



PALO ALTO FIRE DEPARTMENT **2016-2020 STRATEGIC PLAN**

November 18, 2016

Strategic Plan Update and Key Initiatives for 2017

Staff spent the more than half of the planning retreat on November 9 and 10 reviewing and updating the Goals and Objectives from the original 2014 Strategic Plan. Staff also identified a new goal, Create a Comprehensive Workforce Planning Program. Many objectives have already been achieved thanks to the hard work of many, congratulations! Staff identified Strengths, Weaknesses, Opportunities and Threats for each goal and reevaluated remaining objectives.

The process involves a review of the current Mission and Values were we evaluate if they reflect the current culture and practice. There are no changes in the Mission or Values.

Mission

We are a professional team of men and women dedicated to safeguarding and enriching the lives of anyone, anytime, anywhere with compassion and pride.

Values

The men and women of the Palo Alto Fire Department commit to the following values in serving our communities and each other:

INTEGRITY

We serve our community and support each other with respect and honesty. We approach our commitment with Dignity and Courage. We are accountable through our every-day actions and communication.

INNOVATION

We creatively integrate tradition with technology acknowledging the wealth of resources available in our community and department to improve health, safety and welfare.

PROFESSIONALISM

We are Dedicated to providing quality service in the delivery of a cost effective and superior service. Our attitude, appearance, knowledge, skills and abilities are reflective of our commitment to excellence.

DIVERSITY

The members of our department exemplify diversity on multiple levels. Our skills, backgrounds and experiences allow us to effectively respond to the vast range of emergencies and outreach opportunities.



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COMPASSION

We exist to serve our communities and support each other with empathy, sincerity and respect.

EDUCATION

We strive to continually improve ourselves and our skills to increase our own safety and better protect the communities we serve. We strive to stay abreast of the latest developments in emergency response. We provide educational opportunities through community outreach to help increase knowledge of preparedness and personal, family and home safety.

Goals

In no particular order, the focus for 2017 will be the following goals and objectives:

Goal 1 Establish an effective way to communicate with fire department personnel. Improve use of Target Solutions training platform.	
Objective 1D	Reinforce training on how to access and efficiently use portal.
Timeframe	6 months
Critical Tasks	<ul style="list-style-type: none"> • Create a team of shift resources / trainers. • Identify the necessary training for administration and access. • Develop the training programs. • Provide the developed training. • Create a user-guide for the portal.
Measures of Success	<ul style="list-style-type: none"> <input type="checkbox"/> Active team of shift resources / trainers that meets on a regular basis. <input type="checkbox"/> Training curriculum developed. <input type="checkbox"/> Short training classes delivered for each shift and to include day staff. <input type="checkbox"/> User guide created, distributed to PAFD, placed on Target Solutions.

Objective 1E	Develop a system for maintaining, updating and improving the portal and information.
Timeframe	6 months
Critical Tasks	<ul style="list-style-type: none"> • Improve organizational use of Target Solutions. • Move Bulletins, Special Orders to Target Solutions. • Move documents and meeting minutes of key department meetings on Target Solutions. • Establish timelines for frequency of information dissemination. • Establish a timeline for documentation preview. • Create a content review team. • Create an innovation team to keep the portal up to date technologically. • Develop a formal process to submit changes. • Establish reoccurring surveys to determine efficiency. • Move items from 'S' drive to target solutions • Establish a system of sending links to target solution as new info is released
Measures of	<ul style="list-style-type: none"> <input type="checkbox"/> Documents, Bulletins, Special Orders, meeting minutes placed on Target Solutions. <input type="checkbox"/> New information updated to Target Solutions as determined by the team.



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Success	<input type="checkbox"/> Measure usage at end of six months and compare to baseline.		
Team Leads: Chief Blackshire	TBD		
Team: Chief Stoddard	TBD	TBD	

Goal 2 To develop a clear and effective external communication delivery model.

Objective 2A	Identify the target audiences and key stakeholders.
Timeframe	6 months
Critical Tasks	<ul style="list-style-type: none"> • Identify available and appropriate lists (City, Chamber of Commerce, Neighborhoods, CERT teams, Parent Teacher Associations). • Contact community and non-profit organizations. • Develop a list of other city departments. • Establish a contact list for other fire departments.
Measures of Success	<input type="checkbox"/> Obtain five contact lists covering neighborhood groups, businesses, PTA, non-profit contacts.

Objective 2B	Conduct a needs assessment for identified audiences.
Timeframe	3 months
Critical Tasks	<ul style="list-style-type: none"> • Prioritize information the community needs and wants. • Develop messages and timeframes to deliver messages.
Measures of Success	<input type="checkbox"/> Key messaging for 2017 are developed and prioritized as determined by the team.

