



# STRATEGIC PLAN

2023-2028

Woodland Fire Department  
Woodland, CA

*Prepared by:*



FITCH & ASSOCIATES, LLC

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## EXECUTIVE SUMMARY

Fitch & Associates, LLC was contracted by the City of Woodland Fire Department (WFD) to provide a facilitated strategic planning process. The process included three days of onsite meetings with the Fire Chief, agency support staff, and community stakeholders between May 3 and 5 2023. On May 3<sup>rd</sup>, the agency hosted a “town hall” style meeting where a twenty-two-member group of internal and external stakeholders completed a strategic visioning process. The process included a review of the value of strategic planning; a review of the community stakeholders’ perception of the Woodland Fire Department; an analysis of the agency’s strengths, weaknesses, opportunities, and challenges (SWOC); an introduction to the Commission on Fire Accreditation International fire agency accreditation process; plus, a review of the agency’s desired strategic planning statements for final inclusion into a strategic plan. At the conclusion of the process, the stakeholders derived three key themes:

1. How do we continue to improve on saving lives, property, and the environment during and prior to emergency events?
2. How do we meet the increasing service demands over the coming years?
3. How do we better explain our services and demonstrate our value to our community?

From these key themes, members of the agency’s command, line and administrative staff developed a list of 10 strategic objectives, 13 outcome measurements and 58 unique supporting goals to prepare the Woodland Fire Department to meet the needs and expectations of their community and to communicate performance and progress in a way that would be easily understood by the community.

## PURPOSE OF STRATEGIC PLANNING

Strategic planning is an intentional process by which an agency or organization surveys the industry trends; evidence-based practices; the customer's needs and wants; the current and future available resources, and the current and future capabilities of the agency to determine performance gaps. Once these gaps are identified, the agency can then determine organizational objectives, supporting goals and critical tasks necessary to close or eliminate the performance gaps. At the completion of the process, the agency will possess a planning document that helps better focus organizational resources towards measurable outcomes to maximize departmental efficiency and effectiveness. The process of strategic planning also provides additional value when a broad array of stakeholders come together to develop consensus on organizational performance gaps and potential solutions. The effectiveness of the team is enhanced through the power of shared vision and goals.



# STRATEGIC PLANNING STAKEHOLDERS

External Stakeholders	Internal Stakeholders
Al Eby, Woodland Hoteliers Group / Downtown	Ryan Morrison, Firefighter
Sylvina Frausto, Community Member	Shawn Allen, Captain
Mayor Vicky Fernandez, Council Member	Nicole Herrera, Engineer
Rich Lansburgh, Council Member	Trevor Moureaux, Engineer
Ken Hiatt, City Manager	Greg Russell, Captain
Gena Bravo, Woodland Memorial Hospital CEO	Jim Dahl, Battalion Chief
Supervisor Angel Barajas, Yolo County BOS	Erik Komula, Battalion Chief
Chad Henderson, Communicare	Kevin Kanzler, Battalion Chief
Douglas Brimm, Yolo Emergency Medical Services Agency	Eric Zane, Fire Chief
	Daniel Rangel, Firefighter
	Dana Carey, Fire Marshal
	Morgan Sanchez, Community Risk Reduction Specialist

*“From outside the fire service looking in, you can never really understand it. From inside the fire service looking out, you can never really explain it” - Unknown*

## METHODOLOGY

Fitch & Associates, LLC was contracted by the City of Woodland Fire Department (WFD) to provide a facilitated strategic planning process. The process included three days of onsite meetings with the Fire Chief, agency support staff, and community stakeholders between May 3 and 5 2023. On May 3rd the agency hosted a “town hall” style meeting where a twenty-two-member group of internal and external stakeholders completed a strategic visioning process. The process included a review of the value of strategic planning; a review of the community stakeholders’ perception of the Woodland Fire Department; an analysis of the agency’s strengths, weaknesses, opportunities, and challenges (SWOC); an introduction to the Commission on Fire Accreditation International fire agency accreditation process; plus, a review of the agency’s desired strategic planning statements for final inclusion into a strategic plan. At the conclusion of the process, the stakeholders derived three key themes:

1. How do we continue to improve on saving lives, property, and the environment during and prior to emergency events?
2. How do we meet the increasing service demands over the coming years?
3. How do we better explain our services and demonstrate our value to our community?

