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Y O C H A   D E H E   F I R E   D E P A R T M E N T

2018-2023

# STRATEGIC PLAN



## From the Chief

Yocha Dehe Fire Department (YDFD) is endowed with the finest fire service professionals in the state. The men and women of YDFD are highly trained, extremely motivated and loyally focused on their core mission of service to the community.

As part of our dedication to guarding the quality of life for the citizens of our community and patrons that visit the Capay Valley, we are committed to maintaining our elite accreditation and continuously strive to improve our level of service. The following 2018-2023 Strategic Plan provides a road map for organizational enhancement and methods by which to measure our successes.

This strategic plan was written in accordance with the guidelines set forth in the Commission on Fire Accreditation International (CFAI) Fire & Emergency Service Self-Assessment Manual (FESSAM) 9th Ed., and is intended to guide the organization within established parameters set forth by the authority having jurisdiction. To develop the plan, the department drew inspiration and guidance from the Community-Driven Strategic Planning process pioneered by the Center for Public Safety Excellence.

Through the strategic planning process, department personnel and citizens of the Yocha Dehe Wintun Nation collaborated to revisit our mission and values, define our programs, establish stakeholder priorities and expectations, and identify organizational strengths, opportunities, and critical issues. It also provided us with a way to determine strategic initiatives, establish realistic goals and objectives, and identify implementation tasks to transform those goals into reality.

YDFD has produced a living management tool that will provide the department with short and long-term direction, focus, and a pathway toward continuous improvement. With the support of the Yocha Dehe Wintun Nation Tribal Council, Fire Commission, and the tribal community, YDFD will continue to be a dedicated, effective, and forward-thinking leader in the fire service and region.

**Gary Fredericksen, CFO**  
Fire Chief

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# MISSION AND VALUES

## Mission and Values

### Mission

The Yocha Dehe Fire Department exists to provide professional, well-trained, and disciplined fire and public safety services for the Yocha Dehe Wintun Nation, Cache Creek Casino Resort, staff, visitors, Capay Valley Community, and our mutual aid partners.

### Values

The Yocha Dehe Fire Department follows the operating principles and values of the Yocha Dehe Wintun Nation. These values are as follows:

- **Family & Community**  
 We nurture our families and our communities.
- **Respect**  
 We value our culture, ourselves, and our neighbors.
- **Accountability**  
 We are responsible stewards of our heritage, our land, and our resources.
- **Integrity**  
 We practice time-honored traditions of social responsibility, fairness, and honesty.
- **Communication**  
 We value and promote the positive exchange of thoughts and ideas for every member of our community.
- **Loyalty**  
 We are committed to a common purpose: the success of our Tribe.
- **Harmony & Balance**  
 We believe that harmony and balance come from understanding and cooperation.



# DEPARTMENT BACKGROUND AND STRUCTURE

## Department Background & Structure

### Background

Yocha Dehe Fire Department (YDFD) is a legally established department within the Yocha Dehe Wintun Nation (YDWN), a native sovereign nation (hereinafter referred to as the "Tribe"), located in the town of Brooks, Yolo County, California.

YDWN established the fire department on January 1, 2004 to provide fire suppression, technical rescue, hazmat, emergency medical services (EMS), fire prevention, and emergency preparedness services on and around the Yocha Dehe Wintun Nation as well as other response areas pursuant to automatic and mutual aid agreements between the Tribe's fire department and other fire agencies.

### Department Structure

#### Tribal Council

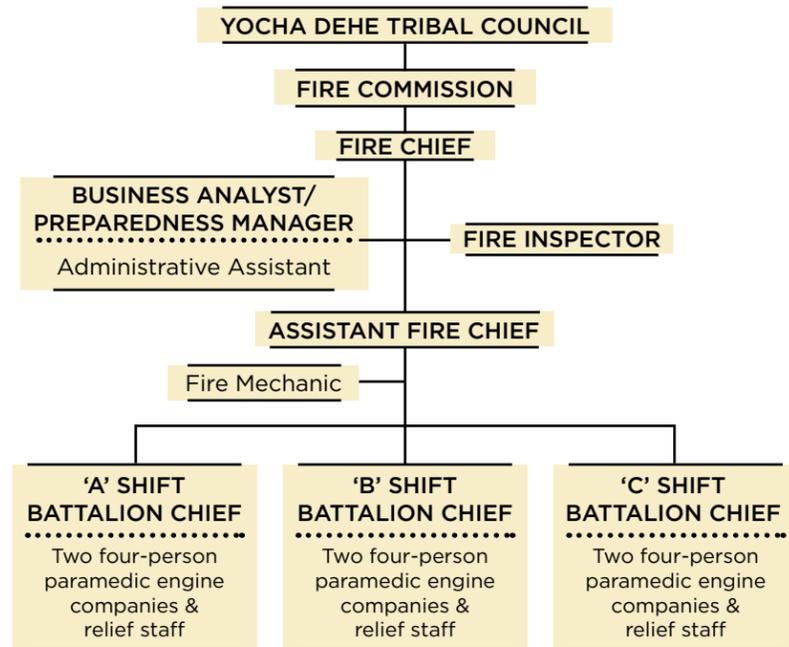
The established authority of the Yocha Dehe Wintun Nation is the Tribal Council. The Tribal Council consists of five members who are duly elected for three-year terms by the full Tribal Community Council. The Tribal Council consists of a chair, secretary, treasurer and two members at large.

