

VISTA FIRE PROTECTION DISTRICT

Board of Directors

AGENDA

Meeting Location

“Smart Space” Office Center
450 South Melrose Drive



Special Meeting

Tuesday, September 17, 2024
9:00 AM

Americans with Disabilities Act: If you need special assistance to participate in this meeting, please contact the Board Clerk 760-688-7588. Notification 48 hours prior to the meeting will enable the district staff to make reasonable arrangements to assure accessibility to the meeting.

Rules for Addressing Board of Directors: Members of the audience who wish to address the Board of Directors are requested to complete a form near the entrance of the meeting room and submit it to the Board Clerk. Any person may address the Board on any item of Board business or Board concern. The Board cannot act on any matter presented during Public Comment but can refer it to staff for review and possible discussion at a future meeting. As permitted by State Law, the Board may act on matters of an urgent nature, or which require immediate attention.

Agendas: Agenda packets are available for public inspection 24 hours prior to any special meeting posted on the District's website www.vistafireprotectiondistrict.org or by contacting the Clerk of the Board at krannals@vistafpd.org

CLOSED SESSION – AGENDA – 9:00 AM

1. CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION

Pursuant to Gov. Code Section 54956.9 (d)(4)

Based on existing facts and circumstances, the legislative body of the local agency has decided to initiate or is deciding whether to initiate litigation.

Number of potential cases: One

REGULAR SESSION – AGENDA – 10:30 AM

1. CALL TO ORDER

2. PLEDGE OF ALLEGIANCE

3. ROLL CALL

4. OPEN DISCUSSION WITH THE BOARD (Public Comment)

The Board invites District residents and others in attendance to address the Board on any matter of public concern related to the District's business.

5. STRATEGIC PLAN

The Board of Directors and Staff will participate in discussions to review, modify or accept the 2024-2029 Strategic Plan prepared and guided by the consultant Chief Micheal Despain, FireStats, LLC.

6. ADJOURNMENT



VISTA FIRE PROTECTION DISTRICT
Board of Directors
Special Meeting Agenda
Tuesday, September 17, 2024 9:00 am

CERTIFICATION OF POSTING

I certify that on September 12, 2024 a copy of the foregoing agenda was posted on the District's website and near the meeting place of the Board of Directors of Vista Fire Protection District, said time being at least 24 hours in advance of the meeting of the Board of Directors (Government Code Section 54954.2)

Executed at Vista, California on September 12, 2024



Karlene Rannals
Board Clerk



**Vista Fire
Protection District**

Strategic Plan 2024–2029

Acknowledgments

Vista Fire District

James Elliott

President

John Ploetz

Vice President

Robert Fougner

Director

Daniel Gomez

Director

Read Miller

Director

Karlana Rannals

Administrative Manager

Vista Fire Department

Gerard Washington

Fire Chief

Bret Davidson

Deputy Fire Chief

Robbie Ford

Deputy Fire Chief

Steve Wecklich

Division Chief

Mark Vierow

Fire Marshal

James Kozakiewicz

Fire Inspector

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DRAFT

MESSAGE FROM THE PRESIDENT OF THE BOARD

The Vista Fire Protection District (VFPD) has a long history of providing top-quality emergency service to our community. Since 1944, our mission has been to protect life and property with fire and medical emergency services through effective prevention, response, and education to all who live, work, and play in our service area. Times change, technology changes, and people come and go, but the mission has remained the same.

This strategic plan begins a new chapter in our organization's commitment and dedication to service. Good intentions are important, but a strong strategic plan will help VFPD stay focused on things that make a difference to our community. It also creates a stronger alignment between VFPD and our primary service provider, the Vista Fire Department. The long-standing connection between VFPD and the Vista Fire Department has served us well and will be even more effective as we join forces on the implementation of this strategic plan. Both VFPD and the Vista Fire Department are focused on providing the best possible outcomes to our community whenever we are called to serve.

The VFPD board of directors and staff, the Vista Fire Department leadership and staff, and our consulting team have all committed themselves to delivering on the goals and objectives set in this plan. I appreciate the work that has gone into the development of this plan.

Sincerely,
James F. Elliott
President, Board of Directors



Executive Summary

The Vista Fire Protection District (District) initiated a strategic planning process in April 2024. The process included a series of one-on-one interviews with the District board of directors, fire chief, and members of the administrative and command staff of the District and the Vista Fire Department (VFD). It also involved a careful review of key documents concerning the contractual relationship between the District and the City of Vista, including multiple Community Risk Assessment and Standards of Cover (CRA/SOC) documents. The most recent CRA/SOC was completed in March 2024.

