$28	25%	4	NO
Davis	\$10.3	68,894	\$149	Not Avail	Not Avail	21%	4	NO
Lodi	\$9.9	63,338	\$156	\$1.5	\$24	23%	3	NO
Manteca	\$8.6	71,948	\$119	\$3.7	\$51	27%	3	NO
Merced	\$11.0	81,102	\$136	\$1.4	\$17	25%	2	NO
Roseville	\$28.5	127,035	\$224	\$1.9	\$15	22%	3	YES
Turlock	\$7.7	70,365	\$109	\$0.8	\$11	24%	2	NO
Visalia	\$17.3	127,763	\$135	\$2.5	\$20	28%	4	NO
Comparative Average	\$13.4	87,315	\$148	\$2.0	\$24	24.3%	3	NO
Clovis	\$13.2	102,188	\$129	\$1.7	\$17	23%	2	YES
Fresno	\$51.5	550,000	\$94	\$28.5	\$52	18%	3	NO

COMPARISON OF PEER CITY STAFFING—2014/15

Peer City	Population Estimate*	Sworn Fire-fighting Personnel	Minimum Staffing Daily	Sworn Non-Safety Staff	Civilian Staff	Chief Officers	Call Volume	Daily Staffing FF/1000 Population
Chico	88,077	70	17	0	3	4	12,950	.19
Davis	68,894	40	13	0	1.75	5	4,812	.19
Lodi	63,338	52	13	1	4	6	5,923	.20
Manteca	71,948	41	12	0	3	4	5,991	.17
Merced	81,102	59	18	0	3	5	6,363	.22
Roseville	127,035	99	33	7	6	10	13,063	.26
Turlock	70,365	42	13	0	4	6	6,160	.19
Visalia	127,763	72	22	5	4	5	12,513	.17
Comparative Average	87,315	63	18	2.4	2.8	5.4	7,958	.20
Clovis	102,188	61	16	3.5	2.5	5	9,149	.16
Fresno	550,000	311	82	13	30	14	37,881	.15

MEASURING PERFORMANCE

The Clovis Fire Department recognizes that service to the community is sometimes difficult to measure and the value of the services must exceed the cost of operating to ensure long-term sustainability. The Department will use the following list of performance measures to demonstrate effectiveness and efficiency:

EMERGENCY RESPONSE SERVICE LEVEL GOALS

Response Goal 1: First Unit Arrival—Total Response Time - Fire
= 6 Minutes & 30 Seconds at 90% and not less than 70%

Response Goal 2: First Unit Arrival—Total Response Time - EMS
= 6 Minutes & 10 Seconds at 90% and not less than 70%

Response Goal 3: First Unit Arrival—Total Response Time - MVA/Rescue
= 6 Minutes & 30 Seconds at 90% and not less than 70%

Response Goal 4: Effective Response Force (16 to 19 firefighters)- Fire
= 10 Minutes & 30 Seconds at 90% and not less than 70%

SUPPORT ACTIVITIES SERVICE LEVEL GOALS:

Support Goal 1: Cost/Per Capita (Annual Budget ÷ Population Served)
= Below \$148 (Central Valley Avg.)

Support Goal 2: Insurance Services Office Rating
= Class 3 or Better (Class 2 or 1)

Support Goal 3: Property Saved
= Value Higher than Department Annual Budget (\$13.2 Million)

Support Goal 4: Citizen Satisfaction Survey Score
= 90% or Better

Support Goal 5: Firefighter Injury Rate
= Less than 16 Reportable Injuries

Support Goal 6: Total Injury Claim Costs
= \$200,000 or Lower

Support Goal 7: Accreditation Status Through CPSE
= Maintain

FIRE AND LIFE SAFETY BUREAU SERVICE LEVEL GOALS:

Fire and Life Safety Goal 1:

= Return 100% of all fire protection system plans for permit issuance within ten days of submittal, building plans for permit issuance within ten days of submittal and provide inspections within 24 hours of request.

Fire and Life Safety Goal 2:

= Ensure all plan checks are completed within ten days 90% of the time.

