

DISCUSSION CALENDAR - AGENDA ITEM NO. 7
BOARD OF DIRECTORS MEETING
June 24, 2010

TO: Board of Directors, Orange County Fire Authority

FROM: Keith Richter, Fire Chief

SUBJECT: **Orange County Fire Authority Strategic Plan Adoption**

Summary:

The OCFA Strategic Planning Process has been completed. The final draft is presented to the Board of Directors for approval and adoption.

Recommended Actions:

1. Approve the final draft of the OCFA Strategic Plan.
2. Adopt the approved OCFA Strategic Plan.
3. Direct staff to initiate work on integration of the OCFA Strategic Plan into the budgeting process.

Background:

When OCFA's original Strategic Plan was developed, it called for a comprehensive review and update after 5 years to ensure that our mission, vision, and goals were in line with the needs of the citizens we serve and the people we employ. To assist the OCFA in the development of this important task, Emergency Services Consulting International (ESCI) was retained to assist staff in developing an updated version of the Strategic Plan.

The initial phase of stakeholder input included a survey to all OCFA personnel and focus group interviews with all sections of the organization. In addition, an electronic survey was sent to members of the Board of Directors, City Council members, and City staff. Our local developers and builders provided input via an electronic survey and a focus group. To ensure that the needs of our citizens were included, a telephone survey was conducted by True North Research. The results of the survey were very helpful in identifying the strengths and weaknesses of the OCFA and drawing attention to the areas that OCFA should focus on in the future. The stakeholder input involved more than 550 persons from inside and outside of OCFA.

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

- Modified SWOC (Strengths, Weaknesses, Opportunities, and Challenges) Analysis
- Survey instruments
- Research and review of previous studies, reports, and plans
- Focus Group meetings
- Structured Stakeholder interviews
- Work Group meetings

Survey Instruments

ESCI worked with OCFA staff to develop three focused survey tools to assess attitudes and opinions about the OCFA held by members of the development community, representatives of the governing bodies of the communities served by the OCFA, and all Department personnel. The surveys were distributed electronically and the results were collected and compiled off-site to help assure participant anonymity.

Research and Review of Previous Studies, Reports, and Plans

Using selected reports, work plans, and other documents from each division, ESCI mined the information for additional input in the goal development phase of the strategic planning process. OCFA's existing strategic plan was reviewed to identify incomplete or ongoing elements to be included in the updated plan.

Structured Stakeholder Interviews

Early in the process, ESCI conducted a series of focus group meetings with identified representatives from each of the 20 business function components of the OCFA. Focus group discussions included perceptions of the organization's strengths, weaknesses, opportunities, and challenges. ESCI conducted a series of structured interviews with stakeholders, both internal and external, the purpose of which was to address:

- Identification of internal and external customer expectations
- Determination of each stakeholder's vision for the future of the organization
- Discussion of organizational strengths and weaknesses
- Identification of critical issues that may impact the organization currently or in the future

Work Group Meetings

Using much of the data collected throughout the environmental scan process, the assigned workgroups assisted in the development of the organization's strategic goals and identified specific objectives for each goal, including related critical tasks and anticipated outcomes.

Upon completion of the workgroups, ESCI and OCFA staff began constructing the plan. Throughout the entire process, regular updates were provided to OCFA Executive Management, the steering committee, and the Board of Directors.

On March 15th the Board of Directors was presented with a draft version of the plan. Contained within the plan were the goals, objectives, and outcomes that will guide the organization in the future. The Board of Directors expressed the desire for more language relating to financial oversight. Staff has incorporated the Board's direction and included "financial responsibility" in the guiding principles and throughout the objectives by ensuring that cost benefit is evaluated in each of the applicable objectives.

The completed plan contains OCFA's mission, vision, and guiding principles; it has three focused goals aimed at meeting the needs of our customers. There are twenty-three comprehensive objectives intended to realize our goals. Each objective has a priority, timeline, responsible person, critical tasks, performance indicators, and most importantly, outcome. The implementation and tracking mechanism is outlined along with the update process.

Impact to Cities/County:
None

Fiscal Impact:
None.

Staff Contact for Further Information:
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Strategic Services
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(714) 573-6198

Attachment:
OCFA Strategic Plan



ORANGE COUNTY FIRE AUTHORITY

STRATEGIC PLAN

2010 - 2015



Developed with the assistance of:



Emergency Services Consulting
International



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Executive Summary

“He who fails to plan, plans to fail.”¹

Planning is essential for the success of any public or private undertaking. Strategic planning is a systematic and continuous process where people make decisions about intended future outcomes, how those outcomes are to be accomplished, and how success is measured and evaluated. The planning process that members and constituents of Orange County Fire Authority engaged in has served to refresh the organization’s commitment to excellence and has furnished a path toward future success. This highly collaborative and participatory work has resulted in the Orange County Fire Authority — Strategic Plan 2010. The Strategic Plan will now serve as OCFA’s decision guide in focusing the organization’s material and human resources to the greatest community benefit over the next three to five years.

The members of the Board of Directors, the Development Team, the Strategic Planning Teams, the Workgroups, and the Focus Groups are to be congratulated for participating and supporting this important effort. It takes organizational and individual leadership to enter into and participate in a strategic planning process. The commitment of OCFA to produce the Plan and drive the work to conclusion is commendable.

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

The following planning elements were developed based on the input of more than 550 persons from inside and outside the agency over a period of 18 months.

Mission: We enhance public safety and meet the evolving needs of our communities through education, prevention, and emergency response.

Vision: OCFA is a premier public safety agency providing superior services that result in no lives or property lost. We reach this through exceptional teamwork and strong partnerships in our community.

¹ Proverb, author unknown



The driving force behind OCFA is our guiding principles. They are the ideals and behaviors we entrust to our members for decision making, actions, or for leading. They are universal and apply to all ranks and positions of the organization. These principles guide our direction in all facets of our operation.

Guiding Principles:

- Service
- Safety
- Financial Responsibility
- Teamwork
- Trust
- Excellence
- Ethics
- Personal Responsibility
- Care and Respect
- Honesty and Fairness
- Reliability
- Diversity
- Integrity

Strategic Goals:

1. Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.
2. Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.
3. Implement and utilize emerging technologies that support the needs of the organization by:
 - a. Maximizing operational efficiency
 - b. Improving quality of service

Objectives: A range of objectives designed to fulfill each of the Strategic Goals is itemized. Each Objective includes a precise description along with a series of metrics to aid in execution. The measures are:

- Priority — Independent of timeline, used to help members with workload management.
- Timeline — Anticipated start date and completion date.
- Responsibility — A list of who is accountable.
- Tasks — A dynamic list of activities necessary to complete the objective.
- Performance indicator — An example of a benchmark that should be completed to accomplish the objective.
- Outcomes — The recognition of what is different or better about the change.



Leadership Message

Letter from the Board Chair

June 2010

The 2010 Orange County Fire Authority Strategic Plan is now complete. This has been a significant collaborative effort occurring over the last 18 months. We note that the members of OCFA and the communities that we serve did an outstanding job in committing to this important project and seeing it to its final form. In creating this document, we have drawn on the rich and diverse intellectual resources from both inside and outside the organization to learn from our past, appraise our current condition, and move OCFA toward a future in which we will grow in resiliency, service, and accomplishment. In that light, the OCFA Board of Directors has officially adopted the Strategic Plan as the agency's long-term policy for direction and focus.

The Strategic Plan is a living document intended to be used as the foundation for decision making at all organizational levels: policy, administrative, management, and service. It will be subjected to regular review, and its details will be revised as needed to ensure that we achieve the ultimate purpose, to define where we are going as an institution, and how we propose to get there. Open communication of the plan will help to assure organizational accountability. Continuous evaluation of outcomes will determine the effectiveness of effort and direction.

Thank you for being part of the vision and action during these difficult but exciting times.

Doug Davert

A handwritten signature in black ink that reads "Doug Davert". The signature is written in a cursive style with a long horizontal stroke at the end.

Board Chair, OCFA



Letter from the Chief

June 2010

It is with great pride and enthusiasm that I present the Orange County Fire Authority Strategic Plan 2010. This plan is the collective effort of many contributors within OCFA and, importantly, from the regional communities that we serve. The driving force behind the Plan is a ten-member Steering Committee representative of a cross section of the organization. In completing its work, the Committee received input from seven work groups and 20 focus groups. Additionally, surveys and interviews were conducted targeting internal stakeholders as well the leadership of the business and residential communities. Such broad input focused our statement of organizational mission, vision, and guiding principles that serve as the basis for the three Strategic Goals and the accompanying Objectives of the Plan. These Goals and Objectives will serve as the cornerstone of our planning effort for the next three to five years. I want to thank everyone that contributed their time and talent in making this document one that we can truly be proud of. The OCFA will continue to be a premier fire agency as a result of your efforts.

Although the production of the Strategic Plan represents the culmination of many months of diligent work, it does not mark the end of the process. The Plan provides us with clear direction, prioritization, and focus in continuing to provide excellent fire and emergency medical services to a large and diverse community. Our challenge now is to move forward with the implementation phase of the process, using the Plan as a guide to assist in making the informed decisions that are necessary during these financially challenging times. Our intent throughout implementation is to foster a resilient organization that is both flexible in approach and accountable in execution.

One of the common criticisms of a strategic plan heard during stakeholder interviews is the frequent lack of accountability for getting things done. To address those concerns, this Plan includes new tools to assist with that all-important element. Our intranet-based collaboration software will be key in tracking the status and progress of Goals and Objectives. OCFA members will be able to easily access information concerning all parts of the Strategic Plan and to determine who is assigned a specific task. That, coupled with a process of regular formal reviews, will help to assure timely follow through at all levels of the organization. Such collaboration and communication are fundamental to enabling us to report back to members and the public on what is getting done. In the end, the transparency provided by the Strategic Plan and the implementation process will make each of us more accountable to executing the plan and continuing to strive for improvement in all that we do.