On May 30, 2024, a facilitated strategic planning process was conducted with all directors, the fire chief, and members of the administrative and command staff from the District and the VFD. During this meeting, the facilitator provided the stakeholders with an overview of the value of strategic planning; a review of the most relevant outcome measurements for fire agencies, including all supporting data available at the time; and an introduction to the Commission on Fire Accreditation International (CFAI) process for accreditation of fire agencies. The facilitator encouraged the group to take time to freely and openly discuss the future needs of the District.

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 before and during emergency events?

2

How do we meet the increasing service demands over the coming years?

3

How do we better market our services and demonstrate our value to the community?

From these key themes, the board of directors developed a list of 9 strategic objectives, 14 outcome measurements, and 37 unique supporting goals that will guide organizational priorities over the coming years, in cooperation with the Vista Fire Department.



Purpose of Strategic Planning

Strategic planning is an intentional process by which an agency or organization surveys the industry trends; customer's needs and wants; current and future available resources; and current and future capabilities of the agency to identify any performance gaps. When gaps are identified, the agency can then determine the organizational objectives, supporting goals, and critical tasks necessary to rectify the performance gaps. At the completion of the process, the agency possesses a planning document that helps it focus organizational resources on measurable outcomes and prevent inefficient and counterproductive activities. The strategic planning process provides additional value when a broad array of stakeholders reach a consensus on organizational performance gaps and potential solutions. Team effectiveness is enhanced through the power of shared vision and goals.

***“To achieve great things,
two things are needed: a
plan and not quite enough
time.”***

- Leonard Bernstein



Methodology

The District initiated a strategic planning process in April 2024. The process included a series of one-on-one interviews with the District board of directors, fire chief, and members of the administrative and command staff of the District and the VFD. It also involved a careful review of key documents concerning the contractual relationship between the District and the City of Vista, including multiple Community Risk Assessment and Standards of Cover (CRA/SOC) documents dating back to 2010. The most recent CRA/SOC was completed in March 2024.

On May 30, 2024, a facilitated strategic planning process was conducted with all directors, the fire chief, and members of the administrative and command staff from the District and the VFD. During this meeting, the facilitator provided the stakeholders with an overview of the value of strategic planning; a review of the most relevant outcome measurements for fire agencies, including all supporting data available at the time; and an introduction to the CFAI process for accreditation of fire agencies. The facilitator encouraged the group to take time to freely and openly discuss the future needs of the District.

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 before and during emergency events?

2

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3

How do we better market our services and demonstrate our value to the community?

From these key themes, the board of directors developed a list of 9 strategic objectives:

- 1.1. Improve survivability for victims of fire, hazardous materials release, entrapment, and other crisis events.
- 1.2. Improve survivability of patients who experience acute medical emergencies.
- 1.3. Improve firefighter safety and survival.
- 2.1. Reduce financial and legal risk and liability to the Vista Fire Protection District and the Vista Fire Department.
- 2.2. Improve efficiency within the current District budget and governance processes.
 - 3.1. Promote a positive agency reputation within the community.
 - 3.2. Mitigate fire-related damage to allow occupants to remain in the impacted structure after suppression operations.
 - 3.3. Provide downward pressure on fire insurance costs within the community.
 - 3.4. Provide value to the community beyond the 9-1-1 response.

To track progress over time, 14 outcome measurements and 37 unique supporting goals were identified for the purpose of reporting performance to prepare the District, in cooperation with the VFD, to meet the needs and expectations of the community.

“When performance is measured, performance improves. When performance is measured and reported back, the rate of improvement accelerates.”

