

CLOVIS FIRE DEPARTMENT

2022-2027 Strategic Plan



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MESSAGE FROM THE FIRE CHIEF



I am proud to present the Clovis Fire Department 2022-2027 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, National Fire Protection Association (NFPA) Standards, and industry 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 which recognizes the importance of public safety in maintaining a healthy and vibrant community. We are also fortunate to have a workforce that recognizes the value of teamwork, planning, preparing, efficiency and ultimately, service to the community. These two forces have enabled the Clovis Fire Department to be a model of excellence within the fire service community.

Even in light of our historical successes, we are still well aware that we have future hazards and challenges to meet. It is our belief that, in the future, the fire service will see more scrutiny in the cost of the services we provide, more unfunded government regulation, more pressure to contain costs, and more demand for performance outcome 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 more outcome based performance objectives. It will also push more agencies toward developing agreements with surrounding fire agencies to provide seamless fire service protection to the communities we serve.

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 road network 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 now, again, after many years of the impacts of COVID-19, a new dynamic has been created resulting in potential financial impacts at 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 Clovis Fire Department prepares for the future, responds to the needs of the community, and properly assesses its 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.

A handwritten signature in blue ink that reads "John Binaski". The signature is written in a cursive, flowing style.

John Binaski
Fire Chief

INTRODUCTION

Over the last 100 years, the Clovis Fire Department (CFD) has grown and evolved to continually meet the needs of the community. The organization 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 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 CPD 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 every developed nation have embraced this process. The Clovis Fire Department is proud to be known as one of the first fire departments in California to attain accredited status, and has maintained the status for nearly fourteen years.

This Strategic Plan was written in accordance with the guidelines set forth by the Center for Public Safety Excellence - Fire & Emergency Service Self-Assessment Manual 10th 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 organization (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 organization's members, individually and collectively, to carry out the day-to-day functions in support of the mission.



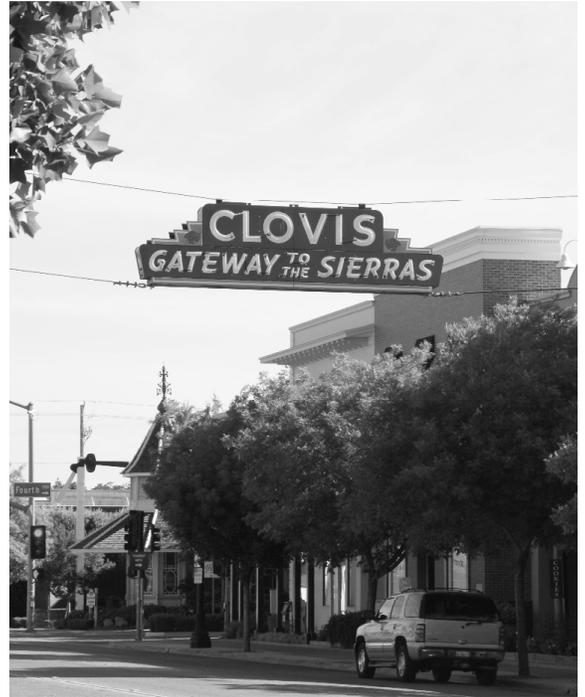


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ORGANIZATIONAL BACKGROUND

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 which was established in 1914, an 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. Councilmembers are elected at-large from the community and serve four-year terms. One member of the Council serves a two-year term as Mayor and is elected to the position by the Council.



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

In 1966, the City hired its first full-time fire chief and five firefighters, thus transforming the organization into a paid/professional career department. Today, the Clovis Fire Department provides fire protection services to the City of Clovis, protecting a population of over 120,000, covering just over 27 square miles, as well as to the surrounding agencies as part of an automatic/mutual aid agreement. The Department currently consists of 67 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.

