

# FAIRFIELD

## FIRE DEPARTMENT

### Strategic Plan

2024-2029



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# Letter from the Fire Chief



I am pleased to present the Fairfield Fire Department's Strategic Plan. This plan is the culmination of months of collaborative effort, analysis and foresight from our strategic planning team.

This strategic plan will serve as a roadmap to guide our organization through the next five years as we navigate the changing dynamics of the fire service and our community. The plan encapsulates our collective vision, mission, values and goals providing a framework to align our actions and initiatives with our overarching objectives.

Key highlights of the strategic plan include:

1. **Department explanatory information:** Background regarding the department divisions, budget and response statistics.
2. **Vision and Mission:** Articulating our long-term aspirations and defining our purpose driven approach.
3. **Core Values:** identifying the principles that guide our decision making and behavior.
4. **Strategic Objectives:** Outlining the specific goals and objectives we aim to achieve over the next five years.
5. **Implementation and Evaluation:** Establishing the mechanisms for tracking progress for the parties responsible for executing the strategic initiatives and adapting strategies as needed.

I would like to thank the members of the Fairfield Fire Department who contributed their time and talents to the completion of this project. While the plan is written, now the real work starts as we collaboratively navigate this roadmap for the future.

Sincerely,

Thomas C. Lakamp

Fire Chief



## Acknowledgements

The Fairfield Fire Department would like to recognize the work and effort of the Strategic Planning Committee. Without their dedication and cooperation this plan would not have been possible.

### Committee

Deputy Chief Chad Cooper	Firefighter Brandin Baxtron
Deputy Chief Randy McCreadie	Firefighter Brent Gerretty
Deputy Chief Steve Conn	Firefighter Tyler Holman
Battalion Chief Tracy Donovan (Ret.)	Firefighter Cameron Koch
Battalion Chief James Howell (Ret.)	Firefighter Rob Lance (L4010 Pres.)
Battalion Chief Dan Korte	Firefighter Brandon Littleton
Battalion Chief Jamison Ruhl	Firefighter Michael Susanek
Lieutenant Noah (Rick) Gibbs (Ret.)	Firefighter Andrew Wilkens
Lieutenant Matthew Hicks	
Lieutenant Jon Krueckeberg	
Lieutenant Shawn May	
Lieutenant Gabe Owens	
Lieutenant Neal Ressler	
Lieutenant Jeremy Shiflett	
Lieutenant Jamie Viers	
Lieutenant Michael Weiss	
Fire Chaplain Rob Rosenbalm	

The Department would also like to recognize the Strategic Planning meeting facilitators graciously supplied by Fifth Third Bank:

Amanda Davenport  
Jennifer Bernier  
Laurel Wolf  
Teck Yu  
Cathy Ritter (Editing)



# Fairfield Fire Department History

- The City of Fairfield Fire Department was established in 1955 - Formerly the Fairfield Twp. Fire Department.
- 1955 to 1973 – The department was staffed strictly by volunteer personnel.
- 1973 – Established a paid-on call system for volunteer personnel where volunteers were compensated by the response.
- 1981 – Paramedic Levy passed by referendum.
- 1983 – Initiated paramedic services through a contract with Independent Specialized Paramedics Inc. (ISPI) to provide advanced life support in the City 24-hours a day.
- 1984 – Hired the first full-time Fire Chief.
- 1985 – Implemented a part-time firefighter system during the weekdays from 06:00 a.m. – 6:00 p.m. due to a lack of available volunteers.
- 1990 – 24- hour coverage with part-time firefighters.
- 1993 – Hired the first full-time fire officers. Three Fire Captains (now Battalion Chiefs) were hired to supervise the 24-hour operations of the department.
- 1999 – Hired the first full-time firefighter paramedics. Nine firefighter paramedics began serving the City 24-hours a day.
- 2000 – Hired nine additional firefighter paramedics.
- 2006 – Terminated the ISPI paramedic contract – hired additional full-time firefighter paramedics.
- 2016 – Fairfield residents approve a 2.5 - mill continuing operating fire levy.
- 2017 – The department has grown to 26 career personnel and supplemented with 48 part-time personnel.



- 2017-2022 – The availability of part-time firefighters is greatly reduced making it impractical and inefficient to continue with a part-time staffing model.
- 2018 – The department received the Staffing for Adequate Fire and Emergency Response (SAFER) grant to hire 4 additional fulltime firefighters.
- 2022 – Fairfield residents approve a 9.25 mill levy to transition to a full-time fire department.
- 2022 – 2023 – The department hires 15 full-time firefighters with the assistance of the SAFER and American Rescue Plan Act (ARPA) grant awards.
- 2024 – The department currently has 61 career firefighters:
  - Fire Chief
  - 3 – Deputy Fire Chiefs
  - 3 – Battalion Chiefs
  - 3 – Fire Captains
  - 6 – Fire Lieutenants
  - 9 – Fire Apparatus Operators
  - 36 – Firefighter Paramedics (FF/PM)

\*\* The department will hire nine additional firefighters by January 1, 2025 to accommodate a new firefighter work schedule.



# Fairfield Fire Divisions

The Fairfield Fire Department is divided into three divisions each commanded by a Deputy Chief. The three Divisions are Fire/EMS Operations and Communications, Human Resources, Grants and Public Information and Fleet/Facilities and Community Risk Reduction.

## Fire/EMS Operations and Communications Division

### Deputy Fire Chief Chad Cooper



The Fire and EMS Operations Division oversees day-to-day activities of all Fire and EMS companies, including the response to all fire and emergency medical incidents. The Operations Division also coordinates all Special Operations disciplines for the department that includes Technical Rescue, HAZMAT, SWAT, EOD and Water Emergency responses. Further, the Division is responsible for data-driven crew performance and deployment as it relates to NFPA 1710 by maintaining records and reports for Fire and EMS incidents.

The Operations Division is responsible for all fire and medical special event planning for events throughout the City. The Operations Division is the coordinator for the department for fire and EMS incidents with the Fairfield Dispatch center and is the liaison for the Medical Director and health care facilities within the City.

The Operations Division is comprised of 57 career personnel with the Fire Department minimum daily staffing of 18 personnel assigned to the following apparatus:

Firehouse 31	Firehouse 32	Firehouse 33
Quint 31- Minimum 3 FF/PM	Quint 32- Minimum 3 FF/PM	Engine 33- Minimum 3 FF/PM
Medic 31- 2 FF/PM	Medic 32- 2 FF/PM	Medic 33- 2 FF/PM
ALS 31 1- FF/PM	ALS 32 1- FF/PM	Battalion 30 1- Battalion Chief



## **Human Resources, Training and Grants Division**

### **Deputy Fire Chief Steven Conn**



The Fairfield Fire Department Human Resources Division works in coordination with the City of Fairfield Human Resources Division. The Fairfield Fire Department Human Resources Division is dedicated to ensuring the recruitment, development, and retention of highly qualified firefighter paramedics who are committed to serving the community with excellence and integrity. The Division oversees all aspects of personnel management, including recruitment, hiring, training, promotion, performance evaluation, organizational effectiveness, and employee relations. The Division works tirelessly to recruit individuals who embody the values of selflessness, responsiveness and courage, and to provide the resources and support needed to thrive in their roles. The Division strives to create a supportive and inclusive work environment fostering professional growth and personal well-being for all members of the department. The Division's goal is to attract and retain exceptional firefighter paramedics and to promote a culture of safety, teamwork, and continuous improvement.

