

May 2023



STRATEGIC PLAN

2023-2028

Prince George's County Fire/EMS Department
Prince George's County, MD

Prepared by:



FITCH & ASSOCIATES, LLC

2901 Williamsburg Terrace #G ▪ Platte City ▪ Missouri ▪ 64079

816.431.2600 ▪ www.fitchassoc.com

CONSULTANT REPORT

Table of Contents

EXECUTIVE SUMMARY	3
PURPOSE OF STRATEGIC PLANNING	4
METHODOLOGY	5
GOVERNANCE	7
FIRE DEPARTMENT HISTORY AND OVERVIEW	8
AGENCY MISSION, VISION, VALUES	9
AGENCY STATUS ANALYSIS	10
STRATEGIC OBJECTIVES AND OUTCOMES	12
HOW DO WE CONTINUE TO IMPROVE ON PROTECTING LIVES, PROPERTY AND THE ENVIRONMENT BEFORE AND DURING EMERGENCY EVENTS?	13
HOW DO WE MEET THE INCREASES IN SERVICE DEMANDS OVER THE COMING YEARS?	17
HOW DO WE BETTER EXPLAIN OUR SERVICES AND DEMONSTRATE OUR VALUE TO OUR COMMUNITY?	20

EXECUTIVE SUMMARY

Fitch & Associates, LLC was contracted by the Prince George’s County Fire/EMS Department (PGFD) to provide a facilitated strategic planning process. The process included three days of onsite meetings with the fire chief, agency support staff, and community stakeholders between September 17 and 20 2022. On September 17th the agency hosted “town hall” style meeting where a forty-two-member group of internal and external stakeholders completed a strategic visioning process. The process included a review of the value of strategic planning; a review of the community stakeholders’ perception of the Prince George’s County Fire/EMS Department before and after the facilitated process; an analysis of the agency’s strengths, weaknesses, opportunities and challenges (SWOC); an introduction to the Commission on Fire Accreditation International fire agency accreditation process; plus, a review of the agency’s desired strategic planning statements for final inclusion into a strategic plan. At the conclusion of the process, the stakeholders derived three key themes:

1. How do we continue to improve on saving lives, property, and the environment during and prior to emergency events?
2. How do we meet the increasing service demands over the coming years?
3. How do we better explain our services and demonstrate our value to our community?

From these key themes, members of the agency’s command, line and administrative staff developed a list of 16 outcome measurements that will be used as a “report card” to more easily communicate key areas of performance that are the most valuable to the community. By engaging in this customer-centric process, the Prince George’s County Fire/EMS Department is positioning itself to better meet the needs and expectations of their community, and to communicate performance and progress in a way that is more easily understood by the community.



PURPOSE OF STRATEGIC PLANNING

Strategic planning is an intentional process by which an agency or organization surveys the industry trends; evidence-based practices; the customer’s needs and wants; the current and future available resources, and the current and future capabilities of the agency to determine performance gaps. Once these gaps are identified, the agency can then determine organizational objectives, supporting goals and critical tasks necessary to close or eliminate the performance gaps. At the completion of the process, the agency will possess a planning document that helps better focus organizational resources towards measurable outcomes to maximize departmental efficiency and effectiveness. The process of strategic planning also provides additional value when a broad array of stakeholders come together to develop consensus on organizational performance gaps and potential solutions. The effectiveness of the team is enhanced through the power of shared vision and goals.



“From outside the fire service looking in, you can never really understand it. From inside the fire service looking out, you can never really explain it” - Unknown