Fire and Life Safety Goal 3:

= Approve 75% of projects within three (3) plan checks.

Fire and Life Safety Goal 4:

= Investigate 100% of all fires reported

Fire and Life Safety Goal 5:

= Clear 90% of all fire investigation cases within one year.



STRATEGIC INITIATIVES

The Clovis Fire Department bridges the gap between the organizational mission and the critical day-to-day tasks it takes to support an organized list of goals in the form of a strategic planning document. Strategic initiatives are broad statements that set a direction for the organization; many are so broad that they may require support and/or authorization from entities outside of the Fire Department, including other city departments, elected officials, cooperating agencies and the community. Under each initiative, there may be included more specific goals and objectives that support the overarching initiative. After diligent review by all stakeholders, the following six Strategic Initiatives were developed along with a list of twenty-five goals with supporting objectives.

Strategic Initiative 1

Prepare for the Next Economic Downturn

Goal 1: Maintain Annual Budget Expenditures at or below \$148 Per Person		
	Assignment	Timeline
1.1.1 Invest in projects for station maintenance/upgrades that save costs. <ul style="list-style-type: none"> Evaluate solar systems for Stations 2, 3 and 4. Modify facility landscapes to lower maintenance costs and time commitments from crew. 	Facilities BC	2016
1.1.2 Invest in projects for station maintenance/upgrades that save water.	Facilities BC	2015
1.1.3 Complete purchase of replacement vehicles beyond their service life.	Apparatus BC	2016
1.1.4 Establish partnerships for cost sharing of the Training Center. <ul style="list-style-type: none"> CUSD – Fire Tech ROP, FCC – Fire Academy, adjacent fire service agency training divisions, etc. 	Fire Chief	2020
1.1.5 Sell Old Fire Station 1.	Fire Chief	2018
1.1.6 Maintain Employee Injury Cost Rate at or below \$200,000 per year (adjusted for inflation).	Fire Chief	2020

Goal 2: Maintain or Enhance Annual Budget Revenues from 2014 Levels		
	Assignment	Timeline
1.2.1 Expand Cost Recovery Program.	LSEM	2017
1.2.2 Complete Master Fee Study.	LSEM	2015
1.2.3 Explore eligibility/feasibility of First Responder Fee under the Affordable Care Act.	Fire Chief	2016
1.2.4 Pursue grant opportunities with good return on investment.	Fire Chief/ LSEM	2020
1.2.5 Enhance capabilities to participate in Statewide Mutual Aid Funded Missions. <ul style="list-style-type: none"> Expand opportunities for overhead positions in particular. 	Fire Chief	2017

Strategic Initiative 2

Maintain/Improve Service Levels to Customers

Goal 3: Maintain/Improve Response Time Performance		
	Assignment	Timeline
2.3.1 Track Total Response Time to include "Customer Service Interval" time (hello to hello).	DC	2016
2.3.2 Upgrade Logistics Officer position to paid/part-time.	Fire Chief	2015
2.3.3 Develop video conferencing capability between all stations, HQ and Training Center.	DC	2016
2.3.4 Design/Build/Equip Fire Station 6.	Fire Chief	2019

Goal 3: Maintain/Improve Response Time Performance (Cont.)		
	Assignment	Timeline
2.3.5 Staff Fire Station 6.	Fire Chief	2020
2.3.6 Purchase land for Station 7.	Fire Chief	2020

Goal 4: Improve Patient Survivability for Sudden Cardiac Arrest		
	Assignment	Timeline
2.4.1 Update Layperson AED Program to better coordinate location and functionality of units.	Program Captain	2020
2.4.2 Enhance AED availability with public areas.	Program Captain	2020
2.4.3 Expand marketing and training for Hands Only CPR to the public. <ul style="list-style-type: none"> Work with cooperating agencies such as American Ambulance, Red Cross and CERT to provide common message and curriculum. 	Fire Chief	2020
2.4.4 Expand availability of mechanical resuscitation devices within the community.	Fire Chief	2017

