

City of Folsom Fire Department Strategic Plan



2020-2025

DEDICATION

To the women and men of the City of Folsom Fire Department who have protected life and property since 1857 and made this community a better place



EXECUTIVE SUMMARY



CITY OF
FOLSOM
DISTINCTIVE BY NATURE

The City of Folsom Fire Department is pleased to present its 2020-2025 Strategic Plan. This Strategic Plan is intended to continue a thoughtful approach to build upon existing strengths within the Fire Department's broad scope of public safety services, identify meaningful opportunities for improvement, and develop an achievable road map for the future.

This Strategic Plan is being formulated during a time of economic and population growth that has allowed for expansion of Fire Department capabilities and services. While this plan identifies numerous opportunities for strengthening the Department's service and mission areas, one must recognize that any expansion in these areas will be tied to the economic prosperity of the city, region, state, and nation. It was developed using a community-driven strategic planning process that included input from representative groups composed of members of the community at large (external stakeholders) and members of the Department (internal stakeholders).

This Strategic Plan will serve as a living document and a work in progress, subject to change under evolving circumstances. The growth of the Department must always be tempered with restraint and an eye to the future to ensure that core services to the citizens are provided and a focus and unity of direction is identified to all internal and external stakeholders. This Strategic Plan incorporates the principles set forth by the Center for Public Safety Excellence.

Since its inception in 1857, the Folsom Fire Department has had a proud tradition of providing excellent service to the community. The growing demand for services, combined with the ever-increasing costs of service delivery, make it imperative that an effective Strategic Plan is followed to maintain the high standards expected by the community. This Strategic Plan is a culmination of the Department's efforts to detail how it will meet the needs of the community, prioritize those needs, and establish timelines to achieve those needs.

In 1997, the Fire Department presented a Service Delivery Plan to the City Council. It was followed in 2003, with a Fire and EMS Master Service Delivery Plan Report, and in 2004, with a three-year Strategic Plan update. These plans were complemented by the extensive work done in 2006 by Citygate Associates, LLC and Department staff in developing a comprehensive Standards of Response Cover Study.

In 2009, a Fire Department Service Delivery Improvement Plan was developed, focusing on the goals identified in 2004, but was greatly affected by the Great Recession for the next several years. In building off the great work that was invested into the previous plans, the 2020-2025 Fire Department Strategic Plan also incorporates the principles

listed in those plans, includes the safety requirements identified in the City of Folsom 2035 General Plan, and considers progress made on previously identified goals while melding their intended outcomes into current needs.

The fire department has an annual operating budget of \$21.1 million and is staffed by 69 fire-suppression, 3 fire prevention, and 5 administration personnel. Its five fire stations include four fire engines, one fire truck, three ambulances, one command vehicle, two rescue boats, and one air unit. Additionally, all fire stations have cross-staffed fire engines capable of mitigating vegetation fires. In calendar year 2019, the Fire Department responded to 9,443 emergency incidents and transported 5,375 patients to local hospitals.

In short, this community-driven strategic plan considers the expectations set forth by community members and the analysis conducted by Department members. This plan calls for:

- Expansion of field operations in the Folsom Plan Area south of Highway 50 with one Fire Station (#34) and preparation for a second Fire Station in a future plan
- Staffing to fill previously vacated positions
- Increasing fire prevention and public education staffing and services
- Restoring Engine 35 by phasing in the staffing requirements
- Enhancing the multi-year Fleet Replacement Plan as an element contained within the Capital Improvement Plan
- Implementing the multi-year Fire Facility Plan as an element contained within the Capital Improvement Plan
- Delivering effective communication to the community
- Providing for required training of department personnel
- Continuing the development of City-wide emergency response capabilities
- Preparing the community in the event of a large-scale emergency or disaster

Respectfully,



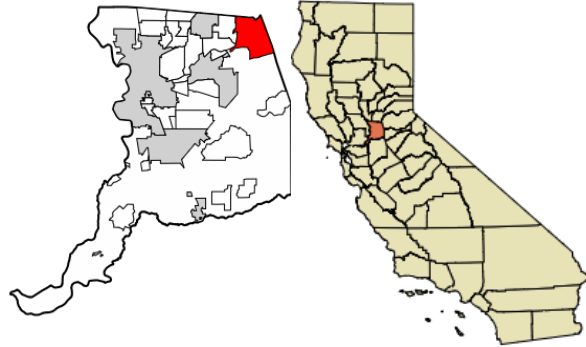
Felipe Rodríguez
City of Folsom Fire Chief

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ORGANIZATIONAL HISTORY

The Folsom Fire Department has its roots in California's Gold Rush era when the Folsom Volunteer Fire Department was established. Volunteers from Folsom Hook and Ladder, as it was also known, rushed to the fire scene from their shops and homes when an alarm sounded. They fought fires by passing buckets of water from volunteer to volunteer (the bucket brigade) to get water from the source to the fire. In the early 1900s, the Fire Department purchased a Ford Model T, replacing the horse drawn water pumps used in the late 1800s. While the use of a Model T is long gone, the City still maintains two older fire engines for parades and special functions.



The community of 30 square miles is home to more than 79,835 residents¹. It is located in the eastern end of Sacramento County and is at the base of the Sierra Nevada foothills. It was originally named Granite City by Joseph Folsom in 1854, but later renamed following Joseph Folsom's death in 1855. What once served as a gold mining town for the Forty Niners during California's great Gold Rush, the site of the West's first railroad, and the world's first long-distance transmission of electricity, Folsom has evolved into a forward-looking, high-tech city, with firms ranging from small to large international corporations, excellent schools, beautiful neighborhoods, outstanding shopping, dining, and cultural options².



Today, the City of Folsom Fire Department is an all-risk, all-hazards fire department that provides fire suppression capabilities and advanced life support emergency medical services from five permanently-staffed fire stations. The department also responds to special operations incidents, such as hazardous materials, technical rescue, and water rescue emergencies. It assists with community risk reduction through public education, construction plan review, inspections, and investigations. The Department has 77 authorized positions to provide an array of services throughout the community.



¹ <http://www.dof.ca.gov/Forecasting/Demographics/Estimates/E-1/>

² <https://www.folsom.ca.us/about/default.asp>

ORGANIZATIONAL STRUCTURE

The Department is led by Fire Chief Felipe Rodriguez. He is assisted by three Division Chiefs who manage emergency operations, administrative duties, EMS, fire prevention and community risk reduction, disaster preparedness, and personnel training. Two of the three Division Chiefs also work 24-hours shifts as the A- and C-Shift Duty Chief, managing their respective divisions and fleet and equipment, respectively. One Battalion Chief functions as the B-Shift Duty Chief and manages the facilities.



Fire Captains supervise of each individual station and the personnel working there. Engineers drive and operate various types of apparatus to the emergency scene. The largest concentration of personnel are the cross-trained firefighters who also provide expertise as paramedics and response to heavy and technical rescue, hazardous materials response, water rescue, and other public safety services.

The Department's emergency response and incident management capabilities are often increased through the use of automatic and mutual aid agreements by being part of an emergency response system in Sacramento, El Dorado, and Placer Counties where the closest and most appropriate first-response unit responds, regardless of the jurisdiction.

The Fire Chief, Administrative Division Chief, and administrative support personnel work typical business hours. Shift personnel work two contiguous 24-hour shifts, averaging 240 hours per month, per person, to ensure a constant emergency response capability. There is a minimum of 23 personnel on each shift, per day, including the Duty Chief Officer.

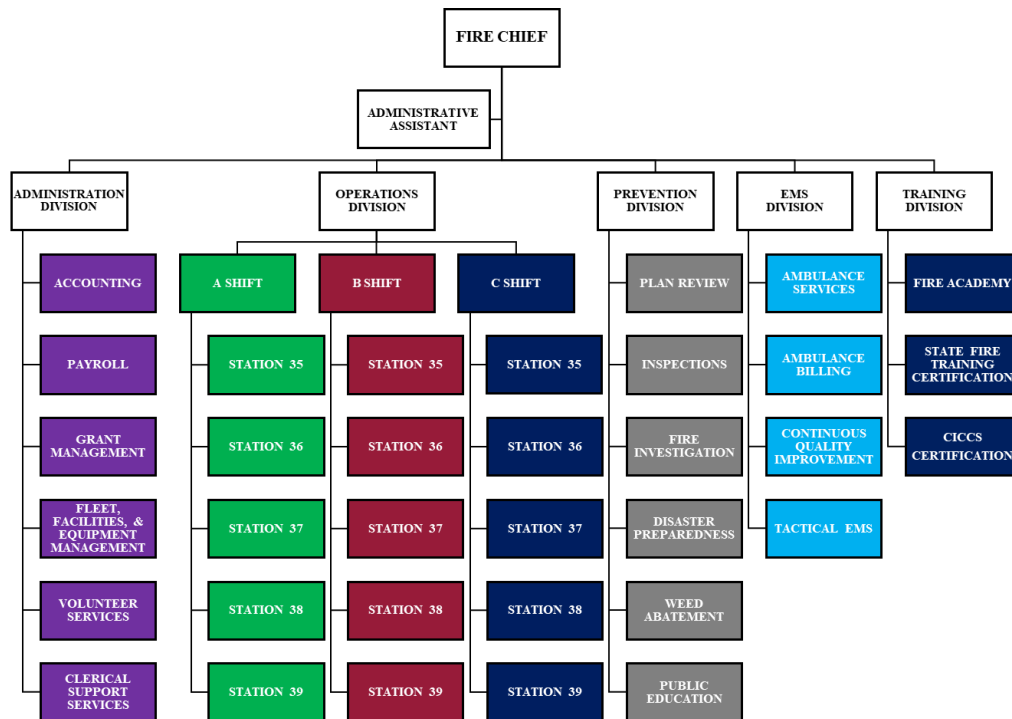
The Department uses a working group approach to allocate work. Program managers, responsible for each program's workload, develop their areas of responsibility over the course of the year, according to administrative guidance and budget authorization. The working group structure includes 17 working areas: Communications Equipment, Volunteer Services, Community Services, Building Maintenance, Fleet Maintenance, Logistics (Service), Logistics (Support), Medical Support, Personal Protective Equipment, Pre-Incident Planning, Professional Development, Risk Hazard Reduction, Self-Contained Breathing Apparatus, Special Operations, Wellness and Fitness, Information Systems, and Critical Incident Stress Debriefing.



The Department participates in County-wide fire prevention activities and applies the latest fire and life safety construction standards to occupancies within the community. The Folsom Fire Department also operates an all-terrain vehicle at special events. These resources provide rapid access and initial treatment to ill or injured persons prior to the arrival of responding personnel, especially in areas that are congested and/or difficult to access. Two citizen volunteer programs reflect the spirit of Folsom and its history of neighbor helping neighbor. The Citizens Assisting Public Safety (C.A.P.S.) members help the Police and Fire Departments in many ways. For the Fire Department, volunteers help by staffing the front desk at Headquarters five days per week, manage logistical needs for the EMS Division, retrieve EMS backboards from area hospitals, and assist with large scale community events.

The Community Emergency Response Team (CERT) is a citizen all-risk readiness program that provides a Level I, eight week set of classes, to community members on fire extinguishment, search, shoring, first aid and other topics which help increase the community’s capability to respond to family or neighborhood needs during a major disaster. Level II classes are also taught to further advance a citizen’s response skill set and allows them to be deployed in conjunction with emergency responders during large-scale emergencies. Department of Homeland Security grant funds are used to support CERT. This program is managed by the Fire Department and co-sponsored by the Police Department.

Fire Department Organizational Chart



COMMUNITY DRIVEN STRATEGIC PLANNING PROCESS

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A community-driven organization is defined as one that maintains a focus on the needs and expectations of customers, both present and future, in the creation and/or improvement of the product or service provided. To ensure that the community remains a focus of an organization's direction, a community-driven strategic planning process was used to develop this strategic plan. A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes use of resources.

The Community Driven Strategic Planning Process Outline³

1. Define the programs provided to the community.
2. Establish the community's priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.
4. Revisit the Mission Statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
5. Revisit the Values of the organization's membership.
6. Identify the internal Strengths and Weaknesses of the organization.
7. Identify areas of Opportunity for, and potential Threats to the organization.
8. Identify the organization's critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish realistic goals and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the Vision of the Future.
13. Develop organizational and community commitment to accomplishing the plan.

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.

³ <https://cpse.org/wp-content/uploads/2018/02/2016-2021-Strategic-Plan.pdf>

The Department’s Strategic Plan Workgroup examined previous plans’ goals and objectives and agreed on their validity to improve the effectiveness of the organization in carrying out its mission areas. Through this community driven strategic planning process, strategic initiatives were introduced, and goals and objectives were updated or established to reflect the progress gained from past plans and provide direction for new challenges encountered.

This Plan is intended to provide overarching guidance to Department members in the primary goal areas and associated objectives, but not to establish specific program methods and tasks in all areas. Additionally, it has built upon previous mission analysis workshops, adjusted the Ten-year Fleet Replacement Plan, reexamined the Staffing Plan, and updated its Facility Plan to ensure adequate service for the Folsom Plan Area, south of Highway 50. It should be noted that this plan limits its assumptions to any lands west of Prairie City Road.

ACKNOWLEDGEMENTS

The City of Folsom Fire Department acknowledges and thanks the community’s and the organization’s external and internal stakeholders for their participation and input into this community driven strategic planning process. Special recognition goes to the Department’s Strategic Planning Workgroup for their leadership and commitment to this process.

Folsom Fire Department Strategic Planning Workgroup	
Fire Captain Brian Beck	Division Chief Mark Piacentini
Firefighter Nick Boule	Fire Chief Felipe Rodriguez
Division Chief Ken Cusano	Fire Captain Ben Signor
Firefighter John Drum	Admin Assistant Jennifer Weil
Battalion Chief Chris Fletchall	Fire Prevention Officer Eric Williams
Firefighter Andrew Goettle	Division Chief Chad Wilson
Fire Captain Nick Lawlor	Fire Captain Bill Woodward
Fire Captain Eric Lefkove	

The Fire Department began its reexamination of previous plans in October 2018, when Fire Captain Nick Lawlor was assigned to review the 2009 Service Delivery Plan and provide valuable input for this strategic plan. Much great work was completed by many Department members throughout the years, including former Fire Chief Dan Haverty, to develop the 2009 Service Delivery Plan. Unfortunately, much of that plan was unable to be completed due to the downturn of the economy. This plan incorporates the great work that was planned for in 2009.

In May 2019, Folsom community members (external stakeholders) were surveyed through an internet-based process to identify their priorities, expectations, and concerns. In addition, the Department's members (internal stakeholders) were surveyed to determine the department's strengths, weaknesses, opportunities, and threats (SWOT analysis). The results were analyzed and a Strategic Planning Workgroup was established to finalize this Strategic Plan. Although there were 369 external stakeholders who completed the survey, not all respondents provided their name. The following is a list (alphabetical order by first name) of those who stated their name during the survey:

Folsom Fire Department External Stakeholders					
Al Stehli	Colonel	Jay O'Brien	L.J. O'Donnell	Nanci	Sharon Kindel
Alan Lampe	Concerned Citizen	Jeff Schlesinger	Lacey Gill	Nancy	SJ
Alice Ortiz	Concerned business person	Jennifer Foster	Linds	Nancy Conger	Stacey
Allen Wrenn	Corinne Brown	Jennifer Lane	Lisa Davies	Nancy Conley	Stacy Gould
Andrea	Cris Gerard	Jessica	Lisa F.	Nancy Oldham	Stan Wilkins
Andrew Lagosh	Crystal Y. Tobias	Jim Watkins	Lorayne "Lori" Chen	Nick Beard	Stephanie Herrera
Anne Sammis	Cynthia Paola	Joan Normington	Lori	Nick Gray	Steve Ames
Anonymous	David B.	Jobekah S Trotta	Lynn Bartolo	Nick Lawlor	Steve Davis
Barbara Leary	David Rowe	John Corcoran	Lynne Sperry	Noah Bentley	Steven Frank
Barbara Weizer	David Soulsby	John Moore	M	None	Susan Bjorgum
Belden	Dawn Solak	Josh Baker	M. Donahoo	Norman Vandermejde	Susan Dwyer
Ben White	Deb Ozdinski	Joy Jarfors	Madeline Kesler	Pamela Boyd	Susan Krieg
Bent Laursen	Debbie Rabourn	Judy	Marie Gonzales	Pat	Theresa Striplin
Beth Barthel	Dixie Foote	Karen & Harry Galloway	Marilyn guinn	Paul Keast	Thomas Parks
Bill Turner	Elder	Karen Pardieck	Marissa Terry	Persis McCarley	Tina K.
Bob Stofan	Ernest Hook DPM	Karen S.	Mark C. Runyan	R. Hayes	Todd
Brennan Boatsman	Ernesto Gonzalez	Kat Kehraevuo	Mark Ratermann	Rebecca	Todd B.
Bret Worthington	Folsom Resident	Kathy	Mary K. Cashdollar	Rebekah Bornemisza	Tom
Brian Hudson	G. Willison	Kathy S.	Matt Greene	Rennie James	Tom A Hostetter
Cactus Jack Slade	Heather Valdez	Katie	Matthew McGee	Rita Andrews	Tom Mckenzie
Cammie	Higgins	Kelly	Matthew Sorrenti	RM	Tracy Bibb
Candace Boas	Jack E Blyskal	Kennedy	Michael Ryan	Rob Shelton	Tracy Gutierrez
Carrie Hendrick	Jackie	Kerri Howell	Michelle	Ron Lambertson	Trina Solak
Cate Greene	Jacqueline Ramsay	Kevin	Mike Flynn	Rory Hanley	Venkat Yerneni
Chris Cavers	James Brown	Kimberly Lombardi	Mike Hillhouse	Scott Nannini	Will
Cindy Martin	Janet Wilson	Kurt Tate	Na	Sharon Brinsko	Yun Kim

DEPARTMENT – GUIDING PRINCIPLES

Mission Statement

The Folsom Fire Department is dedicated to enhancing and protecting the quality of life for all residents, business owners, visitors, and employees within the city, by providing prompt response to aid the sick or injured, controlling the spread of fire, performing special rescue operations, and providing fire prevention through the use of code enforcement, fire investigation, and education.

Core Values

Integrity, Trust, Respect, Professionalism, Teamwork, Altruism, Competence, Honor, Accountability, and Leadership

Department Motto

Working Together to Provide Superior Services in a Safe, Thorough and Efficient Manner.



- We commit to furnish rapid access and response to calls for help through the universal 9-1-1 emergency telephone number and employ trained professional staff to mitigate all such emergencies.
- We shall readily provide support to our neighboring communities upon requests for emergency assistance through mutual aid agreements and gratefully accept their support in our similar times of crisis.
- We strive to progressively improve our system through training and operational programs in order to protect the safety and welfare of our employees and the citizens they serve.
- We are determined to serve in an efficient manner, with pride and concern for the present and excitement for the challenges of the future.

