

UNION CITY FIRE DEPARTMENT

STRATEGIC PLAN

2007

Carlos Rodriguez, Fire Chief

UNION CITY FIRE DEPARTMENT

VISION STATEMENT

We, the Union City Fire Department, are committed to making a difference in people's lives, being a positive force in our community and becoming a recognized leader in the Fire Service

UNION CITY FIRE DEPARTMENT

MISSION STATEMENT

**To provide professional all risk services
and emergency response for our diverse
community with highly trained, motivated
and committed personnel**

UNION CITY FIRE DEPARTMENT

CORE VALUES

Integrity

Respect

Professionalism

Honesty

Dedication

Passion

GOAL

Operations

Provide all risk services to our community that meet or exceed our Vision, Mission and Values

OBJECTIVE 1

RESPONSE

To have the ability to deploy adequate resources within recognized standards to all emergencies

Action Plan

#	TASK	RESPONSIBLE PARTY	COMPLETION DATE	COMMENTS
1	Bring all line personnel to Firefighter 2 Standard	J. Whiting	Ongoing	
2	Identify recognized standards	Asst. Chief	TBA	
3	Initial assessment of deployment requirements	Asst. Chief	TBA	OPERATIONAL PLAN REQUIRED. All Operations Managers involved. Include system exhaustion issue; training plan, etc.
4	Request funding to create a Standards of Cover Document	Fire Chief	7/07	Funded in FY07/08 Budget
5	Create a Coverage Report with Recommendations	Fire Chief	10/08	Include reduction or elimination of system exhaustion after deployment of first alarm

6	Set priorities based on City Manager / Council direction, overall City needs and financial capabilities.	Fire Chief	11/08	
7	Identify funding sources to meet Standards of Coverage	Fire Chief	Ongoing	OPERATIONAL PLAN REQUIRED
8	Implement Vehicle Replacement Plan in cooperation with and assistance from Public Works and Finance Department	Asst. Chief	TBA	
9	Implement Equipment Replacement and Augmentation Plan	Asst. Chief	Ongoing	
10	Create a Career Development Plan	Training B/C	Ongoing	OPERATIONAL PLANS REQUIRED
11	Identify all high risk targets	Training B/C	1/11	

OBJECTIVE 2

SAFETY

Maintain and improve the safety of all Fire Department personnel and our community with expanded training, affordable resources and support throughout the Strategic Plan period

Action Plan

#	TASK	RESPONSIBLE PARTY	COMPLETION DATE	COMMENTS
1	Improve quality assurance with Fire Prevention	Fire Marshal	Ongoing	Return new construction Fire Inspections that have been turned over to the Building Department, contingent on staffing.
2	Implement Departmental Safety Program	Asst. Chief	Begin 1/08 Complete 1/09	OPERATIONAL PLAN REQUIRED. Identify Safety Officer.
3	Implement effective Training Program under the direction of the Training Coordinator	Asst. Chief	1/1/09 Ongoing	OPERATIONAL PLAN REQUIRED. Determine need for Training Coordinator. Development of high density structures will increase coordinated training needs
4	Track and enforce repeated false alarms	Fire Marshal	7/2011	
7	Implement EMS Equipment Replacement and Augmentation plan	Asst. Chief / EMS Chief	Ongoing	
8	Assess current Wellness Program, improve as needed to meet industry standards based on affordability	Asst. Chief / EMS Chief	Ongoing	

GOAL

Fire Prevention

Reduce and/or eliminate fire and life safety hazards by heightening fire and safety awareness through education, engineering and enforcement

OBJECTIVE 1

Ensure the Fire Prevention Bureau meets the identified needs of the community throughout the Strategic Plan period.

Action Plan

#	TASK	RESPONSIBLE PARTY	COMPLETION DATE	COMMENTS
1	Organize the Fire Investigation Program and create an SOG for approval by the Fire Chief	Fire Marshal	TBA	OPERATIONAL PLAN REQUIRED. Based on available staffing & effective use of resources.
2	Ensure the CUPA Program is highly functional and cost effective	Fire Marshal	Ongoing	OPERATIONAL PLAN REQUIRED
3	Identify all Fire Prevention Functions to be approved by the Fire Chief	Fire Marshal	TBA	
4	Identify required local and State – Mandated inspections	Fire Marshal	TBA	
5	Explore feasibility of self-inspection program	Fire Marshal	2011	
6	Provide semi-annual fire prevention training to suppression personnel	Fire Marshal	2011	

OBJECTIVE 2

Assess the Fire Prevention Division to ensure adequate staff time to perform essential duties throughout the Strategic Plan period

Action Plan

#	TASK	RESPONSIBLE PARTY	COMPLETION DATE	COMMENTS
1	Develop a program plan for the Fire Prevention Division that identifies essential job duties, service goals including legal mandates and methods of meeting these responsibilities.	Fire Marshal	Ongoing	To be approved by the Fire Chief
2	Examine alternative staffing plans, and determine which is most cost effective.	Fire Chief and Fire Marshal	Ongoing	To be approved by the Fire Chief

OBJECTIVE 3

Enhance the Public Education Component of the Fire Department throughout the Strategic Plan period

Action Plan

#	TASK	RESPONSIBLE PARTY	COMPLETION DATE	COMMENTS
1	Increase efficiency in the Fire Station tour scheduling	Fire Marshal	Ongoing	
2	Reach larger numbers of citizens in highest risk populations for fire safety education	Fire Marshal	Ongoing	
3	Increase ability to assist Engine Companies with fire safety presentations	Fire Marshal	Ongoing	
4	Target public education efforts to fire loss	Fire Marshal	Ongoing	

