

July 2021

**STRATEGIC PLAN  
2021-2026**



**City of Rocklin Fire Department  
Rocklin, CA**

*Prepared by:*



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**CONSULTANT REPORT**

**City of Rocklin Fire Department  
Rocklin, CA  
Strategic Plan (2021-2026)**

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## EXECUTIVE SUMMARY

Fitch & Associates, LLC were contracted by the Rocklin Fire Department to provide a facilitated strategic planning process. On February 6, 12, & 25, 2021 a twenty-one-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 Rocklin Fire Department before and after the facilitated process; an analysis of the agency's strengths, weaknesses, opportunities and challenges; 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 market our services and demonstrate our value to our community?

From these key themes, members of the agency's command staff developed a list of 12 strategic objectives, 19 outcome measurements and 53 unique supporting goals to prepare the Rocklin 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.

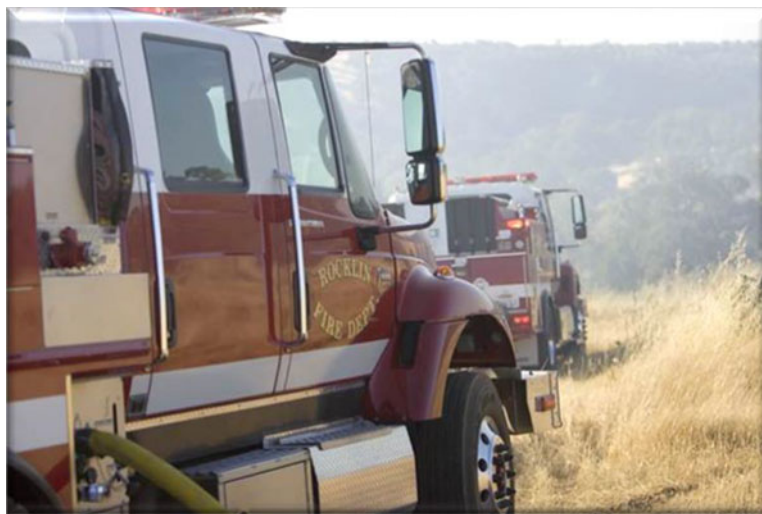


## PURPOSE OF STRATEGIC PLANNING

Strategic planning is an intentional process by which an agency or organization surveys the industry trends; 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 versus possible inefficient or counterproductive activities. 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.



***“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

A team of twenty-one members of the Rocklin Fire Department and external stakeholders from the community it serves met for a strategic planning process facilitated by a senior consultant from Fitch & Associates, LLC. The twenty-one-member group consisted of representatives from all ranks and positions within the organization including command officers, ranking firefighters, various support personnel; plus, various community leaders. The stakeholders were tasked with providing input and feedback throughout the planning process as advocates from the sub-groups they were asked to represent.

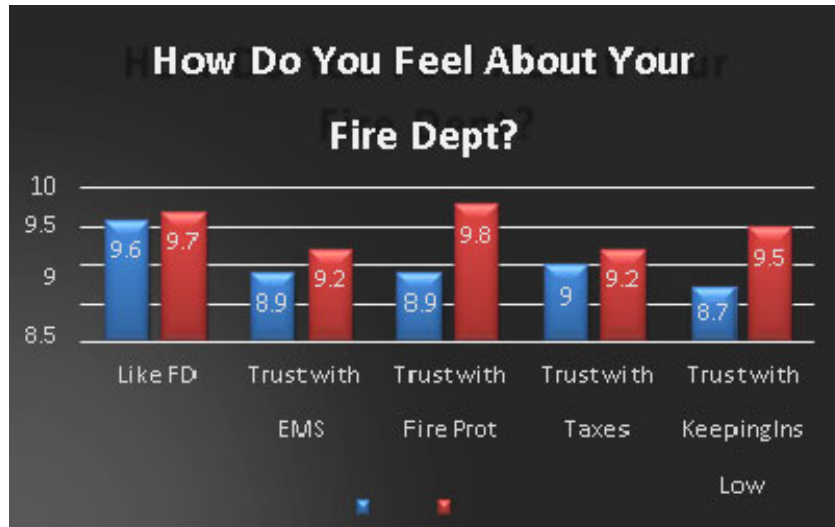
The process included a review of the value of strategic planning; a review of the community stakeholders' perception of Rocklin Fire Department before and after the facilitated process; an analysis of the agency's strengths, weaknesses, opportunities and challenges; an introduction to the Commission 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?
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From these key themes, members of the agency's command staff developed a list of 12 strategic objectives, 19 outcome measurements and 53 unique supporting goals to prepare the Rocklin Fire Department to meet the needs and expectations of their community and remain a "value-added" organization into the future.