Priorities

Mission, Members, and Community

Standing Orders

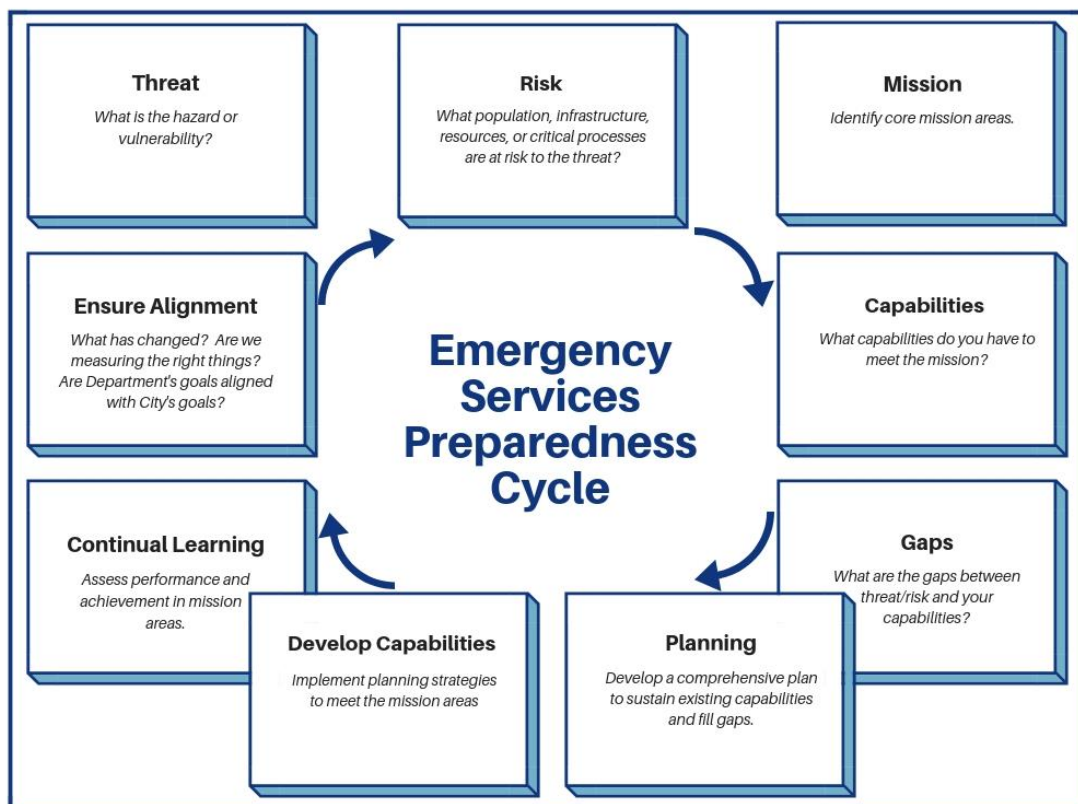
- Make **service** our highest focus.
- Come to the aid of those in need **quickly** and **perform skillfully**.
- Be **professional** and always **act with integrity**.
- Treat all with **dignity**.
- Be **safe** in our **attitude** and **actions**.
- **Take care of each other**.

MISSION ANALYSIS

Mission Analysis is the process by which the operating plan and contingency plans are developed. It includes organizing the Department to meet the mission objectives, allocating resources to perform the critical tasks, and monitoring operations to adjust resources as necessary. To be effective the Department must:

- Define tasks based on mission requirements
- Question data or ideas as they relate to mission accomplishment
- Discuss long and short-term plans for the mission
- Identify the impact of potential hazards and unplanned events on the mission
- Structure tasks, plans, and objectives related to the mission
- Thoroughly critique existing plans for potential problems

The Emergency Services Preparedness Cycle first begins with identifying hazards and threats to the City and then moves in a clockwise direction to mitigate those treats.



It is highly important to analyze the information obtained within the Emergency Services Preparedness Cycle and apply the best methods to mitigate the threats and reduce the risk within the community. Many factors are evaluated within this analysis and must combined with other indirect factors such as population growth, traffic congestion, building construction density and height, and access.

Hazard Assessment

In December 2016, the City of Folsom completed a hazard assessment and submitted it to Sacramento County for its Local Hazard Mitigation Plan. The following table includes the different hazards the Fire Department must be prepared to respond to; not included in the table is the exact location of the most-vulnerable areas, such as the Central Business District and the Historic District or the routine emergency medical services incidents, which comprise approximately 66% of the annual emergency responses:

Hazard	Geographic Extent	Probability of Future Occurrences	Magnitude/ Severity	Significance
Agricultural Hazards	Limited	Unlikely	Negligible	Low
Bird Strike	Limited	Unlikely	Negligible	Low
Climate Change	Significant	Likely	Critical	Low
Dam Failure	Significant	Unlikely	Critical	High
Drought and Water Shortage	Extensive	Occasional	Limited	Medium
Earthquake	Extensive	Unlikely	Catastrophic	Low
Earthquake Liquefaction	Limited	Unlikely	Limited	Low
Flood: 100/200/500-yr.	Significant	Occasional/ Unlikely	Critical	Medium
Flood: Localized Stormwater Flooding	Limited	Likely	Negligible	Medium
Landslides	Limited	Unlikely	Limited	Low
River/ Creek Bank Erosion	Limited	Likely	Limited	Medium
Severe Weather: Extreme Temperatures - Cold	Limited	Likely	Negligible	Low
Severe Weather: Extreme Temperatures - Heat	Limited	Likely	Negligible	Low
Severe Weather: Fog	Significant	Likely	Negligible	Low
Severe Weather: Heavy Rains and Storms	Limited	Likely	Negligible	Medium
Severe Weather: Wind	Limited	Occasional	Limited	Low
Wildfire	Significant	Likely	Critical	Medium
<p>Geographic Extent Limited: Less than 10% of planning area Significant: 10-50% of planning area Extensive: 50-100% of planning area</p>		<p>Magnitude/ Severity Negligible: Less than 10% of property severely damaged; shutdown of facilities for less than 24 hours; injuries treatable with first aid Limited: 10-25% of property severely damaged; shutdown of facilities for more than one week; injuries do not result in permanent disability Critical: 25-50% of property severely damaged; shutdown of facilities for at least two weeks; injuries result in permanent disability Catastrophic: More than 50% of property severely damaged; shutdown of facilities for more than 30 days; multiple deaths</p>		
<p>Probability of Future Occurrences Unlikely: Less than 1% chance within next 100 years Occasional: 1-10% chance within next year Likely: 10-100% chance within next year Highly Likely: Near 100% chance within next year</p>				
<p>Significance Low: Minimal Potential Impact Medium: Moderate Potential Impact High: Widespread potential impact</p>				

IMPLEMENTING THE PLAN

Prior Fire Department plans have served as a solid means of identifying the needs of a growing department and retrospectively tracking the progress of the Department's staffing levels, program expansion, fire station placement criteria, and areas of organizational emphasis over the years. In previous plans, the Department developed strategic goals and implemented an operational action plan to work toward achieving them. Many employees championed these causes and gave significant time and energy to gain progress and achievements in nearly all of the goal areas.

This plan provides the Department with overall direction on how to achieve future success and build upon its proven strengths. It also includes a phased-in approach for adding adequate fire protection services for the Folsom Plan Area, the Central Business District, and the Historic District; the two latter being the oldest areas within the community, with the majority of buildings not protected by automatic sprinkler systems, and the closest fire engine responding from a distant location. Due to the economic downturn, Engine 35, which would normally cover the Central Business District and Historic District, was removed from service and is yet to return to service on a permanent basis.

This plan does not include long-range needs for the fire department to effectively serve the community. However, it must be noted that although, it may not be realistic to add these items within a five-year period due to financial constraints, they are items that

must be planned for during succeeding plans. These items include a Public Safety Training Center, additional administrative positions for succession planning, and an additional ambulance for the Folsom Plan Area. Adding an additional ambulance for the Folsom Plan Area (Medic 34) will be justified when the City-



wide ambulance transports have exceeded a reasonable annual amount (estimated to be at an average of 2,250 per ambulance). This will also be dependent upon several factors, such as response times, call volume, unit hour utilization, hospital delay times, etc.

Service delivery and strategic planning goals will always include a focus on emergency response; as it is a primary mission of the Fire Department. A main factor for emergency services is how fast responders can answer the call for help. Response time

is the linchpin performance measure when examining many of the important aspects of fire department deployment, staffing, and facilities. The literature on response times for fire department emergency resources breaks down the primary elements into different areas that contribute to actual response time. These elements are: staffing, resource capability, fire hazard class, jurisdictional demographics, weather conditions, geography, structural response, emergency medical response, and station location.

On January 23, 2007, the City of Folsom City Council adopted Resolution 7979 (Appendix A), which established a Fire Department response time standard for emergency incidents (6 minutes for emergency medical services incidents and 7 minutes for fire incidents). These standards closely mirror a national standard set by the National Fire Protection Association (NFPA), which identifies response times and includes the time intervals from the time of request for assistance at the dispatch center to the time the emergency unit arrives at the incident. This time interval includes three time segments: call dispatch time, emergency crew turn-out time, and travel time. The following is a table which includes the

Time Interval	NFPA 1710 Standard ⁴	City Standard	2019
Dispatch Time: Starts at the phone pickup and ends when emergency units are notified of the incident.	1 minute	Not specified	24 seconds
Turnout Time: The interval between notification and departure to the scene of an incident.	1 minute (EMS)	Not Specified	53 seconds
	1 minute, 20 seconds (Fires)	Not Specified	55 seconds
Travel Time: Begins when the unit departs to the scene and ends when it arrives at the scene.	4 minutes	Not Specified	5 minutes, 16 seconds
Overall Time: Total of Dispatch, Turnout, and Travel times. Overall time from phone pickup to arrival on scene.	6 minutes (EMS)	6 Minutes (EMS)	6 minutes, 35 seconds
	6 minutes, 20 seconds (Fires)	7 minutes (Fires)	6 minutes, 33 seconds

Not included in the time interval is the period of time from recognition of an emergency to notification of the dispatch center (unknown time) or the time it takes for the primary

⁴ <https://www.nfpa.org/codes-and-standards/all-codes-and-standards/list-of-codes-and-standards/detail?code=1710>

dispatch center to transfer the call to the regional fire dispatch center (estimated to be an additional 30 seconds). Also excluded is the time interval that begins when the emergency unit arrives at the scene to the point where mitigation of the emergency can begin. This post-arrival phase includes the time it takes the emergency crew to “set up” for emergency mitigating measures at the scene.

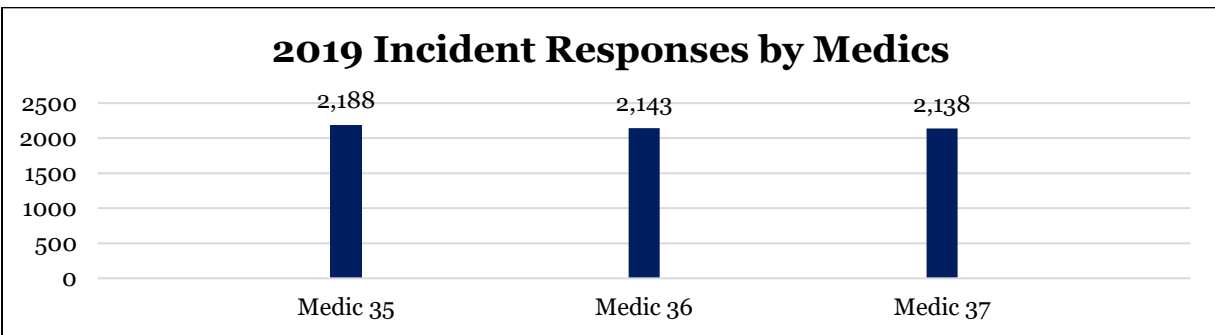
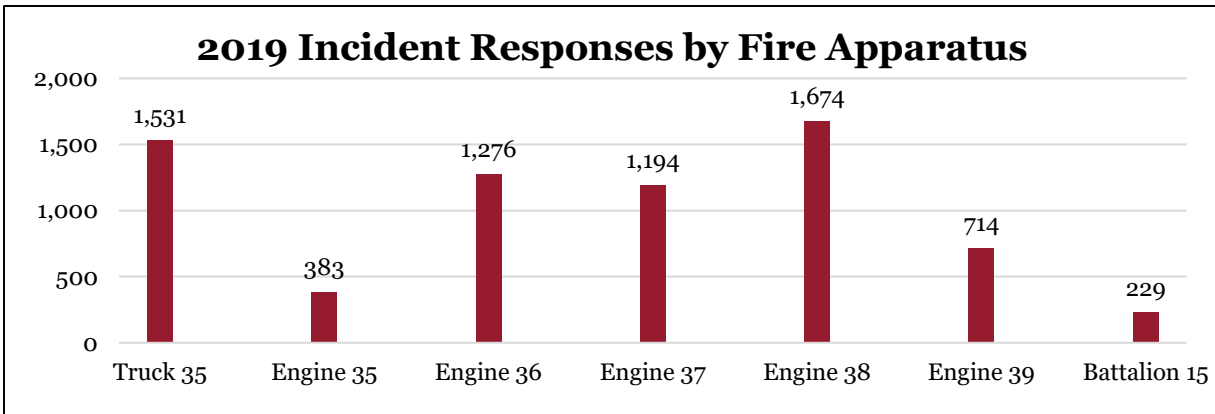
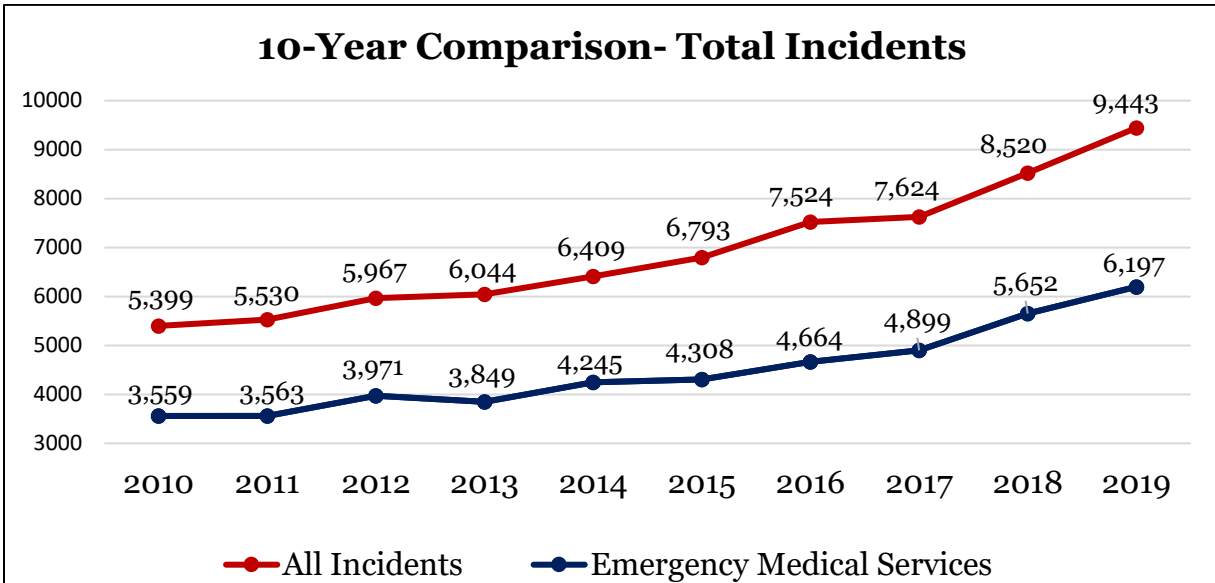
The factors under the control of the Fire Department in attaining response time goals include: the location of emergency resources in the City, how specific resources are deployed, staffing levels, member training, mutual and automatic aid agreements with surrounding fire departments, apparatus reliability, equipment, access, and technology.

The Fire Department refers to NFPA standards to determine the nationally accepted quantity of firefighters that are required on scene of a working structure fire within the first 10 minutes and 20 seconds after 911 is called.

NFPA 1710 Initial Staffing Requirements for a Working Fire		
Building Type	Personnel	Assignment
Single-Family Dwelling	14	The initial full alarm assignment to a structure fire in a typical 2000 sq. ft., two-story, single-family dwelling without a basement and with no exposures must provide for a minimum of 14 members (15 if an aerial device is used)
Open-Air Strip Mall	27	The initial full alarm assignment to a structure fire in a typical open-air strip shopping center ranging from 13,000 sq. ft. to 196,000 sq. ft. in size must provide for a minimum of 27 members (28 if an aerial device is used)
Garden-Style Apartment	27	The initial full alarm assignment to a structure fire in a typical 1200 sq. ft. apartment within a three-story, garden-style apartment building must provide for a minimum of 27 members (28 if an aerial device is used)
High-Rise	42	The initial full alarm assignment to a fire in a building with the highest floor greater than 75 ft. above the lowest level of fire department vehicle access must provide for a minimum of 42 members (43 if the building is equipped with a fire pump).

Incident Responses

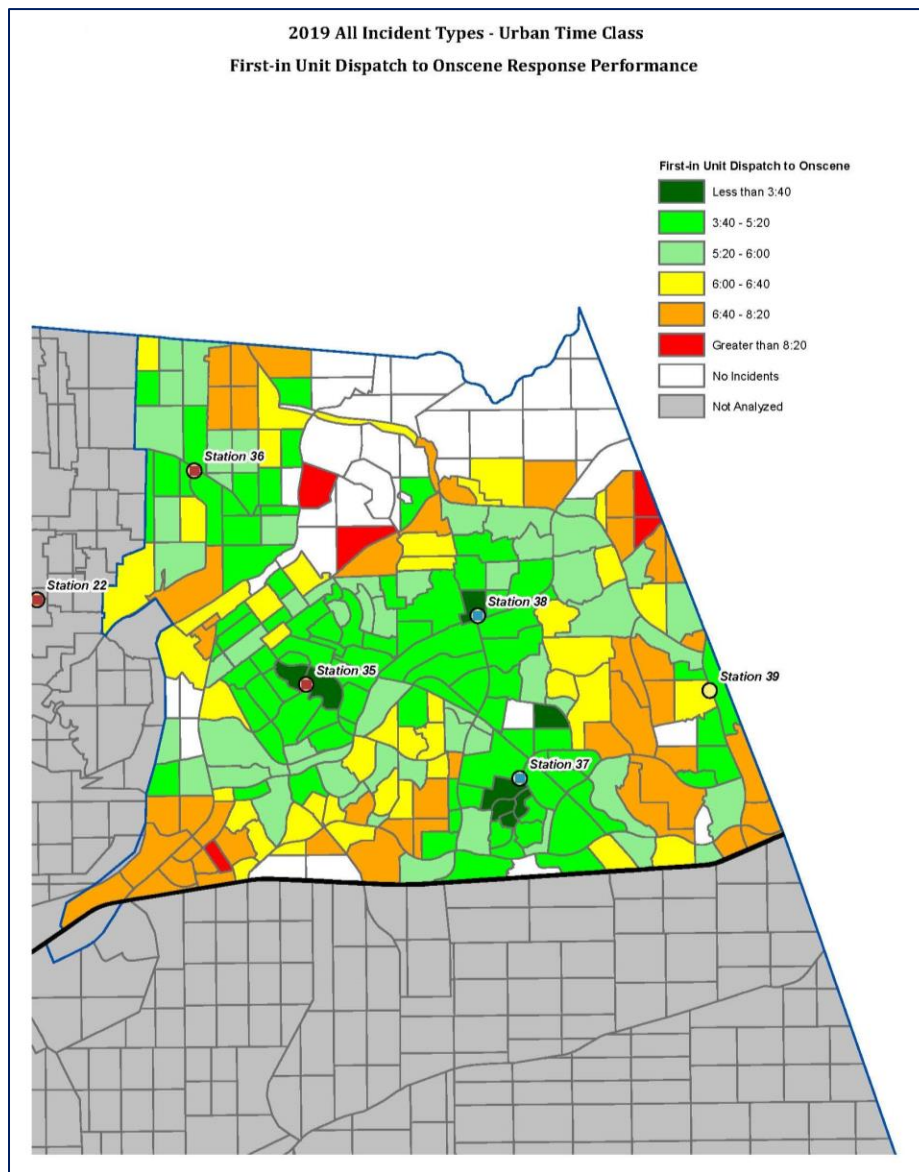
In calendar year 2019, the Department responded to 9,443 emergency incidents, an average of just under 26 per day. The following graph depicts the City of Folsom Fire Department’s number of responses and identifies a 74.9% increase in call volume over the last 10 years.



