UPDATED JANUARY 2018

ACTION PLAN 2017-2022

A PLAN WITHIN A PLAN

The Olympia Fire Department's 2017- 2022 Strategic Plan is one of many guidance documents the City utilizes to provide direction and track progress. The Fire Department's Strategic Plan aligns with the City's Comprehensive Plan and its companion document called The Action Plan. The function of the Action Plan is to track how the City is meeting the vision of the Comprehensive Plan. There are five (5) focus areas within the Action Plan. Community Safety & Health, and the Downtown, are two specific areas where the Fire Department has direct impact. The goals and objectives of the Olympia Fire Department Strategic Plan must support the City's Action Plan.

WHY PLAN

The Fire Department's Strategic Plan is crucial to the success of the department. The ability to tie the work of the Department's Strategic Plan to the larger plans of the City, such as the Comprehensive Plan will ensure a path for funding that would not exist if the Department's goals were not in line with the needs and desires of the community.

HOW THE PLAN WAS DEVELOPED

The strategic planning project began with the community we serve. Through a facilitated process, over 50 citizens were invited and some 35 attended a 90 minute workshop to provide input. This input was then used by twenty OFD members composing the Strategic Plan Work Group. A full discussion of the process and all of the findings can be found in the complete text of the Olympia Fire Department's 2017-2022 Strategic Plan.

Fire Department Action Plan/Progress Report

The following matrix can be used to track progress on the 8 goals of the Strategic Plan.

Date updated 1-30-2018. New text in the January 2018 update in Red.

Next review and update fall of 2018.

OVER-ARCHING GOAL

Although not an official Goal of this plan for the future, the Department must manage the retirement and replacement of the Fire Chief, the lead financial person and a Battalion Chief in 2018. In 2019, the Department must manage the retirement and replacement of a Deputy Chief and possibly an Assistant Chief. All of these retirements and subsequent promotions throughout the Department must be accomplished without affecting service delivery. This work must be the Department's first and most important task in the next few years.

Note: The complete Strategic Plan can be viewed at olympiawa.gov/fire

GOAL 1

TO ENHANCE OFD'S CURRENT EXTERNAL COMMUNICATIONS PROGRAM TO INFORM THE COMMUNITY ON OFD'S SERVICE DELIVERY

Target Audience /Concept: Public Information - General information for the community served by OFD

Objective 1A

To utilize a communication committee in order to identify current models and best practices relative to needs

Action Items

- Develop a committee to include OFD Admin/ Department members, subject matter experts

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
Fall 2016	AC Buchanan	Fall 2016	N/A	Fall 2016

Objective 1B

To identify and analyze current external communication deficiencies and strengths

Action Items

- Complete an inventory of current communication systems utilized by the department and identify currently used media to determine gaps
- Conduct a needs assessment to identify current and future system(s) needs and identify potential communication platforms, options, opportunities that improve communication delivery (for example social media, traditional media, direct delivery)

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
Fall 2016	AC Buchanan	Fall 2016	N/A	Fall 2016

Objective 1C

To develop policy and criteria to guide communication distribution, retention, and archival requirements

Action Items

- Write the policy
- With support from the city's subject matter expert (SME), determine best records management system (retention / archival)
- Write training curriculum

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
Fall 2016	AC Buchanan	Fall 2016	N/A	3-30-2017 with the writing of a Standard Operating Procedure, (SOP), and department wide social media training.

Objective 1D

To identify all aspects of communications program cost

Action Items

- Determine any staff costs (FTE)
- Identify any hardware / software costs – equipment & subscription
- Identify any training costs
- Identify any potential maintenance – life cycle costs

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
Fall 2016	AC Buchanan	Fall 2016	N/A	Completed in early 2017 with purchase of devices needed for the social media program

Objective 1E

To implement a comprehensive communication program; evaluate and modify as needed

Action Items

- Deliver the program curriculum to members
- Gather, review & evaluate feedback from target audience

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
1-3-2017	AC Buchanan	1-3-2017	Ongoing*	3-30-2017, completed with the launch of an OFD presence on Twitter and other social media platforms

Notes: *Goal 1, Objectives A, B, C, D and E where addressed by bringing a social media presence to the department starting in early 2017. The ongoing nature and frequent changes in the technology world necessitates that this goal is revisited from time to time to assure that the solution implemented is still meeting the original goal of **ENHANCING OFD'S CURRENT EXTERNAL COMMUNICATIONS PROGRAM TO INFORM THE COMMUNITY ON OFD'S SERVICE DELIVERY.**

GOAL 2

TO ENHANCE OFD'S CURRENT PUBLIC EDUCATION PROGRAM TO INFORM AND EDUCATE THE COMMUNITY

Target Audience/Concept: Citizen Preparedness - Specific information on how the community served by OFD can participate in their own safety

Objective 2A

To identify and analyze current public education deficiencies and strengths using selected OFD personnel in fire prevention, emergency medical services and emergency management.