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

Figure 1: External Stakeholder Pre/Post Opinion Score



# GOVERNANCE

The City of Rocklin is a general law city within the State of California and operates under a Council/Manager form of local government. The residents of the City of Rocklin elect five council members alternately in November of even-numbered years. All elections are non- partisan and conducted at-large. Terms are four years in length with no term limits. From the five council members one is selected as Mayor and one as Vice Mayor for a one-year term.

The Council appoints a City Manager who serves as the chief administrative officer of the city. The City Manager supervises, directs, and coordinates the various departments throughout City Hall. The manager prepares the budget for the Council’s consideration and makes reports and recommendations to the City Council. The manager is an at-will position with authority to appoint support staff, including the Fire Chief.





## FIRE DEPARTMENT HISTORY AND OVERVIEW

In the early 1890's, demand for Rocklin's light-gray granite building stone grew steadily and Rocklin's quarries were at peak activity. Rocklin's railroad roundhouse employed over 300 people and businesses flourished along Granite Avenue (now Rocklin Road), Front Street and Railroad Avenue, however, periodic fires continued to plague Rocklin's downtown business district as they had since the late 1860's. In 1893, as a nationwide economic depression was forming, a large fire broke out and consumed 25 businesses, from the Trott Hotel (now the Crossroads Church) southward along Front Street. An equally disastrous fire a year later flattened the business block on the opposite side of the tracks along Railroad Avenue. It was in this context that Rocklin Judge John H. Gregory convened a series of meetings in the spring of 1894 for the purpose of forming a fire company. On June 4, 1894, seventeen men paid a \$2.00 initiation fee, elected officers and founded Rocklin Hose Company Number One: Rocklin's first fire department. The group elected William J. Byrne as company foreman; Rocklin's first fire chief.

Every man was an unpaid volunteer. The company's fire rig was a two-wheeled hose cart stored in a barn-like garage in the south side of Rocklin's first City Hall on Front Street, on the exact spot of today's Old Saint Mary's Chapel. The cart carried a 150-foot reeled fire hose. Rocklin employed a fire bell located near city hall for the purpose of reporting a fire and summoning help. A person from the east side of town might have to wait for a train to pass before crossing the tracks to pull the rope. On hearing the bell, firefighters rushed to city hall, rolled the hose cart from its garage and moved it quickly to the fire. Sometimes they ran with it on foot. Sometimes they paid as much as \$1.00 to the owner of any nearby team of horses that they could recruit to pull it.



In 1910 quarry owner Adolf Pernu offered his quarry whistle as an alarm bell substitute for east side residents, and later the hose company installed a fire siren east of the tracks and across the street from today's Rocklin rail station.

By the early 1930s Rocklin's volunteer firefighters had acquired a four-wheeled fire cart that they sometimes pulled with an automobile. They acquired their first motorized fire unit, a Dodge Van Pelt, in 1936. This 1936 Dodge is proudly stored at Fire Station 23 today.



Over the past 125 years the department has evolved and grown to meet the expanding mission and needs of the community. Today the agency is comprised of 35 full-time employees, operating out of three fire stations, protecting a population of over 70,000 residents.

The following is a description of minimum and maximum staffing configurations; not including cross-staffed specialty units such as water tenders, hazardous material units, technical rescue, and brush fire vehicles.

In total, Rocklin Fire operates the following response units: (minimum staffing of 10)

- 2 Fire engine companies (ALS)
- 1 Truck Company (ALS)
- 1 Battalion chief command unit

In relating the Rocklin Fire Department to other comparable agencies in the region, it is impressive to note the “cost per capita” (total annual cost of operations divided by the population) is approximately 24% lower than the six-agency average. It is also important to note the Rocklin Fire Department protects a comparable population with 27% lower staffing levels, demonstrating a commitment to a cost-efficient service model. 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 in terms of resources provided to accomplish its mission, such as funding, staffing, and facilities. (See Table 1 – Comparable Agencies)



The Rocklin Fire Department continues to strive for effective and efficient service levels within the community by analyzing data, exploring best practices, development standards of cover and incorporating strategic planning in its administrative oversight.