Response Times

The Fire Department regularly monitors response time performance using various software programs, including Deccan, which provide incident response data and maps. In 2019, an electronic records management system, ImageTrend, was purchased to more effectively manage incident records and reporting.

The following map shows the 2019 emergency incident response performance outcome specific to response time from dispatch to arrival. It does not include the additional time required for the primary and secondary dispatch centers to process the call, estimated to be an additional one minute of time.



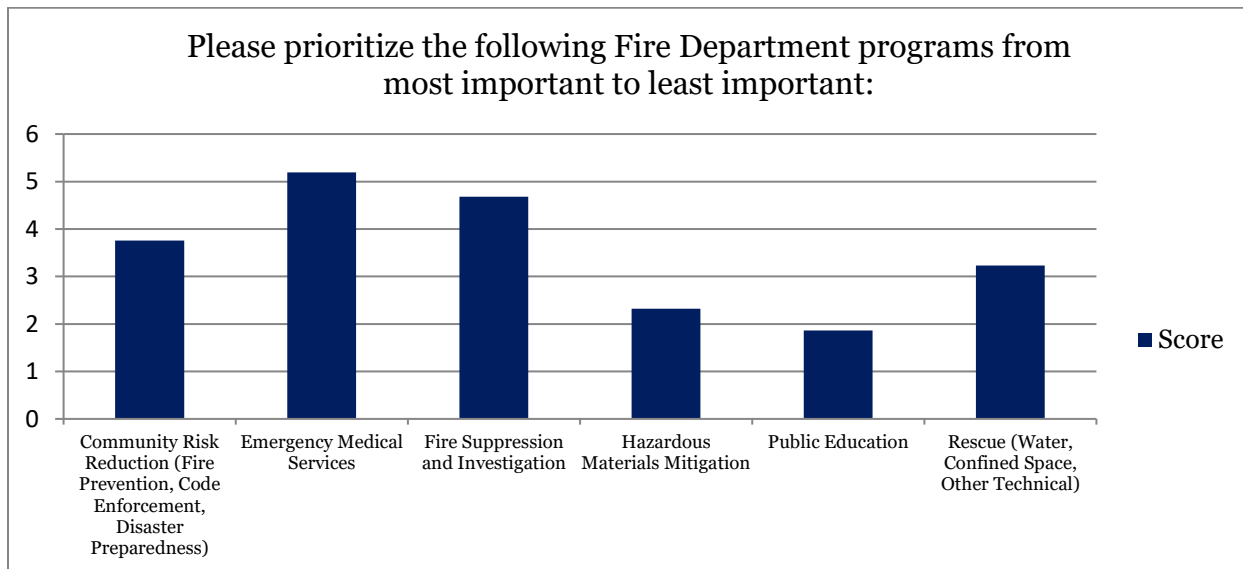
EXTERNAL STAKEHOLDERS FEEDBACK

A key element of the Fire Department’s organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Thus, the agency invited community representatives to provide feedback on services provided by completing an online survey between May and June 2019. A total of 369 community members responded to the survey.

Community Priorities

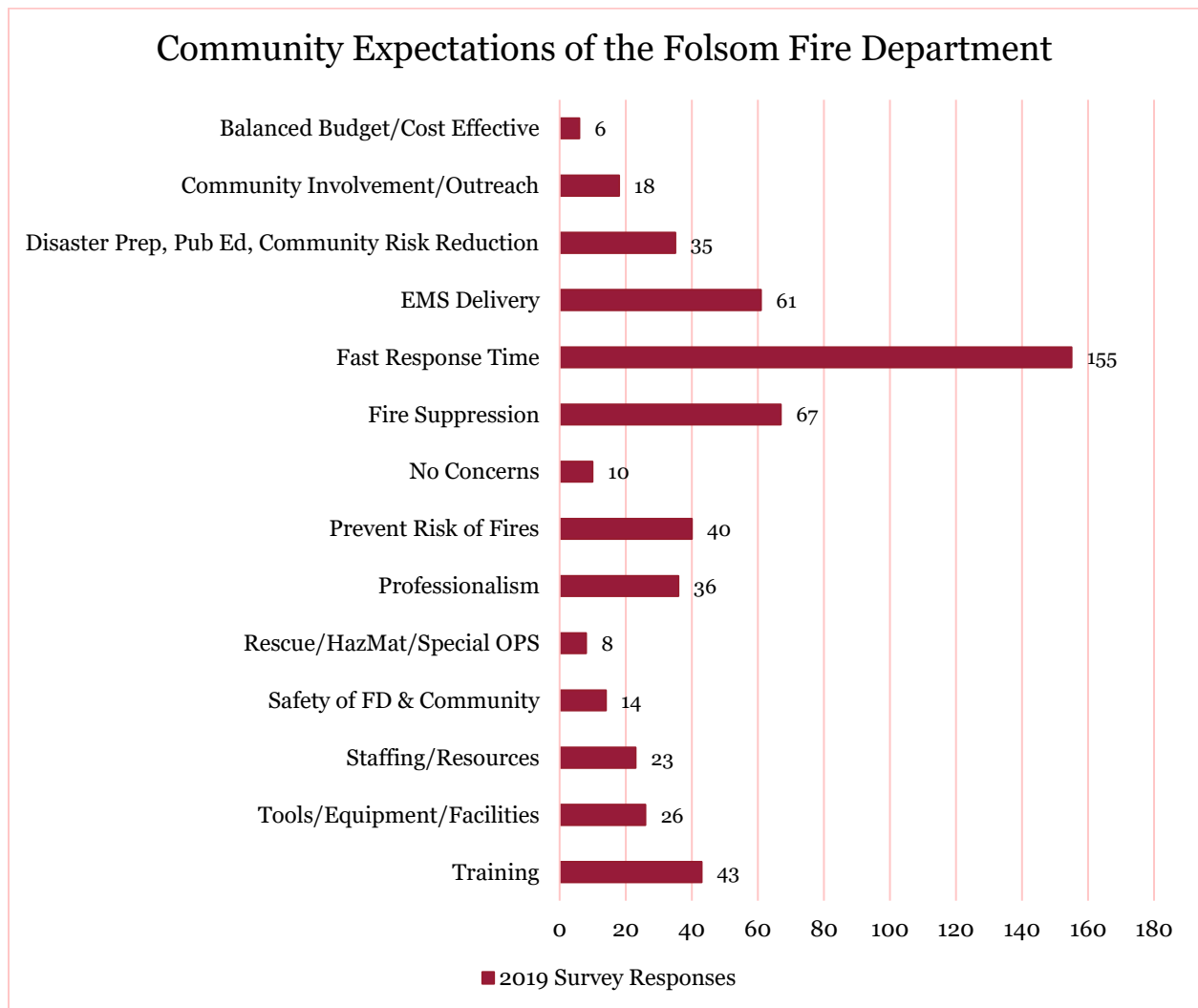
To best dedicate time, energy, and resources to services most desired by its community, the Department needs to understand what the customers consider to be their priorities. With that, the external stakeholders were asked to prioritize the programs offered by the agency through a process of direct comparison. The results are as follows:

Programs	Ranking
Emergency Medical Services	1
Fire Suppression and Investigation	2
Community Risk Reduction (fire prevention, code enforcement, disaster preparedness)	3
Rescue (water, confined space, other technical)	4
Hazardous Materials Mitigation	5
Public Education	6



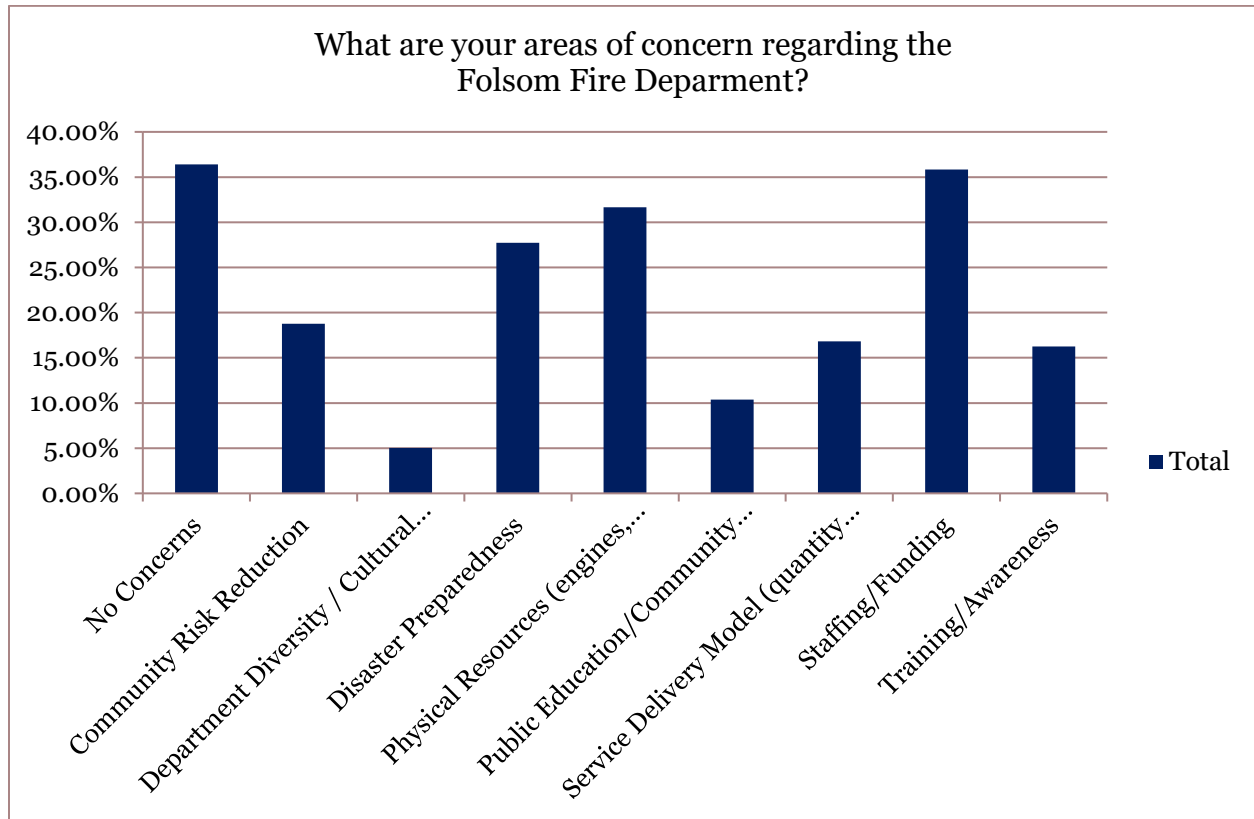
Community Expectations

Understanding what the community expects of its Fire Department is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs. This survey question was open ended and provided an opportunity for community members to provide feedback on what they expect of their Fire Department. A total of 316 respondents provided information regarding their expectations. Each response was reviewed, and the results were grouped into the categories listed below based on the wording the respondents provided. The corresponding times the same answer was provided by the respondents is also listed within the graph for anything that was repeated by at least five respondents. The complete list is available in Appendix B. The results regarding what the community expects are as follows:



Community Concerns

The planning process would be incomplete without an expression from the community regarding concerns about the organization. Some areas of concern may in fact be a weakness within the delivery system and an opportunity to improve the perception or reality of the situation. A total of 357 respondents provided feedback regarding their concerns with the top concern being staffing/funding. The results are as follows:



Community Additional Information

A section within the survey was provided for the external stakeholders to provide any other information to assist the Fire Department with improving its service delivery. A total of 185 respondents provided information. The information received was similar to the information provided within the expectations and concerns. However, the information was carefully analyzed, and the results were used to guide this community driven strategic plan. The complete list of the results is available in Appendix C.

INTERNAL STAKEHOLDERS FEEDBACK

The internal stakeholder feedback was conducted through an online survey during the months of May and June 2019. The survey focused on a strengths, weaknesses, opportunities, and threats (SWOT) analysis. Respondent names were not required to provide for completely honest feedback. A total of 36 personnel responded to the survey and provided very important feedback to assist with guiding this strategic plan.

It is evident that there is much pride among the department members based on the responses within the strengths and opportunities sections. As important, is the honesty displayed within the weaknesses and threats sections. A complete strategic plan includes transparency of positive and negative feedback. Having both, provides an opportunity to build upon what is working well and improve upon what needs to be corrected. The complete list of the results is available in Appendix D.

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an organization candidly identify its positive and less-than-desirable attributes. Internal stakeholders participated in this activity to record their strengths and weaknesses, as well as the possible opportunities and potential threats.

Each section within the SWOT analysis section is followed by some or parts of the responses that were obtained from the information received within the survey.

Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community, and that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds. The following are some of the strengths identified by the internal stakeholders:

SWOT Analysis Strengths	
Professionalism; Strong EMS Training	Customer service higher than surrounding departments
Community engagement better than surrounding departments	Senior employees with knowledge of the area, equipment, and buildings
ALS coverage on all apparatus	The department is very strong in terms of honoring its heritage and history

Weaknesses

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following are some of the weaknesses identified by the internal stakeholders:

SWOT Analysis Weaknesses	
Not having a strong training department	Staffing for admin. (duty chiefs)
Mentorship	Oversight
Partner apparatus for T35 to allow much needed training and development of personnel and reduce wear and tear on the Truck.	Succession planning, youth in majority of line personnel, training
Aging fleet	Standardized training

Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The following are some of the Opportunities identified by the internal stakeholders:

SWOT Analysis Opportunities	
More emphasis on Engineer and Captain development	Utilizing our own shop at Station 35 to cut down cost of equipment maintenance
Program coordination	Community paramedicine program
Opportunities south of Hwy 50 to develop a comprehensive training center to meet the needs of a growing department	Lack of staffing at the upper tier of our department prohibits us from getting the needed training for our inexperienced employees
Young workforce eager to learn	Provide professional development through temporary administrative positions for captains to rotate into

Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. The following are some of the Threats identified by the internal stakeholders:

SWOT Analysis Threats	
Our threats are any complacency among personnel that may result in unnecessary loss, injury, and poor perception among our community members or by neighboring departments	Losing members to other agencies that offer more formalized training programs, better pay scales, and/or benefits
We are not prepared for our leaders to leave	Multi-tier pay systems create division in the work force and can hamper productivity
Lack of succession planning	Lack of experience

In addition, the survey afforded an opportunity for internal stakeholders to provide any other recommendations to improve the Fire Department. Several members provided feedback within this section of the survey. The following are some of the Other Feedback identified by the internal stakeholders:

SWOT Analysis Other Feedback	
The youth of our department is our future. We should continue to develop them so they can lead the future. This means more involvement by our current leaders and giving them the training and development they deserve.	Overall, we have a great agency. We have come a very long way for the better in a very short time. We can always expect gains and losses. We must express the importance of strong leadership and identify a career development path for the future leaders of our agency.
I want to say I love working for the City of Folsom Fire Department and would be honored to finish my fire career here. Making Folsom Fire a workplace of choice is always in the back of my mind when making daily decisions within this organization.	Thank you for reaching out and doing this survey. I hope other employees take the time to share their input. I hope some of the ideas you receive can be implemented for the better of the FCFD.

CRITICAL ISSUES AND SERVICE GAPS

Following the identification and review of the external and internal stakeholder feedback, the Strategic Plan Working Group met to identify themes as primary critical issues and service gaps. The critical issues and service gaps were grouped into seven distinct areas to provide further guidance toward identification of strategic initiatives.

Critical Issues and Service Gaps Identified by Strategic Plan Working Group	
<p>Management / Leadership</p> <ul style="list-style-type: none"> - Maintain Plans - Maintain Standard Operating Procedures - Continue labor management relationship - Ensure accountability - Digital conversion - Grant management - Finance management - Budget process 	<p>Emergency Response</p> <ul style="list-style-type: none"> - Response times - EMS response - Fire Suppression response (especially in the Central Business District and Historic District) - OES response - Workload distribution - Special operations - Logistics - After-action reporting
<p>Communication</p> <ul style="list-style-type: none"> - Social media accuracy - Public education/outreach - Solicit public input - Consistency between shift BC's - Consistency in decisions - Interdepartmental relations/communication - Public perception 	<p>Training</p> <ul style="list-style-type: none"> - PD/FD collaboration - Lack of adequate props - Active shooter - Live fire opportunities - Outdated procedures (Training Manual) - Lack of after-action reporting (formal)/ post-incident analysis - Specialized training - Interagency training
<p>Personnel</p> <ul style="list-style-type: none"> - Lack of 40-hour Division managers - Lack of Prevention Division personnel - Lack of Training Division personnel - Lack of EMS Division personnel - Lack of tenure/experience - Lack of personnel causing mandatory OT - Understanding generational differences - Motivating personnel - Employee morale - Personnel Retention - Increased risk for behavioral/physical health - New hire pool- diminished/changing - Expand candidate pool (promotional) - Station 35 workload – projects vs. training - Inadequate staffing/add Engine 35 - Career development (rotation) - Succession Planning - Add/Staff Station 34 (Engine 34) for Folsom Plan Area 	<p>Community Risk Reduction</p> <ul style="list-style-type: none"> - Fire Prevention - Public Education - Investigations - Code enforcement - Emergency preparedness - Fuel management - Expanding disaster education for public (CERT)
	<p>Infrastructure</p> <ul style="list-style-type: none"> - Security awareness - Inadequate training grounds and facilities - Community/Department growth needs (storage) - Collaboration (group purchasing) - Apparatus replacement - Facility updates and additions (FS 38 remodel) - Response technology (CAD) - Station alerting

STRATEGIC INITIATIVES

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives (in no particular order) were identified as the foundation for the development of goals and objectives.