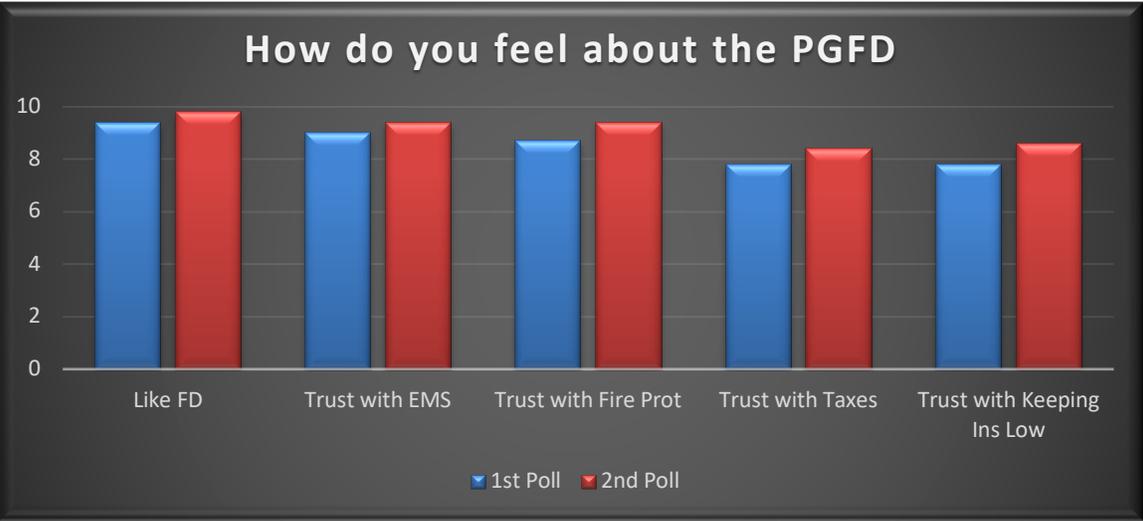
METHODOLOGY

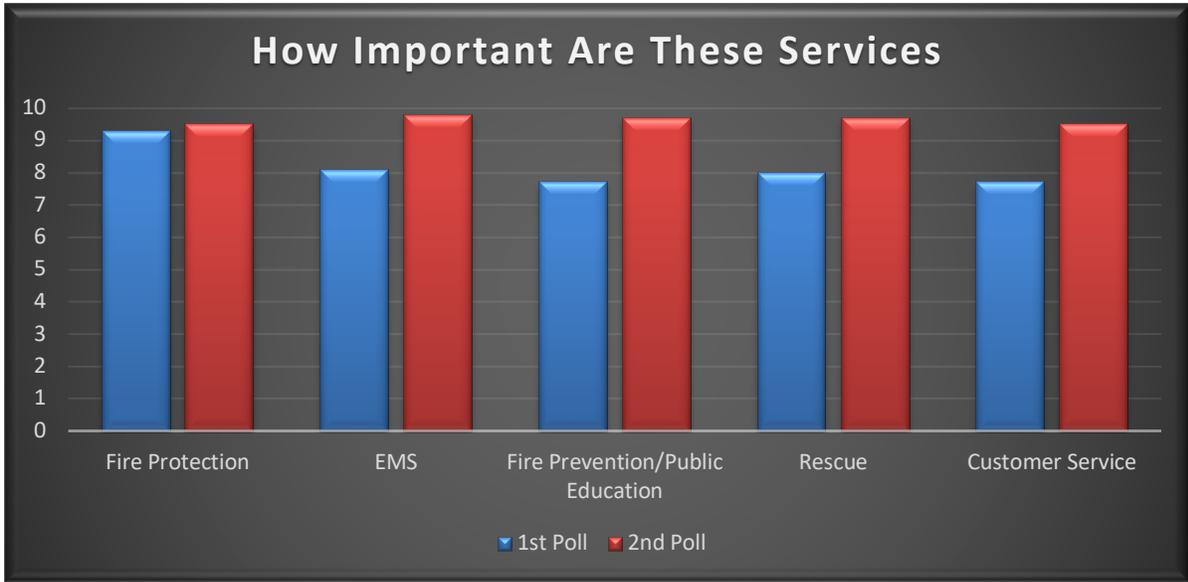
Fitch & Associates, LLC was contracted by the Prince George’s County Fire/EMS Department (PGFD) to provide a facilitated strategic planning process. The process included three days of onsite meetings with the fire chief, agency support staff, and community stakeholders between September 17 and 20 2022. On September 17th the agency hosted “town hall” style meeting where a forty-two-member group of internal and external stakeholders completed a strategic visioning process. The process included a review of the value of strategic planning; a review of the community stakeholders’ perception of the Prince George’s County Fire/EMS Department before and after the facilitated process; an analysis of the agency’s strengths, weaknesses, opportunities and challenges (SWOC); an introduction to the Commission on Fire Accreditation International fire agency accreditation process; plus, a review of the agency’s desired strategic planning statements for final inclusion into a strategic plan. At the conclusion of the process, the stakeholders derived three key themes:

- 1. How do we continue to improve on saving lives, property, and the environment during and prior to emergency events?
- 2. How do we meet the increasing service demands over the coming years?
- 3. How do we better explain our services and demonstrate our value to our community?

From these key themes, members of the agency’s command, line and administrative staff developed a list of 11 strategic objectives, 16 outcome measurements, and 60 unique supporting goals to prepare the Prince George’s County Fire/EMS Department to meet the needs and expectations of their community and remain a “value-added” organization into the future.