**Table 1 – Comparable Agencies**

Peer Agency	Population Estimate	General Fund Operating Budget	Calls for Service	Per Capita General Fund Expenditures	Full Time Employees	ISO Rating (1 is best)	# of Fire Stations
Chico	94,500	\$13,739,000	11,168	\$145.39	62	2	4
Davis	68,500	\$13,205,000	5,500	\$192.77	47	2	3
Roseville	135,600	\$34,649,800	17,500	\$255.53	108	2	8
West Sacramento	53,200	\$12,778,800	10,080	\$240.20	68	1	5
Woodland	59,700	\$10,438,900	8,065	\$174.86	44	2	3
Yuba City	66,500	\$11,094,800	11,000	\$166.84	54	2	5
<b>Peer Agency Average</b>	<b>79,443</b>	<b>\$15,984,383</b>	<b>10,394</b>	<b>\$201.21</b>	<b>65</b>	<b>2</b>	<b>5</b>
Rocklin	70,350	\$10,729,600	5,140	\$152.52	41	2	3



## STRATEGIC PLANNING STAKEHOLDERS

External Stakeholders		Internal Stakeholders	
Sarah Allen		Reginald Williams	Fire Chief
Arturo "Tito" Benavidez	Benavidez Law Firm	Shawn Watkins	Deputy Chief
Angie Dixon		Chris Hertel	Battalion Chief
Ron Dolinsek		Robert Molinaro	Act. Battalion Chief
Rosalie Hayman	Whitney Oaks Community Assoc.	Rick Holmes	Battalion Chief
Dayalu Joseph		A.J. Vidaurri	Captain
Camille Maben		Chris Wade	Captain
Roger Patterson	American Marketing Assoc.	Heath Taylor	Captain
Rico Petrini	SVP Construction	Julie Ervin	Assistant to the Chief
Garth Tanner			
Robin Trimble	Rocklin Chamber of Commerce		

***"A society grows great when old men plant trees whose shade they know they shall never sit in"*** ~ Greek Proverb



# FACILITIES AND SERVICE AREA





**Station 24, 3401 Crest Drive**



**Station 25, 2001 Wildcat Boulevard**



# AGENCY VISION, MISSION, VALUES

## VISION STATEMENT

**Our Vision** is to provide first class fire, emergency medical, and public safety services to this community and to create and maintain a predictable, sustainable economic future. We will maintain a “customer first” service model to our internal and external customers while representing, supporting, and maintaining our fire department and city *family* with pride and honor.

- **We will** recruit, hire, train, and retain exceptional personnel that will endeavor to meet and honor our mission, maintain the public trust, be innovative and efficient in thoughts and actions, and maintain collaborative relationships between leadership, workforce, and all other stakeholders for their service career.
- **We will** honor both names on our turnout coats and uniforms equally understanding that just like the two names, we have two families: our city family and our birth family.
- **We will** exercise selfless devotion to our career while maintaining physical, mental, and emotional wellbeing for each of our members.
- **We will** plan for success and succession because we know that hoping for them is ineffective and purposeful actions and participation will position us for the future.
- **We will** be responsive to our stakeholders; internal and external.
- **We will** embrace diversity and inclusion within the Fire Department and community, ensuring equity for all.
- **We will** train and educate our citizens through community engagement of risk reduction practices.
- **We will** challenge the status quo in pursuit of efficiency and effectiveness through innovation, accountability, and professional growth as individuals and as a team.
- **We will** develop and maintain strategic partnerships throughout the city and community that help us address the unique challenge of rapid growth while promoting personalized service delivery with the highest quality of pride and professionalism.
- **We will** be successful through continued execution of funding policies for strategic reserves and capital acquisition accounts that bolster fiscal responsibility and position this Fire Department to successfully meet the defined level of service delivery that this community has come to expect even during times of economic difficulty and/or uncertainty.