Goal 5: Improve ALS service levels (definitive care) for the City of Clovis		
	Assignment	Timeline
2.5.1 Work with ALS provider to reduce quantity of "Over 10 Minute" responses within the Station 2, 4, 6 corridor.	Fire Chief	2017
2.5.2 Modify Fresno County Exclusive Operating Area Contract to provide for an "8-Minute" response time standard for the City of Clovis.	Fire Chief	2018
2.5.3 Track EMS Calls for Service where ALS Treatment was needed. <ul style="list-style-type: none"> Any ALS treatment beyond use of EKG. 	Fire Chief	2016

Goal 6: Ensure Effective BLS and ALS levels of service are measured and maintained		
	Assignment	Timeline
2.6.1 Refine performance measures in EMS Dispatch contract. <ul style="list-style-type: none"> • Call processing times with performance standards. • Quality and reliability of data streams back to FireView software. 	Fire Chief	2016
2.6.2 Refine performance measures in EMS/EOA contract. <ul style="list-style-type: none"> • 8 minute response time standard for the City. • 8 minute response time standards for a four quadrant zone within the City. 	Fire Chief	2016

Goal 7: Develop proposed “Peak Demand” response strategy		
	Assignment	Timeline
2.7.1 Evaluate response reliability strategies for peak demand times. <ul style="list-style-type: none"> • Limit Auto Aid/Mutual Aid availability. • Reposition redeployment of existing units. 	Fire Chief	2018
2.7.2 Evaluate incremental use of additional response unit(s) for peak demand time periods.	Fire Chief	2018

Goal 8: Improve ability to get “Callback” staffing of operational personnel		
	Assignment	Timeline
2.8.1 Maintain Auto Aid Agreement(s) and Staffing level balance.	Fire Chief	2020
2.8.2 Incentivize availability of local firefighters for more rapid backfill.	Fire Chief/ City Manager	2020

Goal 9: Update Standards of Cover		
	Assignment	Timeline
2.9.1 Refine Critical Task Analysis and validate through training evolutions and review of actual fire incidents.	DC	2018
2.9.2 Update Risk Assessment.	LSEM	2018

Goal 10: Increase diversity within the Operations Division through future recruitment and pre-recruitment processes		
	Assignment	Timeline
2.10.1 Develop a recruitment strategy to attract qualified female and minority candidates.	Fire Chief	2015
2.10.2 Explore training and recruitment tracts through the existing CUSD Fire Tech ROP/Clovis Fire Department Explorer Post/Fresno City College Fire Academy programs.	Fire Chief	2020

Goal 11: Enhance business efficiencies		
	Assignment	Timeline
2.11.1 Provide Tablet Based inspection and recordkeeping capabilities.	Fire Marshal	2016
2.11.2 Move to paperless payroll system.	LSEM	2020
2.11.3 Review organizational structure within Administration and Prevention Divisions.	Fire Chief	2016

Goal 12: Develop New Annual Evaluation Program		
	Assignment	Timeline
3.12.1 Develop new annual evaluation forms for all positions.	Chief Ralls	2016
3.12.2 Develop new annual evaluation form addendum for Special Team members.	Chief Ralls	2016

Strategic Initiative 3

Enhance Employee Career Development/Succession Planning

Goal 13: Update Professional Development/Succession Policies		
	Assignment	Timeline
3.13.1 Update Educational Reimbursement Policy. <ul style="list-style-type: none"> Align better with other City labor groups or develop CFFA-specific language. 	Fire Chief/City Manager	June 2016
3.13.2 Develop formal professional development policy for all Operations Division positions.	DC	2015
3.13.3 Develop formal professional development policy for all Prevention/Administrative/Support positions.	LSEM	2016

Goal 14: Expand temporary 40-hour work assignment opportunities for 56-hour employees interested in career advancement		
	Assignment	Timeline
3.14.1 Provide temporary Assistant Training Officer assignment as necessary.	Fire Chief	2020
3.14.2 Provide temporary Fire Prevention assignments as necessary.	Fire Chief	2020
3.14.3 Explore Administrative Captain position vs. reinstatement of additional Chief Officer.	Fire Chief	2017

