



STRATEGIC PLAN

2017-2021

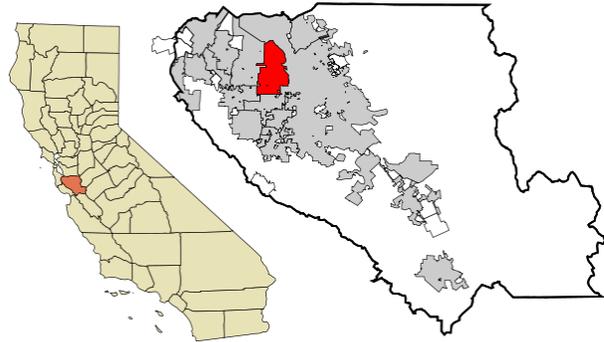


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Excellence

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Introduction

The Santa Clara Fire Department (SCFD) provides fire, emergency medical, specialized rescue, fire prevention and hazardous materials services to the city of Santa Clara, California. The community of 18.4 square miles is home to more than 122,192 residents¹. An additional employment population of 43,435



brings the daytime population upwards of 165,627 people. Located in the center of Silicon Valley, the city is home to several high-tech companies, Santa Clara University, and Levi's Stadium.

SCFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the organization's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written in accordance with the guidelines set forth in the Commission on Fire Accreditation (CFAI) *Fire & Emergency Service Self-Assessment Manual 9th Ed.*, and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the agency's members to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." It further provided the agency with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's external and internal stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion.

¹<http://www.city-data.com/city/Santa-Clara-California.html>, 2014.

**SANTA CLARA FIRE DEPARTMENT
STRATEGIC PLAN
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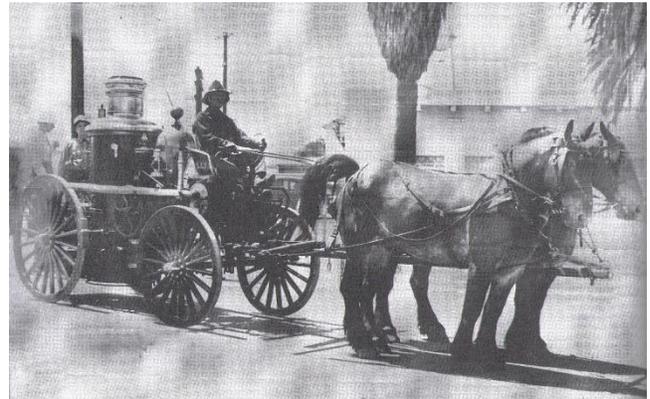
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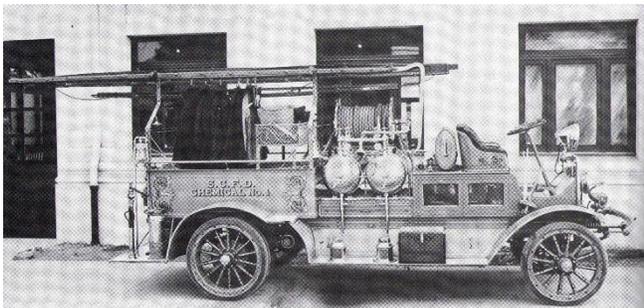
Organizational Background

The Santa Clara Volunteer Fire Department was established in 1854 when residents formed the Columbia Hose Company. The uniform at the time consisted of a red shirt, dark pantaloons, blue cap trimmed with red and black patent leather front piece, with the name of the company, black belt with gold lettering and a metal badge.

In 1856 Columbia Engine #1 was formed and approved by city trustees. This company is now known as Hope Hose Company. By 1863, the town of Santa Clara began to grow with the founding of the Santa Clara Brewery. The town's people realized the need for more fire protection and, in 1872, the Hook and Ladder Company was formed. With continued growth and several large fires, in 1877 Mission Hose Company and Hose Brigade were formed. Three years later, Tanner Hose Company was formed. Reportedly, losses to fire were less than \$500 in 1895, which speaks to the efficiency of the companies.



Between the years of 1904 and 1908, the individual companies merged to form the fire department. The six original fire house locations were retained but it was decided to form four districts. All equipment at that time was either hand or horse drawn to the fire.



In 1913, the town purchased its first motorized fire vehicle, a Seagrave Chemical Wagon. In 1924, the town purchased a Model T Ford Hose Wagon. In 1927, Santa Clara purchased its first motor driven water pumper, an Ahrens-Fox. In 1941, the city purchased a combination ladder and pumper from Seagrave.

In 1949, with the post-World War II growth, Santa Clara built the city's first fire station (and headquarters) at 1100 Benton Street. With this expansion came the hiring of the city's first paid firefighters. In 1951, the city took another big step by hiring the first paid chief. Most firefighting was still being borne by the volunteers.

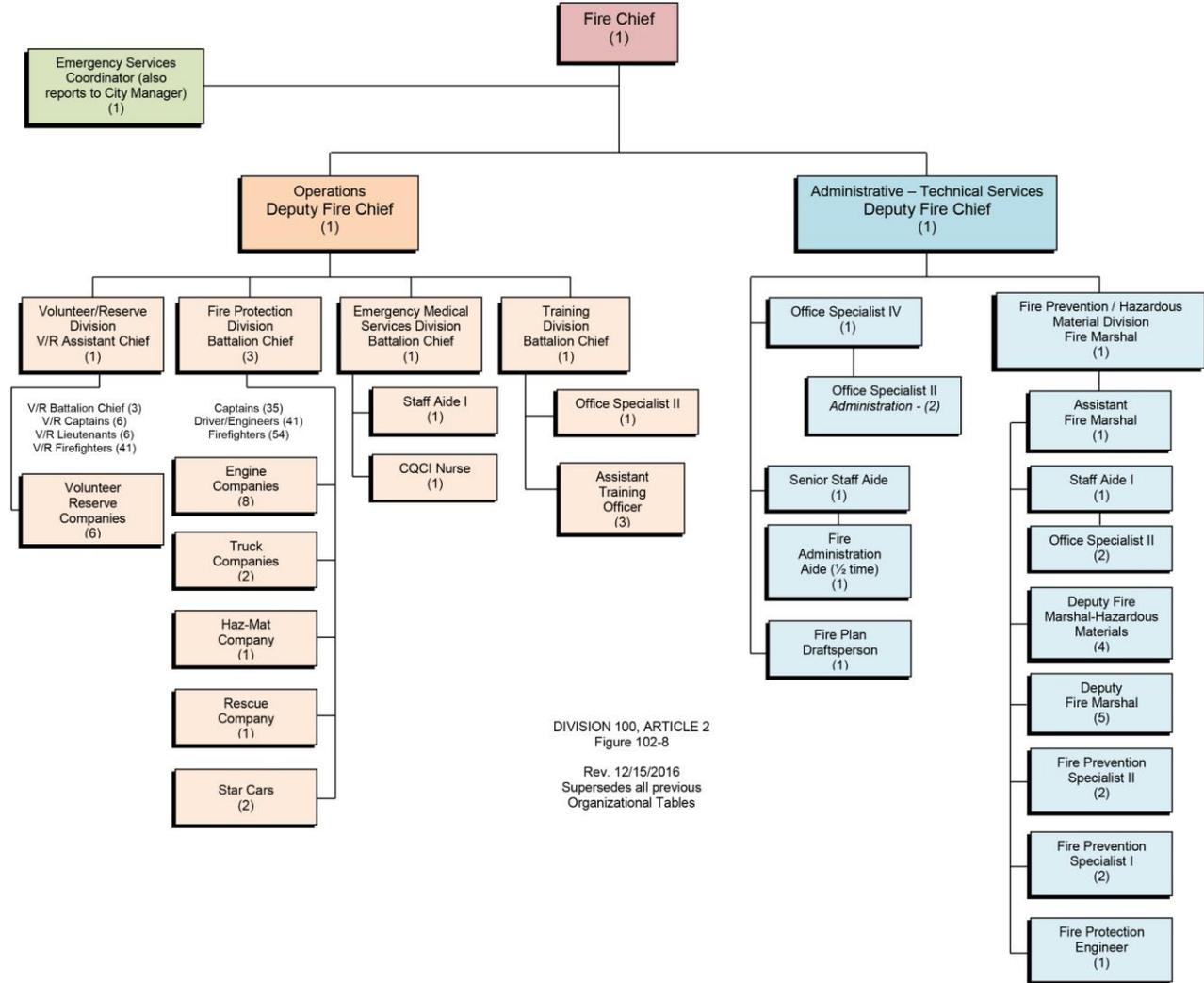
Today, the city has 10 fire stations, 8 engines, 2 trucks, 1 rescue/light unit, 2 ambulances, 1 hazardous materials unit, and 1 command vehicle. The fire department is comprised of 167 personnel and is supplemented by 60 volunteer/reserve firefighters.





