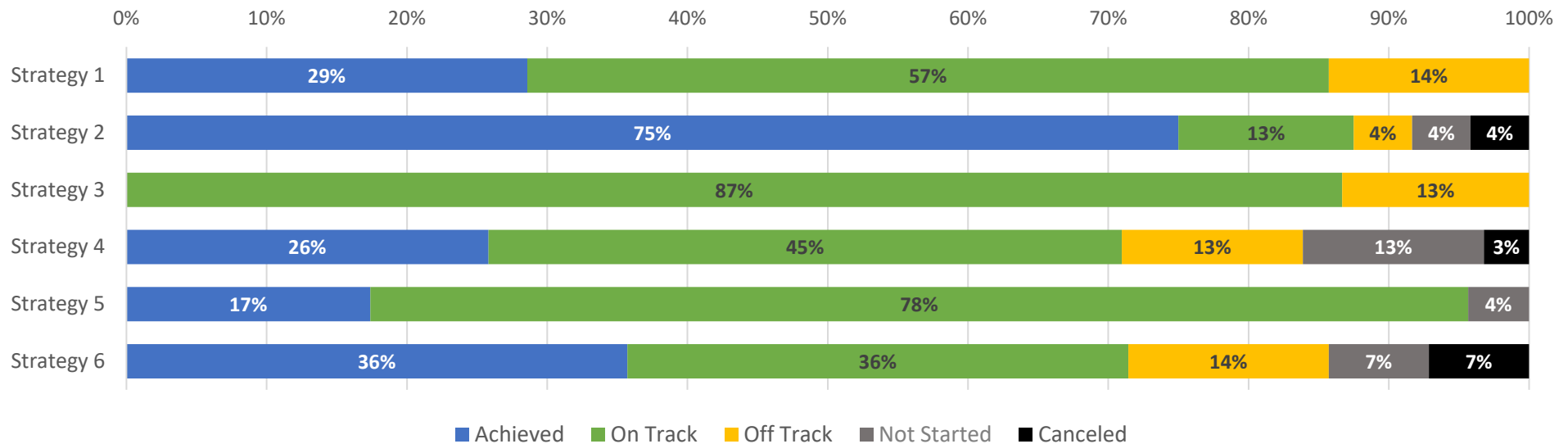


## 2022 - 2027 FIRE DEPARTMENT STRATEGIC PLAN: YEAR THREE UPDATE

 <p><b>STRATEGY #1</b> Effective Emergency Response</p>	 <p><b>STRATEGY #2</b> Community Risk Reduction and Preparedness</p>	 <p><b>STRATEGY #3</b> Health, Wellness, and Support</p>	 <p><b>STRATEGY #4</b> Infrastructure, Resources, and Process Efficiency</p>	 <p><b>STRATEGY #5</b> Personnel Development and Education</p>	 <p><b>STRATEGY #6</b> Communication</p>
Respond to emergency incidents in a safe, effective, efficient, and timely manner by having the necessary staffing, equipment, apparatus, and resources.	Ensure the Fire Department can effectively reduce community risk through prevention services while improving emergency and disaster preparedness.	Promote the health and wellness of personnel in a safe working environment, provide resources for physical and mental well-being, continue a strong labor-management partnership, and foster an inclusive working environment.	Maintain and develop the Department's facilities, fleet, and equipment in a cost-effective, environmentally sensitive manner to deliver high-quality service to the community into the future.	Provide exceptional training and education, promote, and support professional development, and recruit and retain qualified employees.	Enhance communication with an emphasis on disseminating timely and accurate information to internal and external customers through the most effective messaging methods.
Goals: 2   Objectives: 14	Goals: 5   Objectives: 24	Goals: 4   Objectives: 15	Goals: 5   Objectives: 31	Goals: 4   Objectives: 23	Goals: 3   Objectives: 14





## STRATEGY #1 EFFECTIVE EMERGENCY RESPONSE

Respond to emergency incidents in a safe, effective, efficient, and timely manner by having the necessary staffing, equipment, apparatus, and resources.

