

Alameda County Fire Department FIRE & EMERGENCY SERVICES STRATEGIC BUSINESS PLAN

2015-2019



*Our strategy to ensure your safety
and protect your quality of life*





Alameda County Fire Department

FIRE & EMERGENCY SERVICES *Strategic Business Plan*

UPDATE 2015-2019

OUR STRATEGY TO ENSURE YOUR SAFETY
AND PROTECT YOUR QUALITY OF LIFE



2015–2019 FIRE & EMERGENCY SERVICES Strategic Business Plan



Table of Contents

Chief's Message	5
Communities Served.....	7
Mission Statement.....	8
Core Values	9
Strategic Initiatives, Goals and Objectives	12
Implementation Methodology.....	24
Prioritization of Objectives	
ACFD Member Input and Communication	
Implementation Timeline	





Chief's Message

January 2018

I am pleased to provide Alameda County Fire Department's 2015-19 Update to the Fire and Emergency Strategic Business Plan. Since it was created in 2010, the Plan has served as a blueprint for the department by outlining goals and initiatives to providing high quality fire and emergency services throughout Alameda County and to our contract agencies.

The 2015-19 Update outlines the ACFD goals for the next two years. It provides direction, priorities and a focused attention in continuing to provide fire and emergency services to the communities we serve. To maintain a strong organization, we have identified several goals such as: increased diversity and inclusion efforts within the organization, maintaining appropriate and efficient staffing levels, cross training, and enhanced communication within the organization as well as with our partner agencies. Positive public relations, information sharing and partnerships have always been important; therefore, the Plan identifies the creation of a communications plan and marketing efforts to enhance those relationships and to provide the best service to our communities. But even the best efforts can't succeed without a sound financial foundation and policies to support regionalized services. The Plan outlines goals to maintain a strong competitive and economic-based administrative model going forward. The ACFD will also be incorporating a sustainability strategy that supports and contributes to energy conservation and environmental awareness throughout the agency.

A Strategic Business Plan is successful when there is a model for accountability and tracking of the stated goals identified. For that reason, the ACFD meets regularly throughout the year to report on the status of the initiatives and create opportunities to reevaluate the efforts to achieve those goals. Collaboration and communication are fundamental to our being accountable to the citizens and communities we are proud to serve.

I would like to acknowledge and thank the communities we serve daily for their support to help us provide the best service possible; you are the reason we continue to be proud to serve.

David A. Rocha
Fire Chief, Alameda County Fire Department



Communities Served

THE ALAMEDA COUNTY FIRE DEPARTMENT (ACFD) provides all-risk emergency services to the unincorporated areas of Alameda County (excluding Fairview), the cities of San Leandro, Dublin, Newark, Union City and Emeryville, the Lawrence Berkeley National Laboratory and the Lawrence Livermore National Laboratory. With 4 Battalions, 30 Fire Stations, 26 Engine Companies, 7 Ladder Truck Companies and 1 Heavy Rescue serving a population of 394,000, the ACFD serves densely populated urban areas, waterways, industrialized centers, extensive urban interface, agricultural and wildland regions. Over 450 personnel and 100 Reserve Firefighters provide a wide variety of services to an ever expanding, dynamic and diverse community of roughly 508 square miles.

THESE SERVICES INCLUDE:

- Emergency Medical Services
- Fire Suppression
- Hazardous Materials Response
- Urban Search & Rescue
- Water Rescue
- Community Outreach & Education
- Disaster Preparedness
- Fire Prevention and Code Compliance
- Regional Dispatch

ACFD is also responsible for the administration and operation of the Alameda County Regional Emergency Communications Center (ACRECC). The dispatch center provides dispatch and communication services for the ACFD, the Alameda County Emergency Medical Services Agency, Paramedics Plus ambulance service, Camp Parks RFTA, and the cities of Alameda, Fremont, Livermore and Pleasanton.



Mission

The ACFD developed the following mission statement in 1995:

We will provide the highest level of service to our communities by valuing our members; promoting positive leadership; and dedicating ourselves to excellence.

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

The Strategic Planning Team reaffirmed the Mission Statement at its annual review.

Core Values

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

MEMBERS

We promote an atmosphere of trust and respect that encourages individual growth, participation, creativity, and acknowledges the achievements of our members.

ORGANIZATION

We support an organization built on a foundation of initiative, collaboration and commitment to efficiency, consistency and results, while attaining the goals of the organization.

CUSTOMER SERVICE

We are dedicated to providing superior customer service.

STRATEGIC MANAGEMENT

We plan for change and develop management strategies to meet the challenges of our future.

REGIONAL COOPERATION

We promote, encourage and participate in partnerships that provide all communities with the highest level of service.



