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CLOVIS FIRE DEPARTMENT

100 Years of Service With Pride

2017-2022



CITY OFFICIALS

Bob Whalen, Mayor

Drew Bessinger, Mayor Pro Tem

Lynne Ashbeck, Council Member

Jose Flores, Council Member

Vong Mouanoutoua, Council Member

Luke Serpa, Interim City Manager

COMMAND STAFF

John Binaski, Fire Chief

Bret Black Battalion Chief

Jim Damico, Battalion Chief

Tony Gomes, Battalion Chief

Jason Ralls, Battalion Chief

Chad Fitzgerald, Life Safety Manager

PREPARED BY

Melinda Feist, Principal Office Assistant

Carol Guthrie, Principal Office Assistant

Katie Krahn, Principal Office Assistant

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MESSAGE FROM THE FIRE CHIEF

I am proud to present the Clovis Fire Department 2017 – 2022 Strategic Plan. The mission of the Clovis Fire Department is fairly simple at its core: protect our community; however, carrying out this mission is very complex and becomes more complex with each passing year. The strategic planning process is our way of ensuring that we evaluate all aspects of our service delivery, compare them against the appropriate regulations, industry standards and best practices, then develop a plan that ensures we do the best we can with the resources we are provided. We are fortunate that we serve a community that recognizes the importance of public safety in maintaining a healthy and vibrant community and provides safety services with adequate funding to meet their expectations. We are also fortunate to have a workforce that recognizes the value of teamwork, planning, preparing, efficiency and ultimately, service to the community. These two forces have enabled the Clovis Fire Department (CFD) to be a model of excellence within the fire service community.



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

As our city grows, there will be more demand for services (call volume), particularly for seniors and socioeconomically challenged citizens. Urban planning will move toward higher densities that will require fire apparatus design and deployment strategies to evolve. Civil unrest and social strains will create more hazards and place more risk on our firefighters and fire administration.

After September 11, 2001 and a slow recovery from the recent economic recession, a new dynamic of financial impacts is effecting the local level. This required the fire service to respond in new ways and to explore alternatives in emergency service delivery. Strategic planning is critical as the Clovis Fire Department prepares for the future, responds to the needs of the community and properly assesses the type, level, and ability to provide exceptional service.

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

JURISDICTION AND ORGANIZATIONAL BACKGROUND

The City of Clovis, known as the “Gateway to the Sierras”, is located in the Central Valley Region of California, along the eastern foothills of the Sierra Nevada Mountain Range. It is the second largest incorporated city in the County of Fresno and part of the Fresno/Clovis Metro area. It is the home of the nationally recognized Clovis Rodeo that was established in 1914, award-winning school district, public safety services and family-friendly amenities. The City of Clovis is a General Law City, with a City Manager reporting to a five-member City Council. Council members are elected at-large from the community and serve four-year terms. One member of the Council serves a two-year term as Mayor and is elected to the position by the Council.

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

In 1966, the City hired its first full-time fire chief and five firefighters, thus transforming the organization into a paid/professional career department. Today, the Clovis Fire Department provides fire protection services to the City of Clovis, protecting a population of over 110,000, covering 25 square miles, as well as to the surrounding agencies as part of an automatic/mutual aid agreement. The Department currently consists of 61 firefighters deployed from five strategically located fire stations and six support staff. It has a Class II rating from the Insurance Service Organization and is accredited from the Center of Public Safety Excellence.



INTRODUCTION

Over the last 100 years, THIS organization has grown and evolved to continually meet the needs of the community. The Clovis Fire Department provides fire suppression, emergency medical services, fire prevention, technical rescue, hazardous materials mitigation, domestic preparedness planning and response, fire investigation and public fire safety education to the City of Clovis. The Clovis Fire Department is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of the community.