GOAL 1A: Provide appropriate resources and personnel to protect the health and safety of the public and first responders.				
#	Fire Department Strategic Plan Objective	District Values	Timeframe	Status
1A.1	For urban zones, arrive on the scene of emergencies within five minutes 30 seconds, 90% of the time, from when the 911 call is received from the SRFECC. This standard includes 1 minute 30 seconds for turn-out time and four minutes for travel. For rural zones, arrive on the scene of emergencies within 11 minutes 30 seconds, 90% of the time, from when the 911 call is received from the SRFECC. This standard includes 1 minute 30 seconds for turn-out time and ten minutes for travel.	Safety & Mitigating Risk	2022 - 2027	Off Track
1A.2	Continue to work toward operational specialization in the Department while developing consistent uniform practices and operations that promote safety and effectiveness.	Safety & Mitigating Risk	2022 - 2027	On Track
1A.3	Strive to maintain ambulance Unit-Hour-Utilization at the accepted Department standard of 50% during the day (0700-1900) and 30% during the night (1900-0700).	Safety & Mitigating Risk	2022 - 2027	On Track
1A.4	Update Standards of Cover assessment for growing service area and implement recommendations.	Safety & Mitigating Risk	2022 - 2023	Achieved
1A.5	Evaluate service delivery model based on industry best practices annually.	Safety & Mitigating Risk	2022 - 2027	On Track
1A.6	Utilize an inclusive process, considering resources, to add a fourth firefighter to Engine 45 and Engine 71 to eliminate a delay in meeting Cal/OSHA's Two-in, Two-out requirements for the downtown areas of Galt and Elk Grove.	Safety & Mitigating Risk	2022 - 2027	Off Track
1A.7	Utilize an inclusive process, considering resources, to add a second 24-hour shift Battalion Chief to provide for Department line personnel's operational and management needs and depth of command and control of significant incidents throughout the District.	Safety & Mitigating Risk	2022 - 2027	Achieved
1A.8	Evaluate the need for implementation of improved response technology such as Smart Traffic signals.	Safety & Mitigating Risk	2022 - 2025	Achieved
1A.9	Evaluate partnerships with stakeholders for behavioral health response and alternative patient destination opportunities	Safety & Mitigating Risk	2022 - 2025	Achieved
1A.10	Evaluate opportunities for Fire Department accreditation.	Safety & Mitigating Risk	2024 - 2025	On Track



## STRATEGY #1 EFFECTIVE EMERGENCY RESPONSE

Respond to emergency incidents in a safe, effective, efficient, and timely manner by having the necessary staffing, equipment, apparatus, and resources.

### GOAL 1B: Establish and maintain collaborative partnerships that capitalize on strengths and resources to enhance emergency response capabilities.

#	Fire Department Strategic Plan Objective	District Values	Timeframe	Status
1B.1	Actively participate and advocate for the Fire Department at the state and national levels in coordination with the District's legislative advocacy partners.	Service to the Community	2022 - 2027	■ On Track
1B.2	Develop and maintain strong working partnerships with regional fire and law enforcement agencies by establishing a point of contact and meet at least quarterly.	Service to the Community	2022 - 2027	■ On Track
1B.3	Engage with the Sacramento Regional Incident Management Team to prepare for effective incident command of significant incidents.	Service to the Community	2022 - 2027	■ On Track
1B.4	Actively improve the local EMS System with the Sacramento County Emergency Medical Services Agency (SCEMSA), hospitals, and regional fire agencies.	Service to the Community	2022 - 2027	■ On Track



## STRATEGY #2 COMMUNITY RISK REDUCTION AND PREPAREDNESS

Ensure the Fire Department can effectively reduce community risk through prevention services while improving emergency and disaster preparedness.

