

September 2022

## STRATEGIC PLAN

2022-2027



Rodeo-Hercules Fire District

Rodeo, CA

*Prepared by:*



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# CONSULTANT REPORT

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## EXECUTIVE SUMMARY

Fitch & Associates, LLC was contracted by the Rodeo-Hercules Fire District (RHFD) to provide a facilitated strategic planning process. The process included two days of onsite meetings, and three virtual interviews with the fire chief, fire district board members, and community stakeholders between May and June 2022, plus a web-based survey to the community at-large. The agency hosted a total of three virtual “town hall” style meetings. The initial “town hall” meeting was hosted on May 14, 2022, 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 Rodeo-Hercules Fire District before and after the facilitated process; 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 12 strategic objectives, 19 outcome measurements and 48 unique supporting goals to prepare the Rodeo-Hercules Fire District 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	RHFD Board of Directors	Internal Stakeholders
Dion Baily – Mayor, City of Hercules	Damon Covington – Chair	Darren Johnson – Interim Fire Chief
Deborah Brandon – Board Member, John Swett Unified School District	Steve Hill – Vice Chair	John Bischoff – Board Member, Local 1230
Heather Farmer – Board Member, Bay Front Chamber of Commerce	Marie Bowman - Director	Derek Cochnauer - Captain
Dante Hall -- City Manager, City of Hercules	Charles Davidson - Director	Rob Gelhaus - Engineer
Aimee Henry – Director of Community Relations, Phillips 66	Robyn Mikel - Director	Anthony Stephens – Vice President, Local 1230
Dr. Anthony Hodge – Chairman, Rodeo Municipal Advisory Council		Vince Wells – President, Local 1230
Tanya Little – Co-founder, PHREED		
Richard Luchini – Member, Contra Costa Taxpayers Association		
Jamela Smith-Folds – Trustee, Area 1, West Contra Costa School District		
Annie Ziff – Chair, Measure O Oversight Committee		
Eliza Zoffada – Community Relations, BIO-RAD		

*“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 Rodeo-Hercules Fire District (RHFD) to provide a facilitated strategic planning process. The process included two days of onsite meetings, and three virtual interviews with the fire chief, fire district board members, and community stakeholders between May and June 2022, plus a web-based survey to the community at-large. The survey was hosted on the agency’s website for 35 days and consisted of 12 questions specifically targeting community members’ opinions and past experience with receiving fire and emergency medical services. The agency hosted a total of three virtual “town hall” style meetings. The initial “town hall” meeting was hosted on May 14, 2022, 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 Rodeo-Hercules Fire District before and after the facilitated process; 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 12 strategic objectives, 19 outcome measurements, and 48 unique supporting goals to prepare the Rodeo-Hercules Fire District 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 of fact prior to publishing. The final report also included an internal progress tracking spreadsheet.



# GOVERNANCE

The residents of the Rodeo-Hercules Fire District elect five board members from the community as their governing body. Board members are all elected at-large and must reside within the district boundaries during their entire term. All elections are non-partisan. Terms are four years in length, and directors have no term limits.

The Board of Directors selects and appoints the Fire Chief who serves as the chief executive officer of the district. The Fire Chief directs and coordinates the various functions and divisions within the organization, administers the budget, and makes reports and recommendations to the Board. The Fire Chief is an at-will position (under contract) with authority to hire, fire, promote, and transfer all district employees.





## FIRE DISTRICT HISTORY AND OVERVIEW

The Rodeo Fire Protection District (District) was formed on February 26, 1937, as an independent special district and established to provide fire protection services to the unincorporated community of Rodeo. In 1978, the City of Hercules was annexed and subsequently the name of the District was changed to the Rodeo-Hercules Fire Protection District.

Today the District is staffed with 20 personnel, deployed from two fire stations. The District protects a total population of approximately 35,000, over a 32 square mile area, including the Phillips 66 oil refinery, numerous two major railways and portions of Interstate 80.

The District has expanded its services over the years and now provides advanced life support, hazardous material response, water rescue, and technical rescue.



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

In total, the District operates the following response units: (Minimum daily staffing of 6)

- 1 Engine companies (ALS)
- 1 Quint company (ALS)
- 1 Battalion chief (2 shifts are covered by adjacent agencies under existing agreement)

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 \$425. **In comparison to this average, it is noteworthy that the District has a cost per capita of \$237, which is approximately 44 percent lower.** The resulting cost model for the District 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 districts that did not address the fiscal sustainability of their services in time.

