



Monterey County Fire Chiefs Association

Strategic Plan 2013

Overview

The Monterey County Fire Chiefs, Monterey County Fire Chiefs Association sub-committee members and subject matter experts attended the Monterey County Fire Chiefs Strategic Planning Workshop at the Monterey Conference Center in Monterey, California on February 13, 2013.

The Strategic Planning Workshop was attended by more than forty people including administrative support staff from Monterey Fire, Monterey County Regional Fire Protection District and Cal Fire.

The goal of the Strategic Planning Workshop was to review and update the latest Monterey County Fire Chiefs Association Strategic Plan. The effective approach for updating and reviewing the Strategic Plan included input and discussion from representatives at all levels.

History

2006 Strategic Plan- March 9-10, 2006 Monterey, California

2007 Strategic Plan- September 27, 2007 Aptos, California

2008 Strategic Plan- October 9, 2008 Marina, California

2013 Strategic Plan- February 13, 2013 Monterey, California

Mission Statement:

The **Mission** of the Monterey County Fire Chiefs Association is to enhance fire and emergency services within Monterey County and our region.

Vision Statement:

To evolve Monterey County fire and emergency services to meet the changing needs and expectations of all stakeholders through collaboration, cooperation, education and interoperability, by regional engagement.

Value Drivers:

1. Safer Communities for our residents, workers and visitors with minimized consequences from actual or potentially hazardous events, either naturally occurring or human-caused.
2. Collaborative solutions to provide more effective and cost-efficient services to our constituents and communities.
3. Improved inter-agency voice and data communications and improved inter-disciplinary communications interoperability.
4. Improved internal and external organizational relationships and communications.
5. Improved organizational effectiveness and participation.

Strategic Initiatives:

1. **Monterey County Fire Chiefs to lead the enhancement of EMS in Monterey County**
 - A. Goal - Draft a letter to the Monterey County Board of Supervisors identifying major issues with the current AMR contract.
 - (1) Action Plan- This letter is to be drafted and complete within 60 days of the Monterey County Fire Chiefs Association Workshop. The EMS Sub-Committee shall be responsible for completion of Goal #1. The EMS Sub-Committee will update the Monterey County Fire Chiefs Association members at the regularly scheduled monthly meeting. **(Completed)**
 - B. Goal - Develop Solutions to Identified AMR contract issues and start a large educational campaign to stakeholders.

- (1) Action Plan- The solutions to the AMR contract issues are to be drafted out in a written document by the EMS Sub-Committee. The EMS Sub-Committee shall also meet with all stakeholders including but not limited to the Law Chiefs, Mayors, City Managers and Special Districts. The EMS Sub-Committee will update the Monterey County Fire Chiefs Association members at the regularly scheduled monthly meetings. Completion is 3-6 Months. **(Completed)**
 - C. Goal - Development of a formal Emergency Medical Services government body.
 - (1) Action Plan- The Monterey County Fire Chiefs Association will move to establish a formal EMS Brown Act government Entity. The MCFCA will meet with stake holders which include but are not limited to Law Chiefs, Mayors, City Managers and Special Districts. The EMS Sub-Committee will give monthly updates at the MCFCA meeting. The estimated time of completion is 6-9 months.
- 2. Foster opportunities to adopt county wide mitigation strategies to reduce exposure and consequences of significant natural and human caused risks as identified in the Monterey County Multi-Jurisdictional Hazard Mitigation Plan.**
- A. Goal – Monterey County Fire Chiefs Association to provide direction and input on any changes needed to the Fire Code for this years adoption.
 - (1) Action Plan- Submit any revisions and amendments of the Fire Code by Aug 31, 2013. Fire Prevention Officers to report progress at the Monterey County Fire Chiefs Association monthly meeting.
 - B. Goal - Monterey County Fire Chiefs Association to support the Monterey County Fire Warden
 - (1) Action Plan- 5 Months (July 2013) - Fire Warden to provide MCFCA with a list of items including timelines to support Goal 2B.
 - C. Goal - Monterey County Fire Chiefs Association to solicit representation from Fire Safe Council to attend MCFCA Meetings
 - (1) Action Plan- 8 Months- MCFCA to send a send a letter requesting representation from the Fire Safe Council for MCFCA meeting attendance.
 - D. Goal - MCFCA members will provide/ solicit representation to the Fire Investigators Association
 - (1) Action Plan– 5 Months (July 2013) - MCFCA to solicit representation from the Monterey County Fire Investigators Association to Liaison between both groups. Updates to be reported at monthly MCFCA meetings.