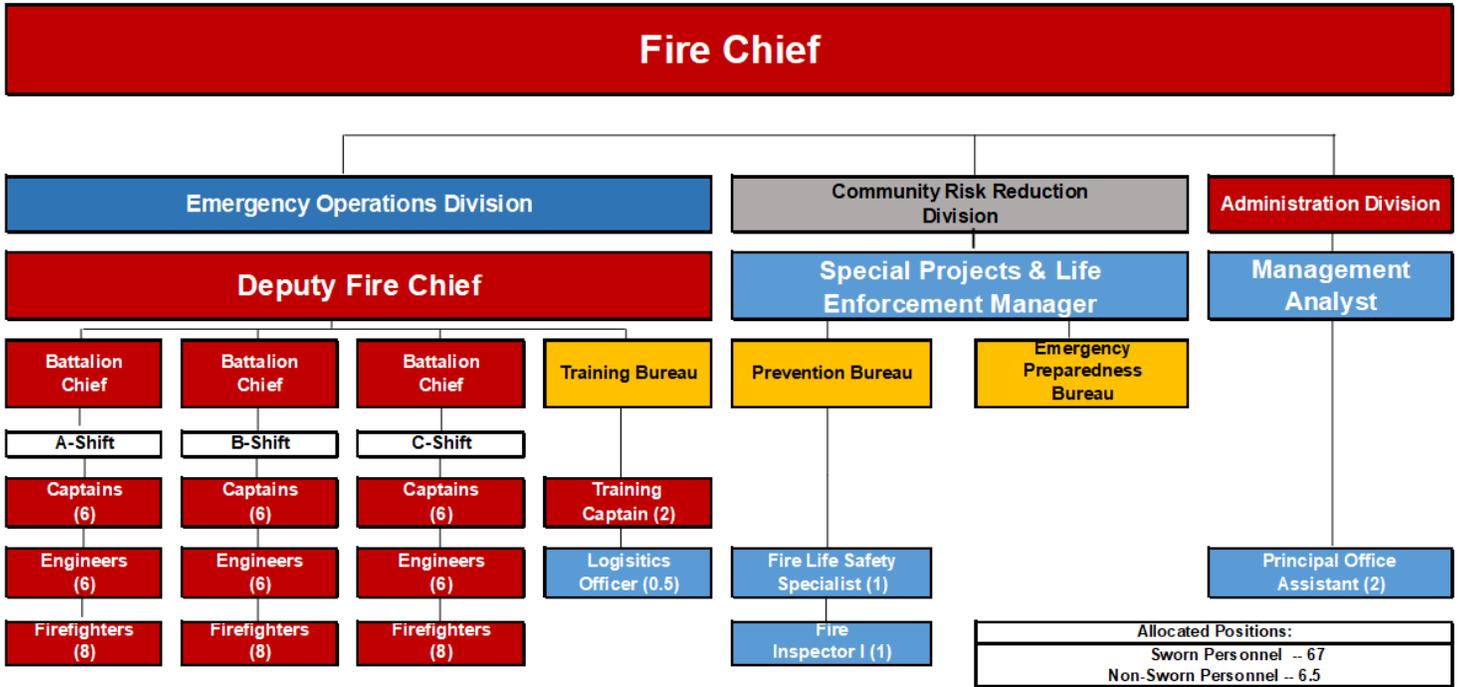




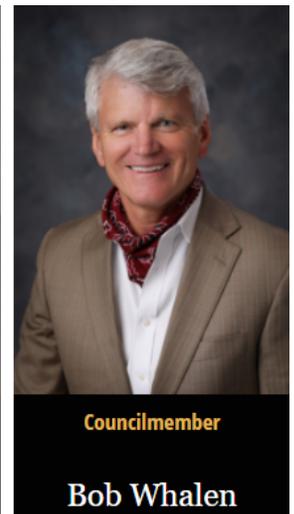
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FIRE DEPARTMENT ORGANIZATIONAL CHART



CITY OF CLOVIS OFFICIALS



CITY OF CLOVIS VISION

“A City that is committed to the Clovis Community Family, their needs, their values, and a quality of life for all; reflecting that commitment in how it develops and in the activities it undertakes.”



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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