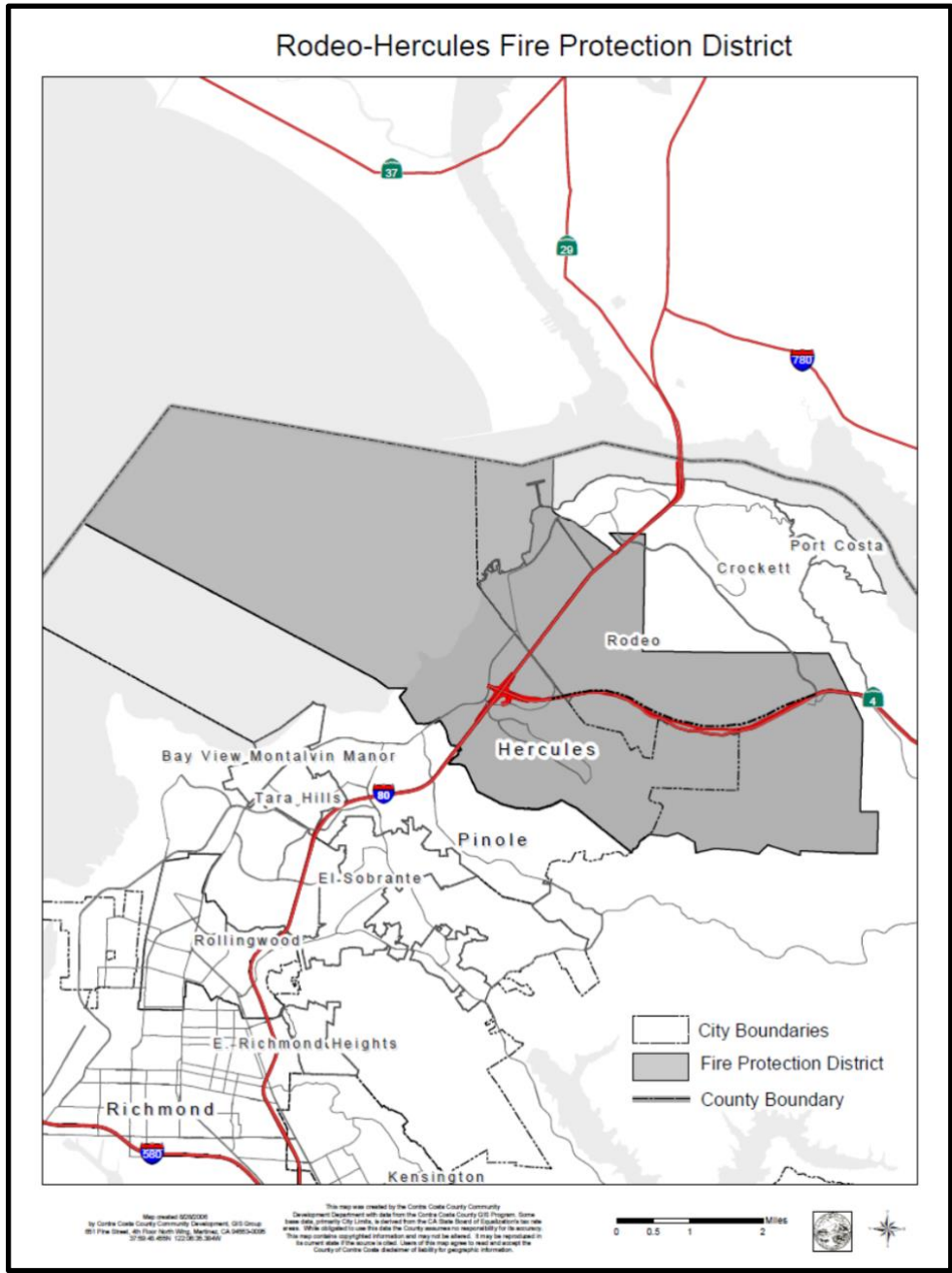


Peer Agency	Population Served	Budget	Calls for Service	Per Capita Cost	Full-Time Employees	ISO Rating (1 is best)	# of Fire Stations
Albany	19,100	\$ 4,456,000	3,622	\$ 233.30	19	2	1
Benicia	28,100	\$ 11,864,000	2,761	\$ 422.21	35	3	2
El Cerrito-Kensington FPD	25,300	\$ 12,348,000	3,552	\$ 488.06	35	1	3
Humboldt Bay FPD	55,700	\$ 9,985,000	7,608	\$ 179.26	54	3	5
Moraga-Orinda FPD	38,500	\$ 30,878,000	3,000	\$ 802.03	64	3	5
North Central FPD	51,300	\$ 10,146,000	4,316	\$ 197.78	60	3	5
Novato FPD	66,000	\$ 28,736,000	5,000	\$ 435.39	70	1	5
Piedmont	10,700	\$ 7,612,000	870	\$ 711.40	19	3	1
Pinole	18,800	\$ 5,514,400	2,800	\$ 293.32	14	3	1
San Ramon Valley FPD	194,400	\$ 94,201,000	9,000	\$ 484.57	141	2	9
<b>AVERAGE</b>	<b>50,790</b>	<b>\$ 21,574,040</b>	<b>4,253</b>	<b>\$ 424.73</b>	<b>51</b>	<b>2</b>	<b>4</b>
Rodeo-Hercules FPD	36,500	\$ 8,646,000	2,484	\$ 236.88	20	2	2

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, and the revenue derived from the City of Hercules, the cost for some property owners in the unincorporated areas can be substantially higher than noted in the cost per capita table.

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

# SERVICE AREA AND FACILITIES



**Fire Stations and Facilities**

**Station 76 - 1680 Refugio Valley Road. Hercules, CA 94547  
(Headquarters and Training Center)**



**Station 75 - 326 Third Street. Rodeo, CA 94572**



# AGENCY MISSION, VISION, VALUES

The Rodeo-Hercules Fire District has a well-established organizational mission, vision, and list of values.

## MISSION STATEMENT

**“It is the mission of this organization to provide the highest level of service to the community; to mitigate the devastating effects of fires and other disasters; to deliver emergency medical services; to educate the public and maintain a constant state of readiness.”**

## VISION STATEMENT

**“The Rodeo-Hercules Fire District is dedicated to providing fire and life safety with PRIDE, EXCELLENCE and PROFESSIONALISM.”**

## VALUES

- **Service to the Community**
- **Public Trust**
- **Professionalism**
- **An Educated Work Force**
- **Compassion**
- **Teamwork**
- **Safety, Health & Welfare of the Organization**

## **AGENCY STATUS ANALYSIS**

The Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis is designed to help the organization assess itself in order 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, preparedness investments that are paying off, etc.**

- Good customer service
- Good community relations
- Good fire and EMS equipment
- Good relationships with surrounding fire and other emergency service agencies
- Great staff, invested in the community
- Morale is improving over time
- Good water system
- Good teamwork and support amongst staff
- District fund reserves close to 50%

