



CITY OF RIVERSIDE

FIRE DEPARTMENT STRATEGIC PLAN

2017-2022



CITY OFFICIALS

William “Rusty” Bailey, Mayor

Mike Gardner, Councilmember Ward 1

Andy Melendrez, Councilmember Ward 2

Mike Soubirous, Councilmember Ward 3

Paul Davis, Councilmember Ward 4

Christopher Mac Arthur, Councilmember Ward 5

James “Jim” Perry, Councilmember Ward 6

John Burnard, Councilmember Ward 7

John A. Russo, City Manager

Alexander T. Nguyen, Assistant City Manager

Al Zelinka, Assistant City Manager

Marianna Marysheva, Assistant City Manager

CHIEF OFFICERS

Michael D. Moore, Fire Chief

William Stamper, Deputy Fire Chief

La Wayne Hearn, Deputy Fire Chief

David Bakas, Division Chief

Steve McKinster, Division Chief

Jennifer McDowell, Division Chief/Fire Marshal

Jeff DeLaurie, Battalion Chief

Thomas Jay, Battalion Chief

Tony Perna, Battalion Chief

Mike Staley, Battalion Chief

Bruce Vanderhorst, Battalion Chief

Shari Call, Administrative Services Manager

Mark Annas, Emergency Services Administrator

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A MESSAGE FROM THE FIRE CHIEF



It is with great pride and humility that I introduce the 2017-2022 City of Riverside Fire Department Strategic Plan. This plan is the work of both our internal and external customers. 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 internal 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.

As we celebrate 128 years of fire protection within the City of Riverside, we pause to acknowledge our current fire fighters 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, the firefighters and staff we work with, and department members who served before us.

The past saw fire suppression as our primary mission. Today, the City of Riverside Fire Department is an all-risk department providing first responder paramedic services with a paramedic on nearly every fire response apparatus. Our paramedic program is the foundation for a comprehensive healthcare system for the citizens and visitors to our community. We currently receive calls through the 911 System, however in the future we see ourselves evolving as a partner with the healthcare community through preventive healthcare services.

For over 128 years we continue to stand trained and ready to combat the challenges presented by new and old construction and the evolving changes in fire science. We continue to implement the most contemporary training that the fire service has to offer. We make safety a priority by "going hard," but with an emphasis of going home safely.

Nationally we continue to partner with the Federal Government as one of the 28 Federal Emergency Management Agency (FEMA) Urban Search and Rescue Teams (California Taskforce 6); and maintain the West Coast Incident Support Team (IST) Cache.

In California, the Office of Emergency Services has designated us as a Type I Hazardous Materials Teams. Our team is well respected system wide, and we are currently the only Type 1 team in Riverside County.

Community education and disaster preparedness has been a priority. The City of Riverside is more prepared than ever with one of the most robust Community Emergency Response Teams (CERT) with over 1,000 active members. The costs of disasters will continue to rise with each new incident, but mitigation by community volunteers will serve as a means to reduce the costly destruction of disasters.

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 roadmap towards meeting the challenges we will face in the days and years to come.

"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, public education, and safety programs.

VISION STATEMENT

The City of Riverside Fire Department will be a world-class leader in providing progressive, professional and exceptional fire-rescue and life safety services.

CORE VALUES

Professionalism

We choose to serve our community with integrity while maintaining responsibility and accountability.

Integrity

Members of the RFD are honest and fair in our dealings with our customers and each other. We are honorable to our profession and we inspire each other to maintain trustworthiness, openness, and security.

Teamwork

Teamwork is the basis of our success. We work as a team because we value each other, the community we serve, and our commitment to the RFD mission.

Ethical

We value the public's trust and are committed to being honest and moral. We are aware that "self-discipline" is the foundation for managing behavior.

Honesty

The enormous commitment necessary to perform the Department's tasks requires excellence of character. We inspire each other through honesty and pride in our behavior.

Safety

The preservation of life, property and the environment remains the number one goal of the RFD. We commit to the health, safety, and welfare of our members, thus protecting them and enhancing capability readiness.

Trust

Our commitment to the internal and external customers that we serve is unwavering and consistent.



EXECUTIVE SUMMARY

The City of Riverside Fire Department (RFD) is pleased to present its 2017 - 2022 Strategic Plan. The purpose of this plan is to clearly define the mission and goals of RFD while developing a guide for continued excellent service as we prepare to meet the many challenges and opportunities in providing emergency services during the next five years.

The Goals and Objectives in this plan are aligned with the City's Strategic Plan (Riverside 2.0), thus ensuring our organization provides high quality public safety service while staying true to the City's plan and direction.

The Strategic Plan will serve as a living document and is a work in progress, subject to change under evolving circumstances. The process for developing this plan consisted of collaboration and input from the community and the RFD.

Since its inception in 1887, the RFD has had a proud tradition of providing excellent service to the community. The growing demand for services, combined with the ever increasing costs of service delivery, make it imperative that an effective plan be put into place that will maintain the high standards expected by the community. This document is a culmination of RFD's efforts to detail how it will meet the needs of the community, how it will prioritize those needs, and to establish timelines to achieve those needs.

RFD is committed to maintaining public trust through the highest levels of responsibility and accountability. We will remain fiscally responsible in our decision-making, treat everyone with the utmost dignity and respect, ensure our equipment is always in superior working order and ready to respond, and continue to perform to the best of our abilities.

THE CITY OF RIVERSIDE

The City of Riverside has a City Council - City Manager form of government. The City Council, headed by a Mayor, is comprised of 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 317,000 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." The City 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; the California School for the Deaf, Riverside and Sherman Indian High School.

Tourism and Major Events

The City of Riverside is a focal point for tourism in the Inland Empire. Riverside is supported by the Convention Center and a variety of local hotels, such as the historic Mission Inn Hotel. There are also several landmarks, a performing arts center, museums, shops, restaurants and places of entertainment available for visitors to explore.



78%
High School Graduate
or Higher



22%
Bachelor's Degree
or Higher



49.4%
Male



50.6%
Female

DEMOGRAPHICS

49%
Hispanic or Latino

34%
White

7.2%
Asian

6.6%
Black or
African American

0.4%
American
Indian

0.3%
Native
Hawaiian

THE CITY OF RIVERSIDE FIRE DEPARTMENT

The City of Riverside Fire Department (RFD) was founded in 1887 and the departments' history serves as a source of pride to the community.

The RFD provides fire protection, fire safety inspections, community education, and emergency preparedness planning and training for the Riverside community. With 14 strategically located fire stations, RFD's 212 highly trained sworn firefighters responded to 32,000 calls for service in 2015. In addition, RFD stages and operates two State of California Office of Emergency Services fire engines (one for structure fires and one for wildland use) for mutual aid deployment throughout the state.

Fire Administration houses the Office of the Chief and is responsible for organizational oversight, policy direction, internal affairs, financial management, ambulance administration, and community relations.

Fire Prevention houses the Office of the Fire Marshal and is responsible for the Fire Inspection Program, Hazardous Materials Business Emergency Plan (BEP), and Fire Plans Review. They work directly with the business community to help ensure public facilities and special events are in compliance with all applicable fire safety codes.

Fire Operations Division provides fire suppression, Emergency Medical Services/ Paramedic Program, Hazardous Materials Program, Technical Rescue, Fire Investigations, and Public Education Outreach.

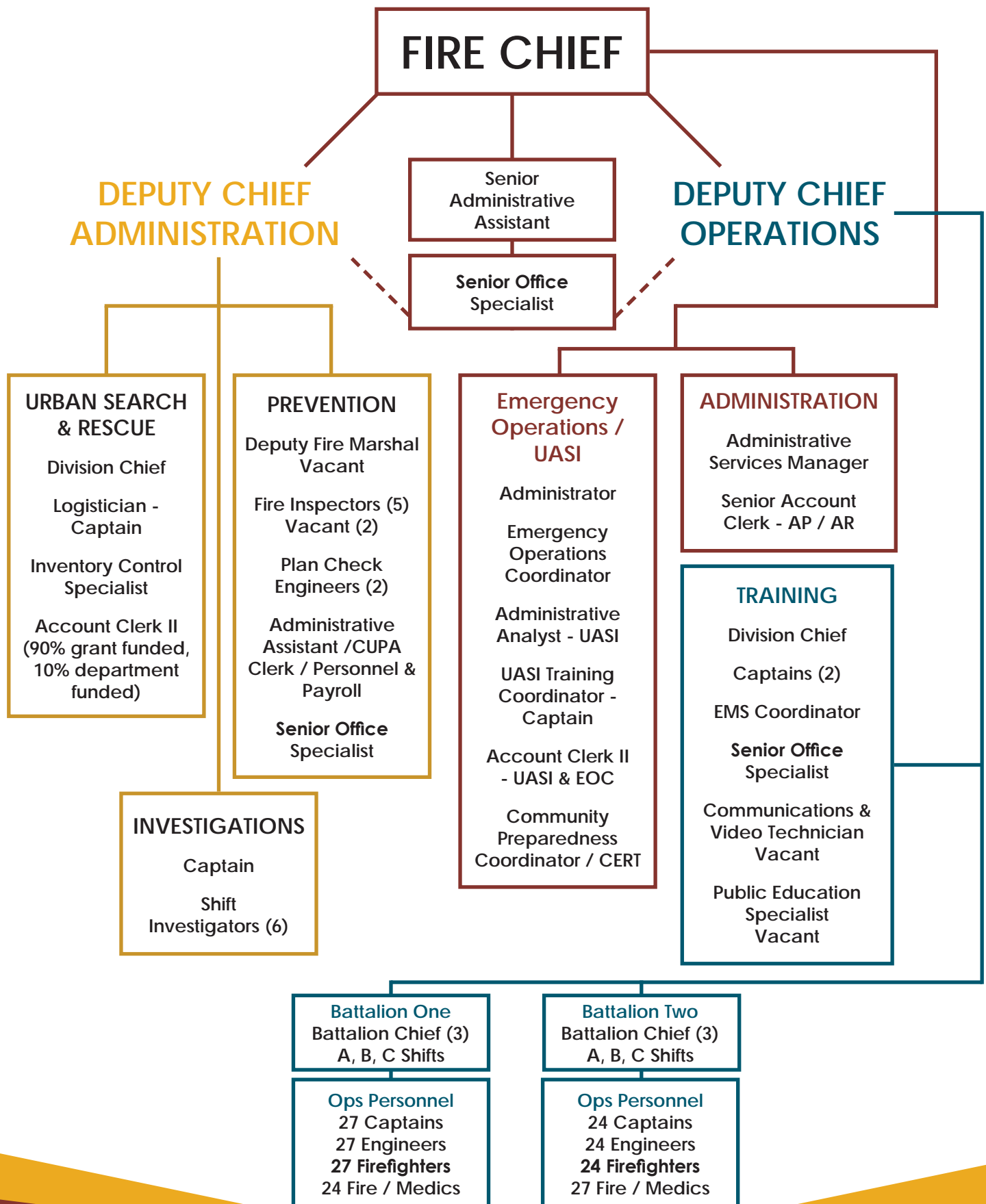
Fire Special Services Division is responsible for the Emergency Operations Center (EOC), Disaster Planning and Recovery Coordination, Community Emergency Response Team (CERT), and Urban Areas Security Initiative (UASI) grant coordination.

Fire Training Division coordinates ongoing training for all sworn fire personnel in order to meet National Fire Protection Association, Occupational Safety and Health Administration, and other safety standards. The Training Division supports the core emergency operations programs by providing essential manipulative and proficiency instruction for current personnel, including an intensive New Firefighter Orientation for newly hired personnel.

All of these divisions are supported by a civilian staff of 23 personnel which includes an Administrative Services Manager, Emergency Services Administrator, Emergency Medical Services Coordinator, six fire inspectors, two plan check engineers, and 12 support staff.



ORGANIZATIONAL CHART



THE STRATEGIC PLANNING PROCESS



The strategic planning process was guided by the Strategic Plan Executive Committee with a focus on community and agency involvement. An internal and external community survey was conducted in the fall of 2015, nine community meetings were held throughout the City of Riverside with various groups in September 2015, and several internal meetings were held with fire department members in August 2015.