OUR MOTTO

Service with Pride



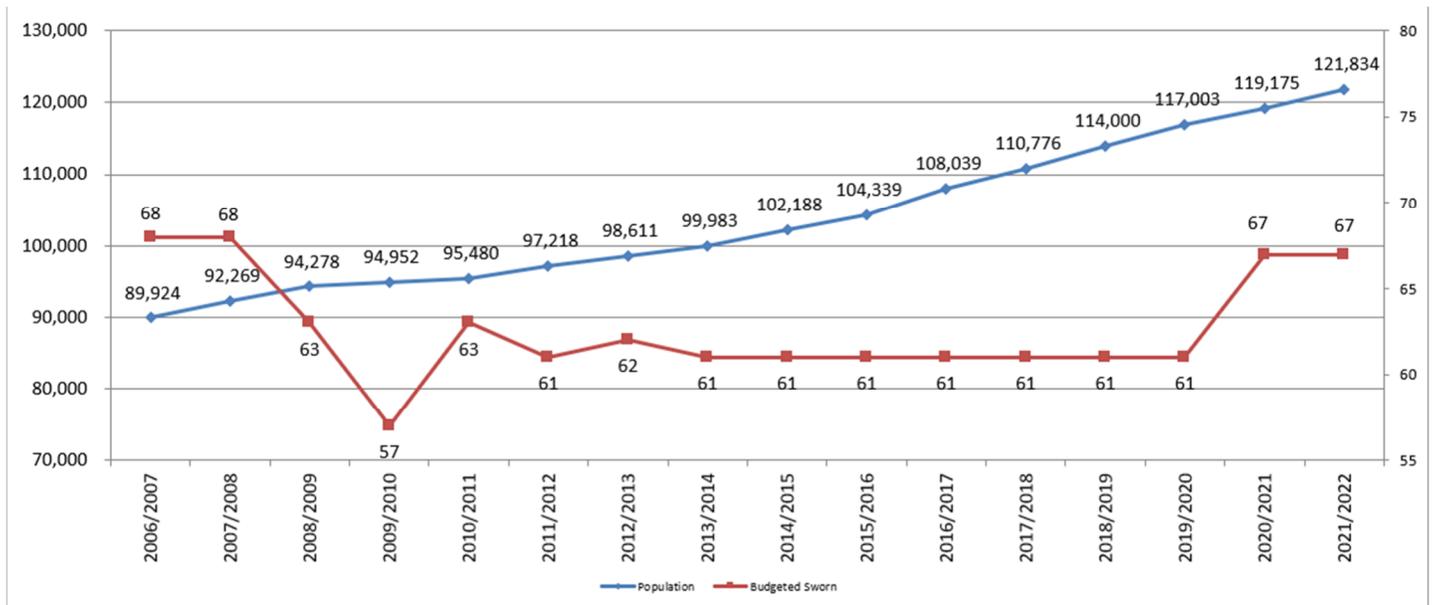
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CALL VOLUME FOR PAST 5 YEARS

Call Volume by Call Type, 2017-2021						
Incident Type	2017	2018	2019	2020	2021	5-Year Average
Emergency Medical	5,821	6,142	6,599	6,566	7,134	6,452
Good Intent/Service Call	2,253	2,469	2,253	2,097	2,082	2,231
Fire	421	336	351	386	386	376
Hazardous Materials/Explosion	147	177	193	178	130	165
Rescues & Vehicle Accidents	538	375	467	397	427	441
False Alarm & False Call	604	621	799	647	613	657
TOTAL	9,784	10,122	10,662	10,274	10,772	10,323

COMPARISON OF CITY POPULATION & CFD SWORN STAFF BY YEAR





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NOTABLE STATISTICS

COMPARISON OF PEER CITIES—2021/22							
Peer City	Fire Department Budget (In Millions)	Population Estimate	Per Capita Fire Department Expenditures	Sworn Personnel	Firefighters per 1,000 population	ISO Rating (lower is better)	CPSE Accreditation
Santa Maria	\$11.9	109,707	\$109	72	0.66	4	NO
Chico	\$13.9	101,475	\$137	57	0.56	2	NO
Bakersfield	\$52.2	403,455	\$129	240	0.59	2	YES
Hanford	\$6.7	57,990	\$116	33	0.57	2	NO
Lodi	\$16.4	66,348	\$247	55	0.83	2	NO
Manteca	\$9.6	83,498	\$116	51	0.61	3	NO
Merced	\$11.0	86,333	\$127	63	0.73	2	NO
Modesto	\$39.2	218,464	\$180	139	0.64	2	NO
Porterville	\$7.3	62,623	\$117	42	0.67	2	NO
Tracy	\$25.6	93,000	\$275	82	0.70	4	NO
Tulare	\$9.3	68,875	\$135	44	0.64	2	NO
Visalia	\$18.6	141,384	\$132	77	0.54	3	NO
Comparative	\$22.7	129,950	\$170	78	0.60	3	NO
Clovis	\$20.3	120,124	\$167	67	0.56	2	YES
Fresno	\$76.8	542,107	\$142	302	0.56	3	NO





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FIRE FACILITIES



Station 1
633 Pollasky
1 Engine, 1 Truck, 1 Rescue Apparatus



Station 2
2300 Minnewawa
2 Engines



Station 3
555 N. Villa
1 Engine, 1 Brush Engine



Station 4
2427 Armstrong
2 Engines, 1 Water Tender



Station 5
790 N. Temperance
1 Engine, 1 Truck, 1 HazMat Apparatus



Station 6
2388 Encino



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STRATEGIC PLANNING PROCESS



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

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."

