



City of Hanford

Fire Department

Strategic Plan 2022-2027



Prepared for the Hanford Fire Department

Prepared by **Mike Kraus Leadership**

February 14, 2022

Table of Contents

Fire Chief’s Message	4
Introduction	5
Executive Summary	7
Strategic Planning Process	8
Our City	10
Elected and Appointment Officials	11
Our Fire Department	12
Community Risk Reduction Division	15
Fire Suppression Division	16
Issues	17
Strategic Initiatives	18
Initiative 1: “Improve Community Risk Reduction Program”	18
Initiative 2: “Improve Fire Suppression Program”	23
Initiative 3: “Improve Training Program”	27
Initiative 4: “Improve Firefighter Retention”	29
Appendix A (Committee and Stakeholder Members)	30



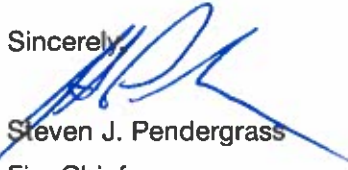
I am proud to present the City of Hanford Fire Department 2022-2027 Strategic Plan. Planning Tomorrows is critical to optimize efficiency, improve quality, and provide for the safety of the citizens we serve.

This document represents a collaborative effort from community members, stakeholders, and the department Strategic Plan Steering Committee to develop guiding documents designed to identify and mitigate gaps in fire service to the City of Hanford. Maintaining our guiding documents is critical toward ensuring that we are held accountable for delivery of service, maintaining industry standards and best practices, while maintaining fiscal responsibility to our citizens.

Hanford Fire Department takes our mission seriously. To deliver effective professional risk reduction and emergency response requires our personnel to embrace change and adapt to demands of incident mitigation. We prefer to prevent an incident from occurring while maintaining the tools necessary to manage the emergencies that come. This plan provides a road map to address current and future needs while remaining flexible to fiscal constraints. Like emergency activity, the fire service is dynamic and recognizes that innovation and creativity is critical to continue providing excellent customer service. Working with City officials, this document provides a foundation to improve the fire platform for the citizens of Hanford.

People are who serve and People are who we serve. This concept provides Hanford Fire Department with value. Through the efforts of our collective People, we will strive to mitigate the 'opportunities for improvement' outlined in this plan. Thereby accomplishing the vision to advance public safety through metrics, self-assessment, industry advancements; while remaining proactive and in control of our future; accepting the challenges that will come with the same discipline and integrity of our forebears.

Sincerely,



Steven J. Pendergrass

Fire Chief

Introduction

A Strategic Plan gives an organization a sense of purpose and direction. It answers such questions as: “Why are we here? What is our purpose? What do we value? Where do we need to improve? And how do we get there?” Ideally, when the 5 year Strategic Plan is completed, the stated mid-range vision is accomplished.

This is the second in a series of three planning documents utilized by the fire service. It follows the Community Risk Assessment/Standards of Response Coverage (CRA/SORC), and precedes the Fire Master Plan. These documents, linked together, support a Planning Continuum, intended to inform and assist elected and appointed officials in improving fire and life safety platforms in their respective communities.

A Strategic Plan is not a secret document for Management. It is the guiding document which both internal and external stakeholders have provided input. It is a working document which everyone in the organization has access to and refers to when significant decisions are to be made. It should be continually updated as progress is made, or, as adjustments must be made to its content.

A Strategic Plan contains the following key information which is crucial for an organization to live by, in order to be successful:

1. The **Core Values** of the Organization – What Values are important to us? What Values should we be held responsible for as individuals, and as an organization?
2. The **Mission** of the Organization – Why we are here? What we are charged with carrying out on a daily basis?
 - a. **Performance Measures** – Measurable evaluation tools put into place to ensure that the organizational performance stays on track and continues to meet the Mission(s) of the organization.

3. The **Vision** of the Organization – Where are we going? What are we striving to be in the mid-range or 5 year future? No organization is perfect, but each must have a Vision of what that organization would look like if it *were* perfect.

a. **Strategic Issues/Initiatives** - Current high priority Issues that must be dealt with to improve the organization. These issues are generally short to mid-range issues (5 years or less). From these issues, formal, positive, action-oriented Initiatives are crafted to align with the associated Action Plans.

i. **Action Plans** – Each Strategic Initiative must have an associated Action Plan to ensure that work is being done to mitigate or overcome that specific Issue. Each Action Plan will have an individual assigned as the lead, as well as an associated timeline for completion. Each Action Plan will also have a number of supporting Goals, Objectives, and Critical Tasks.

It is crucial, if this document is to continue to be of value, that it be referenced, reviewed, and adjusted as necessary, and taken back to the stakeholders for re-evaluation every 5 years. It should be considered a dynamic tool to assist the fire department and the appointed and elected officials, as they strive to improve the fire and life safety element of their community.

As this document is updated, the City of Hanford Fire Department, after saving the original document, is hereby given express permission to remove all markings and references to “Mike Kraus Leadership.”

