








FY14/15 DOMAIN OBJECTIVES
BUSINESS SERVICES DEPARTMENT
 Lori Zeller, Assistant Chief

Role	Not Started	In Progress	Completed	Target Date
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Focus on Fiscal Health 					
	Initiative 1.1 – Assess financial changes and make recommendations to further fiscal health.	P		In Progress	06/30/15
	Initiative 1.2 – Develop creative strategies relating to the Equity matter.	P		In Progress	06/30/16
	Initiative 1.3 – Sustain financial discipline to continue the Accelerated Pension Paydown Plan.	P		In Progress	06/30/15
	Initiative 1.4 – Provide leadership and oversight for all financial/administrative responsibilities assigned to the Business Services Department.	P		In Progress	06/30/15
	Initiative 1.5 – Provide a Business Services liaison to the Organizational Planning Department to assist with efficiency measures.	S	Not Started		06/30/15
Improve Department Communications 					
	Initiative 2.1 – Foster productive and positive working relationships, while also requiring accountability from all employees.	P		In Progress	06/30/15
	Initiative 2.2 – Build an environment where employees are energized and committed to continuous improvement.	P		In Progress	06/30/15
	Initiative 2.3 – Pursue high-quality agenda materials and presentations for Board and Committees, improving clarity and use of Director’s time and resources.	P		In Progress	06/30/15
	Initiative 2.4 – Facilitate annual Board Orientations and Board Academies to train new Directors appointed to the OCFA.	P		In Progress	06/30/15
Establish Consistency in HR Functions and Improve Labor Relations 					
	Initiative 3.1 – Develop a succession plan for all areas of the Business Services Department.	P	Not Started		06/30/16
	Initiative 3.2 – Provide leadership and financial support in negotiation of successor MOUs.	S		In Progress	12/31/15
Conduct Analysis of Field Operations 					
	Initiative 4.1 – Provide financial/administrative support to the various analyses of field operations, including but not limited to; Air Ops/USAR/TRT, HazMat Response/Staffing, EMS, BC/DC Alignment, and SC Hospital Closure.			In Progress	06/30/16
	Initiative 4.2 – Monitor the Ambulance RFP process for opportunities to assist the HCA and member cities.	S		In Progress	06/30/15
	Initiative 4.3 – Explore staffing options in the Service Center to facilitate a return to daily fire station deliveries in the field.	P	Not Started		06/30/16
Continue Development of Records Management System 					
	Initiative 5.1 – Assist with development of a new RMS replacement for IFP.	S	Not Started		12/31/16
Maintain flexibility for unforeseen events. 					
	Examples: Board Director requests, Member City requests, OCERS policy deliberations, Public Record Act requests, employee matters.			In Progress	06/30/15


KEY: ∞ Ongoing/multi-year effort;  Crosscutting effort between groups, sections, and/or departments; P = Primary or S=Secondary role

FY14/15 DOMAIN OBJECTIVES

Communications and Public Affairs Section

Sandy Cooney







		Role	Not Started	In Progress	Completed	Target Date
1. Improve OCFA Communications at All Levels 						
25	1.1 Provide consistent, relevant, timely communications among OCFA staff, the executive committee and the board of directors.	P				10/2014
	1.2 Provide consistent, relevant and timely communications between OCFA staff and the media.	P				6/2015
	1.3 Develop and implement a restructured community relations/outreach program.	P				10/2014
	1.4 Consistently deliver internal communications via station visits, written monthly updates, video newsletter appearances, all-hands meetings and other opportunities.	p				6/2015
2. Reorganize the Community Relations and Education Section 						
25	2.1 Create a community education and outreach strategy and plan.	P				3/2015
	2.2 Establish consistent system for management of the community relations and education service areas.	P				2/2015
	2.3 Develop partnerships to facilitate education and outreach.	P				02/2015
3. Promote OCFA Through State and Federal Legislative Advocacy and Outreach 						
25	3.1 Establish regular and consistent contact with the executive committee and board of directors. Convene briefings when necessary or by request.	P				12/2014
	3.2 Develop strategy for outreach to build support for OCFA's legislative agenda.	p				05/2015
	3.3 Promote, foster and submit grant applications.	P				05/2015
4. Restructure OCFA Web site						
25	4.1 Evaluate options for Web site functionality. Create "DEMO" of new Web site "look and feel."	P				3/2015
	4.2 Implement OCFA Web site modifications based upon evaluation recommendations.	P				5/2015
	4.3 Launch New OCFA Web Site	P				6/2015
5. Maintain Flexibility for Unforeseen Events. 						
XX						