The fire service has entered into a very competitive evolutionary cycle. Public demands continue to increase, while dollars and other resources continue to shrink. These trends place increased pressure on the modern fire service chief, manager, Councilmembers, and staff to develop ways to be more effective and more efficient.

To ensure that community needs were integral to the development of the Clovis Fire Department Strategic Plan, the Community-Driven Strategic planning process was utilized. Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning or end. The planning process should be flexible and dynamic, with new information from community stakeholders, City Council, and community changes factored in appropriately.

Community-Driven Strategic Planning creates a platform for a wide range of beginnings. The approach comes to life by being shared, debated, and implemented in the context of the organizational realities.



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STRATEGIC PLANNING PROCESS



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.



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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 challenges 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 committee were challenged to work in the best interest of the organization with a focus on service to the community. The external and internal stakeholder groups performed an outstanding job in committing to this important project and remain committed to this 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 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.

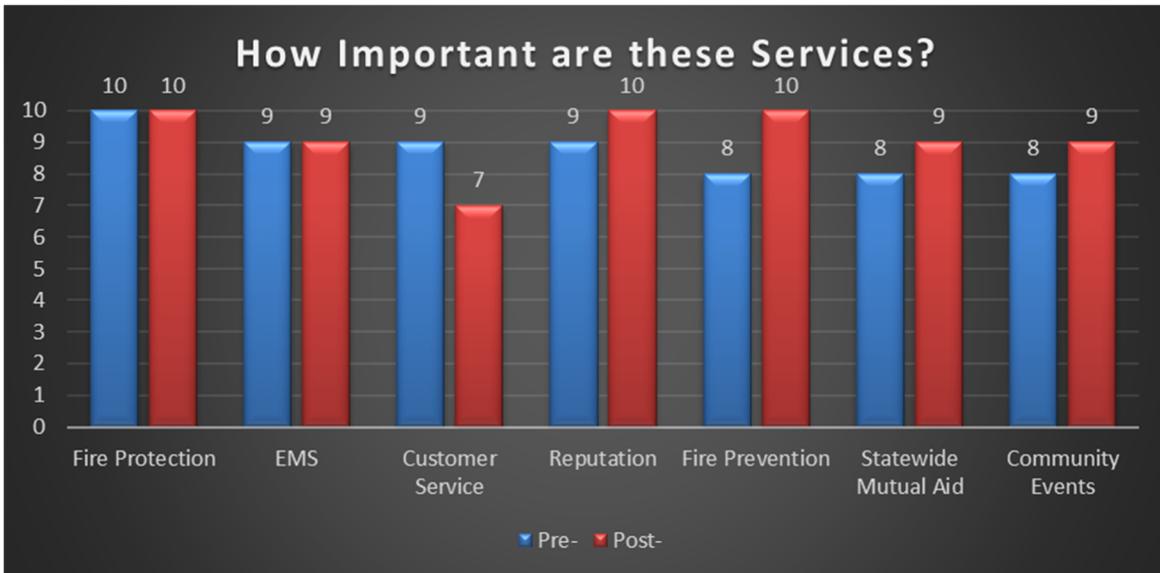
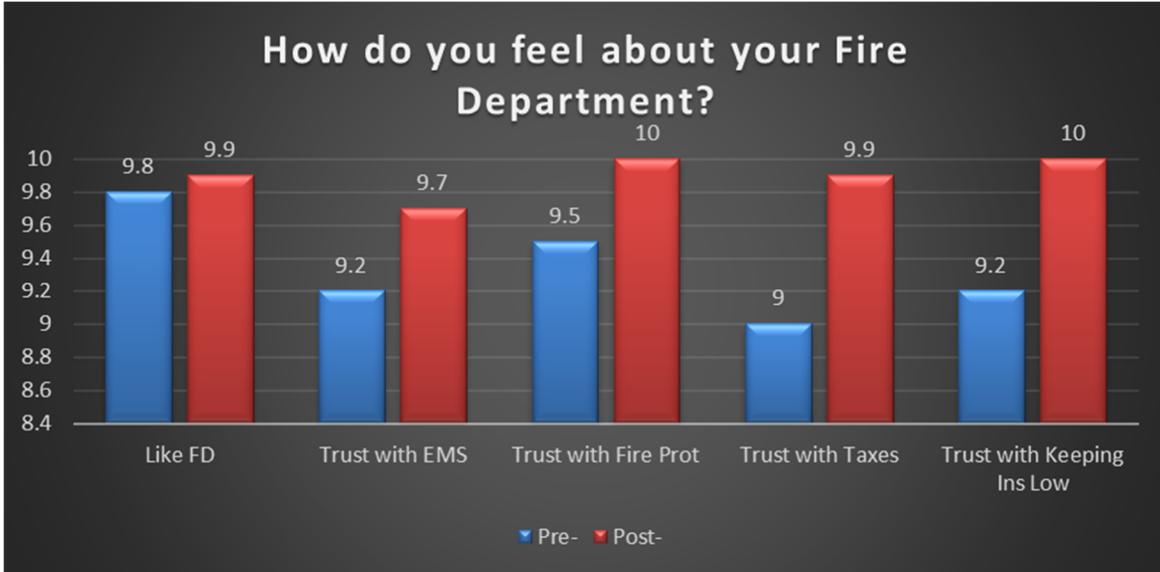
Stakeholders were selected by soliciting interested people from within the organization and from the community at large. The process took participants through a wide variety of lectures and discussions on fire department organization, levels of service and Strengths, Weaknesses, Opportunities and Challenges (SWOC analysis). External and internal stakeholders were asked a series of questions related to their expectations as customers and service providers. There was a pre and post survey of their perception of the Clovis Fire Department and the services we provide. The committee also developed their expectations of the department and validated a majority of the work previous stakeholder groups have provided over the past 15 years. Several of the original external stakeholders continue to be involved in our annual review and appraisals of the department.



