CITY OF RIVERSIDE
FIRE DEPARTMENT

STRATEGIC PLAN
2023-2028

EXECUTIVE SUMMARY

The City of Riverside Fire Department's Strategic Plan 2023-2028 was developed with extensive community and employee engagement. The strategic plan will assist the department in producing decisions and actions that will shape and guide the organization for the next five years.

This document was written to align with the department's Community Risk Assessment, Standards of Cover, the 10th Edition Commission of Fire Accreditation International (CFAI) Accreditation Model upholding the department's commitment to continuous quality improvement.

The goals and objectives within this plan are in alignment with the City of Riverside's Envision Riverside 2025 Strategic Plan. The Fire Department strives to provide the highest level of customer service while upholding the City's strategic priorities and cross-cutting threads.

As we look to the future, we will continue to evolve our organization's services to address the changing public expectations, service demand, and the continuing need to provide transparency to our residents. To be successful in the future, it is dependent upon us today to position the organization to address our foreseeable changes. This strategic plan is essential for accomplishing the organization's future goals.

The City of Riverside Fire Department is devoted to treating its members and those we serve with tremendous respect and dignity. The Fire Department endeavors to provide equitable service to its community.

A MESSAGE FROM
THE FIRE CHIEF

It is with great pride and humility that I introduce the 2023-2028 City of Riverside Fire Department Strategic Plan. This plan is the work of both our internal and external collaborators. The men and women of the City of Riverside Fire Department dedicated themselves to this strategic planning process. The strategic planning team reviewed the key components of our organization's core philosophies, vision, mission statements, and values. We partnered with employee and community stakeholders to accurately determine the needs of our diverse and ever-changing community.

As we continue to face difficult fiscal challenges, this strategic plan will act as a guide, assisting us in staying on "offense," and moving forward towards success. As your Fire Chief, I am proud to lead the City of Riverside Fire Department and carry out the mission of service and dedication. Together, we will protect life, property, and the environment by providing exceptional and progressive, all-hazard emergency services, public education, and safety programs.

We align with the City's strategic plan's cross-cutting threads: Community Trust, Equity, Fiscal Responsibility, Innovation, and Sustainability and Resiliency. We also remain in alignment with the three principles known as the Triple Bottom Line: Social Responsibility, Economic Prosperity, and Environmental Stewardship.

As we celebrate 135 years of fire protection within the City of Riverside, we pause to acknowledge our current firefighters who continue to provide exceptional service to our department and our community. We are excited to continue the traditions of the past, embrace the changes and challenges of the future, all while maintaining our strongest core value of family first. Family are those loved ones we leave each day to serve, our community, and our peers – both current and past staff and firefighters.

The City of Riverside will continue to grow in the next decade and beyond. The men and women of the City of Riverside Fire Department will use this strategic plan as a road map to conquer the challenges we will face in the days and years to come. With the cross-cutting threads and triple bottom line principles as our guide, I am confident that the future of our department will continue to be one of the leading departments in the nation.

"People don't care how much you know until you demonstrate how much you care." I care deeply for the men and women of our department, your families, and our community.

Michael D. Moore
Fire Chief

MISSION
STATEMENT

The mission of the City of Riverside Fire Department is to protect life, property, and the environment by providing exceptional and progressive, all-hazard emergency services, and community risk reduction programs.

VISION
STATEMENT

The City of Riverside Fire Department is committed to providing professional and equitable service to its diverse community.

CORE
VALUES

Honor, Service and Courage
We will continue to provide exceptional service to the community by being well trained, competent, professional, and ready to respond to all hazards.

Diversity, Equity, and Inclusion
The fire department maintains a zero-tolerance stance against harassment and discrimination. Every member of the department has a voice, every member of the department is important, every member of the department is part of the team.

Innovation and Empowerment
The fire department is innovative and timely in meeting the community's changing needs and prepares for the future through collaborative partnerships and adaptive processes.

WELCOME TO THE
CITY OF RIVERSIDE

CITY OF RIVERSIDE
FOUNDED 1870

POPULATION
331,360

$91,646
AVG. HOUSEHOLD INCOME

12TH
LARGEST POPULATION
IN CALIFORNIA

The City of Riverside has a City Council - City Manager form of government. The City Council, headed by a mayor, comprises seven elected members representing each of Riverside's seven wards. The city is located in Riverside County, California, on the west end of the County, covering 81.5 square miles.

The city is a rapidly growing city of 331,360 people and currently ranks as the twelfth largest city in California. Riverside is located in the center of the Southern California region known as the "Inland Empire."

Riverside possesses a large and diverse economy with the Inland Empire region's largest number of businesses and total jobs.

Comprised of 28 distinct neighborhoods, the city is also home to four internationally recognized colleges and universities, and also serves as a focal point for tourism in the region. Riverside has its own convention center and an adjacent vibrant downtown, which serves as host to an annual five-week Festival of Lights event with an attendance upwards of 750,000. Lastly, Riverside is home to The Cheech Marin Center for Chicano Arts & Culture, the first museum ever dedicated solely to Mexican American artists.

Mayor
Patricia Lock Dawson

City Council Members

Erin Edwards	Ward 1
Clarissa Cervantes	Ward 2
Ronaldo Fierro	Ward 3
Chuck Conder	Ward 4
Gaby Plascencia	Ward 5
Jim Perry	Ward 6
Steve Hemenway	Ward 7

City Manager
Interim

OUR **HISTORY**

The City of Riverside Fire Department can trace its origin back to 1875 from a newspaper article referencing the response of a hose cart to a fire in the township of Riverside. An unorganized group of volunteers existed in the Riverside township from December 1871 to April 1882. In April 1882, Frank Miller, the owner of The Mission Inn, convinced local businessmen to contribute towards a wagon and fire buckets, costing $500.

Subsequently, William Hayt, a businessman and owner of several stage lines, began a drive to establish a complete fire department. Hayt got the City's Board of Trustees agreement to establish the Riverside Fire Department, but only after Hayt offered to raise half the money from local businessmen, and to put up the other half of the funds himself, to be reimbursed later. Hayt was able to raise $527, he loaned the city an additional $516, and the Riverside Fire Department was officially established on October 7, 1887.

The first major fire to confront the new fire department was on April 21, 1888, when the Pavilion, a large wood-frame structure used for many social occasions such as theaters, dances, and general meeting space, burned to the ground. Nearly two decades later, in February 1906, the first station was built for the Riverside Fire Department at the corner of 8th and Lime Streets.

The department received its first motorized unit in September 1909, with the $4,750 purchase of a Seagrave hose wagon and chemical engine. Following another major fire in 1924 at the Motor Transit building, the number of fire hydrants in the city was doubled. By 1938, the department had grown to 33 firefighters and five engine companies spread out across four stations.

With the continual growth of the city, the department progressively expanded to meet the ongoing demands of the public.

135 YEARS LATER

For the past 135 years, the City of Riverside Fire Department (RFD) has prided itself in providing the highest level of all-risk fire protection, community education, fire safety inspections, and emergency preparedness planning and training for the Riverside community. With 14 strategically located fire stations, RFD's 228 highly trained sworn personnel respond to over 41,000 calls for service per year. From staffing one Seagrave engine in 1887, the department now staffs 20 state-of-the-art fire apparatus available for response 24 hours a day, 7 days per week.

In 2019, the RFD became an internationally accredited fire department with the **Commission of Fire Accreditation International (CFAI).** We also elevated our rating from Insurance Services Office (ISO) Class 2 to the highest awarded level – **ISO Class 1**. We are one of only six departments that are both ISO Class 1 and internationally accredited in the State of California. This highly regarded distinction reflects the City of Riverside Fire Department's commitment to providing quality public safety services to the residents, businesses, and visitors to Riverside while committed to continuous quality improvement.

The RFD continually assesses and adapts to meet the needs of the community. In doing so, the demands have required the department to provide services such as: Fire Administration, Fire Prevention, Training, Office of Emergency Management, UASI, CERT, Public Education, Emergency Medical Services, Technical Rescue Team, Hazmat Team, Arson Investigators, Dispatch, and an Urban Search and Rescue Team.

Just as we have grown over the past 135 years, the RFD is committed and prepared to exceed expectations and be prepared for what the future brings.