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

This plan was written in accordance with the guidelines set forth by the Center for Public Safety Excellence - Fire & Emergency Service Self-Assessment Manual 9th Edition, and is intended to guide the organization within established parameters set forth by the City of Clovis. The Plan includes input from a representative group composed of members of the Department (internal stakeholders) and from the community at large (external stakeholders).

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



STRATEGIC PLANNING PROCESS

To ensure that the community's needs and priorities were considered, a Community-Driven Strategic Planning Process was used to develop the CFD Strategic Plan. For many successful organizations, the voice of the community drives their operations and charts the course for their future.

A community-driven organization is defined as “one that maintains a **focus** on the **needs and expectations**, both spoken and unspoken, of customers, both **present and future**, in the creation and/or improvement of the product or service provided.”

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

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

What is a Strategic Plan?

It is a living management tool that:

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



Goodstein, Nolan, & Pfeiffer define Strategic Planning as “a **continuous** and **systematic process** where the **guiding members** of an organization make decisions about its future, develop the necessary **procedures and operations** to achieve that future, and determine **how success is to be measured.**”

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

Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the City, leadership, members, and stakeholders through a common understanding of where the department is going, how everyone involved can work toward that common purpose, and how progress will measure success.



The Community–Driven Strategic Planning Process Outline

1. Define the services provided to the community and establish the community's service priorities.
2. Establish the community's expectations of the department, aspects that the community views positively, as well as any concerns they may have about the department.
3. (Re) Develop the departments mission statement.
4. (Re) Establish the values of the department's membership.
5. Identify the strengths and any weaknesses of the department.
6. Identify areas of opportunity for and potential threats to the department.
7. Establish realistic goals and objectives, along with critical tasks for each objective.
8. Develop a vision of the future.

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

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

Stakeholders were selected by soliciting interested people from within the organization and from the community at large. The process took participants through a wide variety of lectures and discussions on fire department organization, levels of service and Strengths, Weaknesses, Opportunities and Threats (SWOT analysis). External stakeholders spent two sessions alongside internal stakeholders involved in hands-on fire department simulated activities including live fire evolutions, mock rescue, HazMat and EMS events. During the final sessions, participants were asked a series of questions related to their expectations as customers and service providers. Several of the original external stakeholders continue to be involved in our annual review and appraisals of the Department.

Summary of Findings from External Stakeholders:

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





Mission, Vision and Motto

Our Mission

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

Prevent Harm

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

Be Professional

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

Use Resources Wisely

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

Our Vision

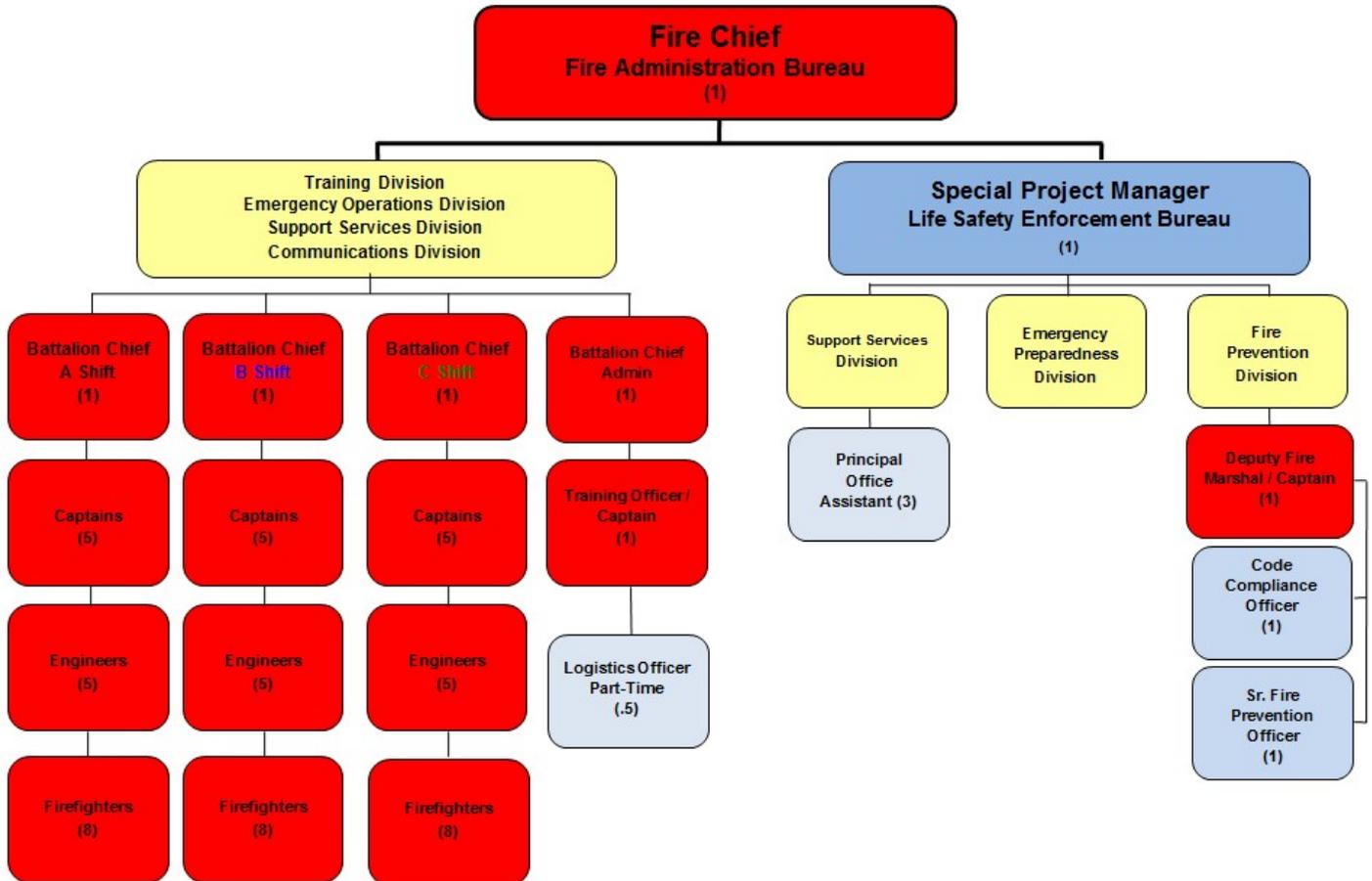
The Clovis Fire Department is dedicated to serving the people of our community and we will work to continue to exceed community expectations. We will provide leadership locally, regionally and nationally. We will establish and strengthen partnerships and cooperate with allied agencies to enhance our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

Our Values

We Value the Clovis Way of Life Through...

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

FIRE DEPARTMENT ORGANIZATIONAL CHART



61 Sworn Personnel 6.5 Non-Sworn Personnel

NOTABLE STATISTICS

COMPARISON OF PEER CITY BUDGET/EXPENDITURES -- 2016/2017

Peer City	General Fund Operating Budget (In Millions)	Population Estimate	Per Capita General Fund Expenditures	% of General Fund for Fire Dept.	ISO Rating (lower is better)	CPSE Accreditation
Chico	\$12.9	88,634	\$146	11%	2	NO
Lodi	\$11.5	62,134	\$186	24%	3	NO
Manteca	\$16.4	72,169	\$227	20%	3	NO
Merced	\$9.7	81,743	\$119	25%	2	NO
Redding	\$19.9	89,861	\$221	28%	3	NO
Santa Maria	\$12.2	99,553	\$123	17%	3	NO
Tracy	\$16	82,922	\$193	29%	4	NO
Turlock	\$8.6	70,365	\$122	24%	3	NO
Visalia	\$14.7	130,231	\$113	22%	3	NO
Vista	\$20.1	93,834	\$214	28%	2	YES
Comparative Average	\$14.20	87,145	\$166	23%	3	NO
Clovis	\$13.9	108,039	\$129	22%	2	YES
Fresno	\$63	520,159	\$121	18.6%	3	NO

