

Columbia Fire Department 2012 Strategic Planning Template

Strategic Priority Area: Customer Focused Government

Strategic Goal: Adopt innovative ways to engage our customers and community to improve services based on community values, priorities and expectations.

| Department Strategic Objectives | Department-Level Initiatives | Related City-Wide Initiatives (New/Existing) | Resources Required | Lead Person | Team Members |
|---|--|---|--|-----------------------------|---|
| Improve customer satisfaction with fire and emergency services. | New: Use distance learning to reduce Fire Companies' "out of service, out of area" time and improve periods of coverage. | Existing (Objective): Improve customer satisfaction with City services. | Minimal financial resources required. Most hardware and equipment in place during FY'12. Support needed from IT Department for implementation and problem-solving. | Deputy Chief Randy White | Division Chief Terry Cassil Battalion Chief Jim Weaver Training Division Captain John Metz |

| Incorporate new technologies and | New: Add Technology | Depa | artment has | Chief Charles P. | Deputy Chief Randy | | |
|-------------------------------------|------------------------|---|-----------------|------------------|--------------------|--|--|
| methods to more effectively provide | to the Fire Apparatus | purcha | ased 28 tablet | Witt, Jr | White | | |
| service to our customers. | to allow for greater | devices | s for use along | | | | |
| | data flow (mapping, | with | n accessory | | Captain John Metz | | |
| | routing, dispatch, | equipmo | ent. Assistance | | | | |
| | scene information) to | being p | provided from | | | | |
| | the front line to | the IT D | Department for | | | | |
| | provide more effective | implen | nentation and | | | | |
| | service to our | deve | elopment of | | | | |
| | customers. | ар | plications. | | | | |
| | | | | | | | |
| Performance Measures | Current Status | Short-Term Goals | | Long-Term Goals | Status/ | | |
| | | (FY '13) | | (Yrs 2-3) | Completion Date | | |
| | | | | | | | |
| Out of Service Time of Fire | Currently at the 4% | Implement system and evaluate to create a | | Obtain a 1% | Completion of | | |
| Companies due to Training | mark | benchmark | | reduction | Implementation in | | |
| | | | | | FY'13, on-going | | |
| | | | | | evaluation of | | |
| | | | | | effectiveness. | | |

Mission: It is the mission of the Columbia Fire Department to continue our proud tradition of providing the highest level of service to our customers; the citizens and visitor of Columbia. Through our most valuable resource, our employees, we will identify and respond to the changing needs of our community in a prompt, efficient, and professional manner. Through constant diligence and teamwork with other departments and community partnerships, we will strive to provide education and resources to prevent fires and mitigate emergencies.

Vision: We are committed to providing highly trained men and women who are well equipped to respond effectively to the needs of our customers.

Core Competencies: Customer service, Public education, Emergency Services, Ensuring life safety though building and planning safety.



City of Columbia 2012 Department Strategic Planning Template

Strategic Priority Area: Health, Safety and Well-Being

Strategic Goal: Create an inclusive, thriving, livable Community that promotes health, safety, and well-being.

| Department Strategic Objectives | Department-Level Initiatives | Related City-Wide Initiatives (New/Existing) | Resources Required | Lead Person | Team Members |
|---|--|---|--|------------------------------|--|
| Keep our customers safe from fire incidents | Existing: Concentrate the efforts of the Department on the goal of zero fire-related deaths for FY'13. | New: Strengthen neighborhoods and improve health and safety by establishing a multidepartmental team to engage residents and improve the coordination and allocation of city and community resources. | No additional financial resources required. Support needed from Community Development in the form of sharing of information and working together to handle fire safety related concerns in the building/permitting/and planning areas. | Chief Charles P. Witt, Jr | Deputy Chief Randy White Division Chief Darrin Arends Division Chief Jerry Jenkins Division Chief Marc Wright Division Chief Terry Cassil Fire Marshal Battalion Chief Brad Fraizer |

| Contribute to an environment that encourages a healthy community | New: Update and modernize fire inspection data retention and functionality. | New: Strengthen neighborhoods and improve health and safety by establishing a multidepartmental team to engage residents and improve the coordination and allocation of city and community resources. | Minor financial considerations. Cost of scanning existing documents is under evaluation for the most cost effective method. Support from Information Services needed as issues with implementation arise. | Battalion Chief/Fire Marshal Brad Fraizer | Fire Marshal Office staff members |
|---|---|---|---|---|--|
| Contribute to the achievement of economic and social well-being for all | New: Improve plan review and life safety system performance review tracking | New: Strengthen neighborhoods and improve health and safety by establishing a multidepartmental team to engage residents and improve the coordination and allocation of city and community resources. | Financial considerations to be determined based on system. Working in conjunction with and with support from Community Development. | Deputy Chief Randy White | Fire Marshal Battalion Chief Brad Fraizer Fire Marshal Office staff |