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

- Lack of staffing to address growing severity and frequency of emergency events
- Retention of staff
- Inexperience of staff due to rapid turnover
- Lack of support staff
- Agency revenue approximately 40% below regional comparative average
- Outdated policies and procedures
- In ability to keep up with changing technology in the industry
- Need to update radio systems
- Lack of personnel accountability due to shared Battalion Chief coverage model
- Need better promotional preparation/testing/probationary period training
- Cardiac survival percentage lower than national average

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

- Shared services agreement
- Possible contract for service with another agency
- Explore efficiency opportunities
- Add (2) Battalion Chiefs
- Explore additional revenue opportunities
- Expand public education program
- Expand diversity within ranks
- Improve cardiac survival percentage

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

- Maintaining service levels over time
- Achieving adequate levels of funding
- Unfunded mandates and liabilities
- Employee recruitment and retention
- Limited ability to provide public education
- Communicating service level impacts to the community
- Economic downturn
- Maintaining experience level of operational staff
- Investing in training and qualification of mid-tier staff
- Improve efficiency in apparatus maintenance





# STRATEGIC OBJECTIVES AND OUTCOMES

This plan was developed with the primary goal of helping the Rodeo-Hercules Fire District 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 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 Goal:** An incremental step(s) needed to accomplish the higher-level/desired outcome.





In this plan, strategic outcomes and goals may be repeated throughout the document since the same goal may solve for many different strategic initiatives. 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?**

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### **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** (structure fires/accidental/unintentional)

**Rescue victims of entrapment within 10 minutes from patient contact, 90 percent of the time** (emergent calls, patient contact to patient extricated, in assistance to local hospital ER trauma unit accreditation standard)

#### **Supporting Goals**

- Ensure emergency 911 calls for service are processed within 90 seconds, 90 percent of the time (alarm handling)
- Turnout time for fire/rescue calls within 1 minute and 50 seconds, 90 percent of the time (emergency calls, unit alert to wheels rolling)
  - Monitor and report turnout time performance quarterly (rolling 90 and 365-day, by member or officer)
- 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)