Organizational Structure

SANTA CLARA FIRE DEPARTMENT
TABLE OF ORGANIZATION



DIVISION 100, ARTICLE 2
Figure 102-8
Rev. 12/15/2016
Supersedes all previous
Organizational Tables





Community-Driven Strategic Planning

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.*² To ensure that the community remains a focus of an organization's direction, a community-driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and 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."*³

The U.S. Federal Benchmarking Consortium Study Team goes on to explain that, to fully understand strategic planning, it is necessary to look at a few key words in the strategic planning definition:

- **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.

² Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*

³ Ibid





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 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 management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.

“What we have to do today is to be ready for an uncertain tomorrow.”

Peter F. Drucker,
Professor of Social
Science and
Management

The Community-Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community's service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.
4. Revisit the Mission Statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
5. Revisit the Values of the organization's membership.
6. Identify the internal Strengths and Weaknesses of the organization.
7. Identify areas of Opportunity for, and potential Threats to the organization.
8. Identify the organization's critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the Vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.



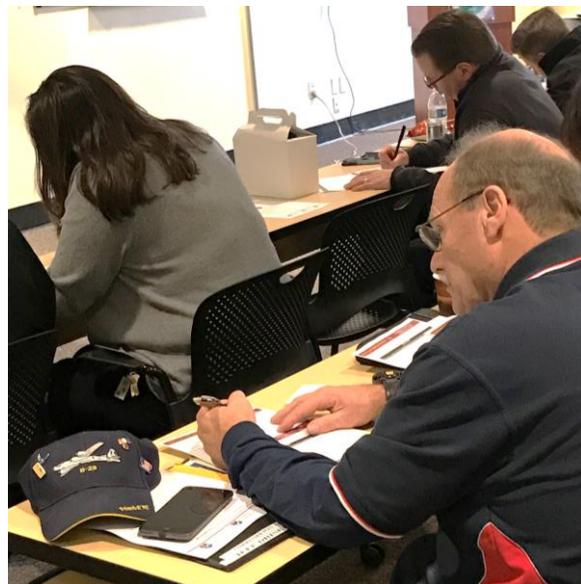


Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community’s and the agency’s external and internal stakeholders for their participation and input into this Community–Driven Strategic Planning Process. The CPSE also recognizes Fire Chief William Kelly and his team for their leadership and commitment to this process.

Development of this strategic plan took place in December 2016, beginning with a meeting hosted by representatives from the CPSE for members of the community (external stakeholders, as named in the table below). Input received from the meeting revolved around community expectations and concerns, as well as positive and other comments about the organization.

Santa Clara Fire Department External Stakeholders				
<i>Ali Barekat</i>	<i>Damon Beck</i>	<i>Bob Byrd</i>	<i>Ada Chang</i>	<i>Kirby Cristobal</i>
<i>George Doeltz</i>	<i>Jeffrey Driskell</i>	<i>Judi Dziuba</i>	<i>Charles Frost</i>	<i>Suzanne Gibson</i>
<i>Vanessa Guerra</i>	<i>Chris Horton</i>	<i>Dawn Lucero</i>	<i>Mary Ann Marinshaw</i>	
<i>Carolyn McDowell</i>	<i>Rex McIntosh</i>	<i>Valeria Monroy</i>	<i>Lisa Moreno</i>	<i>Dennis Ng</i>
<i>Teresa O’Neill</i>	<i>Carol L. Osborne</i>	<i>Steve Prziborowski</i>		<i>Augie Reyes</i>
<i>Kathryn Rogers</i>	<i>Gregory Schulte</i>	<i>Josh Selo</i>	<i>Karen Suty</i>	<i>Joe Sweeney</i>
<i>Erica Villa</i>	<i>Lorenzo V. Villegas</i>	<i>Mary Kay Wallace</i>	<i>David Yardley, Major</i>	



External Stakeholders Work Session





Community Group Findings

A key element of the SCFD organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Thus, the agency invited community representatives to provide feedback on services provided.

Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, the SCFD needs to understand what the customers consider to be their priorities. With that, the external stakeholders were asked to prioritize the programs offered by the agency through a process of direct comparison. The results were as follows:

Programs	Ranking	Score
Fire Suppression	1	168
Emergency Medical Services	2	160
Rescue – Basic and Technical	3	136
Hazardous Materials Mitigation	4	111
Community Risk Reduction	5	81
Domestic Preparedness Planning and Response	6	80
Fire Investigation	7	61
Public Fire and Life Safety Education	8	43



External Stakeholders Work Session





Community Expectations

Understanding what the community expects of its fire and emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs. In certain areas, education on the level of service that is already available may be all that is needed. To follow are the expectations of the community's external stakeholders:

Community Expectations of the Santa Clara Fire Department (in priority order)

1. Response Time: Timely response/response every time we call; put out fires; timely responses; reasonable response time to 911 calls; timely response times; arrive on time; fire department responds quickly; quick/prepared response; show up in a timely manner; response times/not sure if 10 stations are adequate; get there fast and safe; arrive as fast as possible; timely response; quick response; If I call 911 for an emergency, I want someone from the fire house ASAP; respond to emergency calls quickly; to arrive quickly to a fire; getting the first apparatus and personnel to the incident in time; arrive in a short period of time (79.5)
2. Personnel Training: Competent/well trained personnel; current certifications; training in all areas; proper training; training in all areas; that all firefighters are highly trained; education of fire personnel; highly competent employees; train to respond to disasters; well trained and knowledgeable firefighters; be competent in your skill level; prepared for natural or manmade disaster; be well trained (37.5)
3. EMS Response: Save lives; respond to EMS in an expedient manner; emergency medical services; get patients to hospital quickly; EMS responses; emergency life saving; save lives (33)
4. Fire Suppression: Fight fires; put out fires; extinguish fires; fire suppression; fighting fires; fight fires; suppress fires; mitigation of fires (29.5)
5. Code Enforcement: Follow laws and enforce fire code/regulations; inspect and enforce laws; community risk reduction; more fire inspections to prevent possible fires; enforce codes through law enforcement action; ease/efficiency of plan reviews/permit inspections (24)
6. Innovate and adapt to changes; training/equipment to address changing community needs; be prepared to respond; community preparedness; maintaining services as needs change (19)
7. Public Education/Outreach: Continue public education; community outreach; a little more community involvement; education of public; train residents and businesses on the prevention of emergencies; public fire and life safety education; educate community on fire prevention; teach community on how to respond in an emergency other than fire; public education; offer training to the public (CPR/AED/CERT, etc.); community education in fire/Hazardous Material prevention practices (19)





8. Dispatch: Very competent dispatch center; find out if there is actually an emergency going on at the time of the response; When we call 911, there is a person who is calm and helping (15)
9. Hazardous Materials Response: Hazmat; suppress hazardous materials incidents; well versed in hazardous materials; hazardous materials response (14.5)
10. Professionalism: Professional behavior; sensitivity to various situations; professionalism = respect; professionalism; know what they are doing (11.5)
11. Safety: Safety of the citizens and the firefighters; Are first responders well protected.; Pursue life safety (11)
12. Place emphasis on the community's needs; know community issues; keep up with the growth of the community; help improve the community (10)
13. Care/Compassion/Respect: Care of all people; compassionate firefighters.; The person who is being assisted is treated with compassion.; Treat people with respect (10)
14. Technology/Partnership: Implement new technology to become more efficient; adapt new technologies; Partner with silicon valley's best to develop lighter gear/innovative gear and equipment (9)
15. Communications: Clear communications; strong communications skills; keep public informed on what they can do for a patient until the fire department arrives; strong communication skills (6)
16. Staffing: Proper staffing; Utilize more volunteers/non-sworn staff (6)
17. Physical Resources: Adequate equipment/resources available; have all equipment to the highest standards; equipment in good condition (5)
18. More prevention (for example, the long grass on the side of the highway) (5)
19. Be a resource center (4)
20. Be prepared for the unexpected (4)
21. To be brave (4)
22. Incident stabilization (2)
23. Property conservation (1)





Areas of Community Concern

The planning process would be incomplete without an expression from the community regarding concerns about the organization. Some areas of concern may in fact be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

Areas of Community Concern about the Santa Clara Fire Department (verbatim, in priority order)

