



Newport News Fire Department



2015-2020
Strategic Plan



HONOR, INTEGRITY, LOYALTY



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CITY OF NEWPORT NEWS FIRE DEPARTMENT

FIRE ADMINISTRATION

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MEMORANDUM

December 5, 2014

TO: Fire Department members, citizens and visitors of Newport News

FROM: R.B. Alley III – Fire Chief

COAIT

SUBJECT: Strategic Plan 2015-2020

The Newport News Fire Department is a full service fire department that has served the “Great” City of Newport News since 1891. All members are committed to providing the very best customer service possible. As we conduct our day to day operations, programs and activities, we do so with a clear focus on our city Mission: To enhance the quality of life of the citizens of Newport News and our community by providing exceptional government services and our city core values of “Commitment,” “Caring,” and “Collaboration.” Each call for service is viewed as an opportunity to assist in improving and enhancing the quality of life for everyone who visits or calls our “Great” City of Newport News home.

The City Council has established the following strategic initiatives that all fire department members and citizens should be familiar with and support as the foundation and pathway to success for our city. They are:

- Economic Development and Redevelopment
- Environmentally Sustainable Local Government Policies
- Community Renewal and Maintenance
- Fiscal Management and Efficient Operations
- Maximum Emphasis on Public Safety (Responsive EMS and Fire Suppression Services)

It is from these strategic initiatives that have been established by the City Council that our path to the future is found. The Newport News Fire Department is a very proud department 379 members strong that is very rich in history and fully capable of providing fire suppression, emergency medical services, emergency management, technical rescue, hazardous materials response, maritime and rescue dive response, fire, EMS and specialty training, fire and life safety education, training and inspections, fire investigations, explosive ordinance disposal response, incident command, command and control operations for all possible emergencies natural and manmade. All members understand that this is a tremendous responsibility, however each person takes great pride in serving our “Great” community in all of these areas. Always remember “ Service to citizens and community is the reason for our existence as a city government; customer service is the key to our success”

Organization's History

The City of Newport News is located in the eastern part of Virginia, within the Norfolk-Virginia Beach-Newport News metropolitan area (population over 1.6 million), otherwise known as Hampton Roads. The city is located within the Atlantic Coastal Plain, also known as Tidewater (an area of low, flat land that lies along an ocean). Newport News encompasses 68.3 square miles and is 23 miles long and 3 miles wide at its widest point. It is 15 feet above sea level, leaving it prone to flooding in low-lying areas. The city is bordered on the west by the James River, the south by the mouth of the James River and Chesapeake Bay and by the city of Hampton on the east. The city's legal jurisdictional boundaries were established upon its annexation of the town of Kecoughtan in 1927 and its merger with Warwick County in 1958.

Newport News has risk populations for fire and life safety that include all citizens, especially the elderly and disabled living independently in sub-standard housing and those living in government subsidized communities. While these communities exist throughout the city, the southeast end of the city has the largest number of sub-standard and government subsidized housing. The northern end of the city has a large elderly population living in senior residential care facilities and senior independent living communities. The downtown area has many old buildings and warehouses and several high-rise residential and office type properties without sprinkler systems. The center of the city has a large amount of commercial properties including a mall, large shopping centers and town center type properties. The remainder of Newport News is a mix of residential and commercial properties.

The Newport News Fire Department's history began over 100 years ago in 1891, when two citizens led a community meeting to organize a volunteer firefighting force. With horse-drawn steam engines, this stalwart contingent of brave and virtually unprotected men soon grew to a force of 13, with 2 fire stations by the turn of the century. The early part of the 1900s saw the department enjoying the benefits of newly installed fire hydrants and its first motorized hose truck. With the expansion of Newport News, and the annexation of nearby townships, the department grew to 5 fire stations, 15 pieces of apparatus, 75 paid firefighters and 100 volunteers. The department experienced the rigors of organizing training programs, a dispatch center and a command section with a chief and deputy.