Keith Richter

A handwritten signature in cursive script that reads "Keith Richter".

Fire Chief, OCFA





Acknowledgements

OCFA and Emergency Services Consulting International would like to acknowledge all of the members, groups, and organizations that participated in the creation of this comprehensive strategic plan. The process was lengthy, detailed, and required a considerable amount of time and effort from the community, city and county representatives, BIA and development community, OCFA board members, project team, steering committee, executive team, focus groups, work groups, and the general membership of OCFA. In all, it is estimated that over 550 persons had direct input into the strategic plan. A detailed list of internal participants is identified in the Appendix at the conclusion of the plan.

Strategic Planning Process

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

- Modified SWOC (Strengths, Weaknesses, Opportunities, and Challenges) Analysis
- Survey instruments
- Research and review of previous studies, reports, and plans
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- Structured Stakeholder interviews
- Work Group meetings

Modified SWOC Analysis

The methodologies employed in the OCFA environmental scan were used for the development of an analysis of the organization’s strengths, weaknesses, opportunities, and challenges (SWOC). Although conducted on an informal basis through stakeholder interviews, focus group meetings, and the survey instruments, the results of the analysis helped to establish a foundation for the development of the strategic plan.

Survey Instruments

ESCI worked with OCFA staff to develop three focused survey tools to assess attitudes and opinions about the OCFA held by members of the development community, representatives of the governing bodies of the communities served by the OCFA, and all Department personnel. The surveys were distributed electronically and the results were *collected and compiled off-site to help assure participant anonymity.*



Research and Review of Previous Studies, Reports, and Plans

Using selected reports, work plans, and other documents from each division, ESCI mined the information for additional input in the goal development phase of the strategic planning process. OCFA's existing strategic plan was reviewed to identify incomplete or ongoing elements to be included in the updated plan.

Focus Group Meetings

Early in the process, ESCI conducted a series of focus group meetings with identified representatives from each of the 20 business function components of the OCFA (a list of participants can be found in the appendix). Focus group discussions included perceptions of the organization's strengths, weaknesses, opportunities, and challenges.

Structured Stakeholder Interviews

ESCI conducted a series of structured interviews with stakeholders, both internal and external, the purpose of which was to address:

- Identification of internal and external customer expectations
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- Discussion of organizational strengths and weaknesses
- Identification of critical issues that may impact the organization currently or in the future

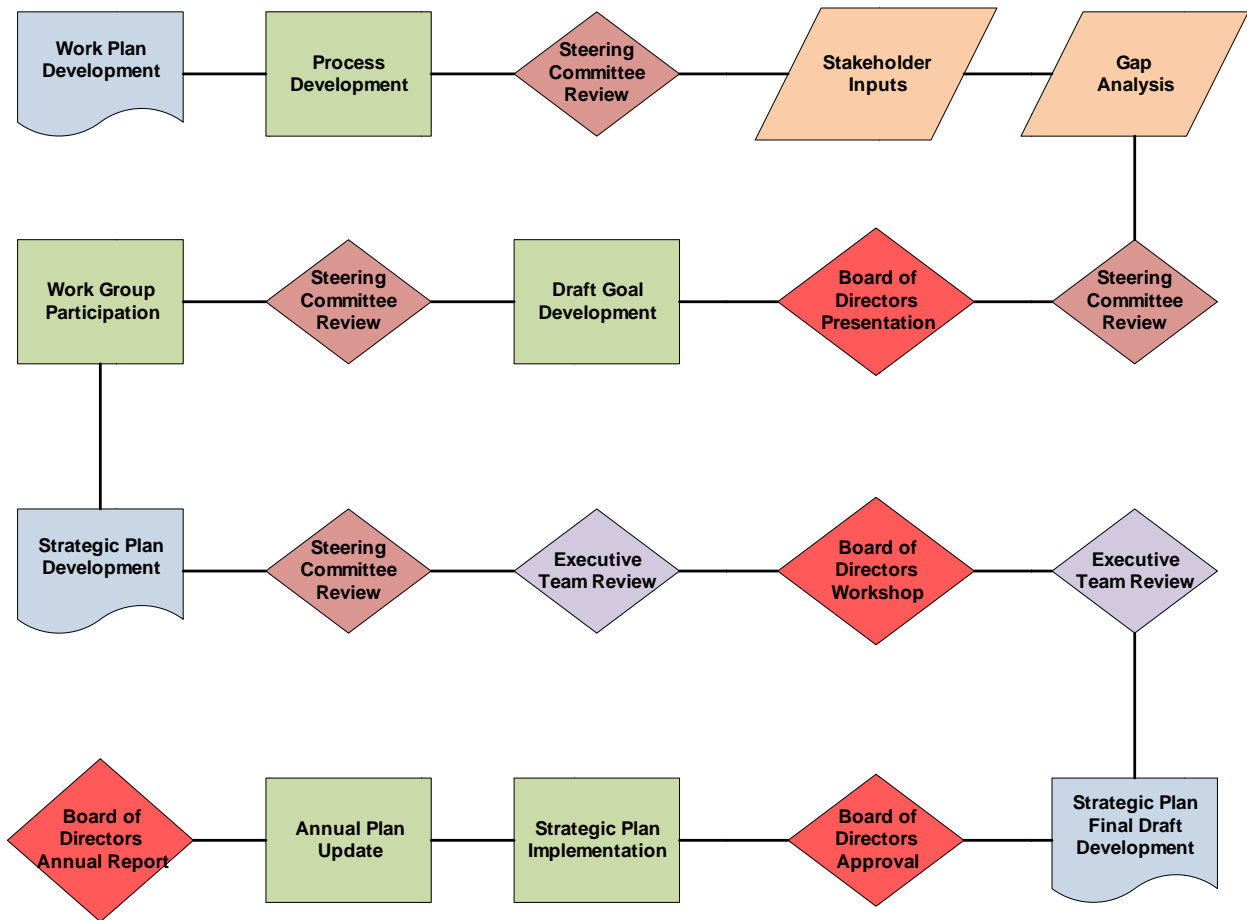
Work Group Meetings

Using much of the data collected throughout the environmental scan process, the assigned workgroups assisted in the development of the organization's strategic goals and identified specific objectives for each goal, including related critical tasks and anticipated outcomes.



Strategic Planning Process Flowchart

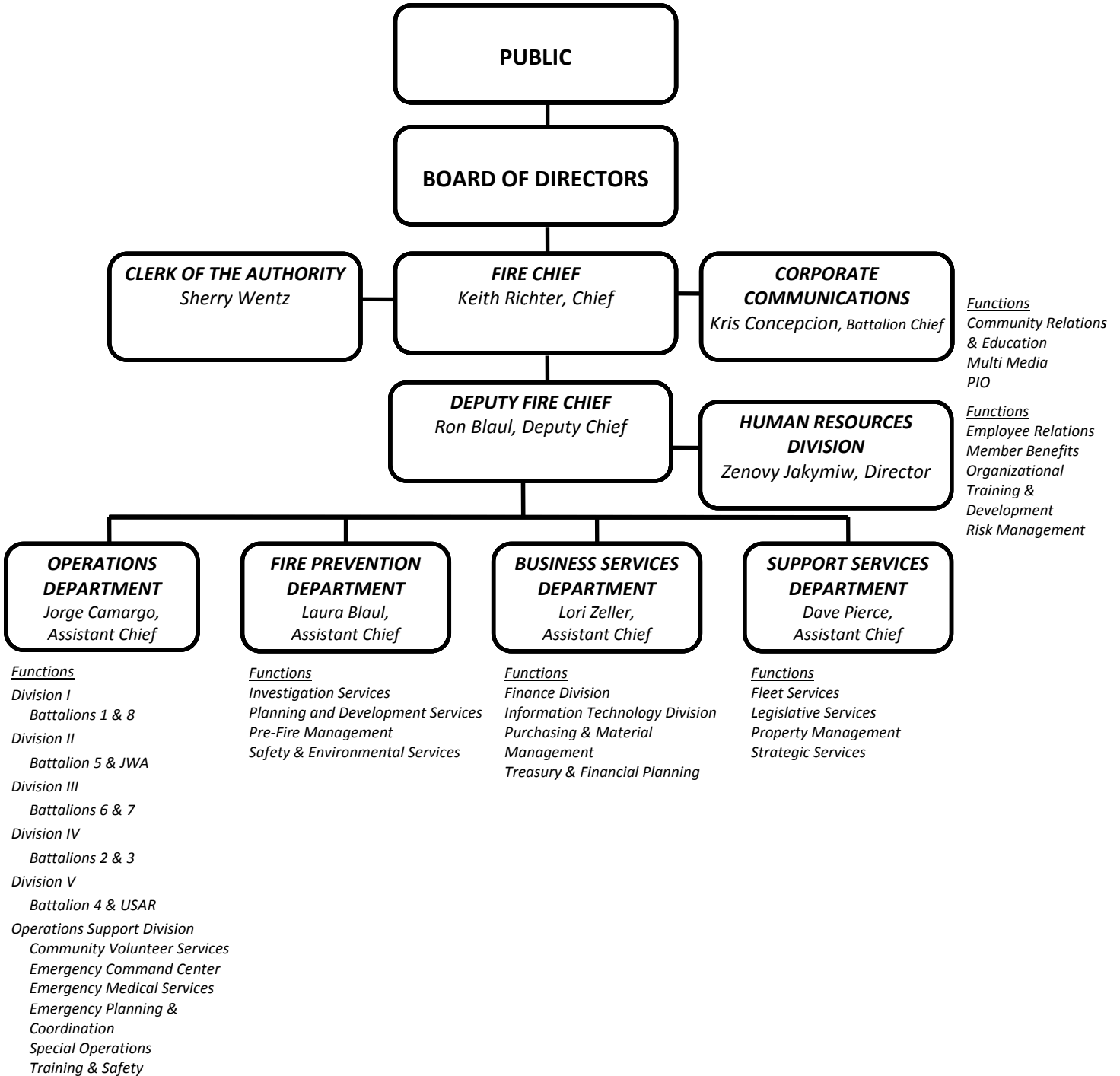
One of the keys to a successful development and implementation of a strategic plan is to ensure the “process” utilized is appropriate for the organization and its stakeholders. It was established early on that the process would need to be “all inclusive” with numerous reviews by the Board of Directors, steering committee and Executive Management. This was accomplished, and the various inputs are reflected in the process flowchart below:





Our Organization

Organization Chart





Planning for Change

Mission

We enhance public safety and meet the evolving needs of our communities through education, prevention, and emergency response.