228 Sworn Firefighters

14 Fire Stations

9,717 Fire Hydrants

57 Fire Apparatus

1 CA Task Force 6 Urban Search and Rescue Team

1 Training/ Emergency Operations Center

EXECUTIVE LEADERSHIP

Michael D. Moore
Fire Chief

La Wayne Hearn
Deputy Fire Chief

Steve McKinster
Deputy Fire Chief

Jeff DeLaurie
Division Chief

Tony Perna
Division Chief

Craig Kodat
Division Chief

Michael Allen
Battalion Chief

Garrett Coryell
Battalion Chief

Pat Hopkins
Battalion Chief

Mike Staley
Battalion Chief

Scott Wilson
Battalion Chief

Bruce Vanderhorst
Battalion Chief

Mark Annas
Emergency Services
Administrator

Angie King
Administrative
Services Manager

ORGANIZATIONAL CHART

- Fire Chief
  - Deputy Chief of Administration
    - Fire Prevention
    - Urban Search and Rescue (US&R)
    - Arson/Investigations
    - Dispatch
  - Administration Services
    - Office Emergency Management
      - USAI & Cert
    - Training
      - EMS
    - Public Education
  - Deputy Chief of Operations
    - All Hazard Emergency Operations
    - Fire Suppression
    - Technical Rescue
    - Hazardous Materials
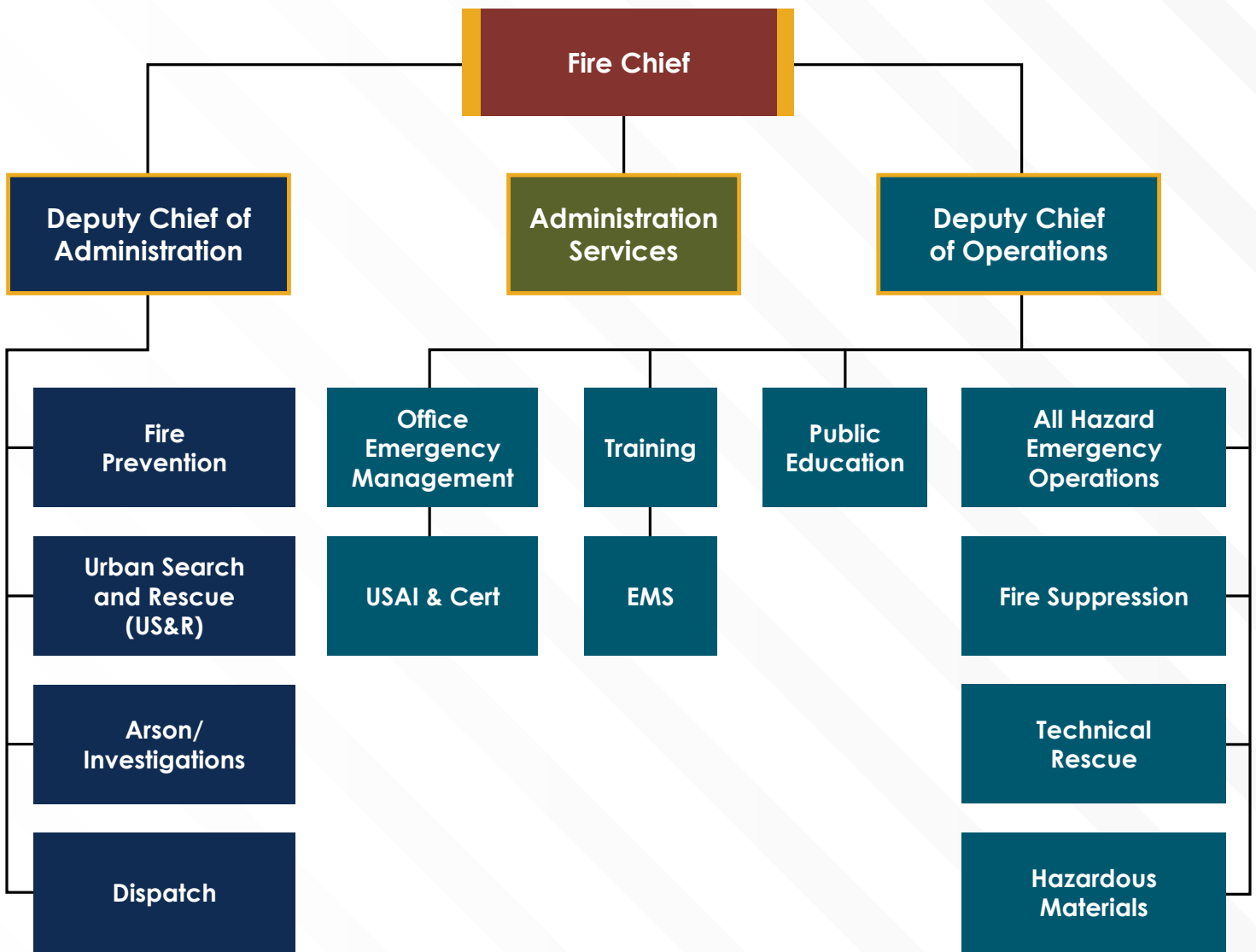
FIRE
ADMINISTRATION

Fire Administration provides general department oversight, monitors the effectiveness of current programs, determines future needs of the department, and develops plans of action to achieve department goals. The Division consists of the Fire Chief, Deputy Fire Chief of Operations, Deputy Fire Chief of Administration, an Administrative Services Manager, a Senior Administrative Assistant, an Account Clerk, a Fire Public Education Coordinator, and an Administrative Assistant. The Division oversees an annual operating budget of $67 million and grants totaling approximately $4.5 million.
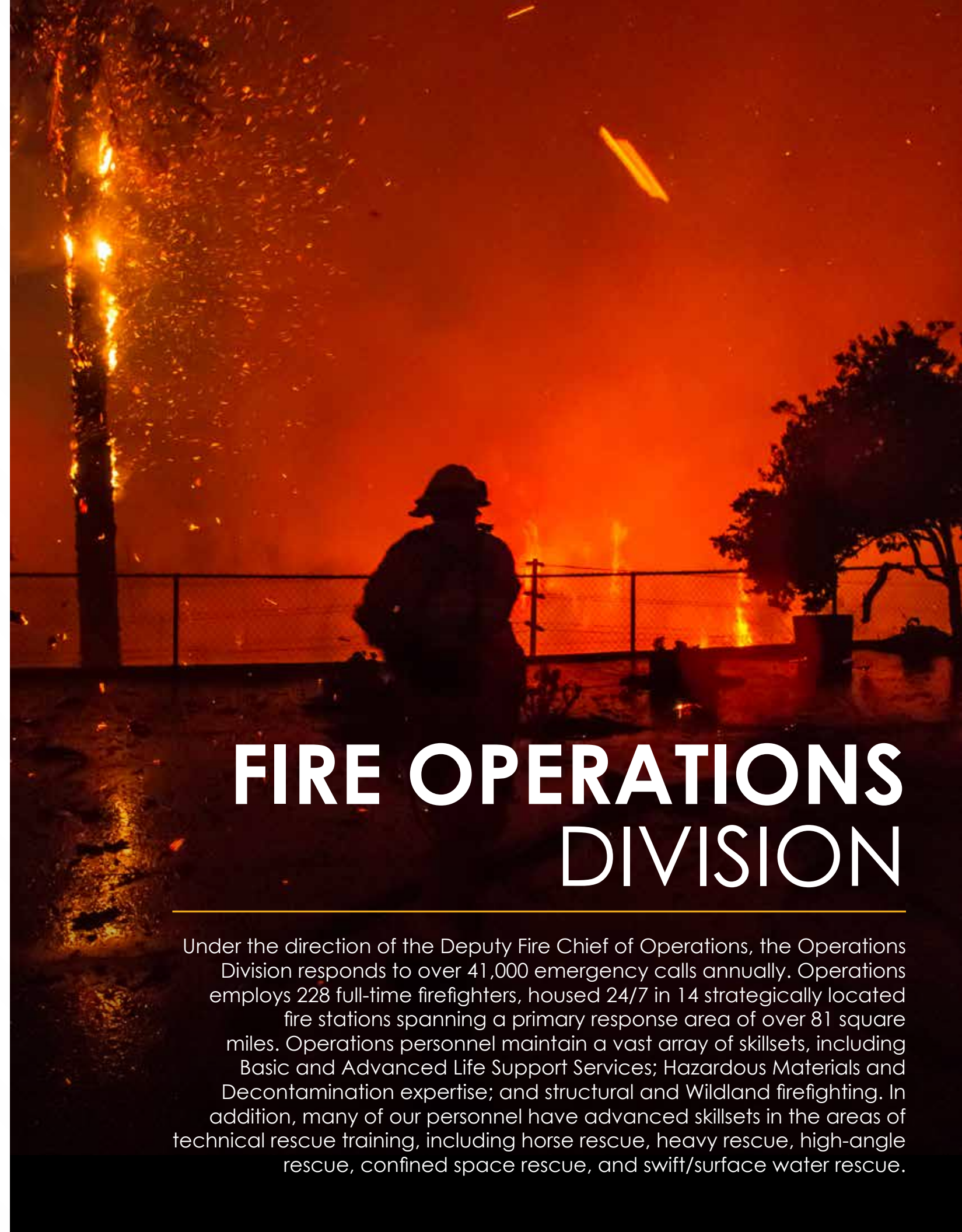
FIRE OPERATIONS
DIVISION

Under the direction of the Deputy Fire Chief of Operations, the Operations Division responds to over 41,000 emergency calls annually. Operations employs 228 full-time firefighters, housed 24/7 in 14 strategically located fire stations spanning a primary response area of over 81 square miles. Operations personnel maintain a vast array of skillsets, including Basic and Advanced Life Support Services; Hazardous Materials and Decontamination expertise; and structural and Wildland firefighting. In addition, many of our personnel have advanced skillsets in the areas of technical rescue training, including horse rescue, heavy rescue, high-angle rescue, confined space rescue, and swift/surface water rescue.

FIRE TRAINING
DIVISION

Under the direction of the Fire Training Division Chief, provides a reliable, up-to-date source of educational and practical information to fire personnel and the public. The Training Division is responsible for the ongoing training of all fire companies. With the numerous requirements placed upon the fire service today by the many regulatory agencies (NFPA, ISO, OSHA, and Regional EMS), the Training Division coordinates the training needed to comply with established regulations.

The Training Division aims to equip all levels of firefighters - from the new recruit to the seasoned veteran - with the knowledge, skills, and abilities necessary to handle the rigors of their job and stay safe. Learning takes place through classroom lectures and practical drills at our new state-of-the-art training facility and an LMS (Learning Management System) to facilitate learning at the stations. Another critical responsibility of the Training Division is to act as safety officers during significant incidents within the city. Additionally, the Training Division handles the public information duties by addressing the media and issuing press releases for incidents and events within the department.

OFFICE OF EMERGENCY
MANAGEMENT

Office of Emergency Management (OEM), also known as the City of Riverside Fire Department's Special Services Division, administers a comprehensive all-hazards community-based emergency management program. OEM plans and prepares for emergencies, incidents, and events that will impact the City of Riverside. The team promotes a disaster-resistant and resilient community through partnerships with all levels of government entities, businesses, non-governmental organizations, and the residents and visitors of the City of Riverside.

The welfare and safety of City residents and visitors are of utmost importance to the Office of Emergency Management. OEM maintains a robust preparedness effort through our Community Emergency Response Team (CERT) training and resident and City employee public education events. Working with partner organizations, the division works to identify and mitigate issues before an incident. OEM also coordinates the response and recovery efforts through the activation of our Emergency Operations Center (EOC).

FIRE PREVENTION
DIVISION

Located at 3900 Main St., on the 3rd floor of City Hall, the Fire Prevention Division is under the direction of the Fire Marshal. The division consists of a Fire Marshal, a Deputy Fire Marshal, two Plan Check Engineers, a Senior Fire Inspector, seven Fire Inspectors, an Administrative Assistant, an Administrative Analyst/Hazardous Materials Specialist, and a Senior Office Specialist. The Division currently enforces the 2019 California Fire, Building, Electrical, Mechanical, Plumbing, and Residential Codes, as amended by the Riverside Municipal Code and National Fire Protection Association standards; Title 19 of the California Public Safety Code; and the California Health and Safety Code.

URBAN SEARCH
AND RESCUE (US&R)

Urban Search and Rescue (US&R) is a "multi-hazard" discipline that may be needed for a variety of emergencies or disasters, including earthquakes, hurricanes, typhoons, storms, tornadoes, floods, dam failures, technological accidents, terrorist activities, and hazardous materials releases.

California Task Force 6 (CA-TF6) is one of 28 National Task Forces and one of eight in California that respond as either FEMA or as a California EMA resource during emergencies requiring highly skilled search and rescue personnel. Although US&R Task Forces are FEMA resources,

they also work for and in support of local response agencies.