Executive Summary

This Strategic Planning document is one in a series of three planning documents known collectively as the Planning Continuum. The additional two documents are known as the Community Risk Assessment/Standards of Response Coverage, and the Fire Master Plan. Utilized together, they assist appointed and elected officials in identifying gaps between the status quo and the industry standards and best practices, offer short and med-range initiatives and action plans to close those gaps, as well as longer range goals; all tied to the City's General Plan policies.

After a collaborative process consisting of both internal and external stakeholders, including community members, a number of issues were discovered. These issues were translated into 4 separate short or mid range initiatives (5 years or less), and each given specific action plans to assist in mitigating or overcoming the issues. These initiatives are as follows:

1. Improve Community Risk Reduction Program
2. Improve Fire Suppression Program
3. Improve Training Program
4. Improve Firefighter Retention

It is crucial, if this document is to continue to be of value, that it, as well as the other two documents in the planning continuum, be referenced, reviewed, tracked and updated on a regular basis. It should be taken back to the stakeholders for re-evaluation every 5 years. Additionally, these documents must always be re-evaluated as a new City General Plan process proceeds and is finalized. It should be considered a dynamic tool to assist the fire department and the appointed and elected officials, as they strive to improve the fire and life safety element of their community.

Strategic Planning Process

The Strategic Planning Steering Committee oversaw a comprehensive process in the development of this plan. Initially, a Community Risk Assessment/Standards of Response Coverage (CRA/SORC), evaluation was authorized and conducted. This undertaking involved an assessment of the major hazards and associated risk levels in the community, and the capabilities of the Hanford Fire Department in responding to these hazards. These capabilities were held against fire service industry standards and best practices, resulting in a number of opportunities for improvement.

Concurrently with the CRA/SORC, internal stakeholders took part in an evaluation of the mission, core values, and vision of the organization, resulting in an updated set of these guiding documents. Internal stakeholders also were surveyed on what they believed to be the challenges, opportunities, weaknesses, and strengths of their fire department. These results were collected, collated and organized for review by the Committee.

Understanding the critical importance of obtaining external stakeholder input, the Committee invited a number of community representatives to a one day workshop, held at City Hall. The agenda included an overview of the Hanford Fire Department, a survey of their expectations of the department, a briefing on its current performance standard metrics, and an opportunity to establish and prioritize the self-diagnosed issues.

The integration of the CRA/SORC results with the internal and external stakeholder input was completed by the committee, resulting in a significant number of current or future issues. These issues were then evaluated, prioritized, and transitioned into a list of 4 initiatives. For each initiative, an Action Plan was developed and assigned, to increase the probability that each initiative could and would be realized.

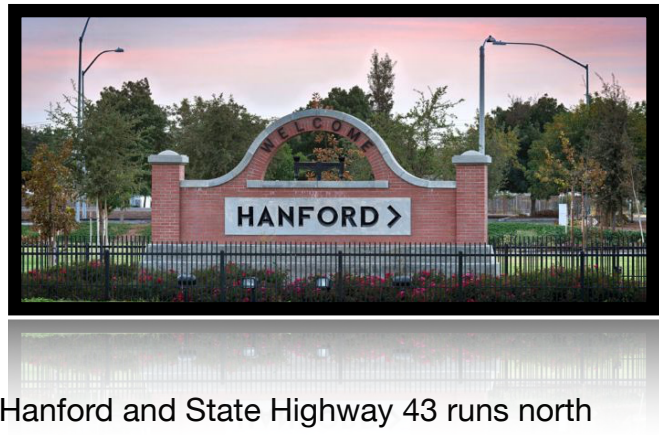
These initiatives and action plans are the heart of the document. This Plan will serve as a tool for the Fire Chief, City Manager, and our City Council, to work collaboratively in

the ongoing effort to deliver the best possible fire and life safety platform to our citizens and visitors.

Our City

Hanford, California (36 degrees 19'39"N 119 degrees 38'44"W), is located in the northeastern part of Kings County, approximately 30 miles to the southwest of the City of Fresno. It is about equal distant from the Sierra Nevada and the Coast Ranges. State

Highway 198 runs east and west through Hanford and State Highway 43 runs north and south along the easterly boundary of the city. Presently, the city limits of Hanford covers 17.4 square miles. The ultimate growth boundary, which is based on the city's current general plan, includes the incorporated city and its sphere-of-influence and encompasses approximately 30 square miles.



Hanford was named after James Madison Hanford, a paymaster for the Central and Southern Pacific Railroad, in 1877. It was incorporated in 1891, after 14 years of destructive fires in the downtown area, to improve Response services and provide utilities and paved streets. The settlement quickly grew into a bustling pioneer town with shops, schools, hotels, saloons, and churches. As the county seat, Hanford has developed into the residential, commercial, and industrial center of Kings County. The current population is approximately 60,000.

Hanford is a California General Law City. Policy is established by a council/weak mayor form of government, with five council members elected by district to four year terms. The mayor is selected by the Council on an annual basis. A manager oversees the daily responsibilities of the City.