Using the SWOT analysis model (Strengths, Weaknesses, Opportunities and Threats) to interpret the data gathered, the evolution of the plan, and the development of action items

were completed by the strategic planning committee. These dedicated members have established an effective set of Specific, Measurable, Attainable, Realistic and Timely (SMART) action items that will close the gap between desired and actual performance. These action items are organized by department and will drive the budget process.

STRATEGIC PLANNING EXECUTIVE COMMITTEE

Anthony Coletta , Emergency Operations Administrator	William Schellhaus , Division Chief/Fire Marshal (Ret.)
La Wayne Hearn , Deputy Fire Chief – Administration	Michael Staley , Battalion Chief
Karen McCoy , Senior Administrative Assistant	William Stamper , Deputy Fire Chief – Operations

STRATEGIC PLANNING WORKING GROUP

Michael Allen , Fire Captain	Jennifer McDowell , Battalion Chief
David Castaneda , Firefighter/Paramedic	Cathy Mitchell , Public Information Representative
Carol Crouch , Account Clerk II (Ret.)	Brandon Mollicone , Firefighter/Paramedic
Nicholas Faraclas , Fire Captain	David Revollo , Fire Engineer
Veronica “Roni” Forst , Fire Inspector II	Garen Roehl , Firefighter/Paramedic
Todd Gooch , Fire Captain	Kimberly Sabatello , Administrative Assistant
David Greyshock , Firefighter	Gale Schulte , Administrative Analyst
Brian Guzzetta , Fire Engineer	Paul Seawright , Fire Engineer
Anna Hauldren , Account Clerk II	Peter Sellas , Inventory Control Specialist
David Hernandez , Fire Captain	Sean Smith , Fire Captain (Ret.)
Wayne Hess , Firefighter	Michael Shannon Smith , Fire Captain
Christopher Ingalls , Fire Engineer	Michael Weatherbie , Fire Captain
Thomas Jay , Battalion Chief	Gregory White , Fire Captain
Lovieanne Jung , Firefighter	Eric Wilmer , Fire Engineer
Craig Kodat , Fire Captain	Scott Wilson , Fire Captain



S.W.O.T. ANALYSIS

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis is designed to have an agency candidly identify an agency's positive and less-than-desirable attributes. The Department conducted this analysis and recognized its strengths and weaknesses, as well as the possible opportunities and potential threats.



It is important for any organization to identify their strengths in order to assure they are capable of providing the services requested by customers and to ensure those strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths or the primary function of the business should be seriously reviewed to evaluate the rate of return on precious staff time. Through the analysis, strengths of the RFD were identified as listed below.

We:

- Continue to foster strong public relations within our community.
- Are an all hazards organization that responds to a wide range of emergency incidents, including non-traditional emergency services such as Urban Search and Rescue, hazardous materials, and technical rescues.
- Maintain a strong commitment to all members of the organization.
- Provide a full range of public safety and education programs to the community.
- Strive to be accessible to the community at all times.
- Strive to ensure adequate staffing for the safety of our community.
- Earnestly participate in fire prevention and public education activities.
- Continue to modernize equipment which contributes to quality emergency and professional response.
- Recognize the strength of our department is dependent upon the hiring and retention of quality employees.

WEAKNESSES

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization's overall problems, it is unusual for organizations to be able to identify and deal with these issues effectively on their own. For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it does not function well or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. Through the analysis, weaknesses of RFD were identified as listed below.

We:

- Recognize fleet/fire mechanics and staffing levels have proved to be inadequate to keep up with preventative maintenance.
- Recognize over all that our fire apparatus exceeds life expectancy. At this time there exists no vehicle replacement program for fire apparatus.
- Recognize that our efforts to increase community outreach is hampered as we currently have no funded position in place to coordinate public education.
- Lack adequate marketing and educational materials for the community.
- Need improved technologies to reach the public.
- Need full time fire department supervisor in the 9-1-1 Communications Center.
- Have administrative staffing shortages.
- Need to consistently conduct after action reviews.
- Need to expand our funding opportunities through a full time grant writer/researcher.
- Need to provide more training for non-sworn personnel.

OPPORTUNITIES

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. Many opportunities exist for RFD.

- Mobile integrated health care
- Professional development of personnel
- Interagency collaboration
- Community partnerships to advance disaster preparedness
- Innovations in technology and equipment
- Whole community collaboration

THREATS

Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and future threats to RFD include:

- Economic impacts
- Evolving hazards and risks
- Staffing attrition
- Aging fleet
- Aging infrastructure
- Position turnover
- External perceptions and expectations

GOALS AND OBJECTIVES

This strategic plan identifies 10 areas of importance that need to be addressed over the next five years. With the current economic challenges, realities are that some of our goals will not be met in this strategic planning cycle. However, we will strive to achieve the goals and objectives that meet with the department's mission, vision and core values. The focus of our strategic plan is divided into the following areas: Staffing, Fiscal Sustainability, Accreditation, Service Delivery, Fire Prevention, Public Education, Emergency Planning, Enhanced Training and Workforce Development, Departmental Communications, and Infrastructure and Technology Development.

STAFFING	
GOAL 1:	Ensure adequate staffing levels for all department divisions and functions
Objective 1A	Identify staffing needs for all divisions and functions
Start Date	FY 2017-18
Timeframe	24 months
Critical Tasks	1.A.1 Conduct analysis of mission critical tasks of all divisions and functions 1.A.2 Conduct analysis of mission supportive tasks of all divisions and functions 1.A.3 Identify staffing plan for all divisions and functions, with an emphasis on staffing four-person truck companies with ALS capabilities
Assigned To	Deputy Fire Chief- Administration
Performance Measure	1. Analysis completed
Funding Estimate	Services (\$) 5,000
Objective 1B	Staff all divisions and functions consistent with the developed staffing plan
Start Date	FY 2017-18
Timeframe	Ongoing
Critical Tasks	1.B.1 Incorporate staffing plan and associated costs into annual budget submittal 1.B.2 Hire, train, and bring online any newly hired staff 1.B.3 Annually review Standards of Cover and staffing plan 1.B.4 Incorporate any annual adjustments and associated justifications into annual budget submittal
Assigned To	Fire Chief
Performance Measure	1. Recommendations presented to City Council
Funding Estimate	Personnel (\$) 400,000

GOAL 2:	Implement a paid intern program for the Department	
Objective 2A	Develop a Paid Intern Program	
Start Date	FY 2019-20	
Timeframe	12 – 24 months	
Critical Tasks	<p>2.A.1 Conduct analysis of department functions and tasks that could be supported or accomplished by Technical or Administrative Interns</p> <p>2.A.2 Develop an Intern SOP</p> <p>2.A.3 Identify budget costs and source of funding for paid interns</p> <p>2.A.4 Get City Council approval</p> <p>2.A.5 Hire and staff paid interns per analysis and SOP</p>	
Assigned To	Deputy Chief – Administration	
Performance Measure	<p>1. Develop and implement SOP</p> <p>2. Intern hired</p>	
Funding Estimate	Personnel	(\$) 24,960



FISCAL SUSTAINABILITY

GOAL 1:	Maintain appropriate staffing levels¹
Objective 1A	Increase staffing levels and funds to support special events held throughout the city²
Start Date	FY 2017-18
Timeframe	12 Months
Critical Tasks	<p>1.A.1 Review past staffing levels for special events and make recommendations to Fire Management to increase staffing where necessary</p> <p>1.A.2 Create a policy to identify criteria for increasing staffing related to special events</p> <p>1.A.3 Review fee schedule and billing for special events</p> <p>1.A.4 Present policy to Public Safety Committee and or City Council for approval</p>
Assigned To	Fire Marshal- Fire Prevention
Performance Measure	<p>1. Implement a policy that will establish specific staffing criteria for special events</p> <p>2. If approved, the permit process for special events will encompass special consideration for public safety</p>
Funding Estimate	Personnel (\$) 6,500
Objective 1B	Improve community outreach
Start Date	FY 2018-19
Timeframe	24 months
Critical Tasks	<p>1.B.1 Identify specific community events where the RFD can provide public outreach</p> <p>1.B.2 Plan four public events throughout the year in which the department will present aspects of fire prevention or public education</p> <p>1.B.3 Research funding opportunities for community outreach programs</p> <p>1.B.4 Develop partnerships with private citizens and organizations and utilize these resources towards public education</p> <p>1.B.5 Continually look for opportunities to market ourselves to the public</p> <p>1.B.6 Hire staff to support public education and to oversee community outreach programs</p>
Assigned To	Deputy Chief- Operations

1. Refer to Public Education, Goal 1, Objective 1A

2. Refer to Fire Prevention, Goal 4

Performance Measure	<ol style="list-style-type: none"> 1. Develop budget for community outreach programs 2. Staffing levels for community outreach reevaluated and recommendations submitted to fire management 3. Annual completion of four community events related to fire prevention or public education 4. Additional funding secured to support programs
Funding Estimate	Personnel (\$) 30,000 Supplies (\$) 2,500
GOAL 2:	Research and obtain alternative funding sources
Objective 2A	Explore partnerships and sponsorships and research available grants and endowments
Start Date	FY 2019-20
Timeframe	24 Months
Critical Tasks	<ol style="list-style-type: none"> 2.A.1 Determine unfunded/unbudgeted necessities, needs and wants 2.A.2 Prioritize items and determine costs 2.A.3 Determine need for a full time administrative analyst/grant writer 2.A.4 Establish committee to work with the analyst or as a separate entity to research and submit for grants 2.A.5 Meet with community service organizations 2.A.6 Meet with private corporations and organizations
Assigned To	Administrative Services Manager
Performance Measure	<ol style="list-style-type: none"> 1. Established list of necessities, needs and wants 2. Established collaborative relationships with at least 10 organizations 3. Hire administrative analyst 4. Apply for two grants or donations a year 5. Creation of committee
Funding Estimate	Personnel (\$) 86,000
Objective 2B	Establish insurance cost recovery programs
Start Date	FY 2019
Timeframe	12 Months
Critical Tasks	<ol style="list-style-type: none"> 2.B.1 Conduct feasibility study 2.B.2 Survey other agencies 2.B.3 Provide recommendation to staff

Assigned To	Arson Unit Supervisor
Performance Measure	<ol style="list-style-type: none"> 1. Staff approval or denial of recommendations. 2. City Council approval
Funding Estimate	Personnel (\$) 6,200
GOAL 3:	Reinstate the Vehicle Replacement Program³
Objective 3A	Maintain emergency and support vehicles
Start Date	FY 2017-18
Timeframe	24 Months
Critical Tasks	<ol style="list-style-type: none"> 3.A.1 Conduct a vehicle needs assessment for operational and support staff 3.A.2 Create a replacement priority list for emergency response vehicles and apparatus 3.A.3 Budget for motor pool vehicles 3.A.4 Research replacement vehicle funding options for non-emergency vehicles
Assigned To	Deputy Chief - Administration
Performance Measure	<ol style="list-style-type: none"> 1. Needs assessment completed 2. Replace emergency response apparatus per NFPA requirements and Standards of Cover (SOC) requirements 3. Replace non-emergency vehicles per Fleet recommendations
Funding Estimate	Capital Expense (\$) 2,000,000.00 yearly
GOAL 4:	Improve internal financial administrative process
Objective 4A	Streamline purchasing process
Start Date	FY 2017-18
Timeframe	12 Months
Critical Tasks	<ol style="list-style-type: none"> 4.A.1 Provide financial administrative procedure training 4.A.2 Additional staffing (part-time and/or intern/volunteer) to assist the administrative support staff 4.A.3 Cross staffing training to support the administrative Senior Account Clerk position
Assigned To	Administrative Services Manager
Performance Measure	<ol style="list-style-type: none"> 1. 90% of work day for administrative Senior Account Clerk is spent on A/R and A/P 2. Council approval for part-time clerical position
Funding Estimate	Personnel (\$) 24,960 yearly