- 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, 90 percent of the time (emergency calls, 911 call received to unit arrival)
- Inspect 100% of all commercial fire protection systems annually
- Inspect 100% of high-risk occupancies annually
- Inspect 100% of State mandated occupancies annually
- Inspect 90% of moderate and low-risk occupancies annually
- Prepare for the adoption of the 2018 Fire Code
- Develop strategies to improve quality and quantity of incident data reporting by officers and paramedics
  - Time stamp “water on the fire”
  - Time stamp “primary search complete”
  - Time stamp “extrication complete”
  - Time stamp “at patient side/victim side”
- Keep annual Unit Hour Utilization percentage below 30% for all units (annually)
- Develop a Standards of Cover document
  - Review response modes to fire alarms, low acuity medical calls, lift assists, etc.

## 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** (ROSC avg.)

## Supporting Goals

- Ensure emergency 911 calls for service are processed within 90 seconds, 90 percent of the time (alarm handling)
- Turnout time for EMS calls within 1 minute and 30 seconds, 90 percent of the time (emergency calls, unit alert to wheels rolling)
- 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, 90 percent of the time (emergency calls, 911 received to unit arrival)
- 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, 90 percent of the time (emergency calls, 911 call received to unit arrival)
- Ambulance arrival on EMS calls within 11 minutes and 45 seconds, 90 percent of the time (emergency calls, Zone B, 911 received at ConFire to unit arrival, per county contract)
- Explore developing a process to start measuring cardiac survival using agency specific CARES data
- Develop a CPR fraction rate measurement (i.e., Maintain a CPR fraction rate of at least 90 percent, for 90% of cardiac arrest incidents)
- Develop a Standards of Cover document
- Keep Unit Hour Utilization percentage below 30% for all units
- Explore strategies that measure and improve definitive patient care
  - Example: Recognize and transport medical alerts (STEMI, stroke, trauma) within 10 minutes, 90 percent of the time (at patient side to transport)
- Develop a bystander CPR participation rate target
- Partner with community agencies to offer bystander “hands-only” CPR training

## 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**

**Maintain annual employee injury rate below 20 percent of total allocated staffing** (less than 3 reportable industrial injuries per year)

### Supporting Goals

- Ensure emergency 911 calls for service are processed within 90 seconds, 90 percent of the time (alarm handling)
- Turnout time for fire/rescue calls within 1 minute and 50 seconds, 90 percent of the time (emergency calls, unit alert to wheels rolling)
- 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)
- 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, 90 percent of the time (emergency calls, 911 call received to unit arrival)
- Inspect 100% of all commercial fire protection systems annually
- Inspect 100% of high-risk occupancies annually
- Inspect 100% of State mandated occupancies annually
- Inspect 90% of moderate and low-risk occupancies annually
- Prepare for the adoption of the 2018 Fire Code
- Develop a Standards of Cover document
- Analyze security of all agency facilities (station hardening)
- Analyze equipment and inventory security for all fire apparatus (apparatus hardening)

## 1.4 Improve Agency Resiliency During Crisis-Level Events

### Supporting Goals

- Develop a Standards of Cover document
- Develop a policy that limits the provision of auto or mutual aid during resource drawdown
- Explore a contract for service or consolidation with a larger fire agency

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

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### 2.1 Reduce Financial and Legal Risk/Liability to the District

#### Outcome Measurements

##### Zero firefighter Line of Duty deaths

**Maintain annual employee injury rate below 20 percent of total allocated staffing** (less than 3 reportable industrial injuries per year)

##### Zero substantiated cases of harassment/discrimination

**Zero cases of requiring formal disciplinary action** (action above written reprimand)

### Supporting Goals

- Provide liability reduction/ harassment prevention training to all employees and board members annually
- Develop a Standards of Cover document
- Update and maintain a two-year training plan
- Update succession planning/professional development policies
- Improve quality and accuracy of report writing by officers, paramedics and EMT's.
- Develop system to review/update all policies every three years
- Explore a contract for service or consolidation with a larger fire agency

## 2.2 Improve Efficiency within the Current Budget Process

### 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 a “cost per capita” equal to or below the regional comparative average**

**Maintain a fund reserve balance of 50%**

**Maintain Workers’ Compensation costs below 3% of annual budget**

### Supporting Goals

- Purchase sufficient fire apparatus to ensure fleet health complies with apparatus replacement plan
- Pursue grant opportunities with a positive return in investment
- Strategic planning group will meet at least annually to review progress and updates
- Explore the value of mobile fire mechanic service
- Explore a contract for service or consolidation with a larger fire agency