Objective 2C	Develop methods to deliver and receive information.
Timeframe	Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Identify and use communication platform and channels: <ul style="list-style-type: none"> ○ Social media ○ Mailers ○ Newsletters • Assign personnel for each channel / content / group. • Create policies and practices in alignment with City Strategic Communication Objectives. • Public Information Officers (PIO). <ul style="list-style-type: none"> ○ Identify volunteers and assign. ○ Train (classes, City of Palo Alto, media) ○ Introduce media • Evaluate delivery methods for effectiveness.
Measures of Success	<ul style="list-style-type: none"> <input type="checkbox"/> Use appropriate communications channels to deliver planned messages, emergency information and receive customer feedback. <input type="checkbox"/> Complete and deliver Fire Alarm Reduction Program messaging and marketing. <input type="checkbox"/> Identify shift personnel (minimum of two per shift) and staff who can post to social media on behalf of the PAFD.



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	<input type="checkbox"/> Identify and deliver any City or specialized training classes to communications team. <input type="checkbox"/> Plan for Wildland season door hanger distribution to Foothills communities.
Team Leads: TBD	Chief Henrikson
Team: Chief Capriles	Chief Davis
Roxanne Rutherford	TBD

Goal 3 Develop an effective Public Education Program in alignment with our mission.

Objective 3A	Identify and analyze targeted community Public Education outreach.
Timeframe	6 months
Critical Tasks	<ul style="list-style-type: none"> • Initiate Community Health Assessment with consultants. • Identify target audiences and key stakeholders. • Identify delivery model(s). • Coordinate with External Communications Team for curriculum and messaging alignment. • Resubmit funding request for public educator.
Measures of Success	<input type="checkbox"/> Complete contract for Community Health Needs Assessment consultant. Begin work on assessment. <input type="checkbox"/> Three key target audiences identified. <input type="checkbox"/> Coordinate sufficient meetings with External Communications Team to align work. <input type="checkbox"/> Compile Public Education metrics to support budget request for public educator.
Objective 3C	Develop programs to meet the needs of the community.
Timeframe	6 months
Critical Tasks	<ul style="list-style-type: none"> • Update and distribute standardized curriculum for station tours and other public demos. • Train shift personnel on updated curriculum and program delivery. • Coordinate with External Communications Team for curriculum, calendars and messaging alignment. • Plan for a Fire OPS 101 day long training program for key internal and community leaders. • Design and purchase needed materials.
Measures of Success	<input type="checkbox"/> New station tour curriculum binders completed, crews trained and distributed to stations. <input type="checkbox"/> Hold coordination meetings with External Communications Team to align work as determined by the team. <input type="checkbox"/> Budget established, date identified, planning meetings held and Incident Action Plan (IAP) developed for Fire OPS 101.
Team Leads: TBD	Chief Henrikson
Team: TBD	Chief Roderick
Roxanne Rutherford	TBD



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Goal 4 Create a comprehensive fire training program.

Objective 4B	Develop training programs based on the identified gaps.
Timeframe	6 months
Critical Tasks	<ul style="list-style-type: none"> • Identify and support additional subject matter experts. • Plan for and produce training for: <ul style="list-style-type: none"> ○ Command Training for Officers, Acting Officers. ○ Driving Training including EVOC. ○ Multi-agency training, especially with Automatic Aid Agencies. • Plan and deliver Apparatus Operator test. • Identify long-term drill tower locations based upon the expected loss of Stanford's training facility.
Measures of Success	<ul style="list-style-type: none"> <input type="checkbox"/> Identify and train up to five subject matter experts in needed training programs. <input type="checkbox"/> Put training plans together; get dates on calendar for Command Training and Driving Training. <input type="checkbox"/> Schedule at least one multi-agency training drill with Mountain View and Menlo Park Fire. <input type="checkbox"/> Complete testing planning and preparation for Apparatus Operator promotional test. Deliver test effectively and in alignment with City and PAFD policies. No grievances. <input type="checkbox"/> Identify up to six sites (in Palo Alto and regional locations) that could become a drill tower in the three to five year time frame.

Objective 4C	Establish a training calendar to meet the city, county and state requirements.
Timeframe	2 months
Critical Tasks	<ul style="list-style-type: none"> • Convert training schedule to support 2/4 shift calendar. • Prioritize training / subjects to include mandated training. • Create timelines. • Coordinate with other training departments or divisions. • Monitor training hours in accordance with 2/4 trial study.
Measures of Success	<ul style="list-style-type: none"> <input type="checkbox"/> Annual training schedule converted to 2/4 calendar. <input type="checkbox"/> Block dates for key training programs throughout 2017. <input type="checkbox"/> Monitor training hours monthly throughout 2017 for any reductions, issues or deviations in training hours that are impacted by the 2/4 work schedule.