Under the leadership of the US&R Division Chief, the highly trained members include firefighters, medical professionals, canine/handler teams, and emergency management personnel with unique expertise in search and rescue operations. CA-TF6 performed search and rescue for numerous significant disasters, including the 1994 Northridge Earthquake, the 9/11 terrorist attacks on the World Trade Center, Hurricane Katrina, Hurricane Harvey, and the Camp Fire incident.

COMMUNITY DRIVEN, EMPLOYEE SUPPORTED
STRATEGIC PLANNING PROCESS

For many successful organizations, the community's voice drives their operations and charts the course for their future. A community-driven emergency service organization seeks to gather and utilize the needs and expectations of its community in the development and improvement of the services provided. A community-driven, employee supported strategic planning process was used to develop this strategic plan to ensure that the community remains a focus of this organization's direction, while wholeheartedly supported by RFD's employees.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes the use of resources. Strategic planning can be defined as "a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why." (Bryson, 2018)

Practical strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process with no clear beginning and no defined end. While plans can be developed regularly, it is the process of planning and implementation that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a shared understanding of where the organization is going, how everyone involved can work toward that common purpose, and how progression and success will be measured.

Bryson, John M. Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement. Hoboken, New Jersey: John Wiley & Sons, Inc, 2018.

13-STEP

COMMUNITY-DRIVEN, EMPLOYEE-SUPPORTED STRATEGIC PLANNING PROCESS

1 Create a multi-lingual mechanism to solicit the community for feedback and ensuring it captures the rich diversity of the city.

2 Identify any concerns the community may have about the organization as well as aspects of the organization that the community views positively.

3 Revisit the department's mission statement, vision statement, and core values to ensure they are in alignment with the services and programs currently provided.

4 Petition the opinions of the organization's membership.

5 Identify the internal strengths and weaknesses of the organization.

6 Identify areas of opportunity or potential threats to the organization.

7 Identify the organization's critical issues and service gaps.

8 Ensure all programs, services, and support functions are represented and addressed.

9 Determine strategic initiatives for organizational improvement.

10 Establish realistic and measurable goals and objectives for each initiative.

11 Identify implementation tasks for the accomplishment of each objective.

12 Determine the vision of the future.

13 Develop organizational and community commitment and accountability to accomplishing the plan.

COMMUNITY ENGAGEMENT
GROUP FINDINGS

A vital element of the City of Riverside Fire Department's organizational philosophy is having a high commitment to the community and recognizing the importance of community satisfaction. To ensure we achieved feedback from our diverse community, the RFD utilized an online, social media-driven, multi-lingual community outreach campaign to petition input from the community. Respondents were asked to provide a prioritized perspective of the programs and services provided by the department. Additionally, information was gathered regarding the community's expectations and concerns regarding the level of service the RFD provides.

The community stakeholder's specific findings are provided in Appendix 1 of this document. The department's Strategic Plan Working Group utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization. Additionally, the community stakeholder's feedback provided a process to ensure alignment with the work implemented in the organizational mission, values, vision, and goals for improvement.

EMPLOYEE ENGAGEMENT
GROUP FINDINGS

Internal stakeholder feedback was gathered through an anonymous survey sent to all RFD employees, which received an impressive 73.8% response rate. The employee engagement process utilized contemporary strategies to gather input on the organization's approach to community-driven strategic planning, focusing on the department's mission, values, core programs, and support services. Additional focus was on identifying the organization's perceived strengths, weaknesses, opportunities, and threats.

The Strategic Planning Working Group identified emerging trends and patterns from the data, when, aligned with the community engagement group findings, reinforced the organization's goal to improve the mission, values, vision, department goals, and objectives.

25

PROGRAMS
AND SERVICES

The Strategic Plan Working Group identified 25 unique categories that encompass the programs, services, and support functions that are critical for the success of the RFD. This document's strategic initiatives, goals, and objectives will be based on these 25 core categories. These include:

1. Assessment and Planning
2. Goals and Objectives
3. Financial Resources
4. Administrative Support
5. External System Relationships
6. Fire Prevention Program
7. Public Education Program
8. Fire Investigation Program
9. Domestic Preparedness Program
10. Fire Suppression Program
11. EMS Program
12. Technical Rescue Program
13. Hazardous Material Program

14. Wildland Program
15. US&R Program
16. Physical Resources Plan / Fixed Facilities
17. Apparatus and Vehicle Maintenance
18. Tools Safety and Equipment
19. Human Resources
20. Training and Competency
21. Water Supply
22. Communications Systems
23. Information Technology
24. Occupational Health, Safety, and Risk
25. Wellness & Fitness Program

S.W.O.T.
ANALYSIS

S.W.O.T. analysis is a framework for identifying and analyzing an organization's strengths, weaknesses, opportunities, and threats. The primary objective of a S.W.O.T. analysis is to help organizations develop a full awareness of all the factors impacting the organization. The S.W.O.T. analysis also provides an opportunity for an organization to evaluate its operating environment for areas in which it can capitalize and those that pose a danger.

Internal and external stakeholders recorded RFD's strengths and weaknesses and the possible opportunities and potential threats. Through the analysis of this data, the emergence of significant issues and gaps that exist within the department were identified.

Appendix 3 consists of the S.W.O.T. data and analysis collected by the Strategic Plan Working Group.

CRITICAL ISSUES
AND SERVICE GAPS

Following the identification and review of the department's S.W.O.T., the Strategic Planning Working Group met to identify themes as primary critical issues and service gaps. The essential issues and services gaps identified by the working group provided further guidance toward the identification of strategic goals, which ultimately lent direction for the development of specific objectives, critical tasks, and timelines.

Appendix 4 consists of the critical and service gaps identified by Strategic Plan Working Group.

STRATEGIC GOALS
AND ACTION ITEMS
OF THE CITY OF RIVERSIDE FIRE DEPARTMENT

To continuously drive the mission of the City of Riverside Fire Department, the department must establish realistic goals and objectives with timelines for completion. These serve to enhance strengths, address identified weaknesses, provide a clear direction, and address the community's concerns. These goals and objectives will remain the focus of the department's efforts and will propel the organization to its desired future while providing direction along the way. Each objective has a leadership-established working group that will work toward completion, reporting on timeline adjustments, as needed. Regular reports will be made to RFD's leadership on the status of all strategic goals and objectives.

The 25 unique categories that encompass the programs, services, and support functions are critical for the success of the RFD and fall within the following three strategic goals:

GOAL 1
Enable the City of Riverside to achieve its vision and mission by creating a comprehensive, connected, and sustainable administrative infrastructure.

GOAL 2
Provide exceptional public safety and emergency services through continuous program evaluation and process improvement.

GOAL 3
Ensure the department has appropriate support functions to meet the evolving needs of our community presently and in the future.

ACHIEVE OUR
VISION AND MISSION

GOAL 1

Enable the City of Riverside Fire Department to achieve its vision and mission by creating a comprehensive, connected, and sustainable administrative infrastructure.

CATEGORY 1
Assessment and Planning

CATEGORY 2
Goals and Objectives

CATEGORY 3
Financial Resources

CATEGORY 4
Administrative Support

CATEGORY 5
External System Relationships

GOAL 1

ACHIEVE OUR VISION AND MISSION

CATEGORY 1: ASSESSMENT AND PLANNING

Number	Action Item	CFAI Performance Indicator	Assigned:	Timeframe
1-1	Maintain Class 1 Insurance Service Office (ISO) rating.	N/A	Deputy Chief of Administration	Long-Term Continuous
1-2	Maintain accreditation status through the Commission on Fire Accreditation International (CFAI).	N/A	Deputy Chief of Administration	Short-Term
1-3	Identify and implement a new Record Management System (RMS) with outcome data analytics.	CC 2C.1	Deputy Chief of Administration	Short-Term
1-4	Complete occupancy hazard assessment and incorporate it into agency assessment and planning.	CC 2B.1 2B.5	Deputy Chief of Operations	Short-Term
1-5	Maintain or decrease total response times for all emergency incidents.	CC 2C.8 CC 2D.1	Deputy Chief of Operations	Long-Term Continuous
1-6	Re-align programs based on the Community Risk Reduction model.	CC 2D.7	Fire Chief	Mid-Term

CATEGORY 2: GOALS AND OBJECTIVES

Number	Action Item	CFAI Performance Indicator	Assigned	Timeframe
1-7	Develop a structured and enhanced Strategic Plan review process.	CC 3D.1	Deputy Chief of Administration	Short-Term
1-8	Develop a Strategic Planning development process Standard Operating Procedure (SOP).	CC 3A.1	Deputy Chief of Administration	Short-Term

GOAL 1

CATEGORY 3: FINANCIAL RESOURCES

Number	Action Item	CFAI Performance Indicator	Assigned:	Timeframe
1-9	Develop policy and procedures on agency budget reconciliation process.	4B.2	Administrative Service Manager	Long-Term Continuous
1-10	Develop policy and procedures outlining Project Manager's financial roles and responsibilities.	4B.2	Project Managers / Administrative Service Manager	Long-Term Continuous
1-11	Develop and implement quarterly financial performance review of all agency programs.	4B.4	Administrative Service Manager	Long-Term Continuous
1-12	Establish a Steering Committee to implement bi-monthly meeting with Administration personnel to provide guidance and make recommendations for new grant opportunities.	4C.3	Administrative Service Manager	Long-Term Continuous

CATEGORY 4: ADMINISTRATIVE SUPPORT

Number	Action Item	CFAI Performance Indicator	Assigned:	Timeframe
1-13	Update the agency's SOPs.	CC 9C.3	SOP Project Manager	Mid-Term
1-14	Conduct a staffing analysis of administrative support personnel to meet the agency's demand.	CC 9C.1	Deputy Chief of Administration	Short-Term

CATEGORY 5: EXTERNAL SYSTEM RELATIONSHIPS

Number	Action Item	CFAI Performance Indicator	Assigned:	Timeframe
1-15	Explore and implement agreements with external agencies/systems to improve the agency's mission, operations, and cost-effectiveness.	10A.2	Deputy Chief of Administration	Long-Term Continuous
1-16	External agreements are updated and meet the agency's mission.	CC10B.1	Deputy Chief of Administration	Long-Term Continuous
1-17	Develop an Administrative Calendar and SOP to ensure that all agency agreements are managed, reviewed, and revised as needed.	10B.2	Deputy Chief of Administration	Short-Term

PROVIDE EXCEPTIONAL PUBLIC SAFETY
AND EMERGENCY SERVICES

GOAL 2

Provide exceptional public safety and emergency services through continuous program evaluation and process improvement.