Elected and Appointment Officials

City Council:

Diane Sharp, Mayor (District C)

Amanda Saltray, Council Member (District A)

Kalish Morrow, Vice Mayor (District B)

Francisco Ramirez, Council Member (District D)

Arthur Brieno, Council Member (District E)

City Manager:

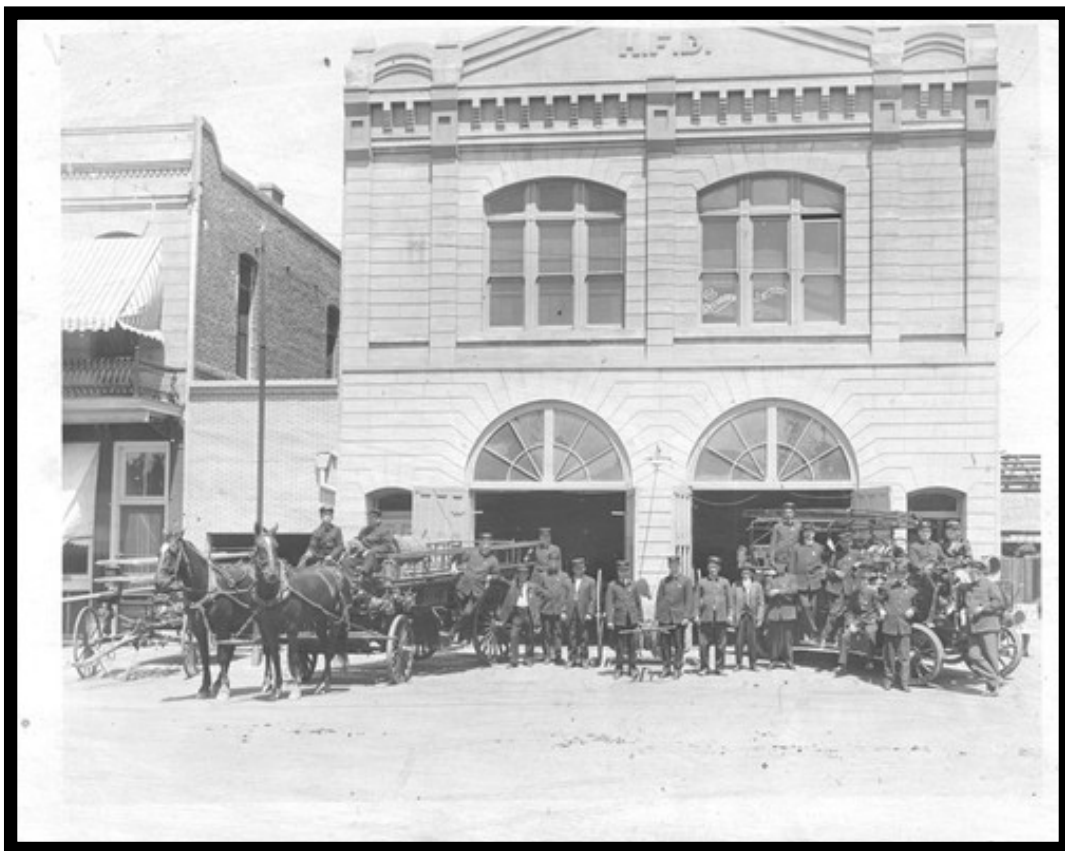
Mario Cifuentez

The Hanford Fire Department would like to thank the City Council for its continued dedication to the improvement of the public safety element in our City. It is this dedication that has, and will continue to make, Hanford, the idyllic, thriving community it is today.



Our Fire Department

Fire and life safety services for the City of Hanford are provided by the Hanford Fire Department (HFD). The HFD is a professional organization consisting of 35 full time and 2 part time employees. Services include community risk reduction and emergency response. It was formed in 1891 by Council resolution due to several large and destructive downtown fires. The HFD has a rich history of dedicated service to its citizens.



Mission Statement

“The mission of the Hanford Fire Department is to deliver effective, professional fire prevention and emergency response.”