In 1943, Warwick County purchased the first ambulance with public donations of \$3,500 and this began the era of the fire department providing emergency medical assistance. In 1958, Warwick County and the City of Newport News consolidated. Firefighters received standard or advanced training and rotated to duty as ambulance attendants every 30 days. At the same time, the fire prevention bureau was also started. The creation of a diverse and vibrant fire department began in 1968 when the city hired the first African-American firefighter, who later rose to the rank of fire chief. In the early 1980s, the first females were hired as EMS providers followed by the first female firefighter.

The EMS Bureau was formed in 1972. In 1979 the department, along with the surrounding jurisdictions, formed the Tidewater Regional Fire Academy. In the early 1980s the hazardous materials team and the dive team were formed followed by the technical rescue team, the marine incident response team, and the explosive device response unit. Budgetary constraints, threats following September 11, 2001, and the need for expansion to meet the ever-growing demands have challenged the department.

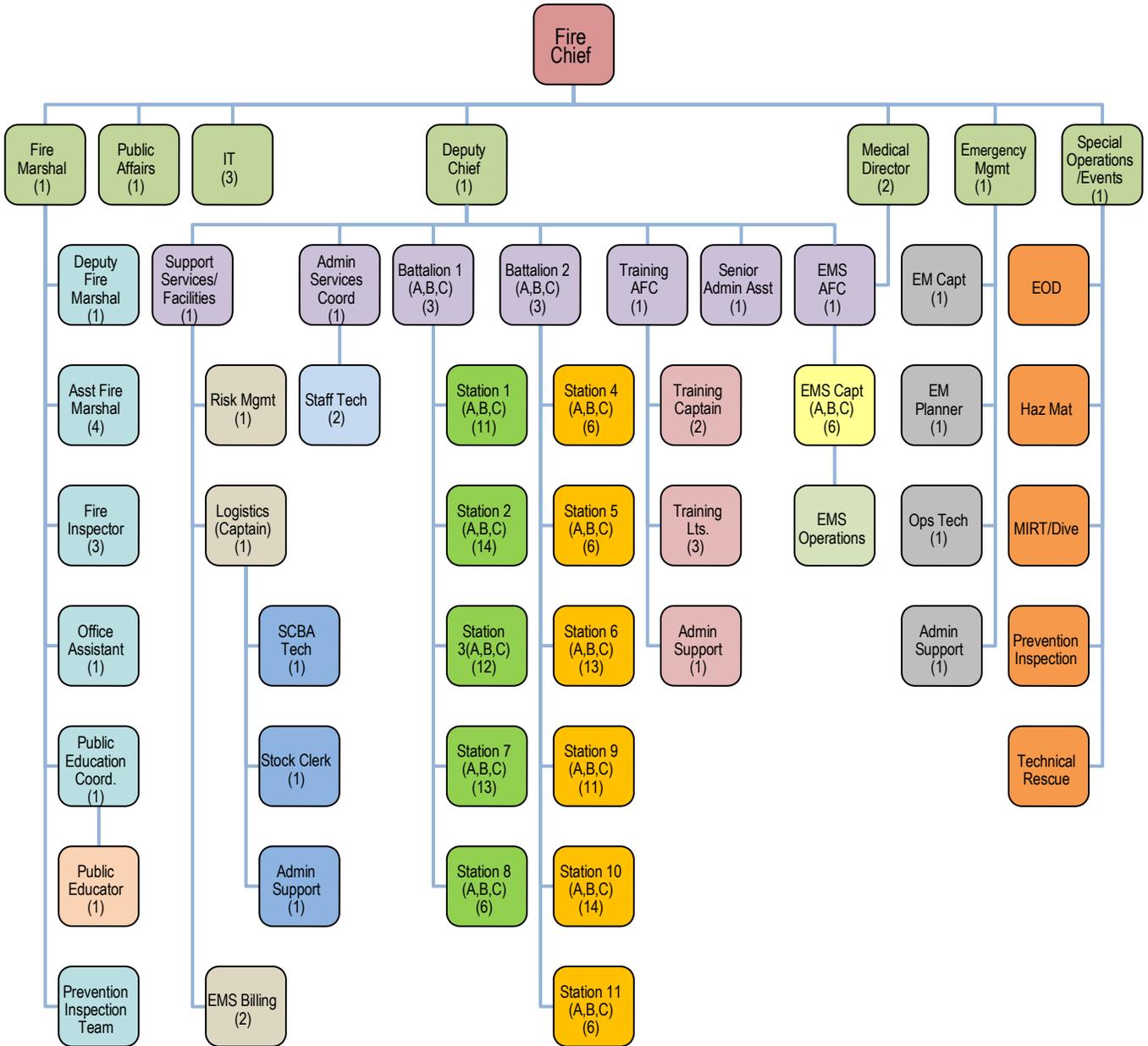
Department Overview

The department has nearly 400 dedicated men and women with a diverse background of culture, gender and capabilities dedicated to providing fire suppression, rescue and response to life-threatening emergencies to the Newport News community and the regional Hampton Roads area. With an Insurance Services Office (ISO) Class II designation, the department continues to demonstrate the effective provision of emergency and non-emergency services to its internal and external stakeholders. The City is unique in its geographical configuration with an approximate area of 69 square miles. The City's irregular shape, 23 miles long and 3 to 5 miles wide presents unique response challenges. The department operates eleven (11) fire stations in addition to facilities for Fire Command Section, Fire Prevention, Training, Emergency Management and a Logistics Center. For fiscal year 2015, the department had an operating budget of approximately \$31 million dollars. The department operates several specialty teams including a technical rescue team, marine/dive incident response team (MIRT), regional Explosive Ordinance Disposal (EOD) team, and a regional HAZMAT team.