CATEGORY 6
Fire Prevention Program

CATEGORY 7
Public Education Program

CATEGORY 8
Fire Investigation Program

CATEGORY 9
Domestic Preparedness Program

CATEGORY 10
Fire Suppression Program

CATEGORY 11
EMS Program

CATEGORY 12
Technical Rescue Program

CATEGORY 13
Hazardous Material Program

CATEGORY 14
Wildland Program

CATEGORY 15
US&R Program

GOAL 2

CATEGORY 6: FIRE PREVENTION PROGRAM

Number	Action Item	CFAI Performance Indicator	Assigned:	Timeframe
2-1	Conduct staffing needs study of Fire Prevention Division to meet agencies and community requirements.	CC 5A.3	Fire Prevention Division	Short-Term
2-2	Develop a contingency plan to forecast anticipated mandated workload increase.	CC 5A.3	Fire Prevention Division	Short-Term
2-3	Implement improved safety inspection frequency to meet the needs of the agency better.	5A.5	Fire Prevention Division	Short-Term
2-4	Establish a budget for mandatory Fire Prevention training.	N/A	Fire Prevention Division	Mid-Term
2-5	Develop a succession planning model for Fire Prevention.	N/A	Fire Prevention Division	Short-Term
2-6	Develop and implement a self-certification business inspection program.	N/A	Fire Prevention Division	Mid-Term
2-7	Develop Fire Prevention vehicle replacement process.	N/A	Fire Prevention Division	Short-Term

CATEGORY 7: PUBLIC EDUCATION PROGRAM

Number	Action Item	CFAI Performance Indicator	Assigned:	Timeframe
2-8	Increase public outreach programs.	N/A	Public Education Coordinator	Long-Term Continuous
2-9	Implement a community hands-only CPR program.	5F.8	Public Education Coordinator	Short-Term
2-10	Establish a targeted community outreach / public education delivery process to ensure equitable delivery.	5B.3	Public Education Coordinator	Long-Term Continuous
2-11	Improve/enhance marketing and outreach programs for target audiences (Spanish, subtitled, ADA compliant).	5B.3	Public Education Coordinator	Long-Term Continuous

GOAL 2

CATEGORY 9: DOMESTIC PREPAREDNESS PROGRAM

Number	Action Item	CFAI Performance Indicator	Assigned:	Timeframe
2-15	Conduct staffing needs study of the Office of Emergency Management to meet agency's requirement.	N/A	Office of Emergency Management	Short-Term
2-16	Develop and present a plan to update and modernize the Emergency Operations Center.	N/A	Office of Emergency Management	Short-Term
2-17	Develop micro and macro safety prediction models to develop effective community preparedness programs.	5D.5	Office of Emergency Management	Short-Term
2-18	Develop and policy and procedure to ensure continuity of operations plan is reviewed annually and updated at least every three years.	5D.6	Office of Emergency Management	Short-Term
2-19	Develop a plan to enhance the "Ready Riverside" program.	N/A	Office of Emergency Management	Long-Term Continuous
2-20	Advance the City's ability to engage and communicate with the community before, during, and after a disaster or emergency.	5D.8	Office of Emergency Management	Long-Term Continuous

CATEGORY 8: FIRE INVESTIGATION PROGRAM

Number	Action Item	CFAI Performance Indicator	Assigned:	Timeframe
2-12	Develop a communication process between Fire Prevention, Fire Investigations, and Public Education to improve community risk reduction.	N/A	Fire Investigations Program Manager	Long-Term Continuous
2-13	Establish a system to audit NFRIS cause and origin determination for accuracy and emerging trends.	CC 5C.2	Fire Investigations Program Manager	Mid-Term
2-14	Establish a process for the Investigations Program to document all fire investigation inquiries.	N/A	Fire Investigations Program Manager	Short-Term

GOAL 2

PROVIDE EXCEPTIONAL PUBLIC SAFETY
AND EMERGENCY SERVICES

CATEGORY 10: FIRE SUPPRESSION PROGRAM

Number	Action Item	CFAI Performance Indicator	Assigned:	Timeframe
2-21	Implement the BlueCard Incident Management system into all SOPs and agency documents.	CC 5E.2	Deputy Chief of Operations	Long Term Continuous
2-22	Explore alternative options/models to reduce response times.	CC 5E.1	Deputy Chief of Operations	Long Term Continuous
2-23	Determine and provide direction for the department's scope of work for the data collection on fire incidents.	N/A	Deputy Chief of Operations	Mid- Term
2-24	Determine and provide direction for the Fire Preplans Program.	N/A	Deputy Chief of Operations	Mid- Term

CATEGORY 11: EMS PROGRAM

Number	Action Item	CFAI Performance Indicator	Assigned:	Timeframe
2-25	Conduct staffing needs study of EMS Division to meet agency's requirement.	CC 5F.1	EMS Coordinator / Fire Administration	Mid-Term
2-26	Develop policy and procedures for updated squad/ambulance apparatus.	N/A	EMS Coordinator / Fire Administration	Short-Term
2-27	Evaluate low acuity EMS calls to reduce call volume and response times. (Incorporate EMD elements)	CC 5F.1	EMS Coordinator / Fire Administration	Mid-Term
2-28	Develop the agency's community hands-only CPR and public access defibrillation curriculum.	5F.8	EMS Coordinator	Short-Term
2-29	Develop EMS inventory tracking program/database.	N/A	EMS Coordinator	Short-Term
2-30	Procure a consultant to evaluate the EMS program and future paramedicine requirements.	N/A	EMS Coordinator / Fire Administration	Short-Term
2-31	Produce an annual bystander CPR / Pulse Point outcomes report.	N/A	EMS Coordinator	Long-Term Continuous

GOAL 2

CATEGORY 13: HAZARDOUS MATERIAL PROGRAM

Number	Action Item	CFAI Performance Indicator	Assigned:	Timeframe
2-34	Adopt an exposure reporting program for all hazardous material incidents.	5H.2	Hazardous Materials Program Manager	Short-Term
2-35	Implement a data recording policy to ensure all hazardous material incidents are accounted for.	N/A	Hazardous Materials Program Manager	Short-Term

CATEGORY 12: TECHNICAL RESCUE PROGRAM

Number	Action Item	CFAI Performance Indicator	Assigned:	Timeframe
2-32	Review policy and procedures to ensure the technical rescue team is appropriately used and documented per standards of coverage.	CC 5G.1	Technical Rescue Program Manager	Short-Term
2-33	Complete a cost analysis study for training, equipping, and operating a Type 1 Technical Rescue Team.	CC 5G.1	Technical Rescue Program Manager	Short-Term

PROVIDE EXCEPTIONAL PUBLIC SAFETY
AND EMERGENCY SERVICES

CATEGORY 14: WILDLAND PROGRAM

Number	Action Item	CFAI Performance Indicator	Assigned:	Timeframe
2-36	Develop/enhance the agency's Wildland assessment plan.	5K.2	Wildland Program Manager	Mid-Term
2-37	Produce an annual Wildland Public Safety and Engagement Team (PSET) measurable outcomes report.	N/A	Wildland PSET Program Manager	Mid-Term

CATEGORY 15: US&R PROGRAM

Number	Action Item	CFAI Performance Indicator	Assigned:	Timeframe
2-38	Incorporate the US&R program into the accreditation process.	5L.1 5L.2	US&R Division Chief	Long-Term Continuous

MEET THE EVOLVING NEEDS
OF OUR COMMUNITY

GOAL 3

Ensure the department has appropriate support functions to meet the evolving needs of our community presently and in the future.

CATEGORY 16
Physical Resources Plan / Fixed Facilities

CATEGORY 17
Apparatus and Vehicle Maintenance

CATEGORY 18
Tools Safety and Equipment

CATEGORY 19
Human Resources

CATEGORY 20
Training and Competency

CATEGORY 21
Water Supply

CATEGORY 22
Communications Systems

CATEGORY 23
Information Technology

CATEGORY 24
Occupational Health, Safety, and Risk

CATEGORY 25
Wellness & Fitness Program

GOAL 3

CATEGORY 17: APPARATUS AND VEHICLE MAINTENANCE

Number	Action Item	CFAI Performance Indicator	Assigned:	Timeframe
3-5	Review and develop a plan to address the aging reserve fleet.	6D.4	Deputy Chief of Administration	Short-Term
3-6	Develop a policy regarding decommissioning reserve fleet.	6D.4	Deputy Chief of Administration	Mid-Term
3-7	Review the vehicle replacement program process with Fleet Maintenance.	6C.2	Deputy Chief of Administration	Mid-Term

CATEGORY 16: PHYSICAL RESOURCES PLAN / FIXED FACILITIES

Number	Action Item	CFAI Performance Indicator	Assigned:	Timeframe
3-1	Adopt a Fire Department capital replacement facility plan.	6A.1	Deputy Chief of Administration	Mid-Term
3-2	Review and develop a plan to address agency storage space limitations.	6B.1	Deputy Chief of Administration	Short-Term
3-3	Complete diesel exhaust collection systems in remaining Fire Stations.	CC 6B.3	Deputy Chief of Administration	Short-Term
3-4	Identify and mitigate station security issues.	N/A	Deputy Chief of Operations	Mid-Term

MEET THE EVOLVING NEEDS
OF OUR COMMUNITY

CATEGORY 18: TOOLS AND SAFETY EQUIPMENT

Number	Action Item	CFAI Performance Indicator	Assigned:	Timeframe
3-8	Complete a cost analysis to meet agency tool/equipment requirement.	6E.1 6F.1	Small Tools & Equipment Project Manager	Short-Term
3-9	Update / improve inventory control for all tools and equipment.	6E.4	Small Tools & Equipment Project Manager	Short-Term
3-10	Review PPE issuance and develop a replacement plan in alignment with Title 8 California Code of Regulations and AB2146 and appropriate regulations.	6F.2 6F.3	Safety Gear Project Manager	Short-Term
3-11	Update/improve inventory control for all safety equipment programs.	6F.5	All Project Manager	Short-Term

CATEGORY 19: HUMAN RESOURCES

Number	Action Item	CFAI Performance Indicator	Assigned:	Timeframe
3-12	Develop funding mechanism to address program staffing shortages.	N/A	Deputy Chief of Administration	Short-Term
3-13	Improve employee exit/separation process and procedure.	7B.9	Deputy Chief of Administration	Short-Term
3-14	Develop annual employee engagement and review process with input and suggestion procedure.	7D.4 7B.10	Deputy Chief of Administration	Short-Term
3-15	Improve and implement a succession plan that incorporates a mentoring process for all positions.	7D.6	Fire Chief	Mid-Term