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FY14/15 DOMAIN OBJECTIVES

Community Risk Reduction





Lori Smith


		Role	Not Started	In Progress	Completed	Target Date
Domain Objective 1 Create and maintain collaborative working relationships w/internal and external customers 						
20	Initiative 1.1 Develop OCEA JLM Team	P				04/01/15
	Initiative 1.2 Reconstruct False Alarm Program (Op/CRR)	P				06/30/15
	Initiative 1.3 Complete City Outreach Project	P				06/30/15
	Initiative 1.4					
	Initiative 1.5					
Domain Objective 2 Create a Community Risk Reduction Team that models and is dedicated to excellence  ∞						
40	Initiative 2.1 Implement ICC Certification guidelines for plan reviewers and inspectors	P				6/30/15
	Initiative 2.2 Develop employee development and succession plans/guidelines	S				6/30/15
	Initiative 2.3 Develop a Pre-Fire team with an integrated understanding of wildfire prevention	P				6/30/15
	Initiative 2.4					
	Initiative 2.5					
Domain Objective 3 Provide effective, efficient, and quality service  ∞						
40	Initiative 3.1 Implement electronic plan review	S				∞
	Initiative 3.2 Refine quality control and fiscal integrity tracking	P				4/01/15
	Initiative 3.3 Develop Pre-Fire electronic inspection tool based on GIS mapping	S				∞
	Initiative 3.4 Participate in the RMS development	S				∞
	Initiative 3.5					
Domain Objective 4  ∞						
XX	Initiative 4.1					
	Initiative 4.2					
	Initiative 4.3					
	Initiative 4.4					
	Initiative 4.5					
Domain Objective 5  ∞						
XX	Initiative 5.1					
	Initiative 5.2					
	Initiative 5.3					
	Initiative 5.4					
	Initiative 5.5					
Maintain flexibility for unforeseen events.  ∞						
XX						

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FY14/15 DOMAIN OBJECTIVES


**Human Resources Section
Jeremy Hammond**

		Role	Not Started	In Progress	Completed	Target Date
1. Establish Consistency in HR Functions and Improve Labor Relations 						
40	1.1 Establish a professional standards unit for investigating complaints (internal and external), reports of rule violations and employee misconduct.	P				6/2015
	1.2 Implement the NEOGOV performance evaluation system.	P				4/2015
	1.3 Evaluate and revise, as necessary, the testing and selection process for Battalion Chief.	P				1/2015
	1.4 Evaluate and revise, as necessary, the testing and selection process for Fire Apparatus Engineer.	P				5/2015
	1.5 Evaluate and revise, as necessary, the testing and selection process for Fire Captain.	P				6/2015
	1.6 Ensure compliance with the Affordable Care Act (ACA) coverage and reporting requirements.	P				6/2015
2. Improve Risk Management Outcomes 						
40	2.1 Improve organizational awareness of Risk Management information and issues.	P		X		3/2015
	2.2 Reduce Workers' Compensation claims by 10% during current Fiscal Year.	P		X		6/2015
	2.3 Reduce Workers' Compensation expenses (medical, indemnity/permanency, and expense payments) by 10% during current Fiscal Year.	P		X		6/2015
	2.4 Reduce Workers' Compensation backfill costs by 5% during current Fiscal Year.	P		X		6/2015
	2.5 Increase emergency preparedness at OCFA facilities.	P		X		4/2015
3. Improve Risk Management Outcomes 						
10	3.1 Air Ops/USAR/TRT Staffing	S				
	3.2 HazMat Response and Staffing	S				
4. Develop and Implement Organizational Planning Department 						
10	4.1 Succession planning	S				
	4.2 Organizational Training and Development	S				






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FY14/15 DOMAIN OBJECTIVES
SUPPORT SERVICES DEPARTMENT
 Mike Schroeder, Assistant Chief

		Role	Not Started	In Progress	Completed	Target Date
Implement Ongoing Refinements to the Computer Aided Dispatch (CAD) System / Tri-Tech  ∞						
	Initiative 1.1 – Continue to solicit input from stakeholders to improve efficiency.	P				06/30/15
	Initiative 1.2 – Continue modifications which enhance user interface & reduce response times.	P				06/30/15
	Initiative 1.3 – Integrate Complete Automatic Vehicle Location (AVL) "closest unit" dispatching.	P				06/30/16
	Initiative 1.4 – Integrate LIVE MUM (unit coverage software) to reduce response times.	P				06/30/16
Continue the Development of the Records Management System (RMS)  ∞						
	Initiative 2.1 – Establish timelines, goals and objectives.	P				06/30/15
	Initiative 2.2 – Form working groups.	P				06/30/15
	Initiative 2.3 – Evaluate possible consultants.	P				06/30/15
	Initiative 2.4 – Prepare an RFP.	P				06/30/15
Establish Consistency in HR Functions and Improve Labor Relations  ∞						
	Initiative 3.1 – Develop a succession plan for all areas of the Support Services Department.	P				06/30/16
Improve Department Communications  ∞						
	Initiative 4.1 – Produce a monthly Support Services Updates document for dept. distributions.	P				02/28/15
Manage and Enhance Communications & Public Affairs  ∞						
	Initiative 5.1 – Assist with the reconstruction of the external website.	S				06/30/15
Maintain flexibility for unforeseen events.  ∞						
	Examples: Infrastructure degradation or damages, vehicle accidents, Board Director requests, Member City requests, or employee matters.	P				06/30/15
Manage Daily Operations in Support Services Sections  ∞						
	Initiative 6.1 – Provide daily oversight and support of the Emergency Command Center (ECC)	P				6/30/15
	Initiative 6.2 – Provide daily oversight and support of the Fleet Services Section	P				
	Initiative 6.3 – Provide daily oversight and support of the Property Management Section	P				
	Initiative 6.4 – Provide daily oversight and support of the Information Technology Section	P				

