

# APPENDIX A: SAMPLE 100 DAY PLANS

## Fitchburg Fire Chief- 100 Day Plan<sup>4</sup>

	Actions	Details
Prior to Start	Meet with City Administrator, Finance Director, and HR Director.	Acquire and discuss open records information that may assist with a smooth transition. Budget Status?
First Week	Meet with Fire Department Command Staff- Introductions and Status Report.	Status on current projects. Goals (What do we need to achieve?) Objectives (How do we get there?) Strategic Plan? (Planning through accountability). Leadership Plan
	Meet with Police Chief	Discuss public safety initiatives and Emergency Management functions.
	Meet with EMS Director	Discuss fire and EMS cooperation during medical emergencies. Learn more about existing partnership.
	Meet with Department Heads	Discuss inter-departmental relationships. Identify how city departments support emergency operations and crisis situations.
	Meet with Elected Officials	Work to understand their expectations of the Fire Chief and learn more about their experiences with the fire department.
	Meet with Members of the Fire Department	Address those who directly serve the public. Provide information about the immediate transition. Establish a dialogue and provide an opportunity for questions.
	Work with Interim Chief, Finance Director, and Department Business Manager.	Establish budget status and spending priorities. CIP Status and Long-term planning
	Meet with Mutual Aid Fire Chiefs	Identify Mutual Aid participation and reinforce collaborative relationships.

<sup>4</sup> Resource provided as sample for readers with permission from Fitchburg (Wisconsin) Fire and Rescue.

First Month	Administrative Review- Involve Command and Company Officers	SOP's and SOG's Rules and Regulations Union Contract- Impacts on Operations
	Departmental Identity	Mission Statement (Review/Revisit) Core Values/ Values Statement
	Training	Meet with Training Chief to discuss: <ul style="list-style-type: none"> <li>• Training Schedule</li> <li>• Mandates</li> <li>• Compliance</li> </ul>
	Equipment Status and Testing	Meet with project leads to discuss: <ul style="list-style-type: none"> <li>• Hose Tests</li> <li>• Ladder Tests</li> <li>• SCBA Fit and Flow Tests</li> <li>• Vehicle Maintenance</li> </ul>
	Fire Inspections/ Fire Prevention	Meet with project lead to discuss: <ul style="list-style-type: none"> <li>• Status</li> <li>• Compliance</li> <li>• New Construction</li> <li>• Target Hazards</li> </ul>
	Public Education	Meet with project lead to discuss: <ul style="list-style-type: none"> <li>• Active Programs</li> <li>• Active Participants</li> </ul>
	Communication	Discuss existing communication plan. Visit dispatch center
	Community Outreach	Learn more about: <ul style="list-style-type: none"> <li>• Local attractions and events</li> <li>• Community Risks</li> <li>• Response vulnerabilities</li> </ul>
	Department Outreach	Fire Department Family Open House. Meet and Greet with firefighter spouses/families.

Second Month	Organizational Structure. Command and Company Officer Promotions/Hiring.	Work with Command Staff to evaluate the department's organization structure.  Work to develop and identify Command and Company officer candidates.  Get approval for promotional process.
	Establish the Groundwork for a Standard of Cover Document.	<ul style="list-style-type: none"> <li>• Evaluating and defining baseline of operations.</li> <li>• Identifying benchmarks for achieving goals and objectives.</li> <li>• Determining levels of service for all, or portions of the community.</li> <li>• Measuring performance over different budget or operational years.</li> </ul>
	Establish the Groundwork for a Community/Department Risk Analysis	Can we match resource to risk? <ul style="list-style-type: none"> <li>• Probability</li> <li>• Frequency</li> <li>• Consequence</li> </ul>
	Evaluate Incident Command Capacity	Determine the most appropriate step for initiating incident command standardization/training- system consistent with mutual aid partners.
Third Month	Evaluate Operational Efficiencies	Work with mutual aid partners to determine if shared services opportunities exist in: <ul style="list-style-type: none"> <li>• Training/ Officer Development</li> <li>• Maintenance</li> <li>• Purchasing</li> </ul>
	Evaluate Need for Consultative Services	Baseline for FFD operational status <ul style="list-style-type: none"> <li>• Provide direction for operational improvement</li> <li>• Third party assessment minimizes bias</li> </ul>
	Strengths-Based Leadership	Command Staff activity to determine strengths. <ul style="list-style-type: none"> <li>• What are their leadership strengths?</li> <li>• Are they aware of their strengths?</li> <li>• Are they using their strengths to improve the organization?</li> </ul>

	Progress Report	Provide administrative and planning partners with an update of departmental status after the appointment of a new Fire Chief.
	Strategic Plan	Given the information learned during the first 100 days, where is the department going? How is it getting there? Establish the framework of a Strategic Plan.
	Communicate Results	Share departmental status with all "stakeholders." <ul style="list-style-type: none"> <li>• City administration/ finance</li> <li>• Elected Officials</li> <li>• Police and Fire Commission</li> <li>• Fire Department Members</li> </ul>
	Set Expectation	What will active and contributing members of the department be required to do? How can they support the mission? To ensure the safest and most capable response, members must make an effort to participate regularly.
	Request Input from Administrative and Elected Officials	To ensure that the fire department is meeting its mark, we must continuously communicate with those who expect a high level of service. Insure questions are answered and that observations/ impressions/ perception remain positive.