Action Items

- Conduct a needs assessment to identify current and future system(s) needs and identify potential public education platforms, options, opportunities that improve education delivery

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
Pre-plan	AC Bradley	Fall 2016	Spring 2018	

Multiple delivery programs complete and being used. Still to develop- PFD Kiosk at lakes, Fall Prevention

Objective 2B

To build an education program to address fire prevention, emergency medical education and emergency management topics

Action Items

- Identify target audiences
- Write a plan/program to include all aspects of public education
- Write training curricula

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
Spring 2017	AC Bradley	Spring 2017	Summer 2018	

Complete, additional opportunity discovered, - incorporate a fire safety message in the Emergency Management message and empower the Emergency Management trainer to deliver the information.

Objective 2C

To identify all aspects of public education program cost

Action Items

- Determine any staff costs (FTE)
- Identify any hardware / software costs – equipment & subscriptions
- Identify any printed material costs
- Identify any training costs
- Identify any potential maintenance – life cycle costs

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
Summer 2017	AC Bradley	Fall 2017	ongoing	

Complete for current needs, other needs may become obvious over time. The need for a full time educator is not a high priority at this time.

Objective 2D

To implement a comprehensive public education program; evaluate and modify as needed

Action Items

- Deliver program curricula to target audiences
- Gather, review & evaluate feedback from target audience

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
	Fire Prevention and Emergency Management			

Needs a feedback loop to determine if other programs are working
Need to develop fall prevention program

GOAL 3

TO IMPLEMENT A PROFESSIONAL DEVELOPMENT PROGRAM THAT WILL PROMOTE EXCELLENCE AND GUIDE MEMBERS THROUGHOUT THEIR CAREER

Target Audience/Concept: Training for professionalism - Specific information on how members participate in personal career development

Objective 3A

To utilize a committee in order to identify current models and best practices to balance the needs of the department and the members

Action Items

- Develop a committee to include OFD Admin/ Department members, subject matter experts

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
Spring 2017	AC Buchanan	Spring 2017	Unknown, dependent upon Labor negotiations	

This item requires negotiation with Firefighter's Local 468. In the 2018 contract an agreement to add specific certifications for promotions of Lieutenant and above was agreed upon beginning in 2022. An agreed upon level of formal education will be negotiated next.

Objective 3B

To identify and analyze the components of a professional development program

Action Items

- Review current job descriptions with Human Resources
- Research applicable NFPA Standards and national professional development models

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
Spring 2017	AC Buchanan, Fire Training Officer	Spring 2017	Spring 2018	

Objective 3C

To create core competencies and position task books for all positions

Action Items

- Perform gap analysis of current position in relationship to identified components
- Select core competency and requirements for each position to identified needs

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
January 2018	Fire Training Officer /Assistant Chief of Operations	June 2018	December 2018	

Objective 3D

To develop a professional development program and training model/program

Action Items

- Using the core competencies for each position to create a professional model for the positions of: Firefighter, Paramedic, Paramedic Lieutenant, Inspector, Lieutenant, Captain, Battalion Chief, Assistant Chief and Acting Officers
- Consult with Labor Management Team

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
January 2019	Fire Training Officer			

Using the Joint Apprenticeship Training Committee (JATC) format

Objective 3E

To identify all aspects of program cost

Action Items

- Determine any staff costs (FTE)
- Identify any training costs

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
	AC Buchanan			

Objective 3F

To implement a professional development program

Action Items

- Deliver the program curriculum to members
- Review & evaluate implemented program

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
	AC Buchanan			

GOAL 4

TO DEVELOP A COMPREHENSIVE HEALTH AND WELLNESS PROGRAM THAT ENSURES THE PHYSICAL AND MENTAL WELL-BEING OF OLYMPIA FIRE DEPARTMENT MEMBERS

Target Audience/Concept: Protecting Investments - Specific information on how the fire department can facilitate the well-being of the members

Objective 4A

To utilize a Health and Wellness committee(s) to identify current models and best practices

Action Items

- Establish a Health and Wellness committee

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
Ongoing	Labor Management	ongoing	N/A	Spring 2017, most recently this item was reviewed as part of the 2017 contract negotiations

Seat a team in 2018, evaluate OFD safety against other departments, consider outside professional assistance in injury prevention

Objective 4B

To identify current level of participation with the IAFF/IAFC Wellness Initiative

Action Items

- Define IAFF/IAFC Health and Wellness benchmarks relevant to the department

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
Spring 2017	Peer fitness Trainers?	Fall 2017	ongoing	

Members of the department identified a weakness in the current fitness room at Station O1. A plan was developed and presented to senior management to move and update the exercise room. The project was funded and completed. This new facility will assist the department and the Peer Fitness Trainers in Wellness coaching, monitoring and provide space for the process.