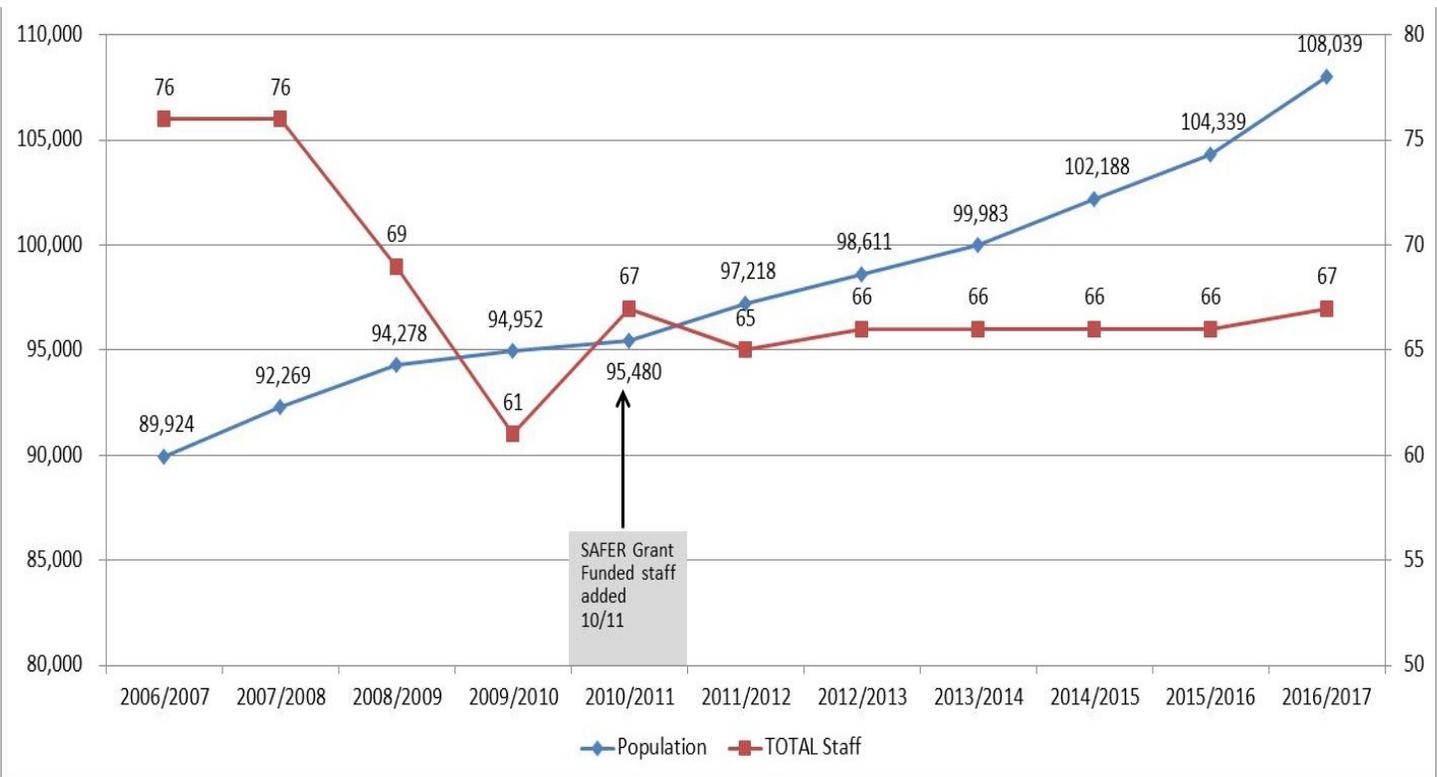
COMPARISON OF PEER CITY STAFFING --- 2016/2017