Vision

OCFA is a premier public safety agency providing superior services that result in no lives or property lost. We reach this through exceptional teamwork and strong partnerships in our community.

Guiding Principles

The Board, management, and members of OCFA are committed to upholding the following guiding principles in how we run our organization and work with each other:

- **Service** - The OCFA will seek out, develop, and maintain relationships with citizens, businesses, and public and private agencies to continually assess customer needs and ensure direct correlation with service delivery programs.
- **Safety** - We commit to the health, safety, and welfare of our members, thus protecting them and enhancing capability and readiness. We aim to eliminate preventable work-related injuries and illnesses through the systematic management of our risks.
- **Financial Responsibility** - We consider the financial implications in all aspects of service delivery, programs, and business practices to ensure a sustainable future.
- **Teamwork** - Teamwork is the basis of our success. We work as a team because we value each other, the communities we serve, and our commitment to the OCFA mission.
- **Trust** - The foundation of our success is the trust that we earn from the communities we serve and the trust that we have in each other.
- **Excellence** - We strive to improve the quality of life of the people we serve by recognizing that excellent service is the cornerstone of everything we do.
- **Ethics** - We take pride in maintaining the highest professional standards in all of our actions.
- **Personal Responsibility** - We contribute positively toward the OCFA mission and take ownership of our various roles and responsibilities.
- **Care and Respect** - We treat the communities we serve and each other with care and respect.
- **Honesty and Fairness** - We treat everyone in an impartial and honest manner that is free from self-interest and prejudice.
- **Reliability** - Our commitment to the public we serve is unwavering and consistent. This commitment is fully expressed in our motto: "You Can Count On Us!"
- **Diversity** - We value the ideas and creativity contributed through the diversity in our community and our members.
- **Integrity** - Whenever we make a decision, provide a service, or interact with others, we act with strong character and integrity, treating all people equally.



Strategic Goals

Goal 1

Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.

Service delivery refers to all aspects of the organization. It is critical to periodically take a comprehensive look at our service delivery system, its capabilities, and its limitations. The OCFA must be able to deliver the type and level of service that is expected by our customers and corresponds with the socioeconomic conditions with which we are faced. Service should be designed to provide a solid financial foundation for the future, preserving financial flexibility and ensuring that future generations are not saddled with the financial burden of decisions made today.

This will be accomplished by utilizing current and future resources in an efficient, effective manner that is sustainable through a range of economic environments. We will develop a culture and organizational value of continuous quality improvement in all facets of our service delivery. All components of the delivery system must work in concert with each other and we must enhance our collaborative relationships with internal and external customers and stakeholders.



Objective 1-A Develop a comprehensive set of performance measures and targets for all internal and external services and programs delivered by the OCFA.

Priority: 1

Timeline: September 2010 – September 2012

Responsibility: Deputy Chief Ron Blaul

Critical Tasks:

- Develop a list of all services and programs delivered by the OCFA.
- Define internal/external expectations of the service.
- Review balance of cost/service levels/methods of service (cost benefit).
- Develop measurable performance criteria.
- Develop criteria and procedures to periodically re-evaluate performance against current expectations.
- Establish a formal feedback mechanism, which informs service providers of service deficiencies, improvements, and successes.
- Establish data collection and analysis capability.

Performance Indicators:

- A Continuous Quality Improvement (CQI) program for each service/program has been developed.
- Level of service, expressed in measurable terms, are defined for each service/program.
- A mechanism to measure the outcome has been developed and included with the implementation plan.
- The outcome measurement is performed and corrective actions to achieve the outcome are incorporated into the implementation plan.

Outcomes:

Managers embrace and utilize performance measures and targets to adjust processes and services that are delivered to meet the needs of internal and external customers.



Objective 1-B Improve the awareness and utilization of OCFA services and programs provided to internal and external customers.

Priority: 3
Timeline: July 2012 – January 2014
Responsibility: Assistant Chief Dave Pierce

Critical Tasks:

- Identify services and key customers.
- Identify the most effective communication pathways for each customer group.
- Develop tools to evaluate customer awareness of OCFA services.
- Identify and coordinate similar functions of Objective 2-E.
- Identify level of customer awareness of the OCFA and its services.
- Develop targeted marketing to improve customer awareness.
- Complete a cost/benefit analysis for each service or program.
- Develop a method to re-evaluate customer awareness of OCFA services.

Performance Indicators:

- Primary customers are identified for each service or program.
- An effective plan for monitoring, tracking, and addressing awareness of services and programs that assist internal and external customers to meet our mission is in place and utilized.
- A mechanism to measure the outcome has been developed and included with the implementation plan.
- The outcome measurement is performed and corrective actions to achieve the outcome are incorporated into the implementation plan.

Outcomes:

OCFA members have awareness and can efficiently access information regarding programs and services. The public is able to maximize their use of OCFA's services to protect their community, reducing the dependence on OCFA resources.



Objective 1-C Determine the scope, level, and method of wildland firefighting and related prevention and education services that should be delivered by the OCFA.

Priority: 1
Timeline: August 2010 – August 2011
Responsibility: Assistant Chief Laura Blaul

Critical Tasks:

- Identify community wildfire risk.
- Define fire protection goals, results, and performance measurers that encompass firefighting, education, and prevention .
- Identify our current wildland firefighting, education, and prevention program elements and how they contribute to public safety.
- Determine gaps between our current model and our desired model of wildland firefighting, education, and prevention.
- Determine outcomes, activities, and resources needed.
- Research and identify proven elements to plug gaps.
- Complete a cost/benefit analysis between our current model and our desired model.
- Select preferred wildland firefighting, education, and prevention elements from the identified options.
- Assess impact on goals, results, and performance indicators.
- Secure approvals and resources.
- Develop an implementation plan for the desired model, including a continuous quality improvement component.
- Track results (inputs and outputs).
- Evaluate program annually; identify and publicize areas needing improvement.

Performance Indicators:

- Outputs are developed and approved:
 - A risk profile that clearly identifies and describes our wildfire risk.
 - A map depicting areas and degree of wildfire risk.
 - A comprehensive wildfire strategy that integrates education, prevention, and firefighting to maximize efficiency, effectiveness, and community safety.
 - Review and update the wildland fire risk analysis from the Standards of Coverage and Deployment Plan.
 - Include all elements of the delivery of wildland firefighting, including:
 - OCFA resources
 - Contracted resources
 - Mutual/automatic aid
 - An implementation plan for the integrated wildfire strategy.



- A mechanism to measure the outcome has been developed and included with the implementation plan:
 - Number of deaths due to wildfire
 - Number of injuries due to wildfire
 - Property loss:
 - Dollar value of structures lost due to wildfire
 - Dollar value of content lost due to wildfire
 - Dollar value of infrastructure lost due to wildfire (e.g. towers, roads, water sources)
 - Dollar value of other personal or real property lost due to wildfire (e.g. orchards, livestock, usable land)
 - Environmental loss due to wildfire (e.g. habitat, watershed):
 - Number of acres burned
 - Percent of acres burned at or below damaging threshold
 - Others to be determined in the future
 - Number of wildfires
 - Cost of suppression
 - For OCFA
 - For all deployed suppression agencies
 - Secondary losses of displacement, rehabilitation, additional environmental damage, etc. due to wildfire
 - Degree of wildfire control (agency or land owner policy for wildfire control)
- The outcome measurement is performed and corrective actions to achieve the outcome are incorporated into the implementation plan.

Outcomes:

The service delivery model that is used by OCFA optimizes both internal and external resources to create safer communities.



Objective 1-D Determine the scope, level, and method of specialty programs that should be delivered by the OCFA.

Priority: 2

Timeline: August 2010 – December 2011

Responsibility: Assistant Chief Lori Zeller

Critical Tasks:

- Identify the current mission and functions of OCFA’s specialty programs:
 - USAR
 - Hazardous Materials
 - Helicopter Program (may have cross over with Objective 1-C)
 - Crew and Equipment (may have cross over with Objective 1-C)
 - Others
- Identify the frequency of use for each program, including actual OCFA use and other uses.
- Identify similar programs and services provided by neighboring and other emergency response agencies and perform a benchmark comparison.
- Identify other benefits/consequences associated with the specialty programs.
- In coordination with Objective 1-H, explore collaborative opportunities for service delivery.
- Identify service delivery options for each program and compare against current services.
- Complete a cost/benefit analysis for each service or program.
- Determine if the programs should be modified, maintained at current level, or enhanced to meet community needs.
- Develop criteria and procedures to periodically re-evaluate the program’s performance against current needs and risks.
- Select preferred delivery methodology from the identified options for each program.
- Develop an implementation plan to achieve the outcome.

Performance Indicators:

- A clear understanding of current risk and response capability is developed for each program.
- The desired methodology for delivering service has been identified.
- A gap analysis has been completed quantifying the difference between current and desired level of service.
- Programs are assessed using professional standards and regulatory statutes for level of staffing, professional competencies, training, equipment, and function.
- An implementation plan has been developed.
- A mechanism to measure the outcome has been developed and included with the implementation plan.



- The outcome measurement is performed and corrective actions to achieve the outcome are incorporated into the implementation plan.

Outcomes:

A cost effective and responsible service delivery model is used by OCFA for each specialty program, optimizing both internal and external resources to create safer communities.