Objective 4C

To explore other medically appropriate screening (cancer, cardiovascular screening, and nutritional education, occupational illness) to add to our annual medical evaluations

Action Item

- Determine if any gaps exist with the current provider in the ability to cover the proposed upgrades
- Determine financial impacts of changes to annual medical evaluations

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
Spring 2017	Labor/Management	Spring 2017 as part of labor negotiations	N/A	Spring 2017, revisit as needed.

Objective 4D

To conduct annual physical fitness evaluations consistent with the IAFF/IAFC Wellness initiative

Action Items

- Identify gaps that may exist with current evaluation method, relative to the Wellness Initiative
- Study the feasibility of external vs. internal evaluators
- Determine any resource needs to meet the objective
- Design and re-implement an annual physical fitness evaluation program

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
Fall 2017	Peer Fitness Trainers	Summer 2018	Summer 2019	

Objective 4E

To implement a Mental/Behavioral health education and support program

Action Items

- Identify resources and/or providers for providing mental/behavior health education and support to include suicide prevention
- Design and implement an educational/training program

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
2016	Jeff Holguin	2016	N/A	Summer 2017 and will be a continually evolving program

Objective 4F

To design an injury and cancer prevention education program

Action Items

- Identify resources and/or providers for injury and cancer prevention education program
- Identify frequency and type of training relevant to injury prevention
- Collaborate with equipment committee on proposed safety features for apparatus and stations
- Design and implement an educational/training program

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
Spring 2017	MSO Brown	Spring 2017		Summer 2017 with ongoing training/education

See note 4A concerning injury prevention for 2018

Objective 4G

To identify any alternative revenue sources for components of the Health and Wellness program

Action Items

- Seek grant opportunities to provide for alternative funding source
- Secure funding as needed through contract negotiations
- Investigate individual insurance funding as an alternative approach to meeting the objective

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
See below				

Note: Chief Buchanan explored one possibility to this with discussions with City Human Resources following up on injury claims. That work is just under way.

GOAL 5

TO DEVELOP GUIDANCE DOCUMENTS THAT CREATE A SAFE AND CONSISTENT WORKPLACE ENVIRONMENT

Target Audience/Concept: Training for proficiency - Specific information on how OFD maintains safety, consistency and effectiveness across assignments

Objective 5A

To implement the new OFD Mission and Vision Statements, Values and Motto

Action Items

- Develop a branding campaign for the new material and its connection to the previous statements
- Deploy the new OFD Mission and Vision Statements, Values and Motto

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
4-1-2018	Chief Wright	4-1-2018	4-30-2018	

Objective 5B

To update the OFD Vision Manual to ensure that it still reflects OFD's values

Action Items

- Review and take input at the company level relevant to the vision manual
- Redeploy vision manual

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
Spring 2017	Chief Dibble	Spring 2017	Fall 2017	Fall 2017

Objective 5C

To develop necessary SOGs/SOPs to ensure OFD safety and consistency

Action Items

- Review current SOGs/SOPs pertaining to safety and consistency and identify gaps
- Develop new SOGs/SOPs
- Utilize the labor management process for the approval of any new SOGs/SOPs

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
Summer 2018	DC Wright/AC Buchanan/AC Bradley		Fall 2019	

Objective 5D

To train and implement any new SOG's/SOP's

Action Items

- Ensure personnel are trained in the new SOGs/SOPs
- Implement new SOGs/SOPs

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
Fall 2019	Fire Training Officer		Early 2020	

GOAL 6

TO IMPROVE THE EFFICIENCY OF OFD OPERATIONS THROUGH THE USE OF TECHNOLOGY

Target Audience/Concept: Resource Management – Technology Use

Objective 6A

To utilize a committee in order to identify current strengths and weaknesses of existing technology systems

Action Items

- Develop a committee(s)from user groups

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
	BC Rightmier			

Objective 6B

Implement gap analysis of technology applications to enhance efficiency and compliance with best practices

Action Items

- Identify any applicable federal, state or local requirements
- Determine specific technology needs of the department

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
	BC Rightmier			

Objective 6C

To identify all aspects of technology costs

Action Items

- Determine costs for equipment, software, maintenance, subscriptions and administrative costs
- Evaluate funding sources (i.e.: grants, general fund, etc.)

