



# Fire Department Strategic Plan 2017-2022

Fire Department

**City Council  
May 23, 2017**

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## BACKGROUND

1. In January 2015, the Fire Department held an initial meeting to discuss the development of a Strategic Plan.
2. A Strategic Planning Group and Steering Committee were formed to engage stakeholders in a process to create a focused set of organizational priorities.
3. The Committee held 9 community meetings throughout all wards and 17 internal meetings within the Fire Department.



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## BACKGROUND CONT'D

4. An online survey (in English and Spanish) was created for the public and Fire Department members.
5. As a result of our meetings and surveys, a new Mission Statement, Vision and Core Values were created.
6. On April 19, 2017, the Public Safety Committee recommended that the Fire Department Strategic Plan 2017-2022 be forwarded to the City Council for approval.



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## DISCUSSION



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## 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, public education and safety programs.



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## Strengths and Weaknesses

### Strengths

1. RFD's strength lies upon the quality of people hired and trained.
2. RFD is an all-hazards organization prepared to respond to all calls.
3. RFD strives to be accessible to the community at all times.

### Weaknesses

1. RFD needs to provide more training for non-sworn personnel.
2. RFD has an aging vehicle fleet.
3. RFD needs a full time Fire Department supervisor in the 9-1-1 Communications Center.



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## Opportunities and Threats

### Opportunities

1. RFD operations will improve with innovations in technology and equipment.
2. RFD operations will improve through professional development of personnel.
3. RFD will leverage resources through Inter-agency collaboration.

### Threats

1. RFD faces evolving hazards and risks.
2. RFD operations may be impacted by staffing attrition.
3. RFD has an aging vehicle fleet.



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## Strategic Plan Focus Areas

### 1. Staffing

The Fire Department will conduct feasibility studies to identify critical staffing needs to ensure all divisions and functions are adequately staffed, and to augment programs and services.

### 2. Fiscal Sustainability

The Department will explore partnerships with the community and continue to research available grants and endowments



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## Strategic Plan Focus Areas cont'd



### **3. Accreditation**

The Fire Department will pursue becoming an Accredited Fire Department through the Center of Public Safety Excellence (CPSE)

### **4. Service Delivery**

The Fire Department will emphasize EMS through expanding education and training based on patient outcomes and best practices within the industry.



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## Strategic Plan Focus Areas cont'd

### **5. Fire Prevention**

The Fire Department will compare historic benchmarks to current workloads to evaluate the effectiveness of fire prevention efforts and develop recommendations for improvement.

### **6. Public Education**

The Fire Department's goal over the next two years is to develop a targeted approach to public education.



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## Strategic Plan Focus Areas cont'd

### **7. Emergency Planning**

The Fire Department will evaluate all special events within the City and develop a process to properly manage the event.

### **8. Enhanced Training and Workforce Development**

Over the next five years, the Department will augment its existing training program to include supervisory training specialized for Fire Captains and Fire Chief Officers.



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## Strategic Plan Focus Areas cont'd

### **9. Departmental Communications**

Over the next 12 months, an internal Communications Committee will form to evaluate current communication methods and make recommendations for improvement.

### **10. Infrastructure and Technology Development**

The Fire Department will continue to evaluate capital improvement needs with the intent of "modernizing" existing facilities.



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## Next Steps

1. Upon City Council approval the Fire Department will proceed with implementation of the Strategic Plan.
2. The Department will return to City Council in July 2019 with a Strategic Plan progress update.



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## Recommendation

That the City Council approve the Fire Department Strategic Plan 2017-2022



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