## MISSION STATEMENT

**Our mission is to minimize risk, increase safety, and improve the quality of life in our community by responding quickly, solving problems, and being nice!**

## VALUES

- Trustworthy
- Professionals with professional qualities, behaviors, and skills
- Embrace flexibility
- Desire authority to exercise independent judgement
- Accept responsibility and accountability for actions and outcomes

## MOTTO

**“Respond Quickly, Solve Problems, Be Nice”**





## **AGENCY STATUS ANALYSIS**

The Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis is designed to help the organization evaluate itself in order to determine its current state of effectiveness as well as its future competitiveness/survival based foreseeable changes. 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, preparedness investments that are paying off, etc.**

### **Operations**

- High-quality personnel (trustworthy, skill, total package)
- Motivated/Flexible Staff
- Good Compensation/Benefits
- KSA's provide high level of service (knowledge, skills, abilities)
- Good relationship with City Council
- Good working relationships with neighboring agencies/LEO
- Low turnover
- High-quality equipment/Apparatus
- Fiscally responsible
- CAIP (CPR Program)
- Customer Service Oriented
- Health and Wellness program
- Labor/management collaboration

### **Prevention**

- Admin Support
- Moving in right direction
- Experience of part time inspectors
- Dedicated Fire Plans Examiner
- Prevention support
- A dedicated Prevention/Community Risk Reduction team to reduce liability/risk for community and firefighters
- Team promotes a safe city for residents, FFs and business owners
- Team appropriately partners with applicants
- Provides guidance to applicants-city processes, codes, resources, etc.
- Problem solvers
- Flexible staff-time, jobs, resources, etc.
- Staff supportive of each other
- Outstanding customer service

- Willingness to learn
- Focus on gaining compliance vs. “enforcers”
- Willingness to work and coordinate with other departments
- Provide timely services given limited staff

### **Administration**

- Commitment – Admin work extended hours and from home as needed for the best interest of the department
- Knowledge & experience – Admin support mission and dept. goals to continue to make the department successful in all divisions
- Efficient and task oriented – Admin complete many tasks outside of general duty statements, which makes admin essential to the department and better able to assist residents
- Problem solving/provide solutions – Admin mitigate problems with knowledge and experience before they reach the FC and DC desks
- Loyalty – professional and respectful assistance provided toward department staff/City staff/residents
- Takes into account fire department’s operational needs
- TrakIt-one location for all permits throughout the city
- Assists homeowners & corporations alike
- Timely responses to applicants
- “Can do” attitude
- Individuals prioritize effectively
- Evaluation of ineffective or nonexistent processes
- Useful suggestions from staff to improve FP unit & systems
- Proactive
- Relationships – productive and continued rapport built with City department personnel (City Hall, PD, Finance, Building, HR, Fleet, Public Services, Parks & Rec, Facilities, etc.)

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

### **Operations**

- Dispatch (multiple PSAP’s) (Staffing levels, mutual aid requests are delayed, not truly closest unit capable, dispatchers more police centric)
- Training (lack of an adequate facility, lack of opportunities of multi-company, consistency in training between three shifts, need common terminology for certain evolutions, need a provide more consistent training officer capabilities)
- Lack of consistent operational capabilities between county agencies (not everyone has a truck)
- Slow policy change and/or project completion due to lack of vision, leadership, and direction (such as updating SOP’s and providing a common platform, multiple chiefs over time, hard to

keep direction moving forward)

- Lack of mentoring and succession planning (lack of interest from rank and file for management positions, need to outline employee vs. admin responsibilities for promotional readiness, need to correct the perception of the position, need a better way to help newly promoted employees in their positions)
- Lack of engine and truck combo at Station 24
- Lack of communication and consistency (shift to shift, top down, but moving in the right direction)
- Hiring process (like using CalJAC, best would be a combo. Also need to maintain an existing list).
- Promotional process – (not having control, HR controls)
- Budget
- Three shifts operating independently from each other
- Risk management (inspections not being done within the fire stations)
- Security for facilities
- Outdated website