Peer City	Population Estimate	Sworn Personnel	Minimum Staffing Daily	Civilian Staff	Chief Officers	Call Volume (2016)
Chico	88,634	72	17	4	4	12,172
Lodi	62,134	51	12	1	6	5,111
Manteca	72,169	46	14	3.5	4	6,737
Merced	81,743	62	18	4.5	5	10,077
Redding	89,861	78	26	4.25	7	13,396
Santa Maria	99,553	53	17	2	5	9,626
Tracy	82,922	65	23	4	4	6,712
Turlock	70,365	46	13	2	4	6,745
Visalia	130,231	83	25	5	4	14,283
Vista	93,834	83	25	3	7	12,550
Comparative Average	87,145	63.9	19	3	5	9,741
Clovis	108,039	61	16	6.5	5	9,813
Fresno	520,159	318	85	45	15	43,890

CALL VOLUME FOR PAST 5 YEARS

<u>Incident Type</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>5-Year Average</u>
Emergency Medical	5457	5446	5765	6185	5925	5756
Good Intent/Service Call	2262	2276	1979	2406	2185	2222
Fire	371	352	295	388	441	369
Hazardous Materials/Explosion	176	150	147	195	181	170
Rescues & Vehicle Accidents	407	408	457	518	489	456
False Alarm & False Call	748	600	506	560	592	601
TOTAL	9421	9232	9149	10252	9813	9573

POPULATION & CFD STAFF COMPARISON



DEPARTMENT STAFFING

	<u>2012/2013</u>	<u>2013/2014</u>	<u>2014/2015</u>	<u>2015/2016</u>	<u>2016/2017</u>
Sworn Members	62	61	61	61	61
Non-Sworn	4	5	5	5	6
TOTAL Staff	66	66	66	66	67
Year-Year Change		-2%	0%	0%	0%

STRATEGIC INITIATIVES

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

Strategic Initiative 1: Provide cost effective, efficient services that reflect best practices in the industry. To be sustainable in the future, the fire service must evaluate trends, evaluate cost efficiency, provide effective service delivery models that reflect best practices and confirm affordability for the local taxpayers.

Goal 1A	Maintain annual budget expenditures at or below \$140 per person and enhance annual budget revenues where applicable.
Objective	To make sure the citizens served by the Clovis Fire Department are receiving a competitive service for the cost per citizen. In 2000, a study was conducted which showed to have an effective fire department it would require a minimum cost of \$100 per citizen per year. As you increase this for the last seventeen years to account for inflation, the results is the \$140 currently being applied.
Critical Tasks	<ul style="list-style-type: none"> • Monitor the overall budget minus revenue received for Office of Emergency Services out of area responses. • Review Master Fee Schedule annually and monitor revenue streams. • Monitor continued expenses for special teams such as hazardous materials, urban search and rescue and fire investigations. • Complete annual appraisal reviews for all programs to determine if the outcomes are in line with costs. • Maintain injury cost rate below \$200,000 annually. • Monitor the cost benefit of overtime compared to hiring. • Explore additional public private partnerships.
Assigned to Timeframe	All Chief Officers Continuous

Goal 1B	Maintain accreditation status through the Center for Public Safety Excellence
Objective	Accreditation provides outside peer review of the Fire Department and confirms the department is meeting industry best practices.
Critical Tasks	<ul style="list-style-type: none"> • Update Strategic Plan and review annually • Update Standard of Cover and review annually • Complete required documentation for accreditation • Complete CFAI annual compliance reports
Assigned to Timeframe	Accreditation Manager/Life Safety Enforcement Manager Accreditation Renewal in 2018