- Pearson’s Law

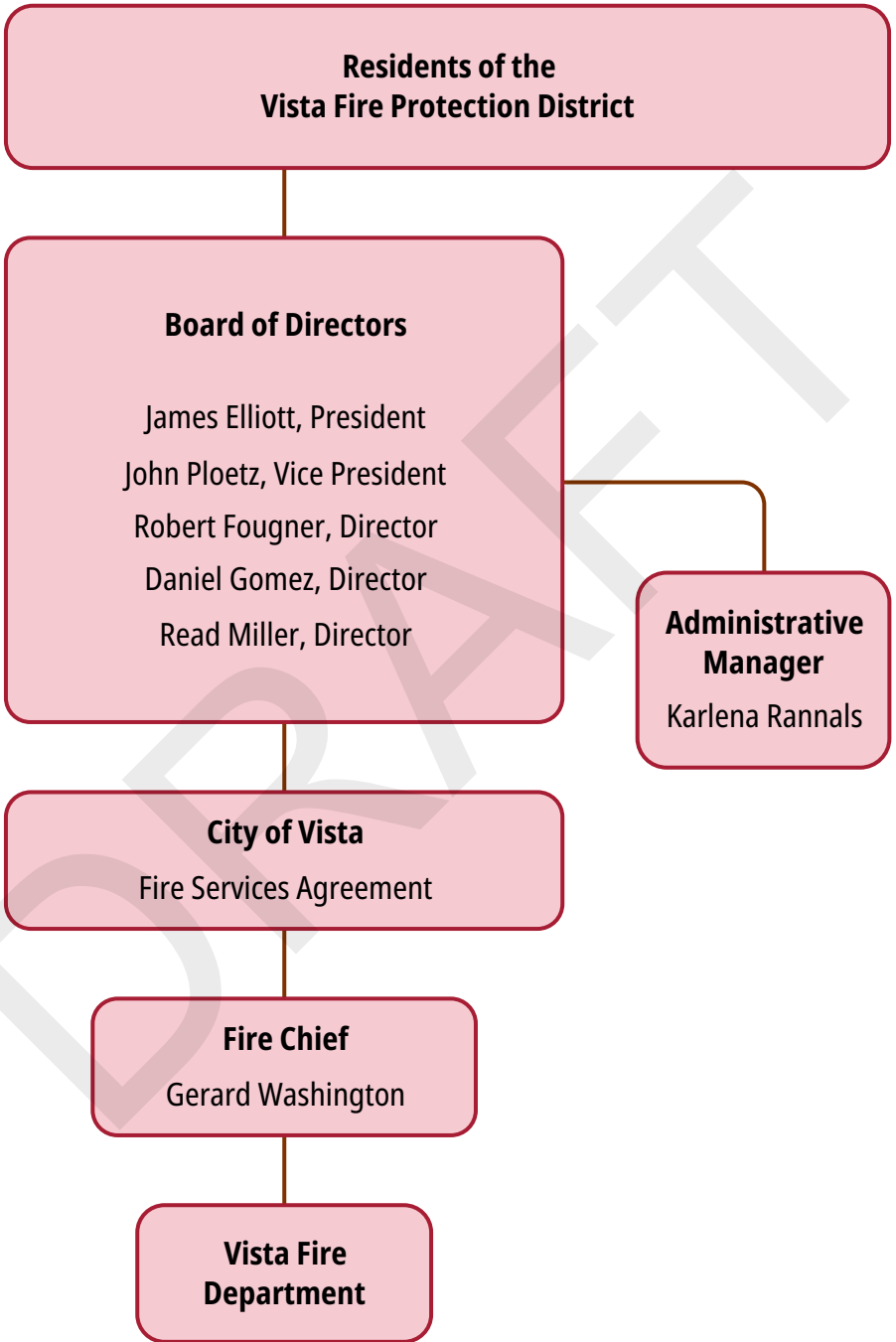
Governance

The District was legally formed in July 1944. It is governed by five directors who are elected at-large to serve staggered four-year terms, with no term limits. However, in 2024, the District will begin a transition to election by divisions. Three seats will transition initially, with the other two seats transitioning in 2026. All directors must live within the District boundaries (or soon their respective divisions) for the full terms of their offices.

Currently, the District contracts with the City of Vista to provide fire protection service, with the fire chief serving as fire chief for the District and liaison to the board of directors. This contract is in effect until 2056. The District also employs an administrative manager and contracts for legal counsel to ensure legal and regulatory compliance.



Figure 1. Vista Fire Protection District Governance



Fire District History and Overview

In 1927, a large fire at the Vista Irrigation District office revealed the need to develop a fire department. The community was very small at the time, with a population of approximately 300. Its residents banded together and organized the first Vista Volunteer Fire Department with 14 volunteers.

The Vista Fire Protection District was legally formed by the San Diego Board of Supervisors on July 14, 1944. In 1945, the first paid firefighters — three in total — were hired by the District. In May 1957, William Elder was hired as the first paid fire chief.

In 1963, the District transitioned from a “part-paid” to a “full-paid” fire agency. That same year, the City of Vista was formed, which removed one-third of the District’s jurisdiction and funding. Therefore, in 1964, the City of Vista and the District fire commissioners reached an agreement for the City of Vista to provide fire protection for both entities under a Joint Powers Agreement (JPA).

In 2010, the District transitioned from a JPA to a contract for service. This contract stipulates that the District transfer 90 percent of the property tax revenue to the city each year. The District board of directors administers the balance of the funds for special projects specific to the needs of the District, such as maintaining legal counsel, employing an administrative manager, and commissioning community wildfire protection plans.