A draft of the proposed strategic plan was provided to the agency to review for errors of fact prior to publishing. The final report also included an internal progress tracking spreadsheet.

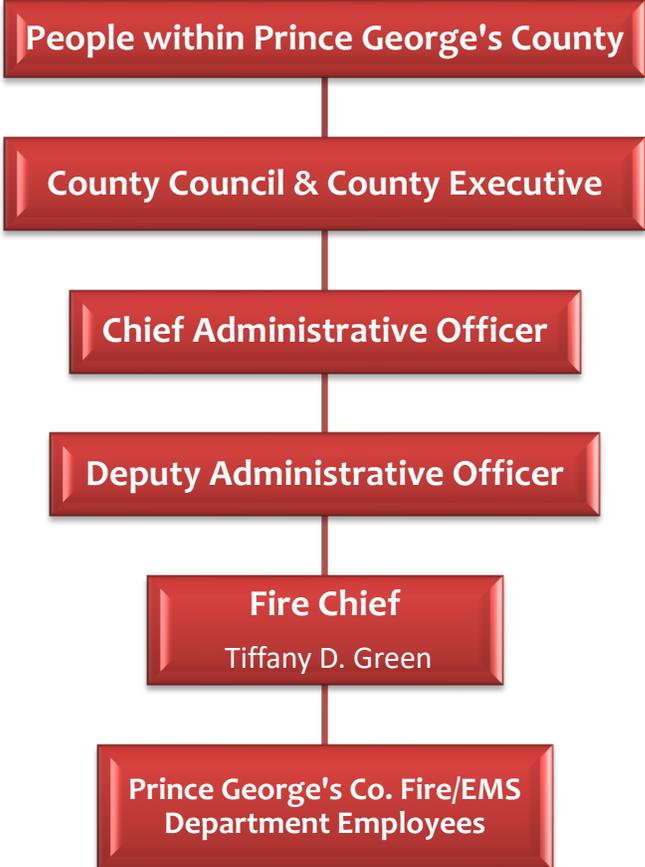




GOVERNANCE

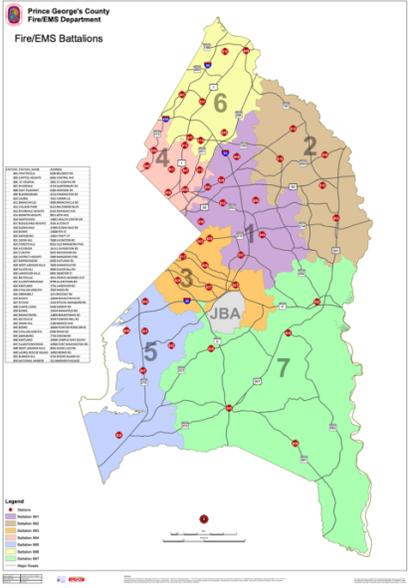
The residents of Prince George’s County elect eleven council members from the community as their governing body. Nine council members are elected by legislative districts and must reside within the district boundaries during their entire term. Two council members are elected at-large. All elections are non-partisan. Terms are four years in length, and council members can only serve two terms, except for cases where a district representative completes their term limit for their district seat but are then elected to at-large seats, where they are allowed another two-term limit. The residents also elect a County Executive who serves as the highest-ranking elected official and responsible for the executive branch of the county government.

The County Executive selects and appoints the Fire Chief, with confirmation by County Council. The Fire Chief directs and coordinates the various functions and divisions within the organization, administers the budget, and makes reports and recommendations to the County Executive, the county executive staff (including the Chief Administrator Officer and appropriate Deputy Chief Administrative Officer) and County Council. The Fire Chief is an at-will position with authority to hire, promote, terminate, and transfer all Department employees.



FIRE DEPARTMENT HISTORY AND OVERVIEW

From Prince George’s County’s colonial beginnings until the late 1800s, loosely organized bucket brigades were a community’s only source of fire protection. In 1879, the town of Upper Marlboro instituted a rudimentary alarm system that allowed for a quicker organization of bucket brigade volunteers¹. Upper Marlboro followed up with an incorporated volunteer fire company in 1887, with other towns in Prince George’s County following suit at the turn of the century until the early 1920s². In 1968, the Department of Fire Protection was created, merging all fire protection organizations under a unified command.³



Today the PGFD is a full-service combination career/volunteer department providing fire suppression, emergency medical services (EMS), fire prevention, hazardous materials, confined space rescue, high angle rescue, marine rescue, hazardous materials, technical rescue services, and bomb and explosive device response for Prince George’s County, Maryland.