From these key themes, members of the agency’s command, line and administrative staff developed a list of strategic objectives, outcome measurements and unique supporting goals to prepare the Woodland Fire Department to meet the needs and expectations of their community and to communicate performance and progress in a way that would be easily understood by the community.

A draft of the proposed strategic plan was provided to the agency to review for errors of fact prior to publishing. The final report also included an internal progress tracking spreadsheet.

## GOVERNANCE

Woodland was incorporated as a general law city, governed by a five-member council, with the mayor serving as presiding officer. The mayor and four council members are elected officials, serving four-year terms. The council rotates the mayor and mayor pro tem positions on an annual basis. Day to day, the city is run by a city manager, and has 324 staff positions, including 52 fire department staff.



## FIRE DEPARTMENT HISTORY AND OVERVIEW

Today the Woodland Fire Department is a full-service career department providing fire suppression, emergency medical services (EMS), fire prevention, confined space rescue, high angle rescue, hazardous materials, and technical rescue services.

### Woodland Hook & Ladder Company

The origins of organized fire protection in Woodland can be traced to a series of fires in the late 1860s, which focused the attention of the community on the dangers of the "fiery element".

A group of interested citizens joined together to create "some kind of Fire Department". Their efforts resulted in the formation of the Woodland Hook and Ladder Company in August of 1870. Members of this group pulled their ladder wagon to fires and used buckets to apply water to the fire. This method was frequently ineffective in stopping the spread of flames, but the ladders allowed Ladder Company members to assist in removing contents from the homes before they were destroyed.

## Woodland Fire Department

Citizens soon decided that they needed a fire engine to assist their efforts so the City ordered a new steam fire engine. In May of 1875, the Woodland Fire Department was re-organized to include the Hook and Ladder Company and the newly formed Engine and Hose Company, both to serve under one Chief. In April of 1876, the new steamer arrived along with a hose cart and 500 feet of hose. With the addition of this equipment, the City had achieved a level of protection that would remain essentially unchanged until the 1920's.

The Woodland Fire Department entered the modern age of fire protection in 1924 when it took delivery of two brand new American LaFrance motorized fire engines. It was also during this time that firefighters were beginning to utilize more scientific methods in fire extinguishment, fire investigation, and fire prevention. As Woodland grew, so did the Fire Department, in size, and in its ability to handle larger incidents.