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SUMMARY OF FINDINGS FROM EXTERNAL STAKEHOLDERS





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SUMMARY OF FINDINGS FROM EXTERNAL STAKEHOLDERS

1. Maintain the current service delivery levels for fire and emergency medical response throughout the City.
2. Established benchmarks and outcomes are appropriate and should be continually evaluated to meet industry best practice.
3. Future development, or new growth areas, should not adversely impact the current level of service in existing areas of the community.
4. Non-emergency community contact is essential in community risk reduction. Firefighters should continue attending public events, conducting school programs, providing public education activities, and interacting with community groups.
5. The Fire Department plays an important part in maintaining a safe business environment and lowering insurance premiums. The Fire Department is key in protecting both City and business revenues from potential loss.
6. The Fire Department needs to maintain and replace, when needed, its fire apparatus, fire stations, and training facilities. Having high-quality equipment, fire apparatus, and stations extends the useful life of these important resources.
7. The Community Emergency Response Team (CERT) has been a successful program utilized to train community members in disaster response. Additional volunteer opportunities could be beneficial to the Department and those citizens willing to volunteer.
8. Maintain or enhance existing public-private partnerships, such as the ones with American Ambulance, CUSD, PG&E, and Fresno City College. Continue to work with CUSD Career Technical Education in support of the Fire Technology Program and the Department's Fire Explorer Program to expand opportunities for future firefighters to attract a diverse workforce mirroring the community we serve.
9. Clovis Firefighters are viewed as being well trained, professional, and courteous. It is expected from the community that this will continue in the future.
10. Current pay and benefits are appropriate, this should be maintained to attract a diverse and professional workforce.





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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 monitor financial accounts to ensure that service is affordable to local taxpayers.

Goal 1A	Maintain annual budget expenditures at or below \$170 per person and enhance annual budget revenues where applicable.		
Outcomes & Objectives	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 twenty two years to account for inflation (3%), the result is \$170.		
Critical Tasks & Measurements	<ul style="list-style-type: none"> Monitor the overall budget minus revenue received from the Office of Emergency Services for 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 workgroups to determine if the outcomes are in line with costs. Maintain employee injury cost rate below \$200,000 annually. Monitor the cost benefit of overtime compared to hiring. Explore additional public private partnerships. Monitor and review costs for discipline and litigation. 		
Appraisal Timeframe	Annually.	Appraisal Documents	Fire Department Budget, CIP Budget, Fleet, and Out of County