- E. Goal - MCFCA members will provide/ solicit representation to/from the Monterey County Fire Prevention Officers Association
 - (1) Action Plan– 6 Months (Aug 2013) – MCFCA to solicit representation from the Monterey County Fire Prevention Officers Association to Liaison between both groups. Updates to be reported at monthly MCFCA meetings.

3. Improved interagency voice and data communications and improved inter disciplinary communications inter-operability

- A. Goal – Monterey County Fire Chiefs Association to endorse a governance model for NGEN and the Emergency Communications Department.
 - (1) Action Plan- 6 Months- By July 2013, the MCFCA shall work through ECUAC representation, the NGEN Governance Committee, DFD and Operations Committees, to identify current and potential issues of governance, operations, and fiduciary responsibilities and determine if a structural change is needed. Upon consensus of the MCFCA, move to endorse a new governance model. Committee's to report updates monthly at the MCFCA meetings.
 - (2) Action Plan- Ongoing- Actively communicate with elected officials and maintain an open and active dialog with the Monterey County Administrative Officer on issues and concerns. Appointees to NGEN, ECUAC and other related committees are to update the MCFCA at their regularly scheduled monthly meetings. Appointees are to forward all draft documents and MOU's for dissemination.
- B. Goal – To pursue the formation of a Communications Support Task Force as outlined in the “Comms Task Force White Paper” and recommend a host agency for administration.
 - (1) Action Plan- 3 Months (May 2013) - MCFCA to accept the “MCCTF Task Force White Paper 2012” and support formalization of the “Task Force”. Support lead agencies in development of the “Task Force” to include other agencies and/or individuals that may wish to participate.
 - (2) Action Plan- 4 Months (June 2013) - Lead agencies will solicit to expand participation from additional individuals and agencies to further develop training, administration, operations and deployment plans.

Lead agencies currently operating in cooperative concept of operations:

Salinas Fire Department, Monterey County Sherriff's Department, Monterey Airport Fire, CalFire BEU, Naval Postgraduate School.
 - (3) Action Plan- 5 Months (July 2013) – The “Task Force” shall prepare a draft operational plan for review and adoption by the Monterey County Fire and Law Chiefs.
- C. Goal- Monterey County Fire Chiefs Association to establish a central web based data base and system that is accessible to all.

- (1) Action Plan – No formal timeline or responsible has been identified at this point. Work towards getting agency agreements to deposit information into the data base.

4. Improve Internal and external organizational relationships and communications

A. Goal- Enhance relations with the Monterey County Law Enforcement Chiefs Association.

- (1) Action Plan- 4 months- MCFCA to appoint a representative attendant or Liaison to the Monterey County Law Enforcement Association (MCLEA) and/or the Monterey County Law Chiefs Association to foster interdisciplinary cooperation and collaboration.
- (2) Action Plan- 4 Months- MCFCA to request a representative attendant or Liaison from the Monterey County Law Enforcement Association (MCLEA) and/or the Monterey County Law Chiefs Association to attend the MCFCA meetings fostering interdisciplinary cooperation and collaboration.
- (3) Action Plan- Ongoing- The Monterey County Fire Chiefs Association and sub-committees are to work towards unifying operational and training opportunities utilizing Law Enforcement resources whenever possible to enhance relations. Examples include but are not limited to:

USAR/SAR drills, Special Events, MCI's, Hazardous Materials, Tactical Medics, Incident briefings (Pre and Post) and Communications/Task Force

5. Foster collaborative solutions to provide regional training and coordination.

A. Goal- To capture regional efficiencies

- (1) Action Plan- 1 year - Monterey County Fire Training Officers to establish a countywide Company Officers Academy with task books. Monterey County Fire Chiefs to approve curriculum/training.
- (2) Action Plan- 3 years - Monterey County Fire Training Officers to establish a countywide Chief Officers Academy with task books. Monterey County Fire Chiefs to approve curriculum/training.
- (3) Action Plan- Ongoing - Monterey County Fire Chiefs Association to support quarterly Monterey County training. Quarterly training is coordinated by Training and Operations per the Monterey County Fire Chiefs Association Manual.
- (4) Action Plan- 10 years- The Monterey County Training Officers are to work towards achieving a new training facility for the future. The plan is to include a funding source/grant. Progress is to be reported at the monthly MCFCA meeting.

Conclusion

The Monterey County Fire Chiefs Association will continue to move progressively to initiate positive change through leadership and direction. The 2013 Strategic Plan will serve as a (3) three year working document to support the mission of the Monterey County Fire Chiefs Association.