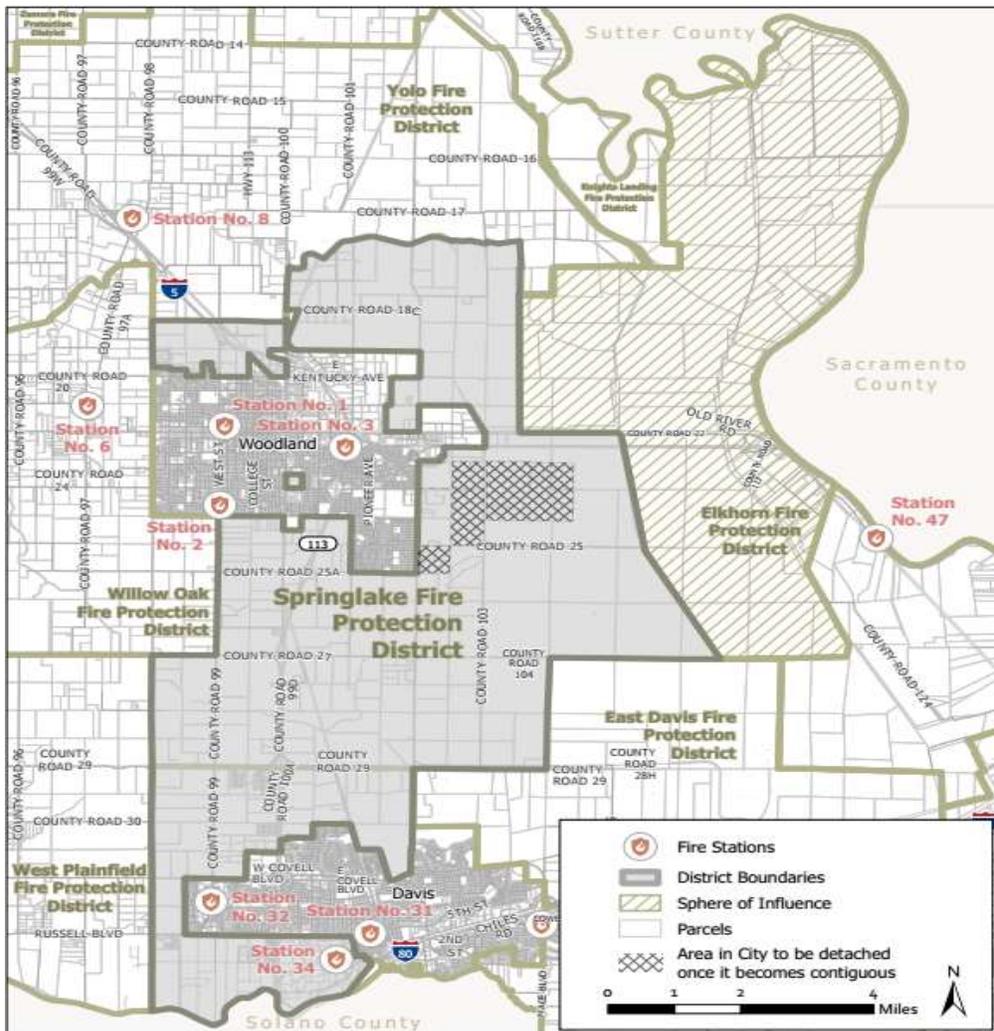
## Department Merge

In 1982, the Department merged with the Springlake Fire Department and began providing services to part of the Springlake Fire Protection District. The Department now protects an area in excess of 50 square miles. With modern equipment and training, it is able to face challenges ranging from fires, medical emergencies, and vehicle accidents to hazardous material spills and confined-space rescues.

## Growth

Since its inception over 150 years ago, the Woodland Fire Department has continued to grow and evolve into an organization that is responsive to the need for change. As the Department enters the next century, we are proud of our history, and we look to the future.<sup>1</sup>

The agency is staffed with over 50 personnel, deployed from 3 fire stations. The department protects a total population of over 65,000, and over a 56 square mile area (15 square miles in City of Woodland, 41 square miles in Springlake Fire Protection District (SFPD) Service Area A).



<sup>1</sup> The historic information was provided from the Woodland Fire Department website at <https://cityofwoodland.org/216/Woodland-Fire-Department-History>

Provide total budgeted FTEs identifiable by role, rank/classification for Fire, EMS, or Other:

Administrative:

- 1 Fire Chief
- 1 Management Analyst
- 1 Administrative Clerk

Operations

- 3 Battalion Chiefs
- 12 Fire Captains
- 12 Fire Engineers
- 18 Firefighters

Community Risk Reduction

- 1 Fire Marshal
- 2 Community Risk Reduction Specialists



Part of the strategic planning analysis included a review of the agency’s fiscal efficiency in relation to other comparable agencies in the region. In short, a rough estimate of efficiency can be derived using a simple cost per capita formula by taking total annual tax revenues, not counting user fees (such as development impact fees for new construction) or one-time funding opportunities (such as grants), then dividing by the residential population served. A review of somewhat similar fire agencies within the region resulted in an average cost per capita of \$233.64. ***In comparison to this average, it is noteworthy that the Woodland Fire Department has a cost per capita of \$231.*** The resulting cost model for the agency is very fiscally conservative, but may not be sustainable based on the economic factors that influence safety services, and the impacts seen by comparable fire agencies that did not address the fiscal sustainability of their services in time.