Objective 1-E Determine the scope, level, and method of Reserve Firefighter programs that should be delivered by the OCFA

Priority: 1

Timeline: July 2010 – December 2011

Responsibility: Assistant Chief Jorge Camargo

Critical Tasks:

- Adjust critical tasks, and performance indicators based on Board direction.
- Identify and implement accountability measures and performance standards.
- Increase each reserve station roster by five positions.
- Establish a working group focused on enhancing recruitment, training, and retention.
- Identify and implement targeted recruitment for roster deficient stations.
- Evaluate hiring and academy entry process for streamlining of tasks.
- Review training requirements for reserve recruit academy.
- Evaluate academy format for increased station level training and accountability.
- Identify Reserve Officers to assist in the academy training process.
- Evaluate new technologies to improve training delivery (in concert with Objective 3-C).
- Evaluate reserve program residency requirements for all existing members.
- Evaluate individual reserve incident and drill participation.
- Implement OCFA Board-adopted performance thresholds and measurement tools for unit response.
- Develop criteria for action for units which do not meet OCFA response standards.
- Develop and implement agreement with firefighter labor unit for cross staffing and utilization of reserve emergency units if reserves cannot staff and respond.
- Evaluate expansion of CAFS units to all squad units, pending budget approval or grant acquisition.
- Implement web-based staffing system for stipend program automation.
- Evaluate Emergency Medical Technician (EMT) and General Education Diploma (GED) as minimum requirements.
- Complete a cost/benefit analysis of the program.
- Provide report at least semi-annually to the Board of Directors for review and direction

Performance Indicators:

- Accountability measurements are in place for residency, incident response, training, and automated stipend entry.
- Data systems have been designed and implemented to capture quality data.
- Provide a monthly report to the Board of Directors detailing ongoing program progress and issues.
- Semi-annual report provided to the Board of Directors detailing program actions, performance standards, deficiencies, program cost, and community value.



- The Reserve Firefighter handbook has been revised and reflects changes to program expectations.
- A mechanism to measure the outcome has been developed and included with the implementation plan.
- The outcome measurement is performed and corrective actions to achieve the outcome are incorporated into the implementation plan.

Outcomes:

The reserve program provides quality service to the citizens it serves. Overall performance of OCFA reserves meet or exceed organizational expectations. There is a culture of accountability in the organization and all members take responsibility for their role in providing the highest level of service possible.



Objective 1-F Implement a community-based volunteer program to assist OCFA in achieving its mission.

Priority: 1

Timeline: December 2010 – January 2012

Responsibility: Assistant Chief Dave Pierce

Critical Tasks:

- Identify and evaluate services for which volunteers can be recruited and trained to perform throughout the OCFA.
- Identify the criteria and performance measures that will be utilized to determine the best use and functions of volunteer members.
- Develop and deliver a marketing plan for volunteer recruitment.
- Identify potential community interest in volunteering for the OCFA.
- Identify the workers' compensation/risk management issues involved with identified services.
- Develop criteria and procedures to periodically re-evaluate program(s) performance.
- Identify funding sources, staffing, and supervisory and management needs for program(s).
- Complete a cost/benefit analysis for each service or program.
- Determine available volunteer groups that have been pre-organized in each city.
- Determine which additional OCFA roles may be applicable for city volunteers.
- Develop cross-orientation programs between city roles and OCFA roles (for example, City CEPA cross-train for Red Flag Fire patrol duties).
- Develop training for all current and new OCFA managers who may have a role in working with city volunteer coordinators.
- Train and orient city volunteer coordinators and city volunteer members in roles and tasks that are required by OCFA.

Performance Indicators:

- Volunteer opportunities in the OCFA have been identified and are coordinated with city or county programs.
- A written plan has been prepared outlining an implementation strategy and all sections and personnel are aware of the strategy.
- The methodology to evaluate the return (cost/benefit) to the OCFA for its investment in volunteerism has been created.
- A mechanism to measure the outcome has been developed and included with the implementation plan.
- The outcome measurement is performed and corrective actions to achieve the outcome are incorporated into the implementation plan.

Outcomes:

Community volunteers provide valued service to the OCFA and the public.



Objective 1-G Complete a comprehensive evaluation of the EMS delivery system, including the ambulance RFP process, dispatch methods, and response resource configuration, and make system modifications as warranted.

Priority: 2

Timeline: January 2011 – January 2012

Responsibility: Deputy Chief Ron Blaul

Critical Tasks:

- Evaluate EMS workload both geospatially and temporally (geographically and time based).
- Review current unit workload and each unit’s ability to meet response performance objectives (response time and response unit reliability).
- Evaluate and propose alternative deployment models that will better balance response resources with workload by time and space.
- Review current tiered dispatch procedures and revise to optimize service to the customer and utilization of response resources.
- Evaluate and adjust the PAU program to optimize resource utilization.
- Evaluate the ambulance service RFP process to identify current strengths and weaknesses.
- Develop alternatives to the current RFP process for consideration by Board of Directors and cities.
- Research feasibility of implementing of a “Fire Med” type fee program and other revenue opportunities.
- Complete a cost/benefit analysis of existing and alternative delivery models.

Performance Indicators:

- A clear understanding of system demands has been developed.
- Alternatives to delivering effective and efficient EMS services have been identified and warranted modifications implemented.
- The RFP process is reviewed and modifications have been recommended.
- Tiered dispatch procedures have been reviewed and modified as needed.
- Alternative revenue opportunities have been evaluated.
- A mechanism to measure the outcome has been developed and included with the implementation plan.
- The outcome measurement is performed and corrective actions to achieve the outcome are incorporated into the implementation plan.

Outcomes:

There is a higher standard of care provided, patient outcomes are improved, and resources are utilized more efficiently. OCFA is a leader in contributing to reducing the impacts on the regional, state, and national health care system.



Objective 1-H Identify, evaluate, and implement as appropriate cooperative efforts for the delivery of emergency and supportive services with neighboring agencies.

Priority: 1

Timeline: May 2012 – July 2014

Responsibility: Assistant Chief Jorge Camargo

Critical Tasks:

- Develop a list of potential cooperative effort opportunities that can be added or expanded from those currently employed:
 - Regional recruiting and testing
 - Regional training delivery
 - Regional purchasing
 - Mutual/automatic aid
 - Others
- Meet with neighboring agencies to explore interest in pursuing cooperative efforts.
- Evaluate each proposal to determine if it will mutually improve efficiency and effectiveness.
- Complete a cost/benefit analysis for each opportunity.
- Develop proposals for cooperative delivery of services with partner agencies.

Performance Indicators:

- Cooperative effort opportunities have been identified and those deemed beneficial have been proposed for implementation.
- A mechanism to measure the outcome has been developed and included with the implementation plan.
- The outcome measurement is performed and corrective actions to achieve the outcome are incorporated into the implementation plan.

Outcomes:

There is greater financial stability or cost savings and enhanced service delivery throughout the region by utilization of common resources.



Objective 1-I Complete a comprehensive review and update of the Standards of Coverage and Deployment Plan (see Objectives 1-C, 1-G).

Priority: 2

Timeline: March 2013 – March 2015

Responsibility: Assistant Chief Dave Pierce

Critical Tasks:

- Review and update performance objectives to match actual performance.
- Review and update the risk assessment to reflect community changes.
- Review and update staffing and resources tables.
- Review and update resource utilization data.
- Evaluate if current deployment practices remain effective based on actual versus target performance.
- Identify and implement deployment strategies that will improve delivery system performance.

Performance Indicators:

- A clear understanding of risk and workload has been developed.
- Performance gaps have been identified.
- Strategies to improve or maintain desired performance have been identified.
- The SOC has been updated and adopted.
- A mechanism to measure the outcome has been developed and included with the implementation plan.
- The outcome measurement is performed and corrective actions to achieve the outcome are incorporated into the implementation plan.

Outcomes:

Resource deployment is optimized and emergency response to our communities meets or exceeds adopted service levels and performance standards.



Objective 1-J Improve the public's preparedness for catastrophic or unforeseen events.

Priority: 2

Timeline: July 2010 – July 2012

Responsibility: Assistant Chief Jorge Camargo

Critical Tasks:

- Identify large scale threats or incidents that would have a significant negative impact on the public's safety.
- Categorize deficiencies in the public's preparedness as identified in the previous task.
- Evaluate the risk categories and determine root issues.
- Develop and implement a public education program to address deficiencies.
- Develop and implement a marketing plan to increase the public's preparedness based on categorized information.
- Create a partnership with the business community to inform homeowners of products and services available that will improve homeowner readiness for disasters.
- Identify other community partners that can support disaster preparedness education.

Performance Indicators:

- Public education/enforcement/marketing is developed and delivered that prepares the public to respond effectively to a disaster.
- Community partnerships have been developed that support public disaster readiness.
- A mechanism to measure the outcome has been developed and included with the implementation plan.
- The outcome measurement is performed and corrective actions to achieve the outcome are incorporated into the implementation plan.

Outcomes:

Increase the general public's performance in taking appropriate action before, during, and after catastrophic or unforeseen events. The general public is better prepared to respond effectively to a disaster event, reducing dependence on OCFA resources.



Objective 1-K Develop and implement a new and enhanced grant writing/management program.

Priority: 3

Timeline: August 2010 – April 2011

Responsibility: Assistant Chief Laura Blaul

Critical Tasks:

- Define goals and expected results of grant program; develop performance measures.
- Research grant writing/management programs that meet goal, results, and performance measures.
- Draft desired program outline: impacts, activities, resources, etc..
- Review current grant writing/management program and compare current program and results to desired program outline.
- Complete a cost/benefit analysis of the desired grant writing/management program.
- Revise or replace current program.
- Secure approvals and resources.
- Train identified participants on program.
- Develop an implementation plan that includes training of personnel, tracking results, and evaluation.

Performance Indicators:

- Outputs are developed and approved:
 - Grant program and implementation plan
 - List of grant opportunities for priority projects/programs
- A mechanism to measure the outcome has been developed and included with the implementation plan:
 - Revenue for priority programs is received
 - Initiatives accomplish program goals and meet grant requirements
 - There is a positive cost/benefit ratio
- The outcome measurement is performed and corrective actions to achieve the outcome are incorporated into the implementation plan.