The agency is staffed with over 990 personnel, deployed from 45 fire stations. The District protects a total population of over 967,000, over a 499 square mile area, including 16 square miles of waterway.

For more information on agency service delivery, performance, equipment, facilities, and personnel, please refer the 2023 - Prince George’s County Fire/EMS Department – Community Risk Assessment and Standards of Cover.

¹ Prince George’s County Volunteer Fire & Rescue Association. Association History. 2021. <https://www.PGCountyvfra.org/content/history/>. Accessed 4 June 2021.

² Prince George’s County Volunteer Fire & Rescue Association. Association History. 2021. <https://www.PGCountyvfra.org/content/history/>. Accessed 4 June 2021.

³ Prince George’s County Portal. Fire Commission. 2021. <https://www.princegeorgescountymd.gov/704/Fire-Commission>. Accessed 4 June 2021.

AGENCY MISSION, VISION, VALUES

The Prince George’s County Fire/EMS Department has a well-established organizational mission, vision, and list of values.

MISSION STATEMENT

“The mission of the Prince George’s County Fire/EMS Department is to serve our communities with excellence by providing the highest quality of risk reduction, fire suppression, rescue, emergency medical, and all-hazards response services to enhance the quality of life in Prince George’s County.”

VISION STATEMENT

“The Prince George’s County Fire/EMS Department strives to be recognized as a progressive, innovative, and dynamic public safety leader committed to exemplary customer service and excellence in all our services.”

VALUES

The Prince George’s County Fire/EMS Department takes extreme PRIDE in our core values and is reflective in our service to our communities through:

Professionalism- We believe in the pursuit of excellence and in providing high-quality professional service with empathy, dignity, and compassion.

Respect- We strive to understand and embrace our differences, value the contributions of all, and treat everyone with courtesy and respect.

Integrity- We uphold the public’s trust and hold each other accountable for our actions.

Diversity- We embrace diversity and promote an equitable and inclusive culture that provides opportunities for all.

Ethics- Our actions in our professional and personal lives will reflect the values and ideals of our County and the communities we serve in a manner that maintains integrity, honor, and trustworthiness.

AGENCY STATUS ANALYSIS

The Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis is designed to help the organization assess itself in order to determine its current state of effectiveness as well as its future competitors, anticipated changes, and survival trajectories. Stakeholders were asked to develop a broad list of items from each category, which was then summarized as follows:

Strengths: Things the agency does particularly well, competitive advantages, preparedness investments that are paying off, etc.

- Resilient workforce
- Health and wellness programs are improving over time
- Good customer service
- Good community relations
- Good fire and EMS equipment
- Good relationships with surrounding fire and other emergency service agencies
- Great staff, invested in the community
- Good teamwork and support amongst staff
- Prince George's County Fire attracts volunteer firefighters from other regions due to opportunities for fire service experience

Weaknesses: Things that the agency doesn't do particularly well, competitive disadvantages, blind spots, not prepared for, liabilities, etc.

- Need to improve the health of fire apparatus
- Lack of reserve fire apparatus
- Lack after-hours assistance to 24-hour operations
- Need to review and improve the smoke alarm installation program
- Need to improve internal communications and coordination
- Only 23% of career fire employees live in the county
- Accurately tracking the actual residences of volunteer firefighters
- Lack of staffing to address growing severity and frequency of emergency events
- Recruitment from county residents
- Retention of volunteer and career firefighters
- Inexperience of staff due to rapid turnover
- Lack of support staff
- Outdated policies and procedures
- Challenged to keep up with changing technology in the industry
- Call handling/processing time with dispatch
- Need to distribute the updated professional development plan, currently in County Human Resources
- Need better promotional preparation training
- Cardiac survival percentage lower than national average? (CARES, 16%)

- Community speaking/engagement events/meetings
- Maintaining morale
- Inefficiency with return to duty processes

Opportunities: Opportunities the agency should explore that would improve its mission, service delivery, efficiencies, reputation, survivability as an organization.

- Fire administration to report out on citizen complaints and root causes
- Evaluate the proper number of support staff members necessary to accomplish goals
- Explore efficiency opportunities, such as new technologies
- Explore additional revenue opportunities
- Improve cardiac survival percentage
- Achieve accreditation from the Commission on Fire Accreditation International
- Expand public education program
- Expand opportunities for lower ranking employees to take on special projects for professional development
- Expand diversity within ranks and within the station bid process
- Develop an Environmental, Sustainability and Governance plan (ESG) for the Department
- Explore public/private partnerships
- Expand fire officer development program

Challenges: Things that threaten to undermine the agency mission, service delivery, efficiencies, reputation, survivability as an organization.