The NNFd operates a variety of apparatus including engines, towers, ladders, rescues and medics. "Engines" are standard fire pumpers of 1000 to 1500 GPM capacities, "towers" are 100-foot aerial ladder apparatus, "ladders" are a combination pumper/75-foot aerial ladder apparatus and "medics" are standard, type I, modular ambulances equipped to provide Advanced Life Support. The ladders are dual role apparatus that can be assigned as either a pumper or an aerial unit. The department's two "Towers" are platform aerial units with a 1500-2000 GPM pump. A "Rescue" is a heavy rescue unit and carries a variety of fire ground support equipment and extrication/rescue gear, and is staffed by members of the NNFd Technical Rescue Team. The department has a variety of specialty equipment including: a "Foam Truck" that has pump and roll capabilities and a variety of foam application devices; a "Brush Truck" that is a heavy-duty 4-wheel-drive truck equipped with a skid-mounted pump and a variety of brush and woods fire equipment, specialized HazMat and EOD response vehicles and a variety of patrol/rescue boats. Minimum staffing for all apparatus has been established at three persons per fire apparatus and two persons on all medic units.

All line personnel are cross-trained as firefighters and as emergency medical technicians with EMT-Intermediate as a minimum for all new hires. The department operates on a 3-platoon, 2-battalion system. Personnel work 24-hour shifts with duty cycles of on-off-on-off-on-4 days off. A Battalion Chief and Captain-EMS, who oversee fire suppression and EMS operations manage each battalion. The department is responsible for providing both basic and advanced life support services throughout the City. All personnel hired after July 1, 1995 must provide dual discipline functionality and are required to maintain a minimum certification as an EMT-Intermediate along with current certification in International Trauma Life Support and Pediatric Life Support in addition to maintaining their suppression certifications. A significant portion of emergency calls for suppression personnel are EMS-related. Engine companies respond to assist on EMS calls when a medic unit is not available or will be delayed. Engine companies respond automatically on all cardiac, respiratory, trauma and extrication calls.

NEWPORT NEWS FIRE DEPARTMENT ORGANIZATIONAL CHART



COMMUNITY INPUT

The Newport News Fire Department strives to deliver effective and efficient services to the residents, visitors and businesses of Newport News. To ensure that the services provided are effective and efficient, the department maintains a Strategic Plan that is a roadmap to guide department activities. Effective and efficient services are also gained through matching department activities to the community's needs which were largely unknown in previous planning processes. The department utilized the Center for Public Safety Excellence's *Community Driven Strategic Plan Process* as a model for incorporating community input into the plan to ensure that a community focus is maintained throughout.