GOAL 2A: Review, analyze, and define the scope of fire prevention services sufficient to meet present and future needs.				
#	Fire Department Strategic Plan Objective	District Values	Timeframe	Status
2A.1	Establish cost recovery policies and practices.	Service to the Community	2022 - 2025	<span style="color: green;">■</span> On Track
2A.2	Train additional inspectors to perform complex plan reviews.	Service to the Community	2022	<span style="color: blue;">■</span> Achieved
2A.3	Train field inspectors to conduct high hazard permit inspections.	Service to the Community	2022 - 2023	<span style="color: blue;">■</span> Achieved
2A.4	Enable personnel to enroll in classes addressing new technologies in fire prevention.	Service to the Community	2022 - 2027	<span style="color: blue;">■</span> Achieved
GOAL 2B: Review, analyze, and define processes for all fire prevention elements to ensure the customer experience is efficient and consistent.				
2B.1	Provide accurate and timely plan reviews.	Service to the Community	2022 - 2027	<span style="color: orange;">■</span> Off Track
2B.2	Conduct construction, annual, state-mandated, high hazard (permit), and rotational inspections.	Service to the Community	2022 - 2027	<span style="color: blue;">■</span> Achieved
2B.3	Evaluate all current software platforms and make recommended changes to increase efficiency and increase intra-district integration.	Service to the Community	2023	<span style="color: blue;">■</span> Achieved
2B.4	Create and maintain Fire Prevention Standards on the Department website.	Service to the Community	2022 - 2023	<span style="color: blue;">■</span> Achieved
2B.5	Actively participate in the community planning process.	Service to the Community	2022 - 2027	<span style="color: blue;">■</span> Achieved



## STRATEGY #2 COMMUNITY RISK REDUCTION AND PREPAREDNESS






Ensure the Fire Department can effectively reduce community risk through prevention services while improving emergency and disaster preparedness.

GOAL 2C: Conduct vegetation management inspections to mitigate fire and life safety hazards.				
#	Fire Department Strategic Plan Objective	District Values	Timeframe	Status
2C.1	Ensure a progressive vegetation management program is in place and supported to allow for year-round enforcement.	Safety & Mitigating Risk	2022	■ Achieved
2C.2	Train additional personnel to conduct vegetation management inspections.	Safety & Mitigating Risk	2022 - 2023	■ Achieved
2C.3	Establish an administrative citation program to assist with compliance during code enforcement activities.	Safety & Mitigating Risk	2022	■ Achieved
2C.4	Coordinate with the City of Elk Grove, City of Galt, and Cosumnes CSD Departments to ensure all parcels are maintained.	Safety & Mitigating Risk	2022 - 2027	■ Achieved
GOAL 2D: Conduct NFPA 921 compliant fire investigations.				
2D.1	Train all investigators to meet minimum investigator qualifications as specified within NFPA.	Safety & Mitigating Risk	2022 - 2027	■ On Track
2D.2	Develop a senior-level position in fire investigations.	Safety & Mitigating Risk	2022 - 2024	■ Achieved
2D.3	Establish guidelines for fire and arson investigators to determine the origin and cause of all fire types effectively.	Safety & Mitigating Risk	2022 - 2023	■ Achieved
2D.4	Train and develop line/shift fire investigators.	Safety & Mitigating Risk	2022 - 2027	■ Achieved
2D.5	Provide continued education and annual training for all fire investigators.	Safety & Mitigating Risk	2022 - 2027	■ Achieved
2D.6	Ensure timely cause and origin investigations for all fires.	Safety & Mitigating Risk	2022 - 2027	■ Achieved



## STRATEGY #2 COMMUNITY RISK REDUCTION AND PREPAREDNESS

Ensure the Fire Department can effectively reduce community risk through prevention services while improving emergency and disaster preparedness.