Table 1- Cost Per Capita Comparison

Peer Agency	Population Estimate	Total Department Operating Budget	Calls for Service	Per Capita Cost to Operate	Full Time Employees	ISO Rating	Number of Fire Stations
Davis	69,300	\$16,000,000	5,870	\$230.88	48	2	3
Lodi	67,000	\$17,330,000	4,230	\$258.66	57	3	4
Manteca	85,000	\$17,077,000	10,500	\$199.03	54	2	5
Rocklin	73,000	\$14,188,000	6,300	\$194.36	41	2	3
West Sacramento	53,500	\$17,795,000	10,600	\$332.62	66	1	5
Yuba City	77,300	\$14,400,000	11,400	\$186.29	64	2	5
Average	70,983	\$16,131,667	8,150	\$233.64	55	2	4
Woodland City/District	65,000	\$15,000,000	9,194	\$231.00	52	2	3

It is important to note that “cost per capita” is not, in and of itself, a comprehensive measurement of an agency’s performance or value to the community, but rather a broad measurement of how the agency compares to other similar agencies in terms of dollars it charges for services. In other words, cost efficiency does not necessarily equate to operational effectiveness or sustainability. In fact, due to the lower population being protected within the Springlake Fire District, the cost for some property owners in the unincorporated areas can be substantially higher than noted in the cost per capita table, however the aggregate revenue can still be substantially lower than required to provide the minimal levels of service.

## AGENCY MISSION, VISION, VALUES

The Woodland Fire Department has a well-established organizational mission, vision, and list of values.

<b>VISION STATEMENT</b>
<b>“The service we provide will be sustainable and the highest quality afforded to the residents of our community.”</b>

## MISSION STATEMENT

“Together as a team, the Woodland Fire Department will provide a safe, customer-oriented service, while protecting and enhancing the well-being of our community.”

## VALUES

- **Integrity**, reflected in our honest and ethical behavior.
- **Work Ethic**, demonstrated in our attitude and determination toward our profession.
- **Teamwork**, illustrated by our collaborative efforts to fulfill the mission of the Woodland Fire Department.
- **Service excellence**, exhibited in the pride and professionalism in all that we do.
- **Dedication**, evidenced by consistently accomplishing our tasks and achieving our goals.



## AGENCY STATUS ANALYSIS

The Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis is designed to help the organization assess itself to determine its current state of effectiveness as well as its future competitors, anticipated changes, and survival trajectories. Stakeholders were asked to develop a broad list of items from each category, which was then summarized as follows:

**Strengths: Things the agency does particularly well, competitive advantages, prepared investments that are paying off, etc.**

1. Good customer service
2. Good community relations

3. Good relationships with surrounding fire and other emergency service agencies
4. Public Education- fire and emergency safety
5. Cost per capita is lower or comparable to the regional agency comparative average
6. Resilient workforce
7. Good fire and EMS equipment
8. Good teamwork and support amongst staff
9. “Can do” culture
10. Retention of firefighters
11. Strong professional/ career development program

**Weaknesses: Things that the agency does not do particularly well, competitive disadvantages, blind spots, not prepared for, liabilities, etc.**

1. Communicating service levels and operational deployment to the community
2. Succession planning for administrative positions/ ranks
3. Program succession planning
  - a. Too many administrative functions assigned as collaterals
  - b. Multiple “single points” of failure
  - c. EMS program coordinated part-time by line personnel
4. Lack of efficiencies with current records management systems and staffing software
5. Inefficient location of administrative functions
6. Lack of support staff
7. Need to improve health of fire apparatus
8. Need to review and improve community fire prevention programs
9. Need to improve internal communications and coordination
10. Inefficiency in return to duty processes – (workers Compensation delays)
11. Facility repair process
12. Lack of reserve apparatus
13. Lack of sufficient capital improvement funding