Through strategic planning, proactive policy development, and compassionate employee assistance programs, we foster a culture of respect, resilience, and innovation within the department. Our commitment to excellence extends beyond the fireground, as we prioritize the well-being and growth of our personnel, ensuring they are equipped to meet the evolving needs of our community with skill, empathy, and dedication.

The Fairfield Fire Department Training Division is responsible for assessing the training needs of the Department, formulating training goals and facilitating training activities to ensure that all members are adequately prepared for future operational success. This includes assembling and maintaining the Department's training curricula, records management system and evaluating personnel performance. All firefighter paramedics are required to maintain certifications in various disciplines and the Training Division coordinates these requirements in the following categories: Fire, EMS and Community Risk Reduction (Fire Prevention). All aspects of training, including the facilities, instructors, equipment and educational programs fall under the guidance of the Training Division. The Training Division works with the City's Human Resources Division to ensure all personnel, including new hires, are instructed on departmental and City policies, are up to date on required training and facilitates personnel activities prior to contacting City offices.



The grant procurement activities for the Fairfield Fire Department involve strategic planning, transparent process and collaboration to assess, procure and administer alternative funding sources to supplement City funding resources. This alternative funding is vital to prepare and enhance the department's capabilities to provide safety services to the community while being mindful of the responsibility to remain cost-aware.

The Division also serves as the Public Information officer for the department managing all social media platforms and news media inquiries.



## **Fleet/Facilities and Community Risk Reduction Division**

### **Deputy Fire Chief Randy McCreadie**



Community Risk Reduction (CRR) is a process of identifying and prioritizing risks that are specific to the local community, and implementing solutions and programs to reduce or mitigate those risks. Fire departments are uniquely positioned to develop community risk reduction plans and initiatives to mitigate the risks due to their all-hazards response model. The responses to the calls for service allows fire departments to see first-hand the risks that are present in their communities.

The process of CRR involves the use of the 5 “E’s” to reduce the occurrence and impact of risks that the community faces. These 5 “E’s” include:

#### **1. Education**

Making the community aware of risks and how to mitigate them.

#### **2. Engineering**

Working with local organizations and government to promote new fire and life safety technologies in the community.

#### **3. Enforcement**

Identifying potential risks and noncompliance in local properties, and teach the community how fire and building codes protect them.

#### **4. Economic incentives**

Encouraging individuals and businesses to make choices that reduce risk.

#### **5. Emergency Response**

Protecting the community and our firefighters by adequately preparing them through training and education of the risks in the community.

The Community Risk Reduction Division of the Fairfield Fire Department works hand-in-hand with the other Divisions within the department to develop operational guidelines and training to enhance the safety of and reduce the risk to the residents and visitors of the City of Fairfield. The CRR Division incorporates key stakeholders in the process of developing a CRR Plan that benefits the residents, visitors, business partners, and firefighters alike. These stakeholders share their experiences and knowledge with the group in an effort to develop and implement outcomes that truly benefit the entire community.

The Community Risk Reduction Division of the Fairfield Fire Department is comprised of the following subdivisions: Community Engagement, Fire Prevention,



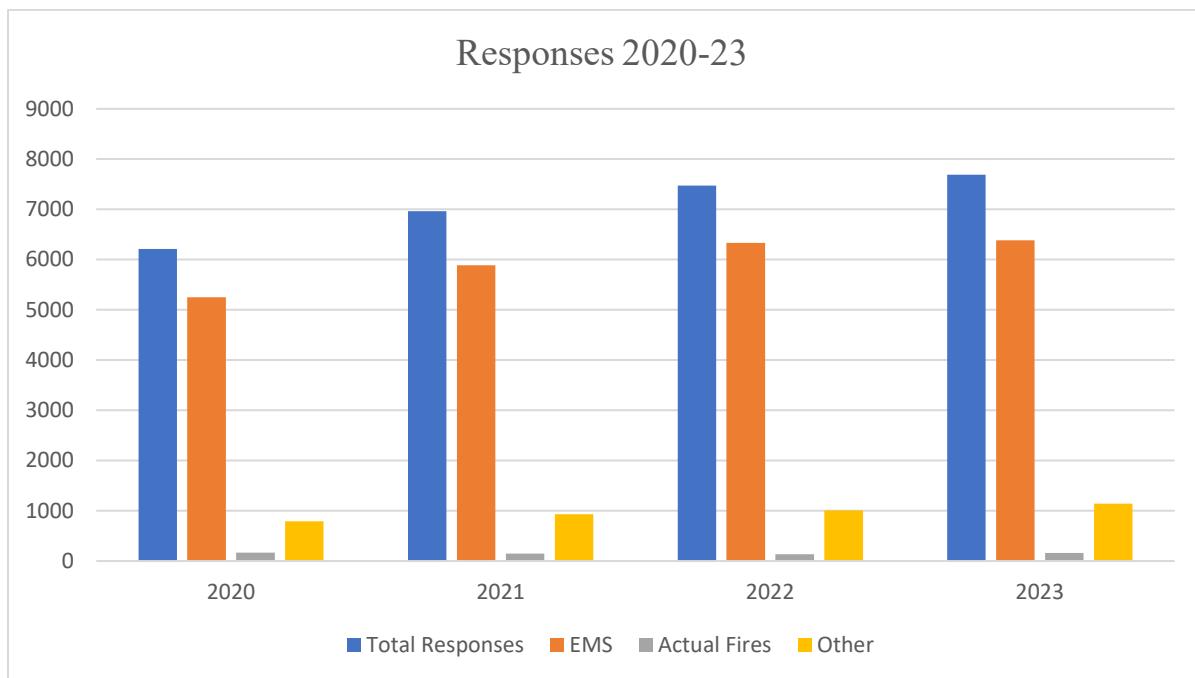
and Fire Investigations. These units work together to find new ways to reduce risk and constantly work to identify new risks within the City. This collaborative effort between these units allows for a faster response to new risks, as well as formulating a joint response to educate the community and mitigate the risk in a timely fashion.

The Fleet and Facilities Division of the Fairfield Fire Department is tasked with ensuring that the vehicles and buildings used by the department are kept in good working order. The Fire Department's Fleet and Facilities Division works closely with the City's Fleet and Facilities Manager, Public Works mechanics, and the Fairfield Fire Department Operations Division to maintain safe and reliable emergency vehicles and to maintain the department's three firehouses and training complex. The safety and comfort of department personnel is paramount to ensuring adequate and timely emergency response, as well as the safety of the public while visiting our facilities.