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Goal 1B	Continuously improve on ways of protecting lives, property, and the environment prior and during emergency incidents.		
Outcomes & Objectives	<ul style="list-style-type: none"> • Maintain an annual property fire loss below the 5-year average (\$2.4 million). • Keep annual growth rate of structure fire instances at or below annual population growth (percent of structure fires lower than percentage of population growth year over year). • Contain structure fires to room of origin for 80% of incidents. • Zero civilian fire deaths (structure fires/accidental/unintentional). 		
Critical Tasks & Measurements	<ul style="list-style-type: none"> • Monitor to ensure 911 fire/rescue calls for service are processed (alarm handling) within 1 minute and 30 seconds, 90% of the time (emergent calls, 911 pick up to unit alert). • Turnout time for fire/rescue calls for service within 1 minute and 30 seconds, 90% of the time (emergent calls, unit alert to wheels rolling). • First unit travel time to structure fires, hazardous material releases, and other crisis incidents requiring use of personal protective equipment within 4 minutes, 90% of the time (emergent calls code 3, wheels rolling to unit arrival at scene). • Inspect 100% of all CA State regulated occupancies that require an inspection and submit compliance report annually (In accordance with California Code of Regulations Title 19). • Inspect 95% of high-risk occupancies annually. • Inspect 90% of all moderate and low risk occupancies during each two-year inspection cycle. • Keep annual Unit Hour Utilization (UHU) percentage below 30% for all units. 		
Appraisal Timeframe	Continuous and annually.	Appraisal Documents	Annual Report

Goal 1C	Improve Firefighter Safety and Survival.		
Outcomes & Objectives	<ul style="list-style-type: none"> • Contain structure fires to room of origin for 80% of incidents. • Zero firefighter line of duty deaths. • Maintain an employee injury rate below 20 percent of total allocated staffing positions (industrial injuries). • Maintain Workers Compensation annual costs below \$200,000 (3% or less of total fire suppression personnel salaries). 		
Critical Tasks & Measurements	<ul style="list-style-type: none"> • Provide extensive annual health and wellness physicals to all sworn department personnel • Provide immediate medical treatment and care, when required. • Provide injured employees with access to Workers Compensation paperwork and medical care, when required. • Provide required structure fire training and acting recertification training. • Provide proven cancer preventing measures to protect personnel while on emergency incidents and in the fire stations. • Expand the use of the Community Emergency Response Team (CERT). 		
Appraisal Timeframe	Continuous and annually.	Appraisal Documents	Annual Report



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Goal 1D	Maintain accreditation status through the Center for Public Safety Excellence.
Outcomes & Objectives	Accreditation provides outside peer review of the Fire Department and confirms the department is meeting industry best practices.
Critical Tasks & Measurements	<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 the CFAI annual compliance reports.

Goal 1E	Maintain a Class II or higher Insurance Service Organization (ISO) rating.
Outcomes & Objectives	The business community in the City of Clovis benefit from having lower insurance rates and having a lower ISO rating assists in accomplishing this.
Critical Tasks & Measurements	<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.

Goal 1F	Maintain a 5-year capital improvement plan for the department and ensure appropriate funding for expected needs.		
Outcomes & Objectives	In order to provide for an efficient effective response force, the Fire Department needs to be strategically located throughout the community and respond with the appropriate resources.		
Critical Tasks & Measurements	<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, chainsaws, K12, and others) and hose replacement plan and monitor for proper funding. • Review the department's 20 year fire station maintenance and improvement plan. 		
Appraisal Timeframe	Annually.	Appraisal Documents	Fire Department Budget, 5-Year Capital Budget, Fleet Replacement



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STRATEGIC INITIATIVE #2

Maintain or improve service delivery to the citizens of Clovis.

As the organization prepares itself to meet the demands of the future, identifying the 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 to the progress of the department 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) 24 hours after the event to a level above 35%.		
Outcomes & Objectives	<ul style="list-style-type: none"> Maintain a cardiac survival rate at or above the national average (ROSC, 3-year average) Advocate to ensure an ALS transport capable ambulance arrival at EMS calls within 9 minutes, 90% of the time (emergent calls, 911 verification of address to first-unit arrival) 		
Critical Tasks & Measurements	<ul style="list-style-type: none"> Monitor private ambulance provider total response time compliance of ALS arrival with 9 minutes, 90% of the time. Review all cardiac arrest patients care reports. See if there are any common themes from patients who do not survive (Obesity, lifestyle, drugs, and etc.). Review trends or new technology to improve cardiac survival. Replace all existing automatic external defibrulators (AED). Look at expanding locations of citizen AED throughout the city. Develop a CPR fraction rate performance measure for cardiac arrest incidents. Increase bystander CPR participation rate to 50 percent (911 to provide data). 		
Appraisal Timeframe	Annually.	Appraisal Documents	PCR, CAD Data, ROSC Report

Goal 2B	Maintain or improve response time performance, specifically in the Northwest Heritage Grove Area (North of Shepard and East of Fowler) of the city.		
Outcomes & Objectives	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 & Measurements	<ul style="list-style-type: none"> Monitor response time performance. Purchase property to locate future Station #7 in the northwest. 		
Appraisal Timeframe	Annually.	Appraisal Documents	Annual Report, Planning Calendar, Annexations



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STRATEGIC INITIATIVE #3

Increase value-added services to provide the best possible service to the community beyond the 9-1-1 call.