MEET THE EVOLVING NEEDS
OF OUR COMMUNITY

CATEGORY 20: TRAINING AND COMPETENCY

Number	Action Item	CFAI Performance Indicator	Assigned:	Timeframe
3-16	Develop and adopt an enhanced succession planning / professional development plan.	7D.6	Training Division Chief	Long-Term Continuous
3-17	Develop and adopt an infrastructure and capital assets replacement program to update training grounds to support the agency's all-hazard training needs.	CC 8C.1	Deputy Chief of Operations	Mid-Term
3-18	Develop alternative training delivery options to reduce out-of-service times.	8C.4	Training Division Chief	Long-Term Continuous
3-19	Conduct staffing needs study of Training Division to meet agency's requirement.	N/A	Training Division Chief	Mid-Term
3-20	Develop alternative testing mechanisms to reduce workload and environmental impact.	8B.4	Training Division Chief	Short-Term
3-21	Promote and identify avenues to encourage the agency workforce to become CPSE professionally credentialed.	N/A	Deputy Chief of Operations	Short-Term

CATEGORY 21: WATER SUPPLY

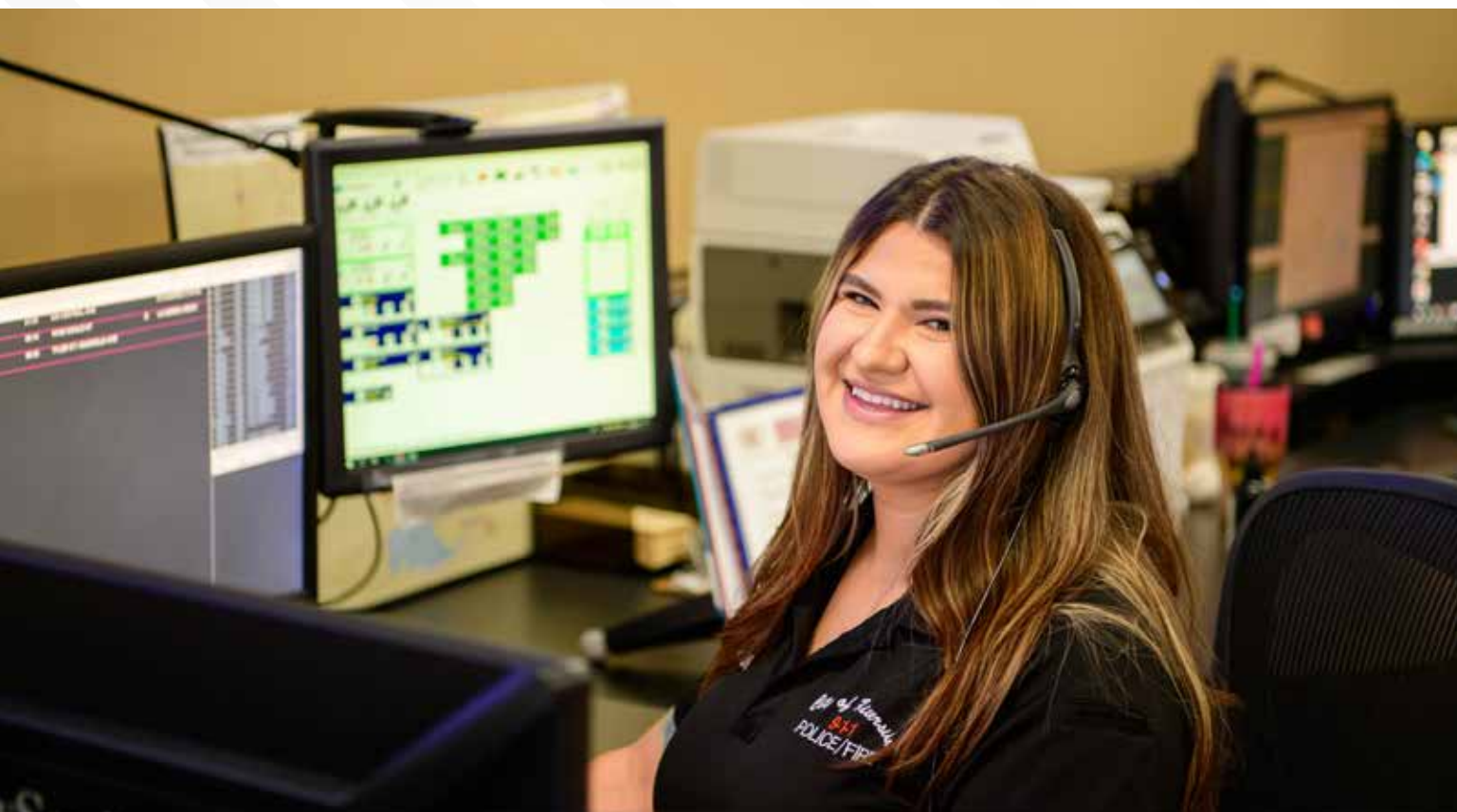| Number	Action Item	CFAI Performance Indicator	Assigned:	Timeframe
3-22	Implement a process to improve ISO water supply scoring.	Criterion 9A Prima Facie	ISO Program Manager	Mid-Term

GOAL 3

MEET THE EVOLVING NEEDS
OF OUR COMMUNITY

CATEGORY 22: COMMUNICATION SYSTEMS

Number	Action Item	CFAI Performance Indicator	Assigned:	Timeframe
3-23	Explore advanced technologies to track response times more accurately and efficiently.	9B.7	Deputy Chief of Administration	Short-Term
3-24	Identify and update the AVL system and application.	CC 2C.8	Deputy Chief of Administration	Mid-Term
3-25	Modernize the current UHF radio system (including towers).	N/A	Deputy Chief of Administration	Mid-Term
3-26	Review/improve station alerting system.	N/A	Deputy Chief of Administration	Mid-Term
3-27	Review feasibility of a CAD to CAD.	N/A	Deputy Chief of Administration	Mid-Term

CATEGORY 23: INFORMATION TECHNOLOGY

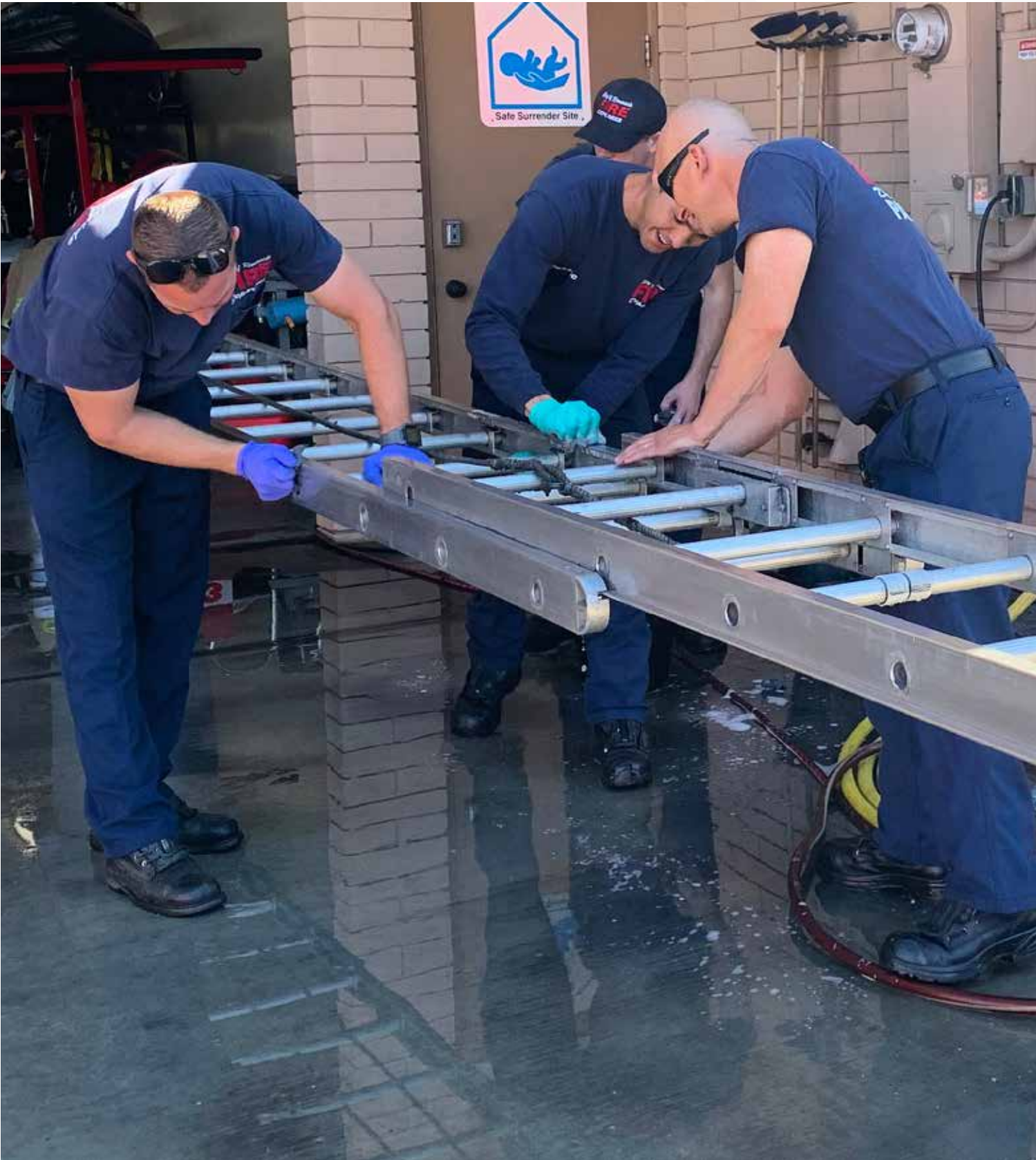| Number	Action Item	CFAI Performance Indicator	Assigned:	Timeframe
3-28	Ensure hardware, software, and IT resources are appropriate to meet agency's mission.	CC9D.1	Deputy Chief of Administration	Mid Term
3-29	Ensure current response technologies are utilized to their full potential to maximize efficiency.	N/A	Deputy Chief of Administration	Mid Term
3-30	Develop SOP and Practical Applications related to mapping and All-Hazard Incident Situation Mapping.	N/A	GIS Mapping Program Manager	Short-Term
3-31	Implement Pulse Point Notification System and assign Program Manager.	5F.8	Deputy Chief of Administration	Short Term

GOAL 3

CATEGORY 24: OCCUPATIONAL HEALTH, SAFETY, AND RISK

Number	Action Item	CFAI Performance Indicator	Assigned:	Timeframe
3-32	Develop a position description and responsibilities for the agency's Health and Safety Officer.	11A.1	Training Division Chief	Short-Term
3-33	Develop policies and procedures for reporting, evaluating, addressing, and communicating workplace hazards as well as unsafe/unhealthy conditions and work practices.	11A.2	Training Division Chief	Short-Term
3-34	Develop a policy to document steps taken to implement risk reduction and address identified workplace hazards.	11A.3	Training Division Chief	Mid-Term
3-35	Adopt and implement an improvement of practices process to the existing bloodborne and infectious disease prevention program.	11A.4	Training Division Chief	Short-Term
3-36	Develop a formal Occupational Health and Safety Training Program.	11A.5	Training Division Chief	Long-Term

