



# Fire Department Strategic Plan 2017-2022

Fire Department

Public Safety Committee  
April 19, 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. The Strategic Planning Committee participated in a process to evaluate the validity of our current mission, vision and values. As a result of our meetings and surveys, a new Mission Statement, Vision and Core Values were created.



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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.

## Core Values



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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 to ensure all Department 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 place an emphasis on EMS through expanding education and training that is derived from 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 be established 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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## Recommendations

That the Public Safety Committee receives this report; and forwards the Fire Department Strategic Plan 2017-2022 to City Council for approval.



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