3. Refer to Infrastructure, Goal 1, Objective 1A

ACCREDITATION

GOAL 1:	Complete all documents required as part of the accreditation application process.	
Objective 1A	Complete the 2017-2022 Strategic Plan	
Start Date	FY 2016	
Timeframe	12 Months	
Critical Tasks	1.A.1 Final draft reviewed and approved by Fire Chief 1.A.2 Final document submitted to the City's graphic designer to create document for publication 1.A.3 Present to City Council for approval/adoption 1.A.4 Approved for inclusion to the accreditation application	
Assigned To	Deputy Chief - Administration	
Performance Measure	1. Council approval/adoption	
Funding Estimate	Personnel	(\$) 17,000
	Supplies	(\$) 1,000
Objective 1B	Complete the Standards of Cover	
Start Date	FY 2016	
Timeframe	6 Months	
Critical Tasks	1.B.1 Hire contractor to create the Standards of Cover document 1.B.2 Collect and provide statistical and departmental data for this document 1.B.3 Arrange interviews for the contractor with various stakeholders 1.B.4 Submit for Command Staff review and acceptance	
Assigned To	Deputy Chief - Administration	
Performance Measure	1. Completion and acceptance of the document 2. Approved for inclusion to the accreditation application	
Funding Estimate	Services	(\$) 20,000



Objective 1C	Complete the Risk Assessment
Start Date	FY 2016
Timeframe	4 Months
Critical Tasks	1.C.1 Collect data 1.C.2 Review and analyze data 1.C.3 Write Risk Assessment 1.C.4 Update Standard Operating Procedures as warranted 1.C.5 Submit for Command Staff review and approval
Assigned To	Battalion Chief
Performance Measure	1. Completion and acceptance of the document 2. Standard Operating Procedures updated to reflect any necessary changes 3. Approved for inclusion to the accreditation application
Funding Estimate	Personnel (\$) 3,500
GOAL 2:	Start accreditation process with the Center for Public Safety Excellence (CPSE), Commission on Fire Accreditation International (CFAI) as a "Registered Agency"
Objective 2A	To complete required components and move to become an Applicant Agency
Start Date	FY 2016-18
Timeframe	12 Months
Critical Tasks	2.A.1 Select an Accreditation Manager 2.A.1a Attend workshops as required 2.A.1b Attend and work with local consortium 2.A.1c Become familiar with the SharePoint site 2.A.2 Start the Fire and Emergency Services Self-Assessment Manual (FESSAM) 2.A.3 Assign category managers who will write to the FESSAM
Assigned To	Deputy Chief - Administration
Performance Measure	1. Become an Applicant agency
Funding Estimate	Services (\$) 570
GOAL 3:	Complete Applicant Agency status with the CPSE, CFAI and move to become a "Candidate Agency"
Objective 3A	To complete required components and become a Candidate Agency
Start Date	FY 2018-19
Timeframe	18 Months

Critical Tasks	3.A.1 Write to the categories, criteria, core competencies and performance indicators 3.A.2 Work with mentor to review and complete the FESSAM 3.A.3 Create filing system (paper and electronic) for all of the support documents and exhibits for the application and peer team site visit 3.A.4 Budget for travel and associated costs for the peer team site visit
Assigned To	Accreditation Manager
Performance Measure	1. Become a Candidate Agency
Funding Estimate	Services (\$) 9,150
GOAL 4:	Complete Candidate Agency status with the CPSE, CFAI
Objective 4A	Complete the peer team assessment and be recommended for Accreditation
Start Date	FY 2019
Timeframe	8 Months
Critical Tasks	4.A.1 Fire Chief, accreditation manager and peer team leader meet with CFAI to answer questions about their report
Assigned To	Accreditation Manager
Performance Measure	1. Approved as an accredited agency
Funding Estimate	Personnel (\$) 3,500



SERVICE DELIVERY

GOAL 1:	Provide our customers the best possible EMS and health care from highly trained, qualified and equipped members
Objective 1A	Expand education and training based on Continuous Quality Improvements (CQI) results and best practices
Start Date	FY 2017-18
Timeframe	Ongoing
Critical Tasks	<p>1.A.1 Review CQI data from patient care reports and develop education/training to improve patient outcomes</p> <p>1.A.2 Cultivate hospital communication to improve access to patient outcome data</p> <p>1.A.3 Integrate best practices from other EMS systems</p> <p>1.A.4 Provide yearly education on changing/improving EMS practices</p> <p>1.A.5 Continue to provide yearly education and training on EMS skills and knowledge</p> <p>1.A.6 Provide feedback using action reviews for EMS calls of outstanding service and calls that could have been improved</p>
Assigned To	Emergency Medical Services Coordinator
Performance Measure	<p>1. Send out patient care surveys and monitor for areas of excellence and areas needing improvement</p> <p>2. CQI data indicates improvement in areas identified as weaknesses/needs improvement</p>
Funding Estimate	Personnel (\$) 49,000
Objective 1B	Seek opportunities to participate in trial studies and programs to advance pre-hospital emergency medical care
Start Date	FY 2020-21
Timeframe	24 Months
Critical Tasks	<p>1.B.1 Form committee to research and recommend programs or studies for participation</p> <p>1.B.2 Evaluate new advancements in emergency medical services</p> <p>1.B.3 Seek guidance from our local and state emergency medical services agencies</p> <p>1.B.4 Submit for participation in feasible studies</p>
Assigned To	Emergency Medical Services Coordinator
Performance Measure	<p>1. Participate in selected trial studies</p> <p>2. Evaluate and report results from trial studies</p> <p>3. Provide recommendations to Staff</p>
Funding Estimate	Personnel (\$) 1,000

GOAL 2:	Ensure the private ambulance companies meet or exceed all required standards for transport
Objective 2A:	Monitor all existing franchise agreements and permits
Start Date	FY 2017-18
Time Frame	Ongoing
Critical Tasks	<p>2.A.1 Develop internal process for reporting of ambulance service and customer service complaints</p> <p>2.A.2 Quarterly:</p> <p>2.A.3 Analyze all related data to include response times and customer service complaints</p> <p>2.A.4 Annual:</p> <p>2.A.5 Review annual customer service survey of each ambulance provider</p> <p>2.A.6 Conduct annual customer satisfaction survey regarding ambulance providers with all medical facilities (hospitals, convalescent hospitals, etc)</p> <p>2.A.7 Review and analyze all quarterly and annual reports to include response times, customer service complaints and satisfaction surveys (internal and external surveys) annually</p> <p>2.A.8 Publish findings</p>
Assigned To	Emergency Medical Services Coordinator
Performance Measure	1. The ambulance company meets current ALS, BLS and CCT performance measures in accordance with their operational agreement, including CAAS certification
Funding Estimate	Personnel (\$) 5,000
Objective 2B	Oversee new franchise requests and permit applications
Start Date	FY 2017-18
Timeframe	Ongoing
Critical Tasks	<p>2.B.1 Process new franchise and/or permit applications</p> <p>2.B.2 Provide oversight and compliance of existing franchisees and permittees</p> <p>2.B.3 Monitoring for non-franchised providers in city limits</p> <p>2.B.4 Ensure compliance with Riverside Municipal Codes 5.40.105 requirements for operation of non-emergency transport vehicles this includes gurney van transports; and 5.66 Ambulances</p>
Assigned To	Deputy Chief – Administration
Performance Measure	1. Compliance with Riverside Municipal Codes 5.40.105 and 5.66 Ambulance
Funding Estimate	Personnel (\$) 5,400

FIRE PREVENTION

GOAL 1:	Conduct staffing needs study
Objective 1A	Research historic performance benchmarks
Start Date	FY 2018-19
Timeframe	6 Months
Critical Tasks	1.A.1 Review five years of data on inspector tasks 1.A.2 Review five years of data on inspector productivity 1.A.3 Review five years of data on inspection shortfalls 1.A.4 Record all information
Assigned To	Fire Marshal /Administrative Assistant
Performance Measure	1. Completed Data Analysis 2. Draft Report
Funding Estimate	Personnel (\$) 7,300
Objective 1B	Compare historic benchmarks to current workloads
Start Date	FY 2018-19
Timeframe	6 Months
Critical Tasks	1.B.1 Review current inspector tasks 1.B.2 Review current plan check engineer tasks based on new implement city processes such as Streamline Riverside and Computronics 1.B.3 Review current inspector workloads 1.B.4 Review current plan check engineer workloads based on new implement city processes such as Streamline Riverside and Computronics 1.B.5 Develop task completion projections with current staffing 1.B.6 Develop task completion projections with needed staffing
Assigned To	Fire Marshal /Administrative Assistant
Performance Measure	1. Completed Data Analysis 2. Draft Report
Funding Estimate	Personnel (\$) 9,300
Objective 1C	Prepare study report with staffing recommendations
Start Date	FY 2018-19
Timeframe	6 Months

Critical Tasks	1.C.1 Analyze Data 1.C.2 Compile Data 1.C.3 Organize Data 1.C.4 Prepare Draft Report 1.C.5 Prepare Final Report with Recommendations
Assigned To	Fire Marshal /Administrative Assistant
Performance Measure	1. Report Completed
Funding Estimate	Personnel (\$) 7,100
GOAL 2:	Implement self-certification program for qualifying business inspections
Objective 2A	Develop program guidelines and resources
Start Date	FY 2017-18
Timeframe	12 Months
Critical Tasks	2.A.1 Design self-certification check list and instructions 2.A.2 Create link on department website 2.A.3 Achieve 10% enrollment of qualifying businesses 2.A.4 Quality Control spot checks of enrolled businesses for compliance 2.A.5 Determine need of program based on percentage of participation and compliance with the requirements 2.A.6 Provide customer satisfaction survey 2.A.7 Develop internal work flow process 2.A.8 Implement work flow process 2.A.9 Evaluate work flow process
Assigned To	Fire Marshal



Performance Measure	<ol style="list-style-type: none"> 1. Materials posted on Fire Department website 2. Track program participation 3. Achieve 10% enrollment of qualifying businesses 4. Quality Control spot checks of enrolled businesses for compliance 5. Determine need of program based on percentage of participation and compliance with the requirements 6. Provide customer satisfaction survey 7. Reduced field inspections 8. Increased compliance 9. Reduced processing and follow-up required by office staff
Funding Estimate	Personnel (\$) 6,000 Supplies (\$) 3,000
GOAL 3:	Develop comprehensive fireworks enforcement program
Objective 3A	Create comprehensive plan for addressing fireworks issues
Start Date	FY 2018-19
Timeframe	6 Months
Critical Tasks	<ol style="list-style-type: none"> 3.A.1 Create a multi-departmental team; include all city departments 3.A.2 Hold standing team meetings throughout the year 3.A.3 Community outreach with the public and businesses for awareness and education 3.A.4 Team specifically with RPD on education and enforcement 3.A.5 Modify our RMS to appropriately track issues regarding firework activity throughout the year
Assigned To	Fire Marshal
Performance Measure	<ol style="list-style-type: none"> 1. Team participants identified; standing team meetings scheduled 2. Year round public education scheduled 3. Track education and enforcement activity for trends
Funding Estimate	Personnel (\$) 6,800 Supplies (\$) 4,000

GOAL 4:	Develop Comprehensive Special Events Guide ⁴
Objective 4A	To have a standardized process for protecting the community at large scale special events
Start Date	FY 2018-19
Timeframe	12 Months
Critical Tasks	<p>4.A.1 Implement a standardized process and criteria for large scale events</p> <p>4.A.2 Develop a written standard for event organizers on public safety requirements</p> <p>4.A.3 Determine the needs associated with each event based on developed criteria</p> <p>4.A.4 Ensure standardized compliance through fire permitting process</p> <p>4.A.5 Create department special event SOP</p>
Assigned To	Deputy Chief Administration / Fire Marshal / Emergency Services Administrator
Performance Measure	<ol style="list-style-type: none"> 1. Presented to Public Safety Committee for approval 2. Written guideline established 3. Publish guidelines on department website 4. Link created to special event information sheet as part of the permitting process 5. SOP created and implemented
Funding Estimate	<p>Personnel (\$) 3,700</p> <p>Supplies (\$) 500</p>