Diversity Statement

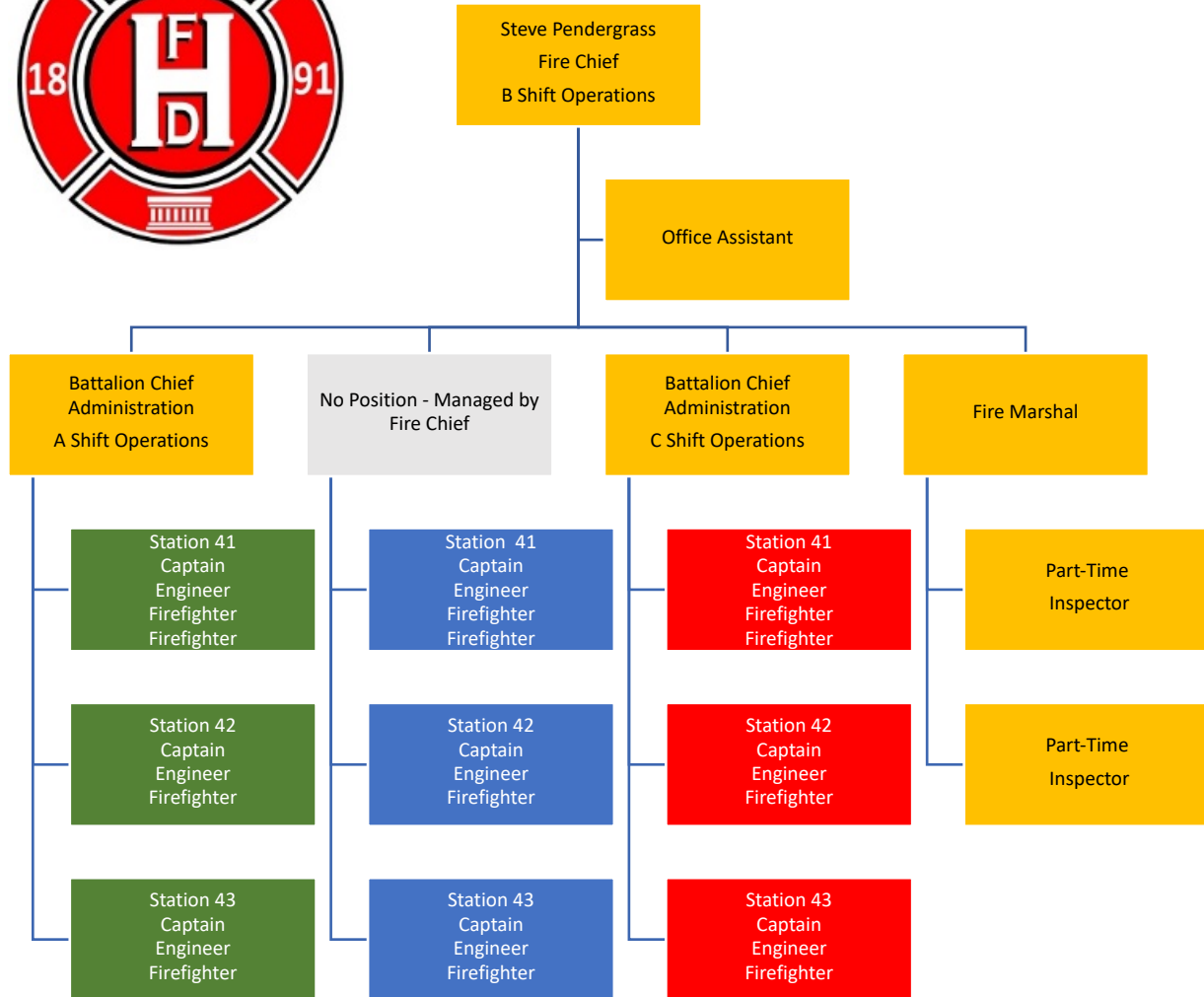
“The Hanford Fire Department is an organization set to represent our community. Members of the department come from many socio-economic, ethnic, and cultural backgrounds. Our common thread is our passion to serve in whatever capacity is needed. Diversity provides perspective, experience, and understanding which only enhances the fire service and the people of Hanford.”

Core Values

“Compassion, Integrity, Accountability, Teamwork, Family, Respect”

Vision Statement

“The Hanford Fire Department strives to advance public safety through metrics, self-assessment and industry advancements. The men and women of the Hanford Fire Department will remain proactive and in control of our future. We accept the challenges that will come with the same discipline and integrity of our forebears.”



40 Hour Administrative Schedule
56 Hour Schedule "A" Shift
56 Hour Schedule "B" Shift
56 Hour Schedule "C" Shift

Community Risk Reduction Division



“The Hanford Fire Department Community Risk Reduction Division is dedicated to the protection of life and safety through fire prevention and education”