GOAL 2E: Develop a Community Risk Reduction program for emergency and disaster preparedness.				
#	Fire Department Strategic Plan Objective	District Values	Timeframe	Status
2E.1	Conduct a Community Risk Assessment, or similar evaluation, to identify and categorize risk by type and potential impact, including disaster preparedness.	Safety & Mitigating Risk	2026	 Achieved
2E.2	Identify specific community risks and initiate mitigation programs.	Safety & Mitigating Risk	2026	 Achieved
2E.3	Collect data, verify the accuracy, and compile in a central location/software platform.	Safety & Mitigating Risk	2024 - 2027*	 On Track
2E.4	Implement community risk reduction software for tracking local incidents and creating Community Risk Reduction reports.	Safety & Mitigating Risk	2024 - 2026	 Canceled
2E.5	Create a three-year plan for implementation of the Community Risk Reduction Program.	Safety & Mitigating Risk	2024 - 2027*	 Not Started



### STRATEGY #3 HEALTH, WELLNESS, AND SUPPORT

Promote the health and wellness of personnel in a safe working environment, provide resources for physical and mental well-being, continue a strong labor-management partnership, and foster an inclusive working environment.

GOAL 3A: Reduce the number and significance of line-of-duty injuries and illnesses to promote a safe working environment.				
#	Fire Department Strategic Plan Objective	District Values	Timeframe	Status
3A.1	Conduct annual training and offer online educational resources to all personnel to help them understand the significance of occupational exposures and how to minimize exposure risks.	Safety & Mitigating Risk	2022 - 2027	■ On Track
3A.2	Educate and ensure compliance with applicable safety regulations in coordination with the Risk Manager.	Safety & Mitigating Risk	2022 - 2027	■ On Track
3A.3	Actively participate in District-wide discussions regarding the development of a long-term strategy to address the anticipated costs associated with worker's compensation.	Safety & Mitigating Risk	2022 - 2027	■ On Track
GOAL 3B: Ensure all personnel and their families have access to counseling and mental health support.				
3B.1	Conduct peer support/behavioral health debriefs after critical incidents.	High-Quality Workforce	2022 - 2027	■ On Track
3B.2	Provide continuing education on behavioral health awareness to all personnel and family members each quarter.	High-Quality Workforce	2022 - 2027	■ Off Track
3B.3	Educate personnel about the benefits of the Cordico Wellness App with quarterly reminders and tips.	High-Quality Workforce	2022 - 2027	■ On Track
3B.4	Provide resources for the Department Peer Support Team and encourage future development and enhancement of the team and its services.	High-Quality Workforce	2022 – 2027	■ Off Track



### STRATEGY #3 HEALTH, WELLNESS, AND SUPPORT

Promote the health and wellness of personnel in a safe working environment, provide resources for physical and mental well-being, continue a strong labor-management partnership, and foster an inclusive working environment.

GOAL 3C: Strive to maintain a positive relationship between Labor and Management.				
#	Fire Department Strategic Plan Objective	District Values	Timeframe	Status
3C.1	Ensure common goals and interests are communicated by allowing the opportunity for discussion and collaboration at routine meetings.	High-Quality Workforce	2022 - 2027	■ On Track
3C.2	Engage labor partners in decisions that will affect wages, benefits, and working conditions.	High-Quality Workforce	2022 - 2027	■ On Track
3C.3	Maintain open lines of communication and transparency using email, General Orders, and routine meetings.	High-Quality Workforce	2022 - 2027	■ On Track
GOAL 3D: Preserve history and organizational culture while embracing change.				
3D.1	Develop awareness of generational differences and communication styles and evaluate methods to create access and inclusion to help build a united Department.	High-Quality Workforce	2022 - 2027*	■ On Track
3D.2	Develop a method to identify and address morale influencers.	High-Quality Workforce	2022 - 2027*	■ On Track
3D.3	Identify avenues to increase inclusion and equity in all day-to-day operations, recognizing personnel are the Department's most valuable resources.	High-Quality Workforce	2022 - 2027	■ On Track
3D.4	Identify options and opportunities to acknowledge and respect organizational history.	High-Quality Workforce	2022 - 2027*	■ On Track
3D.5	Develop and promote a healthy, anti-harassment workplace environment rooted in the Department values to achieve optimal performance and productivity.	High-Quality Workforce	2022 - 2027	■ On Track





## STRATEGY #4 INFRASTRUCTURE, RESOURCES, AND PROCESS EFFICIENCY

Maintain and develop the Department's facilities, fleet, and equipment in a cost-effective, environmentally sensitive manner to deliver high-quality service to the community into the future.