Community Priorities

The External Stakeholders were asked to prioritize the programs offered by the department through a process of direct comparison in order for the department to most effectively focus on the priorities.

SERVICES	RANKING
Fire Suppression	1
Emergency Medical Services	2
Technical Rescue	3
Hazardous Materials	4
Fire Prevention/ Investigation	5
Emergency Management	6
Explosive Ordinance Disposal	7
Marine Incident Response Team	8
Public Fire Education	9

Community Expectations

Previously the department has conducted its Strategic Planning Process without the input from the members of the community which can lead to delivering services that do not meet the community's expectations. The department engaged the city's Comprehensive Planning Citizen's Advisory Committee to identify their expectations of the department's services. The following are the expectations of the community's External Stakeholders:

1. Put out fires effectively.
2. There is a response when called (911 center and department).
3. Personnel are trained.
4. Personnel have resources for the job.
5. Quick turnout/ response times.
6. Alternate resources for department information (i.e. 311).
7. Current/ up to date equipment.
8. Early recognition of critical patients.
9. Utilize mutual aid and other stakeholders to support department needs.
10. Continuous analysis of call volume and types.
11. Evaluate alternative services to 911.
12. Continue to support Newport News C.E.R.T. program.
13. Data driven programs (expand CFA, prevention activities).
14. Maintain staffing through succession planning and aggressive recruiting.
15. Ensure salary remains competitive.
16. Evaluate department injuries.

Areas of Community Concern

Fire departments frequently identify areas of concern within the community and develop programs or services to address those concerns as needed. However, the department's concerns may not match those held by the community. External stakeholders were asked to discuss their concerns in order for the department to ensure that planning for the future encompasses the community's concerns if it is not already doing so.

1. Addressing all risks.
2. Maintain relationships with all hospitals.
3. Readiness for large scale incidents (evacuation, transportation, recovery).
4. Personnel trained for shipboard firefighting.
5. Condition of fire stations.
6. Age of housing stock in Newport News.
7. Abandoned houses.

8. Higher density housing and how the department will adapt (smaller apparatus?)
9. Radon/ natural gas effects.

Positive Community Feedback

The CPSE promotes the belief that, for a Continuous Improvement Strategy to be valid, the community's view on the agency'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.

1. High marks for EMS, always very responsive.
2. Good neighbors.
3. Good capabilities.
4. Community educations (though we need more).
5. All personnel are certified to some level in EMS.
6. Never hear anything bad about the department.

OUR MISSION

To appropriately respond to any situation that may threaten life or property while continually advancing community-wide education, prevention and preparedness

OUR VISION

Our Community Confident In Its Safety

Our Core Values

LEADERSHIP CULTURE

Enhancing the leadership skills, qualities and behaviors of **everyone** in the Department

COMMUNITY STEWARDSHIP

Internalizing the trust placed in us for our community's safety and well-being

UNIVERSAL OPPORTUNITY

Supporting opportunities for participation, development and advancement, considering our Department's diverse abilities, skills and backgrounds

INDIVIDUAL ACCOUNTABILITY

Cultivating a workplace that empowers employees at all levels and promotes personal accountability for achieving results

DEDICATED PROFESSIONALISM

Emphasizing the need for and recognition of professionals committed to performing with courage, integrity and pride

CREATIVITY & INNOVATION

Demonstrating the willingness to think independently and risk the uncertainties of new ideas and solutions

Administration

The purpose of Fire Administration is to support the overall operations of the Newport News Fire Department.

