



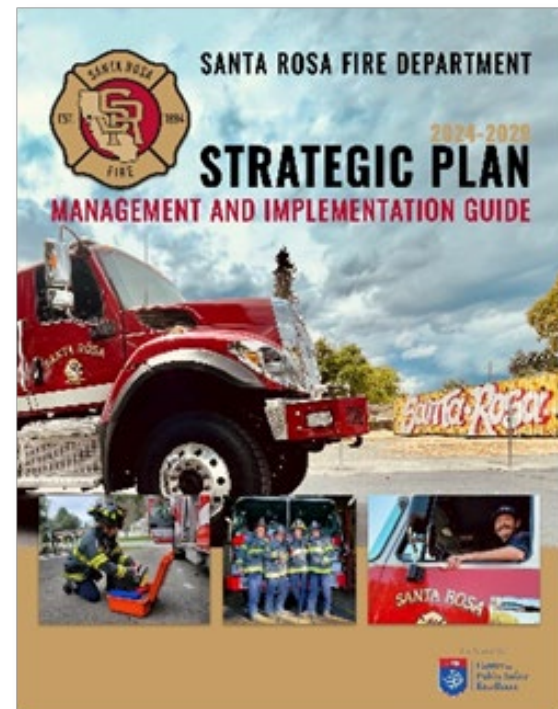
# Fire Department Strategic Plan

Public Safety Subcommittee  
April 23, 2024

Scott Westrope, Fire Chief

# Background

- The previous Santa Rosa Fire Department (SRFD) Strategic Plan was for the period of 2016 to 2021.
- The Center for Public Safety Excellence (CPSE) was selected through a competitive purchasing process to facilitate a new SRFD Strategic Plan for the years 2024 to 2029.
- This plan was to use an updated methodology:
  - Realistic goals and expectations
  - Significant stakeholder input
    - Internal (Department and City)
    - External
    - Public input



# Mission Statement

## 2016-2021

As a professional, all-risk fire department, we protect lives, property, and the environment through emergency response, prevention, and community involvement.

## 2024-2029

The Santa Rosa Fire Department proudly safeguards our community as a professional organization protecting lives, property, and the environment through all-risk **SERVICE** and engagement.

# Values Statement

## 2016-2021

The Santa Rosa Fire Department's  
Core Values are – SERVICE:

- Selfless
- Engaged
- Responsive
- Visionary
- Innovative
- Committed
- Ethical

## 2024-2029

The Santa Rosa Fire Department's  
Core Values are – SERVICE:

- Selfless
- Engaged
- Ready
- Visionary
- Inclusive
- Collaborative
- Ethical

# Vision Statement

## 2016-2021

### **Santa Rosa Fire Department Vision:**

- Be a progressive and innovative organization that anticipates and influences change.
- Continue to develop our role as a community and regional leader on and off duty.
- Be an organization committed to the safety and development of our members.
- Be a team whose members are effective, empowered, and enthusiastic in their service.
- Prepare ourselves and our community for natural and man-made disasters.

## 2024-2029

### **Santa Rosa Fire Department Vision:**

- Be a progressive, visionary, and inclusive organization that anticipates and influences change.
- Be an effective team that is committed to the safety, wellness, and development of our members.
- Empowered to carry out our mission. By working with our partners, we will develop our organizational infrastructure to support our growing community and address emerging threats.
- Santa Rosa Fire Department will be the leaders in the community and region now and into the future.

# Goals

1. Revitalize the fire department's workforce through innovative recruitment strategies to maximize organizational effectiveness.
2. Improve physical resources to ensure the highest level of safety and service for our community and personnel.
3. Enhance the overall technological readiness and communication infrastructure of the fire department to ensure efficient emergency response and personnel safety.
4. Enhance service delivery to ensure the best possible response to the residents and visitors of our community.
5. Strengthen community engagement, safety, and preparedness through active community collaboration, communication, and outreach to create a more prepared community.

# Goal 1

***Revitalize the fire department's workforce through innovative recruitment strategies to maximize organizational effectiveness.***

## Objectives:

1. Evaluate and improve the recruitment process to attract and retain career employees.
2. Enhance the training division to ensure expertise in all current and future department programs.
3. Promote a safe, healthy work environment that effectively manages personal and organizational risks.

# Goal 2

***Improve physical resources to ensure the highest level of safety and service for our community and personnel.***

## Objectives:

1. Modernize and construct facilities in accordance with current and projected needs of the community and department
2. Provide a modern and well-maintained fleet in support of operational readiness.
3. Advance service delivery utilizing contemporary equipment and industry best practices.



# Goal 3

***Enhance the overall technological readiness and communication infrastructure of the fire department to ensure efficient emergency response and personnel safety.***

## Objectives:

1. Update, modernize, and improve hardware systems to improve operational efficiencies across all three divisions.
2. Update, modernize, and improve software systems to improve operational efficiencies across all three divisions.
3. Improve speed and reliability for fire station alerting, resulting in improved response times.
4. Collaborate and coordinate with allied agencies and stakeholders to ensure the success of the regional dispatch system.
5. Provide reliable and efficient wireless and radio infrastructure to improve efficiency across all divisions.

# Goal 4

***Enhance service delivery to ensure the best possible response to the residents and visitors of our community.***

## Objectives:

1. Provide appropriate staffing to meet current and projected department needs.
2. Evaluate current response models and implement appropriate alternatives to meet the community's changing needs.
3. Improve response times to meet City Council goals and the demands of the community.

# Goal 5

***Strengthen community engagement, safety, and preparedness through active community collaboration, communication, and outreach to create a more prepared community.***

## Objectives:

1. Establish relationships and collaborate with community groups and non-governmental organizations to improve community relations to meet demographic and geographic needs.
2. Develop and implement community education and outreach plans and programs leading to a more informed community.
3. Enhance communications and preparedness to increase community awareness and readiness.

# Conclusion

- Working with community and department members from all levels, this strategic plan was developed...but the work is truly just beginning. Agency stakeholders must now execute and institutionalize the plan to ensure the community's expectations and the Santa Rosa Fire Department's vision remain congruent.
- It must be remembered that during this journey of regeneration through change and improvement, recalculation may need to occur to find the success desired. This strategic plan is a roadmap to help the Santa Rosa Fire Department navigate that change and futurity.



# Questions?