Goal 15: Expand hosting of "outside" training courses		
	Assignment	Timeline
3.15.1 Provide two training classes per year based on Training Division needs assessment.	DC	2016
3.15.2 Provide Guest Speaker/SME once per year to expand officer development.	Fire Chief	2017

Strategic Initiative 4 Improved Employee Health and Safety

Goal 16: Help the culture of the organization to better recognize, value and implement safety strategies		
	Assignment	Timeline
4.16.1 Improve Firefighter Health and Safety. <ul style="list-style-type: none"> • Improve protective equipment inspection and cleaning processes. • Reduce contamination into stations. • Harden fire stations most at risk. • Provide ballistic vest protection option to all field personnel. • Provide remote lock/unlock features on all future vehicles. • Provide video/security camera monitoring for all facilities. 	DC/HSO	2016
4.16.2 Improve Staff Health and Safety. <ul style="list-style-type: none"> • Harden front office counter security and panic alerting systems. • Monitor ergonomics of work spaces. 	Facilities Chief	2016
4.16.3 Develop reward/incentive program for safe practices that result in cost savings.	Fire Chief	2017

Strategic Initiative 5 Enhance Marketing of the Department and its Services

Goal 17: Maintain CFAI Accredited Status		
	Assignment	Timeline
5.17.1 Submit Annual Compliance Reports.	LSEM	2015
5.17.2 Update Standard of Cover and Strategic Plan for 2018 assessment.	Fire Chief	2017

Goal 18: Provide Rapid and Accurate Information on Fire Department services and PSA		
	Assignment	Timeline
5.18.1 Provide systematic updates for Website, Facebook and other social media.	LSEM	2016
5.18.2 Develop Public Information Team to help with media content.	Fire Chief	2017

Goal 19: Maintain ISO Rating of Class 3 or better		
	Assignment	Timeline
5.19.1 Annually review of the ISO Fire Suppression Rating Schedule for Changes.	DC	2015

Goal 20: Expand “brand” recognition of the Department		
	Assignment	Timeline
5.20.1 Explore additional social media options appropriate for each target audience.	LSEM	2015
5.20.2 Provide annual Fire Prevention presentation/events to key mobile home parks and community associations.	LSEM	2017
5.20.3 Explore direct mailer to community on Department performance.	Fire Chief	2018

Goal 21: 100 Year Celebration		
	Assignment	Timeline
5.21.1 Develop and publish a fire department “yearbook”.	Fire Chief	Oct 2016
5.21.2 Develop marketing plan and commemorative event for 100 year Anniversary.	Fire Chief	Oct 2017

Strategic Initiative 6 Enhance Investment in Community Risk Reduction

Goal 22: Update Inspection Program to Ensure All Occupancies are inspected as scheduled		
	Assignment	Timeline
6.22.1 Deploy tablet based inspection program.	Fire Marshal	2016
6.22.2 Refine Crew based inspection program. <ul style="list-style-type: none"> Develop inspection assignment list that maintains district coverage and balanced with other unit workload. 	Fire Marshal	2016
6.22.3 Assign Light Duty personnel as they come available.	Fire Marshal	2016

Goal 23: Update High Hazard Occupancy Preplanning Program		
	Assignment	Timeline
6.23.1 Explore Company Based preplanning with vendor support for CAD drawings and data entry.	Fire Marshal	2017

Goal 24: Improve Efficiency and Qualifications within the Fire Investigation program		
	Assignment	Timeline
6.24.1 Reduce size of Fire Investigation Team to five investigators through normal attrition.	Fire Marshal	2020
6.24.2 All Fire Investigators achieve qualification as Certified Fire Investigators through appropriate accrediting body.	Fire Marshal	2020

Goal 25: Citywide Emergency Preparedness		
	Assignment	Timeline
6.25.1 Update City of Clovis – Emergency Operations Plan.	LSEM	2016
6.25.2 Develop marketing program to encourage community to stock up on 72-hour supply of food, water and medical supplies.	LSEM	2020

In Remembrance



Firefighter Clinton J. Letterman, 44

Killed in the Line of Duty: May 30, 1969