## 2.3 Prepare the Agency for Future Economic Downturns

### Outcome Measurement

**Develop operational cost and service “step down/cost cutting” plan that will provide a progressive rate of savings within one year of implementation**

### **Supporting Goals**

- Invest in station improvement projects that provide economic savings measured in lower ongoing maintenance or utility costs
- Invest in high quality equipment/apparatus that can withstand deferred replacement when necessary
- Explore a contract for service or consolidation with a larger fire agency

## **2.4 Prepare for Population Growth within the Jurisdiction**

### **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** (ROSC avg.)

### **Supporting Goals**

- Ensure emergency 911 calls for service are processed within 90 seconds, 90 percent of the time (alarm handling)
- Turnout time for fire/rescue calls within 1 minute and 50 seconds, 90 percent of the time (emergency calls, unit alert to wheels rolling)
- 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)
- 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, 90 percent of the time (emergency calls, 911 call received to unit arrival)
- Inspect 100% of all commercial fire protection systems annually



- Inspect 100% of high-risk occupancies annually
- Inspect 100% of State mandated occupancies annually
- Inspect 90% of moderate and low-risk occupancies annually
- Prepare for the adoption of the 2018 Fire Code
- Develop a Standards of Cover document
- Explore a contract for service or consolidation with a larger fire agency

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

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

#### **Outcome Measurements**

**Maintain a “cost per capita” equal to or below the regional comparative average**

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

#### **Supporting Goals**

- Explore a “Fire Ops 101” program for interested community leaders and media
- Review and update Department website annually
- Provide public speaking/presentation to community groups
- Explore a customer/patient satisfaction survey program
- Develop a list of community stakeholders for future strategic planning efforts
- Develop a community engagement plan
- Explore expanding social media outreach strategy

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

### 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)

**Save at least 95% of the value of property and contents threatened by fire** (values saved versus values lost, including exposures)

**Prevent displacement for 95% of occupants impacted by fire** (occupants return to home within 24 hours of fire)

### Supporting Goals

- Ensure emergency 911 calls for service are processed within 90 seconds, 90 percent of the time (alarm handling)
- Turnout time for fire/rescue calls within 1 minute and 50 seconds, 90 percent of the time (emergency calls, unit alert to wheels rolling)
- 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)
- 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, 90 percent of the time (emergency calls, 911 call received to unit arrival)
- Inspect 100% of all commercial fire protection systems annually
- Inspect 100% of high-risk occupancies annually
- Inspect 100% of State mandated occupancies annually
- Inspect 90% of moderate and low-risk occupancies annually
- Prepare for the adoption of the 2018 Fire Code
- Develop a Standards of Cover document

### 3.3 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)

**Save at least 95% of the value of property and contents threatened by fire** (values saved versus values lost, including exposures)

**Prevent displacement for 95% of occupants impacted by fire** (occupants return to home within 24 hours of fire)

**Maintain or improve current Insurance Services Office protection ratings for the City and District**

#### Supporting Goals

- Ensure emergency 911 calls for service are processed within 90 seconds, 90 percent of the time (alarm handling)
- Turnout time for fire/rescue calls within 1 minute and 50 seconds, 90 percent of the time (emergency calls, unit alert to wheels rolling)
- 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)
- 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, 90 percent of the time (emergency calls, 911 call received to unit arrival)
- Inspect 100% of all commercial fire protection systems annually
- Inspect 100% of high-risk occupancies annually
- Inspect 100% of State mandated occupancies annually
- Inspect 90% of moderate and low-risk occupancies annually
- Prepare for the adoption of the 2018 Fire Code
- Keep annual Unit Hour Utilization percentage below 30% for all units (annually)

- Develop a Standards of Cover document
- Identify cost-efficient measures to improve or maintain ISO protection classes
- Review ISO rating process in September 2024

### **3.4 Provide Value to the Community Beyond the 911 Call**

#### **Outcome Measurements**

**Maintain or improve current Insurance Services Office protection ratings for the City and District**

#### **Supporting Goals**

- Provide fire safety education in all elementary schools and develop a junior safety group
- Partner with the High School to provide HS students community service opportunities at the fire stations
- Partner with local community colleges to provide fire trainee opportunities, especially with fire prevention efforts
- Recruit new employees from the local community
- Develop a CERT cadre
- Identify cost-efficient measures to improve or maintain ISO protection classes
- Review ISO rating process in September 2024