- Confusion between law enforcement and fire when dealing with patients suffering from mental or behavior health issues
- Unfunded government mandates
- Mandates from other county agencies without regard to the mission of the fire department
- Need better coordination between County Planning processes and fire department facilities placement
- Maintaining service levels over time
- Achieving adequate levels of funding
- Communicating service level impacts to the community
- Economic downturn
- High levels of inflation
- Supply chain issues
- Hospital patients “drop off” times
- Increasing inappropriate use of the 911 system by a segment of the public

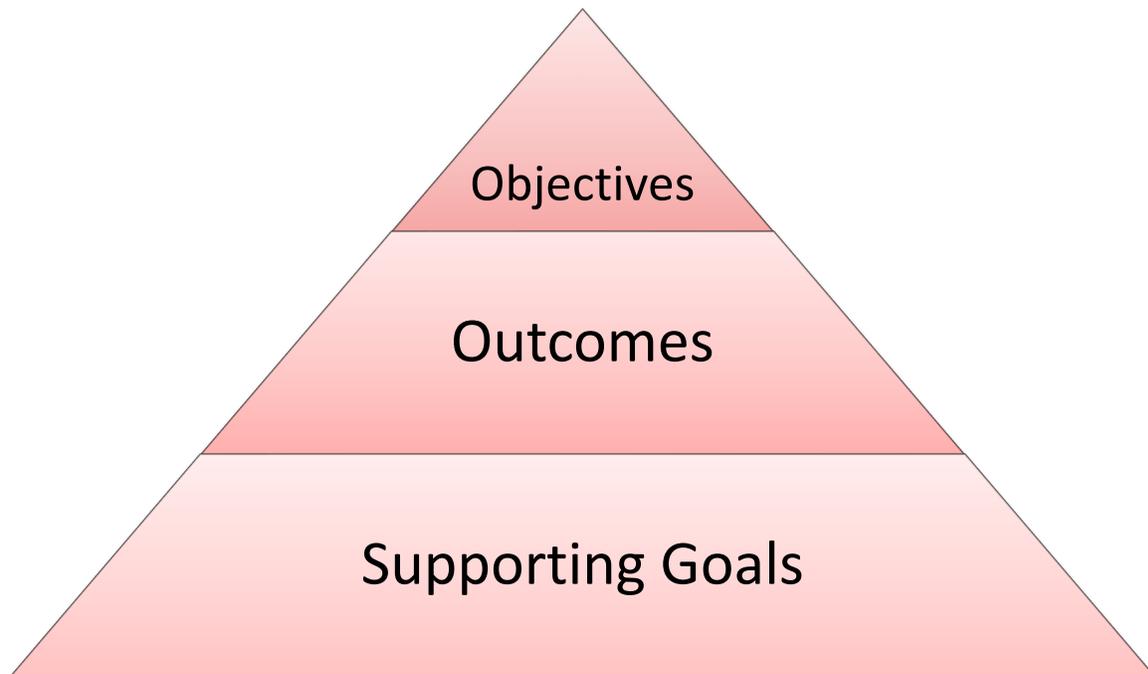
STRATEGIC OBJECTIVES AND OUTCOMES

This plan was developed with the primary goal of helping the fire department communicate more effectively to the community in how best they can evaluate the performance of their fire department. This plan uses three levels of evaluation; strategic objectives, outcomes, and supporting goals to help the reader understand the relationship between the lower-level goals with the higher-level outcomes. For example, a patient may not care about how everything worked together behind the scenes to provide lifesaving service in response to their cardiac arrest, but they are keenly interested in surviving the cardiac event neurologically intact. However, the outcome (surviving the cardiac event neurologically intact) requires many different processes that must work in concert to achieve the desired outcome. Below is a brief description of each of these elements.

Strategic Objective: A statement that helps create an overall vision and set of goals that will help the organization focus and achieve a desired outcome.

Strategic Outcome: Statement that describes the result or end-state of the activity. This is usually the most important category to evaluate agency effectiveness.

Supporting Goals: An incremental step(s) needed to accomplish the higher-level/desired outcome.



In this plan, strategic outcomes and goals may be repeated throughout the document since the same goal may solve for many different strategic initiatives. For example, rapid turnout times can help improve the outcome for literally thousands of responses. Some of the efforts listed below will concentrate on fire related problems and others will concentrate on emergency medical problems. In the end, rapid turnout times can benefit both.