Key Performance Measures

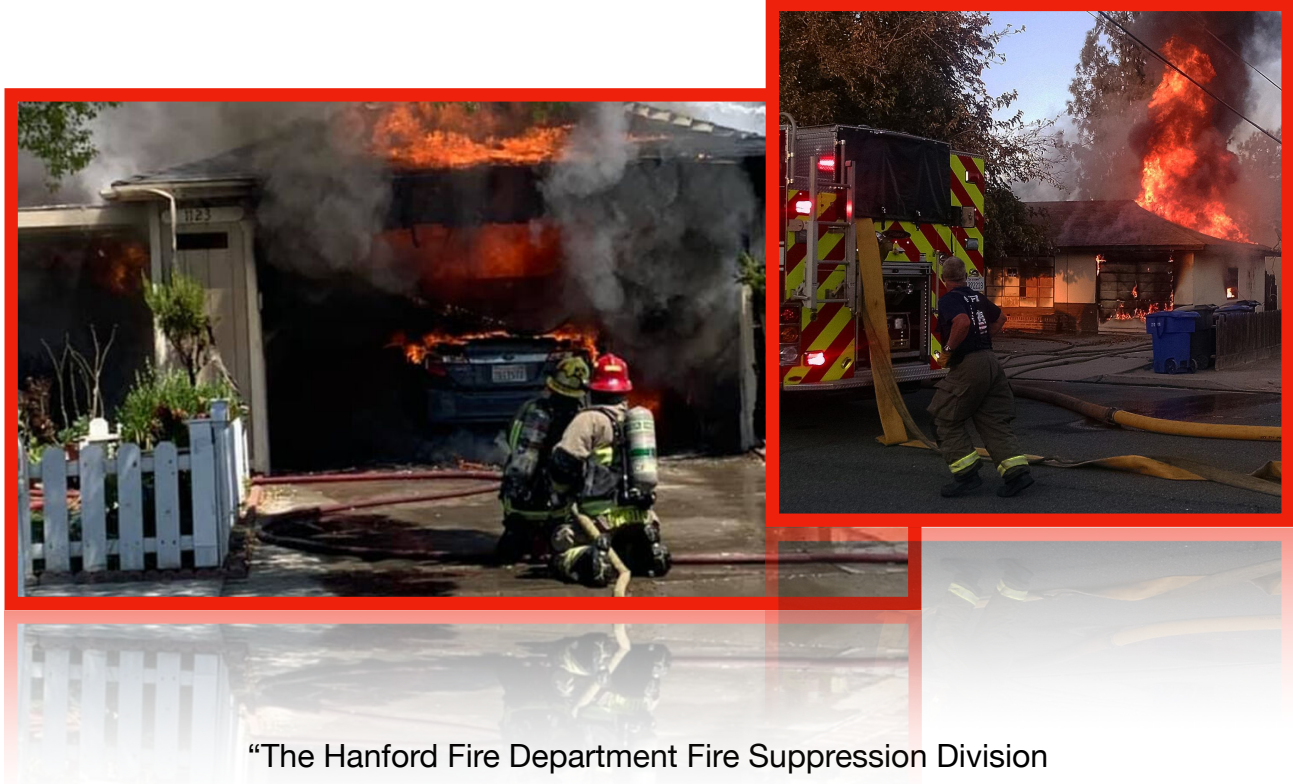
On an annual/biennial basis, as required, complete 100% of State Mandated fire inspections

On an annual basis, complete Fire Education Programs at 90% of all elementary schools

On an annual basis, maintain a 3 week turnaround time for 90% of all Plan Checks

On an annual basis, determine the origin and cause of 90% of all fires

Fire Suppression Division



“The Hanford Fire Department Fire Suppression Division
is dedicated to providing expeditious and efficient emergency services”

Key Performance Measures

Maintain a Total Response Time of 6 minutes and 19 seconds for the first arriving unit at 90% of all emergency medical calls

Maintain a Total Response Time of 6 minutes and 39 seconds for the first arriving unit at 90% of all fire-rescue calls

Maintain a Total Response Time of 10 minutes and 39 seconds for the arrival of an Effective Response Force at 90% of all structure fires

On an annual basis, complete all Mandated Training for 95% of safety personnel

Issues

The following is a list of issues discovered through the Strategic Planning process:

- Gap between industry standard/best practices for career firefighters to community population ratio
- Gap between industry standard/best practices for response times.
- Gap between industry standard/best practice times in assembling sufficient firefighters on the fire scene to perform critical tasks.
- Lack of consistent battalion chief shift oversight
- Struggles maintaining serviceable fire apparatus
- Fire Chief having to supervise both operational and administrative duties
- Inability to complete State mandated fire inspections
- Need to expand community fire safety outreach
- Lack of effective public information dissemination
- Lack of comprehensive emergency management/preparedness program
- Lack of integrated operational partnership with County OES
- Lack of comprehensive training program
- Lack of practical training facility
- Firefighter retention struggles

Strategic Initiatives

Initiative 1: **“Improve Community Risk Reduction Program”**

Supporting “City of Hanford 2035 General Plan” Goals and Policies

Policy P59: Continue to enforce the California Fire Code, California Building Code, and Hanford Municipal Code to mitigate threats to safety and property

Policy P60: Require that new commercial and industrial buildings less than 5,000 square feet that are outside of a 2 mile response distance include fire suppression sprinkler systems

Policy P61: Continue to upgrade preparedness strategies and techniques so as to be prepared when natural or manmade disaster occurs

Goal H1: Reduced impacts to human life, property, the local economy, and the environment resulting from natural hazards, human-trade hazards, and noise

Goal H3: Reduced risk to public health and safety and disruption of social, economic, and environmental welfare resulting from natural hazards

Policy H1: Integrate the mitigation measures of the Kings County Multi-jurisdictional Hazard Mitigation Plan where relevant and applicable

Policy H2: Collaborate with the Kings County Office of Emergency Management in the development of updates to the Kings County Multi-jurisdictional Hazard Mitigation Plan

Policy H3: Lead in the preparation for natural and man-made disasters by taking a proactive approach

Policy H4: Update and implement the Emergency Preparedness Plan annually to respond to changes in land use, population, and incorporated boundaries, including evacuation routes, locations of critical facilities, peak load water supply requirements, minimum road widths and turning radii, and identification of risks

Policy H5: Maintain City Hall as the Emergency Operations Center (EOC) in Hanford