1. Staffing/Funding (26.5): I don't believe the department is staffed appropriately for our city with the housing population growing, the tech industry and the stadium.; Understaffing; Prevention-lack of personnel; Increased staffing for fire inspections; Staffing of fire houses – meet future needs?; Staffing, number/labor costs; I'm not familiar with the funding/budget process...are we (the city) ensuring our SCFD has what it needs?
2. Training/Awareness – specific to assault/trauma victims (21): Trained in topics that affect the community (i.e.: domestic violence, sexual assault); Not enough knowledge about domestic violence survivors and how to help them; Trauma-informed/bedside manner; Domestic violence training.
3. Community Education (18): Have not had personal experience with FD-I would like to see community education expanded to include accessibility to disaster prep and CPR for all community, including seniors.; Does the fire department give classes to the public on life saving?; Increased outreach education for public facilities/hotels; Training provided to community, such as hazard occurrences, terrorist, natural disasters, etc.; Community outreach to school-aged students.
4. No concerns – they do a great job – I know several of them.; None at this time. (14)
5. Code Enforcement and Prevention (12): Do we need to increase code enforcement and prevention, especially with an aging population still living in their homes and with more crowding in housing units?; Keep doing building inspections and safety checks to avoid major disasters like Oakland.; Follow-up on inspections with citation when needed.
6. Physical Resources (11.5): My only concern might be their ability to respond with enough trucks/manpower in a widespread (for example: terrorist) disaster.; Too many stations?; Number of and location of fire houses – do they meet future needs?
7. Disaster Preparedness (9): I don't feel that the city is prepared for a natural disaster. There should be public programs with the fire department to prepare citizens.; Some people are more vulnerable than others-more likely to be affected by disasters due to poverty, race, disability language barriers, or age – How does SCFD handle this population?
8. Communication (9): Able to communicate (diverse and/or promote diversity); Just that they communicate well with the community after any event or disaster.



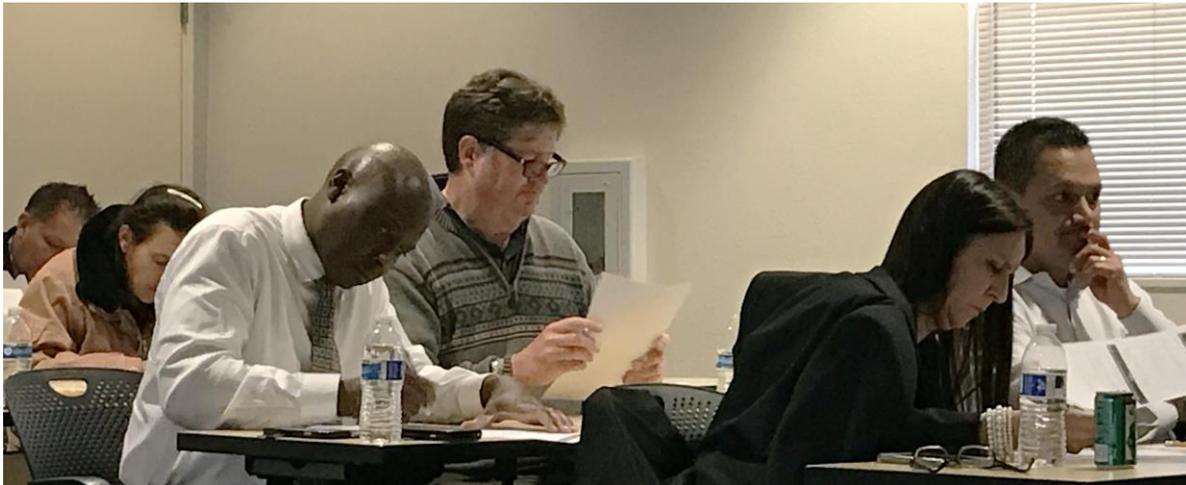


9. Department Diversity (7): Diversity of department.; Hiring those that reflect community demographics
10. Cultural sensitivity/cultural competence (6)
11. Active shooters (5): Concern for safety of our first responders because there are so many “citizens” that want to shoot them. This is tragic. Seems to be a greater problem in SF, but are our first responders protected?
12. Service Delivery (5): As more and more of the work of the SCFD shifts to non-fire response, do we have the most efficient and effective service delivery model in place?
13. My main concern is that, at our site, we have had three medical emergencies in the past 7-8 years. Each time it has taken 10-20 minutes before fire would get there. I think responsibility goes to the city since they assigned us an address on Warburton Ave even though we are actually located nearly a block north of Warburton Ave. I recently discussed this with fire, planning, police, and dispatch and was told that they would add directional information on the dispatch end. Hopefully this will help (5)
14. Is the fire department able to meet the demands with resources given? (5)
15. Problems keeping up with changes as population grows (5)
16. Partnerships (5): Ability to find growing needs (developers, headquarters at major companies, SCUSD, etc.)
17. Technology challenges (5)
18. Cost efficiency of sending a three or four crew to every accident. Can it be different? (5)
19. The ability for department to reach out to community in non-emergency basis (presence) (5)
20. Public does not know what department provides (5)
21. Long-term sustainability due to employee costs (pension, benefits, wages, etc.) (5)
22. Terrorism (4): Able to know/find terrorists before they carry out their mission – intelligence sharing and training (i.e.: those with suspicious behavior looking to learn how to fly); at SJC (ex: woman boarded flight after going through fence, vetting maintenance personnel and outside vendors)
23. EMS (4): Do we need to have SCFD providing higher level of EMS rather than having to wait for County EMS?
24. Aging Population (4): Is there a plan for dealing with the growing elderly population?
25. Scene Hazards (4): Fire department crews working around live electricity during a car [accident] and electric pole interaction
26. Lack of media presence – web, social media (4)
27. Adapting to changing landscape of Santa Clara’s denser neighborhoods and high-rise buildings (4)





28. Public perception (although I have heard mostly positive) (4)
29. Is there an alternative to sending/calling SCFD for a minor injury? (4)
30. Does the city give department enough resources? (4)
31. Ability to manage large scale disasters. (4)
32. When are the services too much? Is department the one who should be responsible for terrorist prevention/education? (3)
33. Firefighters health effects working long overnight shifts. (3)



External Stakeholders Work Session





Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the organization's strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses.

Positive Community Comments about the Santa Clara Fire Department (verbatim, in no particular order)

- Professional.
- Quick response.
- Personable.
- Care about their community.
- Longevity in the department.
- Strong reputation.
- Responsive.
- Forward thinking.
- Having the proper equipment and staff to do the job.
- Training.
- Response.
- Competent individuals – know their stuff.
- Nice people – they wave back while on the road.
- Excellent customer service – friendly staff who care about the community – professional department.
- Accessible to public, always time for tour of station.
- Community service (e.g. runs, toy drives, etc.).
- Always striving to be the best, for improvement in department.
- Have great trust and regard for Santa Clara Fire Department.
- Response times excellent.
- Training available for citizens, helps to bring people closer to services available.
- Visibility and accessible (school and community outreach).
- Overall I am quite satisfied with the fire service in Santa Clara.





- Their ability to contain a medical emergency with care and professionalism. Their presence is calming alone!
- They're awesome; Brave in facing danger.
- Presenting a courageous, professional image to their public.
- Working with the community to educate the public.
- Their willingness to continually improve their services.
- I hear that the fire department can arrive door to door anywhere in the city within 3-4 minutes.
- Small community, so awareness of the city is high!
- Able to support city assets outside the city (like confined space rescue support at SVP hydro facilities.
- Offers free CPR, AED, and first aid training to city employees.
- Would like to have seen a broader cross section of our community involved – age, ethnicity, etc. A second session open to the public and/or in evening/weekend would have been recommended.
- Have always had positive interactions with SCFD – personally and professionally. Thank you!
- Chief Kelly.
- Community involvement.
- The response time is AMAZING! Very quick!
- Every time we've needed the SCFD they have been professional/helpful.
- The community risk reduction has been handled in a helpful way (educational) versus punitive – help to fix the issue to improve safety.
- Very pleased and proud of our SCFD!
- Every interaction I have had with someone from the department has been positive.
- I like that the department does a 5K.
- Professionally trained and looking professional.
- Well-staffed department (number of fire stations).
- Professionalism of fire department staff.
- 10 stations give great coverage for City of Santa Clara.
- SCFD is extremely receptive to public needs.
- Thank you for helping.
- Positive: all staff are very professional, kind and efficient.