### **Prevention**

- Data collection/reporting – (tools, Trakit vs. Code Compliance, and limited access to the admin functions of the Trakit program)
- Lack of fire prevention division scope, direction, and consistency – Needs to be in policy
- Lack of full-time staff- No formalized fire marshal, and cost estimates would support 1.5 inspectors
- Limited inspection dates/times to applicants due to staff shortage
- Inconsistent processes for documentation of inspections
- Antiquated filing system for pending inspection documents
- No written code standards or policies
- No written processes
- Access to old codes-business inspections
- Access to old fire protection & building plans-business inspections
- Poor existing records management
- ☐ Limited Certificate of Occupancies-creates enforcement cases (need to hold C of O's until fire prevention codes are met)
- Too much work, not enough time
- Limited data to access workload needs
- Underutilizing technology
- Many outstanding known code violations not addressed
- Inconsistencies from Chief to Chief-creating confusion affecting multiple departments
- Limited exposure to operations-loss of cross understanding of code requirements, etc.

### **Administration**

- Resources – limited options to complete tasks efficiently due to insufficient staff (i.e., no inspector for weed abatement inquiries which is a large percentage of calls received throughout the year as well as grazing inspections and fireworks displays)
- Communication – lacking between Fire Plans Examiner and Prevention staff relating to permits and inspections
- Follow-through – many tasks completed outside of duty statements, but not receiving proper accreditation or compensation
- Software support – permitting system not tailored to FD needs, continued increase of workload for Prevention Assistant as more permits are created for inspections

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

#### **Operations**

- Reestablish Training Officer
- Reengage in projects and give Project Leaders the authority to make decisions
- Grants
- Station 26
- Collaborate with nearby facilities for training
- 4-0 staffing model
- Improved technology
- Leadership development
- Increase marketing/social media presence
- Rocklin Public Safety Foundation support
- Younger generation’s knowledge of technology and systems
- Revenue generators (fee for service)
- Consolidate PSAP’s
- Develop 3/5-year plan
- Improve relationship with external stakeholders
- Co-sponsor educational events

#### **Prevention**

- Better data collection/reporting possibility
- Hire full time staff when able
- Staff to be dedicated to fire prevention
- Create consistent inspection program
- Paperless inspections
- Eliminate ‘sacred cows’ and codify all requirements – Weld inspections/Bag a flush/Pilot head etc.

- Improved Communications with Building and C.E. (Matrix)
- Public outreach
- New inspection meetings
- Training-internal & external
- Using Brycer
- Technology
- Trakit updates/administrative access
- Create new & streamline existing processes
- Update website to provide more information to public
- Promotion of Fire Prevention to City Council
- Encourage creative problem solving
- Increase trust with business owners
- Increase efficiency
- Utilizing consultants -
- Outside agencies' partnerships
- Reevaluate fees and cost recovery for each fee
- FP and Operations have opportunities to learn from one another

#### **Administration**

- Training (external) – for staff to expand knowledge via inspector training and Cal Chief Assistants program in order to better assist the department with administrative needs
- Reclassification – Admin staff to update duty statements with updated tasks that allow for proper compensation and appropriate job titles to fit the job duties and needs of department

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

#### **Operations**

- Decrease in call volume and services provided leading to a decrease in staffing levels
- Mass retirements/personnel turnover
- Safety concerns caused by inoperable emergency buttons and dispatch procedures (software)
- Budget
- Workplace security
- Lack of public awareness
- Diminishing Grants
- Cultural change (expectations between older and new generations in the workforce)
- Increase challenges in finding qualified candidates
- Privatization
- Future pandemics

## **Prevention**

- Funding
- Dwindling Admin support – Increased workload on current staff
- Compensation for Inspector
- Lack of Prevention = City Liability
- Reduced revenue
- Lack of professional growth
- Loss of current staffing
- Change in executive leadership-negative preconceptions or lack of understanding of Fire Prevention
- Lack of stakeholders' awareness and understanding of Fire Prevention
- Not acknowledging our stakeholder's interests
- Inconsistencies
- Other departments suggestion to reassign Fire Prevention outside of fire department – including fire investigation
- Poor communications-internally & externally
- Inability to change and innovate
- Lack of awareness
- Inability/fear to critique status quo

## **Administration**

- Retention – staff burnout due to wearing many hats
- Succession planning – possible loss of Inspector(s) if either part-time inspector decides to leave or retire completely, increasing the workload for admin staff
- Support limited collaborative support from City departments that overlap current projects (i.e., grazing, weed abatement, fuel reduction, City permitting, code enforcement)