Today, the VFD protects both the City of Vista and the District (combined population of more than 124,000) from six fire stations with a total force of 108 employees. The VFD is an accredited fire agency through the CFAI — one of only 10 local government fire agencies in the state to hold this certification.

In relating the District to comparable agencies in the region, it is significant to note that the cost per capita (i.e., the total annual cost of operations divided by the population) is approximately 11 percent lower than the comparative agency average. This statistic reflects a practice of maintaining a cost-efficient service model. It is important to note that cost per capita is not, in and of itself, a comprehensive measurement of an agency’s performance or value to the community; rather, it is a broad measurement of how the agency compares in terms of using funding derived from its taxpayers to accomplish its mission, for example, concerning staffing, equipment, facilities, and capital.

Table 1. Comparison of Fire Agencies Similar to Vista Fire Protection District

Peer Agency	Population Estimate	Agency Operating Budget	Per Capita Cost to Operate	Full-Time Employees	ISO Rating (1 is best)	CPSE Accreditation	Fire Stations
Carlsbad	114,160	\$37,883,000	\$331.84	127	3	N	6
Escondido	150,270	\$33,600,000	\$223.60	123	2/2X	N	7
Oceanside	172,199	\$48,127,000	\$279.48	171	2	N	8
San Marcos	94,855	\$21,561,000	\$227.31	88	1	N	4
Average	132,871	\$35,292,750	\$265.56	127	2	N	6

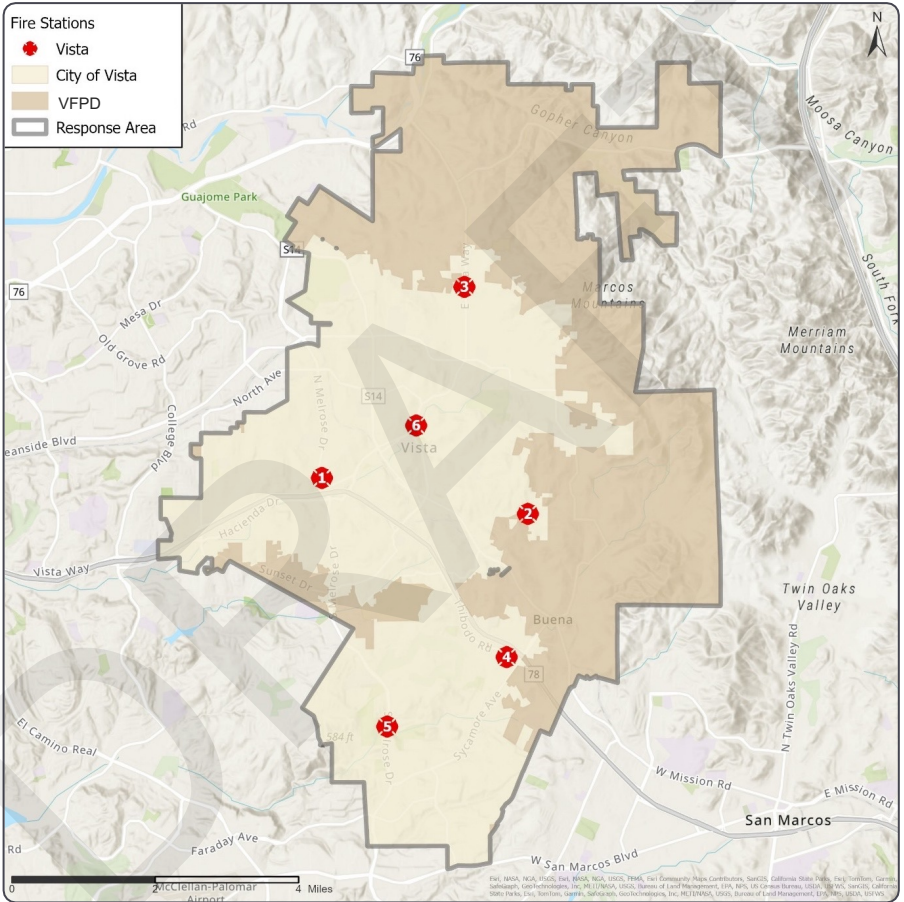
Vista (City)	104,000	\$31,000,000	\$298.08	108	2	Y	6
Vista (District)	20,000	\$4,728,000	\$236.40	1	2X	Y	0
Vista (City/Dist)	124,000	\$35,191,000	\$283.80	109	2/2X	Y	6

“Intellectuals solve problems. Geniuses prevent them.”