The Tribal Council oversees all areas of the tribal government and its business enterprises, evaluating and making final decisions with respect to the recommendations of the Tribe's various departments and committees.

#### Fire Commission

The Fire Commission meets on a monthly basis where the fire chief presents standing reports, reviews existing and proposed programs for compliance with tribal law, and requests approval and direction for programs and other action items. Fire Commission members are tribal citizens appointed by the Tribal Council to serve on the Fire Commission. The fire chief and Fire Commission Chair meet regularly to discuss issues and concerns within the department. Actions approved by the Fire Commission are forwarded to the Tribal Council for approval, and the decisions are passed back to the fire chief for implementation.

The Yocha Dehe Fire Commission was established by the Yocha Dehe Wintun Nation to parallel the governing commissions of the other rural fire agencies in Yolo County and to act on the Tribal Council's behalf regarding routine matters. As necessary, the fire chief provides reports to the Tribal Council at their regularly scheduled meetings.



# STRATEGIC PLAN DEVELOPMENT



## Strategic Plan Development

Pursuant to Commission on Fire Accreditation International (CFAI) Accreditation Criterion 3A: Strategic Planning, an accredited fire service agency must have a published strategic plan. The strategic plan must be approved within the agency and submitted to the governing body or administrative officer with responsibility over the fire agency and to whom the chief fire officer/chief executive officer reports.

A strategic plan sets forth the department's vision and mission, identifies departmental values, and outlines a series of measurable goals and objectives for service delivery. This living document provides short-term direction, builds a shared vision, sets goals and objectives, and optimizes use of resources. Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no clear end. Per recommendations from the Center for Public Safety Excellence (CPSE), successful organizations utilize a stakeholder-driven strategic plan, and YDFD followed this recommendation as it completed its strategic planning process.

### YDFD's Strategic Planning Process

YDFD values the input of all staff members and major stakeholders in transforming the department's mission into action. All team members are interested, informed, and invested in creating YDFD's vision, culture, and objectives. As a result, it was critical for the department to involve all staff in the strategic planning process. This process began in September 2017 at a meeting of all Yocha Dehe Fire Department personnel. The fire chief led staff in a brainstorming exercise to develop a list of goals and tasks for the department to achieve over the next five years. The fire chief and assistant fire chief consolidated this feedback into a series of priorities that would provide direction for the department's immediate future.

At its January 2018 meeting, the Chief shared the list with Fire Commission to discuss and solicit feedback on the tribal community's expectations, concerns, and priorities. As all Fire Commissioners are tribal citizens of the Yocha Dehe Wintun Nation, this exchange provided community members with an opportunity to contribute to the department's direction. By including contributions from staff, community members, and administration, the resulting document reflects all major stakeholders who benefit from and are involved in carrying out the strategic plan and operations.



Following approval from Fire Commission, the priority list was realigned into six overall goals. Each goal includes a series of objectives that specify and document the elements needed to achieve each goal. These objectives were developed to be consistent with the "S.M.A.R.T." acronym to better support YDFD's accreditation requirements. In this way, all objectives are specific, measurable, attainable, realistic, and time-bound.

YDFD designed its strategic plan to be a dynamic document. The strategic plan will be routinely reviewed and updated to reflect the organization's progress toward achievement of its various objectives. Administrative staff reviews the YDFD Strategic Plan on an annual basis and assists the department in establishing future goals and objectives, as needed. Priorities continue to be set through fiscal review and the budget process. The annual review process also allows the department to ensure that all stated goals and objectives remain consistent with the department's mission and the Tribe's larger plans and priorities. The department communicates updates to the strategic plan and progress on its various goals and objectives through a published annual report, and through monthly communication at Fire Commission meetings and regular staff meetings.

The Yocha Dehe Wintun Nation developed and adopted this five-year 2018-2023 Strategic Plan for the Yocha Dehe Fire Department. Prior to formal publication, the fire chief, Fire Commission, and Yocha Dehe Wintun Nation Tribal Council all reviewed and approved the plan. It is published in print and online.



## PROGRAMS AND PARTNERSHIPS

### Programs and Partnerships

Developing a strategic plan requires an understanding of one's strategic position. By reflecting on the organization as it is now, including its many attributes and community resources, YDFD can build a better roadmap to its future.