- One of the best emergency response times.
- Handled the addition of stadium well.
- Great community involvement and outreach.
- Customer service quality (service without limits).
- So far, SCFD has been a pleasure to work with.
- Thankful for their community service and education to the youth.
- Come with three people that can take care of situation in its entirety.
- Community outreach/engagement.
- Inter-discipline.
- I like the red [file of life] – that you list your meds and post on the refrigerator.
- Need more of this in the senior clubs in the city.
- Professionalism is always above expectations.
- This meeting was a start toward community education and hopefully will continue in this direction.
- I learned, had questions answered with the Q&A – I would like a larger, more open forum for this. Including, and perhaps directed to SENIORS.
- Short travel time.
- Always training.
- Great equipment.
- Volunteer fire department.
- Glad to have a place to deposit dead batteries.
- Visit schools to encourage fire safety in residential homes.
- I like seeing the fire trucks at community events – good for children to have no fear of firemen.
- Firefighters provide very professional service to our city and are a credit to Santa Clara.
- Firefighters do community service on their own time.
- SCFD works with residents and businesses to prevent fires and other dangerous events.
- People believe they can depend on SCFD in bad situations.
- National Night Out – meeting fire/police by many families.
- Several fire houses – visited several and got to know Ken Siu, firefighter at station 5 (and others), great/caring men and women.





- SCFD is easy to work with for permitting, permit inspections (fire and hazmat). Good understanding of code and amenable to using performance criteria as specified in CFC.
- Good response for hazmat and/or medical callouts. Responders are professional and organized.
- SCFD is a business partner. This is greatly appreciated and helps business operation move quickly with changing business needs.
- Does a good job as the CUPA – knowledgeable staff.
- Fully prepared truck.
- Engages with the community (i.e. car seat training, first aid).
- Work collaboratively with the police and paramedics.
- Living in a senior's facility, I am impressed by the response and treatment of our residents.



External Stakeholders Work Session





Other Thoughts and Comments

The community was asked to share any other comments they had about the SCFD or its services. The following written comments were received:

Other Community Comments about the Santa Clara Fire Department (verbatim, in no particular order)

- SCFD – a great/fantastic organization.
- Thank you for the excellent service you provide to Santa Clara. My family has had to call 911 several times in the past few years and we have always received kind, professional service when we needed help.
- I personally haven't had to have the fire department come for service, but I am confident they are available.
- Thank you for engaging the community to improve your process, goals and initiatives.
- Thank you for including the community in your strategic plan.
- Great job today. Good to know the city and department wants to be better.
- This process is very important to include residents in the strategic planning. I am thankful and proud of the department.
- I appreciate being invited to provide input, love to be involved.
- When 911 has been called – they have responded quickly and professionally.
- It would be great to know exactly what training the firefighters go through/situations that are presented.
- Very good class, would like more of these.
- Hopefully each of us will receive a report back?
- I would like a daily call to seniors who live alone!?
- The importance of public education – awareness of who the public is creates an atmosphere of a community that is aware, more accurate in the emergency calls, more capable of self-help when possible and more able to act as a cohesive unit with the fire department.
- Promote interest in fire museum (days, hours open, etc.).
- I think it is great to do ongoing strategic planning.
- Can SCFD do training with local emergency response teams (hazmat) as part of community education to supplement training by companies/corporations?
- 911 required to be called for all chemical exposures. Could this be looked at to see if needed in all situations – understand it is a liability issue?
- It would be great to know what training is received initially and what ongoing training looks like.





Internal Stakeholder Group Findings

The internal stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the organization’s approach to community-driven strategic planning, with focus on the agency’s Mission, Values, Core Programs and Support Services, as well as the organization’s perceived Strengths, Weaknesses, Opportunities, and Threats. The work sessions involved participation by the broad organization representation in attendance, as named and pictured below.

Santa Clara Fire Department Internal Stakeholders

<i>Jameson Amato</i> Fire Captain	<i>Mike Barnes</i> Fire Captain/Union President	<i>Troy Buzzell</i> Fire Captain	<i>Siddhartha Chib</i> Driver Engineer
<i>Fred Chun</i> Assistant Fire Marshal	<i>Robert Contreras</i> Assistant Training Officer	<i>Tony DiBernardo</i> Driver Engineer/Paramedic	<i>Travis Flora</i> Volunteer Firefighter
<i>Robert Flournoy</i> Probationary Firefighter	<i>Brian Gaukel</i> Driver Engineer/Paramedic	<i>Maekin Healy</i> Firefighter	<i>Marcell Hlousek</i> Driver Engineer
<i>David Hoos</i> Deputy Fire Marshal	<i>Wyatt Jolliffe</i> Driver Engineer/Paramedic	<i>William Kelly</i> Fire Chief	<i>Lukas Lerner</i> Probationary Firefighter
<i>David Lombardo</i> Driver Engineer	<i>J.D. Madden</i> Deputy Fire Chief Administration	<i>Eduardo Maya</i> Probationary Firefighter	<i>Zach McGhie</i> Fire Captain/Paramedic
<i>Brandon Merrick</i> Battalion Chief	<i>Eli Mervine</i> Firefighter	<i>Drew Miller</i> Battalion Chief	<i>Bill Montana</i> Fire Captain/Paramedic
<i>Jose Orozco</i> Probationary Firefighter	<i>Gordon Papalias</i> Fire Captain	<i>Guido Quartaroli</i> Firefighter	<i>Matt Queen</i> Fire Captain
<i>Ryan Quinley</i> Firefighter	<i>David Rose</i> Battalion Chief	<i>Nathan Sanders</i> Fire Plans Draftperson	<i>Lisa Schoenthal</i> Emergency Manager
<i>Giang Tran</i> Deputy Fire Marshal HM	<i>Augie Wiedemann</i> Deputy Fire Chief - Operations	<i>Chris Wilderotter</i> Driver Engineer/Paramedic	<i>Dennis Yee</i> Fire Captain





Agency Internal Stakeholders

Mission

The purpose of the mission is to answer the questions:

- *Who are we?*
- *Why do we exist?*
- *What do we do?*
- *Why do we do it?*
- *For whom?*

A workgroup met to revisit the existing mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and agreed upon by the entire group:

As compassionate members of the community, the Santa Clara Fire Department protects and enhances the quality of life for the people we serve. We provide caring, customer-oriented service to protect life, property, and the environment.





Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group:

As members of the Santa Clara Fire Department, we ascribe to the highest standards of our profession and commit to the following Core Values:

- Integrity** Conducting ourselves with honesty and strong moral principles.
- Competence** Maintaining a highly-trained and progressive workforce prepared to respond.
- Professionalism** Providing kind, courteous, respectful service to all members of our community.
- Positive Attitude** Demonstrating optimism and gratitude in all we do.
- Accountability** Remaining transparent to maintain the public’s trust, while taking responsibility for our actions.

The Mission and Values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up SCFD are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

Programs and Services

The agency’s internal stakeholders identified the following core programs provided to the community, as well as many of the services that enable the organization to deliver those programs:

Core Programs of the Santa Clara Fire Department		
Fire Suppression	Emergency Medical Services	Hazardous Materials Mitigation
Fire Investigation	Rescue – Basic and Technical	Community Risk Reduction
Domestic Preparedness Planning and Response		Public Fire and Life Safety Education





Supporting Services of the Santa Clara Fire Department

City departments/divisions -City Council -Fleet Maintenance -Information Technology	SCFD divisions/programs -Administration -Training -Volunteer Reserve	Santa Clara County departments, including but not limited to: - Emergency Management Office - Fire Investigation Task Force
Santa Clara County District Attorney's Office		County / Rural Metro EMS
Federal government	Mutual Aid partners	Terrorism Liaison Office
Law Enforcement agencies, including but not limited to: - Santa Clara Police Department - Santa Clara County Crime Lab - California Highway Patrol - Bay Area Urban Areas Security Initiative (UASI) - Federal Bureau of Investigation (FBI) - Alcohol, Tobacco, and Firearms (ATF) - Department of Homeland Security (DHS)		Health and Medical Care - Hospitals (Kaiser Permanente Santa Clara Medical Center) - Rock Medical
Transportation, including but not limited to: - Santa Clara Valley Transportation Authority - Towing companies - Rail and mass transit		Utilities, such as: - Pacific Gas and Electric (PG&E) - Silicon Valley Power
		Educational facilities, such as: - Santa Clara Unified School District - Santa Clara University
		IAFF Local 1171
		California Professional Firefighters
Certified Unified Program Agencies	National Guard	International Association of Fire Chiefs
State Fire Marshal's Office	Civil Support Team	International Association of Firefighters
Occupational Safety and Health Administration (OSHA)	Salvation Army	Community Emergency Response Teams (CERT)
American Heart Association (AHA)	Fire Museum	Local Emergency Response Teams
American Red Cross (ARC)	Business Partners	Santa Clara Firefighter Foundation
National Fire Protection Agency (NFPA)	Great America	Bay Area Critical Incident Stress Management Team
Department of Energy	Stadium Staff	Employee Assistance Program
International Code Council (ICC)	Vendors	Center for Living and Dying
Environmental Protection Agency (EPA)		HAM Radio Operators
American Council on Exercise	Fire Associates	Center for Public Safety Excellence





S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an organization candidly identify its positive and less-than-desirable attributes. Internal stakeholders participated in this activity to record their strengths and weaknesses, as well as the possible opportunities and potential threats.

Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community, and that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds.

Through a consensus process, the internal stakeholders identified the agency’s strengths as follows:

Strengths of the Santa Clara Fire Department	
Camaraderie	Tradition of high standards
Health and fitness of personnel	Intelligent / well-educated personnel
Level and style of training – progressive/real world	City coverage – quantity of stations/personnel, response time
Personal values	Quality of EMS service
Quality and quantity of physical resources/equipment – maintained, new apparatus, well-developed department infrastructure, new stations, training center, etc.	Succession plan, providing for a clear path to promotion, acting positions, assistant training officer, career development, leadership development
Public support	Career longevity
Employee development - opportunities at all levels	Community involvement in fundraisers
Professionalism	All risk department (cover all disciplines)
Dedicated clerical staff	Well-funded, including grants
Motivated employees–goal oriented, striving to improve	Unselfish culture (willing to give up personally for the greater good)
Public access defibrillator program and CPR program	Department-sponsored training (internal and external)
Lessons from the past (i.e.: Super Bowl exposure)	Urban Shield performance
CUPA certified	Defined special assignment periods





Fiscally responsible	Progressive academy training
Human Resources Department	Staffing model
Social Media	Progressive – forward-thinking personnel
Good city infrastructure (Water, SVP, PGE)	Project teams
Employees with diversity of life experience	Hiring
Raw talent in department	Flexible staffing
Medical/physical fitness program	Strong peer support (CISM)
Labor Management problem-solving	Department and public recognition
Reputation	Volunteer Reserve Division
Prevention/HazMat Division	Quality of CERT training
Paramedic training program with potential for development	Compensation, including retirement, workers comp, light duty
Fire Museum	Following-up with customers and calls
Service without limits motto truly defines what we do and how we do it	Lance Michaelis and Dave Eurele memorialized in organization by service awards
Commitment to success of all employees	Internal state-certified instructor pool
Participation in county workgroups	Promotional test transparency - pre-meeting



Internal Stakeholders Work Session





Weaknesses

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the internal stakeholders as weaknesses:

Weaknesses of the Santa Clara Fire Department	
Lack of use of technology in all aspects of the job	Diversity not reflective of community
Public outreach (communication about services) needs improvement	Mandatory overtime due to not having adequate relief personnel
Not enough live fire training	Inadequate training props
Inadequate staffing in prevention and training	Leadership slow to make decisions
Some lack of tenure/experience due to being a young department resulting from recent turnover/retirement	Outdated or lacking policies and procedures, including those addressing department staffing changes (such as four-person trucks)
Labor/management communication	Lack of consistency between shifts (BC's)
Residency issues: High turnover rate in V/R due to residency, BC residency requirement limits personnel willing to promote	Project load at Station 9 not realistic for personnel to be truly functional as HazMat trainers
Communication down the chain of command lacking	No long-term plan on how to handle paramedic promotions
Failing to use technology (cell phones, tablets, laptops) in prevention activities - need to go paperless	Big deficiencies with CAD causing ring-down issues and lack of reliability (V/R's miss incidents)
Operations Division lacks accepting new ideas - Operates with full authority not collaboration	Budget process difficult to procure needed project items
High turnaround time (four weeks) for plan checks and inspections (three weeks)	Chief's directions seem different than what gets implemented by Operations
Wildland training	Sticking to old systems/deployment models
Current inspection practice limits exposure to the true hazard occupancies thus not giving big benefit to suppression personnel	Police department running communications for fire results in fire not getting adequate infrastructure support
Personnel encouraged to speak up but then feel criticized when opinion is different than staff	Work comp treatment takes long time thus expanding time off duty for injured workers
Current deployment model has M91 running across entire city	Truck locations not centrally located and workload not distributed





Department not fully engaged in social media	Fire Prevention does not have Pub Ed staff
Paramedic value held in much higher regard than BLS personnel	Hiring pool gets too narrow due to candidates being disqualified too early (before testing)
Lack of leadership development in V/R	Constant movement of personnel - short term
Companies leaving district to conduct inspections	Reduction of biddable position for BLS personnel
Converting paper files to digital	How shift work affects admin interaction
Lack of formal continuous improvement plan (culture)	Transition to electronic payroll processing for prevention/overtime
Police department and fire department collaboration needs improvement (example: active shooter)	Perceptions in both directions between admin and personnel
Lack of specialized divisions	Lack of security awareness
Lack of Post Incident Analysis	No OES budget
Stagnation of rank / no rotation of Deputy Chiefs	Lack a consistent understanding of stadium involvement, rules and deployment
Lack of consistency in management of employee assignments, work details and accountability of administration personnel	Poor communication flow from operations regarding cross shift movement, expectations of individuals, and time sensitive memos
Increased risks of behavioral health and physical health issues / Lacking peer support	Communication, or lack thereof, can lead to organizational mistrust of administration
Department sponsored community service	Participation and involvement in CIGCS
No minimum qualifications required to bid specialized apparatus. (Trucks and Haz Mat)	



Internal Stakeholders Work Session





Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The internal stakeholders identified the following potential opportunities:

Opportunities for the Santa Clara Fire Department	
Grant money/equipment/apparatus/PPE	EMS deployment – community paramedic
Labor Management relationship improvement (transparency)	Equipment procurement - grant money and business partnerships
Economic development / training host money	Recruitment of future employees - qualifiers
Technology improvement / outside partnership	Community outreach, education, involvement
Department re-structure (divisions, positions, community programs, logistics) - outreach	Stadium special ops/specialized training/funding
Inter-agency training/urban shield/active shooter	Training options - National Fire Academy, FEMA, USAR, and acquired structures
Removal of the tattoo policy that is restricting hiring pool in both the volunteer and paid division of the fire department.	Marketing via YouTube, social media, PIO, expand media relationship, city newsletter “External Affairs”
Regionalization/consolidation for specialized tasks (e.g.: County Type 1 Hazmat Team)	Continued involvement with outside agencies (boards, committees, state commissions)
Develop partnership with industry - training, development, community outreach	Align with CICCIS with typing (wildland and rescue typing for mutual aid resources)
Move around Deputy Chief positions	OES wildland apparatus
Expand recruitment and increase diversity - SCUSD, SCU, Mission College	Expand candidate pool by modifying residency requirements for volunteers.
Work with developers for mitigating factors to improve service delivery - fire stations, apparatus	Group purchasing (SCBA, apparatus, radios, etc.) with neighboring agencies (software, information tech)
Public/private ambulance (Contra Costa Model)	Send single-person resource mutual aid
Live burn program (State Fire Training)	Community CPR/Pulse Point
Involvement with industry experts (PG&E, Lawrence Livermore, SFT instructors)	Job/talent exchange programs with outside agencies
Standardized mutual aid policies (high rise)	Regional training center (SCFD)
ISO certification could improve with 4-person truck companies	Integration with Citizens Police Academy; CERT with neighborhood watch





Work schedule change – 48/96 - unified with county/neighboring departments	Improve operational processes as result of audit findings
Interdepartmental training / Joint fire and law enforcement training	Enhanced utilization of Fire Reserve

Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the internal stakeholders were as follows:

Potential Threats to the Santa Clara Fire Department	
Cost of living for recruitment and existing employees	Threats to firefighter safety (solar panels, hybrids)
Environmental – earthquake/natural disaster	EMS agency funding
Terrorism – extremists targeting public safety	Economic downturn
Public perception losing public support	Regionalization
Privatization of services	Litigation – public or private
Technological advancement making parts of jobs obsolete	Zoning changes that decrease revenue and increase city expenses
Technology Infrastructure failure	Impacts from changing healthcare system
State mandated training	Consequences of negative firefighter actions
Decrease in qualified applicant pool	Lack of diversity
Labor issues – union position on national or local issues	Losing mutual aid agreements due to state mandated requirements
Cost of training	Filling other agencies' gaps
Toxic transport vehicles and structures	Heightening of national standards
Increased CalPERS rates	Cost of equipment and maintenance
Social media	Increased healthcare rates
Legalization of marijuana	Private sector draw (Prevention hiring)
Growth and density – traffic, new buildings	Reduced hiring pool with millennials
Rapid change in zoning for residential buildings closer to industrial	Government (federal, state, local, city) - funding, infrastructure, legislation
Decreased environmental regulations (federal)	Fire service schedule changes – 48/96





Critical Issues and Service Gaps

Following the identification and review of the agency’s SWOT, two separate groups of internal stakeholders met to identify themes as primary critical issues and service gaps.