- Albert Einstein

Service Areas

Figure 2. Vista Fire Department and Vista Fire Protection District



Agency Vision, Mission, and Values

VISION STATEMENT

- No preventable loss of life or property
- Fiscal security
- Productive, professional relationships with other agencies
- Adequate staff, equipment, and facilities to meet public needs
- Regional efficiencies
- Informed and educated public

MISSION STATEMENT

The mission of the Vista Fire Protection District is to protect life and property with fire and medical emergency services through effective prevention, response, and education.

VALUES

Integrity

Safety

Accountability

Effectiveness

Respect

Strategic Objectives, Outcomes, and Goals

Strategic Objective:

A statement that creates an overall vision and goal that helps an organization focus on achieving a desired outcome.

Outcome:

A statement that describes the result or end state of an activity. The outcome often is the most important category for evaluating agency effectiveness.

Supporting Goal:

An incremental step(s) needed to accomplish a higher level desired outcome.

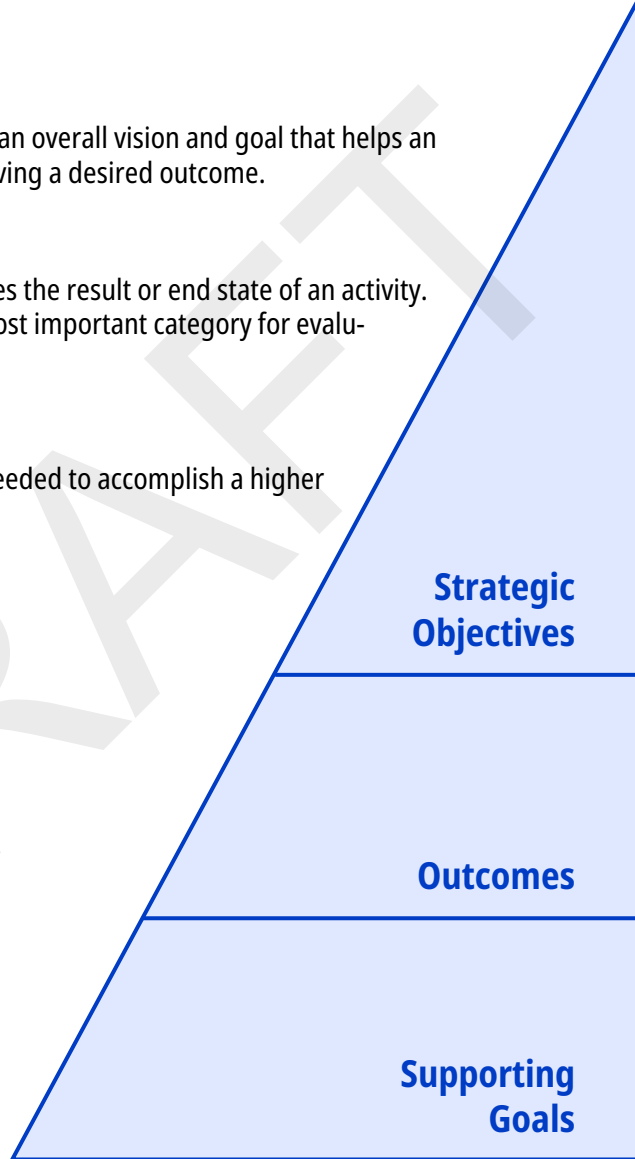


Figure 3. Supporting goals help an agency achieve higher level, desired outcomes, which bring the agency closer to its strategic objectives.

Within this Strategic Plan, outcomes and supporting goals may be repeated, because the same solution can meet multiple strategic objectives. For example, rapid turnout times can help improve the outcomes of thousands of responses. Some of the efforts listed below concentrate on fire-related problems, whereas others concentrate on emergency medical problems. In the end, rapid turnout times benefit both categories.

DRAFT

THEME 1

**HOW DO WE CONTINUE TO
IMPROVE ON SAVING LIVES,
PROPERTY, AND THE
ENVIRONMENT BEFORE AND
DURING EMERGENCY EVENTS?**

STRATEGIC OBJECTIVE 1.1

IMPROVE SURVIVABILITY FOR VICTIMS OF FIRE, HAZARDOUS MATERIALS RELEASE, ENTRAPMENT, AND OTHER CRISIS EVENTS

Outcomes

- Annual growth rate of structure fire instances maintained at or below yearly population growth rate (i.e., percent of structure fires lower than percentage of the population growth year over year)
- Vegetation fires limited to 3 acres or less for 90 percent of wildland fire incidents
- Zero civilian deaths due to fire (i.e., structure fires/accidental/unintentional)