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FY14/15 DOMAIN OBJECTIVES
ORGANIZATIONAL PLANNING DEPARTMENT
 Brian Young, Assistant Chief





		Role	Not Started	In Progress	Completed	Target Date
Implement Organizational Planning Department  ∞						
30	Initiative 1.1 – Facilitate “on boarding” of newly created assistant chief position	P				06/30/15
	Initiative 1.2 – Conduct current needs assessment of Planning Department structure and identify necessary enhancements	P				06/30/15
	Initiative 1.3 – Conduct recruitment of training manager position as allowed under current budgetary processes	P				06/30/15
	Initiative 1.4 – Develop and institutionalize essential functions of training manager position	P				12/31/15
	Initiative 1.5 – Forecast future Planning Department needs and identify solutions to achieve optimal organizational structure	P				12/31/15
	Initiative 1.6 – Enhance cooperation with key stakeholders	P				06/30/15
Implement Performance Improvement Measures  ∞						
20	Initiative 2.1 – Assess institutional context of mission and values to identify performance improvement strategies	P				06/30/15
	Initiative 2.2 – Analyzing organization performance in order to identify gaps	P				12/31/15
	Initiative 2.3 – Identify and implement interventions that will enhance performance	P				12/31/15
	Initiative 2.4 – Monitor and evaluate enhancements to determine the effectiveness and need for revision	P				12/31/15
Establish Consistency in HR Functions related to succession planning  ∞						
20	Initiative 3.1 – Collaborate with other department heads in developing an organizational wide succession plan	P				12/31/15
	Initiative 3.2 – Establish and institutionalize 360 degree evaluation tools and techniques	P				12/31/15
Conduct Analysis of Field Operations  ∞						
20	Initiative 4.1 – Provide strategic services support to the various analyses of field operations, including but not limited to; Air Ops/USAR/TRT, Haz Mat Response/Staffing, EMS, BC/DC Alignment, and SC Hospital Closure.	S				12/31/15
	Initiative 4.2 – Provide emergency planning functions to support current and evolving organizational needs	P				06/30/15
Evaluate Continuity of Operations Plan (COOP)  ∞						
10	Initiative 5.1 –Ensure the agency is able to continue performance of essential functions under a broad range of circumstances	P				12/31/15
	Initiative 5.1 – Identify and make policy changes to allow for COOP implementation	P				12/31/15


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FY14/15 DOMAIN OBJECTIVES

OPERATIONS DEPARTMENT

Dave Thomas, Assistant Chief

		Role	Not Started	In Progress	Completed	Target Date
Improve OCFA Communications at All Levels  ∞						
	Initiative 1.1 - Develop and deliver Board of Directors training that demonstrates OCFA emergency response functions.	P				03/31/15
	Initiative 1.2 - Build and maintain collaborative working relationships with internal stakeholders, including but not limited to: JLM, specialty program working groups, Training and Safety, etc.	S				06/30/15
	Initiative 1.3 - Improve external relationships and outreach to partnership agencies, including but not limited to: CAL FIRE, US Forest Service, Orange County fire agencies, FireScope, CICCS, and Camp Pendleton.	P				12/31/15
	Initiative 1.4 - Foster greater interaction and coordination between the Assistant Chief of Operations and division chiefs as well as among the division chiefs.	P				06/30/15
Establish Consistency in HR Functions and Improve Labor Relations  ∞						
	Initiative 2.1 - Support enhancements to organization-wide succession planning and recruiting processes.	S				06/30/15
	Initiative 2.2 - Assist with improvements to the grievance process and associated outcomes.	S				06/30/15
Conduct Analysis of Field Operations  ∞						
	Initiative 3.1- Enhance public and program safety by increasing Air Operations coverage hours and staffing capacity.	P				08/31/15
	Initiative 3.2 - Evaluate and implement Hazardous Materials Response Team (HazMat) program improvements.	P				06/30/15
	Initiative 3.3 - Evaluate and implement Technical Rescue Truck program improvements.	P				06/30/15
	Initiative 3.4 - Evaluate the impacts of the San Clemente Hospital closure.	P				06/30/15
	Initiative 3.5 - Assess current division and battalion alignments as well as potential changes to these boundaries to enhance service delivery.	P				06/30/15
	Initiative 3.6 - Perform a pilot study of emergency medical services (EMS) resource redeployment.	P				04/30/15
Maintain Flexibility for Unforeseen Events  ∞						
	Example 1: Daily coordination and communication of operational activities within OCFA.	P				06/30/15
	Example 2: Daily fulfillment of Op Area coordination responsibilities.	P				06/30/15
	Example 3: Continued assessment of changes made to the Operations Training and Safety Section.	P				06/30/15

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