How Do We Continue to Improve on Protecting Lives, Property and the Environment Before and During Emergency Events?

1.1 Improve Survivability for Victims of Fire, Hazardous Material Release, Entrapment, or other Crisis Events

Outcome Measurements

Keep annual growth rate of structure fire instances at or below annual population growth rate (percent of structure fires lower than percentage of population growth year over year)

Contain structure fires to the room of origin 70 percent for 90 percent of incidents (Urban – rolling 3-year average)

Contain structure fires to the room of origin 45 percent for 90 percent of incidents (Rural – rolling 3-year average)

Zero civilian deaths due to fire (structure fires/accidental/unintentional)

Rescue victims of entrapment within 10 minutes from patient contact, 90 percent of the time (emergent calls, patient contact to patient extricated, in assistance to local hospital ER trauma unit accreditation standard)

Supporting Goals

- Ensure emergency 911 calls for service are processed within 3 minutes and 30 seconds, for 90 percent of incidents (alarm handling)
- Turnout time for fire, hazardous material, or technical rescue calls within 1 minute and 50 seconds, for 90 percent of incidents (emergency calls, unit alert to wheels rolling)
 - Monitor and report turnout time performance quarterly (rolling 90 and 365-day, by member or officer)
- For all fire, hazardous material, or technical rescue incidents, the 90th percentile of total response time for the arrival of the first due unit, staffed with a minimum of three firefighters, shall be 8 minutes (urban) or 12 minutes (rural)
- Inspect 100% of all commercial fire protection systems biennially

- Inspect 100% of high-risk occupancies annually
- Inspect 100% of State mandated occupancies annually
- Inspect 90% of moderate and low-risk occupancies biennially
- Prepare for the adoption of the 2021 Fire Code
- Develop strategies to improve quality and quantity of incident data reporting by officers and paramedics
 - Time stamp “water on the fire”
 - Time stamp “primary search complete”
 - Time stamp “extrication complete”
 - Time stamp “at patient side/victim side”
- Keep annual Unit Hour Utilization percentage below 30% for all units (annually)
- Review response modes to fire alarms, low acuity medical calls, lift assists, etc.

1.2 Improve Survivability of Patients Experiencing Acute Medical Emergencies

Outcome Measurements

Keep the annual growth rate of EMS calls at or below annual population growth rate (percent of EMS calls for service lower than percentage of population growth year over year)

Maintain a cardiac survival rate at or above the national average (CARES)

Supporting Goals

- Ensure emergency 911 calls for service are processed within 3 minutes and 30 seconds, for 90 percent of incidents (alarm handling)
- Turnout time for EMS calls within 1 minute and 50 seconds, for 90 percent of incidents (emergency calls, unit alert to wheels rolling)
- First EMS capable unit arrival at medical calls for service, within the urban zone, requiring the use of personal protective equipment within 7 minutes and 40 seconds, for 90 percent of incidents (emergency calls, 911 received to unit arrival)

- First EMS capable unit arrival at medical calls for service, within the rural zone, requiring the use of personal protective equipment within 11 minutes and 40 seconds, for 90 percent of incidents (emergency calls, 911 call received to unit arrival)
- Develop a response time standard for arrival of first transport capable ambulances on moderate/high risk EMS incidents
- Maintain a CPR fraction rate of at least 85 percent, for 90% of cardiac arrest incidents
- Keep Unit Hour Utilization percentage below 30% for all units
- Review response modes to fire alarms, low acuity medical calls, and lift assists.
- Explore strategies that measure and improve definitive patient care
 - Example: Recognize and transport medical alerts (STEMI, stroke, trauma) within 10 minutes, for 90 percent of incidents (at patient side to transport)
- Develop a bystander CPR participation rate target
- Partner with community agencies to offer bystander “hands-only” CPR training

1.3 Improve Firefighter Safety and Survival

Outcome Measurements

Keep annual growth rate of structure fire instances at or below annual population growth rate (percent of structure fires lower than percentage of population growth year over year)

Contain structure fires to the room of origin 70 percent for 90 percent of incidents (Urban – rolling 3-year average)

Contain structure fires to the room of origin 45 percent for 90 percent of incidents (Rural – rolling 3-year average)

Zero firefighter Line of Duty deaths

Maintain annual employee injury rate below 20 percent of total allocated staffing (less than 198 reportable industrial injuries per year)

