

CITY OF OAKLAND

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OAKLAND

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# AGENDA REPORT

**TO:** Sabrina B. Landreth  
City Administrator

**FROM:** Darin White  
OFD, Chief of Fire

**SUBJECT:** OFD Workplan and Strategic Plan

**DATE:** March 19, 2019

City Administrator  
Approval

Date

3/28/19

## RECOMMENDATION

**Staff Recommends That The City Council Receive An Informational Report From The Oakland Fire Department (OFD), Including the 2018-2020 Workplan and 2020-2025 Strategic Plan.**

## EXECUTIVE SUMMARY

On February 17, 2019, Council Member Noel Gallo, Chair of the Public Safety Committee submitted a request to the Rules and Legislation Committee, requesting a report from OFD on its forthcoming Strategic Plan for 2019, including:

- Information from each Fire Department Division's Goals and Actions to support them
- Ways which OFD will work in partnership with other stakeholders to achieve increased Community Risk Reduction measures
- Information on how OFD can contribute to the sustainment of a resilient and economically prosperous city with opportunity in every community and/or district

This report provides information concerning OFD's existing Workplan for 2018-2020; it also provides information about how OFD plans to engage in ongoing strategic planning efforts to align with the above bullet points; and other pertinent activities that OFD is slated to engage in as they relate to specific goals (**see Attachment A**).

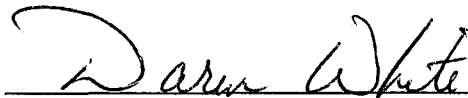
Item: \_\_\_\_\_  
Public Safety Committee  
April 9, 2019

**ACTION REQUESTED OF THE FINANCE AND MANAGEMENT COMMITTEE**

Staff Recommends That The City Council Receive An Informational Report From The Oakland Fire Department (OFD), Including the 2018-2020 Workplan and 2020-2025 Strategic Plan.

For questions regarding this report, please contact Darin White, Fire Chief at (510) 238-4052.

Respectfully submitted,



Darin White  
Fire Chief, Oakland Fire Department

Prepared by:  
Darin White, Fire Chief

Item: \_\_\_\_\_  
Public Safety Committee  
April 9, 2019

Oakland Fire Department  
2018-2020 Workplan & Strategic Plan Update

Public Safety Committee

April 9, 2019

## Background on 2018-2020 OFD Work Plan

The Workplan was developed by each division's internal Executive Staff including, but not limited to:

Fire Chief's Office, Fiscal & Administration Services Division, Support & Services, Operations, Emergency Management Services Division, Medical Services Division, Training Division and the Fire Prevention Bureau.

The Workplan is organized by Division/Bureau and contains specific goals, objectives and actions for that unit.

The 2018-20 OFD Workplan was released to all OFD employees on July 27, 2018.

# 2018-2020 Goals and Objectives

## Office of the Fire Chief (OFC)

- **Goal 1 - Effective Communication:** Effectively communicate the Department's mission, vision and services to employees, partners, and stakeholders.
- **Goal 2 - Relationship Building:** Cultivate and strengthen relationships with stakeholders, elected officials, and the public.
- **Goal 3 - OFD Advancement:** Provide strategic direction to the Department, and advocate for personnel and resources needed to support OFD's mission.

# 2018-2020 Goals and Objectives

## Operations Bureau (OPS)

- **Goal 1 - Operational Effectiveness:** Maximize the use and effectiveness of resources to support the timely and efficient delivery of public services to the Oakland community.
- **Goal 2 – Enhance Special Operations:** Further support specialized response teams that are trained, equipped, and organized with the following response capabilities: fire investigation, heavy rescue, water rescue, aircraft rescue and fire fighting (ARFF), and hazardous materials.
- **Goal 3 - Reduce Injuries:** Develop a safety and wellness program that reduces preventable injuries to fire suppression personnel and helps all employees to thrive.

# 2018-2020 Goals and Objectives

## Support and Services (SUP)

- **Goal 1 - Infrastructure and Equipment:** Invest in vibrant, sustainable, and resilient infrastructure, maintain existing assets, and plan for their timely replacement.
- **Goal 2 - Communication and Information Technology:** Support operational effectiveness by maintaining and enhancing current communications and technological capabilities, and obtain appropriate staffing levels for the Fire Dispatch Center.
- **Goal 3 - Apparatus Management:** Evaluate fire apparatus replacement models and develop an appropriate replacement guideline and methodology, as well as, to facilitate ongoing and timely maintenance and repair of OFD vehicles.

# 2018-2020 Goals and Objectives

## Fire Prevention Bureau (FPB)

- **Goal 1** - Fire Prevention and Community Risk Reduction: Provide effective service delivery in the areas of special events, buildings/construction, fire protection systems installation and use, and code enforcement.
- **Goal 2** - Workforce Development: Invest in education and resources necessary to maintain an effective workforce that is both responsive and accountable.
- **Goal 3** - Exceptional Service: Provide the highest quality and highest level of courteous and responsive services to the residents of Oakland.



# 2018-2020 Goals and Objectives

## Fiscal and Administration Services (FAS)

- **Goal 1 - Personnel Management:** Promote strategies to improve personnel management and workplace environment.
- **Goal 2 - Health and Wellness:** Foster a culture that emphasizes and enhances employee health and safety.
- **Goal 3 - Fiscal Sustainability:** Strengthen and enhance the Department's ability to deliver public services through the proactive and prudent use of funds.

# 2018-2020 Goals and Objectives

## Medical Services Division (MSD)

- **Goal 1 - Medical Oversight:** Facilitate and promote the implementation of evidence-based practice guidelines for pre-hospital care.
- **Goal 2 - Infrastructure and Equipment:** Acquire infrastructure and equipment, maintain existing assets, and plan for their timely replacement in order to continue to deliver high quality emergency medical care.
- **Goal 3 - Workforce Development:** Invest in training necessary to maintain an effective workforce that utilizes technology, best practices and demonstrates expertise and accountability.

# 2018-2020 Goals and Objectives

## Oakland Emergency Services (OES)

- **Goal 1** - Emergency Preparedness: Safeguard Oakland's welfare by taking actions to reduce injury and loss of life, property loss, damage to infrastructure, and social and economic dislocation and disruption resulting from disasters and acts of terrorism.
- **Goal 2** - Workforce Development: Invest in education and resources necessary to develop City employees trained and prepared in alignment with Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS).
- **Goal 3** – Emergency Notifications: Facilitate an emergency notification system capable of providing timely and accurate communications to the Oakland community.

# Update on 2020-2025 OFD Strategic Plan

- The Strategic Plan will revisit the Mission, Values, Goals and Objectives that will be the cornerstone of future OFD fire and emergency response service delivery.
- The Strategic Plan is scheduled to be released for a Request for Proposal (RFP) process in April 2019.
- RFP will include a Standards of Coverage study to further evaluate OFD's ability to meet service demands amid the anticipated growth of the city over the next 20 years.