STRATEGIC INITIATIVES

Goal 1C	Maintain a Class II or higher Insurance Service Organization (ISO) rating.
Objective	The business community in the City of Clovis benefits from having lower insurance rates and having a lower ISO rating assists in accomplishing this.
Critical Tasks	<ul style="list-style-type: none"> Review the ISO Fire Suppression Rating Schedule. Evaluate areas for improving the Department's ISO rating based on cost benefit analysis.
Assigned to Timeframe	Administrative Battalion Chief Monitored annually for compliance and updates from ISO.
Goal 1D	Re-evaluate the capital improvement plan for the Department and appropriate funding for expected needs.
Objective	In order to provide for an efficient effective response force, the Department needs to be strategically located throughout the community and respond with the appropriate resources.
Critical Tasks	<ul style="list-style-type: none"> Review the Department's 20-year Fleet Replacement Plan and monitor for proper funding. Review the Department's small engine (Hurst Tool, chain saws, K12 and others) and hose replacement plan and monitor for proper funding.
Assigned to Timeframe	Fleet Battalion Chief Ongoing, but focused during annual program appraisals and budget.



STRATEGIC INITIATIVES

Strategic Initiative 2: Maintain or improve service delivery to all citizens of Clovis. As the organization prepares itself to meet the demands of the future, identifying those data sources that will be required to provide accurate, reliable forecasting and quality business analytics, is essential. Use of data to make quality business decisions is a critical element moving the organization forward as we focus on quality improvement and improving the performance of our organization. It is essential that we utilize quality data and establish methods to measure the performance of the services we provide.

Goal 2A	Improve patient survivability for sudden cardiac arrest measured by Return Of Spontaneous Circulation (ROSC) post 24 hours after the event to a level above 35%.	
Objective	To work in conjunction with the local EMS authority, American Ambulance and Fire Training to look for ways to increase patient survivability from cardiac arrest.	
Critical Tasks	<ul style="list-style-type: none"> Review all cardiac arrest patient care reports. See if there are any common themes from patients who do not survive (obesity, life style, drugs, etc.). Review trends or new technology to improve cardiac survival. Replace all existing automatic external defibrulators (AED). Look at expanding locations of citizen AED units, throughout the City. Look at funding options for providing Pulse Point throughout Fresno County. 	
Assigned to Timeframe	EMS/Communications Battalion Chief Annually	
Currently Non-Budgeted Cost Needs	Capital Cost: \$15,000 Personnel Cost: \$2,500 Contract Services Cost: \$2,500	Total Cost: \$20,000

Goal 2B	Maintain or improve response time performance, especially in the southeast Loma Vista Area (East of Locan and South of Bullard) in the City.	
Objective	To provide the same level of emergency services throughout all areas within the City of Clovis. Currently the Fire Department is experiencing longer than the adopted response time standards in the southeast.	
Critical Tasks	<ul style="list-style-type: none"> Monitor response time performance. Purchase property to locate future Station #6 in the southeast. Build and staff Station 6 by July 2020. Improve Advanced Life Support (ALS) response times in the southeast. 	
Assigned to Timeframe	Fire Chief 2017 to 2021	
Currently Non-Budgeted Cost Needs	Capital Cost: \$5,000,000 Personnel Cost: \$1,300,000 Contract Services Cost: \$250,000	Total Cost: \$6,550,000

STRATEGIC INITIATIVES

Goal 2C	Improve Advanced Life Support service levels (definitive care) for the City of Clovis.	
Objective	Citizens currently do not have the same level of response times for Advanced Life Support throughout the City of Clovis. Citizens south of Bullard are currently receiving longer responses times and the Fire Department's objective is to see improvement in these areas.	
Critical Tasks	<ul style="list-style-type: none"> • Review the implementation of the new Ambulance Exclusive Operating Area Contract. • Develop public/private partnerships with American Ambulance for ambulance post locations and increase training opportunities. • Review the need for possible ALS engine companies. 	
Assigned to Timeframe	EMS Battalion Chief and the Fire Chief 2017 to 2020	
Currently Non-Budgeted Cost Needs	Capital Cost: \$100,000 Personnel Cost: \$125,000	Total Cost: \$225,000



STRATEGIC INITIATIVES

Strategic Initiative 3: The Fire Department should increase its value-added and best service to the community beyond the 911 call. Historically, the fire service did not have to compete to be a service provider; however, today there are many options for cities to provide services. As such, it is essential that we define what differentiates Clovis Fire Department from other service providers and align our services with what the public wants the fire and rescue service to do.