4. Refer to Fiscal Sustainability, Goal 1, Objective 1A;
Emergency Planning, Goal 1, Objective 1A

PUBLIC EDUCATION	
GOAL 1:	Expand Public Education Outreach
Objective 1A	Fill Public Education Specialist vacancy⁵
Start Date	FY 2018-19
Timeframe	36 Months
Critical Tasks	1.A.1 Cost benefit analysis of refilling this position 1.A.2 Prepare Budget Projections 1.A.3 Submit Budget Request 1.A.4 Receive Budget Funding
Assigned To	Deputy Chief - Administration
Performance Measure	1. Budget approval 2. Vacancy filled
Funding Estimate	Personnel (\$ 61,428 Supplies (\$ 5,000
Objective 1B	Develop public education materials
Start Date	FY 2017-18
Timeframe	36 Months
Critical Tasks	1.B.1 Identify public education resources 1.B.2 Train personnel in and utilize MySafeRiverside.org 1.B.3 Obtain materials 1.B.4 Coordinate program elements
Assigned To	Deputy Chief - Administration
Performance Measure	1. Program implementation 2. Materials distributed to community
Funding Estimate	Personnel (\$ 7,200 Supplies (\$ 5,000 Capital Expense (\$ 85,000
Objective 1C	Expand public education events and activities
Start Date	FY 2017-18
Timeframe	60 Months
Critical Tasks	1.C.1 Develop public education strategic plan 1.C.2 Plan events and activities 1.C.3 Schedule events and activities 1.C.4 Conduct events and activities
Assigned To	Deputy Chief - Administration

5. Refer to Fiscal Sustainability, Goal 1, Objective 1B

Performance Measure	<p>1. Implementation of departmental public education strategic plan, including but not limited to the following:</p> <ul style="list-style-type: none"> • CPR classes • Fire Prevention Week events • Government TV segments • Fireworks outreach • Community Service Club presentations • Senior and/or disabled community presentations • Smoke alarm installation program • Home fire safety classes • Drowning Prevention Program • Holiday safety program • Safety fairs • Fall prevention • Cooking safety • Home fire safety • Wildfire safety
Funding Estimate	<p>Personnel (\$) 11,000</p> <p>Supplies (\$) 5,000</p>
GOAL 2:	Implement Public Education Technologies
Objective 2A	Development of smart phone applications for the department
Start Date	FY 2018-19
Timeframe	48 Months
Critical Tasks	<p>2.A.1 Review existing fire department smart applications</p> <p>2.A.2 Identify desired content</p> <p>2.A.3 Meet with City IT Staff (Development Team)</p> <p>2.A.4 Coordinate with Development Team</p> <p>2.A.5 Implement application(s)</p>
Assigned To	Deputy Chief - Administration
Performance Measure	<p>1. Application available on app store or through city website</p> <p>2. Readily available information for residents and visitors</p> <p>3. System reliability for app meets industry standards</p>
Funding Estimate	<p>Services (\$) 4,000</p>

Objective 2B	Improve the public education informational links within the RFD web page
Start Date	FY 2018-19
Timeframe	48 Months
Critical Tasks	<p>2.B.1 Review existing fire department public education web pages</p> <p>2.B.2 Identify and assign maintenance responsibility of the links</p> <p>2.B.3 Identify content desired</p> <p>2.B.4 Meet with City IT Staff (Development Team)</p> <p>2.B.5 Coordinate with Development Team</p> <p>2.B.6 Implement page links</p>
Assigned To	Deputy Chief - Administration
Performance Measure	<p>1. Site contains current and reliable information</p> <p>2. Site reviewed annually for new and improved link additions</p>
Funding Estimate	Services (\$) 4,000
Objective 2C	Expand public education programs for RiversideTV broadcast
Start Date	FY 2018-19
Timeframe	36 Months
Critical Tasks	<p>2.C.1 Plan public education targeted programs</p> <p>2.C.2 Meet with RiversideTV staff</p> <p>2.C.3 Coordinate with RiversideTV staff for development/production to broadcast public education targeted programs</p>
Assigned To	Division Chief - Training
Performance Measure	<p>1. Public education specialist hired to work with RiversideTV staff for timely and updated Public Safety Announcements (PSAs) and segments</p> <p>2. Annual safety PSAs updated and released in a timely manner</p>
Funding Estimate	Personnel (\$)49,000

GOAL 3:	Evaluate the Juvenile Fire Setter Program
Objective 3A	Research existing resources and needs assessment for a program
Start Date	FY 2018-19
Timeframe	36 Months
Critical Tasks	3.A.1 Evaluate staffing needs to reestablish this program 3.A.2 Contact agencies with active programs 3.A.3 Identify program components 3.A.4 Conduct cost analysis 3.A.5 Compare data from prior program and recidivism rates, to current status without program
Assigned To	Arson Program Manager
Performance Measure	1. Train staff based on program guidelines 2. Revised juvenile fire setter program SOP 3. Implementation of the program 4. Annual review of the program
Funding Estimate	Personnel (\$ 7,700 Supplies (\$ 4,000



EMERGENCY PLANNING	
GOAL 1:	Provide incident support to City permitted special events⁶
Objective 1A	Provide pre-incident planning in support of City special events⁷
Start Date	FY 2017-18
Timeframe	24 Months
Critical Tasks	1.A.1 Identify criteria for special events pre-incident planning 1.A.2 Develop template special event notice to RFD for all special events 1.A.3 Develop template IAP for special events 1.A.4 Develop RFD Special Events SOP
Assigned To	Fire Marshal / Emergency Services Administrator
Performance Measure	1. Creation of template for special event notice 2. Creation of template of special event IAP 3. Creation and implementation of RFD Special Event SOP
Funding Estimate	Personnel (\$ 4,200 Supplies (\$ 400
Objective 1B	Assign appropriate incident resources including backfill of stations and equipment for City special events
Start Date	FY 2017-18
Timeframe	36 Months
Critical Tasks	1.B.1 Identify cost recovery mechanism for fire-rescue support for special events 1.B.2 Integrate into RFD Special Events SOP as created in Goal 4.1A
Assigned To	Deputy Chief – Operations / Fire Marshal
Performance Measure	1. Written guideline established 2. SOP created
Funding Estimate	Personnel (\$ 2,500 Supplies (\$ 1,000
GOAL 2:	Ensure Pre-Fire Plans are maintained for all target hazards
Objective 2A	Update target hazards list based upon department criteria
Start Date	FY 2019-20
Timeframe	24 Months
Critical Tasks	2.A.1 Review and update SOP 3.21 Response to Target Hazards & Supervised Systems 2.A.2 Identify criteria for the identification of target hazards 2.A.3 List those target hazards by battalion and station 2.A.4 Identify target hazards in CAD 2.A.5 Annually review target hazard list for updates, additions, deletions, or changes

6. Refer to Fiscal Sustainability, Goal 2, Objective 2A

7. In conjunction with Fire Prevention Goal 4

Assigned To	Deputy Chief - Operations
Performance Measure	<ol style="list-style-type: none"> 1. Install Firehouse Sketch program in all stations 2. Provide Firehouse Sketch training to Operations personnel 3. Create timeline and assignments for pre-fire plans 4. SOP 3.21 Response to Target Hazards & Supervised Systems updated and distributed
Funding Estimate	Personnel (\$ 8,200 Supplies (\$ 300
Objective 2B	Develop, update or maintain pre-incident plans for all identified target hazards
Start Date	FYI 2018-19
Timeframe	24 Months
Critical Tasks	<ol style="list-style-type: none"> 2.B.1 Develop and adopt template for pre-incident plans 2.B.2 Identify responsibility for development, updating, or maintenance of identified target hazards 2.B.3 Develop schedule or cycle for review, update, and maintenance of pre-incident plans 2.B.4 Develop or update all pre-incident plans for identified target hazards
Assigned To	Deputy Chief - Operations
Performance Measure	<ol style="list-style-type: none"> 1. Development and adoption of the pre-incident plan templates 2. Battalion Chiefs review and approve plans 3. Plans show that they've been updated within 14 days of completion
Funding Estimate	Personnel (\$ 4,000
GOAL 3:	Conduct After-Action Reviews on Critical Incidents
Objective 3A	Review and update After-Action Review Process
Start Date	FY 2017-18
Timeframe	18 Months
Critical Tasks	<ol style="list-style-type: none"> 3.A.1 Review and update criteria for conducting After-Action Reviews 3.A.2 Identify those incidents that will require After-Action Review 3.A.3 Develop After-Action Review templates which are scalable to the type and complexity of the incident 3.A.4 Research and implement program for remote access participation in After Action Reviews
Assigned To	Deputy Chief - Operations
Performance Measure	<ol style="list-style-type: none"> 1. After Action Reviews conducted in accordance with department policy
Funding Estimate	Personnel (\$ 4,800

Objective 3B	Conduct After-Action Reviews on Critical Incidents
Start Date	FY 2018-19
Timeframe	Ongoing
Critical Tasks	<p>3.B.1 Conduct After-Action Reviews of critical incidents which are scalable to the type and complexity of the incident</p> <p>3.B.2 Share lessons learned with RFD and allied & cooperating agencies as appropriate</p> <p>3.B.3 Review After-Action Review Summaries in Staff and/or Operations Command Meetings</p> <p>3.B.4 Assign and Track Corrective Action items to ensure completion</p> <p>3.B.5 Provide an annual summary of the calendar year's incidents After Action Reviews and Corrective Action items</p>
Assigned To	Deputy Chief - Operations
Performance Measure	1. After-Action Reviews conducted in accordance with department policy
Funding Estimate	Personnel (\$) 1,000
GOAL 4:	Develop a comprehensive inventory of Department emergency resources
Objective 4A	Develop inventory database/system and populate database
Start Date	FY 2017-18
Timeframe	24 Months
Critical Tasks	<p>4.A.1 Identify critical and essential equipment and supplies categories</p> <p>4.A.2 Develop database and system for rostering critical equipment and supplies</p> <p>4.A.3 Identify responsibilities for conducting inventory</p> <p>4.A.4 Develop Inventory SOP relative to responsibility, frequency, mechanisms for maintenance</p> <p>4.A.5 Ensure database can be operationalized during times of emergencies</p>
Assigned To	Deputy Chief – Operations & Administration
Performance Measure	<p>1. SOP created and adopted</p> <p>2. Critical and essential equipment identified and database created and accessible</p>
Funding Estimate	Personnel (\$) 2,500
GOAL 5:	Ensure readiness of Department for disasters and other incidents of consequence
Objective 5A	Conduct or update All Hazards Risk Assessment
Start Date	FY 2017-18
Timeframe	24 Months

Critical Tasks	5.A.1 Identify threats, hazards, and vulnerabilities from natural hazards, human caused hazards, and technological hazards 5.A.2 Provide context to threats, hazards, and vulnerabilities from natural hazards, human caused hazards, and technological hazards 5.A.3 Rank order and prioritize hazards 5.A.4 Inform emergency planning, training, exercising, equipping, and staffing
Assigned To	Emergency Services Administrator
Performance Measure	1. Completion of Threat Hazard Identification Risk Assessment (THIRA) 2. Completion of Local Hazard Mitigation Plan (LHMP)
Funding Estimate	Personnel (\$) 4,400
Objective 5B	Conduct Capability Gap Analysis
Start Date	FY 2017-18
Timeframe	24 Months
Critical Tasks	5.B.1 Identify core mission capabilities the department is responsible for 5.B.2 Identify capability metrics for each identified core mission capability 5.B.3 Identify existing gaps in core mission capabilities 5.B.4 Develop strategy for closing capability gaps
Assigned To	Emergency Services Administrator
Performance Measure	1. Applied to Accreditation Standards
Funding Estimate	Personnel (\$) 5,000
Objective 5C	Close capability gaps
Start Date	FY 2017-18
Timeframe	24 Months
Critical Tasks	5.C.1 Work to close identified capability gaps in emergency planning, training, exercising, equipping, and staffing 5.C.2 Identify opportunities for closing capability gaps per strategy 5.C.3 Incorporate expenditures and associated justifications into bi-annual budget submittal
Assigned To	Emergency Services Administrator
Performance Measure	1. Updated Training 2. New SOPs 3. Equipment purchased based off of analysis
Funding Estimate	Personnel (\$) 5,800

