CITY OF RIVERSIDE FIRE DEPARTMENT STRATEGIC PLAN 2023-2028

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Safety, Wellness, and Youth Committee
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BACKGROUND

The City of Riverside Fire Department is currently under the purview of the 2017-2022 Strategic Plan. In order to continue momentum, the Department has embarked upon a **2023-2028 Strategic Plan planning process.** This process has ensured - and will continue to ensure - that the Department provides a high-level of emergency services as well as better understands and addresses current and emergent organizational needs.

The overall objective of the process is to discover how to tailor Fire Department services to satisfy the changing needs of Riverside residents while aligning with the City's 2025 Strategic Plan, Envision Riverside, and the 10th Edition Commission on Fire Accreditation International Accreditation Model.

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THE 2023-2028 STRATEGIC PLAN

Design features must include:

- Comprehensive
- Reflective
- Measurable
- Accessible
  - English
  - Spanish
  - Flipbook
  - ADA compliant

End result will:

- Provide the highest level of customer service;
- Shape and guide the organization for the next five years; and
- Uphold the Department's commitment to continuous quality improvement.

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ONLINE DIGITAL FORMAT

English and Spanish

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CITY OF RIVERSIDE FIRE DEPARTMENT STRATEGIC PLAN 2023-2028

COMMUNITY-DRIVEN, EMPLOYEE-SUPPORTED STRATEGIC PLAN DESIGN

- Incorporate extensive Community and employee engagement (English and Spanish);
- Alignment with the Department's Community Risk Assessment, Standards of Cover, and the 10th Edition Commission of Fire Accreditation International (CFAI) Accreditation Model; and
- Align with the City of Riverside's 2025 Strategic Plan, Envision Riverside

COMMUNITY-DRIVEN, EMPLOYEE SUPPORTED STRATEGIC PLANNING PROCESS

- 13 – Step Process

See Plan, pages 24-25

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STEP 1 & 2 - COMMUNITY OUTREACH

- **Online survey**
- **Social media-driven**
- **English and Spanish**

- Provide a **prioritized perspective** of the programs and services provided by the Department.
- Analyze **community's expectations and concerns** regarding the level of service that the RFD provides.

Detailed survey results can be found in Committee packets.

See Plan, pages 26-27

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STEPS 3 & 4 – EMPLOYEE OUTREACH

Anonymous Employee Engagement Survey sent to all RFD employees

- 73.8% response rate
- Focused on the department's mission, values, core programs, and support services.
- Identified perceived strengths, weaknesses, opportunities, and threats (SWOT).

Detailed survey results can be found in Committee packets.

See Plan, pages 28-29

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STEPS 5, 6, & 7 – SWOT ANALYSIS AND GAP ANALYSIS

Utilizing the information from:

- Community Feedback
- Employee Feedback
- Envision 2025
- Accreditation Model

Step 5 & 6 – SWOT Analysis

See Plan, page 33
Detailed SWOT Analysis results can be found on page 71, Appendix 3

Step 7 – Gap Analysis

See Plan, page 34
Detailed Gap Analysis results can be found on page 74, Appendix 4

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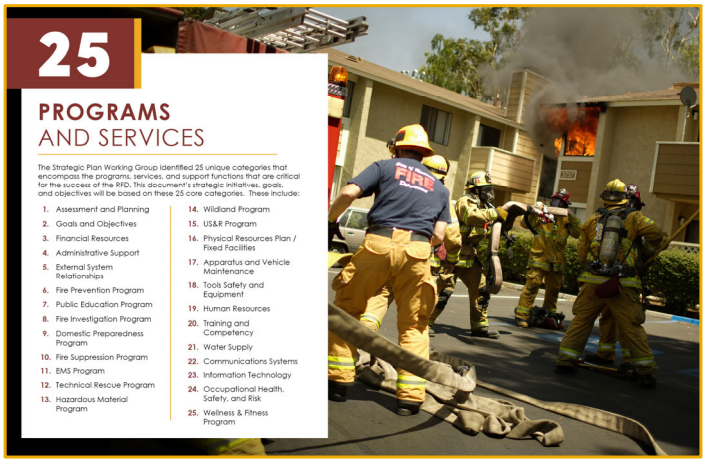
STEP 8 – ENSURE ALL PROGRAMS AND SERVICES ARE REPRESENTED



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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

The Strategic Plan Working Group identified **25 unique categories** that encompass the program, services, and support functions that are critical for the success of the Department.

See Plan, page 30

STEP 9 & 10 – DETERMINE STRATEGIC INITIATIVES AND ESTABLISH GOALS

GOAL 1

Enable the City of Riverside Fire Department 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.

STEP 11 – ACTION ITEMS

99 specific Action Items – Committed to starting and/or completing within the five-year life span of this Strategic Plan

Specific, assignable tasks for **implementing the identified strategic goals**

Separated into **three strategic goals** and **assigned a lead**

Organized by **time frame** and **priority level**

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GOAL 1 – ACHIEVE OUR VISION AND MISSION

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

- 5 Categories
- 17 Action items

See Plan, page 36

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GOAL 2 – PROVIDE EXCEPTIONAL PUBLIC SAFETY AND EMERGENCY SERVICES

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

- 10 Categories
- 38 Action items

See Plan, page 42

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GOAL 3 – MEET THE EVOLVING NEEDS OF OUR COMMUNITY

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

- 10 Categories
- 44 Action items

See Plan, page 54

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STEPS 12 & 13 – IMPLEMENTATION / FOLLOW-UP

Ensure executive staff has a mechanism to **ensure compliance** and **evaluate measurable outcomes**

Regularly **scheduled meetings**

Update the **2023-2028 Strategic Plan Performance Measurement Chart**

Detailed Strategic Plan Performance Measurement Chart in Council packets.

See Plan, page 80, Appendix 5

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STRATEGIC PLAN ALIGNMENT

City of Riverside Strategic Priority No. 2
Community Well-Being

- Implementing the City of Riverside Fire Department 2023-2028 Strategic Plan meets Envision Riverside's Strategic Priority No. 2 – **Community Well-Being**
- **Goal No. 2.4** – Support programs and innovations that enhance community safety, encourage neighborhood engagement, and build public trust.

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RECOMMENDATIONS

That the Safety, Wellness, and Youth Committee:

1. Receive a report regarding the Fire Department Strategic Plan 2023-2028; and
2. Recommend that City Council receive and file the Fire Department Strategic Plan 2023-2028.