# STRATEGIC OBJECTIVES, OUTCOMES AND GOALS

## Theme #1

***“How do we continue to improve on protecting Lives, Property and the Environment during and prior to emergency events?”***

## Strategic Objective - 1.1 Improve Survivability for Victims of Fire, Hazardous Material Release, Entrapment, or other Crisis Incidents

### Outcome Measurements

- 1.1.1 Keep annual growth rate of structure fire instances at or below annual population growth  
(percent of structure fires lower than percentage of population growth year over year)
- 1.1.2 Contain structure fires to room of origin for 70% of incidents
- 1.1.3 Zero civilian fire deaths (structure fires/accidental/unintentional)
- 1.1.4 Rescue victims of entrapment within 10 minutes of patient contact for 90% of incidents  
(emergent calls, patient contact to extrication)

### Supporting Goals

- Process 911 fire/rescue calls for service (alarm handling) within 1 minutes and 30 seconds, 90 percent of the time (emergent calls, 911 pick up to unit alert)
- First unit arrival at structure fires, hazardous material releases, and other crisis incidents requiring use of personal protective equipment within 9 minutes, 90 percent of the time (emergent calls, 911 pick up to unit arrival)
- Turnout time for emergent fire/rescue calls for service within 1 minute and 40 seconds, 90 percent of the time (unit alert to wheels rolling)
- Inspect 100% of state mandated occupancies annually
- Inspect 100% of commercial fire protection systems annually
- Inspect 100% of high-risk occupancies annually
- Inspect 95% of all moderate-risk occupancies during each two-year inspection cycle
- Inspect 95% of all low-risk occupancies during each three-year inspection cycle
- Expand the use and reliability of traffic navigation and preemption technology
- Develop strategies to improve quality and quantity of incident data reporting by officers and paramedics
- Monitor and report turnout time performance quarterly (rolling 60 day and 365 day)
- Keep annual unit commitment factor percentage below 30% for all units
- Explore environmental impact performance measurements in support of citywide environmental impact priorities.



## Strategic Objective - 1.2 Improve Survivability of Patients Experiencing Acute Medical Emergencies

### Outcome Measurements

1.2.1 Maintain a cardiac survival rate at or above the national average (CARESData)

1.2.2 Provide Advanced Life Support capable/first unit to EMS calls within 8 minutes, 90 percent of the time (high acuity calls, 911 to arrival)

### Supporting Goals

- Process 911 EMS calls for service (alarm handling) within 1 minutes and 30 seconds, 90 percent of the time (emergent calls, 911 pick up to unit alert)
- Turnout time for emergent EMS calls for service within 1 minute and 20 seconds, 90 percent of the time (unit alert to wheels rolling)
- Monitor 911 ambulance provider performance measures, ensure arrival on EMS calls within 8 minutes, 90 percent of the time (emergent calls, unit alert to arrival as required by EOA specific to Rocklin)
- Expand the use and reliability of traffic navigation and preemption technology
- Maintain a CPR fraction rate of at least 90 percent, for 90% of cardiac arrest incidents
- Increase bystander CPR participation rate to 50 percent (911 to provide data)
- Explore strategies that measure and improve definitive patient care
  - Recognize and report medical alerts (STEMI, stroke, trauma) within 10 minutes, 90 percent of the time (at patient side to acknowledgment)
- Keep annual unit commitment factor percentage below 30% for all units

## Strategic Objective- 1.3 Improve Firefighter Safety and Survival

### Outcome Measurements

1.1.1 Keep annual growth rate of structure fire instances at or below annual population growth (percent of structure fires lower than percentage of population growth year over year)

1.1.2 Contain structure fires to room of origin for 70% of incidents

1.3.1 Zero firefighter line of duty deaths

1.3.2 Maintain an employee injury rate below 25 percent of total allocated staffing positions (industrial injuries)

### Supporting Goals

- Inspect 100% of state mandated occupancies annually
- Inspect 100% of commercial fire protection systems annually
- Inspect 100% of high-risk occupancies annually
- Inspect 95% of all moderate-risk occupancies during each two-year inspection cycle
- Inspect 95% of all low-risk occupancies during each three-year inspection cycle
- Expand the use and reliability of traffic navigation and preemption technology
- All structural PPE will be less than ten years old (5 yrs. front-line, 5 yrs. backup)
- Develop a behavioral health/EAP process specific to the needs of first responders
- Develop a field training program for newly promoted employees prior to operating in their new positions
- Refine/update the fitness and wellness program