GOAL 4A: Identify cost-effective solutions to realize efficiencies to ensure accountability, long-term operations, and sustainability.				
#	Fire Department Strategic Plan Objective	District Values	Timeframe	Status
4A.1	Collaborate with the Administrative Services Department to appropriately plan for potential budget shortfalls and revenue needs, other post-employment benefits (OPEB) costs, retirement obligations (including final payouts), and costs associated with worker's compensation.	Financial Responsibility	2022 - 2027	■ On Track
4A.2	Develop and maintain financial plans to address future needs, including capital renovation, apparatus fleet replacement, or replacement, and technology enhancement.	Financial Responsibility	2022 - 2027	■ On Track
4A.3	Analyze the Department's mutual aid participation and create cost recovery methods to account for all expenditures and revenue associated with each deployment.	Financial Responsibility	2022 - 2023	■ Achieved
4A.4	Based on current and projected call volume and UHUs, develop and maintain staffing projections for the next ten years	Financial Responsibility	2022 - 2027*	■ On Track
4A.5	Ensure the Department is maximizing revenue opportunities by reviewing current lease and partnership agreements and applying for grants that mitigate one-time expenses.	Financial Responsibility	2022 - 2027	■ On Track
4A.6	Evaluate the need for Department or District-wide collections services to recover costs from specific services, such as plan checks, weed abatement, and field inspections.	Financial Responsibility	2022 - 2024	■ Achieved
4A.7	In coordination with other District Departments, create a Life Cycle Replacement Plan to address the replacement of equipment that does not meet the criteria for the District's Computerized Maintenance Management System (CMMS) asset management system.	Financial Responsibility	2022 - 2027*	■ Not Started
4A.8	Collaborate with the Administrative Services Department with updating and reviewing Fire Impact Fees.	Financial Responsibility	2022 - 2027	■ On Track
4A.9	Participate and collaborate with District departments and local agencies to create a local ballot measure to generate revenue for District services.	Financial Responsibility	2022 - 2027	■ Achieved

\* Timeline Adjustment



## STRATEGY #4 INFRASTRUCTURE, RESOURCES, AND PROCESS EFFICIENCY

Maintain and develop the Department's facilities, fleet, and equipment in a cost-effective, environmentally sensitive manner to deliver high-quality service to the community into the future.

GOAL 4B: Develop and maintain the Department's current and future facilities and associated equipment.				
#	Fire Department Strategic Plan Objective	District Values	Timeframe	Status
4B.1	Collaborate with the Facilities and Development Department, Parks and Recreation Department, and other stakeholders to identify current and future needs for facilities and associated equipment per the District Capital Improvement Plan (CIP), Fire Department Standards of Cover Assessment, and District's Climate Action and Sustainability Plan.	Service to the Community	2022 - 2027	■ On Track
4B.2	Complete construction and opening of Fire Station 77.	Service to the Community	2022 - 2024	■ Achieved
4B.3	Develop a plan for the replacement of Fire Station 71.	Service to the Community	2022 - 2027*	■ Off Track
4B.4	Develop a plan for the construction and opening of Fire Station 78.	Service to the Community	2024 - 2027	■ Canceled
4B.5	Budget for and complete significant facility repairs or replacements at all Fire Department facilities consistent with the CIP and emphasizes roof repairs, HVAC systems, and roadway/parking surfaces.	Service to the Community	2022 - 2027	■ On Track
4B.6	Utilize modern business practices to inventory, assess, analyze, and plan for the replacement/remodel of facilities and associated equipment.	Service to the Community	2022 - 2027*	■ Not Started
4B.7	Conduct an annual assessment of security and safety at Department facilities (alarms, gates, fencing, cameras, etc.).	Service to the Community	2022 - 2027	■ On Track
4B.8	Develop a plan for the modernization of Department emergency alerting systems.	Service to the Community	2022 - 2024	■ Achieved
4B.9	Develop plans to update/replace the aging EMS and Training offices and facilities.	Service to the Community	2022 - 2027	■ Off Track

\* Timeline Adjustment



## STRATEGY #4 INFRASTRUCTURE, RESOURCES, AND PROCESS EFFICIENCY

Maintain and develop the Department's facilities, fleet, and equipment in a cost-effective, environmentally sensitive manner to deliver high-quality service to the community into the future.