Supporting Goals

- Ensure emergency 911 calls for service are processed within 3 minutes and 30 seconds, for 90 percent of incidents (alarm handling)
- Turnout time for fire, hazardous material, or technical rescue calls within 1 minute and 50 seconds, for 90 percent of incidents (emergency calls, unit alert to wheels rolling)

- For all fire, hazardous material, or technical rescue incidents, the 90th percentile of total response time for the arrival of the first due unit, staffed with a minimum of three firefighters, shall be 8 minutes (urban) or 12 minutes (rural)
- Inspect 100% of all commercial fire protection systems biennially
- Inspect 100% of high-risk occupancies annually
- Inspect 100% of State mandated occupancies annually
- Inspect 90% of moderate and low-risk occupancies biennially
- Prepare for the adoption of the 2021 Fire Code
- Maintain appropriate staffing levels
- Analyze security of all agency facilities (station hardening)
- Analyze equipment and inventory security for all fire apparatus (apparatus hardening)

1.4 Improve Agency Resiliency During Crisis-Level Events

Supporting Goals

- Increase quantity of reliable reserve fire apparatus
- Explore strategies to increase the number of employees and volunteers that live within the jurisdiction
- Maintain appropriate staffing levels
- Work with local hospitals to lessen the adverse impact of extended “drop off” times for patient transports
- Improve the training levels and opportunities for the Department’s Incident Management Team

How Do We Meet the Increases in Service Demands Over the Coming Years?

2.1 Reduce Financial and Legal Risk/Liability to the Fire Department and Prince George's County

Outcome Measurements

Zero firefighter Line of Duty deaths

Maintain annual employee injury rate below 20 percent of total allocated staffing (less than 198 reportable industrial injuries per year)

Zero substantiated cases of harassment/discrimination

Zero cases of requiring formal disciplinary action (action above written reprimand)

Supporting Goals

- Provide liability reduction/ harassment prevention training to all employees and board members annually
- Update and maintain a two-year training plan
- Update and distribute succession planning/professional development policies
- Improve quality and accuracy of report writing by officers, paramedics and EMT's.
- Develop system to review/update all policies every two years
- Develop an "at fault" vehicle accident reduction program

2.2 Improve Efficiency within the Current Budget Process

Outcome Measurements

Keep annual growth rate of structure fire instances at or below annual population growth rate (percent of structure fires lower than percentage of population growth year over year)

Keep the annual growth rate of EMS calls at or below annual population growth rate (percent of EMS calls for service lower than percentage of population growth year over year)

Maintain Workers' Compensation costs below 3% of annual budget

Supporting Goals

- Purchase sufficient fire apparatus to ensure fleet health complies with apparatus replacement plan
- Increase quantity of reliable reserve fire apparatus
- Research alternative revenue sources such as cost recovery, Ground Emergency Medical Transport, and fees for service programs.
- Pursue and coordinate grant opportunities with a positive return in investment
- Strategic planning group will meet at least annually to review progress and updates
- Develop an “at fault” vehicle accident reduction program
- Maintain appropriate staffing levels
- Enhance promotional preparation training opportunities
- Improve the “return to duty” processes
- Report out activities and their associated costs attributed to “unfunded mandates”

2.3 Prepare for Population Growth within the Jurisdiction

Outcome Measurements

Keep annual growth rate of structure fire instances at or below annual population growth rate (percent of structure fires lower than percentage of population growth year over year)

Keep the annual growth rate of EMS calls at or below annual population growth rate (percent of EMS calls for service lower than percentage of population growth year over year)

Contain structure fires to the room of origin 70 percent for 90 percent of incidents (Urban – rolling 3-year average)

Contain structure fires to the room of origin 45 percent for 90 percent of incidents (Rural – rolling 3-year average)

Maintain a cardiac survival rate at or above the national average (CARES)

Supporting Goals

- Ensure emergency 911 calls for service are processed within 3 minutes and 30 seconds, for 90 percent of incidents (alarm handling)
- Turnout time for fire, hazardous material, or technical rescue calls within 1 minute and 50 seconds, for 90 percent of incidents (emergency calls, unit alert to wheels rolling)
- For all fire, hazardous material, or technical rescue incidents, the 90th percentile of total response time for the arrival of the first due unit, staffed with a minimum of three firefighters, shall be 8 minutes (urban) or 12 minutes (rural)
- Inspect 100% of all commercial fire protection systems biennially
- Inspect 100% of high-risk occupancies annually
- Inspect 100% of State mandated occupancies annually
- Inspect 90% of moderate and low-risk occupancies biennially
- Prepare for the adoption of the 2021 Fire Code
- Maintain appropriate staffing levels
- Explore mobile integrated health programs and other strategies to lower the instances of inappropriate use of the 911 system

How Do We Better Explain Our Services and Demonstrate Our Value to Our Community?