Policy H6: Educate the public about disaster preparedness by providing information on supplies, training, evacuation routes, communication systems and shelter locations

Policy H7: Identify and develop communication systems, evacuation methods, shelter locations and other services for special needs populations

Policy H10: Continue to collaborate with Kings County Office of Emergency Management to establish and maintain an Emergency Operations Plan that includes identification of Hanford's emergency evacuation routes and operational needs for first responders

Policy H11: Establish the capability to relocate critical emergency response facilities such as fire, police and essential services facilities, if needed

Policy H12: Develop a procedure to quantify community emergency preparedness levels

Policy H13: Encourage City employees through a volunteer program to obtain training in disaster preparedness and basic first aid skills

Policy H15: Maintain and enforce current buildings codes and standards to reduce the potential for structural failure caused by ground shaking and other geologic hazards

Policy H18: Support the maintenance and implementation of the Kings County Extreme Heat Emergency Plan to support vulnerable populations during times of extreme heat

Policy H19: Periodically evaluate the effectiveness of existing cooling centers and determine the need for additional cooling centers as population increases

Policy H20: Require new development to provide onsite drainage or contribute towards their fair share cost of off-site drainage facilities to handle surface runoff

Policy H23: Educate the public on driving techniques for navigating in the Tule fog

Policy H24: Periodically evaluate the effectiveness of warming center and determine the need for additional warming center as population increases

Policy H27: Ensure that all new buildings are constructed to current Fire Code Standards

Policy H28: Continue with an intensive weed abatement program to minimize fire hazards near urban uses

Policy H29: Coordinate with other public agencies to educate consumers about the proper household use and disposal of hazardous materials

Policy H30: Require industrial uses that rely extensively on the use of hazardous materials to adopt an acceptable use, storage, disposal, and emergency response program that has been approved by appropriate agencies

Discussion

The 2021 Community Risk Assessment/Standards of Response Coverage (CRA/SORC), has identified 5 "Opportunities for Improvement" in support of elevating the City of Hanford Fire Department "Community Risk Reduction" program closer to the

levels of Industry Standards and Best Practices. Associated short and medium-range goals are listed below. Additionally, a 14 year Fire Master Plan has been created commensurate to the City of Hanford 2035 General Plan, for longer-range goals.

Action Plan

Goal 1A: Complete all State mandated annual/biennial fire inspections

Objective:

Complete all State mandated annual/biennial fire inspections. This is in accordance with State of California Fire Code, CRA/SORC, Fire Master Plan, and Hanford 2035 General Plan policy. Completion will significantly improve Community Risk Reduction program and result in compliance with State of California Fire Code.

Critical Tasks:

- Collaborate with City of Hanford to gain approval/funding for 2 additional civilian fire inspectors, to be hired at one year intervals. Partial revenue/funding may be available through collection of current inspection fees
- Collaborate with City of Hanford to gain approval/funding for 2 additional sedans
- Collaborate with City of Hanford to gain approval/funding for 1 administrative assistant to focus primarily on record keeping and billing of inspection fees, in accordance with adopted fee schedule
- Collaborate with City of Hanford to gain approval/funding for additional office space

Timeframes:

1st Fire Inspector: 1 year

1 Administrative Assistant: 1 year

2nd Fire Inspector: 2 years

Lead: Fire Marshal

Goal 1B: Improve community risk reduction education/outreach.

Objective:

Reduce the risk of fire and other life safety emergencies in our community through expansive risk reduction education. This is in accordance with CRA/SORC, Fire Master Plan, and Hanford 2035 General Plan policy.

Critical Tasks:

- Collaborate with Hanford Elementary School District and other community groups to initiate opportunities for initial and periodic fire/life safety presentations
- Develop fire/life safety materials and presentations designed for specific audiences
- Develop, track, and act upon community risk reduction performance measures, in effort to continually improve this vital service

Timeframe: 1 year

Lead: Fire Marshal

Goal 1C: Increase the City of Hanford “Emergency Management/Preparedness” capabilities

Objective:

To build an effective Emergency Management/Preparedness system in anticipation of natural and manmade disasters. This is in accordance with CRA/SORC, Fire Master Plan, and Hanford 2035 General Plan policy. Completion will significantly improve the ability of City of Hanford and Kings County Operational Area local governments to prepare for and respond to natural and manmade disasters.

Critical Tasks:

- Collaborate with City of Hanford to develop job description for assistant fire marshal/emergency preparedness officer position.
- Collaborate with City of Hanford to gain approval/funding for an assistant fire marshal/emergency preparedness officer position. Grant opportunities may be available to augment the funding of this position
- Collaborate with City of Hanford to gain approval/funding for 1 additional sedan
- Collaborate with City of Hanford to gain approval/funding for additional office space
- Collaborate/explore options with Kings County Operational Area OES to develop expanded Emergency Management/Preparedness partnership

Timeframe: 5 years

Lead: Fire Chief

Goal 1D: Explore possible partnership with Building Department for purposes of plan checking new construction

Objective:

Share funding of plans checker position between Building and Fire Departments. Enforcing Fire and Building Codes is supported by Hanford 2035 General Plan policy. Completion will increase efficiencies and reduce duplications between both departments.