Goal 3A	Promote community engagement and enhance outreach to better connect with our customers.	
Objective	To engage the citizens of Clovis to better understand the functions and responsibilities of the Fire Department beyond what they have seen on TV.	
Critical Tasks	<ul style="list-style-type: none"> • Develop a Public Information Team. • Review all of the ways we communicate with the public. • Expand the Department's public education and participation with the Clovis Unified School District. • Look at our social media footprint and provide systematic updates to the Department's webpage, Facebook and Twitter. 	
Assigned to Timeframe	Life Safety and Enforcement Manager 2017 to 2020	
Currently Non-Budgeted Cost Needs	Capital Cost: \$10,000 Personnel Cost: \$10,000	Total Cost: \$20,000

Goal 3B	Fire companies take ownership and accountability of results within their first-in response districts.	
Objective	To have each fire station and, specifically, each shift become more involved with businesses, schools and the public within their first-due response area.	
Critical Tasks	<ul style="list-style-type: none"> • Have each Engine Company shift complete 100 business inspections annually within their first-due area, if applicable. • Have each Engine Company shift attend all school carnivals within their first-due area. • Have each Engine Company shift attend each pre-school annually within their first-due area. • Each Engine Company and, specifically, each shift will be responsible to meet required response time standards as outlined by policy and physically walk through all high-hazard occupancies within their respective districts. • Explore direct mailer options to citizens within the response area for a particular station to determine citizen needs and expectations. 	
Assigned to Timeframe	Shift Battalion Chiefs 2017 to 2022, annual review	

STRATEGIC INITIATIVES

Goal 3C	Promote innovation within the organization.
Objective	The Fire Service is constantly changing and improving. Over the past forty years, the Fire Service has expanded the areas they are responsible for beyond just responding to fires. This includes medical aids, hazardous materials, urban search and rescue and many others.
Critical Tasks	<ul style="list-style-type: none"> • Encourage all personnel to bring forth recommendations for improvement. • Send personnel to training or conferences on new techniques or changing standards. • Embrace an agency that is progressive and willing to change based on data and facts, not emotions.
Assigned to Timeframe	Shift Battalion Chiefs 2017-2022



STRATEGIC INITIATIVES

Strategic Initiative 4: Invest in leadership development and employee wellbeing for the long-term success of the organization. To remain competitive in the future and reflect best practices, quality, well-trained and motivated personnel is imperative. Investing in leadership development is an essential component for the long-term health of the organization. This will ensure and reinforce effective leadership and management concepts and support the exploration of new ideas and practices.

Goal 4A	Enhance the Department’s succession planning and professional development.
Objective	Over the next five years, it is projected that the Department will see a larger than normal number of retirements and needs to be prepared to promote individuals into higher positions throughout the organization.
Critical Tasks	<ul style="list-style-type: none"> • Increase acting, interim assignments and professional development opportunities. • Increase training and educational opportunities for all personnel as outlined by their respective MOUs. • Bring outside instructors or courses locally so personnel can attend without travel expenses. • Expand the opportunities for personnel to attend conferences. • Expand the opportunities for personnel to be on local, state and national committees.
Assigned to Timeframe	Administrative Battalion Chief and Training Captain 2017 - 2021

Goal 4B	Expand the culture of the organization to better recognize, value and implement safety strategies.
Objective	Firefighting has inherent risks, but the goal of the professional firefighter is to measure the risk versus the gain to determine potential positive outcomes.
Critical Tasks	<ul style="list-style-type: none"> • Update Operational Risk Management Policy. • Provide employee behavior health update. • Provide current and updated Safety Officer Training. • Provide equipment and training for active shooter incidents. • Provide updated training on NIST updates and Transitional Fire Attack.
Assigned to Timeframe	Shift Battalion Chiefs 2017 - 2022