GOAL 4C: Maintain and purchase the Department's current and future apparatus, vehicles, and associated equipment.				
#	Fire Department Strategic Plan Objective	District Values	Timeframe	Status
4C.1	Provide preventative maintenance of the Department fleet that meets or exceeds industry best practices and legal requirements.	Service to the Community	2022 - 2027	■ On Track
4C.2	Maintain an apparatus fleet replacement plan that meets the needs of the community and supports the District's Climate Action and Sustainability Plan.	Service to the Community	2022 - 2023	■ Achieved
4C.3	Use modern business practices to continuously improve fleet and equipment management and effectiveness, especially response times.	Service to the Community	2022 - 2027	■ On Track
4C.4	Ensure vehicle and equipment program management oversight is managed by well-trained and properly resourced personnel to help maximize the service life of the fleet and associated equipment.	Service to the Community	2022 - 2027	■ On Track
GOAL 4D: Maintain and purchase current and future equipment for personnel to effectively serve the community.				
4D.1	Identify all department personnel equipment resources and create/update inventory lists.	Service to the Community	2022 - 2023	■ Achieved
4D.2	Prioritize inventory lists on mandates/needs/wants.	Service to the Community	2022 - 2027	■ On Track
4D.3	Conduct a cost analysis to ensure funding sources are in place for future replacement.	Service to the Community	2024 - 2027*	■ Not Started
4D.4	Create and maintain Protective Equipment (PPE) replacement plan per NFPA, Cal/OSHA, and industry best practices.	Service to the Community	2022 - 2027	■ On Track

\* Timeline Adjustment



## STRATEGY #4 INFRASTRUCTURE, RESOURCES, AND PROCESS EFFICIENCY

Maintain and develop the Department's facilities, fleet, and equipment in a cost-effective, environmentally sensitive manner to deliver high-quality service to the community into the future.

GOAL 4E: Evaluate and improve the Department's business processes and practices to ensure efficient, effective, and professional operations.				
#	Fire Department Strategic Plan Objective	District Values	Timeframe	Status
4E.1	Create and maintain a biennial purchasing plan, adhering to District policies, to help streamline routine purchases and strategically plan for one-time expenditures.	Financial Responsibility	2022 - 2027	■ On Track
4E.2	Evaluate current Department methods for use and storage of records and files and update to utilize new technology, as addressed in the District's Information Technology Strategic Plan, to meet the needs of personnel.	Financial Responsibility	2022 - 2027*	■ Not Started
4E.3	Maximize use of the Department's inventory management system (Operative IQ).	Financial Responsibility	2022 - 2027	■ Off Track
4E.4	Empower personnel at all levels to submit suggestions for effectively improving our business practices.	Financial Responsibility	2022 - 2024	■ Achieved
4E.5	Evaluate administrative personnel workload and workflow processes to achieve optimal performance and productivity with redundancy at all levels while allowing continuous professional development.	Financial Responsibility	2022 - 2027	■ Off Track

\* Timeline Adjustment



## STRATEGY #5 PERSONNEL DEVELOPMENT AND EDUCATION

Provide exceptional training and education, promote, and support professional development, and recruit and retain qualified employees.