Folsom Fire Department Strategic Initiatives			
Management / Leadership	Emergency Response	Communication	
Training	Personnel	Community Risk Reduction	Infrastructure

Management / Leadership

Effectively manage and lead the department and provide administrative support to emergency response personnel so they can deliver exceptional service to the community.

Emergency Response

Ensure that the Fire Department safely, effectively, and efficiently responds to emergencies in a timely manner.

Communication

Provide effective communication to the community and Department personnel.

Training

Seek professional development opportunities for employees and ensure personnel are adequately trained to deliver competent service to the community.

Personnel

Ensure an adequate workforce and continually cultivate members of the Department to ensure organizational sustainability, employee satisfaction, employee health & wellness, mission readiness, and effective service delivery for the community.

Community Risk Reduction

Ensure that the Fire Department can effectively prevent fires and prepare for, mitigate, and recover from other emergencies; and build capabilities within the community to improve emergency preparedness for disasters.

Infrastructure

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

GOALS AND OBJECTIVES

To continuously achieve the mission of the Folsom Fire Department, realistic goals and objectives with timelines for completion must be established to enhance strengths, address identified weaknesses, provide a clear direction, and address the expectations of the community. These should become a focus of the Department’s efforts, as they will direct the organization to its desired future while having reduced the obstacles and distractions along the way. Leadership-established working groups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with the Department’s leadership.



Goal 1- Management/Leadership

Goal 1	Effectively manage and lead the department and provide administrative support to emergency response personnel so they can deliver exceptional service to the community.		
Strategic Initiative:	Management/Leadership		
Objective 1A	Regularly review this strategic plan to ensure the Department’s organizational direction is aligned with that of the operational environment, available resources, the City’s goals, and citizen expectations.		
Time Frame:	Annually	Assigned to:	Admin Chief
Critical Tasks:	<ul style="list-style-type: none"> Annually review the plan and its correlation with the dept. 		
Funding Estimate:	Capital Costs:	None	
	Personnel Costs:	Within current salaries	
	Other Costs:	None	
Objective 1B	Maintain an effective labor/management relationship.		
Time Frame:	Quarterly	Assigned to:	Chief Officers
Critical Tasks:	<ul style="list-style-type: none"> Continue to develop a strong labor/management team which will develop and maintain effective working relationships to merge viewpoints and progress to fulfill the combined missions of our members to better serve the community 		
Funding Estimate:	Capital Costs:	None	
	Personnel Costs:	Within current salaries	
	Other Costs:	None	
Objective 1C	Ensure plans are updated and accurate.		
Time Frame:	Annually	Assigned to:	Admin Chief
Critical Tasks:	<ul style="list-style-type: none"> Update Emergency Operations Plan, as needed Update Capital Improvement Plan (CIP) Create / Update Facilities, Fleet, and Equipment maintenance plans Ensure Training Plan is completed Sustain and develop mutual and automatic aid agreements with local, county, state, and federal agencies. 		
Funding Estimate:	Capital Costs:	None	
	Personnel Costs:	Within current salaries	
	Other Costs:	None	

Objective 1D		Ensure funds are used efficiently.	
Time Frame:	Monthly	Assigned to:	Admin Chief
Critical Tasks:	<ul style="list-style-type: none"> • Monitor and report on the financial performance of the EMS and ambulance transportation billing contract • Regularly re-examine business processes (such as overtime usage) to lower costs and/or improve services • Establish an organizational process for reviewing and prioritizing budget requests, providing oversight, and identifying cost saving strategies • Reduce costs by participating in multi-agency purchasing agreements, pre-negotiated government contracts, or taking advantage of opportunities for volume purchasing • Improve the system for tracking property inventory and ensuring accountability for lost or damaged property • Adopt policies that reduce operational costs • Continue to adopt cost-recovery strategies 		
Funding Estimate:	Capital Costs:	None	
	Personnel Costs:	Within current salaries	
	Other Costs:	None	
Objective 1E		Continue to pursue alternative funding sources for programs, apparatus, training, and personnel.	
Time Frame:	Annually	Assigned to:	Admin Chief
Critical Tasks:	<ul style="list-style-type: none"> • Manage CERT grants effectively and efficiently • Apply to the Department of Homeland Security - Assistance to Firefighter Grant Program in the areas of apparatus, equipment, and fire prevention • Apply to State Homeland Security Grant Program through the Sacramento County Operational Area for grant assistance for related areas • Apply to other public, not-for-profit and private grant sources for program equipment and supplies • Reduce costs by collaborating with neighboring fire departments to share instructors for specialized training and public education programs • Identify opportunities to share the cost of specialized response equipment or facilities • Review, adjust, and implement Fire Department service and user fees 		
Funding Estimate:	Capital Costs:	None	
	Personnel Costs:	Within current salaries	
	Other Costs:	None	

Objective 1F	Invest in technology to reduce costs and create efficiencies.		
Time Frame:	Annually	Assigned to:	Admin Chief
Critical Tasks:	<ul style="list-style-type: none"> • Transition to paperless records management • Update Computer-Aided Dispatch • Reduce travel and training costs by utilizing video conferencing and communications systems • Continue to use online training resources to provide low cost, effective training options 		
Funding Estimate:	Capital Costs:	Varies	
	Personnel Costs:	Varies	
	Other Costs:	Varies	



Goal 2- Emergency Response

Goal 2	Ensure that the Fire Department safely, effectively, and efficiently responds to emergencies in a timely manner.		
Strategic Initiative:	Emergency Response		
Objective 2A	Respond to emergency incidents in accordance with City of Folsom Resolution 7979.		
Time Frame:	Continuous	Assigned to:	Operations Chief and EMS Chief
Critical Tasks:	<ul style="list-style-type: none"> • Response time of six minutes or less to 90% of all EMS related incidents • Response time of seven minutes or less to 90% of all Fire related incidents • Ensure an adequate firefighting force within the First Alarm Assignment arrives on scene within 11 minutes or less to 90% of all Fire related incidents • Provide the most feasible Standards of Coverage to the City • Ensure that first responders are adequately prepared and have reliable resources • Sustain and develop mutual and automatic aid agreements with local, county, state, and federal agencies • Ensure an initial fire suppression resource is available for all areas of the City 		
Funding Estimate:	Capital Costs:	Part of Infrastructure Goal	
	Personnel Costs:	Part of Personnel Goal	
	Other Costs:	Varies	
Objective 2B	Provide adequate fire suppression protection for the Central Business District and Historic District.		
Time Frame:	2020-2023	Assigned to:	Operations Chief
Critical Tasks:	<ul style="list-style-type: none"> • Phase in Engine 35 for its location, access ability, and water pumping capabilities by adding required personnel into the budget, due to having the greatest fire-risk and conflagration potential • Ensure the Central Business District and Historic District are always covered with fire suppression resources 		
Funding Estimate:	Capital Costs:	Part of Infrastructure Goal	
	Personnel Costs:	Part of Personnel Goal	
	Other Costs:	Varies	

Objective 2C	Ensure all apparatus are equipped with Opticom Global Positioning System (GPS).		
Time Frame:	2020-2022	Assigned to:	Operations Chief
Critical Tasks:	<ul style="list-style-type: none"> Retrofit all existing emergency apparatus with Opticom GPS 		
Funding Estimate:	Capital Costs:	Varies	
	Personnel Costs:	Within current salaries	
	Other Costs:	Varies	



Goal 3- Communication

Goal 3	Provide effective communication to the community and Department personnel.		
Strategic Initiative:	Communication		
Objective 3A	Create and maintain clear and consistent avenues of communication within the Department, as well as its external stakeholders, to understand roles, responsibilities, and expectations.		
Time Frame:	Annually	Assigned to:	Admin Chief
Critical Tasks:	<ul style="list-style-type: none"> • Identify systems and processes currently being used for the various communications dimensions • Identify what information is to be shared both internally and externally • Establish the accuracy of the information to be shared • Disseminate the identified information internally and externally • Maintain an updated website 		
Funding Estimate:	Capital Costs:	None	
	Personnel Costs:	Within current salaries	
	Other Costs:	None	
Objective 3B	Pursue opportunities for cooperation and collaboration with City Departments and other allied agencies to advance the Department’s mission and for the public good.		
Time Frame:	Annually	Assigned to:	Admin Chief
Critical Tasks:	<ul style="list-style-type: none"> • Complete group purchasing when possible • Participate in city wide employee activities and events when possible • Seek opportunities to share resources with other city departments • Coordinating interdepartmental training such as CPR, first aide, and rescue taskforce 		
Funding Estimate:	Capital Costs:	None	
	Personnel Costs:	Within current salaries	
	Other Costs:	Varies	

Objective 3C		Provide accuracy to the public and stakeholders on all social media platforms about operations, training, and prevention.	
Time Frame:	Continuous	Assigned to:	PIO with Admin Chief Oversight
Critical Tasks:	<ul style="list-style-type: none"> • Create a policy on what is to be shared on social media to improve community understanding and accuracy of the fire department • Designate three personnel, one each shift, to gather and filter information to be forwarded up to a designated department PIO 		
Funding Estimate:	Capital Costs:	None	
	Personnel Costs:	Within current salaries	
	Other Costs:	Varies	
Objective 3D		Provide public education and outreach to local schools and community groups.	
Time Frame:	Annually	Assigned to:	Prevention
Critical Tasks:	<ul style="list-style-type: none"> • Implement community outreach for high school and junior college students interested in the fire service • Create a forum for community members to meet and ask questions to the Command Staff • Continue to provide public outreach and education to local schools and community civic organizations 		
Funding Estimate:	Capital Costs:	None	
	Personnel Costs:	Within current salaries	
	Other Costs:	Varies	
Objective 3E		Maintain consistency between Duty Chiefs regarding operations and training.	
Time Frame:	Continuous	Assigned to:	Operations Chief & Training Chief
Critical Tasks:	<ul style="list-style-type: none"> • Continue to follow MOU and SOP's as guidance for decision making • Establish a monthly/quarterly multi company drill's that are consistent amongst all three shifts • Improve outreach to neighboring agencies regarding multi company drills and department operations 		
Funding Estimate:	Capital Costs:	None	
	Personnel Costs:	Within current salaries	
	Other Costs:	None	

Objective 3F	Maintain and improve public perception of the Fire Department.		
Time Frame:	Continuous	Assigned to:	All Personnel
Critical Tasks:	<ul style="list-style-type: none"> • Continue to follow Department policy regarding uniforms and grooming • Improve consistency in PPE use on emergency scenes • Continue to foster pride in apparatus and equipment appearance • Continue to uphold department core values and professionalism • At company level take the opportunity to interact with the public on a day to day basis 		
Funding Estimate:	Capital Costs:	None	
	Personnel Costs:	Within current salaries	
	Other Costs:	None	



Goal 4- Training

Goal 4	Seek professional development opportunities for employees and ensure personnel are adequately trained to deliver competent service to the community.		
Strategic Initiative:	Training		
Objective 4A	Enhance the training program to meet the needs of the department.		
Time Frame:	2020-2022	Assigned to:	Training Chief
Critical Tasks:	<ul style="list-style-type: none"> • Audit the current training program to determine departmental needs. • Determine the goals of a new training plan. • Identify any training gaps between current delivery and the set goals. • Create a comprehensive training plan to accomplish the stated goals. • Implement the training plan to accomplish stated goals. • Create a system for assessment and evaluation of the implemented training plan • Develop a training Cadre for New Recruits, Engineers, Captains, Battalion Chiefs • Update All training manuals and evolutions • Predict future needs by current trends i.e. electric vehicles-extinguishment, safety, electrocution, all structures have sprinklers-salvage vs fire attack, entire roofs made of solar panels-ventilation issues, safety, electrocution 		
Funding Estimate:	Capital Costs:	None	
	Personnel Costs:	Within current salaries	
	Other Costs:	Varies	
Objective 4B	Maintain rank specific sets of training tracks which support the mission areas and provide members the opportunity for professional growth.		
Time Frame:	2022-2025	Assigned to:	Training Chief
Critical Tasks:	<ul style="list-style-type: none"> • Improve pre-incident preparedness (training) knowledge • Review and update policies and procedures for responders and provide training so that policies and procedures are clearly defined and understood 		
Funding Estimate:	Capital Costs:	None	
	Personnel Costs:	Within current salaries	
	Other Costs:	Varies	

Objective 4C	Identify, encourage, and develop training partnerships with other emergency response and allied agencies.		
Time Frame:	Continuous	Assigned to:	Training Chief
Critical Tasks:	<ul style="list-style-type: none"> • Partner with law enforcement for training opportunities • Provide specialized and interagency training • Partner with Prison Fire Department for coordinated training • Utilize Prison Property for Wildland Training Annually • Partner with neighboring jurisdictions, specifically in the adjacent counties regarding their SOG's 		
Funding Estimate:	Capital Costs:	None	
	Personnel Costs:	Varies	
	Other Costs:	Varies	
Objective 4D	Ensure Training Division is equipped with the appropriate resources to support the Training Plan.		
Time Frame:	Continuous	Assigned to:	Training Chief
Critical Tasks:	<ul style="list-style-type: none"> • Provide adequate training props for Fire Related training • Provide adequate training props for specialized rescue training • Provide Adequate EMS Training Props • Live Fire Training • Secure and Develop a permanent Driving area for Folsom Public safety for EVOC and Fire Apparatus training and testing 		
Funding Estimate:	Capital Costs:	Varies	
	Personnel Costs:	Varies	
	Other Costs:	Varies	



Goal 5- Personnel

Goal 5	Ensure an adequate workforce and continually cultivate members of the Department to ensure organizational sustainability, employee satisfaction, employee health & wellness, mission readiness, and effective service delivery for the community.		
Strategic Initiative:	Personnel		
Objective 5A	Provide for appropriate department staffing levels.		
Time Frame:	2020-2025	Assigned to:	Admin Chief
Critical Tasks:	<ul style="list-style-type: none"> • Strive to implement the Fire Department Staffing Plan as listed in Appendix E • Provide effective orientation fire academies for sworn personnel and initial training for non-sworn personnel • Ensure succession planning is being carried out • Ensure position descriptions are updated to reflect the actual positions • Ensure city leadership is aware of the need for Engine 34 and Engine 35, providing protection for the Folsom Plan Area and fire suppression (water capabilities) in the Central Business District and Historic District • Explore various service delivery models to increase daily staffing to meet growing needs of community 		
Funding Estimate:	Capital Costs:	Within Infrastructure Goal	
	Personnel Costs (estimated):	2020-21	\$324,408
		2021-22	\$625,804
		2022-23	\$1,165,850
		2023-24	\$950,212
		2024-25	\$2,356,775
	Other Costs:	Varies	
Objective 5B	Promote the educational growth of Department personnel and provide opportunities for career development and succession training to ensure organizational sustainability.		
Time Frame:	Annually	Assigned to:	Training Chief
Critical Tasks:	<ul style="list-style-type: none"> • Develop and implement a career development guide for current and future officers and all other members of the organization • Develop and implement organizational succession planning tactics for Department personnel 		

	<ul style="list-style-type: none"> • Develop training cadres consisting of labor and management personnel to train those entering the rank of recruit firefighter, engineer, and captain • Allow (staff and cover) ride-alongs in the rank seat, both within the Department; consider ride-alongs with outside agencies 		
Funding Estimate:	Capital Costs:	Varies	
	Personnel Costs:	Varies	
	Other Costs:	Varies	
Objective 5C	Strengthen the Department’s internal organizational elements.		
Time Frame:	Continuous	Assigned to:	EMS Chief
Critical Tasks:	<ul style="list-style-type: none"> • Communicate the values and character of the organization to clarify the culture and desired internal relations among all members to motivate personnel and improve employee morale • Encourage and develop participation in the Peer Support program, refer to IAFF and CPF programs (e.g. “Fire Strong”) • Ensure a Health and Wellness Program is in place • Ensure personnel understand generational differences • Allow line personnel to be engaged in hiring process and contribute to new hire selection • Ensure administrative responsibilities do not interfere with operational goals set by station captain 		
Funding Estimate:	Capital Costs:	Varies	
	Personnel Costs:	Varies	
	Other Costs:	Varies	
Objective 5D	Consider other recruitment options.		
Time Frame:	Annually	Assigned to:	Training Chief
Critical Tasks:	<ul style="list-style-type: none"> • Regional or combined testing • Consider hiring EMT Firefighters with Fire Academy option • Open lateral recruitment • Engage in community outreach to local high schools and offer pathway to employment (e.g. Explorer Program) • Focus on hiring to reflect the community demographics • Provide opportunities for veterans • Consider offering a trainee program 		
Funding Estimate:	Capital Costs:	Varies	
	Personnel Costs:	Varies	
	Other Costs:	Varies	

Goal 6- Community Risk Reduction

Goal 6	Ensure that the Fire Department can effectively prevent fires and prepare for, mitigate, and recover from other emergencies; and build capabilities within the community to improve emergency preparedness for disasters.		
Strategic Initiative:	Community Risk Reduction		
Objective 6A	Effectively mitigate structural fire hazards in the City.		
Time Frame:	Continuous	Assigned to:	Deputy Fire Marshal
Critical Tasks:	<ul style="list-style-type: none"> • Continue to enforce the fire and life safety codes • Work with community groups and allied agencies to maintain and support a firesafe environment for the City, including the mitigation of homeless encampments within open space areas 		
Funding Estimate:	Capital Costs:	None	
	Personnel Costs:	Varies	
	Other Costs:	Varies	
Objective 6B	Effectively mitigate wildfire risk in the City.		
Time Frame:	Continuous	Assigned to:	Deputy Fire Marshal
Critical Tasks:	<ul style="list-style-type: none"> • Ensure a fuel management program is in place and supported (weed abatement, ladder fuels, dead fuel) • Ensure Community Wildfire Protection Plan is implemented and updated as needed • Coordinate with the Parks Department to ensure City-owned parcels are maintained 		
Funding Estimate:	Capital Costs:	None	
	Personnel Costs:	Varies	
	Other Costs:	Varies	
Objective 6C	Develop citizen-based neighborhood response capabilities.		
Time Frame:	Annually	Assigned to:	CERT Program Manager
Critical Tasks:	<ul style="list-style-type: none"> • Continue to sustain and further develop the Community Emergency Response Team Program within the City • Update the Firefighter Rehab trailer with needed equipment and supplies 		
Funding Estimate:	Capital Costs:	None	
	Personnel Costs:	\$4,000 / FY	
	Other Costs:	\$3,000 / FY	