Outcomes:

OCFA's grant management program provides additional funding for programs and functions of the organization.



Objective 1-L Review financial forecasting tools so that the short, mid, and long-term cost of maintaining and/or improving programs, services, and service levels are accurately and clearly incorporated in the analysis.

Priority: 1

Timeline: September 2010 – February 2011

Responsibility: Assistant Chief Lori Zeller

Critical Tasks:

- Review current financial forecasting methods to determine the degree to which they incorporate future expenditure requirements to maintain services in accordance with adopted plans and performance standards.
- Review current financial tools to determine the degree to which they incorporate expenditure requirements for new facilities, staff, and equipment required to improve or expand services.
- Perform a gap analysis between future revenues required and future revenues expected.
- Modify financial forecast tools as needed based on these reviews.

Performance Indicators:

- Financial forecasts are directly tied to organizational performance measures and plans for service maintenance and improvement.
- Financial forecasts accurately reflect to the degree possible future revenues required to support maintenance or improvement of service in accordance with organizational performance measures and plans.
- A gap analysis between future revenues required and future revenues expected has been completed.
- A communication and marketing plan for the review findings has been developed and implemented.
- A mechanism to measure the outcome has been developed and included with the implementation plan.
- The outcome measurement is performed and corrective actions to achieve the outcome are incorporated into the implementation plan.

Outcomes:

Decision making is supported by financial forecasts that evaluate revenue and expenditures tied directly to organizational performance and community needs.



Objective 1-M Develop and implement a health and safety management system.

Priority: 2

Timeline: June 2011 – June 2012

Responsibility: Assistant Chief Lori Zeller

Critical Tasks:

- Identify health and safety management system models.
- Evaluate health and safety management system models and choose the model that will provide the best framework to systematically reduce organizational risk.
- Establish management commitment for the health and safety management system and develop mechanisms for member participation.
- Revise the health and safety policy and develop objectives.
- Develop and implement the set of interrelated elements that establish and support the health and safety policy and objectives and the mechanisms to achieve those objectives in order to continually improve health and safety.
- Complete a cost/benefit analysis.
- Utilize audits and management reviews to ensure continuous improvement of the health and safety management system.

Performance Indicators:

- All elements of a health and safety management system have been developed and implemented.
- A mechanism to measure the outcome has been developed and included with the implementation plan.
- The outcome measurement is performed and corrective actions to achieve the outcome are incorporated into the implementation plan.

Outcomes:

The number of on the job and off the job illnesses and injuries that OCFA members experience each year is reduced. Members are better able to perform their duties and functions.



Goal 2

Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.

An organization must have a solid foundation based on fundamental skills. All positions within the organization require a base skill set that must be honed and mastered. Managers, supervisors, and employees must invest time and energy in perfecting competence in the functions of our members at all levels and sections.

Every member of the organization must be accountable for their role in providing quality services to our customers, both internally and externally. We need to cultivate a culture that is willing to accept personal responsibility for performance. It is expected we will hold those we work with accountable for their purpose within the organization.

We recognize that the physical and mental health of our members is important to the overall performance and success of our department. We will be committed to look out for the health, safety, and welfare of each other in the performance of our jobs, whether during emergency or non-emergency activities.



Objective 2-A Develop and implement processes and practices that support personal accountability of OCFA staff regarding performance expectations.

Priority: 1

Timeline: August 2010 – April 2011

Responsibility: Assistant Chief Laura Blaul

Critical Tasks:

- Identify what a “culture of accountability” looks like.
- Identify current organizational accountability issues.
- Determine if a common root cause exists for issues.
- Determine approach to correct identified issues (common root cause or directly address each).
- Identify results and necessary activities and resources necessary to reach them.
- Develop an implementation plan to achieve the outcome.
- Evaluate the implementation plan and take corrective action.

Performance Indicators:

- Outputs are developed and approved:
 - A plan to build/enhance accountability
- A mechanism to measure the outcome has been developed and included with the implementation plan.
- The outcome measurement is performed and corrective actions to achieve the outcome are incorporated into the implementation plan.

Outcomes:

Overall performance of OCFA employees meet or exceed organizational expectations. There is a culture of accountability in the organization and all members take responsibility for their role in providing the highest level of service possible.



Objective 2-B Create and implement a quality improvement program to conduct ongoing service efficiency and effectiveness review for all services.

Priority: 2

Timeline: January 2012 – December 2012

Responsibility: Assistant Chief Laura Blaul

Critical Tasks:

- Using the identified performance indicators from Objective 1-A research and choose an evaluation methodology for the quality improvement programs.
- Evaluate the quality improvement programs.
- Propose program revisions to Executive Management.
- Work with responsible program manager on recommended program improvements.
- Oversee implementation by responsible program manager.
- Establish ongoing evaluation criteria for programs.
- Report quality improvement program impact regularly and publically.

Performance Indicators:

- Outputs are developed and approved:
 - Evaluation results for each program
 - Recommendations for each program - continue, decommission, or improve.
- A mechanism to measure the outcome has been developed and included with the implementation plan:
 - As developed for each program in Objective 1-A
- The outcome measurement is performed and corrective actions to achieve the outcome are incorporated into the implementation plan.

Outcomes:

Decrease in organizational system and practice deficiencies and unsatisfactory performance issues.



Objective 2-C Review and revise all training programs to ensure employees are provided the knowledge and skill needed to be successful.

Priority: 1

Timeline: June 2011 – June 2013

Responsibility: Assistant Chief Jorge Camargo

Critical Tasks:

- Complete a comprehensive evaluation of job descriptions and update where necessary.
- List initial and ongoing training needed by employees to perform successfully in their jobs.
- Identify sources of training and education identified in the task above that are available internally and externally.
- Evaluate the return (cost/benefit) to the OCFA for its investment.
- Develop a task book-based proficiency program for entry level positions.
- Develop a performance review and promotional process that incorporates individual training attendance and competency.

Performance Indicators:

- Pre-requisite training and education is identified for all positions.
- Ongoing training and education requirements are identified and made available.
- The methodology to evaluate the return (cost/benefit) to the OCFA for its investment in training has been created and publicized.
- Training attendance, and competency are incorporated into the performance review process.
- Training attendance, and competency are incorporated into the promotional review process.
- Entry level and ongoing training ensure members receive education necessary for their success.
- A mechanism to measure the outcome has been developed and included with the implementation plan.
- The outcome measurement is performed and corrective actions to achieve the outcome are incorporated into the implementation plan.

Outcomes:

OCFA employees are able to exceed the organization's knowledge, skills, and abilities expectation as identified in the performance appraisal review and CQI programs. Performance on all training activities is increased. The organization is able to take advantage of technological advancements to improve performance and efficiencies. OCFA's training is managed and delivered in an organized, consolidated, and coordinated manner.



Objective 2-D Develop leadership training and mentoring programs to prepare staff for future leadership positions.

Priority: 1

Timeline: August 2010 – August 2012

Responsibility: Assistant Chief Dave Pierce

Critical Tasks:

- Identify pre-requisite training required for each promotional position.
- Research and list existing military, paramilitary, and other business mentoring programs.
- Develop opportunities for personnel to attend pre-requisite training.
- Develop a task book -style mentoring program that allows prospective leaders an opportunity to experience the job prior to promotion.

Performance Indicators:

- Training and education needed for advancement to leadership positions are identified and available.
- A mentoring program is in place that supports employee development for advancement.
- A mechanism to measure the outcome has been developed and included with the implementation plan.
- The outcome measurement is performed and corrective actions to achieve the outcome are incorporated into the implementation plan.

Outcomes:

Candidates are better prepared to compete in promotional processes and meet organizational needs. The number of qualified candidates is increased. Overall candidate performance is improved and the need to seek outside candidates is reduced due to the high level of preparation of internal candidates.



Objective 2-E Improve the understanding of all personnel’s mutual contributions and roles for fulfilling OCFA’s mission.

Priority: 3
Timeline: May 2013 – May 2015
Responsibility: Assistant Chief Dave Pierce

Critical Tasks:

- Prepare and distribute regular information about the projects and activities of the various departments and sections to the entire organization.
- Create a process for cross-department/section “ride-along”.
- Develop a system to recognize activities and efforts that promote cross-organizational awareness and understanding.

Performance Indicators:

- Systems are in place to promote cross-organizational understanding and unity.
- Employees understand the roles, responsibility, and work environment of other parts of the organization.
- A mechanism to measure the outcome has been developed and included with the implementation plan.
- The outcome measurement is performed and corrective actions to achieve the outcome are incorporated into the implementation plan.

Outcomes:

OCFA personnel understand and appreciate the contribution made by all departments and sections of the organization, resulting in personnel being more efficient and effective in meeting our mission.



Objective 2-F Develop and promote programs that help members manage the issues that could adversely impact their professional and personal lives.

Priority: 2
Timeline: May 2012 – May 2014
Responsibility: Assistant Chief Dave Pierce

Critical Tasks:

- Identify the common life issues affecting members (i.e. crisis counseling, stress, financial welfare, retirement, insurance, etc.).
- Develop programs and schedule to present regular workshops and information on common life issues affecting members.
- Develop and distribute material that describes the resources available through the Employee Assistance Program, Chaplain’s Program, and Benevolent Association.

Performance Indicators:

- Employees are aware of and understand the impact and consequences of life issues impacting them personally and professionally.
- Programs and process that can assist members with adverse life impacts have been developed.
- A mechanism to measure the outcome has been developed and included with the implementation plan.
- The outcome measurement is performed and corrective actions to achieve the outcome are incorporated into the implementation plan.

Outcomes:

The overall morale is improved as reflected by increased productivity, and happiness at work and in social settings. Employee absenteeism due to adverse life issues is reduced and there is better utilization of the EAP program.