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.
Outcomes & Objectives	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 & Measurements	<ul style="list-style-type: none"> • Work with, and expand opportunities with the City's PIO Team. • Review all of the ways we communicate with the public. • Expand the department's public education and participation with Clovis Unified School District. • Look at our social media footprint and provide systematic updates to the departments webpage, Facebook and Twitter.

Goal 3B	Fire companies take ownership and accountability of results within their first-due response districts.
Outcomes & Objectives	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 & Measurements	<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 preschool 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 to complete a physical walk through of all high-hazard occupancies within their first-due area. • Explore the possibility of sending a direct mailer to citizens within the response area for a particular station to determine specific citizen needs and expectations.



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Goal 3C	Promote a positive agency reputation within the community.		
Outcomes & Objectives	<ul style="list-style-type: none"> Recruit and hire employees that represent the demographic make-up of the community. Zero cases of harassment/discrimination. Zero cases requiring formal disciplinary action (action above written reprimand). 		
Critical Tasks & Measurements	<ul style="list-style-type: none"> Update and maintain a two-year training plan (concurrent with periodic risk assessment). Provide liability reduction/harassment prevention/people-skills training to all employees annually (in compliance with AB1825/SB1343). Review/update all disciplinary policies and procedures. 		
Appraisal Timeframe	Annually.	Appraisal Documents	Training Plan

Goal 3D	Promote innovation within the organization.		
Outcomes & Objectives	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 & Measurements	<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. 		



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STRATEGIC INITIATIVE #4

Invest in leadership development and employee wellbeing for the long-term success of the department.

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 efforts.
Outcomes & Objectives	Over the next five years, it is projected the department will see a larger than normal number of retirements and the department needs to be prepared for the need to promote individuals into higher positions throughout the organization.
Critical Tasks & Measurements	<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.
Goal 4B	Expand the culture of the organization to better recognize, value, and implement safety strategies.
Outcomes & Objectives	Firefighting has inherited risks, but the goal of the professional firefighter is to measure the risk versus the gain to determine potential positive outcomes.
Critical Tasks & Measurements	<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 threat incidents. • Provide updated training on NIST updates and Transitional Fire Attack.
Goal 4C	Expand temporary 40-hour work assignment opportunities for 56-hour employees interested in career advancement.
Outcomes & Objectives	To give shift employees an opportunity to expand their knowledge base and experience working in one of the 40-hour assignment positions.
Critical Tasks & Measurements	<ul style="list-style-type: none"> • Based on overtime costs and staffing solicit for interested personnel to be part of training during the winter months to complete special training projects. • Based on overtime costs and staffing solicit for interested personnel to be part of expanding our public education within the city as needed.



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STRATEGIC INITIATIVE #5

Invest in Fire Prevention, Public Education, and Fire Investigation efforts 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.		
Outcomes & Objectives	In order to have a fire safe city for the citizens who reside or visit, it is necessary for existing business to be inspected for meeting the current California Fire Code and local municipal codes.		
Critical Tasks & Measurements	<ul style="list-style-type: none"> Inspect 100% of all CA State regulated occupancies that require an inspection and submit compliance report annually (In accordance with California Code of Regulations Title 19). Inspect 95% of all commercial fire protection systems annually. Inspect 95% of high-risk occupancies annually. Inspect 90% of all moderate and low risk occupancies during each two-year inspection cycle. Engine companies will inspect approximately 750 business occupancies annually. 		
Appraisal Timeframe	Annually.	Appraisal Documents	Prevention Inspection and Plan Check Reports, and Annual Report

Goal 5B	Provide grade school fire prevention public education in conjunction with the burn foundation to all Clovis Unified Schools within the City of Clovis.		
Outcomes & Objectives	To work on improving fire safety education to all grade school children attending Clovis Unified Schools throughout the City of Clovis.		
Critical Tasks & Measurements	<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. 		



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Goal 5C	Investigate all fires for cause and origin and work with proper authorities for all prosecution of all fires deemed to be caused by arson.		
Outcomes & Objectives	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 & Measurements	<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 Clovis Fire Investigations Team in cooperation with Clovis PD. • A sufficient fire investigation report will be completed on all fires 		
Appraisal Timeframe	Annually.	Appraisal Documents	Annual Report and Annual Appraisal from CFIT

*All Strategic Initiatives are formally tracked in the Department's Strategic Initiative Tracking Form.