CATEGORY 24 (CONTINUED): OCCUPATIONAL HEALTH, SAFETY, AND RISK

Number	Action Item	CFAI Performance Indicator	Assigned:	Timeframe
3-37	Develop a near-miss reporting system to teach and share lessons learned.	11A.6	Training Division Chief	Long-Term
3-38	Develop an agency "root cause" program to investigate and document accidents, injuries, legal action, etc.	11A.7	Training Division Chief	Long-Term
3-39	Develop a comprehensive program to address direct and cross-contamination of clothing, personal protective equipment, other equipment, apparatus, and fixed facilities.	11A.9	Training Division Chief	Short-Term
3-40	Develop a policy/procedure for collecting and maintaining exposure records.	11A.10	Training Division Chief	Short-Term
3-41	Develop a policy/procedure to ensure effective and qualified deployment of an incident Safety Officer to all-risk events.	11A.11	Training Division Chief	Short-Term
3-42	Develop a policy/procedure to ensure an accountability procedure is established and consistently followed for all personnel operating at all-risk events.	11A.13	Training Division Chief	Short-Term

CATEGORY 25: WELLNESS & FITNESS PROGRAM

Number	Action Item	CFAI Performance Indicator	Assigned:	Timeframe
3-43	Create and implement a Wellness and Fitness Program Manager position.	N/A	Training Division Chief	Short-Term
3-44	Develop and adopt an enhanced health and wellness program that includes cancer and behavioral screenings and a cardiac assessment.	11B.5	Training Division Chief	Mid-Term

CONCLUSION

Strategic planning is an ongoing process that continues long after the information gathering phase and finalization of this document. This Strategic Plan has created a framework that will guide the City of Riverside Fire Department policies and operations for the next five years. This document will help certify that the RFD continues to provide high quality and reliable service to the community while at the same time ensuring the effective use of City resources and funds. The Riverside Fire Department is committed to continuous quality improvement.

We would like to recognize the Riverside community and the men and women of the City of Riverside Fire Department for their input and participation in making our department better.

CITY OF RIVERSIDE
FIRE DEPARTMENT

RiversideCA.gov/Fire

APPENDIX

APPENDIX 1

COMMUNITY ENGAGEMENT SURVEY RESULTS

Click Link below for detailed survey results
Community Engagement Survey\Working File_Community Engagement Survey Results_Hyperlinked.pptx

APPENDIX 2

EMPLOYEE ENGAGEMENT SURVEY RESULTS

Click Link below for detailed survey results
Employee Engagement Survey\Working File_Employee Engagement Survey Results_Hyperlinked.pptx

APPENDIX 3

S.W.O.T. ANALYSIS RESULTS

STRENGTHS

STRENGTHS OF THE CITY OF RIVERSIDE FIRE DEPARTMENT	
Human Relations (Internal/External)	Training
Modern Apparatus and Equipment	Accreditation
Highly Educated – Formal Education	Dedicated To Community Service
Iso Class 1	Quick Response / Staffing Levels
Professional Organization	Physical Ability
Strong Reputation in Fire Community	Collaboration
Job Security	Labor Group Support
Flexibility During Staffing Shortages	Adaptability During Pandemic
In-Service Training	Patient Care
Customer Service	Leadership
Support Of Management	Triad Of Care Program

APPENDIX

OPPORTUNITIES

OPPORTUNITIES OF THE CITY OF RIVERSIDE FIRE DEPARTMENT	
Grant Funding	EMS Staffing
EMS Equipment	Diversity in Hiring
Ambulance Transport	Recruitment Expansion
Internal Fire Academy	Leverage Technology
Environmental Steward Improvements	School District Engagement
Relationship with local University/College	Strengthened Relationship with Homeless Solutions
Training	Technology
Improved Relationship with CERT	Partnership with Local Non-Profits
Mutual Aid Training	Community Communication

WEAKNESS

WEAKNESS OF THE CITY OF RIVERSIDE FIRE DEPARTMENT	
Community Outreach	EMS Staffing
Public Outreach	Limited Administrative Support Staff
Increased Call Volume with no increase in staffing	Old Technology
EMS Expansion	EMS Model Improvement
Funding for Department Programs	Three Person Staffed Equipment
Succession Planning	Aging Fleet (Utilities)
Lack of Community Service Bureau	Training Staff
Additional Chief Officer Support Staff	EMS Division Chief
Probationary Training Process	Promotional Process
EMS Division Staffing	Lack of Chief Officers
Fire Prevention Training	Outdated Technology
Lack of Electronic Documents	Lack of IT Support
Lack of Qualified Fire Marshall	Outdated SOPs

THREATS

POTENTIAL THREATS TO THE CITY OF RIVERSIDE FIRE DEPARTMENT	
Expanding Hazards and Risks	Economic threats
Aging Infrastructure	Increasing call volume without added staffing
Homelessness	Aging support vehicles
Meeting ISO and Accreditation Requirements	Climate Change
Aging Community	Competing for qualified employees
Community mental health issues	Rising Pension Costs
Increasing Population	Changing Demographics
Carcinogen Exposure	Political Polarization
IT support and collaboration	COVID

APPENDIX

CRITICAL AND SERVICE GAPS IDENTIFIED BY STRATEGIC PLAN WORKING GROUP

CATEGORY 1 - ASSESSMENT AND PLANNING

- Agency seeks to maintain ISO Class 1 status.
- Agency strives to maintain CFAI accreditation status.
- Agency's record management system (RMS) is at the end of life and needs replacement.
- Agency's Occupancy Hazard Assessment requires completion and integration into Standards of Cover.
- Agency's response times continue to increase with an increase in call volume.

CATEGORY 2 - GOALS AND OBJECTIVES

- Agency needs a formal and documented Strategic Plan review process.
- Agency needs an SOP outlining the Strategic Plan Development process.

CATEGORY 3 - FINANCIAL RESOURCES

- Agency needs to improve budget reconciliation process.
- Agency lacks budget guidelines for project managers.
- Agency lacks timely budget updates from project managers.
- Agency lacks formal process to record and prioritize unfunded needs.

CATEGORY 4 - ADMINISTRATIVE SUPPORT

- Agency's SOPs are outdated and require updating.
- Workload of administrative support staff exceeds current staffing levels.

CATEGORY 5 - EXTERNAL SYSTEMS RELATIONSHIP

- Agency needs to explore all possible external agreement options.
- Agency's agreements need to be reviewed to ensure compliance.
- Agency lacks a formal and structured administrative calendar.

CATEGORY 6 - FIRE PREVENTION PROGRAM

- The workload of Fire Prevention staff exceeds current staffing levels.
- Forecasted Fire Prevention changes will significantly increase the current workload.
- The current inspection frequency is not sustainable with the current model.
- There is no existing budget for mandatory Fire Prevention Training.
- Fire Prevention has no formal succession plan model.
- Fire Prevention would benefit from having a self-certification business inspection program.

CATEGORY 7 - PUBLIC EDUCATION PROGRAM

- External stakeholders request more fire department public outreach opportunities.
- Agency does not currently have a formal community hands-only CPR program.
- Public Education is not equitably distributed throughout the city.
- Public Education needs to reflect the diverse community the agency serves.

CATEGORY 8 - FIRE INVESTIGATION PROGRAM

- Communication between Fire Prevention, Fire Investigation, and Public Education needs improvement.
- Fire Investigation's agency-wide use needs to be better documented.
- A process for auditing Company Officer's cause and origin determinization needs to be established.

APPENDIX

CATEGORY 9 - DOMESTIC PREPAREDNESS PROGRAM

- The workload of the Office of Emergency Management staff exceeds current staffing levels.
- Emergency Operations Center (EOC) requires updating to meet current and future needs.
- Continuity of operations planning requires review/improvement.
- Agency lacks prediction models needed to develop effective community preparedness programs.
- Ready Riverside program requires enhancement.
- Emergency communication during emergencies requires advancement.

CATEGORY 10 - FIRE SUPPRESSION PROGRAM

- BlueCard Incident Management System is not integrated into existing agency policies.
- Agency's response times continue to increase with the increase in call volume.
- Agency's All Hazard Incident Situation Mapping and data collection process is not standardized and documented.
- Agency's Fire Preplans Program is not standardized and documented.

CATEGORY 11 - EMS PROGRAM

- Workload of EMS Program staff exceeds current staffing levels.
- Agency needs to create SOPs for the new Squad/Ambulance apparatus.
- EMS Call volume continues to increase, impacting total response times.
- Agency does not currently have a formal community hands-only CPR curriculum.
- Agency does not have a formal and documented EMS inventory and tracking system.

CATEGORY 12 - TECHNICAL RESCUE PROGRAM

- Technical Rescue Program's agency-wide use needs to be better documented and incorporated into Standards of Cover.
- Agency lacks updated cost analysis of operating, supplying, and training Type 1 Technical Rescue Team.

CATEGORY 13 - HAZARDOUS MATERIAL PROGRAM

- Agency needs to document personnel exposures on all hazardous materials incidents.
- Agency needs to improve Hazardous Materials Program use and documentation.

CATEGORY 14 - WILDLAND PROGRAM

- Agency's wildland assessment plan requires review and updating.

CATEGORY 15 - US&R PROGRAM

- Urban Search and Rescue Program (US&R) is not incorporated into the Accreditation process.

CATEGORY 16 - PHYSICAL RESOURCES PLAN / FIXED FACILITIES

- Agency facilities require remodeling and/or replacement.
- Agency lacks adequate storage.
- Agency needs to complete the diesel exhaust collection system.
- Station security needs addressing / improvements.

CATEGORY 17 - APPARATUS AND VEHICLE MAINTENANCE

- Agency's reserve fleet is aging.
- Agency lacks a policy regarding decommissioning equipment.
- Agency needs to address / update the vehicle replacement policy with Fleet Management.

APPENDIX

CATEGORY 18 - TOOLS AND SAFETY EQUIPMENT

- Tool and Safety Equipment prices have increased, impacting programs' budget allocations.
- Agency needs improved tools and equipment inventory control procedures.
- Agency needs to ensure all issued PPE is compliant with mandated regulations (current and future).
- Agency lacks formal and documented inventory control measures for safety equipment programs.