Critical Tasks:

- Collaborate with Building Department to explore options associated with sharing a plans checking position
- If viable, collaborate with City of Hanford to secure approval/funding of shared position
- If viable, collaborate with City of Hanford to gain approval/funding for additional office space

Timeframe: 2-3 years

Lead: Fire Marshal

Goal 1E: Develop a Public Information dissemination program

Objective:

Utilize an effective public information program to disseminate necessary emergency and nonemergency information in a timely manner and on a regular basis

Critical Tasks:

- Develop a public information dissemination policy

Timeline: 1 year

Lead: Fire Marshal

Initiative 2: “Improve Fire Suppression Program”

Supporting “City of Hanford 2035 General Plan” Goals and Policies

Goal H2: High quality emergency services to protect life and property

Goal H4: Quality fire protection services throughout the City of Hanford

Policy H8: Evaluate safety service limitations on an annual basis to provide for adequate levels of service

Goal P10: Prevention of loss of life and property from fire or other disaster

Goal P11: Functional public buildings to house fire and emergency services personnel and equipment

Policy P49: Provide fire stations at locations to achieve and maintain an adequate response time for emergencies within the City

Policy P51: Provide for five City fire station locations within the 2035 Growth Boundary on the General Plan Land Use Map

Policy P53: Provide adequate fire suppression personnel and staff at each fire station to meet increased demands from population growth

Policy P54: Provide for fire protection vehicles and safety equipment to meet increased demands from population growth

Discussion

The 2021 Community Risk Assessment/Standards of Response Coverage (CRA/SORC), has identified 14 “Opportunities for Improvement” in support of elevating the City of Hanford fire-rescue capabilities closer to the levels of Industry Standards and Best Practices. Given that it is not realistic to believe all 14 of these opportunities can be achieved in the time frame of a 5 year Strategic Plan, they have been prioritized in order of need; as short/medium-range goals. Additionally, a 14 year Fire Master Plan has been created commensurate to the City of Hanford 2035 General Plan, for those longer-range goals.

Action Plan

Goal 2A: Implement 24-hour battalion chief coverage

Objective:

Transition 40 hour fire battalion chiefs to 24 hour shifts. This is in accordance with Fire Master Plan, and supported by CRA/SORC and Hanford 2035 General Plan policy. Completion will significantly improve shift oversight, support, and command structure at emergency incidents.

Critical Tasks:

- Collaborate with City of Hanford to gain approval/funding for 1 fire battalion chief
- Conduct testing process and establish eligibility list
- Transition battalion chief assignments to 24 shifts

Timeframe: 1 year

Lead: Fire Chief

Goal 2B: Open Station 4 in Northwest Hanford

Objective:

Have Station 4 operational by 2025. This is in accordance with Fire Master Plan, and supported by CRA/SORC and Hanford 2035 General Plan policy. Completion will significantly improve emergency response times, ability to assemble an Effective Response Force, and firefighter to population ratio.

Critical Tasks:

- Collaborate with City of Hanford to evaluate viability of City-owned property designated for Fire Station 4.
- Collaborate with City of Hanford to gain approval/funding and design of facility (Consider temporary/transitional facility if needed).
- Collaborate with City of Hanford to gain approval/funding and construction of facility
- Collaborate with City of Hanford to gain approval/funding/hiring-promoting of 3 fire captains, 3 fire engineers, and 3 firefighters. Completed one year prior to opening of station for training purposes.

Timeframe: 3-5 years

Lead: Fire Chief

Goal 2C: Prepare for Station 5 in Eastern Hanford

Objective:

To prepare for the opening of Station 5 in 2028/2029. This is in accordance with Fire Master Plan, and supported by CRA/SORC and Hanford 2035 General Plan policy. This facility is also projected to house fire training classrooms/grounds.

Critical Tasks:

- Collaborate with City of Hanford to gain approval/funding and purchasing of property
- Collaborate with City of Hanford to gain approval/funding and design of facilities

Timeframe: 5 years

Lead: Fire Chief

Goal 2D: Improve efficiency of emergency response fleet

Objective:

Acquire and maintain an adequate number of efficient front line emergency response apparatus, as well as reliable reserve units. This is in accordance with Fire Master Plan and supported by Hanford 2035 General Plan policy. Completion will result in a dependable, well maintained emergency response fleet.

Critical Tasks:

- Establish realistic and cost-effective replacement schedule for engine and truck/ladder apparatus
- Integrate apparatus replacement schedule with City Capital Improvement Program
- Collaborate with City of Hanford to gain approval/funding to purchase used truck/ladder company for reserve status
- Collaborate with City of Hanford to gain approval/funding to purchase 2 new engines
- Collaborate with City of Hanford to gain approval/funding to hire additional City mechanic, with primary responsibility to fire apparatus

Timeframe: 3 years

Lead: Apparatus Committee

Goal 2E: Improve coordination/standardization of operational shifts

Objective:

Place emergency operational shift coordination under a deputy chief. This is in accordance with Fire Master Plan, and supported by Hanford 2035 General Plan policy (Additionally supported by 2021 Porterville “Serious Accident Review Team” report). Completion will result in increased efficiency and standardization between 3 operational shifts. Completion

will also allow the Fire Chief to more effectively carry out Department Director responsibilities.

