

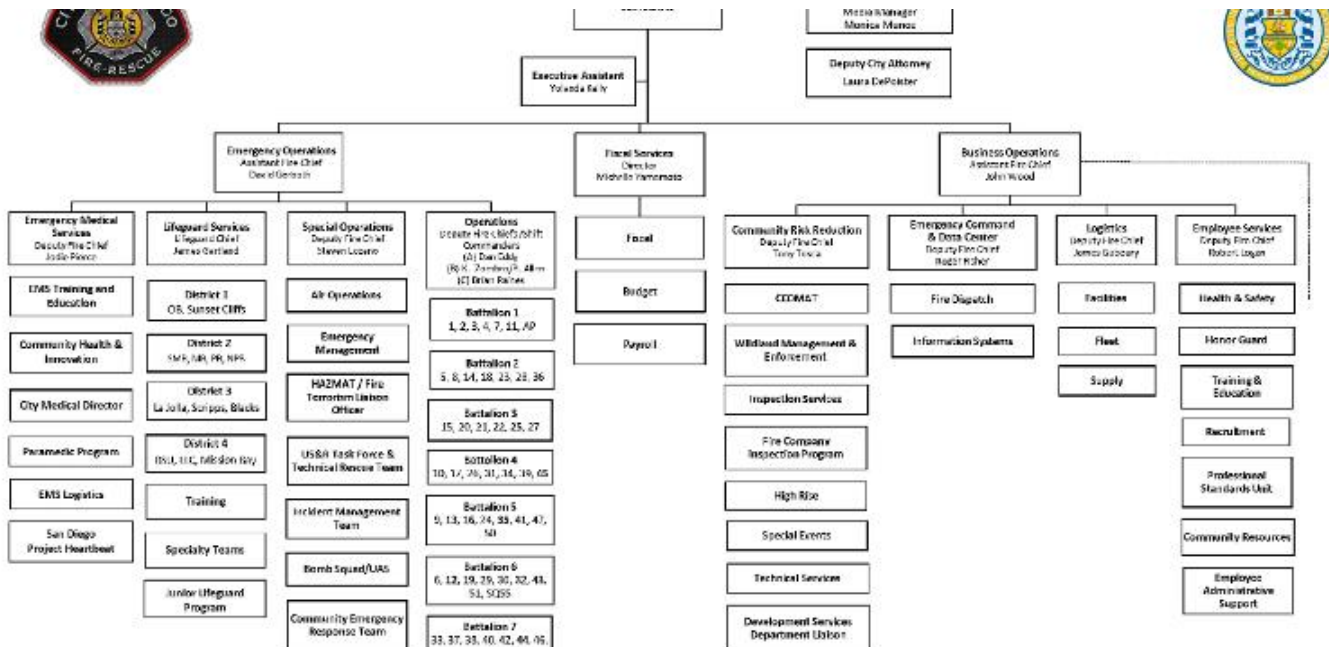


SDFD Emergency Operations Strategic Plan | 2023 - 2028

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David Gerboth, Assistant Fire Chief, Emergency Operations