## Fairfield Fire Response Statistics

The response information is derived from reports submitted through HealthEMS, the department's EMS and Fire report provider. The data utilized for this report includes the four-year span of 2020 through 2023. Over these four years, the Fairfield Fire Department has experienced a total response volume increase of over 20% in 4 years (1477 additional responses). The majority of these responses are for emergency medical response accounting for 84% of the total responses. Actual fires (2%) are responses where the company encounters some sort of fire and/or smoke upon arrival. The remaining category of "Other" (14%) encompasses a variety of responses to include fire alarms, carbon monoxide alarms and other non-fire related responses.

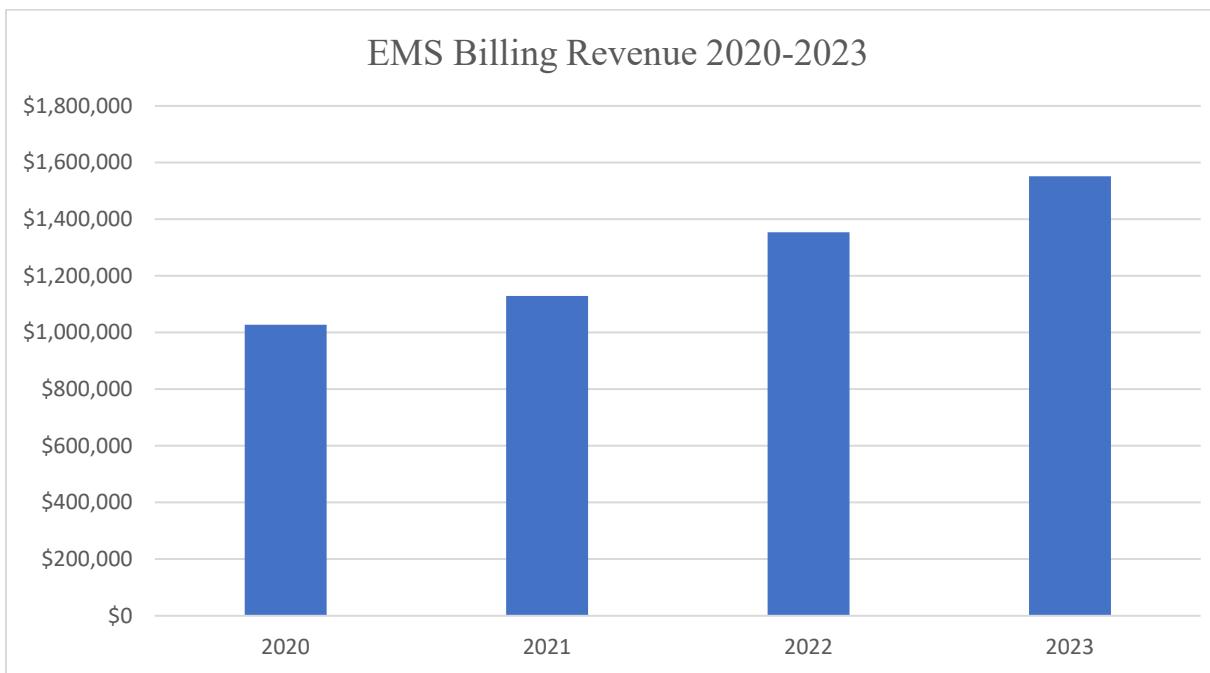
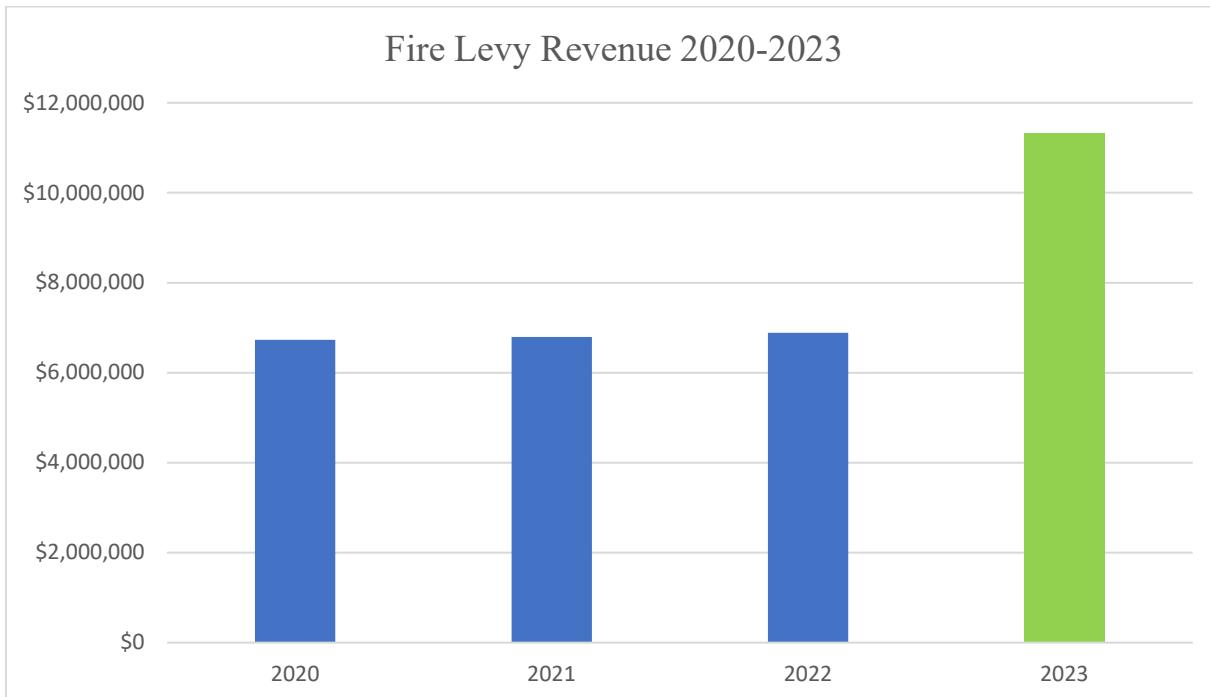


Year	Total Responses	EMS	Actual Fires	Other
2020	6211	5250	169	792
2021	6965	5884	147	934
2022	7473	6331	136	1006
2023	7688	6386	158	1144