ENHANCED TRAINING & WORKFORCE DEVELOPMENT

GOAL 1:	Create an employee development program to give employees and supervisors tools for improvement	
Objective 1A	Refresh and enhance critical skills at all ranks within fire suppression	
Start Date	FY 2017-18	
Timeframe	36 Months	
Critical Tasks	1.A.1 Identify areas of strengths and weaknesses 1.A.2 Implement an annual skills development program 1.A.3 Host California Incident Command Certification System (CICCS) classes	
Assigned To	Training Division Chief	
Performance Measure	1. Continuance of mentoring of personnel through bi-annual battalion chief and captain academies 2. Provide courses that support current and progressive skills 3. Basic CICCS courses offered through our Training Division 4. Develop training courses based on professional development needs	
Funding Estimate	Personnel	(\$) 3,000
	Supplies	(\$) 750
Objective 1B	Refresh and enhance supervisory skills at the company officer and chief officer level	
Start Date	FY 2018-19	
Timeframe	36 Months	
Critical Tasks	1.B.1 Identify areas of strengths and weaknesses 1.B.2 Continue supervisory training components in the yearly training schedule 1.B.3 Host California Fire Officer and Chief Officer classes	
Assigned To	Training Division Chief	
Performance Measure	1. Continuance of mentoring of personnel through bi-annual battalion chief and captain academies 2. Provide courses that support current and progressive skills 3. Develop training courses based on professional development needs	
Funding Estimate	Personnel	(\$) 2,500
	Supplies	(\$) 200
	Services	(\$) 5,000

GOAL 2:	Provide for the health and safety of all RFD employees
Objective 2A	Maintain the department fitness program for Safety personnel
Start Date	FY 2017-18
Timeframe	Ongoing
Critical Tasks	2.A.1 Identify funding to purchase, replace and maintain equipment 2.A.2 Ensure adequate equipment at every station 2.A.3 Ensure equipment is maintained and replaced if warranted 2.A.4 Provide opportunities to participate in third party wellness program. 2.A.5 Continue to provide the means to conduct fitness activities
Assigned To	Deputy Chief - Administration
Performance Measure	1. Adequate physical fitness equipment purchased or replaced at each station 2. Annual fitness evaluations conducted
Funding Estimate	Personnel (\$) 1,000 Supplies (\$) 1,500 Services (\$) 4,500
Objective 2B	Enhance employee wellness programs to include physical well-being and mental health components for all personnel
Start Date	FY 2017-18
Timeframe	Ongoing
Critical Tasks	2.B.1 Increase awareness to include Critical Incident Stress Debriefing (CISD), Employee Assistance Program (EAP), chaplains, and links on the City website for available wellness programs 2.B.2 Participate in wellness programs 2.B.3 Explore Peer Counseling programs 2.B.4 Provide supervisor training on how to recognize when employees need assistance
Assigned To	Deputy Chief - Administration
Performance Measure	1. Continue to offer services as needed 2. Increased opportunities for participation in programs 3. Bi-annual supervisory training program created and implemented
Funding Estimate	Personnel (\$) 500 Services (\$) 1,500

GOAL 3:	Ensure cultural and diversity competency are integral to the way the department functions
Objective 3A	Provide cultural and diversity awareness training
Start Date	FY 2018-19
Timeframe	Ongoing
Critical Tasks	<p>3.A.1 Coordinate with the City's Human Resources Department for diversity training</p> <p>3.A.2 Research curriculum on contemporary issues</p> <p>3.A.3 Provide expanded training to our personnel when HR presents specific issues</p>
Assigned To	Training Division Chief
Performance Measure	<p>1. Bi-annual training scheduled for all employees</p> <p>2. Training conducted</p>
Funding Estimate	Personnel (\$) 2,500



DEPARTMENTAL COMMUNICATIONS	
GOAL 1:	Information sharing.
Objective 1A	Identify information sharing methods
Start Date	FY 2018-19
Timeframe	24 Months
Critical Tasks	1.A.1 Create an internal communications committee 1.A.2 Research and explore communications options for information sharing 1.A.3 Evaluate other departments for best practices 1.A.4 Establish an internal communications strategy
Assigned To	Administration Division
Performance Measure	1. Communications committee created 2. Communications plan or strategy established 3. Evaluate effectiveness
Funding Estimate	Personnel (\$) 1,000 Supplies (\$) 200
GOAL 2:	Technology Management
Objective 2A	To improve software capability and computers at department facilities⁸
Start Date	FY 2017-18
Timeframe	36 Months
Critical Tasks	2.A.1 Evaluate the age and condition of all computers at department facilities 2.A.2 Evaluate software needs with fire management and Information Technology department 2.A.3 Replace computers/upgrade software as deemed necessary
Assigned To	Deputy Chief - Administration
Performance Measure	1. Software updates installed where determined in the analysis 2. 20% of department computers replaced annually
Funding Estimate	Capital Improvement Program (\$) 20,000

8. Refer to Infrastructure Technology, Goal 1, Objective 1D

INFRASTRUCTURE & TECHNOLOGY DEVELOPMENT

GOAL 1:	Provide adequate resources to ensure excellent service to our community⁹
Objective 1A	Evaluate current apparatus and make a recommendation to replace aging apparatus
Start Date	FY 2017-18
Timeframe	Ongoing
Critical Tasks	<p>1.A.1 Evaluate current apparatus age and best practices for replacement</p> <p>1.A.2 Review NFPA guidelines as a basis for best practices for fleet replacement</p> <p>1.A.3 Make recommendations to the Fire Chief and/or City Council for fleet replacement</p> <p>1.A.4 Front line apparatus should not exceed 15 years of age. Any fire apparatus over 25 years of age should be taken out of service. (NFPA 1901)</p>
Assigned To	Deputy Chief - Administration
Performance Measure	<p>1. Budget for fire apparatus replacement is adequate to maintain nationally recognized standards</p> <p>2. Annual review of vehicle inventory and replacement</p>
Funding Estimate	Capital Expense (\$ 7,890,000)
Objective 1B	Maintain and/or replace life safety equipment, apparatus, and tools to comply with current nationally recognized standards
Start Date	FY 2018-19
Timeframe	24 Months
Critical Tasks	<p>1.B.1 Provide preventative maintenance to all life safety equipment</p> <p>1.B.2 Establish committee to seek new technology to enhance fire service delivery</p> <p>1.B.3 Provide standardized tools and equipment for all apparatus to include reserves</p>
Assigned To	Deputy Chief - Administration
Performance Measure	<p>1. Reserve apparatus fully equipped with necessary equipment</p> <p>2. Fire Technology Committee formed</p> <p>3. Feasibility study completed</p>
Funding Estimate	Capital Expense (\$ 55,000)

9. Refer to Fiscal Sustainability, Goal 3

Objective 1C	Upgrade department facilities to address safety, livability and environmental needs
Start Date	FY 2019-20
Timeframe	48 Months
Critical Tasks	1.C.1 Upgrade exhaust recovery systems at stations 1.C.2 Upgrade fire training facility with water recovery system to recycle water used in training activities 1.C.3 Evaluate solar panel benefit to facilities 1.C.4 Modernize aging facilities 1.C.5 Update to drought tolerant landscaping
Assigned To	Deputy Chief - Administration
Performance Measure	1. Evaluate cost to department for upgrades
Funding Estimate	Capital Expense (\$) 200,000
Objective 1D	Improve information technology by expanding online services (internal and external), upgrade computers, and expand mobile applications¹⁰
Start Date	FY 2017-18
Timeframe	36 Months
Critical Tasks	1.D.1 Improve website to expand online service 1.D.2 Evaluate and recommend IT intern for social media website design and maintenance 1.D.3 Expand social media marketing of fire department services 1.D.4 Evaluate mobile applications use to include Pre-fire Plans ¹¹ , mapping, and mobile data terminal for response
Assigned To	Deputy Chief - Administration
Performance Measure	1. Social media website and design updates implemented 2. Mobile applications expanded to improve response capabilities
Funding Estimate	Services (\$) 24,000

10. Refer to Department Communications, Goal 2, Objective 2A

11. In conjunction with Emergency Planning, Goal 2

FUTURE CHALLENGES

The future provides many challenges to the RFD. In an effort to maintain the needs of our organization, and to meet the expectations of the public who we serve, the following is a summary of the Department's highest priority of needs.

- **AGING FLEET**

Per National Fire Protection Association (NFPA) recommendations, fire emergency response vehicles can remain in frontline service for up to 15 years, and up to an additional 10 years in the reserve fleet. With the Department's Apparatus Replacement Reserve unfunded since 2006, the Department has fallen behind in replacing those emergency response vehicles which have exceeded their useful service life. Within the next five years, a total of two fire trucks, eight fire engines, one brush truck, two water tenders and two squads are needed. Responding efficiently to fire, EMS and other emergency incidents is critical to supporting the Department's primary mission.

- **TECHNOLOGY UPGRADES**

The Department has identified several technology upgrades needed over the next five years. The following technology items have been identified as critical to the success of our organization; Mobile Data Computers, Computer Aided Mapping Software, Computer Servers, Cardiac Monitors/Defibrillators, Motorola Portable Radios, Wildland Radios.

- **AGING FACILITIES**

The Department utilizes 20 city facilities to conduct routine business, provide training, house personnel and fire apparatus. Due to the size of our organization and number of buildings we are responsible for, we are consistently challenged with updating and maintaining our facilities to meet our current needs and the needs of the public.

- **AGING POPULATION AND POPULATION GROWTH**

The potential for area growth and changes in the healthcare delivery system has never been greater. These changes will inevitably increase the potential for EMS services. The County of Riverside has experienced remarkable growth over the past decade according to a recent study by Southern California Association of Governments (SCAG). The study showed a 47.5% growth rate between 2000 and 2014. This study indicates that the population will only continue to grow in our region.

Over the last few years, the age group 55-64 has represented the largest population growth. Between 2000 and 2014, the population within this age group grew from 7.3% to 10.6% (SCAG).

The information contained in the SCAG report and our call volume data leaves our organization to believe that there will continue be an increase in demand for emergency responders in the future.

- **ECONOMIC IMPACTS**

As a General Fund cost savings measure, Fire's budget for basic operating supplies such as fire hose, nozzles, foam, uniforms, and oxygen was cut several years ago. With annual price increases, it has become increasingly difficult to replace deteriorating fire hose, damaged fire nozzles, expired air cylinders or to replace worn uniforms. Providing adequate funding for operating supplies will allow the Department to operate more efficiently.

- **EVOLVING THREATS AND RISKS**

The Department has become an all risk response organization. As our society continues to evolve and become more complex, public safety responders will also increase their training, knowledge, experience and education to match societal needs. Public Safety also needs to continuously embrace changes and advances in technology, such as those in social media, to assess threats or potential threats that may cause harm to our jurisdiction. We will also remain committed to planning, training and being prepared to respond to the various types of hazards that can occur in our community.

APPENDIX A:

GLOSSARY OF TERMS AND ACRONYMS

Advanced Life Support (ALS)	ALS is a system of emergency life support and training extending beyond basic ABC (airway, breathing, circulation), including administration of emergency drugs and other life-saving measures.
After Action Reviews (AAR)	An after action review (or AAR) is any form of retrospective analysis on a given sequence of goal-oriented actions previously undertaken, generally by the author themselves.
Apparatus	Describes any vehicle that has been customized for use during firefighting operations. These vehicles are highly customized depending on their needs and the duty they will be performing.
Basic Life Support (BLS)	BLS is emergency first aid and cardiopulmonary resuscitation medical care procedures which, at a minimum, includes recognizing respiratory and cardiac arrest and starting proper application of cardiopulmonary resuscitation to maintain life without invasive techniques, unless authorized by state law or regulation, until the victim may be transported or until ALS medical care is available.
Capital Improvement Program (CIP)	A Capital Improvement Plan, or CIP, is a short-range plan, usually four to ten years, which identifies capital projects and equipment purchases, provides a planning schedule and identifies options for financing the plan.
Certified Unified Program Agency (CUPA)	A designated agency that controls and enforces regulations on hazardous materials at businesses.
City Special Events	Large events within the city limits that anticipate attendance of 20,000 or more.
Commission on Ambulance Accreditation Services (CAAS)	An organization that was established to encourage and promote quality patient care in America's medical transportation system. CAAS is an independent commission that established a comprehensive series of standards for the ambulance service industry.
Community Emergency Response Team (CERT)	CERT educates individuals about disaster preparedness for hazards that may impact their area and trains them in basic disaster response skills; such as fire safety, light search and rescue, team organization, and disaster medical operations.
Computer Aided Dispatch (CAD)	CAD is a method of dispatching emergency services assisted by a computer.
Continuous Quality Improvements (CQI)	An approach to health care based on evaluation of a product or the outcome(s) of a process, and understanding the needs and expectations of the consumers of these products or processes.
Critical Care Transport (CCT)	Is the medical transport of a patient between medical facilities where it has been determined by the patient's treating physician that such transport requires medical staff supervision consisting of a licensed registered nurse (R.N.) or physician.