**Opportunities: Opportunities the agency should explore that would improve its mission, service delivery, efficiency, reputation, survivability as an organization.**

1. Evaluate the proper number of support staff members necessary to accomplish goals
2. Evaluate aid agreements in order to reduce over commitment of resources
3. Explore efficiency opportunities, such as modern technologies
4. Explore additional revenue opportunities
5. Identify land for future fire stations for city growth
6. Maintain high level of cardiac survival percentage
7. Expand funding for public education/community outreach programs
8. Identify land for future fire stations for city growth
9. Identify contract services outside of the Springlake Fire Protection District
10. Improve efficiency between community risk reduction personnel and customers

**Challenges: Things that threaten to undermine the agency mission, service delivery, efficiencies, reputation, survivability as an organization.**

1. Competing funding priorities
2. Maintaining service levels over time
3. Unfunded government mandates
4. Economic downturn
5. High levels of inflation
6. Ambulance response times
7. Increasing inappropriate use of the 911 system by a segment of the public
8. Increased call volume and violence risk to firefighters
9. Providing expanded service levels to new risks
10. Coordinating 911 operational policies and procedures
11. Supply chain issues

## **STRATEGIC OBJECTIVES AND OUTCOMES**

This plan was developed with the primary goal of helping the fire department communicate more effectively to the community in how best they can evaluate the performance of their fire department. This plan uses three levels of evaluation; strategic objectives, outcomes, and supporting goals to help the reader understand the relationship between the lower-level goals with the higher-level outcomes. For example, a patient may not care about how everything worked together behind the scenes to provide lifesaving service in response to their cardiac arrest, but they are keenly interested in surviving the cardiac event neurologically intact. However, the outcome (surviving the cardiac event neurologically intact) requires many different processes that must work in concert to achieve the desired outcome. Below is a brief description of each of these elements.

**Strategic Objective:** A statement that helps create an overall vision and set of goals that will help the organization focus and achieve a desired outcome.

**Strategic Outcome:** Statement that describes the result or end-state of the activity. This is usually the most important category to evaluate agency effectiveness.

**Supporting Goals / Actions:** An incremental step(s) needed to accomplish the higher-level/desired outcome.



In this plan, specific outcomes and goals may be repeated throughout the document as the same action may provide a solution for many different strategic objectives. For example, rapid turnout times can help improve the outcome for, literally, thousands of responses. Some of the efforts listed below will concentrate on fire related problems and others will concentrate on emergency medical problems. In the end, rapid turnout times can benefit both.

## **How Do We Continue to Improve on Protecting Lives, Property and the Environment Before and During Emergency Events?**

### **1.1 Improve Survivability for Victims of Fire, Hazardous Material Release, Entrapment, or other Crisis Events**

#### **Outcome Measurements**

- **Keep annual growth rate of structure fire instances at or below annual population growth rate (percent of structure fires lower than percentage of population growth year over year)**
- **Contain structure fires to the room of origin 80 percent of the time (Urban – rolling 3-year average)**
- **Contain structure fires to the room of origin 70 percent of the time (Rural – rolling 3-year average)**
- **Zero civilian deaths due to fire, hazardous materials releases, entrapment, or other crisis events**