Goal 1 Provide an environment for achievement of the agency’s mission, purposes, goals, strategies and objectives. (CFAI Criterion 1B)

Objective 1	Conduct several analyses to determine Human Resources’ needs. (CFAI Criterion 7A, 7B , 7E)	FY
Critical Tasks	<ul style="list-style-type: none"> • Support a salary analysis in conjunction with the Department of Human Resources to determine competitive salary administration. • Conduct a staffing analysis to determine appropriate staffing levels for each apparatus and station. • Identify a department-wide succession plan to fill future vacancies at all levels. • Review the promotional requirements and policies through the Professional Development Committee. • Develop an upward evaluation process to be conducted every fiscal year. • Review and update job descriptions as needed. • Establish a promotional process for Master FF/Medic, Lieutenant, Captain and Battalion Chief. 	Annual FY 17 FY 17 FY 17 FY 18 Continual FY 17

Goal 2 Provide an environment for achievement of the agency’s mission, purposes, goals, strategies and objectives. (CFAI Criterion 1B)

Objective 1	Develop support and outreach mechanisms to support the department’s mission, purposes, goals, strategies and objectives.	FY
Critical Tasks	<ul style="list-style-type: none"> • Establish a Fire Department Foundation. • Establish an explorer program. 	FY 17 FY 17

**Goal 3 Collect and analyze data to support organizational planning.
(CFAI Criterion 2A)**

Objective 1	Develop plans, strategies and priorities for replacement and construction of department facilities. (CFAI Criterion 6B)	FY
	<ul style="list-style-type: none"> Continually evaluate existing funding, budget, grant and fee strategies to support facilities maintenance and replacement. 	Continual

Objective 2	Maintain long-term plans, policies and agreements. (CFAI Criterion 2D, 7C, 9C)	FY
Critical Tasks	<ul style="list-style-type: none"> Implement an analysis process for internal review and external presentation as part of the Accreditation process and general planning. Develop an annual process for updating and maintaining directives, operational procedures and mutual aid agreements. Establish a process for annually reviewing and updating the strategic plan. Establish a process for updating and reviewing MOUs. 	Complete FY 17 FY 15 FY 16

Logistics

The purpose of the Logistics Bureau is to effectively provide the needs of the department so they may perform their daily operations efficiently and safely while maintaining fiscal responsibility.

Goal 1 Develop an efficient and effective Logistics center to support the resource needs of the department. (CFAI Criterion 6)

Objective 1	Develop efficiencies in the logistics processes. (CFAI Criterion 6A, B, F)	FY
Critical Tasks	<ul style="list-style-type: none"> • Create an electronic inventory system to improve inventory accuracy and accessibility. • Evaluate a feasible centralized logistics location. Hold • Develop and distribute a logistics operations guideline for the department. 	FY 17 FY 16 FY 17
Objective 2	Establish long-term processes for the purchasing and maintenance of department equipment. (CFAI Criterion 6E, F)	FY
Critical Tasks	<ul style="list-style-type: none"> • Continually evaluate the logistics needs of the department as well as stay abreast on industry improvements and standards for fire and EMS equipment. 	On Going

Emergency Management

The purpose of Emergency Management is to ensure that the City of Newport News is prepared to respond to and recover from disasters and to mitigate the factors that contribute to the severity of those incidents.

The Division of Emergency Management (DEM) is establishing this strategic plan in accordance with the National Preparedness Goal. The overarching goal is for Newport News to be a secure and resilient city with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk. The National Preparedness Goal identifies thirty-two core capabilities to aid communities achieve this goal. These core capabilities form the foundation for the development of this strategic plan.

Goal 1	Ensure an effective and efficient management system which supports the five components of a comprehensive emergency management program to prevent, protect, mitigate, respond, and recovery from major emergencies and disasters. <i>(CFAI Criterion 5D) (EMAP Standard Chapters 3 & 4)</i>	
Goal 2	PREVENTION: To increase the city's to prevent, avoid or stop a threatened or actual act of terrorism by addressing the core capabilities of planning; public information and warning; operational coordination; forensics and attribution; intelligence and information sharing; interdiction and disruption; and screening, search, and detection. <i>(CFAI Criterion 5D) (EMAP Standard 4.5)</i>	
Goal 3	PROTECTION: To increase the city's abilities to safeguard against acts of terrorism, natural disasters, and other threats or hazards by addressing the core capabilities of Planning; Public Information and Warning; Operational Coordination; Access Control and Identity Verification; Cybersecurity; Intelligence and Information Sharing; Interdiction and Disruption; Physical Protective Measures; Risk Management for Protection Programs and Activities; Screening, Search and Detection; and Supply Chain Integrity and Security. <i>(CFAI Criterion 5D) (EMAP Standard Chapters 3 & 4)</i>	