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ALAMEDA COUNTY FIRE

"Dedicated to Superior Service"

ACF E19

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Strategic Initiatives

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

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

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

Strategic Initiatives

Staffing	
COMMITTEE	<p>OPERATIONS: Deputy Chief</p> <p>ADMINISTRATIVE SERVICES: Administrative Services Director</p> <p>FIRE PREVENTION: Fire Marshal</p>
GOALS	<i>Provide appropriate and efficient staffing for all positions within ACFD</i>
OBJECTIVES	<ol style="list-style-type: none"> 1. Determine number and location of positions required to maintain efficient operations in a cost effective manner. 2. Develop and implement staffing plans.
DESIRED OUTCOMES	<ul style="list-style-type: none"> ▪ Through implementation of the staffing plans, the Department will be able to adapt proactively to dynamic changes in staffing needs.

Performance Management	
COMMITTEE	<p>TRAINING: Division Chief and Training Advisory Committee</p> <p>PERFORMANCE MANAGEMENT: EMS Division Chief, Administrative Services Director and Human Resources Officer</p> <p>SUCCESSION PLANNING/CAREER DEVELOPMENT: Assigned Battalion Chief and Career Development Committee</p>
GOALS	<i>Continue reviewing all aspects of department's training program while assuring accurate documentation and continuing to develop personnel to their fullest potential</i>
OBJECTIVES	<ol style="list-style-type: none"> 1. Ensure consistent standards and processes for all employees. 2. Evaluate current methods to identify areas for improvement and efficiency. 3. Identify ways to streamline, improve and automate the documentation and delivery process. 4. Identify and implement a succession planning process.
DESIRED OUTCOMES	<ul style="list-style-type: none"> ▪ Continue review of evaluations and competencies on scheduled basis, address deficiencies when needed. ▪ Implement and practice efficient evaluation processes. ▪ Maintain an adequate pool of candidates to ensure all positions are filled with well qualified personnel.

	Internal Communications
COMMITTEE	Administrative Services Director, Information Systems Manager and Public Information Officer
GOALS	<i>To ensure that timely and consistent communication exists throughout all levels of the organization</i>
OBJECTIVES	<ol style="list-style-type: none"> 1. Identify effective means of communicating within the organization. 2. Ensure timely and appropriate delivery of internal communication.
DESIRED OUTCOMES	<ul style="list-style-type: none"> ▪ Effective utilization of communication tools and strategies that facilitate cooperation and coordination at all levels of the organization.

	Diversity and Inclusion
COMMITTEE	Assigned Battalion Chief and Human Resources Officer
GOALS	<i>To increase diversity and cultural competency in the ACFD work force</i>
OBJECTIVES	<ol style="list-style-type: none"> 1. Create a community outreach strategy to build productive and trusted partnerships with our diverse communities. 2. Continue to collect data that identifies trends in the ACFD recruitment and hiring process. 3. Review policies and procedures, rules and regulations that address a positive work place and ensure policies are current and relevant to modern standards.
DESIRED OUTCOMES	<ul style="list-style-type: none"> ▪ The ACFD has a well developed definition of diversity as it applies to the organization. ▪ The ACFD reflects diversity as it is described in the adopted definition. ▪ The ACFD creates and enhances partnerships with community-based organizations throughout its jurisdictions.

COMMITTEE	Marketing
	Public Information Officer, Local 55 Executive Board Member and ACRECC Dispatch Manager
GOAL 1	<i>Promote the Alameda County Fire Department and Alameda County Regional Emergency Communications Center's goals and programs through a variety of communications</i>
OBJECTIVES	<ol style="list-style-type: none"> 1. Establish an ACFD and ACRECC Stakeholder Marketing Team/Group to help craft and maintain a positive public opinion using creative and innovative internal and external communications. 2. Develop a Marketing Plan template for ACFD and ACRECC that communicates the department's value, services, quality and County-wide public safety resources and/or solutions. 3. Implement a Strategic Communications Plan to identify ACFD and ACRECC delivery systems, methods and measurements.

GOAL 2	<i>Provide customer service within the ACFD and ACRECC in creative and engaging ways by developing ACFD and ACRECC focused initiatives, and strategic public information and community relations</i>
OBJECTIVES	<ol style="list-style-type: none"> 1. Establish an ACFD and ACRECC Stakeholder Marketing Team/Workgroup. 2. Encourage and support an existing ACFD and ACRECC culture that allows all personnel (volunteers, operations, fire prevention, ACRECC, etc.) to engage with local community members on a regular basis. 3. Evaluate current public information and community relations programs for effectiveness and value. 4. Create or enhance public information and community relations programs that establish ACFD and ACRECC as the most valuable option for public safety.
DESIRED OUTCOMES	<ul style="list-style-type: none"> ▪ Communities can rely on the ACFD and ACRECC. ▪ Our communications will offer a clear picture of our direction and outcomes that the organization wants and believes it can achieve.