## **Supporting Goals / Actions**

1. Turnout time for fire/rescue calls within 1 minute and 50 seconds, for 90 percent of incidents (emergency calls, unit alert to wheels rolling)
  - a. Monitor and report turnout time performance quarterly (rolling 90 and 365-day, by member or officer)
2. First suppression unit arrival at structure fires, hazardous material releases, and other crisis incidents, within the urban zone, requiring the use of personal protective equipment within 8 minutes, 90 percent of the time (emergency calls, 911 received to unit arrival)
3. First suppression unit arrival at structure fires, hazardous material releases, and other crisis incidents, within the rural zone, requiring the use of personal protective equipment within 12 minutes, for 90 percent of incidents (emergency calls, 911 call received to unit arrival)
4. Continue to review and improve training plans
5. Increase frequency of shift-based training
6. Inspect 100% of high-risk occupancies annually
7. Inspect 100% of State mandated occupancies annually
8. Inspect 90% of moderate and low-risk occupancies biennially
9. Prepare for, adopt, and administer the most current Fire Code
10. Assess additions to the City's Municipal code to strengthen fire protection systems in new construction
11. Engage with Community Development to provide fire pre-design comments for 100% of new construction in the city
12. Develop strategies to improve quality and quantity of incident data reporting by officers
  - a. Time stamp "water on the fire"
  - b. Time stamp "primary search complete"
  - c. Time stamp "extrication complete"
  - d. Time stamp "at patient side/victim side"
13. Ensure emergency 911 calls for service are processed within 90 seconds, for 90 percent of incidents (alarm handling)
14. Plan for increasing capability with additional Engine company.
15. Expand opportunities for community-based fire prevention programs

## 1.2 Improve Survivability of Patients Experiencing Acute Medical Emergencies

### Outcome Measurements

- **Keep the annual growth rate of EMS calls at or below annual population growth rate** (percent of EMS calls for service lower than percentage of population growth year over year)
- **Maintain a cardiac survival rate at or above the national average** (Cardiac Arrest Registry to Enhance Survival)

### Supporting Goals / Actions

1. Ensure emergency 911 calls for service are processed within 90 seconds, for 90 percent of incidents (alarm handling)
2. Turnout time for EMS calls within 1 minute and 30 seconds, for 90 percent of incidents (emergency calls, unit alert to wheels rolling)
3. First EMS capable unit arrival at medical calls for service, within the urban zone, requiring the use of personal protective equipment within 7 minutes and 40 seconds, for 90 percent of incidents (emergency calls, 911 received to unit arrival)
4. First EMS capable unit arrival at medical calls for service, within the rural zone, requiring the use of personal protective equipment within 11 minutes and 40 seconds, for 90 percent of incidents (emergency calls, 911 call received to unit arrival)
5. Monitor ambulance arrival times on EMS calls (8 minutes) for 90 percent of incidents (emergency calls, 911 received to unit arrival)
6. Develop a CPR fraction rate measurement (i.e., Maintain a CPR fraction rate of at least 80 percent, for 90% of cardiac arrest incidents)
7. Plan for increasing capability with additional Engine company.
8. Keep Unit Hour Utilization percentage below 30% for all units
9. Develop a bystander CPR participation rate target (40%)
10. Partner with community agencies to offer bystander “hands-only” CPR training
11. Review and update response modes to fire alarms, low acuity medical calls, lift assists, etc.

## 1.3 Improve Firefighter Safety and Survival

### Outcome Measurements

- **Keep annual growth rate of structure fire instances at or below annual population growth rate** (percent of structure fires lower than percentage of population growth year over year)
- **Contain structure fires to the room of origin 80 percent of the time** (Urban – rolling 3-year average)
- **Contain structure fires to the room of origin 70 percent of the time** (Rural – rolling 3-year average)
- **Zero firefighter Line of Duty deaths**

### Supporting Goals / Actions

1. Manage administrative workload of operational employees to ensure adequate time and energy is spent performing and training for operational tasks and assignments.
2. Inspect 100% of high-risk occupancies annually
3. Inspect 100% of State mandated occupancies annually
4. Inspect 90% of moderate and low-risk occupancies biennially
5. Prepare for the adoption of future Fire Code changes and work to add jurisdictional specific code changes in the City's Municipal Code.
6. Maintain annual employee injury rate below 20 percent of total allocated staffing (less than 10 reportable industrial injuries per year)
7. Review response modes to fire alarms, low acuity medical calls, lift assists, etc.
8. Analyze security of all agency facilities (station hardening)
9. Analyze equipment and inventory security for all fire apparatus (apparatus hardening)
10. Enhance the scope and availability of the current mental health program
11. Conduct a risk assessment for the training program
12. Continue to participate in City's Workers' Compensation injury analysis and review process
13. Review policies and procedures dealing with employee critical incident exposures
14. Update policies and procedures dealing with post incident analysis
15. Plan for increasing capability with additional Engine company.
16. Enhance the Firefighter rehabilitation response for second alarm and higher fires.
17. Better understand correlation between consecutive hours worked and work related injured