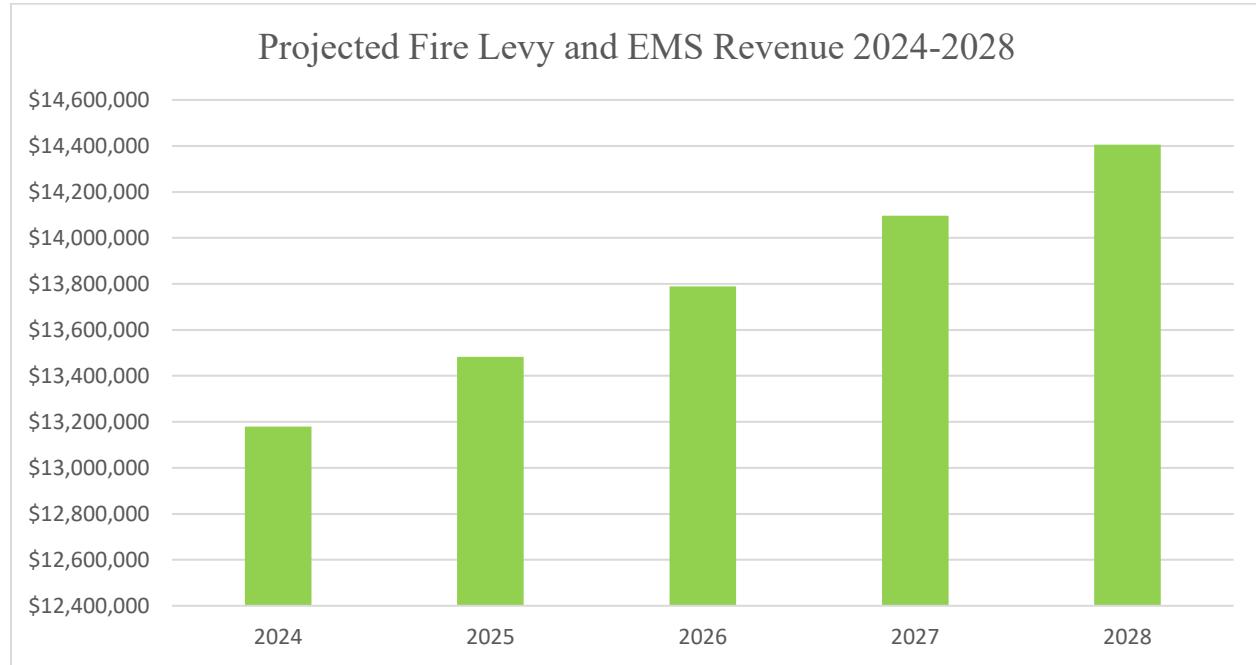
## Fire Department Budget

The Fairfield Fire Department operational budget is funded through a 9.25 mill continuing tax levy passed in 2022 (green). The levy generates close to \$11.3 million annually. The levy is supplemented by \$1.5 million in EMS billing revenue (2023 actuals) generated from transporting medical patients to the hospital. (*Fairfield Fire only collects from City resident's insurance companies and does not hard bill for the remaining balance. Non-residents are billed for the full amount owed.*)

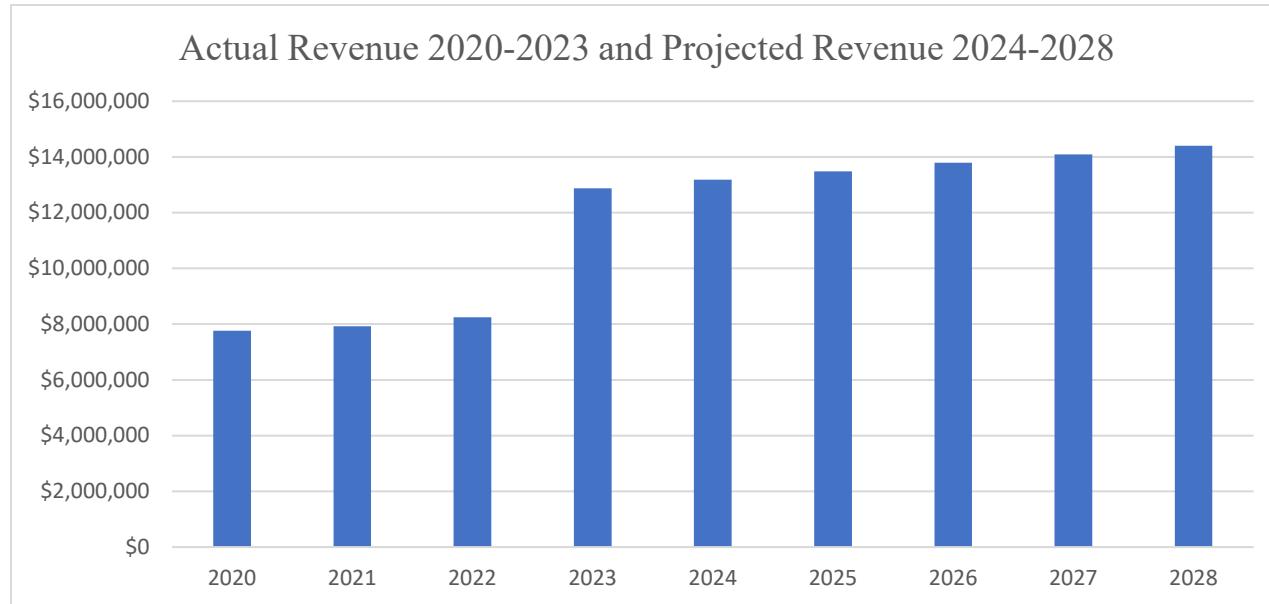




The 2024-2028 revenue projection was developed utilizing historical real estate tax data and EMS billing revenue. Over the past 4 years, the real estate tax revenue has increased on average of 1.13% annually. Over the same time period, the EMS billing revenue has increased on average of \$174,857 annually.



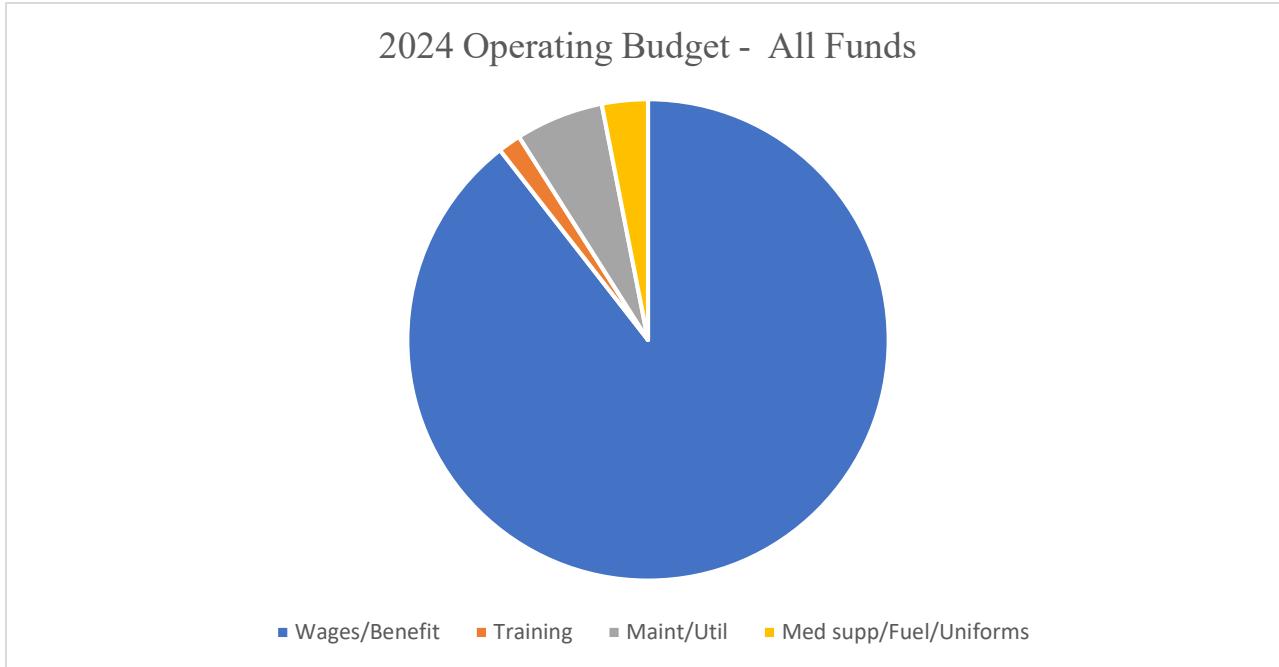
\* Graph depicts 1.13% annual change in real estate tax revenue and a \$174,857 avg monetary increase in EMS revenue based on historical data.