Goal 3

Implement and utilize emerging technologies that support the needs of the organization by:

**Maximizing operational efficiency
Improving quality of service**

We will create and maintain an infrastructure that supports existing and emerging technologies, recognizing fiscal and practical limitations. We will improve the quality of management analysis as it relates to data collection, analysis methodology, forecasting, and long-range focus to improve the service delivery of OCFA.

These advances in technology and technological infrastructure will allow the OCFA to address the stated community desire to provide quality service that is efficient. These advances will create processes and opportunities for members to demonstrate high levels of craftsmanship in our work.



Objective 3-A Implement the Public Safety Systems project.

Priority: 1

Timeline: July 2010 – July 2015

Responsibility: Deputy Chief Ron Blaul

Critical Tasks:

- Complete a needs assessment for all integrated applications and automated process.
- Improve data exchange and communications with other fire and EMS providers.
- Ensure applications are integrated with internal and with external processes.
- Establish organizational-wide data and document management techniques, including data storage methodologies and procedures.
- Establish real-time electronic work flow systems.
- Develop infrastructure and security policies to make organizational data accessible real-time, remotely, from fires, homes, off-site training, etc..
- Ensure that OCFA infrastructure and workplace technology supports the following functional needs:
 - Electronic plan submittal (FP)
 - Electronic data collection through mobile devices (FP and EMS)
 - Automated Patient Care data collection
 - Real-time hospital status
 - Electronic Vehicle Repair Requests
 - Operations Department – state-of-the-art technology supporting fire suppression, including technologies supporting improved utilization of air operations for live video and information access
 - Other
- Develop and provide an initial and ongoing in-service training program on the capability and functionality of the complete system.
- Identify organizational benefits of the project.
- Establish and implement data quality standards.

Performance Indicators:

- Efficiencies of the system have been published to the organization.
- A training plan on the use of the system has been developed.
- Project benefits have been identified and effectively communicated to the organization.
- Public Safety systems are fully implemented, integrated and operational.
- A mechanism to measure the outcome has been developed and included with the implementation plan.
- The outcome measurement is performed and corrective actions to achieve the outcome are incorporated into the implementation plan.



Outcomes:

Community safety and response is improved. Decisions are made using accurate and quality controlled data. Employees easily access and utilize information technology systems to improve their effectiveness. Collaboration between sections is enhanced and duplication of work effort is reduced.



Objective 3-B Provide the organization with geographic information system tools and training.

Priority: 3
Timeline: November 2010 – December 2013
Responsibility: Assistant Chief Lori Zeller

Critical Tasks:

- Assemble a cross-organization project team.
- Provide training to the project team on the capabilities and opportunities associated with robust geographic information system (GIS) technology.
- Develop a comprehensive list of potential uses of GIS within the organization:
 - Identify and list existing systems using GIS
 - Identify and list systems that would benefit from GIS integration
- Develop needed GIS data and methods to ensure data is maintained current.
- Identify organizational benefits of the project.
- Create integrations between selected data systems and the GIS enterprise system.
- Provide access and training to users to their level of GIS use.
- Develop a marketing plan for GIS capabilities.

Performance Indicators:

- GIS integration opportunities have been fully identified.
- GIS technology is developed that fully supports the organization and maintains current data.
- GIS/data system integration has been completed.
- An internal marketing plan outlining capabilities has been developed and implemented.
- GIS users have been trained to needed levels.
- A mechanism to measure the outcome has been developed and included with the implementation plan.
- The outcome measurement is performed and corrective actions to achieve the outcome are incorporated into the implementation plan.

Outcomes:

Community safety and response is improved. Decisions are made using accurate and quality controlled data. Members easily access and utilize geographic information systems to improve their effectiveness.



Objective 3-C Provide technology tools that enhance training and communication, improving OCFA members' ability to conduct business in a cost effective and efficient manner.

Priority: 2

Timeline: January 2012 – January 2014

Responsibility: Assistant Chief Jorge Camargo

Critical Tasks:

- Identify technology opportunities that can improve organizational communication and employee training:
 - SharePoint
 - Teleconferencing
 - On-line business meetings – go to meeting, etc.
 - Online training
 - Others
- Develop an electronic communication and tracking system for internal memos and directives.
- Develop and provide initial and ongoing training on the use of the identified tools.
- Select and implement options that provide organizational benefit in proportion to cost.

Performance Indicators:

- Technologies that are going to be used by the organization have been identified and approved.
- The initial and ongoing in-service training programs have been developed.
- Appropriate technology has been implemented, improving organizational communication and training.
- A mechanism to measure the outcome has been developed and included with the implementation plan.
- The outcome measurement is performed and corrective actions to achieve the outcome are incorporated into the implementation plan.

Outcomes:

Emergency response is enhanced due to minimizing out of service/area time for training. Delivery of training material and communication is timely and cost effective. Members are informed and involved on relevant issues or needs.



Objective 3-D Improve the quality, timeliness, and accessibility of health, safety, and welfare data and information.

Priority: 3

Timeline: March 2013 – March 2014

Responsibility: Assistant Chief Dave Pierce

Critical Tasks:

- Evaluate the current risk management information systems and data quality.
- Conduct a needs assessment of risk management information systems and data.
- Conduct a gap analysis between the current risk management information systems and the needs that were identified in the needs assessment.
- Identify risk management technology opportunities that will improve the quality, timeliness, accessibility, and decision-making capability of the organization.
- Complete a cost/benefit analysis on each technology opportunity.
- Select and implement technology opportunities that provide organizational benefit in proportion to cost.
- Develop and provide initial and ongoing training on the use of the identified tools.

Performance Indicators:

- The risk management needs assessment and gap analysis is completed.
- Technology opportunities are identified, cost/benefit is analyzed, and an option is selected.
- Selected option is implemented.
- Initial and ongoing training is developed and provided.
- A mechanism to measure the outcome has been developed and included with the implementation plan.
- The outcome measurement is performed and corrective actions to achieve the outcome are incorporated into the implementation plan.

Outcomes:

Members are experiencing fewer injuries and illnesses because more accurate data is being used to make key decisions to control health and safety issues. Public safety is enhanced by keeping firefighters on the job and utilizing limited resources efficiently.

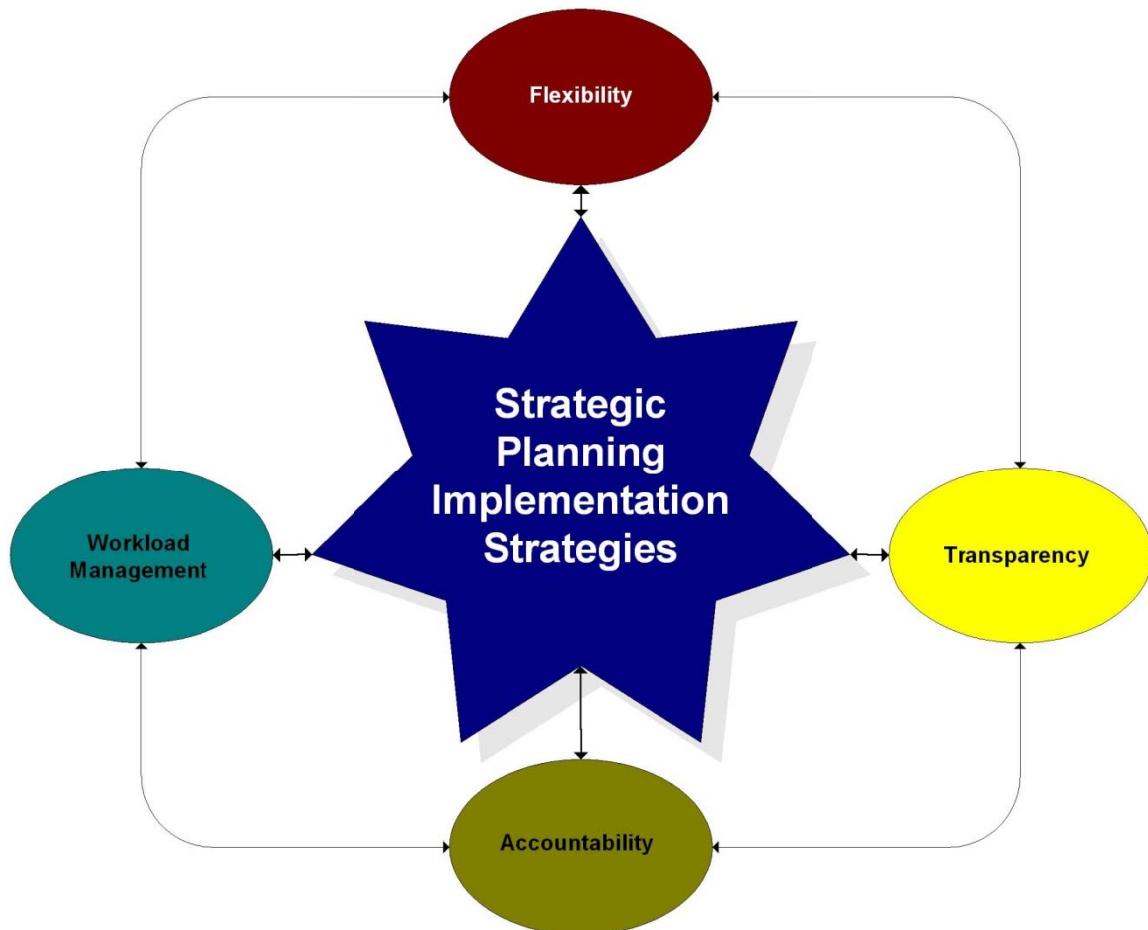


Implementation Methodology

When the strategic planning process began we identified the need to track the progress and completion of our strategic goals and objectives. Additionally, we recognized that there are numerous projects and efforts being taken outside of the strategic plan that contribute to the success of the organization.