<p>Goal 4</p>	<p>MITIGATION: To increase the city’s abilities to manage risk to reduce loss of life and property by lessening the impact of disasters by addressing the core capabilities of threat and hazard identification, risk and disaster resilience assessment, planning, community resilience, public information and warning, long-term vulnerability reduction, and operational coordination. <i>(CFAI Criterion 5D) (EMAP Standard 4.4)</i></p>	
<p>Goal 5</p>	<p>RESPONSE: To increase the city’s abilities to effectively and efficiently respond to all types of disasters and emergencies by addressing the core capabilities of planning, public information and warning, operational coordination, critical transportation, environmental response/health and safety, fatality management services, infrastructure systems, mass care services, mass search and rescue operations, on-scene security and protection, operational communications, public and private services and resources, public health and medical services, and situational assessment. <i>(CFAI Criterion 5H) (EMAP Standard Chapters 3 & 4)</i></p>	
<p>Goal 6</p>	<p>RECOVERY: To increase the city’s abilities to by addressing the core capabilities of Planning, Public Information and Warning, Operational Coordination, Economic Recovery, Health and Social Services, Housing, Infrastructure Systems, and Natural and Cultural Resources. <i>(CFAI Criterion 5D) (EMAP Standard 4.6.4)</i></p>	

Training

The purpose of the Training Bureau is to develop, maintain, and advance knowledge, skills, abilities, and other opportunities of all department members through internal and external training opportunities.

Goal 1 Provide a training and education program to support the department's needs. (CFAI Criterion 8A)

Objective 1	Utilize technology to create efficiencies within the Training Bureau. (CFAI Criterion 8C)	FY
Critical Tasks	<ul style="list-style-type: none"> Identify and implement a platform for training record management. Develop new capabilities for providing video based training. Develop an incident command in-service training program. 	FY 17 FY 17 FY 17

Objective 2	Provide equipment to support the training function and programs. (CFAI Criterion 8C)	FY
Critical Tasks	<ul style="list-style-type: none"> Develop and implement a training equipment replacement schedule to include classroom furnishings. Obtain a SCBA compressor system to serve the Training Bureau. Develop a fleet of vehicles to support staff and training programs such as engines and staff vehicles. Develop a system for offsite delivery of training courses. Apply for grants for additional training aids. Begin the process of Burn Building replacement. 	FY 17 FY 16 On Going FY 17 On going FY 17

Objective 3	Conduct training programs to provide initial and continuing education to meet industry standards and practices. (CFAI Criterion 8B)	FY
Critical Tasks	<ul style="list-style-type: none"> Develop a continuing education program for apparatus drivers. Standardize EMS continuing education for consistency across all shifts. Develop training programs to meet Insurance Services Organization (ISO) standards. Develop and implement joint company training evolutions. 	FY 17 FY 17 FY 17 FY 17

Objective 4	Conduct continuing education programs for workforce education. (CFAI Criterion 7D)	FY
Critical Tasks	<ul style="list-style-type: none">• Conduct annual analysis of BLS and ALS recertification programs.• Establish and implement a quarterly professional development program for all employees.	Continual FY 17

Fire Prevention/ Public Education

The purpose of the Fire Prevention/ Public Education Bureau is to make our community safe through code enforcement and life safety education.