3.1 Promote a Positive Agency Reputation within the Community

Outcome Measurements

Recruit and hire employees that represent the demographic make-up of the community
(census data for region)

Achieve Accredited status from the Commission on Fire Accreditation International (CFAI)

Supporting Goals

- Explore a resident's fire academy program for interested community leaders and media
- Explore developing a Youth Fire Camp
- Increase the number of new employee applicants from the local community
- Review and update Department website annually
- Provide public speaking/presentation to community groups
- Explore a customer/patient satisfaction survey program
- Develop a list of community stakeholders for future strategic planning efforts
- Review and improve smoke alarm installation program
- Continue to support community events such as the Food Basket, Toys for Tots and Christmas in April, and pet microchip programs

3.2 Mitigate Fire Related Damage to Allow Occupants to Remain in the Impacted Structure after Suppression Operations

Outcome Measurements

Keep annual growth rate of structure fire instances at or below annual population growth rate (percent of structure fires lower than percentage of population growth year over year)

Contain structure fires to the room of origin 70 percent for 90 percent of incidents (Urban – rolling 3-year average)

Contain structure fires to the room of origin 45 percent for 90 percent of incidents (Rural – rolling 3-year average)

Supporting Goals

- Ensure emergency 911 calls for service are processed within 3 minutes and 30 seconds, for 90 percent of incidents (alarm handling)
- Turnout time for fire, hazardous material, or technical rescue calls within 1 minute and 50 seconds, for 90 percent of incidents (emergency calls, unit alert to wheels rolling)
- For all fire, hazardous material, or technical rescue incidents, the 90th percentile of total response time for the arrival of the first due unit, staffed with a minimum of three firefighters, shall be 8 minutes (urban) or 12 minutes (rural)
- Inspect 100% of all commercial fire protection systems biennially
- Inspect 100% of high-risk occupancies annually
- Inspect 100% of State mandated occupancies annually
- Inspect 90% of moderate and low-risk occupancies biennially
- Prepare for the adoption of the 2021 Fire Code
- Review and improve smoke alarm installation program

3.3 Provide Downward Pressure on Fire Insurance Costs within the Community

Outcome Measurements

Keep annual growth rate of structure fire instances at or below annual population growth rate (percent of structure fires lower than percentage of population growth year over year)

Contain structure fires to the room of origin 70 percent for 90 percent of incidents (Urban – rolling 3-year average)

Contain structure fires to the room of origin 45 percent for 90 percent of incidents (Rural – rolling 3-year average)

Maintain or improve current Insurance Services Office protection ratings for the County

Supporting Goals

- Ensure emergency 911 calls for service are processed within 3 minutes and 30 seconds, for 90 percent of incidents (alarm handling)
- Turnout time for fire, hazardous material, or technical rescue calls within 1 minute and 50 seconds, for 90 percent of incidents (emergency calls, unit alert to wheels rolling)
- For all fire, hazardous material, or technical rescue incidents, the 90th percentile of total response time for the arrival of the first due unit, staffed with a minimum of three firefighters, shall be 8 minutes (urban) or 12 minutes (rural)
- Inspect 100% of all commercial fire protection systems biennially
- Inspect 100% of high-risk occupancies annually
- Inspect 100% of State mandated occupancies annually
- Inspect 90% of moderate and low-risk occupancies biennially
- Prepare for the adoption of the 2021 Fire Code
- Keep annual Unit Hour Utilization percentage below 30% for all units (annually)
- Identify cost-efficient measures to improve or maintain ISO protection classes
- Review ISO rating process in September 2023
- Review and improve smoke alarm installation program

3.4 Provide Value to the Community Beyond the 911 Call

Outcome Measurements

Maintain or improve current Insurance Services Office protection ratings for the County
Achieve Accredited status from the Commission on Fire Accreditation International (CFAI)

Supporting Goals

- Provide fire safety education in all elementary schools
- Partner with local high schools to provide students community service opportunities at the fire stations
- Continue to provide a summer youth program
- Continue to support the Fire Station Open House program
- Continue to support community events such as the Food Basket, Toys for Tots and Christmas in April, and pet microchip programs
- Increase the number of new employee applicants from the local community
- Identify cost-efficient measures to improve or maintain ISO protection classes
- Review ISO rating process in September 2023
- Review and improve smoke alarm installation program