CATEGORY 19 - HUMAN RESOURCES

- Agency workload exceeds the current staffing model.
- Agency does not have a formal, standardized exit / separation process.
- Agency needs a formal approach to collecting and analyzing employee input.
- Agency's formal succession plan process required improvement.

CATEGORY 20 - TRAINING AND COMPETENCY

- Agency needs an improved professional development process.
- Training Tower is aging and minimally supports the agency's all-risk mission.
- In-person training increases total response times.
- Training Division's workload exceeds the current staffing model.
- Agency needs to convert to paperless format when possible.
- Agency lacks CPSE credentialed members.

CATEGORY 21 - WATER SUPPLY

- Agency does not meet Criterion 9A Prima Facie standards with ISO.

CATEGORY 22 - COMMUNICATION SYSTEMS

- Agency lacks the technology to record response times accurately.
- Agency's AVL system needs updating / improvement.
- Agency lacks GIS Mapping Program SOPs.
- Agency lacks a long-term Pulse Point Program Manager.

CATEGORY 23 - INFORMATION TECHNOLOGY

- New technologies could improve the agency's service model.
- Agency's efficiency is technology dependent.
- Agency lacks GIS Mapping Program SOPs.
- Agency lacks a long-term Pulse Point Program Manager.

CATEGORY 24 - OCCUPATIONAL HEALTH, SAFETY, AND RISK

- Agency does not have a dedicated Health and Safety Officer.
- Agency lacks a formal workplace hazard reporting process.
- Agency lacks a formal/documented risk reduction process.
- Agency lacks bloodborne and infectious disease improvements of practices process.
- Agency needs to consolidate health and safety procedures into a single occupational health and safety training program.
- Agency needs to improve the use of near-missing reporting.
- Agency utilizes a city-wide Root Cause program and needs to develop an agency-specific program.
- Agency needs to develop a formal /documented risk management process.
- Agency needs to expand the clean-cab policy to incorporate all direct and cross-contamination possibilities.
- Agency lacks formal exposure collecting and administrative procedures.
- Agency lacks qualified Safety Officers to meet deployment needs.
- Agency does not consistently utilize formal accountability for all-risk events.

CATEGORY 25 - WELLNESS & FITNESS PROGRAMS

- Agency does not have a designated Wellness and Fitness Program Manager.
- Agency does not currently offer cancer and behavioral screenings and cardiac assessments.

APPENDIX

2023 - 2028 STRATEGIC PLAN PERFORMANCE MEASUREMENT CHART

Goal 1 - Enable the City of Riverside Fire Department to achieve its vision and mission by creating a comprehensive, connected, and sustainable administrative infrastructure.

	Objective	Assigned to	Status	Remarks
1-1	Maintain Class 1 Insurance Service Office (ISO) rating.	Deputy Chief of Administration	In-Progress	
1-2	Maintain accreditation status through the Commission on Fire Accreditation International (CFAI).	Deputy Chief of Administration	In-Progress	
1-3	Identify and implement a new Record Management System (RMS) with outcome data analytics.	Deputy Chief of Administration	In-Progress	
1-4	Complete occupancy hazard assessment and incorporate it into agency assessment and planning.	Deputy Chief of Operations	In-Progress	
1-5	Maintain or decrease total response times for all emergency incidents.	Deputy Chief of Operations	In-Progress	
1-6	Re-align programs based on the Community Risk Reduction model.	Fire Chief	In-Progress	
1-7	Develop a structured and enhanced Strategic Plan review process.	Deputy Chief of Administration	In-Progress	
1-8	Develop a Strategic Planning development process SOP.	Deputy Chief of Administration	In-Progress	
1-9	Develop policy and procedures on agency budget reconciliation process.	Administrative Service Manager	In-Progress	
1-10	Develop policy and procedures outlining Project Manager's financial roles and responsibilities.	Project Managers / Administrative Service Manager	In-Progress	
1-11	Develop and implement quarterly financial performance review of all agency programs.	Administrative Service Manager	In-Progress	
1-12	Establish a Steering Committee to implement bi-monthly meeting with Administration personnel to provide guidance and make recommendations for new grant opportunities.	Administrative Service Manager	In-Progress	
1-13	Update the agency's Standard Operating Procedures (SOPs).	SOP Project Manager	In-Progress	
1-14	Conduct a staffing analysis of administrative support personnel to meet the agency's demand.	Deputy Chief of Administration	In-Progress	
1-15	Explore and implement agreements with external agencies/systems to improve the agency's mission, operations, and cost-effectiveness.	Deputy Chief of Administration	In-Progress	
1-16	External agreements are updated and meet the agency's mission.	Deputy Chief of Administration	In-Progress	
1-17	Develop an Administrative Calendar and SOP to ensure that all agency agreements are managed, reviewed, and revised as needed.	Deputy Chief of Administration	In-Progress	

Goal 2 - Provide exceptional public safety and emergency services through continuous program evaluation and process improvement.

	Objective	Assigned to	Status	Remarks
2-1	Conduct staffing needs study of Fire Prevention Division to meet agencies and community requirements.	Fire Prevention Division	In-Progress	
2-2	Develop a contingency plan to forecast anticipated mandated workload increase.	Fire Prevention Division	In-Progress	
2-3	Implement improved safety inspection frequency to meet the needs of the agency better.	Fire Prevention Division	In-Progress	
2-4	Establish a budget for mandatory Fire Prevention training.	Fire Prevention Division	In-Progress	
2-5	Develop a succession planning model for Fire Prevention.	Fire Prevention Division	In-Progress	
2-6	Develop and implement a self-certification business inspection program.	Fire Prevention Division	In-Progress	
2-7	Develop Fire Prevention vehicle replacement process.	Fire Prevention Division	In-Progress	

APPENDIX

Goal 2 - Provide exceptional public safety and emergency services through continuous program evaluation and process improvement.			
Objective	**Assigned to**	**Status**	**Remarks**
2-8	Increase public outreach programs.	Public Education Coordinator	In-Progress	
2-9	Implement a community hands-only CPR program.	Public Education Coordinator	In-Progress	
2-10	Establish a targeted community outreach / public education delivery process to ensure equitable delivery.	Public Education Coordinator	In-Progress	
2-11	Improve/enhance marketing and outreach programs for target audiences (Spanish, sub-titled, ADA compliant).	Public Education Coordinator	In-Progress	
2-12	Develop a communication process between Fire Prevention, Fire Investigations, and Public Education to improve community risk reduction.	Fire Investigations Program Manager	In-Progress	
2-13	Establish a system to audit NFRIS cause and origin determination for accuracy and emerging trends.	Fire Investigations Program Manager	In-Progress	
2-14	Establish a process for the Investigations Program to document all fire investigation inquiries.	Fire Investigations Program Manager	In-Progress	
2-15	Conduct staffing needs study of the Office of Emergency Management to meet agency's requirement.	Office of Emergency Management	In-Progress	
2-16	Develop and present a plan to update and modernize the Emergency Operations Center.	Office of Emergency Management	In-Progress	
2-17	Develop micro and macro safety prediction models to develop effective community preparedness programs.	Office of Emergency Management	In-Progress	
2-18	Develop and policy and procedure to ensure continuity of operations plan is reviewed annually and updated at least every three years.	Office of Emergency Management	In-Progress	
2-19	Develop a plan to enhance the "Ready Riverside" program.	Office of Emergency Management	In-Progress	

	Objective	Assigned to	Status	Remarks
2-20	Advance the City's ability to engage and communicate with the community before, during, and after a disaster or emergency.	Office of Emergency Management	In-Progress	
2-21	Implement the BlueCard Incident Management system into all SOPs and agency documents.	Deputy Chief of Operations	In-Progress	
2-22	Explore alternative options/models to reduce response times.	Deputy Chief of Operations	In-Progress	
2-23	Determine and provide direction for the department's scope of work for the data collection on fire incidents.	Deputy Chief of Operations	In-Progress	
2-24	Determine and provide direction for the Fire Preplans Program.	Deputy Chief of Operations	In-Progress	
2-25	Conduct staffing needs study of EMS Division to meet agency's requirement.	EMS Coordinator / Fire Administration	In-Progress	
2-26	Develop policy and procedures for updated squad/ambulance apparatus.	EMS Coordinator / Fire Administration	In-Progress	
2-27	Evaluate low acuity EMS calls to reduce call volume and response times. (Incorporate EMD elements).	EMS Coordinator / Fire Administration	In-Progress	
2-28	Develop the agency's community hands-only CPR and public access defibrillation curriculum.	EMS Coordinator	In-Progress	
2-29	Develop EMS inventory tracking program/ database.	EMS Coordinator	In-Progress	
2-30	Procure a consultant to evaluate the EMS program and future paramedicine requirements.	EMS Coordinator / Fire Administration	In-Progress	
2-31	Produce an annual by-stander CPR / Pulse Point outcomes report.	EMS Coordinator	In-Progress	
2-32	Review policy and procedures to ensure the technical rescue team is appropriately used and documented per standards of coverage.	Technical Rescue Program Manager	In-Progress	
2-33	Complete a cost analysis study for training, equipping, and operating a Type 1 Technical Rescue Team.	Technical Rescue Program Manager	In-Progress	
2-34	Adopt an exposure reporting program for all hazardous material incidents.	Hazardous Materials Program Manager	In-Progress	

APPENDIX

Goal 2 - Provide exceptional public safety and emergency services through continuous program evaluation and process improvement.

	Objective	Assigned to	Status	Remarks
2-35	Implement a data recording policy to ensure all hazardous material incidents are accounted for.	Hazardous Materials Program Manager	In-Progress	
2-36	Develop/enhance the agency's wildland assessment plan.	Wildland Program Manager	In-Progress	
2-37	Produce an annual Wildland Public Safety and Engagement Team (PSET) measurable outcomes report.	Wildland PSET Program Manager	In-Progress	
2-38	Incorporate the US&R program into the accreditation process.	US&R Division Chief	In-Progress	

Goal 3 - Ensure the department has appropriate support functions to meet the evolving needs of our community presently and in the future.