| Performance Measures | Current Status | Short-Term Goals (FY '13) | Long-Term Goals (Yrs 2-3) | Status/ Completion Date | |
|--|---|---|--|--|--|
| Zero fire-related deaths in the City of Columbia | Currently on pace to meet goal for FY'12 | Zero Fire Deaths | Zero Fire Deaths | On-going/Yearly evaluation of effectiveness of programs and methods. | |
| Percent of completion for transfer of all paper-based filing to a searchable electronic database | 0% for FY'12 (Planning stages) | 50% Project Completion | 100% Project Completion | Completion of Project in FY'14 | |
| Percent of reduction in turn-around time for plan review and life safety system performance review | Currently meeting goal of ten day turnaround. | Work with IT to develop process within the current HTE system to better track time spent on plan reviews. | Work with other departments to develop city wide, electronic plan review process and create additional processes within the Fire Marshals Division to reduce plan review time 35% by FY'15 | FY'15 | |

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Vision: We are committed to providing highly trained men and women who are well equipped to respond effectively to the needs of our customers.

Core Competencies: Customer service, Public education, Emergency Services, Ensuring life safety though building and planning safety.

Columbia Fire Department Strategic Plan Summary

2012-2015

Vision:

We are committed to providing highly trained men and women who are well equipped to respond effectively to the needs of our customers.

Mission:

It is the mission of the Columbia Fire Department to continue our proud tradition of providing the highest level of service to our customers; the citizens and visitors of Columbia.

Through our most valuable resource, our employees, we will identify and respond to the changing needs of our community in a prompt, efficient, and professional manner.

Through constant diligence and teamwork with other departments and community partnerships, we will strive to provide education and resources to prevent fires and mitigate emergencies.

Core Values:

- **Customer service**: We exist to provide the best possible service to all customers.
- Communication: We listen to our customers and respond with clear, compassionate, and timely communication.
- **Continuous improvement**: We value continuous improvement through planning, learning, and innovative practices.
- Integrity: We expect our employees to be ethical, honest and responsible. Our customers deserve nothing less.
- **Teamwork**: We achieve results through valuing diversity and partnerships within our own organization and the community. Each person's contribution is critical to our progress.
- **Stewardship**: We develop and empower our employees to serve the community to the best of their ability. We are responsible with the resources the community entrusts to us.

Core Competencies:

- Customer service
- Public Education
- Emergency Services
- Ensuring life safety through building and planning safety

Our Strategic Priorities for 2012-2015

Customer Focused Department

Adopt innovative ways to engage our customers and community to improve services based on community values, priorities and expectations.

Health, Safety & Well-being

Promote and protect health, safety, and well-being.

Strategic Priority: Customer-Focused Department

Strategic Goal: Adopt innovative ways to engage our customers and community to improve services based on community values, priorities and expectations.

Strategic Objectives:

- 1. Improve customer satisfaction with fire and emergency services.
- 2. Incorporate new technologies and methods to more effectively provide service to our customers.

Department Initiatives:

- (New) Use distance learning to reduce Fire Companies "out of service, out of area" time and improve periods of coverage.
- (New) Add technology to the Fire Apparatus to allow for greater data flow (mapping, dispatch, scene information) to the front line to provide more effective service to our customers.

Performance Measures:

- Improve citizen satisfaction with quality of fire and emergency services
- Percent of time Fire Companies are out of service training.

Strategic Priority: Health, Safety and Well-being

Strategic Goal: Promote and protect health, safety, and well-being.

Strategic Objectives:

- 1. Keep our customers safe.
- 2. Contribute to an environment that encourages a healthy community.
- 3. Contribute to the achievement of economic and social well-being for all.

Department Initiatives:

- (Existing) Zero Fire-related Deaths.
- (New) Update and modernize fire inspection data retention and functionality.
- (New) Improve plan review and life safety system performance review tracking.

Performance Measures:

- Fire-related Deaths
- Percent of completion for transfer of all paper-based filing to a searchable electronic database.
- Percent of reduction in turn-around time for plan review and life safety system performance review.