## 1.4 Improve Agency Resiliency During Crisis-Level Events

### Supporting Goals / Actions

1. Develop a policy for limiting mutual and automatic aid during resource drawdown and extended incidents
2. Plan for and create opportunities to provide for continuity of operations in the Administrative ranks (administrative hardening)
3. Develop plan to restore Staff Officer position to increase capability during crisis-level events and continuity in the Chiefs absence
4. Review strategies to improve “callback” policies and procedures
5. Review the roles and responsibilities between the City of Woodland Emergency Management and the Yolo County Office of Emergency Services for programmatic administration
6. Continue to enhance the City’s ability to maintain the Emergency Operations Center (EOC)

## How Do We Meet the Increases in Service Demands Over the Coming Years?

### 2.1 Prepare for Expanding and Changing Community

#### Outcome Measurements

- **Keep annual growth rate of structure fire instances at or below annual population growth rate** (percent of structure fires lower than percentage of population growth year over year)
- **Keep the annual growth rate of EMS calls at or below annual population growth rate** (percent of EMS calls for service lower than percentage of population growth year over year)
- **Contain structure fires to the room of origin 80 percent of the time** (Urban – rolling 3-year average)
- **Contain structure fires to the room of origin 70 percent of the time** (Rural – rolling 3-year average)
- **Maintain a cardiac survival rate at or above the national average (CARES)**

#### Supporting Goals / Actions

1. Ensure emergency 911 calls for service are processed within 90 seconds, for 90 percent of incidents (alarm handling)
2. Turnout time for fire/rescue calls within 1 minute and 50 seconds, for 90 percent of incidents (emergency calls, unit alert to wheels rolling)
3. First suppression unit arrival at structure fires, hazardous material releases, and other crisis incidents, within the urban zone, requiring the use of personal protective equipment within 8 minutes, for 90 percent of incidents (emergency calls, 911 received to unit arrival)

4. First suppression unit arrival at structure fires, hazardous material releases, and other crisis incidents, within the rural zone, requiring the use of personal protective equipment within 12 minutes, for 90 percent of incidents (emergency calls, 911 call received to unit arrival)
5. Inspect 100% of high-risk occupancies annually
6. Inspect 100% of State mandated occupancies annually
7. Inspect 90% of moderate and low-risk occupancies biennially
8. Prepare for the adoption of future Fire Code changes and work to add jurisdictional specific code changes in the City's Municipal Code. Review fire department policies related to new development and coordinate with the Community Development Department
9. Review planning services and funding for prevention activities in the Springlake Fire District
10. Identify and secure land for future fire stations

## 2.2 Improve Efficiency within the Approved Budget

### Outcome Measurements

- **Keep annual growth rate of structure fire instances at or below annual population growth rate** (percent of structure fires lower than percentage of population growth year over year)
- **Keep the annual growth rate of EMS calls at or below annual population growth rate** (percent of EMS calls for service lower than percentage of population growth year over year)
- **Maintain Workers' Compensation costs below 3.5% of annual budget**

### Supporting Goals / Actions

1. Update fee schedule for fire prevention activities
2. Review the current permit issuance practice for properties with annual inspections
3. Review planning services and funding for prevention activities in the Springlake Fire Protection District
4. Purchase sufficient fire apparatus to ensure fleet health complies with apparatus replacement plan
5. Pursue and coordinate grant opportunities with a positive return in investment
6. Convene strategic planning group, annually
7. Update department records management system software
8. Evaluate emerging technology to improve efficiencies