Team Leads: Chief Yarborough		
Team: Captain Baggott	Chief Blackshire	Chief Roderick
TBD	TBD	TBD



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Goal 6		To creatively integrate and enhance technology to improve health, safety, welfare and efficiencies in alignment with our mission.
Objective 6B	Determine resources available to affect necessary changes/restructuring.	
Timeframe	6 months	
Critical Tasks	<ul style="list-style-type: none"> • Collaborate with PD Technical Services on scope of new Public Safety Technologist position. • Assist Police Department Technical Services with recruitment, hiring and training process for shared Public Safety Technologist. • Create a budget for on-going repair, updates and replacement of hardware and software. • Identify long-term technology that will improve safety, increase efficiency and serve the community. <ul style="list-style-type: none"> ○ Firefighter accountability ○ Traffic warning and signal preemption. ○ Online forms, auto-fill, auto-send ○ Integrate systems – CAD, dispatch, site plans, fire inspections, patient care records, records management systems, 	
Measures of Success	<ul style="list-style-type: none"> <input type="checkbox"/> Assist recruitment, hiring and training process for shared Public Safety Technologist. <input type="checkbox"/> Ensure that trouble tickets with the IT Department are resolved within 24 hours for non-emergency technology. For field operations, resolve trouble issues within 4 hours. <input type="checkbox"/> Establish identification and screening process for new technology in coordination with City's Police and IT Departments. 	

Objective 6D	Implement enhanced or new technology.	
Timeframe	6 Months	
Critical Tasks	<ul style="list-style-type: none"> • Review Insight 360 Software to determine if it should be implemented for cloud-based event reporting and analysis. • Test Cradle Point for connectivity improvement. • Train end users 	
Measures of Success	<ul style="list-style-type: none"> <input type="checkbox"/> Review Insight 360 and initiate procurement if it is determined to be an appropriate solution. <input type="checkbox"/> Determine effectiveness of Cradle Point project. If successful, work with Police Department Technical Services to implement procurement of additional hardware/software to outfit fleet. <input type="checkbox"/> Measure effectiveness of new technology – determine if software meets PAFD's needs. 	

Team Leads: Chief Capriles		
Team: Chief Roderick	Chief Stoddard	FF/PM Jesse Wooton
TBD	TBD	TBD



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Goal 7 Create a comprehensive workforce planning program.

Objective 7A	Assess and analyze the current workforce and retirement estimates.
Timeframe	6 months
Critical Tasks	<ul style="list-style-type: none"> • Continuously update age of current workforce, age eligible to retire and rank. • Identify succession timeframes estimates with command staff.
Measures of Success	<ul style="list-style-type: none"> <input type="checkbox"/> Maintain spreadsheet of workforce, rank and retirement eligibility. <input type="checkbox"/> Hold staff meeting to discuss succession planning with staff. <input type="checkbox"/> Communicate planning to PAFD, HR, City Manager's Office <input type="checkbox"/> Include details in quarterly performance report to City Council.

Objective 7B	Identify promotional opportunities, time frames for tests and opportunities to specialize.
Timeframe	6 months
Critical Tasks	<ul style="list-style-type: none"> • Complete Career Development Guide (Define opportunities) <ul style="list-style-type: none"> ○ Emergency Medical Services, paramedicine ○ Hazardous materials ○ Truck/Technical Rescue ○ Apparatus Operator ○ Company Officer ○ Battalion Chief • Determine needs for promotional exams, time frames and priorities.
Measures of Success	<ul style="list-style-type: none"> <input type="checkbox"/> Draft of Career Guide <input type="checkbox"/> Tentative Schedule of Promotional Tests (based on succession planning staff meeting)

Objective 7C	Recruit and establish entry level hiring.
Timeframe	6 months
Critical Tasks	<ul style="list-style-type: none"> • Ongoing candidate recruitment. Identify and create outreach programs to recruit a diverse workforce. • Hiring process for EMTs and Paramedics – entry level and lateral. • Establish a rehire policy for employees who have left for other fire agencies.
Measures of Success	<ul style="list-style-type: none"> <input type="checkbox"/> Convene the Human Relations Committee. Start planning process. <input type="checkbox"/> Gain approval of Human Resources and City Attorney's Office to institute a rehire policy. <input type="checkbox"/> Gather input from IAFF on labor matters related to rehiring employees (seniority, pay scale). <input type="checkbox"/> Identify alternate hiring processes including cadets.

Team Leads: Chief Blackshire		
Team: Amber Cameron	Chief Roderick	Chief Yarborough
Chief Stoddard	Chief McNally	TBD