Critical Incidents	A “critical incident” is any event that has significant emotional power to overwhelm usual coping methods. These include a sudden death in the line of duty, serious injury from a shooting, a physical or psychological threat to the safety or well-being of an individual or community regardless of the type of incident. Moreover, a critical incident can involve any situation or events faced by emergency or public safety personnel (responders) or individual that causes a distressing, dramatic or profound change or disruption in their physical (physiological) or psychological functioning.
Critical Incident Stress Debriefing (CISD)	Debriefing is a specific technique designed to assist others in dealing with the physical or psychological symptoms that are generally associated with trauma exposure. Debriefing allows those involved with the incident to process the event and reflect on its impact.
Critical Tasks	A task or activity that lies on the critical path of the schedule, which if delayed will delay the completion of the project.
Emergency Medical Services (EMS)	Providing out-of-hospital acute medical care, transport to definitive care, and other medical transport to patients with illnesses and injuries which prevent the patient from transporting themselves.
Emergency Medical Dispatch (EMD)	Refers to a system that enhances services provided by Public Safety Answering Point (emergency) call takers. It allows the call taker to quickly narrow down the caller’s type of medical or trauma situation, so as to better dispatch emergency services, and provide quality instruction to the caller before help arrives.
Emergency Operations Center (EOC)	This is the central command and control facility responsible for carrying out the principles of emergency preparedness and emergency management, or disaster management functions at a strategic level during an emergency, ensuring the continuity of operation of city functions.
Firehouse Sketch	Part of the Firehouse computer program, this is an intuitive interface and seamless integration that makes drawing, modifying, updating and exporting pre-plans simple and easy.
RiversideTV	Local city run television channel that creates informational and safety videos that run on the local TV channel.
Hazardous Materials Business Emergency Plan (BEP)	A written set of procedures and information created to help minimize the effects and extent of a release or threatened release of a hazardous material. The intent of the HMBEP is to satisfy federal and state Community Right-To-Know laws and to provide detailed information for use by emergency responders.
Incident Action Plan (IAP)	Formally documents incident goals (known as control objectives in NIMS), operational period objectives, and the response strategy defined by incident command during response planning.

Juvenile Fire Setter Program	Provides a coordinated effort in helping youth fire-setters and their families receive the help they need through education, diversion, assessment, and psychological services.
Local Hazard Mitigation Program (LHMP)	A plan to help reduce or remove long-term risk and protect people and property from the effects of events like earthquake, fire, flood, terrorism, etc. Under the Disaster Mitigation Act of 2000 (Public Law 106-390), State, Local and Tribal governments are required to develop a hazard mitigation plan to be eligible for certain federal disaster assistance.
California Incident Command Certification System (CICCS)	The California Incident Command Certification System is an all-hazard qualification and certification system that enhances the ability of the State of California to deploy firefighting resources to complex and catastrophic incidents with trained and qualified personnel.
Major Events	Identified threats, hazards, and vulnerabilities from natural hazards, human caused hazards, and technological hazards.
MySafeRiverside.org	A program that delivers fire and life safety education to residents of the City of Riverside. The organization is one of the first private professional fire prevention organizations in the country, and they work closely with the fire department to make a difference in people's lives. As one of the first organizations to practice Community Risk Reduction, their goal is simple – wanting Riverside to be a safer and more resilient community.
National Fire Protection Association (NFPA)	This is a United States trade association, with some international members, that creates and maintains private, copyrighted, standards and codes for usage and adoption by local government. This includes model building codes on equipment utilized by firefighters while engaging in hazardous material response, rescue response, and some firefighting.
National Incident Management System (NIMS)	NIMS is a comprehensive, national approach to incident management. It provides the template for incident management, regardless of cause, size, location, or complexity; and is applicable at all jurisdictional levels and across functional disciplines
Performance Measures	Performance measures are the tools that show the progress or completion of specific goals or tasks.
Pre-Fire Plans	Plans used by fire personnel that show physical and site considerations, occupant considerations, water supplies and fire protection systems, special hazards, emergency operations, and pre-incident plan testing and maintenance.
Records Management System (RMS)	An agency-wide system that provides for the storage, retrieval, retention, manipulation, archiving, and viewing of information, records, documents, or files pertaining to fire department operations.

Riverside Municipal Code (RMC)	These are the laws specific to the City and the government bodies within the City. They cover a wide range of issues, including everything from police power, zoning, education policies, and property taxes.
Riverside Police Department (RPD)	Provides law enforcement for the City of Riverside.
Specific, Measurable, Attainable, Realistic and Timely (SMART)	A commonly known acronym for developing goals and plans, SMART, identifies five characteristics of an effective goal.
Standard Operating Procedure (SOP)	A standard operating procedure, or SOP, is a set of step-by-step instructions created to help workers carry out routine and complex operations.
Strategic Plan	An organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. It may also extend to control mechanisms for guiding the implementation of the strategy.
Strengths, Weaknesses, Opportunities and Threats Analysis (SWOT)	This is a structured planning method that evaluates those four elements of a project or business venture. A SWOT analysis can be carried out for a company, product, place, industry, or person.
Threat Hazard Identification Risk Assessment (THIRA)	A standard process for identifying community specific threats and hazards and setting capability targets for each core capability identified in the National Preparedness Goal.
Urban Areas Security Initiative Grant (UASI)	The UASI program funds the unique risk driven and capabilities-based planning, organization, equipment, training, and exercise needs of high-threat, high-density Urban Areas based on the capability targets identified during the THIRA process and associated assessment efforts; and assists them in building an enhanced and sustainable capacity to prevent, protect against, mitigate, respond to, and recover from acts of terrorism.

APPENDIX B:

SURVEY RESULTS

(Unfiltered - Combination of internal and external participant comments)

Strengths and Recommendations:

1. Suggested adding a slide to the public slideshow indicating what all we do besides fighting fires.
2. Add the stats and workload to the website.
3. Thought it may be a good idea to have a union rep at the public meetings as well.
4. Add slides mention our involvement in CICC and mutual aid
5. Measure response times since out of service times have been reduced
6. Share comments of IC (move up chain) (river bottom)
7. Periodic updates
8. Fire Dispatch (take over)
9. Technology infrastructure: iPad, VEIR
10. 4 person units
11. Increased staffing:
 - ALS Trucks
12. In house CE for Medics
13. Community classes/expanding community services:
 - Flu shots at stations
 - CPR classes for community
14. Station on airport property with crash unit
15. Expanded EMS division:
 - EMS Chief
 - Secretary
16. Service center to handle all programs (i.e. hose, uniforms, small tools)
 - One central location - possible in USAR building
17. More stations
18. Positive reputation
19. Diversity
20. New management empowering company officers, however, this means that company officers need to run with the opportunity and not be afraid to make decisions
21. Opportunity to voice opinions
22. Pride of ownership
23. Taking initiative
24. Willing to work hard/good work ethic
25. Talented work force
26. Administration open to suggestions/change
27. Improved working relationship with staff
28. Great department reputation from peers at other agencies
29. Morale pretty good
30. One of the best departments in southern California
31. Recent change in leadership - open mindedness
32. Have good people
33. Those willing to mentor do a good job
34. Young department - fresh perspective
35. Administration
36. Arson
37. Fire maintenance
38. Using grant funds
39. Saving money by making more repairs
40. New upper management
41. Adaptability
42. Strategic Planning
43. Grant funding - programs utilization
44. Dispatch Center
45. Progressive membership-enthusiastic
46. Commitment of members
47. Video update - expand divisions
48. Efficient (more with less)
49. Look professional at all times
50. Great at getting grant funds
51. Good supervisors - supportive and feels like a family

52. SOPs are current and located on Target Solutions & the intranet
53. Participation / volunteers
54. Heading in the right direction (per FOG)
55. Inter department communications - redundancy
56. Conserve water (only 3 stations)
57. Fiscal management of FD since 2008 - general fund maintenance
58. Grant funding
59. Embracing technology
60. Rebuilt simulcast radio system
61. One of few departments to modernize use of available IT equipment (i.e. iPads)
62. Technology - iPads
63. Chief's department update videos
64. Respond and provide excellent customer service
65. Excellent customer service by Admin staff with the public and internal (dept and city) customers
66. Excellent customer service
67. Customer service
68. Customer service
69. Great customer service
70. Strong public relations
71. Good public education
72. Community involvement - tours
73. Drowning prevention program
74. Drowning prevention program
75. Flexibility based on training/cross training
76. Training & probation
77. Morale is up - forward progress: new training processes such as BC Academy, Engineer Academy, Chief's message videos, update email: out of county injuries, certification task books
78. Proby mini academy
79. Training Division
80. Training grounds and the use by other departments
81. Training - more proactive
82. Well trained
83. Offer a lot of classes while on duty
84. Innovative staff members/training
85. Out of Service Time - training (found happy medium)
86. JAC funding
87. Training is outstanding
88. Lots of educated people willing to train others
89. Time spent training
90. Training newsletter
91. Training resources within the city (nurses, military, etc)
92. Organization and training
93. One stop shop - respond to incidents that aren't fire related (i.e. broken sprinklers)
94. Morale in Operations
95. Team building
96. All hazards
97. Public accessibility for SARs and access to help and need for good intent calls
98. Firefighting aggressiveness with strategy and tactics
99. Operationally, we do a good job - professional and respectful
100. New bidding system
101. Fast response - great teamwork
102. Professional and courteous
103. New employee - Ops input in hiring process
104. Promotional process
105. Maintaining minimum staffing levels, despite economic impact
106. A lot of different skill sets/multi-faceted
107. 4 person engines
108. Professional/passionate about work

- 109. Responses to public assistance requests
- 110. Provide good service
- 111. The 14 stations we have in the various neighborhoods
- 112. Dedicated PT time & motivation
- 113. Safety gear is state of the art
- 114. Paramedics do a great job
- 115. Ability to provide ALS
- 116. Standardization of new hire paramedics - testing before hiring during background process
- 117. EMS Division/Coordinator
- 118. Having EMS Coordinator position
- 119. Participation in CICCIS positions
- 120. Mutual aid assignments and overhead positions
- 121. Mutual aid commitment/CICCIS
- 122. Strike Teams - a lot of support to sign up
- 123. Strike team involvement
- 124. Taking advantage of new programs (REMS)
- 125. More emphasis on strike teams/overhead assignments - this equals more experience
- 126. Type I HazMat Team
- 127. Reinstatement of committees
- 128. Amount of programs
- 129. Unlimited commitment towards projects
- 130. Willing to compensate for extra work
- 131. Strong explorer program
- 132. Uniform program - have options now
- 133. Fill the Boot program
- 134. Uniform program
- 135. New IT programs
- 136. HazMat - equipment & staff, Type 1, grants
- 137. Explorer program
- 138. Can order uniforms online
- 139. Fire prevention is responsive to questions and open to help with problems
- 140. Prevention does inspections well
- 141. Efficient in doing more with less - day staff type positions

Weaknesses/Areas Where We Can Improve:

1. Negotiations with AMR and response times
2. Ambulance response times seem to be getting longer
3. Need better customer service and communication with ambulance crews
4. OT spots for city events where AMR is staging
 - Hiring units that can stay committed to the event
 - Cost recovery for fire standby at events
 - Use of light duty personnel at SARs or other events (i.e. manning booths, etc.)
5. Not rely on AMR for medic budget
6. Fleet in disrepair - not aggressive enough, current plan will not catch up
7. Maintenance shop support; personnel/floater mechanic; tools & facilities to increase productivity; large mister fans for hot days; flex hours
8. Fire maintenance staffing
9. AC for squads and Comm
10. Fire maintenance staffing
11. Repair AC
12. No vehicle replacement program
13. Apparatus replacement
14. Carpool car
15. Old apparatus
16. Fund to provide A/C on apparatus
17. Decision on apparatus specs - not fiscally sound
18. Expand fire maintenance staff
19. Need more mechanics to maintain the fleet
20. Discussed fire vehicle fleet replacement program, need better AC units
21. Fleet is hammered - falling apart
 - Replacement cycle is 'antiquated' not keeping up with needs
 - Need to fix rigs after accidents
22. Fleet maintenance is understaffed in comparison to the size of the department
23. No A/C in units - sometimes hotter in cab than outside
24. Fire maintenance (need more support)
25. Age/condition of fleet (vehicle replacement plan) (A/Cs) (Vista Panel) (Locked doors)
26. Aging fleet
27. Fleet maintenance needs more help
28. Apparatus is outdated
29. Social interaction compared to PD at community events:
 - PD seems to be more approachable; RFD tends to stand off to the side
 - No sunglasses, especially during photos with dignitaries
 - Look into having a Pub Ed Specialist and/or a PR committee to handle updated information (i.e. handouts)
30. Public Ed Specialist
31. Public education - need one point of contact to handle/organize/etc. - need to fill the position
32. Marketing
33. SARs - more information prior to event. Especially for last minute crews. Who is attending, type of event, dignitaries involved, etc.
34. Survey cards / public education surveys (handouts)
35. No dedicated Public Education staff
36. Minimum resources for public outreach
37. We do a lot of good things but no one knows about it. (minimum participation)
38. Public education representative - public is misinformed
39. Need public education specialist
40. Scheduling of SARs - scheduled during lunches, workouts, overlapping events
41. Pub Ed person
42. Marketing/public education
 - Fill vacancies
 - Community services division like PD
43. Communication for SARs - missed a big part of National Night Out and event at convention center
44. PR training SOP - interacting with public (i.e. no sunglasses in pictures, etc.)
45. Need to make better efforts to engage in our communities.

46. Need to market our explorer program to the local churches, maybe see if they can get school credits, be part of an ROP program, etc.
47. Educate the community on what happens when we have fires - not so much the safety of civilians, what we actually do.
48. Attend more community meetings
49. Have a community liaison
50. Need to market ourselves
51. Provide more community earthquake training
52. Public outreach program for neighborhood:
 - Master disaster program for indigent public and make them aware of the plan
53. How to bring together the city's trained resources (military, doctors, nurses)
54. Work on getting notices out - advertising
55. Send notices to schools
56. Have topic of interest for community meetings posted
57. Ensure we have personnel assigned and attend the various SARS:
 - If we have a booth set up, we need to have personnel staffing it
 - Could be addressed by having a dedicated Public Education person
58. More public interaction i.e. open houses, outreach to neighborhood groups
59. Need place/information available for public review so public knows about our aging fleet, stats, personnel, budget, etc
60. Terminology on scene and on radio. Choose other phrases rather than "Really can't do anything for you."
61. Dispatch include map: Page/Grid
62. Do not have dedicated dispatch
63. Dispatch has no command and control - more of a call center
64. Dispatch needs to speak clearly and loudly
65. Need dedicated fire dispatch
66. Dispatch supervisor need to understand how to work with fire
67. Dispatch center (fire side - command center)
68. Use of priority dispatching seems to be waning. Need to utilize more to allow for better response times for ALS and advanced incidents.
69. Look at staging calls with PD
70. More information from PD request for medical aid
71. Fire department supervisor in dispatch - 24 hours
72. 24 hour fire only dispatchers
73. Need to understand the chaos in dispatch when it's busy - if they ask you to stand by, you need to - you're not the only one needing their attention.
74. Fire personnel need to come in and see what dispatch does - not just when they are new or when they are newly promoted.
75. Want to know who our firefighters are - if possible get pictures.
76. Need to know who our investigators are.
77. Include our dispatcher group to RFD Personnel so they can get timely updates on things they need to know.
78. Need access to our SOPs so they can stay current.
79. Want a USAR roster, and updates as to who is "next up" for deployment.
80. USAR activations - need some consistency on how to handle.
81. Strike teams - need consistency on how to handle these too. See if we can get access to CalFire ROSS system.
82. Ready Net - a system out there where when looking for a victim/suspect (i.e. gunshot victim) you can input the info and send it out and it hits all the hospitals instead of dispatch having to call each hospital.
83. See if they can access Telestaff for notifications on 2nd alarm or greater instead of dispatchers having to call a bunch of numbers just to find chief officers to advise of circs.
84. New CAD - no response order listed anymore. When unit says to "cancel 2nd in, or cancel 2nd truck" the dispatcher doesn't know who that unit is.
85. Want/need a direct liaison with dispatch and for EMD.
86. EMD Dispatchers are close to losing their credential - may be getting close to being non-compliant.
87. CLETS access for register owner information - not able to work around that FF are not entitled to this information - all that can be released is type of vehicle and if it's stolen or not.

88. Need/want more training:
 - Could be done during roll call
 - Terminology training - strike team, major incidents (want to be more familiar with what is being said)
89. Dispatch - make decisions to move apparatus to cover areas with no staffing
90. Auto vs Big Rig - Rescue 3 should automatically be dispatched. Same with any other incidents where specialty equipment is needed. Should not have to wait for first responding unit to request.
91. Prevention - email businesses who are due for inspections that year with pre-inspection checklist
92. Notify personnel directly regarding errors in PIXIE rather than BC
93. Fire prevention staffing
94. Ever increasing responsibilities for prevention / no support
95. Need to become our own CUPA
96. Need to ask questions when you have them instead of after the fact and it's done incorrectly - i.e. inspections
97. Ops needs to understand there are consequences to their actions - understanding that by doing processes incorrectly it has an adverse effect on the business end of the fire department and the city
98. Fire Prevention week (minimum participation)
99. Fire Prevention training for OPS personnel
100. Pre-fire plans
101. Billing system (Fire Prev) public communication
102. Weed abatement program.
103. More staffing for prevention
104. Inspection list distributed sooner
105. Inspection contact info sheet
106. More prevention personnel
107. Need more/better fireworks enforcement
108. Billing for vacant inspections
109. Notify personnel of current department events: accidents/injuries/resources status. This will decrease rumors
110. Increase communication when RPD uses training tower.
111. Communication - need to make effort to ask down the line with personnel to see if have the answer or they have wants/needs that need to be addressed.
112. More interaction with supervisor and their employees on expectations, goals, what they do/need to do on their evaluations. Supervisor needs to provide more direction during the year.
113. Communications! Share when changes or updates are made, what we do, basically more communications.
114. Lack of Information from department
115. Information sharing with new hires, those who've transferred or been promoted - they need to understand the day processes.
116. Need to let personnel who does what in the department / who to contact
117. Orientation of new hires (ops and admin) - what we all do, terminology, etc.
118. After action reviews
119. Recognition and appreciation up and down the chain of command.
120. We're all important.
121. Chiefs visit with staff
122. Day staff shortages / work out of class and have taken on additional duties due to cutbacks.
123. EOC staffing shortages - CERT Coordinator taking on additional duties as other EOC staff have left, changed jobs, etc.
124. Need more mentoring for day/admin staff (civilian)
125. Funding for training for day staff (civilian)
126. No incentives for civilian staff to take classes or get degrees (i.e. stipends that ops gets for degrees)
127. Need incentives to keep our day staff (civilian)
128. Over-taxing day staff (civilian)
129. Non-use of part-time and/or paid interns.
130. We want to be validated (civilian)
131. Administrative staffing
132. Staffing for Fire Prevention (Dep. Fire Marshal)
133. Run short staff on four person engine
134. Need four person trucks
135. Career ladder (Admin staff)

136. Need full time investigators - not assigned to a unit
137. Need on the job training for admin staff as they transition in or out of an assignment
 - Not just put in a spot with a day or two training and expected to do the job.
138. Want management to advocate for civilian personnel to ensure their best interests are met:
 - Union is designed to confront management when employee feels treated unfairly
 - HR protects management - too risky to go to them directly.
 - Civilian personnel should have the okay to have open dialog with upper management (other than their own)
 - Allow for civilian personnel to have input/ have a voice in their future regarding promotions & training, not just discuss these items during a personnel evaluation, but through the year.
139. No advancement or pay incentives after you reach your max within the department for Account Clerk II. These positions are slotted & permanent.
140. Only advancement is if you leave the department for another city department or outside employment.
141. Account Clerk II duties are more skilled and have a higher output of work than a Senior Office Specialist, but the top pay is less by \$.68 an hour.
142. Need to get a Senior Account Clerk position added to our department, or at least do a reclass stuff of the current A/R A/P Account Clerk II position.
143. Overstretching personnel
144. Increase staffing
145. 4-person units (medics on trucks)
146. Truck company on the "hill" (tiller vs bucket)
147. Lack of mentoring
148. Losing experience (retirements) - young department
149. Work on diversity
150. Need full time grant writer
151. More staffing - 4 person every rig
152. Staffing and stations issues with 4-person trucks and engines
153. Bridge the gap program between fire explorers and new hires (21-25)
154. Staffing levels low department wide - would like 4 person crews
155. In house staffing sign ups to cover strike teams
156. More on the job training for new personnel, especially new clerical personnel.
157. Civilians need an advocate/liaison with management to have more of an open dialog. Don't always want/need to go through the SEIU.
158. Look at reclassifying the Account Clerk II position for Admin.
159. Specialty stations: vacancies/days off need to be filled by those who have the same specialty training
160. IT - equipment and more personnel to fix issues
161. IT Infrastructure
162. Major outdated PCs
163. Changes to website - share more information with the department when changes are made.
164. MDCs poor mapping - ZPAD = reliable
165. Day staff MDCs(?) - get personnel together to talk and/or set formal training.
166. Teach day staff how to use FireHouse during the transitional process too.
167. Mapping system for day staff to use that allows searching for nearest station or to confirm if an address is in the city.
168. Technology (apps for FD) (Social media)
169. We need to maximize our website.
170. Dedicated webmaster
171. Technology replacement (software)
172. Utilizing Target Safety to disseminate info
173. Duplication of administration effort (ePCR, Visions, Motorola, etc.)
174. Use channel 3 to educate public - update videos that are played on this channel.
175. New CAD
176. New IT programs (more OPS input)
177. Outdated equipment/technology
178. Stations need more computers to support online learning
179. Technology -station computers need to be updated / eliminate paper
180. MDC - better mapping. Mapping works better on iPads