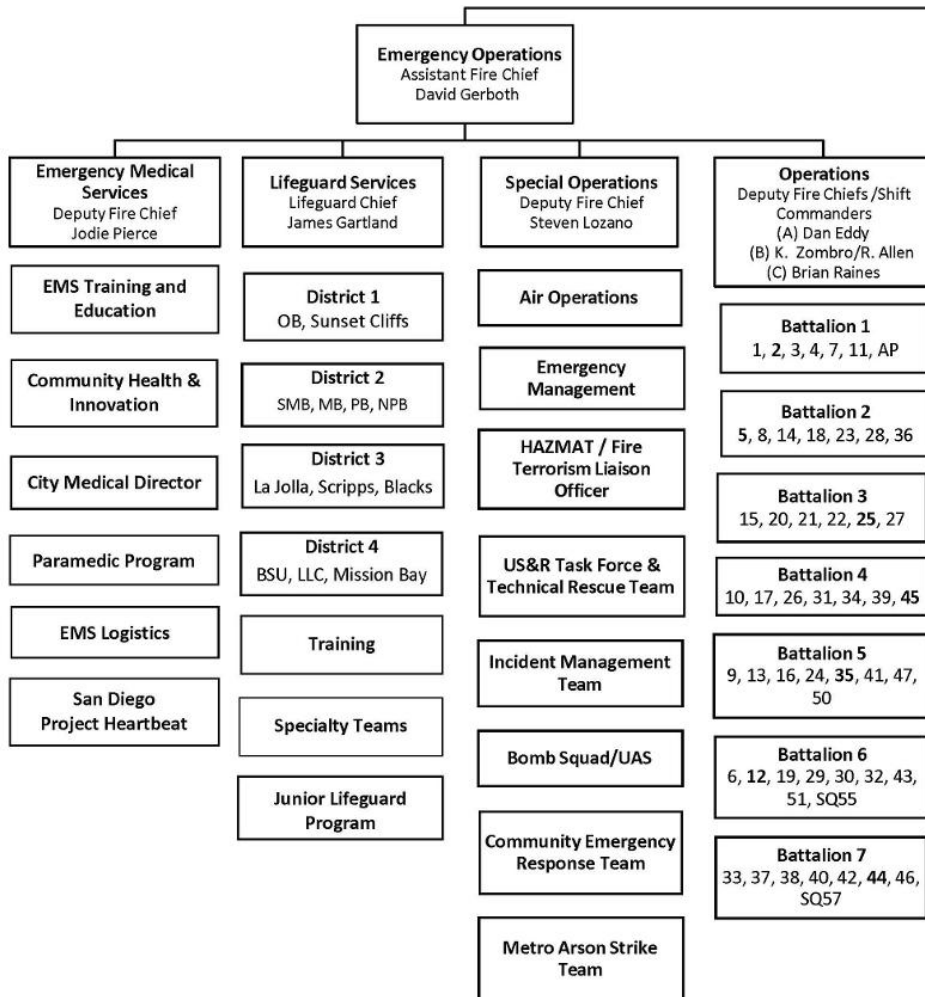
March 6, 2023



Introduction

The leadership of Emergency Operations is committed to ensuring that the San Diego Fire-Rescue Department provides the highest level of service to the community and support of our members while being a recognized leader in the fire service.

The Emergency Operations Strategic Plan is intended to convene the unified vision of the six divisions of Emergency Operations.





Goals

This Emergency Operations Strategic Plan outlines six goals that will serve as our vision, our road map and provide accountability for the next five years. Our goals are People, Operations, Resiliency, Organization, Relationships and Innovation.

Objectives

Objectives will outline the approach that we will take to accomplish each strategic plan goal.