Objective 6D	Develop City and allied agency large-scale emergency preparedness capabilities.		
Time Frame:	Bi-Annually	Assigned to:	Training Chief
Critical Tasks:	<ul style="list-style-type: none"> • Continue to develop, conduct and evaluate City sponsored multi-agency, multi-discipline emergency preparedness exercises and training, including EOC training • Conduct an updated risk assessment for the community 		
Funding Estimate:	Capital Costs:	Varies	
	Personnel Costs:	Varies	
	Other Costs:	Varies	
Objective 6E	Coordinate with other City Departments to ensure that all new infrastructure aids in timely traffic flows during emergencies.		
Time Frame:	2020-2025	Assigned to:	Operations Chief
Critical Tasks:	<ul style="list-style-type: none"> • All new developments in the city will allow for two ways of egress • Plan for and coordinate contraflow traffic management for large-scale evacuations 		
Funding Estimate:	Capital Costs:	Varies	
	Personnel Costs:	Within current salaries	
	Other Costs:	Varies	
Objective 6F	Develop a combined fire investigation program manual for the Fire Department and Police Department.		
Time Frame:	2020-2022	Assigned to:	Investigations
Critical Tasks:	<ul style="list-style-type: none"> • Establish guidelines for fire and arson investigators to effectively determine the origin & cause of fires within the agency’s boundaries • Continue to train and develop 6 fire investigators (two per shift) • Provide continued education and annual training for fire investigators 		
Funding Estimate:	Capital Costs:	None	
	Personnel Costs:	\$10,000 / FY	
	Other Costs:	\$12,000 / FY	

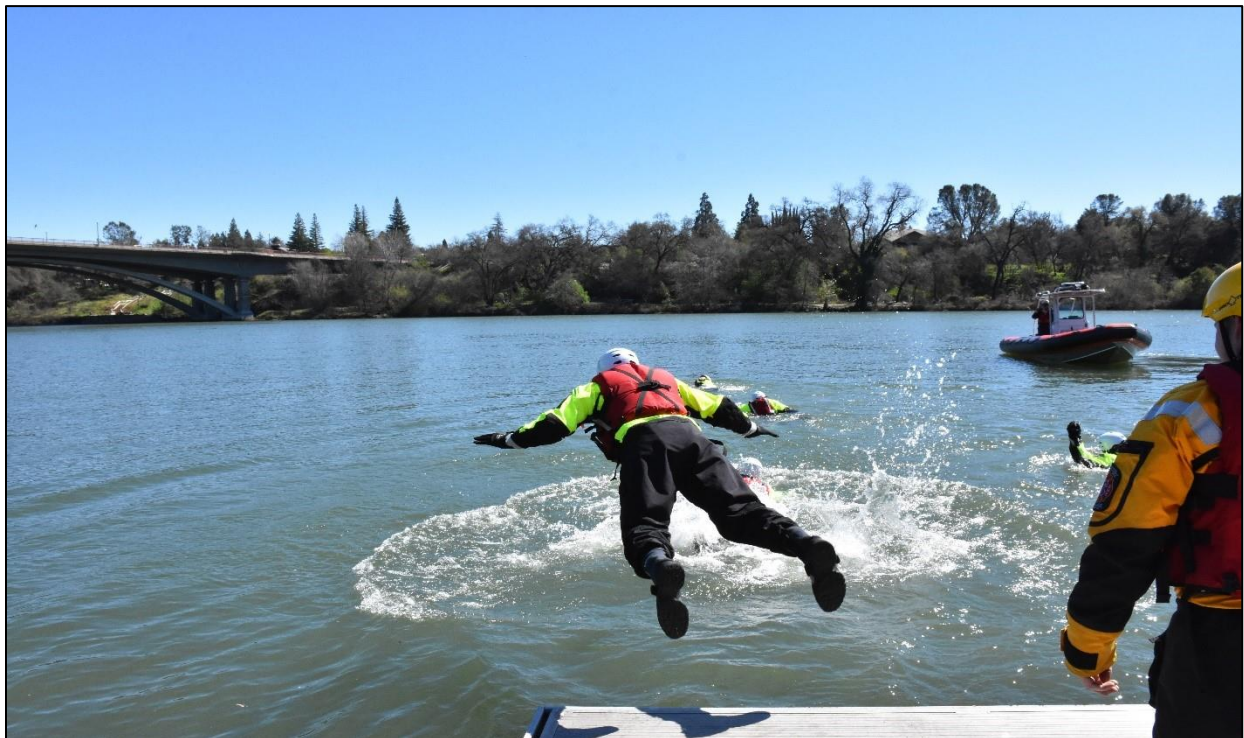
Objective 6G	Develop an effective and well-balanced method for scheduling Fire Department station tours and providing public education events.		
Time Frame:	2020-2021	Assigned to:	Deputy Fire Marshal
Critical Tasks:	<ul style="list-style-type: none"> • Continue to utilize the same method of receiving requests for fire station tours and public education events • Continue to ensure that fire station tours and public education events are followed as described in Department procedures • Include all neighborhood fire stations as a valid location of fire station tours for the Folsom community • Develop standardized items and props that each fire station can use during fire station tours and public education events 		
Funding Estimate:	Capital Costs:	Part of Infrastructure Goal	
	Personnel Costs:	Within current salaries	
	Other Costs:	\$2,000 / FY	



Goal 7- Infrastructure

Goal 7	Develop, maintain, and improve the Department’s facilities, fleet, and equipment in a cost-effective, environmentally sensitive manner to deliver high quality service.		
Strategic Initiative:	Infrastructure		
Objective 7A	Ensure facilities meet the needs of all stakeholders.		
Time Frame:	2020-2025	Assigned to:	Facilities Chief
Critical Tasks:	<ul style="list-style-type: none"> • Remodel Fire Station 38 in 2020-21 • Design Folsom Plan Area Fire Station 34 in 2022-23 • Build Folsom Plan Area Fire Station 34 in 2023-24 • Develop a master plan for a Public Safety Training Center (to be constructed in a future plan) • Plan for and construct appropriate storage facilities • Create / update facilities maintenance program • Provide input to Admin Chief for CIP update 		
Funding Estimate:	Capital Costs:	2020-21	\$2,544,000
		2022-23	\$350,000
		2023-24	\$6,500,000
	Personnel Costs:	Varies	
	Other Costs:	Varies	
Objective 7B	Ensure fleet resources provide for effective / reliable response.		
Time Frame:	2020-2025	Assigned to:	Fleet Chief
Critical Tasks:	<ul style="list-style-type: none"> • Improve the safety and reliability of apparatus through preventative maintenance and scheduled replacement • Update the Department Fleet Replacement Plan to incorporate future vehicle needs • Replace Command / Staff Vehicles in 2020-21 • Replace Medic 36 / Medic 37 and ATV in 2021-22 • Replace Engine 38 and Medic 35 in 2022-23 • Purchase Type I and Type III fire engines for Fire Station 34 in the Folsom Plan Area in 2023-24 (in service 24-25) • Replace Truck 35 in 2024-25 • Provide input to Admin Chief for CIP update 		
Funding Estimate:	Capital Costs (estimated):	2020-21	\$310,000
		2021-22	\$665,500
		2022-23	\$1,165,000
		2023-24	\$1,300,000
		2024-25	\$1,250,000
	Personnel Costs:	Within current salaries	
	Other Costs:	Varies	

Objective 7C	Ensure equipment meets the needs of Department personnel.		
Time Frame:	2020-2025	Assigned to:	Equipment Chief
Critical Tasks:	<ul style="list-style-type: none"> • Identify all department equipment resources and create/update inventory lists • Prioritize inventory lists on mandates/needs/wants • Conduct a cost analysis for replacement / new equipment • Ensure funding sources are in place for future replacement of critical equipment • Ensure firefighting equipment is adequately maintained • Update equipment resources maintenance program • Provide input to Admin Chief for CIP update 		
Funding Estimate:	Capital Costs:	Varies	
	Personnel Costs:	Within current salaries	
	Other Costs:	Varies	



VISION

The vision of where the Folsom Fire Department will be in the future is dependent upon whether this strategic plan is accomplished. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives. After completion of this strategic planning process, the Vision of the Department was composed to read as follows:

The members of the Folsom Fire Department envision that, by the close of 2025, our department will be staffed, equipped, trained, and prepared to provide the required service the community expects and deserves.

PERFORMANCE MEASUREMENT

To assess and ensure that an organization is delivering on the promises made in their strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output.

A family of measures typically utilized to indicate and measure performance includes:

- Inputs- Value of resource used to produce an output.
- Outputs- Quantifiable units produced which are activity-oriented and measurable.
- Efficiency- Inputs used per output (or outputs per input).
- Service Quality- The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- Outcome- Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Focused on the “why” of providing a service.

The Folsom Fire Department approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. To assist in the development of this plan, the Department used guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the City of Folsom governing body, the members of the organization, and the community-at-large.

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify internal and external stakeholders through a jointly developed

understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.

The Department’s Key Performance Indicators are presented as supporting the strategic goals of the City of Folsom. Additionally, they represent at least one performance measure in each of the Department’s divisions and are quantified by a numeric, percentage, or specific task achievement. Although, there are many other measures of workload and performance that can be examined, these represent a sampling of key indicators which allow managers and line-level personnel a set of benchmarks. These indicators are reported in each City Budget.

KEY PERFORMANCE INDICATORS			
Strategic Goal of the City of Folsom	Fire Department Division	Performance Indicator	Performance Measurement Goal
Public Safety/Emergency Service- Provide appropriate levels of public safety services to protect our citizens and ensure a high level of response to any emergency.	Emergency Operations	First unit response to emergencies: Dispatch to on-scene	6 minutes or less 90% of the time for EMS 7 minutes or less 90% of the time for Fires
	Emergency Operations	First Alarm assignment (14 FF) to structure fires: Dispatch to on-scene	11 minutes or less 90% of the time
	EMS	Customer satisfaction among those being treated or transported by Fire EMS	90%
	Fire Training	Personnel complete mandated and Insurance Services Office required annual training	100%
	Fire Prevention	State-mandated fire and life safety inspections completed per year	100%
	Fire Administration	Fleet serviced for preventative maintenance	100%
Organizational Efficiency- Create a strong corporate culture emphasizing customer service, professionalism, cost efficiency, and accountability.	Fire Administration	Ambulance billing for insurance claims processed within 45 calendar days of incident 90% of the time	100%
Land Use and Planning- Plan future development to meet the needs of residents and businesses in terms of jobs-housing balance, environmental considerations, equal housing opportunities, and quality of life.	Fire Administration	Fire Department CIP Capabilities Master Planning is reviewed and updated annually	Plan Update presented to City Manager and Finance Annually

RESOURCES

California Department of Finance.

<http://www.dof.ca.gov/Forecasting/Demographics/Estimates/E-1/>

California Professional Firefighters.

<http://www.cpf.org/go/cpf/>

Center for Public Safety Excellence.

<https://cpse.org/wp-content/uploads/2018/02/2016-2021-Strategic-Plan.pdf>

City of Folsom.

<https://www.folsom.ca.us/about/default.asp>

Fire Strong.

<https://firestrong.org/department/?search=140>

International Association of Firefighters.

<https://www.iaff.org/>

National Fire Protection Association.

<https://www.nfpa.org/codes-and-standards/all-codes-and-standards/list-of-codes-and-standards/detail?code=1710>



APPENDIX A – RESOLUTION 7979 – RESPONSE TIME STANDARDS

RESOLUTION NO. 7979**A RESOLUTION ADOPTING REVISED EMERGENCY
FIRE AND MEDICAL RESPONSE TIME STANDARDS**

WHEREAS, it is expected that Fire/EMS personnel respond to emergency incidents as quickly and safely as possible and will aggressively intervene to minimize the loss of life and property; and

WHEREAS, there is a direct relationship between staffing levels, available response units, public safety, and the protection of life and property; and

WHEREAS, it is important to provide an adequate number of personnel at an incident to reduce the possibility of unnecessary loss of life and serious injury to both personnel and the citizens they are sworn to protect, as well as safely and effectively conduct fire suppression, medical and rescue activities; and

WHEREAS, the acquisition of future fire station sites is essential to the provision of fire and medical services and maintaining emergency response levels consistent with adopted standards;

NOW, THEREFORE, BE IT RESOLVED by the City Council that the standards for emergency fire and medical response are:

- Arrival of the first-due unit to fire related incidents to stop the escalation of a serious fire, rescue, or hazardous materials emergency 90 percent of the time, within 7 minutes of the call being received at the fire dispatch center.
- Provide an effective fire force of 14 firefighters and a Battalion Chief (First Alarm Assignment) to stop the escalation of serious building fires with all firefighting units arriving on-scene 90 percent of the time, within 11 minutes of the call being received at the fire dispatch center.
- Arrival of the first-due advanced life support unit to incidents to stop the deterioration of the patient's condition, to provide relief from further suffering and ensure the patient gets the appropriate level of definitive medical care that the situation warrants 90 percent of the time, within 6 minutes of the call being received at the fire dispatch center.

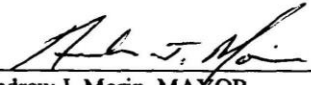
PASSED AND ADOPTED on this 23rd day of January 2007, by the following roll-call vote:

AYES: Council Members: Howell, King, Miklos, Starsky, Morin


NOES: Council Members: None

ABSENT: Council Members: None

ABSTAIN: Council Members: None


Andrew J. Morin, MAYOR

ATTEST:


Christa Schmidt, CITY CLERK

APPENDIX B – EXTERNAL STAKEHOLDERS EXPECTATIONS

To prevent risk of fires before they happen. I just moved to the area and my condo has a lot of high brush near it that hasn't been taken care of in a long while.
I Monitor a scanner. Obviously Folsom F.D. needs to purchase & staff another ambulance. YOU are ALWAYS relying on South Placer Fire Medic 17. SPFD Only has 2 Medics, we have 3. This puts S.P.'s residents in jeopardy. I can't believe they put up with this drain in their district. NOT to mention Folsom residences. WE need another Medic, your putting US in danger waiting for S. Placer
Medical and fire response times under 5 minutes
1. Response times within standards that are comparable to surrounding agencies 2. Aggressive interior attack 3. High priority for apparatus to remain in their first-in areas unless there is a VALID reason for them to be elsewhere 4. Training, training, training including sending personnel to outside classes 5. Competent paramedic services 6. Fully staff FD - not a fan of running just TR35 out of that station. Cross staffing (which I assume is happening with E35 if the TR crew is in quarters) is not the way to run a fire department in a wealthy city like Folsom. City Council doesn't understand FD operations.
Quick response time.
Prompt response to emergency situations
stop fires and reduce the cost of ambulance service. This is a very open question
I am proud of all that the Folsom Fire Department does under the direction of Felipe Rodriguez.
To care for the residence both medical and fire
To quickly respond to emergencies with professionals that have the tools and enough staffing to handle the emergency
Quick response time for emergency and fires. Professional attitude, knowledge.
Provide services in a cost-effective manner.
Quick response with skilled workers.
To rapidly respond when needed and to do preventative things to keep us safe
To be prepared! Especially in wildfire season coming ...
Response time should be good
To be able to be there when needed.
Properly trained and responsive
Strong fire suppression and emergency medical Svs.

To prevent fires in Folsom, but I understand most is Emergency Medical. Keeping the neighbors in code so fires don't happen.
To prevent fire hazards as much as possible.
To be available in emergency in a timely manner. To be professional in work duties and personally. To be educated in area of expertise and continue education with latest technology, skills and tools of the trade. To be visible in community.
to extinguish home fires, keep from spreading as a run away disaster of Paradise, CA,
Quick response, highly skilled and knowledgable
Response within 6-7 minutes to calls within the city with well-trained, courteous professionals, incl a paramedic
Quickly respond to active issues (fires, medical, etc) and take preventative actions to create fire breaks and other maintenance items to prevent spread of wildfire so we don't experience what so many cities have over the last few years.
timely response to fire and medical emergencies.
Quick response to calls
Quick response; educate the public on safety & prevention
Helping to reduce our risk of having a major fire come through our town and most of all just protecting the citizens.
Question #2 is rather poorly written. While all emergency responses are the top priority, areas such as Community Risk Reduction and Public Education are still extremely important. I would expect those areas to still be a department priority.
What they're trained for...putting out fires and helping humans. Our Fire Dept. rocks!
Quick response in emergencies.
To be able to sufficiently staff enough resources to keep up with the rapid
Put out fires, assist with medical emergencies and help keep community safe
To put out fires and show up for medical emergencies.
I'm sure they know better than I do but I'd like to know that they are all continuing education or training to help improve their jobs and effectiveness.
Community Risk Reduction, Fire Suppression
To provide the best service in a timely manner when you need it the most. Always!
Response calls are quick
Excellence in implementing all areas of mission
To be counted on for a swift arrival and help when called upon during emergencies. You are already doing this, so many thanks for your wonderful service to Folsom!

To be a phone call away.
To be able to mitigate, or help start the process of mitigating, call for service. To help educate the community about health and safety concerns, how to react safely and correctly during emergency situations. To help during times of natural disasters and man-made situations.
Fire prevention and suppression.
To continue it's good work.
Fast, efficient response to calls. A plan for Folsom Fire Dept and residents for fire emergencies (as in Paradise, Santa Rosa, Redding, etc).
Respond timely to emergencies
Put out fires
That they are available and able to help Folsom residents when needed.
More manpower, additional Medic Unit.. Less dependent on Sac Metro on a daily basis. Folsom cannot have a incident without outside assistance from Metro or South Placer, El Dorado Hills
Keep doing a good job as always. Keep up to date on all training. Definitely would like to see fire department grow.
Safety for firefighters. Safety for public. Prevention and protection.
To be prepared 24/7 to handle fire, rescue, and emergency services in Folsom (and surrounding areas if needed). Also to effectively educate citizens on how to prevent above emergencies, what to do before help arrives in an emergency, and to take Santa around at Christmas time. :)
timely response
To stay up on the latest safety items
Educated, dedicated, prepared
To be here when we need them.
Reach out quickly in case of emergency
Quick response times to emergency calls
Assist in emergency situations
To keep growing, you are already excellent
I have no complaints
Keeping the staffing levels equal to the population growth and fire load of the community
To respond promptly and effectively.
to be available in emergency situations and support the community in down time
Provide EMS and fire SUPPRESSION.
Respond to fire and medical emergencies as quickly as possible.
Quick response to calls and trained staff

Help people in medical situations quickly.
Stop fires quickly
Fast response time
Be available when I need their assistance and to keep my property safe from unforeseen events through education, protection, and prevention.
That they are well paid and taken care of both physically and financially
Save lives
Timely response
To assist not only Folsom but our neighboring communities as well
That you have the resources to continue to be the best Fire Department in the Region.
Put out fires, respond to traffic and other accidents, respond quickly, be visible in the community. Care.
Exactly what you already do
Quick and effective response to fire and medical emergencies.
To be prepared and available for emergency calls
To be there when we need you in emergencies
Quick response
Emergency assisting during accidents, putting out fires, etc.
A highly paid and well trained department. It looks like the city is neglecting the fire houses. Trash and weeds in front of them. They really need some help, they look run down, especially in the nicer neighborhoods.
Top skills, equipment and training.
To be prepared and knowledgeable and vigilant.
Safety and professionalism
Regarding weed abatement & defensible space: Prevention & education, including interaction with State parks as homeless encampments cause fire. Response time to fire & medical emergency essential too.
respond quickly
To provide prompt medical and fire service. To be equipped with the best available fire and medical equipment.
Quick response
Better training for all our firefighters! Bring them up to the standard of our surrounding departments!
Emergency response.
To continue maintaining a high level of excellence in community service while receiving all support necessary to perform their tasks without risk of budgetary compromise.
These are good jobs and good pay with good benefits, is there something else the fire department can be doing when not on a call (that allows them to drop

what they are doing and go on that call)? There is a LOT of loiter time between calls.
Keep up the good work!! Try to maintain an emergency response time of 3 minutes.
Save people and put out fires
Respond quickly
To follow through on the previous list
Respond to emergency and provide professional service and care
Continued timely responses to emergencies
protection prevention education
I expect Folsom fire to be highly trained professionals. I think highly of the men and women that protect Folsom.
1 1/2 minutes to rolling out of the station.
Superior and expeditious service.
Put out the fires, provide medical assistance to those who require medical assistance, rescue those that need rescuing and be a community partner.
Quick response times. Starting more public outreach on individuals creating defensible space.
Quick response times, effective care, kindness and understanding that while responding to my incident may just be your job, but to me it's a terrible even in which I'm looking for help
Knowledgeable, confident, available
See above.
I want to be able to rely on prompt responses from highly trained caring firefighters.
They continue their professionalism toward themselves and the community
Fast safe responses to all calls for service.
To hire qualified personnel to perform fire-related duties in a consistent and economical manner. To create trust between the department and the community. To educate the public on prevention and safety.
To prevent fires; failing that, to put them out. I think private companies should respond to medical alerts; not the Fire Department.
To rescue me if I need emergency services.
Continue your fine service to Folsom citizens. Provide continuous training to personnel, especially for personal safety. Have state of the art EMS equipment.
Fight politicians, in order to provide TOTAL First Responder ACCESS to all buildings -- especially over-crowded Sutter St., with NO evacuation or ACCESS routes.
Continue your excellent work
That they respond quickly.