\* Graph depicts actual fire levy and EMS revenue 2020-2023 and projected Fire levy and EMS revenue 2024-2028.



There are several factors that affect the fire department's year to year annual operating budget. The rising cost of consumable supplies, equipment and utilities have continued to negatively affect the annual budget. The addition of full-time personnel to meet the staffing needs of the department and the transition into a fully career department necessitated the increased levy in 2022. The department received the SAFER grant in 2022 and the ARPA funding which has alleviated some of the initial budget impact and accelerated the transition to a full-time career department. The labor management agreement with the IAFF Local 4010 will expire in 2026.



Wages and Benefits = 89.5%

Training = 1.5%

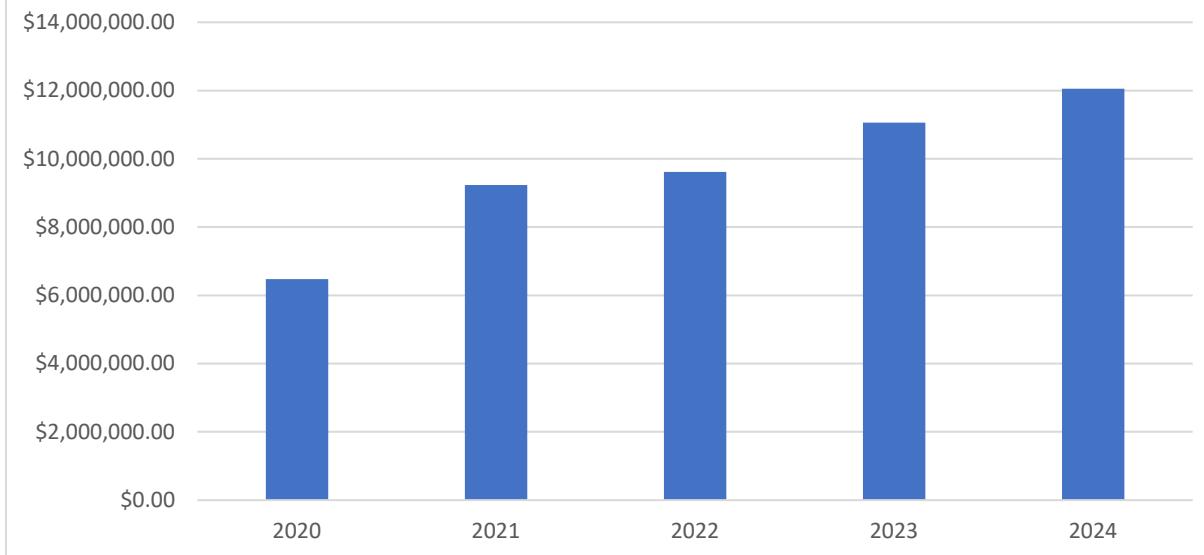
Maintenance and Utilities = 6%

Medical Supplies, Fuel & Uniforms = 3%

The Fire Department Operating Budget has increased significantly over the past five years as the department has transitioned to a full-time career department.