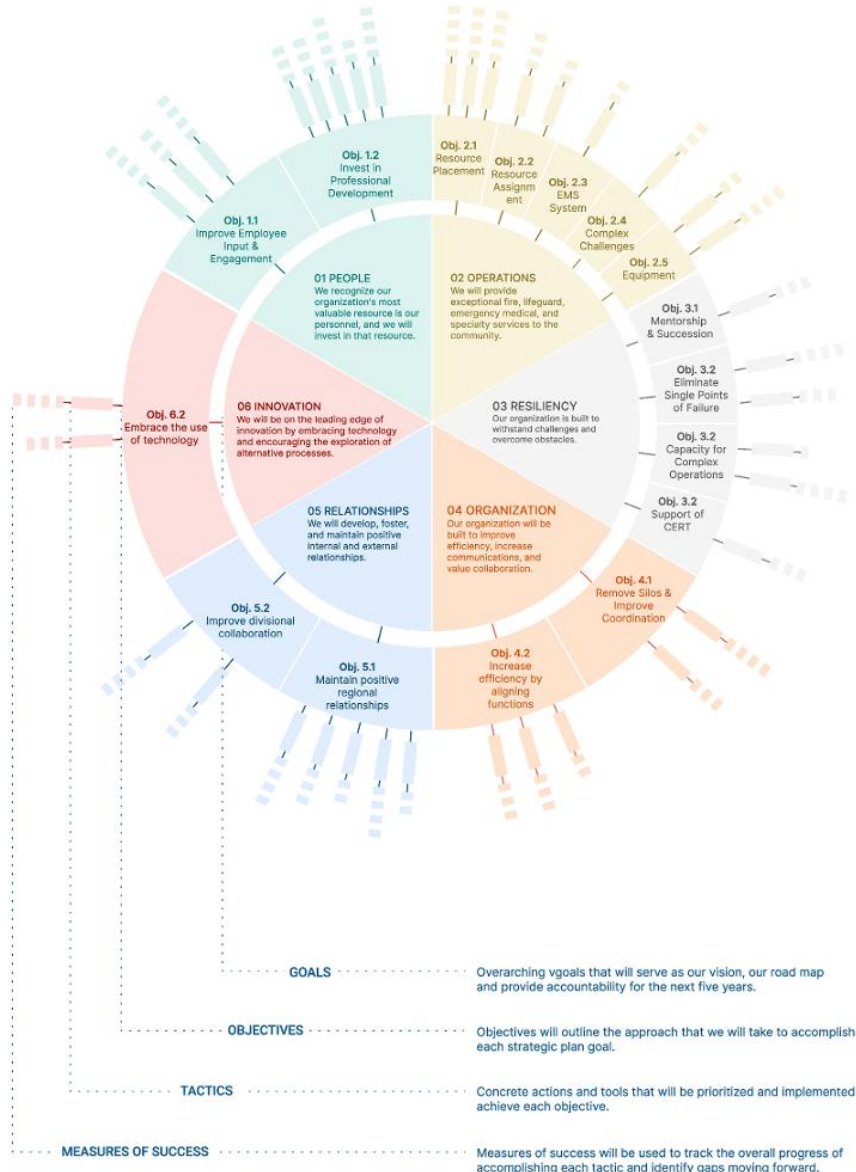
Tactics

Tactics are the concrete actions and tools that will be prioritized and implemented to achieve each objective.

Measures of Success

Measures of success will be used to track the overall progress of accomplishing each tactic and identify gaps moving forward.

STRATEGIC PLAN 2023 - 2028



People

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We recognize our organization's most valuable resource is the personnel comprising the Fire-Rescue Department, and we will invest in that resource.



Objective 1.1 | Improve employee input and engagement

Tactic 1.1.1 | Solicit input from the workforce to help craft Measures of Success through battalion chief meetings, lieutenant meetings, IST, and feedback sessions



Objective 1.2 | Invest in professional development

Tactic 1.2.1 | Continuation of the paramedic school and addition of second paramedic class

Tactic 1.2.2 | Design and delivery of Metro Zone Chief Officers Symposium

Operations

We will provide exceptional fire, lifeguard, emergency medical, and specialty services to the community.

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Objective 2.1 | Ensure the placement of appropriate resources to best serve the community

Tactic 2.1.1 | Evaluate standards of coverage by leveraging the internal data warehouse

Tactic 2.1.2 | Evaluate deployment model for Lifeguard Division to determine optimal staffing



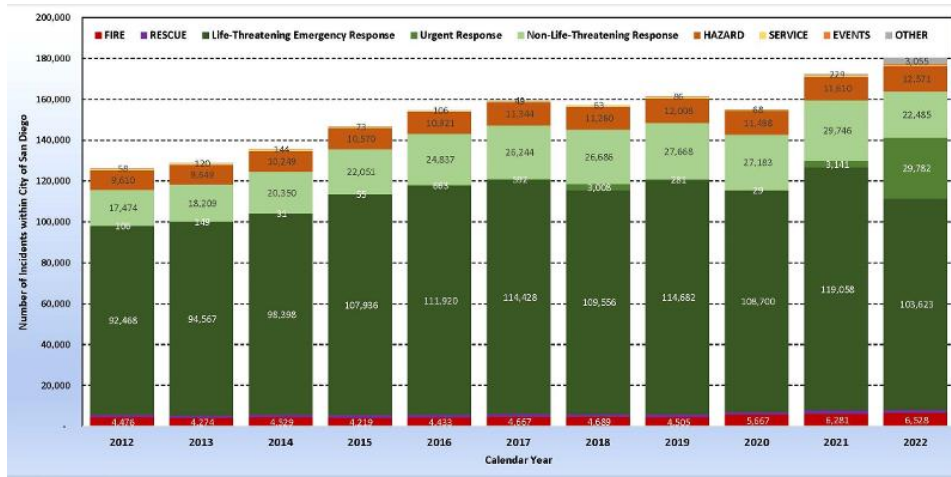
Objective 2.2 | Ensure the appropriate resources are provided for incidents

Tactic 2.2.1 | Optimize call triaging to ensure the effective delivery of service

Tactic 2.2.2 | Evaluate call determinates to ensure appropriate dispatching

Tactic 2.2.3 | Optimize dispatching of standback holds

Tactic 2.2.4 | Review Mobile Operations Detail (MOD) program to evaluate any improvements to staffing



Incidents from 2012 - 2022



Objective 2.3 | Evaluate and implement an EMS transportation system that best serves the community and our members