Respond quickly to active fire events and medical emergencies
To provide emergency services to Folsom residents
That they respond to emergency situations such as fires, major auto accidents and other emergencies requiring prompt response to protect and mitigate further injury or damage.
The same professionalism we've seen for over 100yrs.
Fast response times and all fire fighters to also be paramedics/EMT
Prompt response to fires as well as other emergencies. Fire prevention in our city. Also a dept that stays up to date with the latest training as well as having updated equipment to help ensure not only public safety but fire personnel safety.
To respond quickly to Folsom emergencies, both fire and medical; To be prepared for catastrophic disaster; educate the public on safety issues.
Make sure mobile home parks have at least two ways in and out in case of fire. 200 vehicles trying to exit from one way out is a disaster itself.
Respond to fires in a timely manner w an experienced crew capable to do the necessary task at hand.
To be there and respond when I need them.
Protect homes and property from fire/fire damage, prevent fires, assist residence with medical emergencies
Concern re: wildfire escape routes for my neighborhood - I live on Southcreek Circle off of Baldwin Dam Rd. - only one road in and out. Is there a plan for opening other routes in case of emergency - as in opening San Juan water district fence at end of Baldwin Dam Rd?
prepared for emergency response
Timely medical or fire response
Fast response to community home fires
Rapid response, modern state of the art equipment
fast response time for emergencies, even less than average times of similar sized cities. Fire prevention for wildfire areas on private lands
Fast response times to emergencies, adequate personnel and equipment resources for our growing community, and fire prevention enforcement (like enforcing weed abatement).
To attend to medical emergencies and fires as quickly as possible. We had a fire in our greenbelt last summer and we very glad that the response was quick.
Through prompt response, aid to the injured/ill, control and suppress spread of fire, and perform necessary rescue operations. While providing education and enforcement of fire prevention strategies illustrated through the NFPA.
Fast response times.
Provide emergency med services and suppress fires as necessary

Respond in a timely fashion to community calls as well as be highly trained and well equipped to perform job
Respond to emergency in a timely manner, put out fires, medical help, water rescues.
Keep costs down
To extinguish fire & medical response
Immediate response..
That the department provides the above services in a timely and professional manner by well trained and equipped fire personnel.
To be there when needed
Professionalism
Fire suppression, emergency medical services and rescue
Coordinating efforts with the City to make sure our parkway/trail areas are cleared of dead trees and brushes. I live in the parkway and it amazing me to see dead brush and trees. While limbs and trees are being cut they are left on the trails to dry and add fuel to any fire. This is entirely unacceptable!
To be available when needed
To be ready
To be less nonchalant about wildfire danger -- do more on home/neighborhood defensible space.
Quick response, fully trained and well rehearsed personnel
To respond as quickly as possible.
proper and complete WEED ABATEMENT of all City open spaces for fire and wildfire protection of residential properties.
to be helpful
To respond to and extinguish fires.
Timely response to fire and/or medical emergency.
Ability to respond to all emergency and urgent situations in a timely manner
To be available when needed.
To be available and able to assist people who live in or visit Folsom when they are their most vulnerable, in an emergency. We also appreciate efforts to prevent those emergencies from happening.
I expect them to do their job in a safe, responsible and kind manner.
To keep our city safe
Be prepared and arrive quickly
To be able to keep up with the demand of the continuously and rapidly growing population, despite the lack of increase in resources
Timely response (under 15 minutes) to requests for help.
Respond to fire and medical emergencies.
Respond quickly

To keep my family safe in times of need.
To be available when needed which I am confident you will be.
None
I would like for the fire department to respond to emergencies, conduct hazard mitigation, and provide information to the community regarding how the department helps the community and how the community can help the department do their work more effectively
Rapid response
Be responsive to calls in a timely fashion. Have equipment and water lines working correctly. Be part of their community. Educate the public on proper fire reduction practices.
Living in ARCN, a quick response time of 3-5 minutes for fire or medical emergencies.
Proactive, responsive, competent, thorough. I expect the fire department to provide its employees the tools, training, and support required to fulfill their jobs in a safe, time critical, and effective manner.
Provide Quicker than normal response times. Maintain safe driving skills while in route to emergency. Enforce more defensible space needs.
Response to fire and emergencies in a timely manner, dissemination of information to engage the public in participating in prevention and disaster preparedness
to respond as quickly as possible to any call
None
Increased efforts at community education for wild fire prevention.
To protect our community like family.
Skilled, , prompt, efficiency, have equanimity under duress, courteous,
Prompt response to emergencies.
To respond quickly to calls for service
Fire prevention education for the elderly
Suppress fires
Assist in medical emergencies.
Safety
Emergency services both fire and medical followed by fire prevention.
Emergency services
Rapid response
Timely service
Be responsive as needed in our various emergency situations.
To aid me in a medical emergency or fire
I will find it important to ensure a proper emergency exit in case of fire.
Quick response

A human being answering the phone when a citizen calls
Quick response with well trained responders
Quick response, professional, efficient. People oriented
Excellent service and professionalism
Staff enough ambulances so surrounding agencies don't routinely respond to EMS/911 calls in our city.
Safety.
Responding promptly to emergencies.
Continue great work, maybe work on fire preparedness with some of the areas that are maintained with weeds
Show up in a timely manner with the proper tools and qualifications for the emergency at hand
5 minutes response time ambulance within 10
To respond to fires and smoke complaints to respond to ems issues to respond to hazmat emergencies
Provide excellent service. Stay highly trained and be professional at all times.
Rapid response to fires. All else is secondary.
Responsive when a need arises. Visible in the community.
Keep doing what you are doing! I love that we have the fire departments throughout Folsom. I love how they participate in community events. I love how they support CERT!
To have a quick response time and put out fires, provide help with rescues and medical situations.
To provide urgent medical assistance and fire protection.
Be professional and the best!
Service the community with medical and fire emergency services
Quick and effective response to service calls.
To have a FULLY STAFFED department
Keep the Folsom community safe
Respond faster, especially during medical emergencies, and have state of the art technology in the ambulances.
Availability to respond to emergencies.
Quick response in emergency, well-trained personnel.
Put out fires, assist in medical situations as first responders, fire safety education
To respond to calls with confidence and be prepared for any situation.
Put out fires.
Continue exceptional ems and fire services.
To grow with the city
Prompt, professional and compassionate response.

Follow your mission statement
To provide essential fire and safety to the families who live in Folsom. Also, to provide in a cost effective way, ambulance service when needed.
Prompt response when emergency arises.
Put out fires Emergency transport to hospitals Work with other agencies to prevent fires in Folsom
fire rescue and putting out fires when needed, water and other rescues as needed all while staying safe and protecting you selves at the same time.
Be there when we call. Be present in the community. Reach out to local elementaries for site visits. Students love fire fighters.
Quick response, professional services.
Emergency response in a timely manner.
Quick response from well trained personnel for all calls of service and staffing that meets the demands of the City as well as the national standards (NFPA 1710).
To have excellent response times
Stay on top of cutting edge tech. Reflect diverse makeup of community in race, sex and culture.
EMS
Simply to do your job to the best of your ability
Quick response and community oriented
When sh*t's on Fire I expect the sh*t gets put out, quickly: when someone's having a stroke, a heartache, or broke an arm and are staring at their own bones I expect the fire department to arrive lickity split to fix that sh*t too. I also expect them to be there first at a car accident or catastrophe and handle it.
Prompt protection and response for our residents and structures.
Protection
Quick response time
Provide the community with a quick response to medical and fire services.
Be there when needed in an emergency and in a short time span
Cost effective - quick response.
Prompt, professional response
Would like to see brush removal in areas like American rive dr. And greenback canyon. Along Folsom auburn rd all the way to Highway 50
To continue with the excellence they provide.
Well trained personnel Appropriate line staffing Mechanically sound vehicles and equipment

Up to date equipment and information technology.
Public safety, both fire and law enforcement prioritized above all other services.
Fast response times, minimum fees for response
Thank you for what you do!
I expect the Folsom FD to be prepared, equipped and trained for day-to-day emergencies as well as natural disasters. Funding should not be a concern to get this done. FYI, this means I do not mind paying a little more in taxes for your services.
Keep it simple. Be the best at the basics first.
Quick response to fire, rescue, & medical emergencies. Assess fire risks & educate public on disaster preparedness & prevention.
To continue the great job they do. To be vigilant in keeping our community safe during fire season
Prompt courteous service.
Put out the fire.
To work as a team and to be as proficient and professional as possible.to have a response time that can save as many lives as possible and to have state of the art equipment so that delays are not caused by equipment failure!
To respond when I dial 911.
That with the growth of the city they are able to keep up with the demands of the community and that the department will staff appropriately as I believe it is understaffed at Now
Prioritize recruitment and retention of quality employees. Maintain quick response times, provide quality service, professionalism, and compassion to the citizens at all times. Maintain quality stations, apparatus, and equipment to provide the quality of service we've come to appreciate in Folsom.
1. To be available when needed. 2. To be vigilant of areas that need to be cleaned up to prevent a fire. Very concerned for all the dry brush in greenbelt areas that are up against houses. Some people keep a fire break but a lot don't!
Professional service with exceptional response times.
Growth of the department. The department is extremely understaffed and under equipped for modern times and needs. I would like to see additional fire stations and hiring or new personnel and apparatus procurement.
To respond in a timely manner to emergencies.
Quick service
Get to us fast!
You're doing a great job!
Prompt response to fires and medical emergencies.
Quick response time with appropriate equipment when an emergency arises

Nothing more of what they are doing
I'd like to see FFD maintain a quick response time of 5 min or less if possible, check the city for wildland fire dangers and mitigate them and have plans in place for a critical incident response relating to Folsom and Sacramento County.
To provide high quality, reliable medical, fire, and rescue services to the community
A quick response in need of an emergency
Be able to respond quickly to medical or home emergencies
Quick response and ability to help when responding. Understanding the community as well.
To respond quickly and efficiently to emergency calls as well as provide community education on basic emergency training/information
To assist Folsom residents when a fire breaks out.
Quick effective response
Timely response. Responsible use and care of assets. Continuing education/training on individual and team levels.
Keep me safe medical, my house from burning and be a a part of the community
To be highly trained and have the best equipment.
Safety
Provide timely, outstanding service to emergency incidents. Maintain automatic and mutual aid agreements to provide closest unit response.
Being available when needed.
Get there quickly
Helping those in need
To be there quickly when needed.
Safety for the firemen.
Do as good as you can considering the city's limited resources.
To be friendly, prompt, professional, and provide resources to our community to lessen the risk of disaster.
Respond when needed
emergency response to medical and fire issues
That they have a very short response time for emergency medical and fire suppression. That they have State of the art equipment and highly qualified personnel.
They are doing awesome job already.
Promptness
Quick and professional service. Keep up a well trained work force.

<p>Since most of your calls are medical you should have more ambulances and less trucks. Willing to bet a big chunk of medical calls are traffic collisions which can be attributed to unsafe speed. Unsafe speed is attributed to roadways being too wide (in order to handle giant fire engines). Smaller engines, smaller roads, safer streets... oh your union may not like that lack of job security?</p>
<p>Keep doing what you are doing. You provide excellent timely service to the community.</p>
<p>Quick responses</p>
<p>To provide high level of service in the most cost effective manner. Save lives first- property second</p>
<p>Highly trained individuals that are equipped for their profession</p>
<p>Fire season protection, not another Paradise</p>
<p>Emergency medical services</p>
<p>Quick response</p>
<p>Fast response times</p>
<p>To be able to continue the high level of service, including response time as the community grows.</p>
<p>Have a training schedule. Have their employees take continuing education and new classes. More apparatus for the growing city needs.</p>

APPENDIX C – EXTERNAL STAKEHOLDERS OTHER RECOMMENDATIONS

Nothing else
I don't care about fires . 80 % of calls are medical. I want a fourth Medic
First rate medical aid services. I hope that adequate planning is occurring for the area South of 50 as it pertains to FD facilities and operations. Station 39 was at least 10 years behind the curve based upon response times in that area. I hope that the new Chief does not allow the current Council to do that again. I hope land for fire stations has already been allocated and I also hope that the developers are paying for those facilities. If not, the council has failed us once again.
have ambulance services fully paid for.
None at this time they are doing their best with what they have.
Thank you for serving the community. We have been in Folsom for 20 years but we have only pleasant memories with the Fire department.
Why hasn't the dept changed its delivery model even though ambulance and paramedic service is now the primary service delivered?
Be involved in the community and interact with us in non emergency situations
No at this time. My family is very thankful and appreciative of the FFD and of the men and women who risk their lives each day.
Love our FOLSOM Fire Department.
I hope you are allowed to fine those that are not safe and make sure fires don't happen out of laziness. Protecting areas that need it.
Continue doing what you are doing.
all of you have done so well at being immediate in the call for help.
Using Folsom Blvd, a 2-lane road, to cross the new Bridge (not Rainbow) to get across the river. You have access, wide roads and speed in your favor. Putting down crossing guards and notifying trolley to stop is done all over the world. Flying the the Historic District is a massive accident waiting to happen. It's our town's tourist area and should be avoided at all costs. This includes busses and ambulances.
Landowners held responsible for clearing vacant land before fire season & keeping it maintained
Help maintain areas that have a higher likelihood of catching on fire i.e. the grassy area across from Castle Park.
Add more ambulances
I think FFD does a great job!
Encouraging dead tree removal and long grass trimming along the 50 and Folsom Auburn (Fire Prevention)
More FD open houses and events to keep educating our children and keeping them engaged for a lifelong safety mentality beyond what a parent can do. 4th of July more pro-active work (deterrence) in areas where illegal fireworks are repeatedly being used, such as Lembi park and other areas. This is a joint effort with PD & FD.
Having resources to help keep the Rescuers mentally and physicaly healthy before, during, and after stressful situations.

Please access the risk of fire due to power lines adjacent to oak trees on Baldwin Dam Rd.
Nothing to add.
No other recommendations
Personally, I've had to call them only twice for health reasons and each response was quick, professional and very reassuring.
The fire department is doing well.
I am concerned about the maturing, residential landscapes. As Folsom has developed MANY homeowners have planted redwoods and now many of them are 25-30 years old. They are towering over neighborhoods and I am concerned about fire safety.
I'd much rather you do whatever the right thing is to do than whatever is popular or dictated by those unfamiliar with your needs and the area you serve. Just do the right thing and stick to it. People will whine and complain anyway. Thank you for your service to our community!
Thanks for all you do!
We have a well-trained, professional Fire Dept. All is well as long as they have the latest equipment and receive regular training to keep their skills up to par.
Don't know
Keep your stations exterior good looking and top notch to match your immaculate interiors and show off your excellence with pride. You all deserve it!
Maintain the professionalism needed to be an asset to Folsom. Hire the most qualified for the job , not someone to amend diversity
None
my experiences in the last 16 years have all been positive
Train more and harder. Go inside and save people's homes. The fire on south Lexington was an absolute nightmare and should be embarrassing. The video that was taken has been watched by many many MANY fire crews in surrounding departments and is cringeworthy. It's not the only example of a fire going very wrong. Allow your firefighters to do their job. Merge with another agency.
Keep up the good work! Thanks you for your service!
More staff
Doing very well
From what I can tell... Folsom's Fire Department is doing a great job! This survey is a great idea too. I wish the PD would do the same. Thank you for your service!
Thank you for your service!
The community events you participate in are really fun for the kids.
N/A
Honestly, I have not seen anything that, in my opinion, needs significant improvement. Let us know what you and your colleagues believe you need.
Does the red light on the building mean you're open or closed?
None

See #3 above. I live in Am. River Canyon. Homeless live in Negro Bar area & have started fires in the canyon. Often there is a strong hot wind that blows up the canyon. don't want to be another Coffee Park.
Done
Continue your campaign of educating the community about the life of a first responder and displaying behind-the-scenes footage that bridges the gap between the public and the station.
I am extremely concerned about the homeless encampment issue in Folsom, particularly in the "greenbelt" areas that become a very real fire hazard during summer.
Station 35 should have a truck and engine instead of just a truck.
My experiences with the FFD have been positive
I believe the Folsom Fire Department pays less than neighboring agencies. I'm concerned about employee retention. Perhaps a review of pay scale and benefits is needed. We need to keep our firefighters here.
Add volunteer services. Either firefighters or just fireground and station assistance. IMPROVE STATION 36 LANDSCAPE!
Seriously...2% at 50 retirement? That's rare and should be 3% at 50 or 55 for classic employees. Cost of living is higher out here so compensation should be better than what it is. We want to attract quality people and that takes \$\$\$.
Have we created a local Firewise council? If not, we should. I just had my home insurance canceled and Firewise communities can assist with helping people with this issue secure affordable insurance.
Rotational open houses or question and answers sessions
I am completely satisfied with the service provided by the Folsom Fire Department.
More in the field demonstrations monthly and school tours
Keep a professional appearance with well trained personnel.
Forget diversity/inclusion/equality. Just hire the BEST people!
Reduce the public pension burden so we can avoid future service reductions.
Get a responsible fire chief, not a talking-head model. Fight to stop sale of south of 50 houses where there is NO WATER, no fire water-supplies, no infrastructure.
City Public Works should increase the use of goats or sheep that can mitigate fire danger throughout the city limits. As a taxpayer, this seems like money well spent to reduce or eliminate the danger during fire season. I would be in favor of the City buying its own herd that could be managed and cared for by the Folsom City Zoo staff. This herd could be shepherded around the city all year long.
Start an intern program for High School Seniors. It's a career development magnet.
I feel fortunate to have such a great fire department in my community that cares and whoare competent and skilled. I especially like the new station in Empire Ranch that responded quickly to my father's needs. Thank you.
Thank you for protecting the Folsom residents and keeping us safe! Hopefully whoever reads this will realize the importance of ensuring our fire and ems depts have what they need to continue to provide rapid and adequate response to our community! Thanks for all you do every day!
More pancake breakfasts? 😊