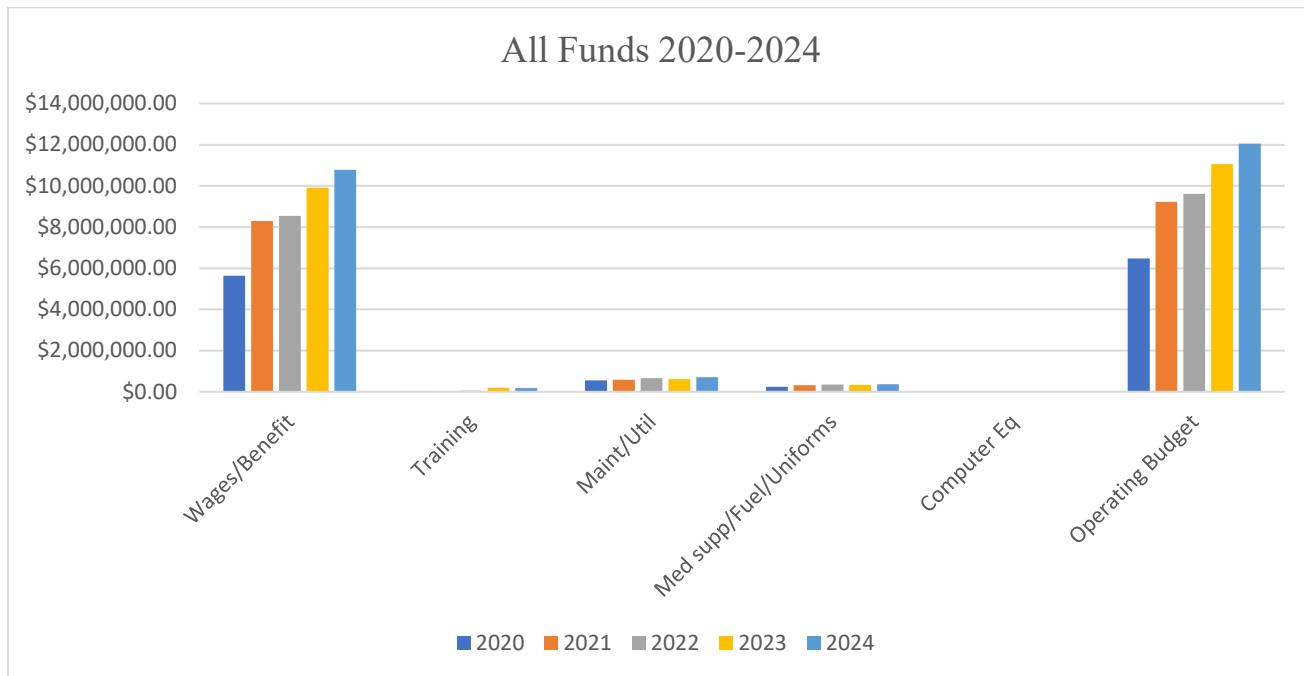
## Operating Budget 2020-2024



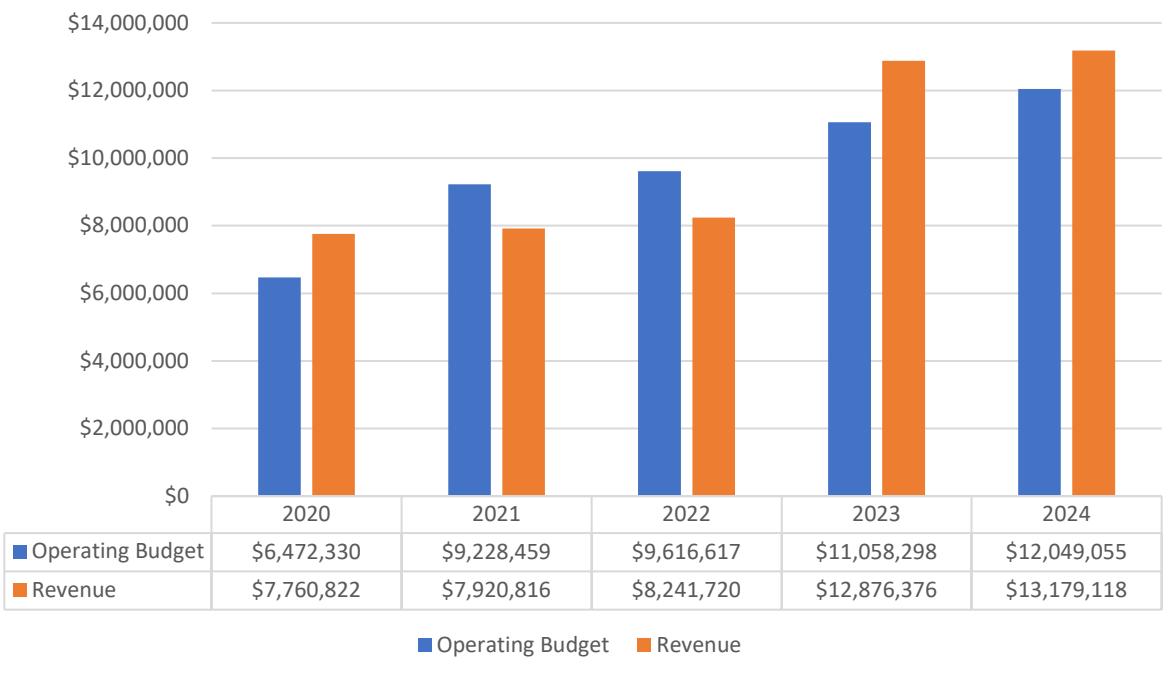
The increase in years 2022 to 2023 was in large part due to the addition of 15 full-time career firefighters. These additional firefighters' salaries and benefits will be reimbursed through a SAFER grant and an ARPA grant for the first several years. The 2024 increase has several factors including a 27<sup>th</sup> pay period within the fiscal year which adds 3% to wages and benefits, a 1% negotiated pay increase and a 3% wage stipend.



Year	Wages/Benefit	Training	Maintenance/ Utilities	Medical Supplies /Fuel/Uniforms	Computer Eq	Operating Budget
2020	\$5,639,011.30	\$40,654.78	\$547,802.22	\$237,837.66	\$7,023.98	\$6,472,329.94
2021	\$8,298,561.45	\$30,805.30	\$577,987.33	\$320,684.44	\$420.00	\$9,228,458.52
2022	\$8,540,495.85	\$58,296.49	\$664,543.18	\$346,918.76	\$6,362.37	\$9,616,616.65
2023	\$9,905,215.10	\$195,495.13	\$618,308.63	\$339,278.74	\$0.00	\$11,058,297.60
2024	\$10,778,881.00	\$185,000.00	\$713,607.00	\$368,067.00	\$3,500.00	\$12,049,055.00



## Operating Budget vs. Revenue 2020-2024



*Revenue increased in 2023 due to the approval of the fire levy in 2022.*



# Vision Statement, Mission Statement and Core Values

A goal of the strategic planning team was to develop a vision and mission statement as well as define the Department's core values.

## **Vision Statement: Advancing the Standard of Excellence.**

The vision statement acknowledges the excellent service the Fairfield Fire Department has provided to the City as a standard expectation. However, the statement recognizes that the department will not become complacent with the service provided and will always be striving to improve the quality and efficiency of the service to the citizens of the City.

## **Mission Statement: The Fairfield Fire Department will exceed expectations through SERVICE**

The mission statement acknowledges the expectations of the community and provides a guide to exceed those expectations through our core values forming the acronym of SERVICE.

## **Core Values:**

It is important that everyone in the department understand the definition of each core value and how each core value will direct our service delivery and actions within the community.

Selflessness – “Others First” – Prioritizing the needs of others above oneself

Education – “Confidence through competence” – Continually enhancing and developing the knowledge, skills and abilities of our personnel.

Responsiveness – “Answering the Call” – Empowering a team of professionals to foster a culture that adapts to change.

Value Oriented – “The What before the Why” – Compassion, Respect, Empathy, Humility and Integrity.

Involvement – “Taking Action” – Collectively engaging in processes to intentionally impact and inspire.

Community Focus – “Better Together” – Investing in the community. Seize every opportunity to be an active presence in the community.

Equality – “Consistently Unbiased” – Treat others the way you want to be treated utilizing established core values.



## Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

The Strategic Planning process began in April 2023 with the assembly of a committee to participate in a SWOT analysis of the department. The committee was representational of all ranks, experience and tenure within the department. A facilitating team from Fifth Third Bank<sup>1</sup> provided direction and leadership throughout the SWOT analysis process. The committee also utilized this opportunity to develop the vision statement and mission statement for the department.

In the two SWOT sessions, the committee identified the current strengths and perceived weaknesses of the department as well as potential opportunities and threats to the fire and EMS operations. The committee determined the highest priority items and then began brainstorming ideas to take advantage of the strengths and opportunities while improving the weaknesses and mitigating the threats.

The product of the SWOT analysis was compiled and will serve as a driver to develop the department's goals and objectives.



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<sup>1</sup> A special thank you to Fifth Third Bank for providing the leadership team of Amanda Davenport, Jennifer Bernier, Teck Yu, and Lauren Wolf and allowing these very talented individuals to use their community service hours to facilitate the SWOT analysis.



Strengths:

1. The department enjoys positive community support as a result of excellent service delivery and customer service.
2. The department provides excellent public outreach and community programs.
3. The department offers outside training opportunities for firefighters and is fortunate to have our own training facility within the City limits.
4. The department has experienced officers, informal leaders, and very knowledgeable and skilled personnel.
5. The department has a solid core foundation with motivated multi-generational employees who embody teamwork.
6. The emergency vehicle fleet is very well maintained and the fire department has an exceptional relationship with the Public Works mechanics.
7. The department provides exceptional emergency medical services and takes pride in the quality of patient care the residents receive.
8. The positive enthusiasm and desire of personnel for the department to be successful.
9. A positive and trusting relationship between labor and management.