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PERFORMANCE MANAGEMENT

To assess and ensure that our organization is delivering on the promises made in this strategic plan, the leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, our organization must focus on the assessment of progress toward achieving improved output. The Clovis Fire Department must further be prepared to revisit and revise our goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

To establish that the department's strategic plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results", will be utilized, which is based upon the following tenants.

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

“No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point.”

Jim Collins
Good to Great and the Social Sectors

A “family of measures” typically utilized to indicated and measure performance includes:

- **Inputs**—Value of resource used to produce an output.
- **Outputs**—Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency**—Inputs used per output (or outputs per input).
- **Service Quality**—The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Outcome**—Qualitative results associated with a program/service; i.e., the ultimate benefit to the customer. Focused on the “why” of providing a service.



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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, membership 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.





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ANALYSIS OF CURRENT DEPARTMENT

The Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis is designed to help the organization evaluate itself in order to determine its current state of effectiveness as well as its future competitiveness/survival based foreseeable changes. Stakeholders were asked to develop a broad list of items from each category, which was then summarized as follows:

Strengths

- ◆ Employees are passionate about the organization and providing better than average service to the community.
- ◆ Department enjoys broad support from the community.
- ◆ Well established labor management relationship.
- ◆ Department can provide a self-sufficient effective response force for all risk categories.
- ◆ The ability to provide mutual aid/auto aid to both Operational Area and statewide.
- ◆ Facilities are well designed and maintained .
- ◆ Department is perceived as a good regional partner by other fire agencies.
- ◆ Department can attract and retain employees due to good working conditions, pay and benefits Administrative and Operational staffing levels meet minimum standards.
- ◆ Department has experienced a very low frequency of high-risk events.
- ◆ Building stock throughout the community is newer and remains in good shape.
- ◆ Department provides a diverse list of services beyond fire suppression, such as Emergency Medical Services, Emergency Management, Hazardous Materials Team, Urban Search and Rescue Team, Fire Investigations Team and others.
- ◆ High level of technical expertise and a highly educated staff within the department Cancer Prevention activities along with annual wellness/physicals for all suppression personnel.

Weaknesses

- ◆ Poor call handling times by dispatch/lack of data sharing between primary PSAP and secondary PSAP.
- ◆ Need to improve the frequency and depth of communication to organization.
- ◆ Need Pre-Plans updated and immediately accessible to the responding crews.
- ◆ Need better data entry and report writing by officers, prevention, and other staff to maintain quality data analytics.
- ◆ Refine, update and re-format the policy manual.
- ◆ Need to grow IT support to meet the needs of the organization moving forward.
- ◆ Logistical support and fleet maintenance.
- ◆ Need a process to measure internal customer service.



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Opportunities

- ◆ Explore opportunities for expansion in EMS and ambulance RFP.
- ◆ Explorer bringing in outside instructors for the betterment of the organization. (Peer support/ behavior health, fire investigations, and incident operations).
- ◆ Leverage technology to improve processes.
- ◆ Continue engagement with local leaders.
- ◆ Company level engagement with the community.
- ◆ Enforcement of codes – cost recovery options.
- ◆ Explore additional grants or other funding opportunities.
- ◆ Better market Department's services via social media and community relations.
- ◆ Explore opportunities to improve recruitment & retention management and 40-hour staff assignments.
- ◆ Improve cardiac survival program.

Challenges

- ◆ Maintain service levels over time as the city continues to increase in population, density and building farther away from existing fire stations
- ◆ Pension and OPEB unfunded liabilities
- ◆ Future economic downturn
- ◆ Changing workforce – culture, capabilities, expectations
- ◆ Improving diversity of the workforce
- ◆ Recruiting fire prevention staff
- ◆ Rapidly changing expectations of the community
- ◆ Social media impacts
- ◆ Reputation management
- ◆ Keeping connection with the community
- ◆ Ability to staff during highest demands (summer, wildfire season, mutual aid, etc.)
- ◆ Unfunded political/regulatory mandates (state and federal)
- ◆ Litigation
- ◆ Maintaining response time benchmarks, accreditation, and ISO ratings
- ◆ Growing threat of cyber attacks



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SCAN ME

To access this report electronically as well as other guiding documents, please scan the code above or visit:

<https://cityofclovis.com/fire/about-fd/soc-annual-report/>