COMMITTEE	Consolidations
	<p>FIRE CONSOLIDATIONS: Division Chief and Battalion Chief</p> <p>DISPATCH CONSOLIDATIONS: ACRECC and Dispatch Manager</p> <p>OVERALL LEADING OFFICER: Division Chief</p>
GOALS	<i>Utilize a consistent, comprehensive and high quality process in the pursuance of future Fire Department and dispatch consolidations</i>
OBJECTIVES	<ol style="list-style-type: none"> 1. Develop a multi-phase process that collects relevant data and information that supports the objective of regionalized fire protection and dispatch services. 2. Create a tool that assesses and analyzes data that aids in the decision making process for future consolidations. 3. Identify methods that assure the successful integration for agencies consolidating with the ACFD. 4. Identify ways to streamline, improve and automate the documentation and delivery process. 5. Assure a follow up procedure is established to provide continued improvement in the process for future consolidations.
DESIRED OUTCOMES	<ul style="list-style-type: none"> ▪ Continued growth of both fire and dispatch consolidations. ▪ Deliver a message supporting the benefit of future consolidation that benefit all communities within Alameda County.

COMMITTEE	Finance
	Administrative Services Director and Financial Services Manager
GOALS	<i>Develop effective financial strategies that ensure ACFD's fiscal sustainability while providing seamless service to our communities</i>
OBJECTIVES	<ol style="list-style-type: none"> 1. Establish a revenue strategy that meets the ongoing financial obligations of ACFD. 2. Identify cost efficiencies to enhance the organization's fiscal sustainability. 3. Establish a long-range capital improvement plan to ensure effective maintenance and timely replacement of ACFD's capital equipment and infrastructure.
DESIRED OUTCOMES	<ul style="list-style-type: none"> ▪ Ongoing implementation of effective fiscal strategies that strengthen ACFD's fiscal position and ensure its long-term financial sustainability.

	Policy Development and Decision Making
COMMITTEE	Fire Chief
GOALS	<i>Implement an optimal policy development and decision-making model that meets the needs of the existing jurisdictions that accommodate and encourage continued regionalization of fire protection services in Alameda County</i>
OBJECTIVES	<ol style="list-style-type: none"> 1. Assess existing regional fire protection policy development and decision-making model. 2. Work with the Board of Supervisors, Executive Management Oversight Committee (EMOC) and the Fire Advisory Commission (FAC) to ensure participative policy development and decision-making processes. 3. Recommend for approval the optimal governance and decision-making model.
DESIRED OUTCOMES	<ul style="list-style-type: none"> ▪ Implement the most efficient administrative and support services by the ACFD. ▪ Governance and decision-making participants agree the model supports the development of comprehensive and thoughtful policy and leads to insightful decisions.

	Sustainability
COMMITTEE	General Services Manager
GOALS	<i>Develop a sustainability strategy that contributes to energy conservation and environmental awareness in the ACFD</i>
OBJECTIVES	<ol style="list-style-type: none"> 1. Identify existing conservation strategies to determine current status within the organization. 2. Identify new conservation strategies for departmental implementation. 3. Identify the environmental impact of fire department activities. 4. Utilize green building techniques in all new construction, repairs and maintenance. 5. Establish a reporting system to measure the impact of reducing our carbon footprint within the organization.
DESIRED OUTCOMES	<ul style="list-style-type: none"> ▪ Reduce carbon footprint. ▪ Integrate partnerships, programs and policies that create environmental awareness. ▪ A reporting system (report) that demonstrates increased conservation strategies adopted or implemented annually.

Implementation Methodology

PRIORITIZATION OF OBJECTIVES

In conjunction with developing operational plans, the committees are charged with prioritizing each of their objectives. By consensus of the Strategic Planning Team, objectives that can be accomplished over the course of the next fiscal year within the limits of existing program maintenance budgets receive highest priority.

ACFD ACCOUNTABILITY AND COMMUNICATION

Once the operational plans for each objective are developed, the committees will initiate a two-week comment period to solicit feedback from ACFD members.

IMPLEMENTATION TIMELINE

The ACFD Strategic Planning Team is committed to a regular schedule of status updates and accountability monitoring. The Team has set an implementation schedule for 2015-2019 to ensure regular communication and commitment to the Fire & Emergency Services Strategic Business Plan.

The Strategic Planning Team will have quarterly planning meetings and will meet on an annual basis to assess progress, celebrate accomplishments, and ensure the ongoing viability and validity of the ACFD Fire & Emergency Services Strategic Business Plan.

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





ALAMEDA COUNTY FIRE DEPARTMENT

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