## Strategic Objective - 1.4 Improve Agency Resiliency During Crisis-Level Events

### Supporting Goals

- Identify a response reliability measurement threshold for all planning zones
- Formalize/update policy to control/limit provision of mutual aid during times of resource drawdown
- Enhance the Department Operations Center (Station 24) to support agency needs during large scale incidents

## Theme #2

### **“How do we meet the increasing service demands over the coming years?”**

#### **Strategic Objective - 2.1 Reduce Financial and Legal Risk/Liability to the Fire Department and the City of Rocklin**

##### **Outcome Measurements**

1.1.1 Keep annual growth rate of structure fire instances at or below annual population growth (percent of structure fires lower than percentage of population growth year over year)

1.1.2 Contain structure fires to room of origin for 70% of incidents

1.3.1 Zero firefighter line of duty deaths

1.3.2 Maintain an employee injury rate below 25 percent of total allocated staffing positions

2.1.1 Zero cases of harassment/discrimination

2.1.2 Zero cases requiring formal disciplinary action (action above written reprimand)

##### **Supporting Goals**

- Review/update all disciplinary policies and procedures
- Provide liability reduction/harassment prevention/people-skills training to all employees annually (this is in addition to requirements of SB 1343)
- Inspect 100% of state mandated occupancies annually
- Inspect 100% of commercial fire protection systems annually
- Inspect 100% of high-risk occupancies annually
- Inspect 95% of all moderate-risk occupancies during each two year inspection cycle
- Inspect 95% of all low-risk occupancies during each three year inspection cycle
- Expand the use and reliability of traffic navigation and preemption technology
- Update and maintain a two year training plan (concurrent with periodic risk assessment)
  - Review response mode to fire alarms, low acuity medical calls, life assists, etc.

## Strategic Objective - 2.2 Improve Efficiency within the Current Budget System

### Outcome Measurements

- 1.1.1 Keep annual growth rate of structure fire instances at or below annual population growth  
(percent of structure fires lower than percentage of population growth year over year)
- 1.3.2 Maintain an employee injury rate below 25 percent of total allocated staffing positions
- 2.2.1 Maintain a “cost per capita” equal to or below the regional comparative average (\$201)
- 2.2.2 Maintain workers compensation costs below 10 percent of Department’s annual general fund budget expenditures
- 2.2.3 Maintain a score of 21 points or less for all front-line fire apparatus (APWA vehicle replacement score)
- 2.2.4 Maintain a score of 30 points or less for all reserve fire apparatus (APWA vehicle replacement score)

### Supporting Goals

- Purchase sufficient fire apparatus to ensure fleet health complies with apparatus replacement plan
- Invest in station improvement projects that provide economic savings measured in lower maintenance and/or utility costs
- Improve efficiency of workers’ compensation treatment program
- Pursue grant opportunities with a positive return on staff time and monetary investment

## Strategic Objective - 2.3 Prepare the Agency for the Next Economic Downturn

### Supporting Goals

- Invest in station improvement projects that provide economic savings measured in lower on-going maintenance and/or utility costs
- Invest in high-quality equipment/apparatus that can withstand deferred replacement when necessary
- Develop an operational cost and service “step down” plan that will provide a progressive rate of savings within one year of implementations

## Strategic Objective - 2.4 Prepare for Rapid Population Growth

### Outcome Measurements

1.1.1 Keep annual growth rate of structure fire instances at or below annual population growth  
(percent of structure fires lower than percentage of population growth year over year)

1.1.2 Contain structure fires to room of origin for 70% of incidents

1.1.3 Zero civilian fire deaths (structure fires/accidental/unintentional)

1.2.1 Maintain a cardiac survival rate at or above the national average (CARES Data)

1.2.2 Provide Advanced Life Support capable/first unit to EMS calls within 8 minutes, 90 percent  
of the time (high acuity calls, 911 to arrival)