	Objective	Assigned to	Status	Remarks
3-1	Adopt a Fire Department capital replacement facility plan.	Deputy Chief of Administration	In-Progress	
3-2	Review and develop a plan to address agency storage space limitations.	Deputy Chief of Administration	In-Progress	
3-3	Complete diesel exhaust collection systems in remaining Fire Stations.	Deputy Chief of Administration	In-Progress	
3-4	Identify and mitigate station security issues.	Deputy Chief of Operations	In-Progress	
3-5	Review and develop a plan to address the aging reserve fleet.	Deputy Chief of Administration	In-Progress	
3-6	Develop a policy regarding decommissioning reserve fleet.	Deputy Chief of Administration	In-Progress	
3-7	Review the vehicle replacement program process with Fleet Maintenance.	Deputy Chief of Administration	In-Progress	
3-8	Complete a cost analysis to meet agency tool/equipment requirement.	Small Tools & Equipment Project Manager	In-Progress	
3-9	Update / improve inventory control for all tools and equipment.	Small Tools & Equipment Project Manager	In-Progress	
3-10	Review PPE issuance and develop a replacement plan in alignment with Title 8 California Code of Regulations and AB2146 and appropriate regulations.	Safety Gear Project Manager	In-Progress	
3-11	Update/improve inventory control for all safety equipment programs.	All Project Manager	In-Progress	
3-12	Develop funding mechanism to address program staffing shortages.	Deputy Chief of Administration	In-Progress	
3-13	Improve employee exit/separation process and procedure.	Deputy Chief of Administration	In-Progress	
3-14	Develop annual employee engagement and review process with input and suggestion procedure.	Deputy Chief of Administration	In-Progress	
3-15	Improve and implement a succession plan that incorporates a mentoring process for all positions.	Fire Chief	In-Progress	
3-16	Develop and adopt an enhanced succession planning / professional development plan.	Training Division Chief	In-Progress	
3-17	Develop and adopt an infrastructure and capital assets replacement program to update training grounds to support the agency's all-hazard training needs.	Deputy Chief of Operations	In-Progress	
3-18	Develop alternative training delivery options to reduce out-of-service times.	Training Division Chief	In-Progress	
3-19	Conduct staffing needs study of Training Division to meet agency's requirement.	Training Division Chief	In-Progress	
3-20	Develop alternative testing mechanisms to reduce workload and environmental impact.	Training Division Chief	In-Progress	
3-21	Promote and identify avenues to encourage the agency workforce to become CPSE professionally credentialed.	Deputy Chief of Operations	In-Progress	
3-22	Implement a process to improve ISO water supply scoring.	ISO Program Manager	In-Progress	
3-23	Explore advanced technologies to track response times more accurately and efficiently.	Deputy Chief of Administration	In-Progress	
3-24	Identify and update the AVL system and application.	Deputy Chief of Administration	In-Progress	
3-25	Modernize the current UHF radio system (including towers).	Deputy Chief of Administration	In-Progress	

Goal 3 - Ensure the department has appropriate support functions to meet the evolving needs of our community presently and in the future.			
	Objective	Assigned to	Status	Remarks
3-26	Review/improve station alerting system.	Deputy Chief of Administration	In-Progress	
3-27	Review feasibility of a CAD to CAD operating system.	Deputy Chief of Administration	In-Progress	
3-28	Ensure hardware, software, and IT resources are appropriate to meet agency's mission.	Deputy Chief of Administration	In-Progress	
3-29	Ensure current response technologies are utilized to their full potential to maximize efficiency.	Deputy Chief of Administration	In-Progress	
3-30	Develop SOP and Practical Applications related to mapping and All-Hazard Incident Situation Mapping.	GIS Mapping Program Manager	In-Progress	
3-31	Implement PulsePoint Notification System and assign Program Manager.	Deputy Chief of Administration	In-Progress	

3-32	Develop a position description and responsibilities for the agency's Health and Safety Officer.	Training Division Chief	In-Progress	
3-33	Develop policies and procedures for reporting, evaluating, addressing, and communicating workplace hazards as well as unsafe/unhealthy conditions and work practices.	Training Division Chief	In-Progress	
3-34	Develop a policy to document steps taken to implement risk reduction and address identified workplace hazards.	Training Division Chief	In-Progress	
3-35	Adopt and implement an improvement of practices process to the existing bloodborne and infectious disease prevention program.	Training Division Chief	In-Progress	
3-36	Develop a formal Occupational Health and Safety Training Program.	Training Division Chief	In-Progress	
3-37	Develop a near-miss reporting system to teach and share lessons learned.	Training Division Chief	In-Progress	
3-38	Develop an agency "root cause" program to investigate and document accidents, injuries, legal action, etc.	Training Division Chief	In-Progress	
3-39	Develop a comprehensive program to address direct and cross-contamination of clothing, personal protective equipment, other equipment, apparatus, and fixed facilities.	Training Division Chief	In-Progress	
3-40	Develop a policy/procedure for collecting and maintaining exposure records.	Training Division Chief	In-Progress	
3-41	Develop a policy/procedure to ensure effective and qualified deployment of an incident Safety Officer to all-risk events.	Training Division Chief	In-Progress	
3-42	Develop a policy/procedure to ensure an accountability procedure is established and consistently followed for all personnel operating at all-risk events.	Training Division Chief	In-Progress	
3-43	Create and implement a Wellness and Fitness Program Manager position.	Training Division Chief	In-Progress	
3-44	Develop and adopt an enhanced health and wellness program that includes cancer and behavioral screenings and a cardiac assessment.	Training Division Chief	In-Progress	

APPENDIX

2017-22 STRATEGIC PLAN GOAL RESULTS

STAFFING

Objective 1A: Identify Staffing Needs.	GOAL MET
Objective 1B: Staff all divisions and functions consistent with the developed staffing plan.	ON GOING
Objective 2A: Develop a paid intern program for the department.	NO LONGER APPLICABLE

FISCAL SUSTAINABILITY

Objective 1A: Increase staffing levels and funds to support special events.	ON GOING
Objective 1B: Improve Community Outreach.	GOAL MET
Objective 2A: Explore partnerships and sponsorships and research available grants and endowments.	ON GOING
Objective 2B: Establish Insurance Cost Recovery Program.	ON GOING
GOAL 3: Reinstate the vehicle replacement program.	GOAL MET
GOAL 4: Improve internal financial administrative process.	ON GOING

ACCREDITATION

GOAL 1: Complete all documents required as part of the accreditation application process.	GOAL MET
GOAL 2: Start accreditation process with the Center for Public Safety Excellence (SPSE), Commission on Fire Accreditation International (CFAI) as a "Registered Agency)".	GOAL MET
GOAL 3: Complete Applicant Agency status with the CPSE, CFAI and move to become a "Candidate Agency".	GOAL MET
GOAL 4: Complete Candidate Agency status with the CPSE, CFAI.	GOAL MET

SERVICE DELIVERY

GOAL 1: Provide our customers the best possible EMS and health care from highly trained, qualified, and equipped members.	GOAL MET
GOAL 2: Ensure the private ambulance companies meet or exceed all required standards for transport.	GOAL MET

FIRE PREVENTION

Objective 1A: Research historic performance benchmarks.	ON GOING
Objective 1B: Compare historic benchmarks to current workloads.	ON GOING
Objective 1C: Prepare study report with staffing recommendations.	ON GOING
Goal 2 : Implement self-certification program for qualifying business inspections.	NO LONGER APPLICABLE
Goal 3: Develop comprehensive firework enforcement program.	GOAL MET
Goal 4: Develop comprehensive special events guide.	ON GOING
Objective 4A: To have a standardized process for protecting the community at large scale special events.	ON GOING

PUBLIC EDUCATION

Objective 1A: Fill public education specialist vacancy.	GOAL MET
Objective 1B: Develop public education material.	GOAL MET
Objective 1C: Expand public education events and activities.	GOAL MET
Objective 2A: Develop a smart phone application for the department.	NO LONGER APPLICABLE
Objective 2B: Improve the public education informational links within the RFD web page.	GOAL MET
Objective 2C: Expand public education programs for Riverside-TV broadcast.	GOAL MET
Objective 3A: Research existing resources and needs assessment for a program.	ON GOING

APPENDIX

EMERGENCY PLANNING

Goal 1: Provide incident support to City permitted special events.	ON GOING
Objective 1A: Develop RFD special event SOP.	ON GOING
Objective 1B: Integrate into RFD Special Events SOP as created in Goal 1A.	ON GOING
Goal 2: Ensure Pre-Fire Plans are maintained for all target hazards.	ON GOING
Goal 3: Conduct After Action Reviews on critical incidents.	ON GOING
Objective 3A: Review and update criteria for conducting After-Action Reviews.	ON GOING
Objective 3B: Research and implement program for remote access participation in After Action Reviews.	ON GOING
Goal 4: Develop a comprehensive inventory of Department emergency resources.	GOAL MET
Goal 5: Ensure readiness of Department for disasters and other incidents of consequence.	ON GOING
Objective 5A: Conduct or update All Hazards Risk Assessment.	GOAL MET
Objective 5B: Conduct Capability Gap Analysis.	ON GOING
Objective 5C: Close Capability Gaps.	ON GOING

ENHANCED TRAINING & WORKFORCE DEVELOPMENT

Goal 1: Create an employee development program to give employees and supervisors tools for improvement.	GOAL MET
Goal 2: Provide health and safety of all employees.	GOAL MET
Goal 3: Ensure cultural and diversity competency are integral to the way the department functions.	GOAL MET

DEPARTMENT COMMUNICATIONS

Objective 1A: Create an internal communications committee.	ON GOING
Objective 1B: Research and explore communications options for information sharing.	ON GOING
Objective 1C: Evaluate other departments for best practices.	ON GOING
Objective 1D: We need to utilize an internal communication strategy.	ON GOING
Objective 2A: Evaluate the age and condition of all computers at department facilities.	ON GOING
Objective 2B: Evaluate software needs with fire management and Information Technology department.	ON GOING
Objective 2C: Replace computers/upgrade software as deemed necessary.	ON GOING

INFRASTRUCTURE & TECHNOLOGY DEVELOPMENT

Goal 1: Provide adequate resources to ensure excellent service to our community.	ON GOING
Goal 2: Maintain and/or replace life safety equipment, apparatus, and tools to comply with current nationally recognized standards.	ON GOING
Objective 2A: Establish committee to seek new technology to enhance fire service delivery.	ON GOING
Goal 3: Upgrade department facilities to address safety, livability, and environmental needs.	ON GOING
Objective 3A: Upgrade exhaust recovery systems at stations.	ON GOING
Objective 3B: Upgrade fire training facility with a water recovery system to recycle water used in training activities.	ON GOING
Objective 3C: Evaluate solar panel benefit to facilities.	ON GOING
Objective 3D: Update to drought tolerant landscaping.	ON GOING
Goal 4: Improve information technology by expanding online services (internal and external), upgrade computers, and expand mobile applications.	ON GOING
Objective 4A: Evaluate and recommend IT intern for social media website design and maintenance.	NO LONGER APPLICABLE
Objective 4B: Evaluate mobile applications use to include pre-fire planning, mapping, and mobile data terminal for response.	ON GOING

CITY OF RIVERSIDE
FIRE DEPARTMENT

RiversideCA.gov/Fire

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