Critical and Service Gap Issues Identified by the Internal Workgroup	
Group 1	Group 2
<p><u>Adaptability</u></p> <ul style="list-style-type: none"> - Outdated policies & procedures - Paramedic promotions - Security awareness - Sticking to old sys/deployment models - No OES budget - Involvement CICC - Engagement with social media - PD/FD collaboration - BC residency requirement 	<p><u>Operations</u></p> <ul style="list-style-type: none"> - Budget process - PD running communications - Deployment model (inspections)(M91) <ul style="list-style-type: none"> • Staffing – mandatory OT • Adaptability - Workload distribution - Special operations/logistics - Emergency preparedness - OES
<p><u>Leadership</u></p> <ul style="list-style-type: none"> - Management lacks consistency in decisions - Lack of operation support - Labor management 	<p><u>Infrastructure</u></p> <ul style="list-style-type: none"> - Inadequate training props - Station security - Workforce/growth needs - Collaboration (group purchasing)
<p><u>Technology</u></p> <ul style="list-style-type: none"> - Lack of use of technology - Failure to use in prevention activities - Converting paper to digital - Electronic payroll processing 	<p><u>Technology</u></p> <ul style="list-style-type: none"> - Lack of use of technology - Response technology (CAD) - Digital conversion - Outside partnership
<p><u>Workforce Planning</u></p> <ul style="list-style-type: none"> - Prevention and training staffing is inadequate - Lack of tenure/experience - Lack of relief personnel causing mandatory OT - High Volunteer/Reserve turnover - Diversity - Stagnant personnel - Special operations - Increased risk for behavioral/physical health - Wildland training - Hiring pool-diminished/changing 	<p><u>Staffing</u></p> <ul style="list-style-type: none"> - Inadequate staffing (Suppression and Prevention) - Volunteer/Reserve division - Career development (rotation) - Succession (paramedic) - Residency requirements - Workers compensation procedures - Expand candidate pool - Behavioral health
<p><u>Training</u></p> <ul style="list-style-type: none"> - Lack of tenure/experience - Lack of wildland training - Lack of adequate props - Post incident analysis - Stadium training - Active shooter 	<p><u>Training</u></p> <ul style="list-style-type: none"> - Live fire opportunities - Outdated procedures (SOP) - Lack of after action reporting (formal) - Specialized training - Interagency training
<p><u>Communication</u></p> <ul style="list-style-type: none"> - Downward communication - Public education/outreach 	<p><u>Communication</u></p> <ul style="list-style-type: none"> - Transparency from top to bottom and bottom to top





<ul style="list-style-type: none"> - Solicit public input - Expanding disaster education for public (CERT) - Understanding of stadium involvement - Employee morale - Lack of operation support - Clarity of chief's directions - Consistency between shift BC's - 	<ul style="list-style-type: none"> - From administration to line personnel - Timeliness - Consistency - Outdated policies - Social media - Interdepartmental relations - Collaboration between administration and line personnel - Accountability - Public perception
<p><u>Increased Efficiencies</u></p> <ul style="list-style-type: none"> - Outdated policies & procedures - Leadership slow to make decisions - Updated SOP's to reflect staffing changes - Leaving district for inspections - Lots of mandatory OT - Station 9 workload – projects vs. hazmat training - Constant movement of short term personnel 	
<p><u>Service delivery</u></p> <ul style="list-style-type: none"> - M91 - Leaving district for inspections - Post incident analysis - Truck deployment - Department sponsored community service - Special operations - Code enforcement - EMS response - Fire suppression 	





Strategic Initiatives

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives.

Santa Clara Fire Department Strategic Initiatives			
Communications	Workforce Development	Training	Service Delivery
Physical and Technological Resources		Organizational Processes	Accreditation

Goals and Objectives

To continuously achieve the mission of SCFD, realistic goals and objectives with timelines for completion must be established to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of SCFD’s efforts, as they will direct the organization to its desired future while having reduced the obstacles and distractions along the way. Leadership-established work groups should meet and manage progress toward accomplishing these goals and objectives, and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with SCFD leadership.

“Goals allow you to control the direction of change in your favor.”

Brian Tracy,
Author

Goal 1	Develop and enhance internal communications.		
Objective 1A	Assess and identify strengths and weaknesses of current communication processes.		
Timeframe	12 – 18 months	Assigned to:	Administration
Critical Tasks	<ul style="list-style-type: none"> • Establish internal communications efficiency team to address communication (throughout the organization): <ul style="list-style-type: none"> ○ Timeliness ○ Consistency ○ Collaboration ○ Accountability • Research industry best practices. • Develop and conduct employee communications survey and analyze results. • Report findings and suggest to departmental leadership. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





Objective 1B	Develop and maintain policies and procedures for effective, timely, and accountable communication throughout the organization.			
Timeframe	6-12 months	Assigned to:	Lexipol Project Officer	
Critical Tasks	<ul style="list-style-type: none"> • Research industry best practices. • Evaluate current communication policies to ensure relevance and legality. • Identify communication methods that are most effective to ensure relevant information is properly received by relevant stakeholders. • Prioritize information based on type and content. • Implement updated policies. 			
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:		
Objective 1C	Evaluate implemented programs, goals, and outcomes for effectiveness and efficiency.			
Timeframe	18-24 months	Assigned to:	Communications Ad Hoc Team	
Critical Tasks	<ul style="list-style-type: none"> • Utilize methods for feedback including: <ul style="list-style-type: none"> ○ Policy Review (Lexipol) ○ Employee surveys ○ Worksite meetings ○ Establish recurring officer conference schedule • Identify and recommend a minimum of (3) communication platforms that will fit the needs of our organization • Update plan(s) as needed 			
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:		
Objective 1D	Develop written crisis communication plan.			
Timeframe	18 – 24 months	Assigned to:	Emergency Services Coordinator	
Critical Tasks	<ul style="list-style-type: none"> • Identify stakeholders and contact information. • Develop standard messaging scripts for specific incidents including action steps. • Research industry best practices. • Establish procedure based on research results. • Train members of crisis communication plan. 			
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	Costs:	\$35k consultant