Goal 1 Provide programs that contribute to the overall community risk reduction. (CFAI Criterion 5B, C, D)

Objective 1	Maintain an effective and efficient staff to deliver bureau services and programs. (CFAI Criterion 5A,B,C)	FY
Critical Tasks	<ul style="list-style-type: none"> • Restore staffing to be in compliance with Insurance Services Organization (ISO) standards. • Relocate the Fire Marshal’s Office (FMO) and Public Education staff to a central location. • Restore staffing in Public Education. • Continue succession planning. 	<p>FY 17</p> <p>FY 16</p> <p>FY 17</p> <p>Cont.</p>
Objective 2	Deliver programs to match community needs in a manner that is consistent with City and industry standards. (CFAI Criterion 5A,B,C)	FY
Critical Tasks	<ul style="list-style-type: none"> • Develop guidelines and referral system for youth fire setters. • Develop a formal program geared toward Battalion Chiefs for cause and origin. Officer In-service Program • Revamp the child safety seat program. • Work with community organizations FY 17 (CFA, BTL) 	<p>FY 16</p> <p>FY 17</p> <p>FY 16</p> <p>FY 16</p>
Objective 3	Maintain equipment and systems that support the bureau and community programs. (CFAI Criterion 5A,B,C)	FY
Critical Tasks	<ul style="list-style-type: none"> • Develop a bureau equipment replacement schedule. • Develop a vehicle replacement schedule that encompasses safehouse, and prevention specialty vehicles. • Research funding to continue public education programs. 	<p>Cont</p> <p>FY 18</p> <p>Cont.</p>

Operations- Suppression

The purpose of the Suppression section of Operations is to provide an exceptional level of service utilizing state, national and industry standards as a guideline.

Goal 1 Provide a consistent and responsive delivery of service based on accepted standards and practices. (CFAI Criterion 5A)

Objective 1	Maintain current standard operating procedures or general guidelines to direct fire suppression activities. (CFAI Criterion 5E)	FY
Critical Tasks	<ul style="list-style-type: none"> • Revise and standardize operational procedures. • Establish minimum operational daily resource standards. Special Ops • Examine operational procedures of other jurisdictions regional procedures. Auto Aid, MA • Implement new rehab and overhaul procedures. • Implement NFPA 1404 air management standards. • Establish a policy for air management. • Engine and Truck company operations 	Cont. FY 17 FY 17 FY 17 FY 17 FY 17 FY 17
Objective 2	Collect and analyze data to support organizational planning. (CFAI Criterion 2)	FY
Critical Tasks	<ul style="list-style-type: none"> • Identify and implement a system for pre-plans, risk assessments, inspections into one system. • Examine and re-evaluate response algorithms. • Conduct an analysis to determine need for additional suppression units. • Deployment of suppression personnel at single engine houses. • Conduct ARFF training for Station 11 personnel 	FY 16 Cont. Cont. FY 16 FY 17
Objective 3	Maintain physical resources consistent with the department's goals. (CFAI Criterion 6)	FY
Critical Tasks	<ul style="list-style-type: none"> • Develop a resource typing list. • Complete the implementation of SIMS II software • Ongoing replacement of thermal imaging cameras. 12/yr. • Complete the upgrade of portable radios. • Identify and evaluate future resource needs of the department. • Develop strategies for obtaining Light Air Rehab Vehicle (LARV). 	FY 17 FY 17 FY 17 FY 17 FY17 FY 17

Operations- EMS

The purpose of the EMS section is to maintain, upgrade and expand the delivery of EMS to the citizens, employees, neighboring jurisdictions and visitors to the City of Newport News.

Goal 1 Operate an EMS program that provides a community with a high level of care according to local, state and national standards. (CFAI Criterion 8)

Objective 1	Maintain and advance the capabilities of the department's emergency medical services (EMS) section. (CFAI Criterion 5F) (System)	FY
Critical Tasks	<ul style="list-style-type: none"> • Evaluate alternative service delivery means such as ALS engine companies. • Review and update the EMS policies. • Develop the post call analysis process. • Conduct analysis to determine the need for additional EMS scene supervision. • Explore/ evaluate an EMS Field Training Evaluation Programs based on national guidelines. • Conduct an analysis of the EMS organization to include the need for a full-time operational medical director (OMD) • Quality data improvement process for Fire and EMS. • Analysis of rotation of personnel per shift. • Develop an EMS Public Education program. 	Continual Continual FY 17 FY 17 FY 17 FY 17 FY 17 FY 17