GOAL 5A: Enhance the training program to meet the needs of the department.				
#	Fire Department Strategic Plan Objective	District Values	Timeframe	Status
5A.1	Conduct an annual audit on the current training program for all Department personnel to determine organizational needs.	High-Quality Workforce	2022 - 2027	■ On Track
5A.2	Create and implement a comprehensive training plan with updated goals, which address any identified delivery gaps.	High-Quality Workforce	2022 - 2027*	■ On Track
5A.3	Ensure Training Division is equipped with the appropriate resources to support the updated training plan	High-Quality Workforce	2022 - 2027	■ On Track
5A.4	Create a system for assessment and evaluation of the new training plan.	High-Quality Workforce	2023 - 2027*	■ Not Started
5A.5	Review findings of Risk Manager and evaluate/determine training needs.	High-Quality Workforce	2022 - 2027	■ On Track
5A.6	Predict future needs by evaluating trends, changes in response area infrastructure, and technology enhancements.	High-Quality Workforce	2022 - 2027	■ On Track
5A.7	Collaborate with District personnel and stakeholders to develop scholarship programs to benefit underserved populations, focusing on safety and health, such as Fire Internship Programs and Paramedic training.	High-Quality Workforce	2022 - 2027	■ On Track
5A.8	Evaluate pre-employment programs to increase accessibility to Fire Department careers, such as a Fire Explorer program.	High-Quality Workforce	2022 - 2027	■ On Track

\* Timeline Adjustment



## STRATEGY #5 PERSONNEL DEVELOPMENT AND EDUCATION

Provide exceptional training and education, promote, and support professional development, and recruit and retain qualified employees.

GOAL 5B: Maintain classification-specific sets of training tracts that support the Department's service areas and provide personnel with professional growth and succession planning.				
#	Fire Department Strategic Plan Objective	District Values	Timeframe	Status
5B.1	Improve pre-incident preparedness (training) knowledge.	High-Quality Workforce	2022 - 2027	■ On Track
5B.2	Review and update policies and procedures for responders and provide training so that policies and procedures are clearly defined and understood.	High-Quality Workforce	2022 - 2027	■ On Track
5B.3	Provide training opportunities in line with industry best practices and local, state, and federal mandates.	High-Quality Workforce	2022 - 2027	■ On Track
5B.4	Implement a professional development program with incentives to improve performance and provide opportunities for employee advancement.	High-Quality Workforce	2022 - 2027	■ Achieved
GOAL 5C: Recruit and develop a well-qualified, professional, and diverse workforce.				
5C.1	Continue to implement the practices and procedures that align with the District Equity Statement.	Diversity, Equity & Access	2022 - 2027	■ On Track
5C.2	Engage in efforts that promote equity in attracting and hiring well-qualified, diverse applicants.	Diversity, Equity & Access	2022 - 2027	■ On Track
5C.3	Actively participate in the Sacramento Regional Diversity Committee and implement best practices for recruitment, retention, and advancement.	Diversity, Equity & Access	2022 - 2027	■ On Track
5C.4	Participate in career fairs and collaborate with the California Joint Apprenticeship Committee (Cal-JAC), and the Firefighter Candidate Testing Center (FCTC) to ensure outreach and provide a roadmap to a well-qualified, diverse applicant pool.	Diversity, Equity & Access	2022 - 2027	■ On Track
5C.5	Support the Cosumnes Community Services District/Cosumnes River College Firefighter Internship Program to develop and provide opportunity for potential future personnel.	Diversity, Equity & Access	2022 - 2027	■ On Track
5C.6	Develop and implement a Department Fire Explorer program to mentor and inspire high school students for a career in emergency services.	Diversity, Equity & Access	2022 - 2024	■ Achieved



## STRATEGY #5 PERSONNEL DEVELOPMENT AND EDUCATION

Provide exceptional training and education, promote, and support professional development, and recruit and retain qualified employees.