Weaknesses:

1. Resistance to change.
2. Lack of any traditions or firehouse culture making the firehouses like an office and uncomfortable.
3. Lack of officer development and succession planning.
4. Past practice of not empowering officers to make company level decisions.
5. A lack of administrative and support positions requiring company officers to assume additional responsibilities that detracts from training and developing the company.
6. The average hours worked per week (54) compared to other departments. (Will be reduced to 52 on 1/1/2025 as a result of the new labor management agreement)
7. Significant percentage of the department is new to the fire service and lacks fireground experience.
8. Past experience of strained mutual aid relationships with neighboring departments.
9. The fire service labor market is extremely competitive which makes recruiting and retaining qualified and experienced firefighters exceedingly difficult.



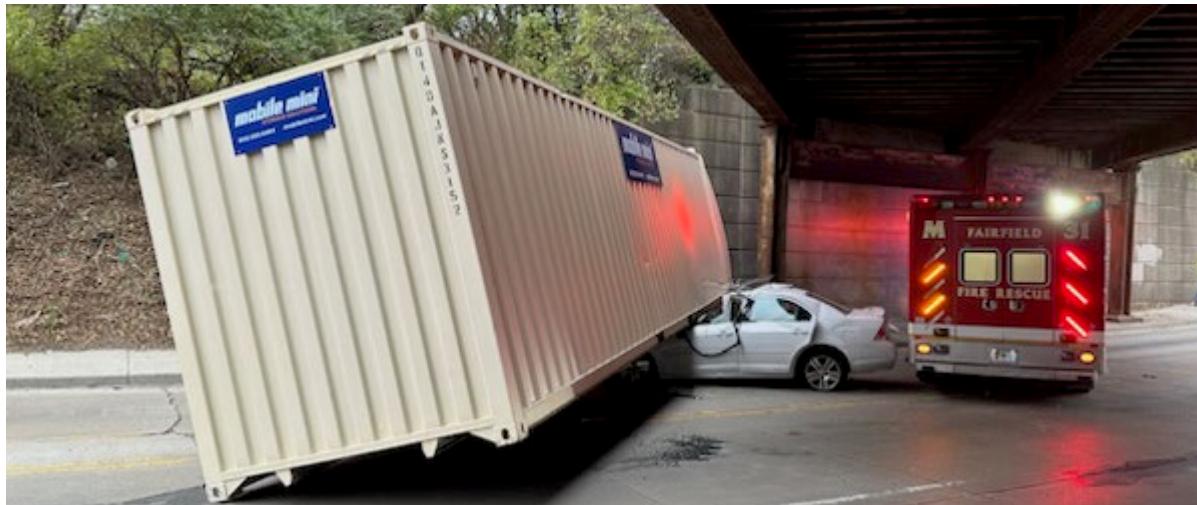
10. The current CAD/Dispatch capabilities preclude the department from delivering more efficient and timely service to the community.
11. The property tax levy funding mechanism may limit the growth of the department.

Opportunities:

1. The new direction and vision the department is undertaking.
2. Progressive changes to the standard operating guidelines.
3. Engaging the community regarding programs for diverse community education and department involvement within the community.
4. Development of fire training and leadership curriculum to develop inexperienced firefighters and new company officers.
5. Project leadership opportunities for all firefighters regardless of rank.
6. Leveraging the experience of the senior firefighters to develop and mentor the new firefighters.
7. Develop strong relationships with neighboring and regional fire departments.

Threats:

1. The ability to adapt to the changing and increasing standards and requirements within the fire service.
2. The loss of experienced firefighters through retirement.
3. The importance of recruitment and retention of experienced firefighters due to a lack of qualified applicant pool within the fire service.
4. Future budgetary challenges and the limitations of levy funding.



# Goals and Objectives

## Operations Division – Chief 31:

Goal 31-1: Evaluate emergency response by focusing on NFPA 1710 – Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Career Fire Departments and the Insurance Services Office (ISO) Fire Suppression Rating Schedule (FSRS) as it relates to proper staffing, turnout times and response times to both fire and EMS incidents.

- Objective 31-1.1: Evaluation of current operations to NFPA 1710 standards and identify methods to improve.
- Objective 31-1.2: Compile data for NFPA 1710 compliance with response times and staffing for structure fires.
- Objective 31-1.3: Utilizing GIS data and mapping, analyze current firehouse locations and response times and determine optimal firehouse location throughout the City.
- Objective 31-1.4: Identify a platform to extract CAD data to produce reports to quantify deployment times and unit call volume.
- Objective 31-1.5: Utilize response and GIS data to evaluate the deployment model using NFPA 1710.
- Objective 31-1.6: Evaluate each component of the ISO FSRS and develop and implement strategies to improve the department's rating.

Goal 31-2: Review, revise, and create Operational Standard Operating Guidelines (SOG's)

- Objective 31-2.1: Develop fireground operational SOG's to align with Blue Card Command and regional mutual aid partners.
- Objective 31-2.2: Develop a SOG review program and timeline.



Goal 31-3: Evaluate Dispatch capabilities and processes relating to Fire Department response.

- Objective 31-3.1: Evaluate dispatch compliance with NFPA 1221.
- Objective 31-3.2: Acquire and implement Locution automatic dispatching system.
- Objective 31-3.3: Implement CAD to CAD capability with Hamilton County, Butler County and West Chester Dispatch.
- Objective 31-3.4: Establish and implement dispatch procedures and expectations for fire department communication.
- Objective 31-3.5: Install fully functional Mobile Data Computers (MDC's) in all apparatus.

Goal 31-4: Evaluate the special response capabilities of the department and develop core competencies to operate in the initial stages of the incident and prior to the arrival of county based specialized teams.

- Objective 31-4.1: Identify personnel with technical rescue training and assign to Engine 33.
- Objective 31-4.2: Conduct a water threat assessment to determine water rescue capability requirements.
- Objective 31-4.3: Continue to train and integrate personnel into the Butler County Regional Hazardous Materials Team.
- Objective 31-4.4: Identify and train personnel to accomplish daily staffing requirements to maintain a minimum level of technical rescue/hazmat response.
- Objective 31-4.5: Identify and acquire needed equipment commensurate with personnel training level and technical rescue competency.



Goal 31-5: Continue to maintain high-quality Emergency Medical Services (EMS) and evaluate potential service delivery improvements.

- Objective 31-5.1: Review and revise EMS Operational procedures.
- Objective 31-5.2: Conduct analysis of SWAT medic program.
- Objective 31-5.3: Evaluate medical protocols to identify additional opportunities for enhanced patient care.
- Objective 31-5.4: Conduct a community assessment for potential mass casualty events, pre-plan target hazards and evaluate response readiness.
- Objective 31-5.5: Develop a continuous quality improvement (CQI) process for EMS delivery.
- Objective 31-5.6: Evaluate the department's compliance with HIPAA regulations and make recommendations for improvement.



## **Training/ Human Resources/Grant Procurement Division - Chief 32:**

Goal 32-1: Develop monthly scenario-based training programs for fire and EMS.

- Objective 32-1.1: Collaborate with the Operations Division to determine training needs.
- Objective 32-1.2: Coach and mentor Fairfield Fire Department Instructors to develop training scenario curriculum.
- Objective 32-1.3: Conduct bi-weekly Blue Card scenarios for on-duty training.