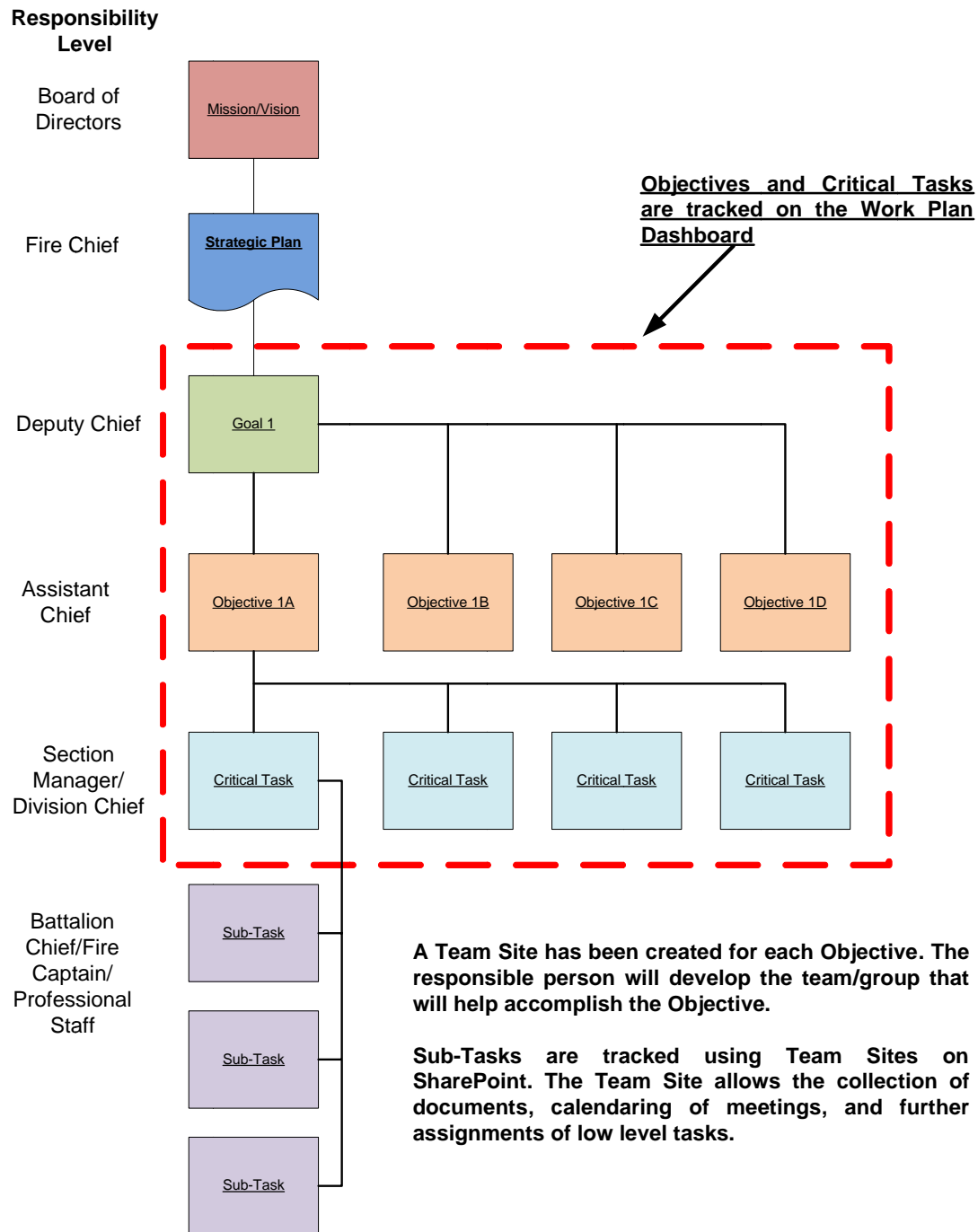
We have designed a tool to assist all members with their tasks and to keep on target for completing our mission. Each Department and Section now has a work plan to aid in the management of its responsibilities. These work plans are centered on the strategic plan but have additional value; they allow an easy view and accountability tracking to tasks assigned to the various sections and personnel.

Viewing the work that is being done allows members to be informed about what is going on within the organization and to check progress on a particular project. It is expected that this tool will be used by all of us who have tasks associated with the strategic plan and can be used for other tasks as well. The transparency provided by the strategic plan and our tracking tools will make each of us more accountable for both performance and outcomes.





The following chart is a representation of responsibility focus. It provides members a relative perspective of their involvement in the implementation of the strategic plan. It is only a guide and does not dictate a strict line of responsibility; members are encouraged to look at all levels of the plan for involvement opportunities.





Update Timeline

Executive Management Bi-Monthly Strategic Plan Meeting – Meet to discuss progress, priorities, issues, needs from other departments/sections, focused on measurements.

Bi-Annual Review – A governance committee will review objectives due to be completed in the next six months. The committee will review anything reported done and compare against the performance measure to determine completion. The committee will provide a report to Executive Management confirming completion or recommending further revision. Completion/Non-complete status will be determined by Executive Management.

Executive Management Yearly Planning Session – Review what has been completed during the past year, as well as what needs to be added/deleted/revise. Compare completed objectives against desired outcome and progress in accomplishing the respective goal.

Three-Year Review – Perform a comprehensive analysis of the review and updating process to determine its effectiveness in meeting outcomes and accomplishing our mission.

Five-Year Review – Comprehensive review and update of the plan.



Appendix

Development Team

Development Team

- Dave Pierce, Assistance Chief, Support Services
- Bryan Brice, Battalion Chief, Strategic Services
- Jack Snook, President and COO, Emergency Services Consulting International
- Dave Austin, Senior Consultant, Emergency Services Consulting International

Strategic Planning Teams and Workgroups

Strategic Plan Steering Committee

- Keith Richter, Fire Chief
- Chip Prather, Fire Chief, Retired
- Patrick McIntosh, Deputy Chief, Retired
- Mark Kramer, Assistant Chief, Retired
- Ron Blaul, Deputy Chief
- Jorge Camargo, Assistant Chief
- Dave Pierce, Assistant Chief
- Laura Blaul, Assistant Chief
- Lori Zeller, Assistant Chief
- Tony Bedolla, Local 3631, Union Representative
- Dave Rose, Local 3631, Union Representative
- Kirk Wells, COA, Chief Officer Representative
- Aaron Peardon, OCEA, Professional Staff Representative
- Tammie Pickens, Unrepresented Management Representative

Work Groups

Service Delivery

Group 1 Chairs – Mike Boyle/Jennifer Bower

- Stella Inta, Finance
- Ron Roberts, ECC
- Ken Miller, EMS
- Jim Ruane, Finance
- Sally Teramura, Human Resources
- Andy Guzman, Fire Prevention
- Scott Brown, Ops
- Jon Jones, Ops
- Daniel Kamakani, Ops
- Frank Grisenti, Fleet

Community

Group 2 Chairs – Jose Valbuena/Angela Garbiso

- Maura Monk, Clerks Office
- Kim Dennis, ECC
- Kim Rapp, Fire Prevention
- Darci Bodin, Fire Prevention
- Glen Sekins, Ops
- Ed Fleming, Ops
- Eric Gilbert, Ops
- Mike Perry, Ops
- Bob Spiegel, Ops
- Don Friedline, Fleet





Financial

Group 3 Chairs – Stephan Hamilton/Kirk Wells

- Nancy Horn, ECC
- Linda Madrid, Finance
- Tammie Pickens, Finance
- Rich Swanson, Fire Prevention
- Jeff Robbins, IT
- Scott Dierdorff, Ops
- Steve Concialdi, Ops
- Craig Covey, Ops
- Bill Lockhart, Ops
- Frank Janicke, Ops
- Greg Tooley, Ops
- Brad Prophet, Property Management
- Michele Hernandez, Strategic Services

Technology

Group 4 Chairs – Mike Petro/Monica Dorfmeier

- Ruth Grubb, EMS
- Paula Morrison, Finance
- Ginny Praisler, Fire Prevention
- Linda Kulp, Human Resources
- Kathy Ballantyne, IT
- Katherine Litchfield, IT
- Richard Ventura, Ops
- Gene Begnell, Ops
- Kevin Fetterman, Ops
- Brad Lineberger, Ops
- Doug Dodge, Ops
- Aaron Lee, Ops

Craftsmanship & Accountability

Group 5 Chairs – Dave Rose/Samantha Koch

- Paris Prophet, Fire Prevention
- Vahid Toosi, Fire Prevention
- Laurie Reinhart, Human Resources
- Jeff Genoway, Ops
- Daniel Dufrene, Ops
- Steve Dohman, Ops
- Jason Sultzer, Ops
- Mike Schroeder, Ops
- Bruce Newell, Reserve
- Matt Job, Service Center

OCFA Culture

Group 6 Chairs – Jay Barkman/Chris Leonard

- Chad Kurthy, ECC
- Ryan Turner, ECC
- Natalie Parsons, Finance
- Paula Snyder, Fire Prevention
- Chris King, Human Resources
- Rick Robinson, Ops
- Nathan Arellano, Ops
- Daniel Yeh, Ops
- Dan Runnestrand, Ops
- Greg Hosburg, Ops
- Steve Chambers, Property Management

Health, Safety and Welfare

Group 7 Chairs – Jonathon Wilby/C.T. Smith

- Samantha Soto, ECC
- Megan Soman, ECC
- Robert Distaso, Fire Prevention
- Shawn Fraley, Fire Prevention
- Matt Holke, Ops
- Gordon, Levine, Ops
- Mark Mollet, Ops
- Eric Leverenz, Ops
- Wayne Powell, Ops
- Eric Bennett, Ops
- Chris Decoursey, Property Management





Focus Groups

Information Technology

- Kathy Ballantyne
- Joe Mangiameli
- Todd Muilenburg
- John Wieland
- Scott Johnson
- Katherine Litchfield
- Roger Thomas
- Heather Archambault
- Chi-Yung Shie
- Bob Leysack

Division Chiefs

- Mark Kramer
- Dan Drake
- Jorge Camargo
- Ed Fleming
- Brian Stephens
- Rick Robinson
- Mike Moore