Objective 2	Maintain and advance the capabilities of the department's emergency medical services (EMS) section. (CFAI Criterion 5F) (Service)	FY
Critical Tasks	<ul style="list-style-type: none"> • Explore the need for additional transport units. • Improve the post call analysis process to include feedback forms from hospitals and customers. • Continue to evaluate, replace and update EMS equipment to include power lift stretchers, Lifepak 15. • Identify bariatric transport replacement. • Identify equipment and medication resupply opportunities. 	FY 17 FY 17 Continual FY 17 FY 17

Operations- Special Operations

The purpose of the Special Operations Section is to maintain a highly trained, well-equipped special operations response force that is prepared to efficiently mitigate complex incidents requiring specialized skills and equipment.

Goal 1 Provide a consistent and responsive delivery of service based on accepted standards and practices. (CFAI Criterion 5E, F, J, K)

Objective 1	Maintain and advance the capabilities of the department's Special Operations Section. (CFAI Criterion 5G,H,J,L)	FY
Critical Tasks	<ul style="list-style-type: none"> • Develop and implement a maintenance and replacement plan for all specialized tools and equipment. • Continue the development of the mobile communications team. • Develop a working group for special events and incident planning. • Develop an equipment cache for special events. • Budget analysis for special operation teams. • Evaluate the selection process for the specialty teams • Staffing of specialty teams- min staffing, TDY, etc. 	FY 17 FY 17 FY 16 FY 17 FY 16 FY 16 FY 17

Completed Tasks

Administration

- Establish a Citizen's Fire Academy.
- Develop shift safety officer program.
- Conduct an analysis of current fire department facilities and develop a prioritized replacement plan.
- Conduct a station location analysis that will be the basis for strategies and plans for replacement of fire stations.
- Develop a plan for relocation and collocation of administrative staff.
- Modify social media to educate the public within City guidelines.
- Conduct a deployment analysis to be utilized for future station and apparatus locations.

Logistics

- Improve the maintenance and care of PPE by creating a PPE inspection team, adding certified repair technicians and providing continuing education on PPE care.
- Conduct a survey of fire stations to establish maintenance and improvement priorities.
- Develop replacement plans for; equipment, and station furnishings.
- Develop replacement plans for vehicles.

Operations- Suppression

- Standardize reserve apparatus inventories and ready reserves.
- Conduct an inventory of trailers and evaluate the pros and cons of single transport platforms.
- Develop, implement and monitor a centralized department calendar.
- Re-establish the health and wellness program.
- Standardize radio communications to include tactical channel assignments upon dispatch.

Operations-Special Operations

- Seek opportunities to advance member's knowledge, skills, and abilities (KSA).
- Increase response capabilities through cross discipline training and certification.
- Facilitate regional outreach to enhance and increase response capabilities.
- Develop community awareness and outreach program to educate the community and partners of the available response capabilities.

Training

- Obtain a flashover simulator and identify other needed additions for the training grounds.
- Re-institute new officer orientation.
- Obtain a flashover simulator and identify other needed additions for the training grounds.

Operations- EMS

- Evaluate the need for a department Quality Improvement Officer.
- Evaluate the need for a department Quality Improvement Officer.

Emergency Management

Develop and implement a system for creating and updating required response plans.

Implement department operation center(DOC) and forms training for personnel.

Identify and address building improvements.

Implement exercise for alternate EOC

Sharing of EOPs to department.

Develop a replacement and maintenance plan for computer equipment, systems and programs.

Identify technological platforms that will increase the ability of the staff to operate from remote locations.

Develop and deliver at least three Emergency Operations Center (EOC) focused exercises or training sessions annually.

Continue to deliver preparedness and response programs such as Community Emergency Response Teams (CERT) for the community.

Increase staff member certification levels to have at least one additional Certified Floodplain Manager (CFM) and one additional Level I Continuity Planner.