Tactic 2.3.1 | Retain the leading consulting firm to evaluate the EMS transportation system

Tactic 2.3.2 | Acquire provider status for EMS system

Tactic 2.3.3 | Staff the EMS Division commensurate with the increased responsibilities of system design

Tactic 2.3.4 | Evaluate the movement of private provider positions into the Fire-Rescue Department



Objective 2.4 | Ensure the workforce is best prepared to respond to the complex challenges we face

Tactic 2.4.1 | Coordinate with the Training and Education Division to provide relevant, high-quality instruction to the workforce that reflects our many challenges

Tactic 2.4.2 | Institute monthly training exercises at Battalion Chief meetings



Objective 2.5 | Provide personnel with the equipment necessary to serve the community

Tactic 2.5.1 | Institute a vessel replacement program

Tactic 2.5.2 | Evaluate and purchase new vehicles for the Mobile Operations Detail (MOD)

Resiliency

Our organization is built to withstand challenges

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and overcome obstacles.



Objective 3.1 | Provide for mentorship and succession planning to ensure personnel are prepared to advance in the organization and develop leadership that reflects the community and equity goals of the Department

Tactic 3.1.1 | Coordinate with the Training and Education Division to provide enhanced curriculum and delivery of the Engineer Candidate Course, Captain's Academy, and Battalion Chief's Academy

Tactic 3.1.2 | Ensure the annual delivery of the Fire Boat, Surf Boat, and Bay Boat Academies, Dispatch

Academy, and bi-annual delivery of the Advanced Lifeguard Academy (even fiscal years)



Objective 3.2 | Eliminate single points of failure by mentoring others to provide depth of knowledge and abilities

Tactic 3.2.1 | Identify and eliminate single points of failure in personnel and systems through training and mentorship



Objective 3.3 | Ensure we have the capacity to manage large, complex incidents

Tactic 3.3.1 | Develop and maintain incident management personnel through the support of training and deployments





Objective 3.4 | Support of CERT

Tactic 3.4.1 | Look for opportunities to include CERT volunteers in exercises and incidents to maintain engagement and community resiliency

Organization

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Our organization will be built to improve efficiency, increase communications, and value collaboration.



Objective 4.1 | Remove silos and improve coordination between divisions

Tactic 4.1.1 | Institute monthly Emergency Operations meeting with all divisions in attendance

Tactic 4.1.2 | Integrate Lifeguard Lieutenants into periodic Battalion Chief Meetings and training



Objective 4.2 | Increase efficiency by aligning functions

Tactic 4.2.1 | Redefine Emergency Management as Emergency Management / Special Events to serve as the coordination point for special events and management of the MOD

Tactic 4.2.2 | Evaluate the reassignment of logistical functions from the Lifeguard Services Division to the Logistics Division

Relationships

We will develop, foster, and maintain positive

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internal and external relationships.



Objective 5.1 | Recognize the importance and value of developing and maintaining positive relationships within the organization, the City, the Metro Zone, the County, and statewide.

Tactic 5.1.1 | Support the participation and encouragement of leadership roles within the Metro Zone and Operational Area Operations committees.

Tactic 5.1.2 | Support member participation at all levels of FIRESCOPE to ensure the understanding of statewide issues, the influence of state guidance, and collaboration with a variety of agencies.



Objective 5.2 | Improve interactions, activity, and collaboration between Emergency Operations divisions

Tactic 5.2.1 | Develop a schedule of training between Emergency Operations divisions

Innovation

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We will be on the leading edge of innovation by embracing technology and encouraging the exploration of alternative processes.



Objective 6.1 | Embrace the use of technology for accountability, situational awareness, common operating picture, and information sharing

Tactic 6.1.1 | Institute a process through which Emergency Operations personnel input is received in the evaluation of technology

Tactic 6.1.2 | Increase utilization of the UAS Program

Tactic 6.1.3 | Evaluate the ability to integrate Kronos data automatically in CAD for accountability

The SDFD Emergency Operations Strategic Plan is a living document that will evolve with the Department. Input and participation from the workforce are essential to ensure success. Since the first professional

San Diego firefighters began protecting the City in 1889, the Department has been an industry leader in performance and innovation. Through our collaborative efforts, the San Diego Fire-Rescue Department will continue to provide world-class service to our community, support of our members, and leadership in the fire service.



San Diego Fire Department | Emergency Operations

Strategic Plan 2023 - 2028