### Supporting Goals

- Plan for new facilities and expanding staffing needs
  - Identify future facility locations and secure property in advance
- Review funding sources for new impacts to Department budget
- Participate in City general plan updates, state housing mandates, and county sphere of influence reviews
- Identify a response reliability measurement threshold for all planning zones
- Formalize/update policy to control/limit provision of mutual aid during times of resource drawdown

### Theme #3

***“How do we better market our services and demonstrate our value to our community?”***

### Strategic Objective - 3.1 Promote A Positive Agency Reputation within the Community

#### Outcome Measurements

3.1.1 Explore fire service accreditation through the Commission on Fire Accreditation International

3.1.2 Maintain an ISO rating of Class 2 or better

3.1.3 Recruit and hire employees that represent the demographic make-up of the community (census data)

3.1.4 Achieve an approval rating of 95% or higher from citizen satisfaction survey

#### Supporting Goals

- Enroll Department as a Registered Agency with the Commission on Fire Accreditation International
- Review ISO itemized performance one year prior to next review (2022)
- Develop a formalized recruitment and hiring plan
- Explore a “Fire Ops 101” program for interested community leaders and media

## Strategic Objective - 3.2 Mitigate Fire Related Damage to Allow Occupants to Remain in the Impacted Structure after Suppression Operations

### Outcome Measurements

1.1.2 Contain structure fires to room of origin for 70% of incidents

3.2.1 Save 95% of the value of property and contents threatened by fire (quantifying the negative)

### Supporting Goals

- Process 911 fire/rescue calls for service (alarm handling) within 1 minutes and 30 seconds, 90 percent of the time (emergent calls, 911 pick up to unit alert)
- First unit arrival at structure fires, hazardous material releases, and other crisis incidents requiring use of personal protective equipment within 9 minutes, 90 percent of the time (emergent calls, 911 pick up to unit arrival)
- Turnout time for emergent fire/rescue calls for service within 1 minute and 40 seconds, 90 percent of the time (unit alert to wheels rolling)
- Inspect 100% of state mandated occupancies annually
- Inspect 100% of commercial fire protection systems annually
- Inspect 100% of high-risk occupancies annually
- Inspect 95% of all moderate-risk occupancies during each two-year inspection cycle
- Inspect 95% of all low-risk occupancies during each three-year inspection cycle
- Expand the use and reliability of traffic navigation and preemption technology
- Develop policy and training to emphasize early notification to a qualified restoration company



## Strategic Objective - 3.3 Provide Downward Pressure on Fire Insurance Premium Costs within the Community

### Outcome Measurements

1.1.1 Keep annual growth rate of structure fire instances at or below annual population growth  
(percent of structure fires lower than percentage of population growth year over year)

1.1.2 Contain structure fires to room of origin for 70% of incidents

3.1.2 Maintain an ISO rating of Class 2 or better

3.2.1 Save 95% of the value of property and contents threatened by fire (quantifying the negative)

### Supporting Goals

- First unit arrival at structure fires, hazardous material releases, and other crisis incidents requiring use of personal protective equipment within 10 minutes, 90 percent of the time  
(emergent calls, 911 to arrival)
- Process 911 fire/rescue calls for service (alarm handling) within 2 minutes and 10 seconds, 90 percent of the time (emergent calls, 911 pick up to unit alert)
- Turnout time for emergent fire/rescue calls for service within 2 minutes, 90 percent of the time (unit alert to wheels rolling)
- Inspect 100% of state mandated occupancies annually
- Inspect 100% of commercial fire protection systems annually
- Inspect 100% of high-risk occupancies annually
- Inspect 95% of all moderate-risk occupancies during each two-year inspection cycle
- Inspect 95% of all low-risk occupancies during each three-year inspection cycle
- Review ISO itemized performance one year prior to next review (2022)
- Develop policy and training to emphasize early notification to a qualified restoration company

## Strategic Objective - 3.4 Provide Value Beyond the 911 Call

### Outcome Measurements

3.1.2 Maintain an ISO rating of Class 2 or better

3.2.1 Save 95% of the value of property and contents threatened by fire (quantifying the negative)

### Supporting Goals

- Provide fire safety education to Elementary schools
- Partner with Rocklin Unified School District for School Site Safety Program
- Improve workforce diversity
- Review ISO itemized performance one year prior to next review (2022)
- Provide support for the Rocklin Public Safety Foundation



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