Additional and ongoing fire training for rapid response and aggressive attack on fires
Thanks for helping with my questions re: wildfire risk - this is a real concern after Paradise. Appreciate your help!
I feel Folsom does a great job of responding and acting quickly. I would like to see this continue
Please go after open land owners who do not trim or make firebreaks, especially when abutting residential areas.
Consider investing in a Harley-Davidson Fire/Rescue motorcycle for rapid response on the vast trail system in Folsom.
Assisting more with Folsom Fire Safe Council
Ensure prudent stewardship of departmental assets acquired via taxpayer funds.
Brad Franklin wants to drive the back end of the hook and ladder truck.
I don't think this survey was very well presented
I am not sure if this is the Police or Fire thing, but when accidents happen (which they seem to happen a lot) nobody seems to direct traffic around the accidents. For example there was an accident on Golf Links, and it would have been so much easier if someone had blocked off Golf Links at Broadstone instead of allowing people to go down Golf Links to get stuck with no easy way out. We are your customers, so it would be nice if you would think of those things when you have a blocked road.
Fees for responding to calls should be waived for senior citizens or better yet dropped all together
Why do we need hook & ladder extension truck?
Continue to increase the number of stations as our city continues to grow. Have more medic units available to maintain critical response times.
Would like top notch fire suppression, emergency medical services and rescue operations
I'm not concerned with the fire department but extremely concerned of the police departments efforts to keep our streets safe
The Chief's dismissal of wildfire concerns in the Bee and Telegraph was very disappointing.
Require City of Folsom Parks & Recreation Department to maintain City Parks and open spaces in safe condition with proper weed abatement of dry grasses annually; this is NOT being done currently. Lack of adequate contractors and crew should not be the continued "excuse" given to residents when Weed Abatement is requested only to find that the City spends money on TOURIST marketing and advertising at the expense of ignoring the WEED ABATEMENT so often promised and so often IGNORED by the City.
I have no doubt that Folsom Fire is there to take care of my top items already. After watching all the terrible wildfires in California, I look at all of our beautiful nature areas, and worry about winding up in an inferno ourselves. I'm sure you are already on it, but my dearest desire for Folsom is for it not to wind up in ashes.
Be fast and prepared
I believe the current delivery system is inadequate with the current and projected size of the city. To have the same number of resources you did with 10 years ago with the

exception of 1 additional engine company is unacceptable. Only 2 ambulances in the city is unacceptable
Hard to assess externally. Hope to never need fire services.
So far it seems as if everything is going well.
I feel the department is doing a great job.
I fully support the department
I had a very bad experience with them years ago with poor communication w/dispatch, lack of preparedness, fire hydrants not working, etc. Had to fight the fire with my own hose. I hope the department learned from this experience and that nothing like that ever happens again.
You folks are awesome. Keep up the great work. Do what you need to take care of yourselves so you're best able to support our community.
State of Art Equipment and Training
I am pleased to see our new fire chief working on engaging the community, improving service and prevention.
Continue to instill pride , honor and respect for Folsom , it's residents ,guests and pets / livestock . Hopefully, the citizens and guests display appreciation and respect for our Fire Fighters / paramedics .
I live in Diamond Glen retirement community and appreciate your attention to our residents.
I applaud the firefighters for their excellent job performance.
None to add
Community fire preparedness
Educate the community to know what to do in case of a fire or a disaster. We need to know exit routes. Thank you
Work with law enforcement to coordinate evacuation of hospital, assisted living and skilled nursing facilities and neighborhoods with limited egress
It seems like the ambulances are already understaffed, what is the plan for further growth and more people moving to Folsom?
Safety
Can you please be ok with some speed bumps, our neighborhood always is told by the city no speed bumps because of Folsom fire, every city has speed bumps and frankly in our neighborhood they could save a life
Consistency in candidate selection. Require continuous education/ training beyond the basic standard.
Increase staffing more als
Continue to grow our fire department with the community. More ambulances
I often see the ladder trucks responding to medical aids along with an ambulance type truck. Seems unnecessary, requires additional staff, and potentially slows response time.
Hire the best, no quotas
Technology is your best friend.
We love the open house each fall!

Don't know if any area that are lacking
keep working hard and having positive mindsets everywhere y'all go. it really makes a difference in our environment knowing that our first responders are doing their best and being positive about every situation that is thrown at them.
Thanks for all you do!
Resources, funding and recognition of volunteers, e.g. CERT
you all are doing a great job --we appreciate you
I know that in a major disaster we are under staffed in the fire services. We need more outreach to get young adults in the profession.
Continue doing the fantastic job your department does. Also continue the excellent CERT program
Update and expand station 38
Must insure the department's staffing and resources keep up with anticipated growth of the city. Training of personnel and succession planning are also a high priority.
Difficult to prioritize equally competing necessities. I think the FFD is doing an amazing job!
None
Efficiency.
You are doing a great job, thank you!
Lets focus on preventing Folsom from becoming the next paradise disaster
I don't know if there is a full time code enforcement division, be nice if there was. A lot of home/land owners need to pay more attention to their property for fire hazards. (Weeds and such) education on this subject seems to fall on deaf ears.
Be proactive with the building and staffing of the next facility south of 50.
We are pleased with the fire department and it's personnel! Don't lose our trust!
Please provide service when I call 911.
Contract Services to sac metropolitan
Additional stations and medic units for the city. The population has doubled and only 1 new fire station has been built.
Hiring of additional staffing so that "Cross staffing" isn't an issue.
Please hire my son 😊
Adding more programs in high schools for safety education
You guys do great
We need more firefighters, more stations and appropriate equipment
No concerns. They are all very kind and professional
I've lived in 23 cities across 5 states and FFD does the best job of any fire department that I've seen. I feel safe in Folsom and I appreciate you guys.
Historically engineers turned off the siren and only used lights in residential areas, especially at night, now they run these blaring sounds near homes.
I am happy now that the new station was built and working in my area
Please hire the best people for the job regardless of the cost.
Accident prevention
Thank you for what you do.

As a former Folsom resident and current EDH resident I understand that we need to have a regional approach to emergency services and fire companies regularly provide services to neighboring areas. With this I hope that training and coordination is maintained.

Love my people

Have a resource for changing smoke alarms and carbon monoxide. Don't feel the FFD should use their resources for this.

I'm praying for you all.

You need to increase staffing to continue improving upon your current progress of updating the department/equipment/housing/plans. I suspect with the small staff in the upper ranks, they will eventually tire and provide less than stellar results. In comparison to other departments with the same city population and stations.

I don't have any concerns as luckily I have never needed the fire department, nor have I heard any complaints. In the hotter months I do worry about fires, maybe letting the public know about prevention work once it's done would be reassuring.
Thank you so much for all you do!!!!!!!

None at this time.

Stop doing things the same way you have always done them. Look at ways to work on traffic collisions via narrower streets and smaller engines or more paramedics

Does the very expensive ladder truck need to go out on every call?

Always be awesome

The SANTA and community events for the kids are great, keep them up.

I think they are doing a wonderful job! Proud of our Fire Department!

We are extremely lucky to have our services and they should remain a priority for the city management.

More firehouses are needed and certainly more ambulances. Ambulances are always coming into our city from outside agencies.

APPENDIX D – INTERNAL STAKEHOLDERS FEEDBACK

Strengths

We maintain a professional image, no matter how tough the times are. We have great personnel representing our city. We have great aspiring members eager to progress forward.
Employees are energetic, but need areas to focus that energy.
Growth of the department and expansion of the City make promotional opportunities. Stability of the department. Specialized equipment make for great training
I believe one strength of our department is our morale. Members are very happy with our chief who is working hard to make this a better department. Another strength would be the courtesy we show our public and the extra things we do to let them know we appreciate them.
EMS
Professionalism, strong ems training
Puts Folsom first. We are very community driven.
Promotional opportunities
EMS and small department
Youth
Customer service higher than surrounding departments
Community engagement better than surrounding departments
Leadership, 24/7 coverage, community acceptance, provide specialized services(boat, CSR, high/low angle, ALS/BLS, advanced auto X, etc...), budget development, Staff and Labor(union) Relationships, doing more for the Department/City expects us to do, and doing more with limited staff (multi-tasking, multi-job, multi-duties).
Our organization has learned to do a lot of things with limited personnel. We are involved in every county wide program that larger organizations participate in, despite the impact it can have on staffing and resource availability. I think this makes an argument for the level of commitment that a small group can have to provide excellent services to its community.
Involvement in our special programs takes a lot of commitment and dedication to maintain readiness. This creates a demand for other members to help facilitate/support involvement. I think that this is mostly considered a strength.
People, its current chief, and our current growth.
Professionalism and community pride.
I see the culture shifting in a positive direction.
I feel the department is very strong in terms of honoring its heritage and history. The department also strives to always project itself in a professional manner. This is clear with our interactions with the public. I feel the community views us in a very positive manner and supports our efforts to provide top quality service.
Its People carrying the load 24/7/365
Adapting & overcoming unexpected challenges.
Good people.

Customer service
The fire department is busier and growing
We are very good at providing customer service. I feel that our culture creates an atmosphere that emphasizes customer service to the extent that often exceeds expectations. Internally and externally, I feel that our organization treats others with respect, courtesy, and professionalism.
The members of the Department.
Young work force which hopefully means longevity Overall newer equipment Operates Regionally
We are continuing to grow as a department; new equipment, new hires, and continuing education.
Motivated workforce. Small enough where we all know each other. Small enough to effect change rather quickly. Educated workforce. Regional partners are in Sacramento County, this allows for great opportunities and training and experience.
Senior employees with knowledge of the area, equipment, and buildings. ALS coverage on all apparatus
Majority of public loves us. EMS is our strength
We appear good if you take a window view of our department We have improved on 80% of the things that needed to be fixed when the fire chief took over.
Strong community identity
1. Family oriented. 2. EMS. 3. Staffing.
Boat rescue
Integrity, Teamwork, Professionalism, and Support
Its people. They, for the most part, have drive, desire, and ability to do great things and want to contribute and be successful both personally and professionally. They refuse to let the lack of support stop them from successfully running the business of the department.
EMS

Weaknesses

Limitations set by the City powers to be, that are keeping us from achieving our mission and goals. To be an effective department, needing working equipment, habitable stations, advancing forward with the changing times.
One of our biggest weaknesses is a strong training department and accountability for retention of material.

I believe our weakness would be OVERALL training among crews. I say overall because some crews (such as the one I am a part of) take training incredibly serious. We train very hard and invite other crews to join us. Only a handful of crews (usually just one) regularly joins us for drill. To clarify, a weakness we have is no accountability for those who want to skate by. Our weak training regime shows up on fires and other incidents.

Mentorship. There are lots of people in the Department with incredible knowledge sets, but rather than teach and mentor others they put down others for not having the same level of knowledge as themselves. We need to focus on getting everyone better in their roles and at their specific tasks by using our knowledge to guide and help others who need it.

More of a sense of brotherhood in the Department

Lack of training, lack of preparation for persons trying to promote. Younger individuals that lack any experience but are cocky about their perceived abilities.

Lack of a training staff causes training issues and lack of continuity between standards on fire ground operations.

Continuity, comradery and pay

Not admitting their own weakness to allow for improvement of knowledge and skills

Most specialized equipment often staffed with least experienced personnel due to location at 35 and medic rotation

Limited time for training due to call volume and station duties

No effective career development, especially from line captain to battalion/division positions.

Chain of Command, Accountability, Oversight, Relationships (outside of the dept), Training, Staffing for admin. (duty chiefs), building/apparatus maintenance/upkeep, spread too thin and doing too many jobs,

We can greatly benefit from a standardized approach to entry level and career advancement training.

New employees show different strengths and weakness depending on who lead their orientation academy, what crew they worked for and what stations they worked at.

Our performance standards seems to be unevenly applied.

Job performance and remediation should be realistic factors in the employee evaluation process for all members.

Station cleanliness, and pride in presentation is also inconsistent. It's hard to force a crew to care for their station, rig and gear, but inspections can potentially improve this issue.

We are a small fire department in a growing city. Our patrons/ community expects the best, our neighboring agencies expect the best and we need to persistently seek a higher standard.

Millennials that we are hiring. People not thinking or having all the education prior to speaking. Attacking the person and not the problem. Five years of no plan and stagnation under a prior chief. Lack of better relationships with our current city council.

Lack of staffing at the administrative level to provide over site of essential divisions.

There is still a culture of "eating our own" mentality that needs to change. I get that we aren't a busy department and that lends idle time to putting things under a microscope but I believe that in order for the culture to change we have to start an atmosphere of mentorship vs condemning people on their mistakes.

I feel we are weak in our training tempo and training quality. I would very much like to see more outreach with our neighboring agencies (SMFD, SPFD, EDHFD) for joint trainings. I know Sac Metro has a very invested burn cadre and cycles its members through annually for fire behavior training. It is my belief that you cannot train enough for something that will always try and kill you. I feel as an agency we need to be training with our neighbors much more to build up our skills and identify our weaknesses. I see there is a lot of animosity sometimes towards what patch is worn on our shoulders when we get together, and I would like to see that culture go away. One way this can be accomplished is to train more with those agencies we run major incidents with. I am not naïve to the fact that this is sometimes easier said than done, but I feel an honest attempt to reach out to these agencies and train more together will only us stronger and more efficient on the fire ground.

I would say the biggest weakness throughout the years is the knee jerk reactions and management by crisis, now sometimes this just happens but when it can be avoided through proper preparations or through learning from past mistakes. However, when the same mistakes are repeated then that is on us.

Sweating the small stuff, overreacting to day to day negative issues, and personalities getting the best of people.

Specialized equipment (TR35) that is in need of a partner apparatus to allow much needed training and development personnel and reduce wear and tear on the Truck. Also, a need for a City mechanic that can dedicate his/her time to our fleet and possibly save money.

Succession planning, youth in majority of line personnel, training

Training, training, support to attend trainings with outside agencies ie Offsite for only certain classes for people, not helping us go and learn from surrounding agencies. Different standards on different shifts

I feel our department needs more administrative support as well as more professional development opportunities to prepare personnel to take on those administrative functions as well as to help line personnel succeed in mid-management/battalion chief positions.

Lack of Leadership. Lack of information shared with members on all levels.

Lack of administrative staff. Little to no oversight of line personnel, lack of organized training (fire and EMS), unavailability of staff to assist the line in a timely manner, needs are not being met
Our truck cannot properly train without an engine crew alongside it. Our "mechanics" are not keeping the larger apparatus in service for lengths of time.
Eviscerated administration. Poor leadership in Fire Prevention Division. Lack of career development for administrative employees. Inadequate funding for capital improvement projects. Inadequate funding for Duty Chief position. (BC) Lack of career development opportunities for Captains to learn and assist administration with projects.
Aging fleet without the ability to have repairs or maintenance performed by a mechanic that specializes in fire and ambulance apparatus. A busy 911 system that routinely requires equipment to respond from further away. Infighting with disgruntled employees due to a 2 tier pay / benefit system. Inability to attract employees with experience in our system. Inability to allow employees to attend any and all educational opportunities that would benefit the public and the city.
Out of date and slow computer program a major waste of time and energy. Asking 15 people to duplicate the same tasks, fire training not a priority to many as well as a lack of a Training Division with support to the line. Keeping problem employees around that should not have been released from probation.
Our training organization sucks We do not have a training division, we have a person in a position overworked and not able to be a training person, We are not ready for succession, there is not planning or training happening for it that is needed badly
Inadequate Fire Administration staffing level
Training, Promotional and Advancement Training, Fire Prevention, Public Awareness, Emergency Medical Services Prevention.
Ability to keep qualified individuals due to pay and poor benefits from the city
The City and its leadership. The Command staff's inability to lead and to provide a successful environment to support and complement its people. Those individuals who either can't do the job or don't have the desire to do the right thing. When you have individuals who won't do their job and, as a result, there are incompetent people who remain how can one not ultimately compare against the lowest performers and ask themselves why they should continue to work hard.
Mentorship/Training of new employees, Culture, Training (bread and butter firemanship), Accountability when new or seasoned employees perform poorly, recognition when employees perform well.

Opportunities

<p>With the cycle of retirements approaching, we are bringing in new and inexperienced employees. We need the tools necessary to bring them up to speed and teach them to be proficient paramedics and firefighters. Lack of staffing at the upper tier of our department, prohibits us from getting the needed training for our inexperienced employees.</p>
<p>I feel like we have an opportunity to engage our employees with programs coordination in areas of interest. succession planning is also something I feel we over look as an organization, but becoming a younger organization there is no better time to start implementing some. As an organization we are going to be loosing a great deal of experience and knowledge of some of the outdated systems we use as an organization.</p>
<p>We have the ability to be a department that trains hard and has an aggressive mentality towards fire. We aren't the busiest department and all fire suppression crews have ample time to train. With new Captains and recent promotions we have the opportunity to make this a "go getter" department. Striving to be aggressive in training and on incidents. I am already seeing this culture shift. Another opportunity would be an actual training site (honestly I know this is a stretch) but with the development of south of 50 there must be some place at there where we can create some drill grounds.</p>
<p>Utilizing our own shop at Station 35 to cut down cost of equipment maintenance and not rely so heavily on Folsom Diesel Works for constant repairs on apparatus.</p>
<p>Not really sure</p>
<p>Promotions and program participation</p>
<p>Community paramedicine program Community paramedicine program and...Community paramedicine program</p>
<p>Need more training for development. More emphasis on Engineer and Captain development. 3-6 month training topics to assist with there success. More forward thinking and development for the entire department.</p>
<p>Standardize our training expectations. Our training division can have a huge impact on our job performance outcomes. Host operational level classes that establish a standard for engine/truck ops. (ie- Nozzle Forward, Truck Academy, Rope Rescue technician, Forcible entry 101, Rookie Engineer training, Rookie Company Officer training ...) Continue to emphasize excellence in prehospital EMS. Continue to support advancement of paramedic education. Send pairs to seminars, conferences and bring</p>

the info back as training. (ie Multi-lead Medics curriculum- 15 lead EKG application and interp.)