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:

Objective 6D

To implement identified technology improvements/applications

Action Items

- Develop and deliver training curriculum for the specific applications
- Deploy applications
- Gather, review & evaluate feedback from target audience

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:

GOAL 7

TO USE BEST AVAILABLE RESPONSE DATA TO DETERMINE RESPONSE CONFIGURATION AND RESOURCE ASSIGNMENTS

Target Audience/Concept: Decision Making - Using data to manage responses

Objective 7A

To correlate response management data with perceived needs

Action Items

- Review area response data
- Review current resource utilization/deployment

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
Spring 2017	DC Wright and Battalion Chiefs	Spring 2017	ongoing	Completed for downtown Aid Unit 6-1-2017

Objective 7B

To develop a response management plan to meet identified needs

Action Items

- Develop or modify existing plan/resource to mitigate the identified need
- Create the performance standard matrix for the new deployment

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
2016	DC Wright	2016	ongoing	July 2017 with deployment of downtown Aid Unit

Objective 7C

To identify funding options for all aspects of data driven response management plan

Action Item

- Consider managing problem with existing resources
- Determine the availability of alternative funding sources to meet the identified needs
- Identify any potential city, social services, or grant funding source

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
2-12-2018	DC Wright	2-12-2018*	Budget for 2019	

*Presentation of first 6 months of data from downtown aid unit and need for funding in 2019 to Council

Objective 7D

To implement identified response configurations

Action Items

- Develop and deliver training curriculum if needed
- Develop any needed data collection tools and train as needed

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
Spring 2017	AC Buchanan	Spring 2017 for downtown Aid unit	Summer 2017, aid unit deployed, data collection to follow	June of 2017 by MSO Brown

Objective 7E

To evaluate the effects of any implemented response changes

Action Items

- Evaluate and modify the use of newly deployed resources relative to the overall system

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
Spring 2017	DC Wright	July 1, 2017	Monitor quarterly for downtown Aid Unit with reports to City Council (see 7C)	

Notes: *Goal 7, Objectives A, B, D and E were addressed by bringing an Aid Car to the downtown. The unit's staffing is funded via a federal grant until March of 2019. This goal and associated objectives can be used as needed to address new and emerging issues based on data analysis.

GOAL 8

TO ESTABLISH A RESOURCE MANAGEMENT EQUIPMENT REPAIR AND REPLACEMENT (ER&R) PLAN FOR THE REGIONAL FIRE TRAINING CENTER (FTC), APPARATUS, FLEET AND ADDITIONAL CAPITAL EQUIPMENT

Target Audience/Concept: Sustainability - Strengthen the department's planning process for maintaining/replacing the critical equipment used by firefighters

Objective 8A

To identify current status of OFD Training Center (FTC), apparatus, fleet, and additional capital equipment

Action Items

- Evaluate the current status and obtain a needs report from the Personal Protective Equipment and Self Contained Breathing Apparatus (PPE and SCBA) program managers
- Identify capital equipment items
- Evaluate the current status of the Training Center grounds and structures
- Evaluate the current status of the apparatus and fleet replacement plan

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
Spring 2017	Shelley Flaherty/ AC Buchanan	Spring 2017	N/A	Delivered to City Council Finance Committee in June 2017

Objective 8B

To identify and implement the replacement schedule for the FTC, apparatus, fleet and additional capital equipment

Action Items

- Review any pertinent manufacturer testing and replacement schedules
- Review current and applicable NFPA standards
- Create a preventative maintenance schedule

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
Vehicle only portion delivered to City Council Finance Committee in June 2017	Shelley Flaherty/ AC Buchanan	June 2017	Based on City Council and City Hall budget work	Adopted into the 2018 budget

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
Building and equipment portion of plan June 2017	AC Buchanan	Need date for Finance Committee		

Objective 8C

To identify funding sources to meet the identified maintenance, repair and replacement needs

Action Items

- Prior to budget preparation, review any needs for the following budget year
- Create a critical needs report for unfunded repairs/replacements and submit to the City Budget Committee
- Work with Finance Department to identify any new funding sources

Initiated:	Assigned to:	Started:	Estimated completion:	Completed:
ongoing	Shelley Flaherty	ongoing	Ongoing, revisit and upgrade each year as part of budget preparation	