STRATEGIC INITIATIVES

Goal 4C	Expand temporary 40-hour work assignment opportunities for 56-hour employees interested in career advancement.
Objective	To give shift employees an opportunity to expand their knowledge base and experience working in one of the 40-hour assignment positions.
Critical Tasks	<ul style="list-style-type: none"> • Based on overtime costs and staffing, solicit interested personnel to be part of Training during the winter months to complete special training projects. • Based on overtime costs and staffing solicit interested personnel to be part of expanding our public education within the City as needed.
Assigned to Timeframe	Training Captain and Life Safety and Enforcement Manager 2017-2021



STRATEGIC INITIATIVES

Strategic Initiative 5: Invest in Fire Prevention, Public Education and Investigation with the goal of reducing fires before they occur.

Goal 5A	Perform fire prevention inspections on all 2,000+ public occupancies on a bi-annual basis
Objective	In order to have a fire safe city for the citizens who reside or visit, it is necessary for existing businesses to be inspected for compliance with the current California Fire Code and local municipal codes.
Critical Tasks	<ul style="list-style-type: none"> • Fire Prevention personnel will inspect all required occupancies annually as outlined by the Fire Code. • Engine companies will inspect 1,500 business occupancies annually. • The Deputy Fire Marshal will inspect or oversee all new business occupancies as required by the Fire Code.
Assigned to Timeframe	Deputy Fire Marshal and Life Safety and Enforcement Manager 2017 – 2022 Annually

Goal 5B	Provide grade school fire prevention public education in conjunction with the Alisa Ann Ruch Burn Foundation (AARBF) to all Clovis Unified Schools within the City of Clovis.
Objective	To work with the AARBF on improving fire safety education to all grade school children attending Clovis Unified Schools throughout the City of Clovis.
Critical Tasks	<ul style="list-style-type: none"> • Complete pre- and post- tests for all school children attending the FISE education presentations. • Expand the use of engine companies for school public education opportunities. • Review the results of the data from each education session.
Assigned to Timeframe	Senior Fire Prevention Officer 2017 to 2020

Goal 5C	To investigate all fires for cause and origin and work with proper authorities for all prosecution of all fires deemed to be caused by arson.
Objective	In order to keep fire insurance costs as low as possible for local businesses and the community, all fires need to be investigated to determine cause and origin. The goal is to look for trends and prosecute arson cases as needed.
Critical Tasks	<ul style="list-style-type: none"> • All fires within the City of Clovis will be investigated for cause and origin. • All fires deemed suspicious will be followed up with the Clovis Fire Investigations Team in cooperation with the Clovis Police Department. • A sufficient fire investigation report will be completed on all fires.
Assigned to Timeframe	Deputy Fire Marshal and Team Leader for the Clovis Fire Investigation Team 2017 to 2021

THE SUCCESS OF THE STRATEGIC PLAN

The Clovis Fire Department has approached its desire to develop and implement a Strategic Plan by asking for and receiving input from the Community and members of the Department during the development stage of the planning process. The Department utilized professional standards and the Community-Driven Strategic Planning Process to compile this document.

The success of the Clovis Fire Department's Strategic Plan will not only depend upon implementation of the strategic initiatives and their related goals, but also from the support received from the City of Clovis, members of the Department, and the Community-At-Large.

The final step in the Community-Driven Strategic Planning Process is to develop organizational and community commitment to the plan. Everyone who has a stake in the present and the future of the Clovis Fire Department also has a role and responsibility in this Strategic Plan.

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

IN REMEMBRANCE



Firefighter Clinton J. Letterman, 44

Killed in the Line of Duty: May 30, 1969