Supporting goals

- Process emergency 9-1-1 calls for service within 90 seconds for 90 percent of incidents (*alarm handling*).
- Limit turnout times to within 2 minutes for 90 percent of fire and rescue incidents (*i.e., from unit alert to wheels rolling*).
- For first unit arrival at structure fires, hazardous materials releases, and other crisis events, require the use of personal protective equipment within 8 minutes and 30 seconds (*urban*) and 12 minutes and 30 seconds (*rural*) for 90 percent of incidents (*emergent calls, 9-1-1 verification of address at PSAP to unit arrival — District urban and rural*)
- Develop a “room of origin” containment outcome measurement.
- Develop an output measurement for time interval between contact with an entrapped victim and extrication of the victim. (*emergent calls, patient contact to patient extricated*).
- Support the VFD as they implement an effective fire prevention program in the District and work cooperatively to develop output metrics.

- Implement fire prevention code enforcement consistent with the 2024–2029 CRA/SOC.
- Inspect 100 percent of state-mandated occupancies annually.
- Inspect 100 percent of commercial fire protection systems annually.
- Inspect 100 percent of high-risk occupancies annually.
- Inspect 50 percent of moderate-risk occupancies annually.
- Inspect 30 percent of low-risk occupancies annually.
- Develop a “road clearance/evacuation route” standard.
- Work with San Diego County to install signal preemption systems for the following intersections:
 - South Santa Fe Avenue and Buena Creek Road
 - South Santa Fe Avenue and Robelini Drive
 - Monte Vista Drive and Buena Creek Road
 - East Vista Way and Gopher Canyon Road
- Follow up with the Community Wildfire Protection Plan to ensure:
 - Reduced fuel and invasive species of vegetation along evacuation routes and high fire-danger corridors
 - Annual wildfire safety fair
 - Annual neighborhood workshops on defensible space
 - Strong liaison relationships with local preparedness and response groups (*e.g., American Red Cross, CAL FIRE, etc.*)
 - Establishment of a high-visibility/reflective property address program with priority emphasis on high wildfire-danger areas (*CFC Section 505.1*)
 - Develop a grant program for financially challenged residents to complete annual weed abatement
 - Review the CWPP annually and update as needed.
- Explore updating the fire services agreement to more accurately reflect the balance between outcomes and outputs.
- Research the legality and viability of using a drone to enforce annual weed abatement.

STRATEGIC OBJECTIVE 1.2

IMPROVE SURVIVABILITY OF PATIENTS WHO EXPERIENCE ACUTE MEDICAL EMERGENCIES

Outcomes

- Annual growth rate of medical aid requests for service maintained at or below annual population growth rate (i.e., percent of emergent medical aid calls lower than percentage of population growth year over year)
- Cardiac survival rate maintained at or above the national average (CARES/Utstein)

Supporting goals

- Process emergency 9-1-1 calls for service within 90 seconds for 90 percent of incidents (*alarm handling*).
- Limit turnout times to within 1 minute and 30 seconds for 90 percent of emergency medical incidents (*i.e., from unit alert to wheels rolling*).
- Ensure first ALS unit arrival within 8 minutes and 30 seconds (*urban*) and 12 minutes and 30 seconds (*rural*) for 90 percent of emergency medical incidents (*emergent calls, 9-1-1 verification of address at PSAP to unit arrival — District urban and rural*).
- Work with San Diego County to install signal preemption systems for the following intersections:
 - South Santa Fe Avenue and Buena Creek Road
 - South Santa Fe Avenue and Robelini Drive
 - Monte Vista Drive and Buena Creek Road
 - East Vista Way and Gopher Canyon Road
- Explore updating the fire services agreement to more accurately reflect the balance between outcomes and outputs.

STRATEGIC OBJECTIVE 1.3

IMPROVE FIREFIGHTER SAFETY AND SURVIVAL

Outcomes

- Annual growth rate of structure fire instances maintained at or below yearly population growth rate (i.e., percent of structure fires lower than percentage of the population growth year over year)
- Vegetation fires limited to 3 acres or less for 90 percent of wildland fire incidents
- Zero firefighter line-of-duty deaths

Supporting goals

- Process emergency 9-1-1 calls for service within 90 seconds for 90 percent of incidents (*alarm handling*).
- Limit turnout times to within 2 minutes for 90 percent of fire and rescue incidents (*i.e., from unit alert to wheels rolling*).
- For first unit arrival at structure fires, hazardous materials releases, and other crisis events, require the use of personal protective equipment within 8 minutes and 30 seconds (*urban*) and 12 minutes and 30 seconds (*rural*) for 90 percent of incidents (*emergent calls, 9-1-1 verification of address at PSAP to unit arrival — District urban and rural*).
- Develop a “room of origin” containment outcome measurement.
- Support the VFD as they implement an effective fire prevention program in the District and work cooperatively to develop output metrics.
- Implement fire prevention code enforcement consistent with the 2024–2029 CRA/SOC.
- Inspect 100 percent of state-mandated occupancies annually.
- Inspect 100 percent of commercial fire protection systems annually.
- Inspect 100 percent of high-risk occupancies annually.