Growing our administration to meet the training needs of our younger department. Succession planning with the future leaders of our department. The amazing growth of the city should provide us the financial resources to continue to grow the department.

There is opportunity to contribute on different committees and work on the truck but other special teams are very limited and are honestly restricted due to working a engine/medic rotation.

With the forecasted expansion of our city, Folsom Fire will have a lot of younger members stepping into positions of leadership. I think we have an opportunity to groom members for these future positions and expand the departments skill level and knowledge level greatly. I think the department can accomplish this through a professional development program that focuses on one or two disciplines at a time. Members can be sent to classes on any array of skills. For example sponsor members that are interested in going to classes, seminars, the NFA and so on. I know recently there was the launch of shift fire investigators. It seemed odd to me to put this offer out to the members but not have given them an advanced notice so they could pursue these classes ahead of time. Even something as simple as a quarterly in house seminar on one topic for members to go to and learn from our senior leaders I feel would go a long way in grooming the younger members for the future.

To make this place one of the best Fire Departments in the area hands down. We should NOT have any member throughout the ranks ever feel like they should think about testing elsewhere. At one point I was asked by management to take a photo of the staged Tiller truck and the rescue boat in front of #35 because it was going on a job announcement and that those were so "cool" and "neat" but is what is going to attract all of the candidates to Folsom.. not true. We could all work off of 407 or 616 or the old quint if this City supported its personnel as the "hard working people" they are instead of as a number just filling a seat....this is just one example. I believe the new fire chief has begun to take us already headed in the right direction but there is also still more opportunities to continue to strive for so much more.

To keep expanding, growing, and maturing. We must keep pushing forward.

Opportunities south of Hwy 50 to develop a comprehensive training center to meet the needs of a growing department.

The department is changing in culture and experience. Now is the time to truly embrace people and not push them to other agencies while not helping them strive and learn and be proud to work for Folsom. Our Truck should be a desirable spot but it houses the least qualified and least experience people and shows on our highest risk/technical calls. There needs to be standards to truly be professional

I think we can explore opportunities to provide professional development through temporary administrative positions for captains to rotate into. These assignments could include training, EMS, logistics, interagency coordination, etc. to provide captains an opportunity to work under a mentor and gain experience as an administrator.

Education and training opportunities are lacking, not made available to all members, just select members.

Young workforce eager to learn. We must embrace that. We need to develop a career mentoring path for the future of the agency.

Bringing E38 over to Station 35 is a great opportunity to show the city why we need an engine alongside our truck.

Station 35 has an entire shop for a mechanic, with tools and equipment, that is not being utilized.

To become regional partner with confined space response.

To increase service by having a truck qualification standard.

Secure apparatus that are safe with similar layout.

Replace Tiller Truck with new Tiller Truck and allow for a reserve truck company.

Hire a mechanic or partner with EDH to hire a mobile mechanic.

Partner with Metro Fire for fleet services.

Be a regional leader in implementation of new EMS concepts. Are small size and busy Medic units makes us an ideal agency to develop EMS concepts from the Medical Director.

Reevaluate our ISO rating now that we have added an Engine and Medic unit.

We have a growth coming in the future with a few retirements

We will have growth with the opening of south of 50 but it appears that the city will slow that down so the FD does not have to expand.

We have the opportunity to be at a truck station for rescue, but that house runs too many medicals to be adequately trained

Hire two Battalion Chiefs

To grow as a bigger agency.. hopefully we can join with south placer and eldorado hills fire!!

Support the organization from the top down and from the bottom up. Empower the front line supervision AND hold them accountable to their role in training, molding, and bringing up the new and/or the weak/incompetent. Cut bait on the bad apples sooner so that morale isn't affected which ultimately stalls performance and growth throughout all areas of the organization.

Support those who want to do more. Pay them for the job being asked of them and don't take away from the role they are here to do on a daily basis so you can accomplish a task that needs to be performed. You mask the City's failings and interfere with day to day operations and interfere with the required other daily

training and operational plans. Eg., if you need to teach TXA and a firefighter is going to teach it, they do it off shift with overtime. Recent past experience with this sort of thing resulted in no training, many out of first due units, and an entire lost day of training opportunity due to the instructor being on duty and on calls....because, we can't take the unit out of service. Do you see the issue here?

Expanding the number of program slots IE... TEMS, USAR, Fire Investigations etc..
 Expanding the physical fitness program. Formal/standardized fire academy. New stations/growth with new apparatus and possible specialties.

Threats

Limitations set forth by the City's powers to be, not allowing the department to advance and grow, and not giving us the equipment that has been needed for a long time. Rotating current fleet, purchasing brand new fleet. Not holding on to old fleet beyond its years of replacement. Thus creating reliable reserve fleet, and keeping that on a scheduled replacement cycle.

I feel the fire service as a whole is facing the threats of the segregation of the job force with pension reform. Multi tire pay systems create division in the work force and can hamper productivity.

People being comfortable in their position and not wanting to further push themselves to be better firefighters. Another threat we have is we don't have enough overhead or proper facilities (station 38 being ancient) to meet our growing population and call volume. We can only last so long without having any increase to our over head.

Neighboring departments have negotiated for great contracts for their employees. The 15-steps here at Folsom increase the potential for people to look elsewhere at employment.

Complacency, lack of experience, persons promoting to early

Outside agencies offering better pay

Not being open to change

Aside from environmental/emergency events:
 Personnel strain during deployment and high vacation use periods
 High percentage of relatively new employees and the potential for a disadvantageous cultural shift without the proper leadership
 Private ambulance competition for services
 Increasing number of high use facilities such as memory care organizations

Aggressively seek resolve to threats when faced by them. Brainstorming future threats.
 Lack of succession planning.

Lack of progressive thinking with our current city leadership. A city leadership team that is also wearing too many hats. Infighting amongst our body without looking at the big picture and the selfishness of a few people who are only out for themselves.

I feel the biggest threat currently is our fleet. We are one major mechanical mishap away from limiting our capability. While I realize this is ultimately up to the city council on how it allocates funds, I think however that more education needs to be done so the city is fully aware of this problem.

Remaining a "work place of choice"...as stated the reasons in the previous question. How does the Folsom Fire Dept. remain a competitive work place of choice? Show your people through actions in addition to words that you stand with them, believe in them, and support them and they will follow you to greatness. This organization has been doing "more with less" since 2008 and somehow that has become the "expectation"...I understand there is only so much money to go around...that is not what I am saying here...but when is enough enough? We cannot continue to operate with task saturated DC's/BC's, Prevention bureau and depleted admin as the "norm"? It's been a decade, yes a decade since the great housing crash...it's time to stop the economic decisions based on "fear(s)" and base them off of concrete numbers and data. So, the "threat" to this department is the "City" continuing to think that it can run efficiently and effectively on skeleton crews....

Not staying unified. Not pushing forward and growing.

Our threats are any complacency among personnel that may result in unnecessary loss, injury and poor perception among our community members or by neighboring departments.

A threat can be constant turnover if moral and trainings are not priority

Folsom threats include rapid attrition creating a void in leadership positions due to a lack of career development. Employee retention has historically been an issue as well, however I feel we're on the right path to rectifying this issue with improved contracts, better moral, and more emphasis on the general health and well being of its members creating a family atmosphere.

Lack of leadership and accountability.

Losing members to other agencies that offer more formalized training programs, better pay scales and/or benefits, having to turn down employees who are motivated to work harder above and beyond due to lack of ability to offer OT or some other compensation.

All of the WUI that still has such overgrowth in the city.

We are at risk of not getting top applicants due to 15 step and low entry pay.

Increased costs to maintain aging apparatus.

The Truck Company is our busiest first responder unit which prevents the crews from properly allocating time to train on all disciplines.

Lack of dedicated fleet maintenance personnel leads to catastrophic failures of apparatus.

Aging buildings create health hazards for personnel.

16 years for entry level FF to reach top step deters potential candidates and

encourages current employees to leave.

Overworked Division Chiefs are unable to properly manage their divisions. The workload and stress has led to multiple health issues and marital problems. 70+ hours a week is not sustainable.

Weak economic forecasts could suppress investment into the department.

Increased demand for service is out pacing the departmental organizational structure.

Complacency

We are not prepared for our leaders to leave

We do not have a training plan for our potential future leaders to grow into new spots or positions

We have low base pay and there are actively 10 people looking to leave, if they all were to leave it would crush the department and ruin morale even more with constant force hires daily

Lack of succession planning

Threats of losing personnel

The City. (Yes, I know you said internal but this directly impacts us internally) Their continued failure to support this organization will only continue to erode the morale of the organization. No understanding of our business (both a City staff and Fire staff failure) will only ensure our continued success in not growing both in needed staffing at all levels and professionally.

The Command Staff. You have rogues amongst your rank that continue to be provided opportunity to harm our people from becoming performers and contributors beyond the minimum that keeps their paycheck flowing. Why do the extra when you are continually abused, taken advantage of, and not recognized for the good that this organization does.

Our people. As they internalize the above threats they become apathetic. We are an organization that strives to do less and point out the failures and/or shortcomings of others. When we have people who can't do their job, hide, and aren't held accountable to their job and our mission how can you blame those who perform above and want more when they start doing less. Made worse when nothing gets done about the known failings of some even when presented with the facts. This only perpetuates the downward motivation trend

Continued failings in fleet, equipment, computers, etc.

Culture and how people are treated. No mentorship or coaching of new employees.

"Brotherhood" is going away. Some people in positions of leadership.

Other Feedback

I want to say I love working for the City of Folsom Fire Department and would be honored to finish my fire career here. Making Folsom Fire a workplace of choice is always in the back of my mind when making daily decisions within this organization.
Overall, I am enjoy being an employee of Folsom fire. I want us to be seen in the area as an aggressive hardworking fire department. I believe certain crews are making this happen while others are happy being lazy and not taking their job seriously. With that being said, a cultural change is happening in a positive direction.
Employees feel undervalued
The youth of our department is our future. We should continue to development them so they can lead the future. This means more involvement by our current leaders and giving them the training and development they deserve.
Thank you for offering this to the members of our department. I have worked for agencies that never sought input from its members on its future planning. This gives everyone a chance to put their two cents in.
Overall, we have a great agency. We have come a very long way for the better in a very short time. We can always expect gains and losses. We must express the importance of strong leadership and identify a career development path for the future leaders of our agency. We do not have that! The admin is at best "barely getting by". This agency could be so much more if we had appropriate admin staffing levels to set and enforce expectations. We also need to set up a career development path. Currently I don't see enough people qualified to be able to promote to the upper ranks. That only leaves one option, that is to hire from the outside.
N/A
To become a fire district with south placer and eldorado hills
Why do we lack hose and equipment, turn key apparatus, functional alerting systems, a functional computer reporting system, failing probationary employees, a City who doesn't support the Fire Department and expect anything other than what we have? Until the City provides adequate support and corrects the staffing they took from us and starts to see this department fail because of their practices I would not expect much to change. It's time the City reap the benefits of their decisions. It's because of our people that the City hasn't experienced the failures of their decisions. Instead, we are expected to perform well above and beyond our means and at the direct expense of our health and our family's well being. That is our greatest strength and weakness explained! We refuse to let our customers feel the organizations' failures because that is why we are here and this is the internal make up who most of who call Folsom Fire Department their home. I feel we are on the brink of some catastrophic failure as long as our practices are focused around covering for the City's failure to run its Fire Department with adequate resources. We have inadequate oversight in the most crucial areas of our organization.
Thank you for reaching out and doing this survey. I hope other employees take the time to share their input. I hope some of the ideas you receive can be implemented for the better of the FCFD.

APPENDIX E – FIRE DEPARTMENT STAFFING PLAN

The following Fire Department staffing plan lists position needs as the City and Department reach various thresholds, including an increased demand for succession planning, emergency response, medical transport, and development of the Folsom Plan Area.

Current Staffing	The following staffing levels are inclusive of the positions the Department has in each division.	
Division	Position	Qty
Administration	Fire Chief	1
	Division Chief- Admin/Ops	0
	Administrative Assistant	1
	Administrative Technician	1
	Office Assistant	1
Fire Prevention	Deputy Fire Marshal	1
	Fire Prevention Officer	2
Emergency Medical Services	Division Chief- EMS	0
Training	Division Chief- Training	1
Operations	A-Shift Battalion Chief*	1
	B-Shift Battalion Chief	1
	C-Shift Battalion Chief*	1
	Engine 36	9
	Engine 37	9
	Engine 38	9
	Engine 39	9
	Truck 35	12
	Medic Ambulance 35	6
Medic Ambulance 36	6	
Medic Ambulance 37	6	
Total		77

*Currently filled by Division Chief positions.

Phase 1- (2020-2021)	This phase includes restoring one battalion chief in the Operations Division. This will allow for the reassignment of one division chief from a 24-hour shift assignment to a traditional work week to manage the Emergency Medical Services Division.	
Division	Position	Qty
Administration	Fire Chief	1
	Division Chief- Admin/Ops	0
	Administrative Assistant	1
	Administrative Technician	1
	Office Assistant	1
Fire Prevention	Deputy Fire Marshal	1
	Fire Prevention Officer	2
Emergency Medical Services	Division Chief- EMS	1
Training	Division Chief- Training	1
Operations	A-Shift Battalion Chief*	1
	B-Shift Battalion Chief	1
	C-Shift Battalion Chief	1
	Engine 36	9
	Engine 37	9
	Engine 38	9
	Engine 39	9
	Truck 35	12
	Medic Ambulance 35	6
	Medic Ambulance 36	6
Medic Ambulance 37	6	
Float Personnel	0	
Total		78

*Currently filled by a Division Chief position.

Phase 2- (2021-2022)	This phase includes adding three firefighters to prepare for Engine 35 staffing requirements. It also includes adding one mechanic to reinstitute a department maintenance and repair program for fire apparatus and staff vehicles while still utilizing private vendors for demands that exceed capacity.	
Division	Position	Qty
Administration	Fire Chief	1
	Division Chief- Admin	0
	Administrative Assistant	1
	Administrative Technician	1
	Office Assistant	1
	Fire Mechanic	1
Fire Prevention	Deputy Fire Marshal	1
	Fire Prevention Officer	2
Emergency Medical Services	Division Chief- EMS	1
Training	Division Chief- Training	1
Operations	A-Shift Battalion Chief*	1
	B-Shift Battalion Chief	1
	C-Shift Battalion Chief	1
	Engine 36	9
	Engine 37	9
	Engine 38	9
	Engine 39	9
	Truck 35	12
	Medic Ambulance 35	6
	Medic Ambulance 36	6
	Medic Ambulance 37	6
Float Personnel	3	
Total		82

*Currently filled by a Division Chief position.

<p>Phase 3- (2022-2023)</p>	<p>This phase includes adding the additional required personnel for Engine 35, along with the needed promotions for the engine company. Adding the engine company allows for the appropriate fire and life safety coverage for the Historic District and the Central Business District. Both districts are currently protected by Truck 35, which does not have a pump or the required water to effectively suppress a structure fire. Adding the needed engine company will allow the truck company to be utilized throughout the City as intended (structure fire ventilation, laddering, search, vehicle accidents, technical rescue, training, public education).</p>	
<p>Division</p>	<p>Position</p>	<p>Qty</p>
<p>Administration</p>	<p>Fire Chief Division Chief- Admin/Ops Administrative Assistant Administrative Technician Office Assistant Fire Mechanic</p>	<p>1 0 1 1 1 1</p>
<p>Fire Prevention</p>	<p>Deputy Fire Marshal Fire Prevention Officer</p>	<p>1 2</p>
<p>Emergency Medical Services</p>	<p>Division Chief- EMS</p>	<p>1</p>
<p>Training</p>	<p>Division Chief- Training</p>	<p>1</p>
<p>Operations</p>	<p>A-Shift Battalion Chief* B-Shift Battalion Chief C-Shift Battalion Chief Engine 35 Engine 36 Engine 37 Engine 38 Engine 39 Truck 35 Medic Ambulance 35 Medic Ambulance 36 Medic Ambulance 37</p>	<p>1 1 1 9 9 9 9 9 9 12 6 6 6</p>
<p>Total</p>		<p>88</p>

*Currently filled by a Division Chief position.

<p>Phase 4- (2023-2024)</p>	<p>This phase includes restoring one battalion chief in the Operations Division. Prior to this point, one division chief was also covering battalion chief duties. This will allow for the reassignment of the division chief from a 24-hour shift assignment to a traditional work week to manage the Administration and Operations Divisions. It also includes adding three firefighters to prepare for Engine 34 staffing requirements in the Folsom Plan Area. Additionally, one Fire Prevention Officer will be added to provide the operational support functions associated with City growth.</p>	
<p>Division</p>	<p>Position</p>	<p>Qty</p>
<p>Administration</p>	<p>Fire Chief Division Chief- Admin/Ops Administrative Assistant Administrative Technician Office Assistant Fire Mechanic</p>	<p>1 1 1 1 1 1</p>
<p>Fire Prevention</p>	<p>Deputy Fire Marshal Fire Prevention Officer</p>	<p>1 3</p>
<p>Emergency Medical Services</p>	<p>Division Chief- EMS</p>	<p>1</p>
<p>Training</p>	<p>Division Chief- Training</p>	<p>1</p>
<p>Operations</p>	<p>A-Shift Battalion Chief B-Shift Battalion Chief C-Shift Battalion Chief Engine 35 Engine 36 Engine 37 Engine 38 Engine 39 Truck 35 Medic Ambulance 35 Medic Ambulance 36 Medic Ambulance 37 Float Personnel</p>	<p>1 1 1 9 9 9 9 9 12 6 6 6 3</p>
<p>Total</p>		<p>93</p>

Phase 5- (2024-2025)	This phase includes adding the additional required personnel for Engine 34, along with the needed promotions to add the engine company. Engine 34 will serve the Folsom Plan Area, south of Highway 50. Additionally, this phase includes adding one Division Chief- Fire Marshal to manage the Fire Prevention Division and one Training Division fire captain to assist with the required training needs as the department grows with the community.	
Division	Position	Qty
Administration	Fire Chief Division Chief- Admin/Ops Administrative Assistant Administrative Technician Office Assistant Fire Mechanic	1 1 1 1 1 1
Fire Prevention	Division Chief- Fire Marshal Deputy Fire Marshal Fire Prevention Officer	1 1 3
Emergency Medical Services	Division Chief- EMS	1
Training	Division Chief- Training Fire Captain	1 1
Operations	A-Shift Battalion Chief B-Shift Battalion Chief C-Shift Battalion Chief Engine 34 Engine 35 Engine 36 Engine 37 Engine 38 Engine 39 Truck 35 Medic Ambulance 35 Medic Ambulance 36 Medic Ambulance 37	1 1 1 9 9 9 9 9 9 12 6 6 6
Total		101



City of Folsom Fire Department
Established March 3, 1857

*For more information about the Folsom Fire Department, please call (916) 461-6300
or visit our website at www.folsom.ca.us/fire*