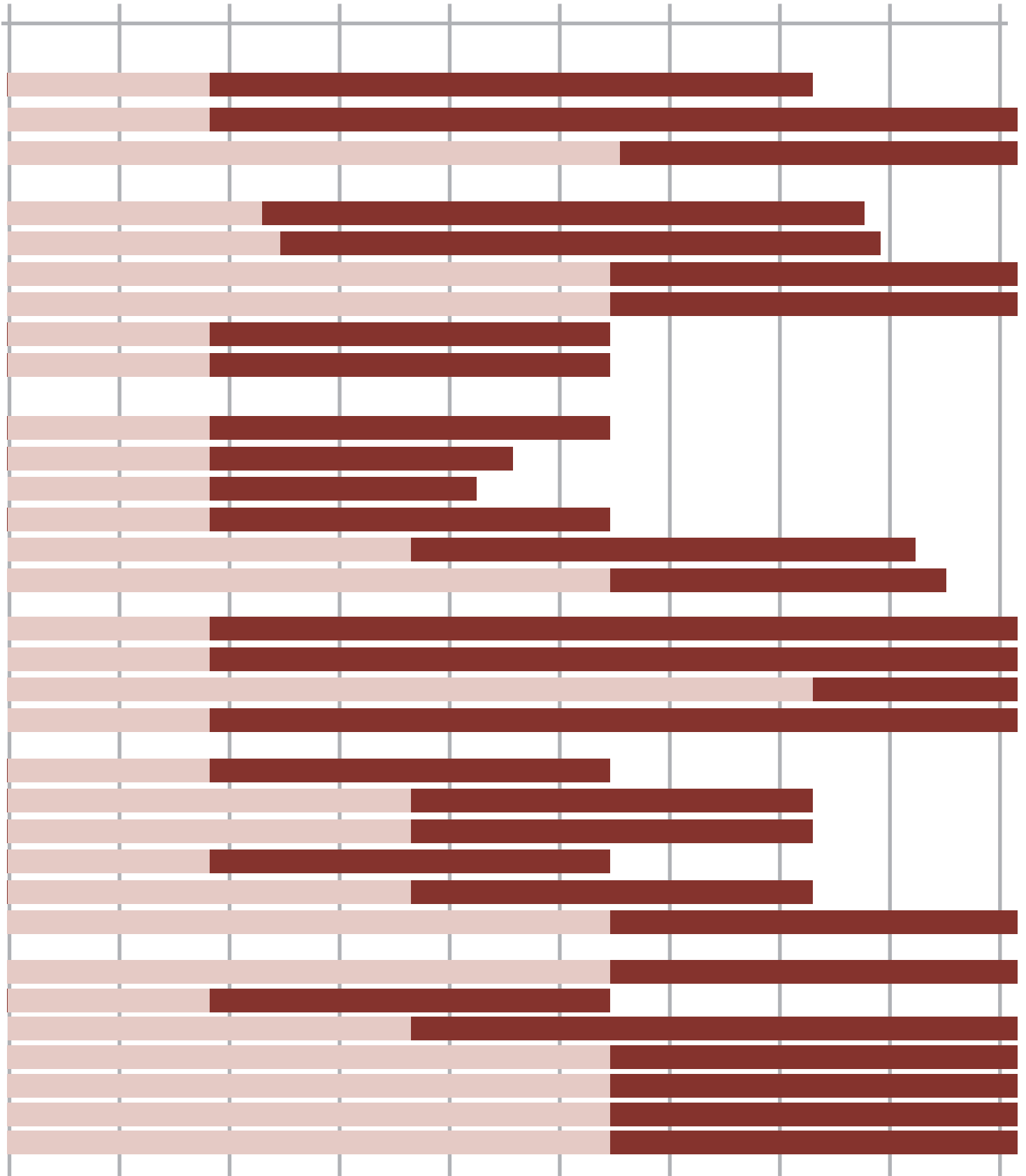
181. Not enough computer in stations and those that we have run too slow
182. IT division dedicated to Fire
183. Make sure audio/visuals work.
184. Training past probation - career development - crew level too
185. Day staff personnel need to let their supervisors know what their training wants/needs are.
186. Supervisors work with day staff to have training time.
187. Supervisors need to understand that it's okay to allow day staff to attend training (formal or informal)
188. Important topics for training calendar / off the master calendar
189. Training for non-sworn personnel.
190. Training for medics
191. Lack of in house training for certifications
192. Out of service too much for training
193. Have training done at station when possible instead of taking units out of service
 - Use of webinars
 - Respiratory drills and RT-130 at stations
194. Training is understaffed. Possibly utilize shift trainers
195. Paramedic training
 - PALS, ACLS, etc.
196. Training division (understaffed)
197. Time spent training = time out of service
198. More training division staff - suggest 3 shift trainers rather than 2 day captains.
199. One drill per month = less training for probationary firefighters
200. Maintain efficiency by training at stations
201. Provide CEs for medics
202. Funding / costs for AED program
203. Mobile Integrated health (EMS)
204. Expand our EMS role - ambulance transportation, community outreach to public
205. Future flight medics and SWAT medics
206. Do not provide support for paramedic training
207. EMS division (staffing/support)
208. Paramedics have to pay for their CE but department pays for EMTs
209. Need more fire safety and medical assistance for the homeless
210. Equipment
211. Equipment replacement
212. Equipment lost / storage
213. Inventory - equipment
214. Chief videos - do more
215. Order of supplies
216. OPS-centric
217. Make SOPs more user friendly. Hard to research the way they are set up now.
218. Revisit SOPs - more updating/dates physically updated (reaffirm decisions)
219. Clear to book - still having these (training PD)
220. Water reclaiming at the tower - will increase public perception; increase water training without cost & waste
221. Station speakers
222. Help us help you!
223. No one knows what supplies we have
224. Facility maintenance
225. Facilities are good, but getting repairs done not so good
226. Operational inconsistencies from BC level down - different ranks doing things differently
227. Do not provide support for specialty programs
228. Need more active members in service clubs.
229. Code 3 response to any place with onsite security; specifically RCH and Kaiser
230. Inefficiencies on how things get done at stations (ex: maintenance approvals have to go up the chain and then back down)
231. Not enough people in communications program
232. Uniform process - understaffed and underfunded
233. Bridge gap between explorers and new hire candidates. Possible reserve program for those who've aged out.
234. Hire full time person to handle all programs (uniforms, hose, tools) - possible service center
235. Stipend for those running programs
236. Carpets at stations need to be cleaned professionally at least once per year, more if possible due to tracking debris from incidents on boots

- 237. Lack of vision
- 238. Staffing/vacation
- 239. Lack of mentor
- 240. ID probation standards
- 241. Lack of coverage/stations
- 242. Future planning - stations - consult end users
- 243. Need to allow time for fire personnel to spend time with other divisions to see what we do.
- 244. Include presentation from other divisions as part of the new hire academy.
- 245. We need to have an assignment list
- 246. Social issues (is the department addressing?) - the department needs to have more training
- 247. Auto nourish and sustainment on all incidents - need to have a trailer set up with restroom, water, snacks to be brought out automatically, not just when requested
- 248. Need to use the Breathing Support unit more.
- 249. Doing more with less
- 250. Specific slides built into power point for preference on why we have goal S for strategic planning
- 251. Minor fixes/issues at stations have to go through full chain of command to be addressed. (recommend that minor fixes/issues can be approved by captains (i.e. tree trimming, carpet cleaning)
- 252. Grants - work at getting "our share" - right now once we lose funding, the program goes away - need to work on absorbing positions associated with grant funds.
- 253. Paint the arch at station 5 - it looks terrible
- 254. Responses to neighborhoods behind UCR - railroad track issues and delays. Maybe look at an MOU with UCR?
- 255. Need another station in Ward 4 (orange crest/meridian area)
- 256. Need to get developers to assist with funding of apparatus
- 257. Concerns regarding the fires we have at Carpenter on Lincoln and the health issues associated with the types of product that burns
- 258. Auxiliary program
- 259. Better vehicle replacement program
- 260. Preplan for river bottom incidents
 - Ops should work with EOC to develop plan
- 261. Have been fixing things with "duct tape" for too long
- 262. No clear direction in the use of squads
- 263. No action from past strategic planning suggestions
- 264. Not empowering everyone, only certain ranks
- 265. No money in the budget to take care of the above issues.
- 266. Community donation (equipment/apparatus)
- 267. Response time/station location evaluation
- 268. After action reviews/lessons learned
- 269. 2nd set of brush gear
- 270. Better web gear
- 271. Single layering
- 272. More squads
- 273. Use of CERT members during big incidents for water deliver, food delivery, etc.
- 274. Full tool set in every station and proper work bench/area
- 275. Air compressors at stations
- 276. Ice machines at stations
- 277. Water at stations - better system to purchase
- 278. Coolers for rigs
- 279. Beds
- 280. Cross staff too many units - specialized units
- 281. SOPs should be reviewed more frequently and monitor results of changes
- 282. Trying to do too much with too little
- 283. Reserve units should be fully equipped. Should not have to take equipment from one unit to stock the reserves
- 284. Buy quality equipment rather than what is least expensive
- 285. Work on succession planning - encourage

APPENDIX C: SWOT ANALYSIS / GANT

	Start Date	Duration
Staffing		
Identify staffing needs for all divisions and functions	1-Jul-17	1095
Staff all divisions and functions consistent with the developed staffing plan	1-Jul-17	2190
Develop a Paid Intern Program	1-Jul-19	1095
Fiscal Sustainability		
Increase Staffing Levels	1-Oct-17	1095
Improve Community Outreach	1-Nov-17	1095
Explore Partnerships and Sponsorships	1-Jul-19	1095
Establish Insurance Cost Recovery Program	1-Jul-19	730
Maintain Emergency and Support Vehicles	1-Jul-17	730
Streamline Purchase Process	1-Jul-17	730
Accreditation		
Complete the 2017-2021 Strategic Plan	1-Jul-17	730
Complete the Standards of Cover	1-Jul-17	548
Complete the Risk Assessment	1-Jul-17	485
Complete required components and move to become an Applicant Agency	1-Jul-17	730
To complete required components and become a Candidate Agency	1-Jul-18	913
Complete the peer team assessment and be recommended for Accreditation	1-Jul-19	605
Service Delivery		
Monitor Existing Franchise Agreements	1-Jul-17	2190
Oversee the Development of New Franchises	1-Jul-17	2190
PT Care trial studies	1-Jul-20	1095
Maintain High Caliber EMS Training Program	1-Jul-17	2190
Fire Prevention		
Research historic Performance Benchmarks	1-Jul-17	730
Compare Historic Benchmarks to Current Workload	1-Jul-18	730
Prepare Study Report	1-Jul-18	730
Implement Self Certification Program for Businesses	1-Jul-17	730
Create Plan to Address Fireworks Issue	1-Jul-18	730
Standardized Process for Protecting the Community	1-Jul-19	730
Public Education		
Fill Public Education Specialist Vacancy	1-Jul-19	1460
Develop Public Education Materials	1-Jul-17	730
Expand Public Education Events and Activities	1-Jul-18	2190
Develop Fire Dept Smart Phone App	1-Jul-19	730
Improve Public Education Info Links	1-Jul-19	730
Public Education Process for Riverside TV Broadcast	1-Jul-19	1460
Research Resources and Needs for Juvenile Fire	1-Jul-19	1460

7/1/16 1/17/17 8/5/17 2/21/18 9/9/18 3/28/19 10/14/19 5/1/20 11/17/20 6/5/21



Start Date Duration

Emergency Planning		
Provide Pre-Incident Planning	1-Jul-17	1095
Assign Incident Resources for City Events	1-Jul-17	1460
Update Target Hazards	1-Jul-19	1095
Develop, Update or Maintain Pre-Incident Plans	1-Jul-19	1095
Review/Update After-action Review Process	1-Jul-18	912
Conduct After Action Review	1-Jul-19	1460
Develop Inventory Database	1-Jul-17	1095
Conduct or Update All Hazards Risk Assessment	1-Jul-17	1095
Conduct Capability Gap Analysis	1-Jul-18	1095
Close Capability Gaps	1-Jul-18	1095
Enhanced Training & Workforce Dev		
Refresh and Enhance Critical Skills at All Ranks	1-Jul-17	1460
Refresh and Enhance Supervisory Skills	1-Jul-19	1460
Maintain Department Fitness Program	1-Jul-17	2190
Enhance Employee Wellness Programs	1-Jul-17	2190
Provide Cultural and Diversity Awareness Training	1-Jul-17	1825
Departmental Communications		
Identify information sharing methods	1-Jul-18	1095
Improve software compatibility and computers at fire facilities	1-Jul-17	1460
Infrastructure and Technology Dev		
Evaluate Current Apparatus	1-Jul-17	2190
Maintain and/or Replace Life Safety Equipment	1-Jul-19	1460
Expand and Upgrade Fire Facilities	1-Jul-19	730
Info Technology by Expanding Online	1-Jul-17	1460



APPENDIX D: STANDARDS OF COVER

Every fire department is unique due to its jurisdictional size and the potential that lies within each community. The Standards of Cover document contains a detailed analysis of RFD's emergency response deployment model and identifies community risk potential.

The Standards of Cover document serves as a data driven metric tool that will aid in RFD's efficiency for emergency response. The full document can be found on the Department's website at [RiversideCA.gov/Fire](https://www.riversideca.gov/Fire).



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