Goal 32-2: Host an annual regional Leadership/Fire Tactics/Command course or seminar.

- Objective 32-2.1: Identify initial funding mechanism to start the program.
- Objective 32-2.2: Develop partnerships with local venues to host the events.

Goal 32-3: Evaluate training needs of the department and compare the identified needs with the current training facilities and capabilities.

- Objective 32-3.1: Conduct a fire and EMS training needs assessment to encompass the next five years.
- Objective 32-3.2: Compare the needs identified in the needs assessment with the capability of the current training facilities.
- Objective 32-3.3: Provide recommendations regarding the status of current facilities.
- Objective 32-3.4: Develop remote learning capability for on-duty crews to train together while remaining in their respective fire districts.



Goal 32-4: Establish professional development requirements for each rank within the department.

- Objective 32-4.1: Assess the required knowledge, skills and abilities (KSA's) for each position within the department.
- Objective 32-4.2: Develop a position task book for each rank within the department identifying requirements for each job classification.
- Objective 32-4.3: Compare the incumbent firefighter's and fire officer's KSA's to the desired KSA's for each position.
- Objective 32-4.4: Establish individual professional development pathways for each firefighter and fire officer to achieve the required KSA's.

Goal 32-5: Collaborate with the City of Fairfield Human Resources Division to develop and implement a performance management system to evaluate and improve firefighter and fire officer performance.

- Objective 32-5.1: Create an intuitive and efficient performance evaluation tool.
- Objective 32-5.2: Logically assign evaluation responsibilities to immediate supervisors.
- Objective 32-5.3: Incorporate a 360° feedback evaluation for all classifications.

Goal 32-6: Conduct annual risk assessments to minimize occupational hazards for firefighters.

- Objective 32-6.1: Perform investigations of all on-duty injuries and vehicle accidents as well as near-miss incidents and provide written reports with recommendations for each incident.
- Objective 32-6.2: Evaluate current fire service research and implement applicable recommendations. (i.e. – programming SCBA alert to sound at 50% of air supply remaining)



Goal 32-7: Establish a physical and mental health and wellness program.

- Objective 32-7.1: Evaluate the department's current medical physical program and identify potential improvements.
- Objective 32-7.2: Consult with the department physician to determine any collective physical wellness initiatives.
- Objective 32-7.3: Collaborate with the department Peer Support coordinator to promote ongoing programs and initiatives.
- Objective 32-7.4: Investigate group physical activity and mindfulness programs to be incorporated into the work day.

Goal 32-8: Secure external funding through grant writing and collaborative partnerships.

- Objective 32-8.1: Identify and pursue grant opportunities from federal, state and private sources.
- Objective 32-8.2: Develop a cadre of personnel proficient in grant writing within the department.
- Objective 32-8.3: Develop and implement a system for ongoing grant compliance and reporting.
- Objective 32-8.4: Continue partnership with the Fairfield Foundation and explore additional opportunities for collaboration.



## **Community Risk Reduction/Fleet and Facilities Division – Chief 33**

### **Goal 33-1: Develop a Community Risk Reduction Plan.**

- Objective 33-1.1: Identify risks that exist in the community.
- Objective 33-1.2: Prioritize risks identified during the Community Risk Assessment.
- Objective 33-1.3: Develop strategies and tactics to mitigate risks.
- Objective 33-1.4: Prepare the Community Risk Reduction Plan.
- Objective 33-1.5: Implement the Community Risk Reduction Plan.
- Objective 33-1.6: Monitor, evaluate, and modify the Community Risk Reduction Plan.

### **Goal 33-2: Reduce the occurrence of cooking fires.**

- Objective 33-2.1: Collect data on the department's experience with cooking fires.
- Objective 33-2.2: Formulate an educational campaign for the community.
- Objective 33-2.3: Ensure adequate enforcement of fire and building codes.

### **Goal 33-3: Reduce the occurrence of falls in the residential setting**

- Objective 33-3.1: Collect data on the department's experience with falls.
- Objective 33-3.2: Educate at-risk residents on fall reduction behaviors and resources.
- Objective 33-3.3: Provide resources to at-risk populations that reduce fall hazards.



Goal 33-4: Evaluate Community Engagement programs for effectiveness, relevant content, and make changes where necessary.

- Objective 33-4.1: Collect data on the department's current outreach programs.
- Objective 33-4.2: Determine if current programs meet the needs of the community.
- Objective 33-4.3: Redesign, remove, or add programs based on data collected.
- Objective 33-4.4: Identify and develop new ways to serve vulnerable and underserved populations.
- Objective 33-4.5: Evaluate programs that were redesigned or added.

Goal 33-5: Reduce the risk of a hazardous materials incident occurring at Tier II facilities, and minimize the impact to civilians, first responders, and the environment. (*Tier II regulated industries must file an annual Tier II report with the local fire department for hazardous and/or extremely hazardous substances stored, used, or manufactured on site for more than a 24-hour period at any time during the previous calendar year.*)

- Objective 33-5.1: Identify all Tier II facilities located in Fairfield.
- Objective 33-5.2: Identify all target hazards potentially impacted by Tier II facilities.
- Objective 33-5.3: Ensure that line personnel are prepared for Tier II facility responses.
- Objective 33-5.4: Ensure adequate inspections and code enforcement of Tier II facilities.

Goal 33-6: Evaluate the current structure and operations of the Fire Prevention Division and make changes where necessary.

- Objective 33-6.1: Evaluate the Fire Prevention Division as currently designed.
- Objective 33-6.2: Implement changes to make the Fire Prevention Division more efficient.
- Objective 33-6.3: Evaluate the implemented changes to the Fire Prevention Division and adjust where necessary.



Goal 33-7: Ensure fire apparatus and EMS units meet NFPA standards for age and service status.

- Objective 33-7.1: Evaluate the current fleet replacement plan.
- Objective 33-7.2: Develop a revised fleet replacement plan.
- Objective 33-7.3: Integrate replacement plan into the Capital Improvement Program (CIP).
- Objective 33-7.4: Implement the fleet replacement plan.

Goal 33-8: Reduce out-of-service time for frontline fire apparatus and medic units.

- Objective 33-8.1: Document and compile data on the maintenance experience for department vehicles.
- Objective 33-8.2: Explore tracking costs associated with repairs.
- Objective 33-8.3: Reduce the occurrence of major repairs that cause out-of-service time for vehicles.
- Objective 33-8.4: Evaluate the stated goal.

Goal 33-9: Analyze facility repair costs.

- Objective 33-9.1: Collect data on the repairs made to each facility.
- Objective 33-9.2: Develop an inspection schedule for all department facilities.
- Objective 33-9.3: Evaluate the progress of the stated goal.



## Evaluation

The goals and objectives have been assigned to a specific Division within the department. Progress on the goals and objectives will be managed by the responsible Deputy Chief. Annually in August, a comprehensive review of the strategic plan will be conducted to include a progress update on each goal and objective. A tracking document will be created to report the progress, modifications or additions to the goals and objectives.