- Inspect 50 percent of moderate-risk occupancies annually.
- Inspect 30 percent of low-risk occupancies annually.
- Develop a “road clearance/evacuation route” standard.
- Work with San Diego County to install signal preemption systems for the following intersections:
 - South Santa Fe Avenue and Buena Creek Road
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 - Monte Vista Drive and Buena Creek Road
 - East Vista Way and Gopher Canyon Road
- Follow up with the Community Wildfire Protection Plan to ensure:
 - Reduced fuel and invasive species of vegetation along evaluation routes and high fire-danger corridors
 - Annual wildfire safety fair
 - Annual neighborhood workshops on defensible space
 - Strong liaison relationships with local preparedness and response groups (*e.g., American Red Cross, CAL FIRE, etc.*)
 - Establishment of a high-visibility/reflective property address program with priority emphasis on high wildfire-danger areas (*CFC Section 505.1*)
 - Develop a grant program for financially challenged residents to complete annual weed abatement
 - Review the CWPP annually and update as needed.
- Research the legality and viability of using a drone to enforce annual weed abatement.

THEME 2

HOW DO WE MEET THE INCREASING SERVICE DEMANDS OVER THE COMING YEARS?

STRATEGIC OBJECTIVE 2.1

REDUCE FINANCIAL AND LEGAL RISK AND LIABILITY TO THE VISTA FIRE PROTECTION DISTRICT AND THE VISTA FIRE DEPARTMENT

Outcomes

- Zero substantiated cases of harassment or discrimination
- Zero cases requiring formal disciplinary action (i.e., action above written reprimand)

Supporting goals

- Develop a system to review and update all policies every three years.
- Provide liability reduction and harassment prevention training to all employees and board members every two years.
- Provide a formal onboarding process for all new board members.
- Review board member roles during emergency incidents (while present at an incident or setting policy in an Emergency Operations Center setting).
- Support annual attendance at leadership training through the California Special District Association.
- Review individual board member liability.
- Promote professional development for staff and board members.

STRATEGIC OBJECTIVE 2.2

IMPROVE EFFICIENCY WITHIN THE CURRENT DISTRICT BUDGET AND GOVERNANCE PROCESSES

Outcomes

- Cost per capita equal to or below the regional comparative average
- One year's operating budget maintained in the unreserved fund balance

Supporting goals

- Develop a Policies and Procedures Manual for the District.
- Ensure regulatory compliance for the District.
- Explore updating the fire services agreement to more accurately reflect the balance between outcomes and outputs.
- Review and ensure ongoing contract compliance (*fees, flow-through funds, recordkeeping, ordinances, resolutions*).
- Pursue grant opportunities with a positive return in investment (*SAFER, AFG, etc.*).
- Explore coordinating fire prevention defensible space inspections among enforcement agencies within the jurisdiction (*CAL FIRE vs. Vista Fire*).
- Provide liability reduction and harassment prevention training to all employees and board members every two years.
- Provide a formal onboarding process for all new board members.
- Review board member roles during emergency incidents (while present at an incident or setting policy in an Emergency Operations Center setting).
- Support annual attendance at leadership training through the California Special District Association.
- Review individual board member liability.
- Promote professional development for staff and board members.



VISTA FIRE DEPARTMENT
FIRE STATION NO. 1

VISTA
FIRE

E121
PARAMEDIC

VISTA

VISTA

B121

THEME 3

HOW DO WE BETTER MARKET OUR SERVICES AND DEMONSTRATE OUR VALUE TO THE COMMUNITY?

STRATEGIC OBJECTIVE 3.1

PROMOTE A POSITIVE AGENCY REPUTATION WITHIN THE COMMUNITY

Outcomes

- Score of 90 percent or higher on the citizen stakeholder satisfaction survey
- Accredited status maintained with CFAI
- Insurance Services Office (ISO) Protection Class 2/2X rating or better

Supporting goals

- Develop improved co-branding between the District and the VFD so the community better recognizes the separate but cooperative relationship.
- Implement a citizen stakeholder satisfaction survey process.
- Meet with external strategic planning stakeholders annually to review progress and refine the agency's services to the community.
- Review and update the District's website at least annually.
- Develop a quarterly data reporting process between the District and the VFD on contract compliance and output metrics.
- Improve the annual reporting process to include outcomes.
- Identify cost-effective measures to maintain or improve ISO class.