## 2.3 Reduce Financial and Legal Risk/Liability to the Fire Department and to the City

### Outcome Measurements

- **Zero firefighter Line of Duty deaths**
- **Zero substantiated cases of harassment/discrimination**
- **Zero cases requiring formal disciplinary action** (action above written reprimand)

### Supporting Goals / Actions

1. Provide liability reduction/ harassment prevention training to all employees annually
2. Maintain annual employee injury rate below 20 percent of total allocated staffing (less than 10 reportable industrial injuries per year)
3. Conduct training risk assessment and ensure appropriate training opportunities
4. Update succession planning/professional development policies
5. Improve quality and accuracy of report writing by officers
6. Maintain and or replace equipment in appropriate intervals

## How Do We Better Explain Our Services and Demonstrate Our Value to Our Community?

### 3.1 Promote a Positive Agency Reputation within the Community

#### Outcome Measurements

- **Increase community awareness of department activities and service delivery**
- **Continue to recruit employees that are representative of community demographics**

#### Supporting Goals / Actions

1. Review and update Department website annually
2. Regularly participate in public events
3. Increase social media engagement by 25%
4. Develop and conduct community opinion survey of the Fire Department
5. Develop a list of diverse community stakeholders for future strategic planning efforts
6. Participate in fire service diversity, equity, and inclusion (DEI) recruitment events
7. Continue to support the Fire Explorer program and youth engagement

8. Develop and publish an annual report
9. Implement public facing dashboard highlighting metrics and performance
10. Develop policies and procedures to mitigate displacement of occupants due to fire

### **3.2 Provide Downward Pressure on Fire Insurance Costs within the Community**

#### **Outcome Measurements**

- **Keep annual growth rate of structure fire instances at or below annual population growth rate** (percent of structure fires lower than percentage of population growth year over year)
- **Contain structure fires to the room of origin 80 percent of the time** (Urban – rolling 3-year average)
- **Contain structure fires to the room of origin 70 percent of the time** (Rural – rolling 3-year average)
- **Maintain or improve current Insurance Services Office protection class** (Class 2 or better)

#### **Supporting Goals / Actions**

1. Ensure emergency 911 calls for service are processed within 90 seconds, for 90 percent of incidents (alarm handling)
2. Turnout time for fire/rescue calls within 1 minute and 50 seconds, for 90 percent of incidents (emergency calls, unit alert to wheels rolling)
3. First suppression unit arrival at structure fires, hazardous material releases, and other crisis incidents, within the urban zone, requiring the use of personal protective equipment within 8 minutes, for 90 percent of incidents (emergency calls, 911 received to unit arrival)
4. First suppression unit arrival at structure fires, hazardous material releases, and other crisis incidents, within the rural zone, requiring the use of personal protective equipment within 12 minutes, for 90 percent of incidents (emergency calls, 911 call received to unit arrival)
5. Inspect 100% of high-risk occupancies annually
6. Inspect 100% of State mandated occupancies annually
7. Inspect 90% of moderate and low-risk occupancies biennially
8. Keep annual Unit Hour Utilization percentage below 30% for all units (annually)
9. Identify cost-efficient measures to improve or maintain ISO protection class
10. Review ISO rating process in 2026

### 3.3 Provide Value to the Community Beyond the 911 Response

#### Outcome Measurements

- Prevent, prepare, respond and mitigate all hazardous incidents in the community
- Maintain or improve current Insurance Services Office protection class (Class 2 or better)

#### Supporting Goals / Actions

1. Provide fire safety education in all elementary schools
2. Participate in job fairs
3. Continue to support community events such as community CPR, safety inspections for festivals, Neighborhood Santa, Pancake Breakfast, July 4<sup>th</sup> Fireworks events, etc.
4. Fire Station Open House program
5. Identify cost-efficient measures to improve or maintain ISO protection classes
6. Review ISO rating process in (2026)
7. Evaluate gaps left in the current Emergency Management program due to restructuring
8. Build the Community Risk Reduction (CRR) program
9. Redesign the City's Emergency Management program