OBJECTIVE 4

Enhance the Inspection/Enforcement Component of the Prevention Division throughout the Strategic Plan Period

Action Plan

#	TASK	RESPONSIBLE PARTY	COMPLETION DATE	COMMENTS
1	Increase efficiency and effectiveness of fire department plan review process	Fire Marshal	Ongoing	OPERATIONAL PLAN REQUIRED. Continue utilizing a certified fire plans examiner to insure quality.
2	Increase the ability to conduct annual fire inspections	Fire Marshal	Ongoing	OPERATIONAL PLAN REQUIRED. Identify staff hours to conduct State mandated inspections and inspections requiring technical expertise.
3	Complete the development of Fire Prevention SOG's and implement regular intervals for review/modification	Fire Marshal	2011	
4	Streamline the company inspection program with reliable tracking and scheduling program.	Fire Marshal & Assistant Chief	2011	OPERATIONAL PLAN REQUIRED. Based upon available funding. Software & implementation schedule.
5	Automate the field inspection program	Fire Marshal	2011	OPERATIONAL PLAN REQUIRED. Software & implementation schedule.

OBJECTIVE 5

Anticipate the Impacts of Development and the Changing Community

Action Plan

#	TASK	RESPONSIBLE PARTY	COMPLETION DATE	COMMENTS
1	Evaluate impacts to the Department of each new development and issue report to Fire Chief	Fire Marshal	Ongoing	
2	Continue to work with the City Team to mitigate and reduce hazards associated with new developments and maintain current on Fire Impact Fees	Fire Marshal	Ongoing	

GOAL

Administration

Provide effective support, vision and leadership for the current and growing needs and demands of the Fire Department and the community

OBJECTIVE 1

Maximize our existing local and regional resources throughout the Strategic Plan Period

Action Plan

#	TASK	RESPONSIBLE PARTY	COMPLETION DATE	COMMENTS
1	Expand regional and local partnerships to include boundary drops	Fire Chief	Ongoing	
2	In conjunction with the Administrative Services Division, meet current and future IT & MIS needs	Fire Chief / Asst. Chief	Ongoing	Software bundle funded in FY07/08 Budget
3	Identify and develop a Project Management and Accountability system to maximize effectiveness	Asst. Chief / Administrative Assistants	TBA	Project management system funded in FY07/08 Budget
4	Create an Internal Comprehensive Budget System	Fire Chief	TBA	

5	Pursue creative funding alternatives	Fire Chief	Ongoing	
6	Expand Management Tools to increase efficiency and effectiveness	All Chief Officers with the assistance of the Admin. Assistants	Ongoing	
7	Expedite BC Scheduling Process and Reporting	B/Cs under the direction of the Asst. Chief	Complete	
8	Set Departmental Priorities	Fire Chief	Annually	Quarterly update, status report to Council. Reset priorities as required

OBJECTIVE 2

Modernize, replace and update specific facilities throughout the Strategic Planning Period

Action Plan

#	TASK	RESPONSIBLE PARTY	COMPLETION DATE	COMMENTS
1	Build Fire Station #3	Asst. Chief	First quarter of 2009	Architectural design approved, groundbreaking Spring 2008
2	Remodel Fire Station #2	B/C in charge of Bldgs & Grounds	5/08	Remodel dormitory funded in FY08/09 Budget - Complete
3	Finish modernization of Fire Station #1	B/C in charge of Bldgs & Grounds	07/08	Complete
4	Establish Facilities Plan	B/C in charge of Bldgs & Grounds	TBA	Review existing facilities. Review alternatives. Plan for new and/or upgraded facilities
5	Determine need for a Training Facility.	Asst Chief	2011	Seek regional partnership and cooperation as the first step

GOAL

Emergency Management

Pursue a state of readiness in Union City to mitigate any major incidents with adequate training, planning and resources

OBJECTIVE 1

EMERGENCY MANAGEMENT PLAN

Update and implement a Citywide Emergency Management Plan that includes high level participation from local government and the community

Action Plan

#	TASK	RESPONSIBLE PARTY	COMPLETION DATE	COMMENTS
1	Investigate and obtain grant funding for Emergency Management	Training B/C	Ongoing	
2	Equip EOC appropriately	Fire Chief	12/08	Funded in FY07/08 & FY08/09 Budget
3	Expand Mentoring Program between departments within the City	Fire Chief	Ongoing	OPERATIONAL PLAN REQUIRED
4	Acquire or upgrade electronic capabilities for EOC	Fire Chief / Administrative Services	12/08	OPERATIONAL PLAN REQUIRED Funded in FY08/09 CIP Budget

		Director		
5	Support and expand CERT Program	Fire Chief and Training B/C	Ongoing	
6	Expand community awareness, recruitment and implementation	Fire Chief	Ongoing	
7	Implement a Standard Operating Guideline (SOG) based on industry guidelines for Post Disaster care of Fire Department members	T. Carey	TBA	In Progress
8	Create a plan for Emergency Resources for the general public during a disaster	Training B/C	1/11	
9	Create a plan that addresses ADA requirements as it relates to Disaster Preparedness	Training B/C	TBA	
10	Expand citizen involvement in Training, Preparation and Support during disasters	Training B/C	1/11	

OBJECTIVE 2

MULTI-AGENCY COOPERATION

Expand the opportunities for multi-agency cooperation for disaster preparedness and emergency management throughout the Strategic Plan period

Action Plan

#	TASK	RESPONSIBLE PARTY	COMPLETION DATE	COMMENTS
1	Participate in multi-agency planning, meetings and exercises	Fire Chief and Training B/C	Ongoing	
2	Expand multi-agency cooperation	Fire Chief	Ongoing	