STRATEGIC OBJECTIVE 3.2

MITIGATE FIRE-RELATED DAMAGE TO ALLOW OCCUPANTS TO REMAIN IN THE IMPACTED STRUCTURE AFTER SUPPRESSION OPERATIONS

Outcomes

- Prevention of displacement for 95 percent of occupants impacted by fire, including units, households, and businesses

Supporting goals

- Process emergency 9-1-1 calls for service within 90 seconds for 90 percent of incidents (*alarm handling*).
- Limit turnout times to 2 minutes for 90 percent of fire and rescue incidents (*i.e., from unit alert to wheels rolling*).
- For first unit arrival at structure fires, hazardous materials releases, and other crisis events, require the use of personal protective equipment within 8 minutes and 30 seconds (*urban*) and 12 minutes and 30 seconds (*rural*) for 90 percent of incidents (*emergent calls, 9-1-1 verification of address at PSAP to unit arrival — District urban and rural*).
- Develop a “room of origin” containment outcome measurement.
- Support the VFD as they implement an effective fire prevention program in the District and work cooperatively to develop output metrics.
- Implement fire prevention code enforcement consistent with the 2024–2029 CRA/SOC.
- Inspect 100 percent of state-mandated occupancies annually.
- Inspect 100 percent of commercial fire protection systems annually.
- Inspect 100 percent of high-risk occupancies annually.
- Inspect 50 percent of moderate-risk occupancies annually.

- Inspect 30 percent of low-risk occupancies annually.
- Work with San Diego County to install signal preemption systems for the following intersections:
 - South Santa Fe Avenue and Buena Creek Road
 - South Santa Fe Avenue and Robelini Drive
 - Monte Vista Drive and Buena Creek Road
 - East Vista Way and Gopher Canyon Road
- Follow up with the Community Wildfire Protection Plan to ensure:
 - Reduced fuel and invasive species of vegetation along evacuation routes and high fire-danger corridors
 - Annual wildfire safety fair
 - Annual neighborhood workshops on defensible space
 - Strong liaison relationships with local preparedness and response groups (*e.g., American Red Cross, CAL FIRE, etc.*)
 - Establishment of a high-visibility/reflective property address program with priority emphasis on high wildfire-danger areas (*CFC Section 505.1*)
 - Develop a grant program for financially challenged residents to complete annual weed abatement
 - Review the CWPP annually and update as needed.

STRATEGIC OBJECTIVE 3.3

PROVIDE DOWNWARD PRESSURE ON FIRE INSURANCE COSTS WITHIN THE COMMUNITY

Outcomes

- Annual growth rate of structure fire instances maintained at or below annual population growth rate (i.e., percent of structure fires lower than percentage of population growth year over year)
- Vegetation fires limited to 3 acres or less for 90 percent of wildland fire incidents
- ISO Protection Class 2/2X rating or better

Supporting goals

- Process emergency 9-1-1 calls for service within 90 seconds for 90 percent of incidents (*alarm handling*).
- Limit turnout times to within 2 minutes for 90 percent of fire and rescue incidents (*i.e., from unit alert to wheels rolling*).
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 - Establishment of a high-visibility/reflective property address program with priority emphasis on high wildfire-danger areas (*CFC Section 505.1*)
 - Develop a grant program for financially challenged residents to complete annual weed abatement
 - Review the CWPP annually and update as needed.
- Identify cost-effective measures to maintain or improve ISO class.
- Explore developing Firewise USA community programs.
- Maintain all fire hydrants in the District annually.
- Explore the process of challenging high wildfire zones by parcel.
- Research the legality and viability of using a drone to enforce annual weed abatement.

STRATEGIC OBJECTIVE 3.4

PROVIDE VALUE TO THE COMMUNITY BEYOND THE 9-1-1 RESPONSE

Outcomes

- Score of 90 percent or higher on the citizen stakeholder satisfaction survey
- Accredited status maintained with CFAI
- ISO Protection Class 2/2X rating or better

Supporting goals

- Implement a citizen stakeholder satisfaction survey process.
- Explore developing Firewise USA community programs.
- Develop better co-branding between the District and VFD so the community better recognizes the separate but cooperative relationship.
- Develop a method of expanding community outreach notices to the District residents for fire department community activities by co-branding events.
- Identify cost-effective measures to maintain or improve ISO class.



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