Critical Tasks:

- Collaborate with City of Hanford to develop job description deputy fire chief
- Collaborate with City of Hanford to gain approval/funding for 1 deputy fire chief
- Collaborate with City of Hanford to gain approval/funding for 1 additional sedan
- Conduct testing process and establish eligibility list
- Collaborate with City of Hanford to gain approval/funding for administrative assistant, assigned to fire suppression division
- Collaborate with City of Hanford to gain approval/funding for additional office space.

Timeframe: 5 years

Lead: Fire Chief

Initiative 3: “Improve Training Program”

Supporting “City of Hanford 2035 General Plan” Goals and Policies

Goal H2: High quality emergency services to protect life and property

Goal H4: Quality fire protection services throughout the City of Hanford

Discussion

Presently, a comprehensive fire training program does not exist. Training coordination is a dual responsibility held by a shift fire officer and a training committee. The Fire Master Plan forecasts the need for a training facility on the future grounds of Fire Station 5, however, this is not forecasted to be built until 2028/2029. As the fire department must grow with the City, the training program must grow to meet the needs of the organization.

Action Plan

Goal 3A: Establish a comprehensive training program

Objective:

Operate and benefit from a comprehensive training program with adequate oversight personnel and functional facilities. This is in accordance with Fire Master Plan and supported by Hanford 2035 General Plan policy. Completion will result in a well trained and effective fire response platform, operationally ready to respond to the needs of the community.

Critical Tasks:

- Conduct a comprehensive training needs assessment of the fire department
- Develop a comprehensive training program including, but not limited to: mission statement, training mandates and frequencies, rank specific training, succession planning/career development, special operations training, cost/benefit analysis of in-house vs. travel training, instructor qualifications, and record keeping
- Collaborate with City of Hanford to gain approval/funding for a 1 training captain to coordinate training program
- Collaborate with City of Hanford to gain approval/funding for 1 additional 4x4 Pickup
- Design a reasonable and functional training facility, projected to be built on land purchased for future Station 5

- Collaborate with City of Hanford, to explore funding options for a future training facility projected to be built on the grounds of future Station 5
- Consider regional partnerships such as Kings County and College of the Sequoias

Timeframes:

- Needs assessment: 6 months
- Comprehensive training program: 1 year
- Training captain: 3 years
- Training grounds design: 3 years
- Determine training grounds funding: 5 years

Lead: Training Committee

Initiative 4: **“Improve Firefighter Retention”**

Supporting “City of Hanford 2035 General Plan” Goals and Policies

Goal H2: High quality emergency services to protect life and property

Goal H4: Quality fire protection services throughout the City of Hanford

Policy P53: Provide adequate fire suppression personnel and staff at each fire station to meet increased demands from population growth

Discussion

The fire department continues to lose experienced firefighters to other agencies. This turnover of personnel results in a loss of valuable experience and taxpayer investment.

Action Plan

Goal 4A: Conduct a comprehensive study into the ongoing loss of experienced firefighters and develop an action plan to overcome the issue.

Objective:

Improve the ability to retain experienced firefighters. Completion will result in the retention of experienced firefighters, as well as increasing the investment value of taxpayer dollars.

Critical Tasks:

- Form an ad hoc labor/management committee to study the issue of firefighter retention
- Conduct interviews of present and past employees
- Collaborate where possible with City of Hanford
- Develop a comprehensive action plan to improve firefighter retention

Timeframe:

- Develop action plan (1 year)
- Follow action plan (Ongoing)

Lead: Ad hoc committee

Appendix A (Committee and Stakeholder Members)

Steering Committee:

Matthew Rowe, Battalion Chief (Chair)

Erik Brotemarkle, Battalion Chief

Christy Whittington, Fire Marshal

Dennis Springer, Captain

Matthew Martinez , Engineer

Austin Hiatt, Firefighter

Internal Stakeholder Group:

Hanford Fire Department Personnel

External Stakeholder Group:

Jack Amoroso, Retired Avenal Police Chief and Hanford resident

Todd Barlow, Kings County School District

Isaac Buller, City of Porterville Firefighter and Hanford resident

Martin Devine, Ex Hanford Council-member

Matt Doney, North Central Fire District Captain and Hanford resident

Dennis Ham, Active Community Member (China Alley)

Pauline Hershey, Owner All Valley Printing

Alicia Jacobo, Aid to Senator Hurtado

Amory Marple, Hanford Chamber of Commerce

Victor Rosa, Hanford Union Schools

Jacob Sanchez, Hanford Chamber of Commerce

Jeanette Tackett, JH Tackett Inc.

Lizzy Tullis, Kings County School District

Ben Wiele, American Ambulance Supervisor Significant Issues