GOAL 5D: Identify, encourage, and develop training partnerships with other emergency response and allied agencies.				
#	Fire Department Strategic Plan Objective	District Values	Timeframe	Status
5D.1	Partner with local law enforcement on Active Shooter/Intentional Mass Casualty Incident (IMCI) training.	High-Quality Workforce	2023 - 2024	■ Achieved
5D.2	Provide specialized and interagency training, specifically related to water rescue, technical rescue, and hazardous materials incidents.	High-Quality Workforce	2022 - 2027	■ On Track
5D.3	Partner with the Airport Fire Department for coordinated RT-130 training.	High-Quality Workforce	2022 - 2027	■ On Track
5D.4	Provide training and resources for Department personnel to respond to the special needs community effectively.	High-Quality Workforce	2022 - 2027	■ On Track
5D.5	Partner with neighboring jurisdictions, specifically South County fire agencies, regarding training opportunities to enhance mutual-aid responses.	High-Quality Workforce	2022 - 2027	■ Achieved



## STRATEGY #6 COMMUNICATION

Enhance communication with an emphasis on disseminating timely and accurate information to internal and external customers through the most effective messaging methods.

GOAL 6A: Improve internal Department communication to maximize effective messaging in a safe and open environment.				
#	Fire Department Strategic Plan Objective	District Values	Timeframe	Status
6A.1	Identify and evaluate the effectiveness of current methods of internal communication, and if needed, implement changes to existing systems. This includes how information is sent and the delivery of information through the chain of command.	Diversity, Equity & Access	2022 - 2024	■ Achieved
6A.2	Train personnel on how to determine which method of communication is most appropriate for the subject matter and audience, including what should be included in the communication.	Diversity, Equity & Access	2022 - 2024	■ Achieved
6A.3	Evaluate current distribution groups of email communication and update as needed to meet the need to deliver information to the proper stakeholders in a timely manner.	Diversity, Equity & Access	2022	■ Achieved
6A.4	Develop an evaluation process to measure the effectiveness of the implemented communication changes and execute the process annually.	Diversity, Equity & Access	2022 - 2027	■ Not Started
GOAL 6B: Improve external communication through social media.				
6B.1	Form a social media team comprised of line/shift and day personnel, in collaboration with the Cosumnes CSD Business & Public Affairs Division, to execute the recommendations from the District's Strategic Communications Plan Social Media Strategy for the Fire Department.	Diversity, Equity & Access	2022 - 2027*	■ On Track
6B.2	Evaluate current planning and submitting day-to-day content and improve as needed to increase brand identity with tangible and relevant content from line/shift personnel.	Diversity, Equity & Access	2022 - 2027*	■ On Track
6B.3	Develop a method of communication to notify Department personnel of new posts prior to their release, with suggested ways to promote engagement.	Diversity, Equity & Access	2022 - 2023	■ Achieved
6B.4	Establish messaging strategies for clarifying and supporting the role of first responders in addressing risk reduction, medical and injury prevention, and social services support.	Diversity, Equity & Access	2022 - 2027	■ Off Track
6B.5	Align social media standards with District guidelines for Department personnel engagement and interaction within social media platforms.	Diversity, Equity & Access	2022 - 2027	■ Off Track

\* Timeline Adjustment





## STRATEGY #6 COMMUNICATION

Enhance communication with an emphasis on disseminating timely and accurate information to internal and external customers through the most effective messaging methods.

GOAL 6C: Strengthen public education and community outreach.				
#	Fire Department Strategic Plan Objective	District Values	Timeframe	Status
6C.1	Update the Elk Grove Unified School District Memorandum of Understanding and identify key points of contact, schedule routine meetings, and work towards building an even stronger relationship.	Diversity, Equity & Access	2022 - 2027	■ Canceled
6C.2	Spark interest in a career in the fire service through social media, hands-on demonstrations, classroom discussions, and public forums or webinars.	Diversity, Equity & Access	2022 - 2027	■ On Track
6C.3	Educate the community about the Sacramento Region Emergency Notification System and other public notification alert systems.	Diversity, Equity & Access	2022 - 2027	■ On Track
6C.4	Coordinate with change leaders in the disability and social justice community, specifically related to individuals with autism, to ensure Fire Department personnel maintain a strong relationship with our community identifying with special needs.	Diversity, Equity & Access	2022 - 2027	■ On Track
6C.5	Improve the Department's public education outreach using relevant technology and targeted programs through the coordination with current and new community partnerships.	Diversity, Equity & Access	2023	■ Achieved