Goal 2	Develop and enhance timely external communication.	
Objective 2A	Develop a comprehensive public information and outreach program to ensure the community is fully informed about service delivery issues and needs facing the department in a timely manner.	
Timeframe	6-12 months	Assigned to: Communication Ad Hoc Team
Critical Tasks	<ul style="list-style-type: none"> • Establish communications efficiency team to address external communications. • Evaluate current external communication avenues and determine effectiveness. • Establish procedure for public input. • Develop and conduct community survey(s). • Develop quarterly fire department newsletter. • Enhance or develop social media platform to allow for two-way communication and increased transparency with community. • Reevaluate team members and goals annually. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2B	Enhance fire prevention communication with community to decrease costs and processing time.	
Timeframe	6-12 months	Assigned to: Fire Prevention Division
Critical Tasks	<ul style="list-style-type: none"> • Research industry best practices for inspection and communication processes. • Develop expeditious prevention communication plan with public. • Evaluate processes to reduce permit inspection turnaround time. • Present plan to department leadership. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2C	Develop written crisis communication plan to provide clear and consistent structure for public information delivery.	
Timeframe	12-24 months	Assigned to: Emergency Services Coordinator
Critical Tasks	<ul style="list-style-type: none"> • Identify stakeholders and contact information. • Develop standard messaging scripts for specific emergencies including action steps. • Research industry best practices for public information officers. • Establish procedure based on research results. • Train members in crisis communication procedures. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Goal 3	Ensure training meets or exceeds the needs of external and internal stakeholders.	
Objective 3A	Conduct a needs analysis to ensure we meet/exceed industry standards.	
Timeframe	6-12 months	Assigned to: Training Division
Critical Tasks	<ul style="list-style-type: none"> • Review current training practices and requirements. • Identify deficiencies. • Present options based on findings. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3B	Develop a comprehensive training plan to enhance service delivery.	
Timeframe	12 months	Assigned to: Training Division
Critical Tasks	<ul style="list-style-type: none"> • Establish and maintain standards in accordance with all statutory standards. • Assess training and compliance responsibility through standards set by regulatory agencies, Santa Clara City, and SCFD. • Present options based on findings. • Enhance facilitating effective and consistent training delivery throughout all levels of the department. • Review and evaluate effectiveness. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3C	Enhance citizen-based training to ensure community needs are being met.	
Timeframe	6-18 months	Assigned to: Emergency Services Coordinator / CERT Project Officer / Training Division
Critical Tasks	<ul style="list-style-type: none"> • Assess current delivery. • Research opportunities to expand programs. • Present options based on findings. • Budget for new programs. • Review and evaluate implementation. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3D	Implement training plan to ensure goals/objectives are being met.	
Timeframe	18-24 months	Assigned to: Training Division
Critical Tasks	<ul style="list-style-type: none"> • Identify delivery methods. • Establish schedule. • Deliver training. • Review and evaluate. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 3E	Review and evaluate effectiveness of training plan.		
Timeframe	36 - 48 months	Assigned to:	Training Division
Critical Tasks	<ul style="list-style-type: none"> • Develop evaluation method. • Deliver evaluations (i.e. survey monkey) results. • Review effectiveness based on results. • Modify, adjust, and implement changes as needed. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Goal 4	Improve service delivery to meet or exceed community expectations.		
Objective 4A	Develop deployment model to most effectively deliver service quickly and efficiently.		
Timeframe	12 - 18 months	Assigned to:	Operations Division
Critical Tasks	<ul style="list-style-type: none"> • Complete a standards of cover study (referencing NFPA 1710); evaluate results and identify weakness in response. • Conduct district/apparatus workload. • Identify technology and processes that can improve response times to meet goals found in study. • Analyze and develop workload projections. • Implement available technology such as GPS to best dispatch apparatus, reducing response times. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 4B	Develop and implement a long-term response and staffing plan for technical rescue, hazmat, and special event services.		
Timeframe	6-12 months	Assigned to:	Operations Division
Critical Tasks	<ul style="list-style-type: none"> • Conduct a risk analysis to determine service needs. • Identify physical resources. • Identify core competencies and gaps in training. • Evaluate potential benefits having a "Special Ops" division that incorporates hazmat, tech rescue, and special events. • Research other department's special operations model to determine if it can help our service delivery. • Develop an efficient response model based on service needs. • Implement plan and evaluate effectiveness. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





Objective 4C	Increase and enhance awareness and involvement with community service efforts.		
Timeframe	6-12 months	Assigned to:	Customer Service Project Team
Critical Tasks	<ul style="list-style-type: none"> • Identify all existing community service programs. • Identify potential additional community needs. • Evaluate strengths and weaknesses of each program. • Evaluate partnership opportunities between Local 1171 and SCFD administration. • Develop an improvement plan. • Implement potential changes to current and future programs. • Re-evaluate effectiveness of changes. 		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:
Objective 4D	Expand emergency management program in the City of Santa Clara.		
Timeframe	3-5 years	Assigned to:	Emergency Services Coordinator
Critical Tasks	<ul style="list-style-type: none"> • Evaluate current EM program. • Establish separate EM budget. • Develop one, three, and five year goals. • Present findings to city management and fire chief. • Implement new EM program. • Re-evaluate EM program on an ongoing basis. 		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:
Goal 5	Develop and grow a progressive and diverse workforce that enhances operations and evolving needs of the community.		
Objective 5A	Develop and implement a plan that prioritizes department hiring needs.		
Timeframe	6-12 months	Assigned to:	Administration Division
Critical Tasks	<ul style="list-style-type: none"> • Review City Gate study results. • Review current budgeted positions. • Meet with human resources regarding timeline and testing process. • Review city census/demographics, building developments, and solicit community input. • Develop a plan. • Obtain fire chief approval. • Obtain Civil Service approval. • Approve testing process. • Post job announcement with deadline for filing. • Test applicants. 		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:





Objective 5B	Formalize employee development and succession program.	
Timeframe	3-18 months	Assigned to: Professional Standards Project Team
Critical Tasks	<ul style="list-style-type: none"> • Develop a long-term succession plan to ensure sustainability within the paramedic program. Evaluate Y rating concept • Create promotional task book for all positions/divisions in SCFD. • Develop consistent/standardized mentoring program. • Expand leadership academy concept for/to all members. • Survey members for input/needs. • Re-evaluate in odd years. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5C	Provide and promote increased opportunities to enhance the behavioral and physical health of all employees.	
Timeframe	On-going	Assigned to: Peer Support Project Team
Critical Tasks	<ul style="list-style-type: none"> • Identify current SCFD wellness programs. • Survey personnel and evaluate effectiveness of programs. • Evaluate compliance with federal/state/local requirements for physical/behavioral health. • Gather/evaluate best practices (military/corporate/public/private). • Identify gaps in training/education, equipment, personnel, and associated costs. • Develop wellness plan. • Pursue funding. • Educate and train workforce on plan. • Implement plan. • Regularly evaluate plan. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5D	Develop and implement an evaluation plan that assesses the effectiveness of the objectives in meeting the workforce planning goal.	
Timeframe	6 months, then annually	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Evaluate the needs of our community. • Develop performance indicators for each objective in relation to community needs. • Review and assess the ability to meet our performance indicators. • Present findings and recommendations to administration. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Goal 6	Improve organizational processes and develop long-term plans to ensure sustainability and foster employee development.		
Objective 6A	Ensure policies and procedures are updated to reflect current industry standards.		
Timeframe	On-going	Assigned to:	Lexipol Project Officer
Critical Tasks	<ul style="list-style-type: none"> • Evaluate resources allocated to updating policies and procedures. • Complete changeover to Lexipol system with updated SFCD's (policies). • Ensure Lexipol remains up to date, as needed. • Update MPTs according to current standards of practice. • Update training manual. • Participate in county work groups for development of county mutual aid policies and procedures. • Ensure SCFD policies and procedures align with county mutual aid policies and procedures. • Implement new policies and procedures. • Conduct routine (ex. annual) periodic review of policies and procedures and update as needed. 		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:
Objective 6B	Evaluate fire prevention processes to determine improvement opportunities.		
Timeframe	18 months and on-going	Assigned to:	Fire Marshal and Administration Division
Critical Tasks	<ul style="list-style-type: none"> • Solicit input from public, staff, and management. • Perform a time-task study. • Analyze current staffing level. • Research technology options to improve efficiency for both staff and customer. • Evaluate data/information from research. • Research current procedures and update to meet customer needs (inspections/re-inspections/enforcement). • Foster career development through cross training. • Research creative recruitment to attract high quality employees. 		
Funding Estimate	Capital Costs: Personnel Costs:		Consumable Costs: Contract Services Costs:





Objective 6C	Evaluate our commitment to mutual aid opportunities, local and statewide.	
Timeframe	18-24 months	Assigned to: Operations Division
Critical Tasks	<ul style="list-style-type: none"> Evaluate relationship with county mutual aid resources and determine areas of improvement. Determine all personnel training, certifications, and qualifications meet or exceed state/federal standards. Evaluate single unit resource ordering and determine associated value for our personnel and SCFD. Research and evaluate partnering with state OES to determine potential advantages and disadvantages of supporting state apparatus. (OES Type III) 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6D	Improve promotional processes to be more transparent and support employee development.	
Timeframe	12-18 months	Assigned to: Administration Division
Critical Tasks	<ul style="list-style-type: none"> Meet with human resources to understand guidelines. Develop written guidelines that are distributed to all employees. Research potential for post-examination test review to allow for employee feedback for growth opportunity. Implement new procedures on future exams. Evaluate areas for improvement after each exam. Work with human resources to develop policy/procedure on candidate score notification for all parts of examinations. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6E	Improve efficiency of organizational decision making.	
Timeframe	4 – 6 months	Assigned to: Command Staff
Critical Tasks	<ul style="list-style-type: none"> Identify gaps/bottlenecks in current decision making. Low-level issue decision making authority delegated downward. Develop a process for approvals to be presented every two weeks at operations or command staff (template, etc.). Decisions from meetings immediately communicated and implementation plan authorized. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Goal 7	Ensure infrastructure meets/exceeds the needs of our community.	
Objective 7A	Ensure facilities meet or exceed the needs of the community.	
Timeframe	24-36 months	Assigned to: Administration Division
Critical Tasks	<ul style="list-style-type: none"> • Conduct a needs analysis based on industry standards. • Identify gaps and prioritize. • Present results and recommended action for approval. • Secure funding. • Develop a plan to implement approved action. • Implement plan. • Evaluate. 	
Funding Estimate	Capital Costs: 6 – 10 million Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7B	Ensure apparatus and equipment meet or exceed the needs of the community.	
Timeframe	On-going	Assigned to: Apparatus Project Team
Critical Tasks	<ul style="list-style-type: none"> • Conduct a needs analysis based on industry standards. • Identify gaps and prioritize. • Present results and recommended actions for approval. • Secure funding. • Develop a plan to implement approved action. • Implement plan. • Evaluate. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7C	Ensure training specific facilities and equipment meet or exceed the needs of the community.	
Timeframe	24 – 36 months	Assigned to: Training Division
Critical Tasks	<ul style="list-style-type: none"> • Conduct a needs analysis based on industry standards and departmental feedback. • Identify gaps and prioritize. • Present results and recommended actions for approval. • Secure funding. • Develop a plan to implement approved action. • Implement plan. • Evaluate. 	
Funding Estimate	Capital Costs: 200 – 400k Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 7D	Ensure technology meets or exceeds the needs of the community.		
Timeframe	12-24 months	Assigned to:	Technology Project Team
Critical Tasks	<ul style="list-style-type: none"> • Conduct a needs analysis based on industry standards. • Identify gaps and prioritize. • Present results and recommended actions for approval. • Secure funding. • Develop a plan to implement approved action. • Implement plan. • Evaluate. 		
Funding Estimate	Capital Costs: 400 – 500k Personnel Costs:	Consumable Costs: Contract Services Costs:	
Goal 8	Prepare for, pursue, achieve and maintain international accreditation.		
Objective 8A	Form committees as needed to pursue and maintain accreditation.		
Timeframe	30 days	Assigned to:	Deputy Chief Madden & Fire Captain Queen
Critical Tasks	<ul style="list-style-type: none"> • Establish committee member criteria. • Determine the composition of the committee. • Develop and complete the selection process. 		
Funding Estimate	Capital Costs: Personnel Costs: In-house	Consumable Costs: Contract Services Costs:	
Objective 8B	Prepare a community-driven strategic plan.		
Timeframe	3 months and on-going	Assigned to:	Deputy Chief Madden & Fire Captain Queen
Critical Tasks	<ul style="list-style-type: none"> • Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, departmental concerns and strengths perceived about the fire department. • Provide internal stakeholder work sessions to evaluate (and update if necessary) the mission, vision and values; determine internal strengths and weaknesses, external opportunities and threats; establish critical issues and service gaps, determine goals and objectives to achieve over five years. • Determine a work plan for the accomplishment of each goal and implement the plan. • Annually evaluate objectives accomplished with the plan. • Report annual plan progress to internal and external stakeholders. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





Objective 8C	Conduct a community hazards and risk assessment, and publish a Community Risk and Standards of Cover document.		
Timeframe	6 – 12 months	Assigned to:	Deputy Chief Madden & Fire Captain Queen
Critical Tasks	<ul style="list-style-type: none"> • Obtain instruction on hazard and risk assessment, and standards of cover preparation. • Perform community hazards and risk assessment. • Evaluate historical community emergency response performance and coverage. • Establish benchmark and baseline emergency response performance objectives. • Establish and publish Standards of Cover. • Maintain, and annually update the Standards of Cover document. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 8D	Conduct and document a self-assessment of the department utilizing the CPSE/CFAI Fire and Emergency Services Self-Assessment Manual criteria.		
Timeframe	6 months	Assigned to:	Deputy Chief Madden & Fire Captain Queen
Critical Tasks	<ul style="list-style-type: none"> • Obtain instruction on writing a CFAI self-assessment manual. • Assign self-assessment manual category and criterion writing to the agency accreditation committee/team members as appropriate. • Review self-assessment and ensure all reference items are in order. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 8E	Achieve agency accreditation by the CFAI.		
Timeframe	12 months	Assigned to:	Fire Chief Kelly, Deputy Chief Madden, Battalion Chief Miller & Fire Captain Queen
Critical Tasks	<ul style="list-style-type: none"> • Apply for “Candidate Agency” status with the CFAI. • Prepare for CFAI Peer Assessor Team visit. • Upload Strategic Plan, Standards of Cover, and Self-Assessment Categories and Criterion for review and comment by CFAI Peer Team. • Host CFAI Peer Team site visit for accreditation review. • Receive CFAI Peer Team recommendation to CFAI for Accredited status. • Receive vote during the CFAI hearings in favor of Accredited status. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





Objective 8F	Maintain agency accreditation with the CFAI.		
Timeframe	Ongoing	Assigned to:	Administration Division
Critical Tasks	<ul style="list-style-type: none"> • Submit required Annual Compliance Reports. • Attend CFAI “Dayroom Discussion” web-meetings for continued education. • Participate in the accreditation process by providing “peer assessors” for external agency review and identification of possible best practices. • Participate in the annual CPSE Excellence Conference for continued education and networking with other accreditation teams and accredited agencies. • Submit Annual Compliance Reports as required by CFAI policies. • Establish succession development of internal accreditation team in preparation for next accreditation cycle. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Vision

On the final day of the process, the CPSE presented the agency with a vision of where the organization will be in the future, if the strategic plan is accomplished. This vision is intended as a target of excellence to strive toward, and provides a basis for its goals and objectives.

The members of the Santa Clara Fire Department envision that, by the close of 2021, our department will be an internationally accredited agency known for integrity, competence, professionalism, positive attitude, and accountability, as demonstrated in the provision of service to our community.

Stakeholder investment and satisfaction will be nurtured by improved internal and external communications practices and organizational processes that are current, documented, executed, and maintained.

Community members and department personnel alike will benefit from expanded needs-based training, incorporating stakeholder and statutory requirements, designed to enable well-prepared personnel to demonstrate and deliver continuous improvement.

Facilities, apparatus, equipment, and technological resources will be distributed, utilized, and maintained to support the high-level service delivery warranted by our community.

Department culture will benefit from a workforce development plan designed to achieve employee satisfaction through health and wellness, appropriate staffing in all divisions, and continued career growth.

As we continue delivering our mission and living our values, we will be unified in accomplishing our goals and bringing this vision to fruition.





Performance Measurement

To assess and ensure that an organization is delivering on the promises made in their strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Jim Collins states, "What matters is not finding the perfect indicator, but settling upon a *consistent*

- If you don't measure the results of your plan, you can't tell success from failure.
- If you can't see success, you can't reward it.
- If you can't reward success, you're probably rewarding failure.
- If you can't see success, you can't learn from it.
- If you can't recognize failure, you can't correct it.
- If you can demonstrate results, you can win public support.

Reinventing Government
David Osborn and Ted Gaebler

and intelligent method of assessing your output results, and then tracking your trajectory with rigor."⁴ Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

. . . successful strategic planning requires continuing review of actual accomplishments in comparison with the plan . . . periodic or continuous environmental scanning to assure that unforeseen developments do not sabotage the adopted plan or that emerging opportunities are not overlooked.⁵

To establish that the agency'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 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.

⁴ Collins Good to Great and the Social Sectors. Boulder, 2009

⁵ Sorkin, Ferris and Hudak. Strategies for Cities and Counties. Public Technology, 1984.





A “family of measures” typically utilized to indicate 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 consequences associated with a program/service; i.e., the ultimate benefit to the customer. Focused on the “why” of providing a service.

The Success of the Strategic Plan

The agency has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. To assist in the development of this plan, the agency used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

“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.”

Good to Great and the Social Sectors
Jim Collins

Provided 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.⁶

⁶ Matthews (2005). *Strategic Planning and Management for Library Managers*





Glossary of Terms, Acronyms, and Initialisms

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
CalPERS	California Public Employees' Retirement System
CERT	Community Emergency Response Team(s)
CFAI	Commission on Fire Accreditation International
CFC	California Fire Code
CICCS	California Incident Command Certification System
CISM	Critical Incident Stress Management
CPR	Cardiopulmonary Resuscitation
CPSE	Center for Public Safety Excellence
CUPA	Certified Unified Program Agency
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMS	Emergency Medical Services
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
Input	A performance indication where the value of resources are used to produce an output.
ISO	Insurance Services Office
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
OES	Office of Emergency Services





Outcome	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
Performance Measure	A specific measurable result for each goal and/or program that indicates achievement.
PPE	Personal Protective Equipment
SCU	Santa Clara University
SCUSD	Santa Clara Unified School District
SFT	State Fire Training
SJC	San Jose International Airport
Stakeholder	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim. The final result of an action. Something to accomplish in assisting the agency to move forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
SVP	Silicon Valley Power
SWOT	Strengths, Weaknesses, Opportunities and Threats.
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.
V/R	Volunteer Reserve





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