Treasury/Finance

- Jim Ruane
- Tricia Jakubiak
- Tammie Pickens
- Stephan Hamilton
- Cindy Guziak
- Theresa Yu
- Kim Emery
- Keri Rodriguez
- Gina Cheung
- Karen Angers
- Samantha Koch
- Dennis Sorensen

Clerk's Office

- Jill Ingram
- Tina Perija
- Maura Monk
- Lydia Slivkoff
- Robin Nelson

Orange County Professional Firefighters Local 3631

- Tony Bedolla
- Dave Rose

Operations

- Zach Boller
- Chris Floren
- David Rich
- Jeff Hughes
- Jim Davis
- Mark Mollet
- Ken Buchanan
- Jerry Neuroth
- Ken Haguewood
- Mike Ortiz
- Damone Johnson
- Dave Orr
- Jim Cass
- Dan Tessieri
- Joel Caro
- Brett George
- Jim May
- Colton Ashby
- Mike Goss
- Dave Steffen
- Ken Cruz
- Gerry Casman
- Dave Lopez
- Karim Slate
- Joe Smith
- Chris Rathman
- Jeff Enriquez
- Brian Roberts
- Tony Duchi
- Nohl Perrizo
- Steve Trachta
- Steve Dohman
- Mike Silino
- Greg Horgan
- Rick Reeder
- Doug Dodge
- Lauren Andrade
- Michael Salazor
- Eric Payne
- Shawn Metcalf
- Alan Ladd

Purchasing

- Marilyn Pizza
- Monica Dorfmeier
- Russ Snider
- Marilee Freville





Safety and Environmental Services

- Pete Bonano
- Paris Prophet
- Paula Snyder
- Robert Distaso
- Tom Oakes
- Sonja Powell
- Bryan Healey
- Kevin Bass

Risk Analysis and Mitigation Evaluation

- Pat Antrim
- Rothchild Ong
- Tamy Rivers
- Ginny Praisler

Investigations

- Bill Ryan
- Devin Leonard
- William Blumberg
- Cari Purkey

Chief Officers Association

- Scott Brown
- Jeff Taylor
- Brian Stephens
- Kirk Wells
- Craig Kinoshita
- Marc Hawkins
- Roger James
- Mike Boyle

Emergency Command Center

- Ryan Turner
- Chris Funk
- Megan Soman
- Dawn Hale
- Jenny Cradle
- Elaine O'Brien
- Judy Penrod
- Nancy Horn
- Samantha Soto
- David Paschke

Emergency Planning and Coordination/Community Volunteer Services/Legislative/Crews and Equipment

- Jay Barkman
- Ken Cruz
- Terry Scottt
- Mike Ferdig
- Doug Hanson
- George Ewan

Property Management

- Steve Klein
- Martin Kendrick
- Brenda Best
- Helen Vesperman
- Steve Chambers

Fleet Services

- Rick Oborny
- Wendy Moreno
- Frank Grisenti

Planning and Development

- Brett Petroff
- Vahid Toossi
- Carl Baust
- Kathy Mazza
- Eric Elmer

Human Resources

- Jonathan Wilby
- Deborah Hemstock
- Laurie Reinhart
- Zenovy Jakymiw
- Linda Kulp
- Chris King
- Fausto Reyes





Orange County Employees Association

- Stella Inta
- Don Friedline
- Rich Swanson
- John Bowden
- Aaron Peardon

Emergency Medical Services

- Jim Bailey
- Donna Cloe
- Ken Miller
- Linda Verraster

Training and Safety

- Art Nevarez
- Robert Acosta
- Marc Stone
- Matt Holke
- Roz Von Harz
- Brian Norton

Executive Management

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Glossary

ALS (Advanced Life Support) – "Advanced life support" means special services designed to provide definitive pre-hospital emergency medical care, including, but not limited to, cardiopulmonary resuscitation, cardiac monitoring, cardiac defibrillation, advanced airway management, intravenous therapy, administration of specified drugs and other medicinal preparations, and other specified techniques and procedures.

Benchmark – A benchmark is defined as a standard from which something can be judged. Searching for the best practice will help define superior performance of a product, service, or process.

BLS (Basic Life Support) – "Basic life support" means emergency first aid and cardiopulmonary resuscitation procedures which, as a minimum, include recognizing respiratory and cardiac arrest and starting the proper application of cardiopulmonary resuscitation to maintain life without invasive techniques until the victim may be transported or until advanced life support is available.

CAFS Unit (Compressed Air Foam System) – The units carry fire resistive foam that can be applied to dwellings in advance of an on-coming fire front.

Constituents – OCFA's stakeholders (internal and external). The people we provide service to, have business with, or represent.

Cost/Benefit – A term used to express the value of a component of a system. It is expressed usually as a ratio of cost (which is expenditure) to a benefit (which is a savings of some type). Cost/Benefit can be measured in either soft or hard currency descriptions.

CQI (Continuous Quality Improvement) – CQI is an approach to quality management that builds upon traditional quality assurance methods by emphasizing the organization and systems; it focuses on "process" rather than the individual, it recognizes both internal and external "customers", and it promotes the need for objective data to analyze and improve processes.

Critical Tasks – A dynamic list of activities necessary to complete the objective. The steps or process taken to help ensure successful completion of the objective. Critical Tasks may be broken down into several sub-tasks at various levels of the organization to help achieve the desired outcome.

Department/Section Work Plans – Each Department and Section has a work plan to aid in the management of its responsibilities. These work plans are centered on the strategic plan but have additional value by allowing an easy monitoring and tracking of tasks assigned to the various sections and personnel. They contain the goal, objective, and individual tasks assigned by their supervisor. Individual accountability is enhanced and the work plans assist in tracking start date, due date, percent complete, and update comments.



Deployment – How emergency operations resources are distributed or concentrated throughout an agency’s geographical area of responsibility.

Efficiency – Capacity to produce desired results with a minimum expenditure of time, energy, money, or materials. Marked by quality, characteristics, or facility to serve the performance of a task in the best possible manner.

EMS (Emergency Medical Services) – "Emergency medical services" means the services utilized in responding to a medical emergency.

Focus Group – The focus group is a small group of personnel from the same section brought together to be interviewed by the consultants to get insight into internal stakeholder needs/view.

GIS (Geographic Information System) – GIS allows us to view, understand, question, interpret, and visualize data in many ways that reveal relationships, patterns, and trends in the form of maps, globes, reports, and charts. GIS helps answer questions and solve problems by looking at data in a way that is quickly understood and easily shared.

Goal – An idealized statement of purpose directed toward a vision and is consistent with the mission, indicating a desired result. A goal is a statement of expectations or of what is to be achieved. A broad statement that describes what must be done to successfully reduce or eliminate a gap in internal and external service delivery or change a perception regarding the organization. It is broken down into several objectives that assist in achieving the desired outcome.

Guiding Principles – Statements or single words that describe the ideals or customs of an organization and how the members of an organization should behave.

Haz-Mat – Hazardous Materials.

Methodology – A way of doing something, especially a systematic way; implies an orderly and logical arrangement (usually in steps).

Mission – A mission statement tells you the fundamental purpose of the organization. It concentrates on the present.

Objective – A measurable action to be taken that supports a goal. Each objective is assigned a set of critical tasks, priority, lead or responsible person, timeline, performance indicator, and outcome. Completing an objective is the first step toward achieving a goal. There may be several objectives under a goal. Think of objectives as mileposts on the road to a final destination. The objectives are broken down into several tasks that help achieve the desired outcome.





Outcome – *The recognition of what is different or better in meeting our mission and working toward our vision.*

PAU (Paramedic Assessment Unit) – *an Orange County Emergency Medical Services approved fire company response vehicle which is staffed by a minimum of one (1) certified and Orange County accredited EMT-P and which meets OCEMS criteria as defined in policy.*

Performance Indicators – *Any measurable business event, deliverable, or other factor, which if not attained would seriously impair the likelihood of achieving the objective. Indicators measure the degree of accomplishment of the objective. The performance indicators are a benchmark that should be completed to accomplish the objective.*

Priority – *Is independent of the timeline and is used to help with work load management. It places a relevant importance on the objective with several factors, such as timing with other objectives/tasks, budget, and dynamic environmental conditions contributing to its ranking. Example: A manager has been assigned a priority 1 and 2 objective that fall within the same time frame period for completion. There is a limited amount of time available to work on a given project during the week; the manager should concentrate their work on the priority 1 objective before working on the priority 2 objective.*

Reserve Firefighter – *A person who is paid to respond to emergencies on a random or on-call basis. Reserve firefighters are different than volunteers in that they receive compensation for calls, training and special events.*

RFP – *Request for proposal.*

SOC (Standards of Cover) – *The written policies and procedures that establish the distribution (where) and concentration (how many) of fixed (fire stations) and mobile (fire units) resources of an organization.*

Strategy – *Strategies identify how a goal will be realized and are key to completing a strategic plan. To achieve success, there must be a strategy. Strategies also communicate priorities.*

Strategic Plan – *Organizations develop strategic plans via a process of determining the organization's long-term goals and identifying the best approach for achieving those goals. Strategic Plans provide direction and focus for the organization's employees by pointing to specific results for achievement and establishing a course of action for achieving them. Strategic Plans help various work units within an organization align themes with the organization's mission. In short, strategic plans are the roadmap for an organization's success.*

SWOC (Strengths, Weaknesses, Opportunities, and Challenges) – *A systematic identification of the organization's internal and external gaps in service delivery and perceptions of the organizational performance.*



Themes – Themes are key areas in which an organization must excel in order to achieve its mission, vision and deliver value to customers.

Vision – A vision statement outlines what the organization wants to be. It concentrates on the future. It is source of inspiration and may not be readily achievable.

Volunteer – A person who voluntarily undertakes or expresses a willingness to undertake a service. A participant in something who is not legally bound to participate and does not expect to be paid.

Work Group – The work group is a cross sectional group brought together to develop the objectives, critical tasks, and performance indicators for pre-established goals.