



Department: Fire
Cost Center: 8501
For Agenda of: 9/17/2024
Placement: Business
Estimated Time: 45 minutes

FROM: Todd Tuggle, Fire Chief
Prepared By: Nicole Vert, Business Analyst

SUBJECT: FIRE DEPARTMENT STRATEGIC PLAN 2024-2029

RECOMMENDATION

Receive and file the Fire Department's 2024-2029 Strategic Plan.

POLICY CONTEXT

The Fire Department's 2024-2029 Strategic Plan (Attachment A) aligns with the department's mission to enhance and protect the lives, property and environment of the community and its visitors. The previous strategic plan for years 2018-2023 recommends updating and creating a new plan for subsequent years.

DISCUSSION

Background

In 2018 the Fire Department developed a five-year strategic plan guiding the department through 2023. The dynamic plan established priorities, guided decision making, and identified future work efforts surrounding the department's mission. The Strategic Plan 2024-2029 is the successive strategy for the department to continue growth and development beyond day-to-day functions.

The updated plan was created using input from both internal and external stakeholders. Internal stakeholders included all members of the Fire Department, which includes suppression personnel, emergency management, fire prevention, vehicle technicians, chief officers and administration. External stakeholders include all city department heads, deputies, city management and elected officials plus the public at large. Both groups were given opportunities to provide input to identify their expectations and desires of the Fire Department. Internally the plan focuses on enhancing employee development programs, streamlining operational processes, and fostering a culture of collaboration and continuous improvement. Externally, community expectations and priorities are established and aligned with Major City Goals as well as any concerns with the department. Overall respondents were satisfied with the service the Fire Department provides and current levels are sufficient. Priorities expressed include maintaining current levels, provide more community outreach and education, increase wildfire preparedness, expand outreach to the unhoused community, and increase positive interactions and

visibility in the community. Concerns expressed were if services were improved or enhanced, community members do not want to pay more for the increases and new growth should pay for the necessary increases in services to not impact current service levels.

Strategic Initiatives

Following collaboration with all groups six initiatives were developed to provide direction for the department. These six strategic initiatives constitute the overarching themes of the objectives for the department and provide the foundation for the development of goals and objectives within each initiative and are listed below. The definition and relationship between the strategic directives and goals and objectives are defined in the plan. Established workgroups within the department will meet and manage progress towards accomplishing these goals and objectives and continuously report back updates to progress to department leadership and adjustments needed based on the City and Community environment.

1. **Community Focused Service** – Maintain or improve exceptional Community Focused Public service delivery.
 - a. Improve effective deployment of response time
 - b. Improve the delivery of EMS in the City of SLO
 - c. Evaluate and improve MCU deployment and training
 - d. Evaluate the CIP for Department infrastructure, apparatus, equipment, and appropriate funding for expected needs.
2. **Professional Development and Training** – Enhance professional development, organizational diversity and organizational safety through training and education.
 - a. Enhance Department training, succession planning, and professional development.
 - b. Implement a professional career development program.
 - c. Supervisor Leadership Training and Mentorship
 - d. Recruit, develop, and retain a professional and diverse workforce.
 - e. Improve training facility.
3. **Health and Wellness**- Enhance a healthy, safe and productive work environment.
 - a. Enhance opportunities to improve overall health, wellness, and functional fitness
 - b. Maintain and enhance the mental health and wellness PEER support program
4. **Emergency Preparedness**- Maintain and improve Emergency Management and Preparedness for all person made and natural large-scale disasters to meet current and future needs.
 - a. Maintain and improve all disaster preparedness program plans
 - b. Provide initial and ongoing employee training and enhancement of skills
 - c. Provide whole community disaster preparedness training
 - d. Support the development of a City EOC at the Public Safety Center and complete comprehensive functional upgrades.

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5. **Community Risk Reduction** – Maintain or improve Fire Prevention Division Risk Reduction in San Luis Obispo.
 - a. Increase target outreach to high-risk populations
 - b. Target Hazare Pre-plans
 - c. Maintain and update the department fuel reduction and defensible space program
 - d. Reduce illegal fires from the unhoused
 - e. Adress property insurance issues for residents within the CalFire high severity map areas
 - f. Implement shift from Fire Prevention Bureau to Community Risk Reduction Unit
6. **Technology and Data**- Maintain and improve Fire Department Technology and Information Systems that meet the current and future needs of the department.
 - a. Identify and evaluate current technology resources to inform decisions on future improvements.

Previous Council or Advisory Body Action

On August 21, 2018, the City Council received and filed the [Fire Department's 2018-2023 Strategic Plan](#).

Public Engagement

This item is a business item for the September 17, 2024, City Council meeting and will follow all required postings and notifications. The public will have the opportunity to provide comment on this item at or before the meeting. During the development of the plan the public was invited to participate through Open City Hall website.

ENVIRONMENTAL REVIEW

The California Environmental Quality Act does not apply to the recommended action in this report, because the action does not constitute a “Project” under CEQA Guidelines Sec. 15378

FISCAL IMPACT

Budgeted: Yes

Budget Year: 2024-25

Funding Identified: Yes

Fiscal Analysis:

Funding Sources	Total Budget Available	Current Funding Request	Remaining Balance	Annual Ongoing Cost
General Fund	\$0	\$0	\$0	\$0
State				
Federal				
Fees				
Other:				
Total	\$0	\$0	\$0	\$0

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The Fire Department is funded through the General Fund's annual budget appropriation adopted by the City Council. All activities within the report are covered through the annual program appropriations as outlined in the City's Financial Plan. There are no financial impacts directly related to receiving the department's Strategic Plan update. Implementation of strategies identified in the plan may have an associated financial impact, which will be identified in the course of planning for implementation.

ALTERNATIVES

1. ***The City Council could choose to not receive and file the report.*** This is not recommended as the Strategic Plan provides future guidance for the department in multiple areas over the upcoming years.
2. ***The City Council could choose to direct changes to the Strategic Plan.*** This is not recommended as changes could cause delays in accomplishing goals and derail timelines that are based on extensive work with stakeholders.

ATTACHMENTS

A – San Luis Obispo City Fire Department Strategic Plan 2024-2029