YDFD is unique in terms of fire apparatus, personnel qualifications/certifications, and emergency response vehicle capabilities. Not only does the YDFD provide basic fire suppression and emergency medical services to the tribal community, Cache Creek Casino Resort, Capay Valley and other areas of Yolo County, but it is also fully equipped to perform technical rescue operations, such as swift water rescue, trench rescue, confined space rescue, rope rescue, vehicle extrication rescue, and specialized search and rescue. In 2015, YDFD was certified by the State of California as a Medium Rescue.

### Facilities and Equipment

All YDFD operations are based out of Station 25, adjacent to Cache Creek Casino Resort. Station 25's Training Room can be quickly activated into a fully operational Emergency Operations Center (EOC), a central command and control facility to lead preparedness, mitigation, and strategic management efforts in the event of an emergency or disaster. YDFD and the tribal government participate in annual emergency preparedness exercises in the EOC. It also serves as a backup EOC for Yolo County Office of Emergency Services.

Not far from Station 25 is the department's Rescue Systems Training Site. The Training Site includes a three-story burn tower, burn room, and ventilation prop. The site also contains equipment and structures for firefighters to train in confined space rescue and rope rescue. YDFD's Rescue Systems Training Site earned accreditation from the State of California in 2017, enabling the department to provide ongoing training for its own staff, as well as other public safety agencies throughout the state.

Along with its 33 uniformed and three administrative full-time employees, YDFD has a full complement of equipment including three emergency frontline apparatus (one Type I Engine, one Type III Engine, and one Type II Medium Rescue), plus a reserve Type I Engine, reserve Type III Engine and one utility vehicle, one technical rescue trailer, three all-terrain vehicles, and three command vehicles.

## Employee Engagement

Yocha Dehe Fire Department values internal engagement to develop personnel and program philosophies, and to optimize participation in advisory and implementation roles across the department. YDFD uses a committee structure to share information, solicit and receive feedback, and generate and execute programming. Current YDFD committees include the Training Committee, Safety Committee, Apparatus Committee, Information Technology Committee, Emergency Medical Services/Continuous Quality Improvement (EMS/CQI) Committee and the Professional Development and Certification Committee.

The Training Committee is responsible for administering the department's annual training plan. To compensate for limited live experience with low frequency, high-risk events due to the department's low call volume, YDFD aggressively pursues training opportunities that enable staff to maintain a wide variety of specialty skills. The Training Committee oversees a Burn Cadre and a Swift Water Technical Rescue Cadre, as well as developing and supporting training in low angle rope rescue (LARRO), Rescue Systems I and II, auto extrication, confined space, all-terrain vehicle (ATV) rescue, Rapid Intervention Crew (RIC), trench rescue, hazardous materials, high-rise fire and rescue, and wildland fire operations. This committee administers the department's Target Solutions software to provide additional learning opportunities and ensure all personnel are meeting established training objectives. The Emergency Medical Services/Continuous Quality Improvement



(EMS/CQI) Committee facilitates EMS training opportunities and reviews medical providers' actions and performance on all EMS emergency response incidents with the goal of improving patient care and departmental capabilities.

The Safety Committee meets during company officer meetings and provides policy guidance on safety, health, and fitness issues. The committee meets to report on the impact and implementation of the department's safety programs and the effectiveness of specific actions.

The Apparatus Committee consists of firefighters and the fire mechanic who collaborate to draft vehicle specifications, develop replacement schedules, and provide recommendations for ongoing maintenance.

The Information Technology Committee consists of personnel from all three shifts who convene regularly and informally to troubleshoot issues with department equipment and operations involving technology and/or radio communications. Members of this committee serve as subject matter experts on specialized equipment and assist the department in maintaining an effective and functional relationship with the Yocha Dehe Wintun Nation's Information Technology Department.

The Professional Development and Certification Committee consists of company officers and chief officers who oversee the creation and monitoring of task books and other staff development programs. Beginning in 2019, this committee will also assist and support department personnel in achieving credentialing and professional designations through the Commission on Professional Credentialing.



## Community Partners

YDFD develops quality relationships with a number of community partners and agencies to provide a high level of service to Capay Valley and surrounding areas. Yocha Dehe Fire Department values its mutually beneficial partnerships with these agencies to provide emergency response services, share and receive training and education, and create opportunities to increase the Tribe's presence within Yolo County and beyond.



### Yolo County Office of Emergency Services (Yolo OES)

The Yolo County Office of Emergency Services (Yolo OES) serves as the emergency management agency for Yolo County by coordinating the county government's response to disasters or other large-scale emergencies. In 2011, following severe County budget cuts, Yocha Dehe Fire Department joined forces with Yolo County and the cities of Davis, West Sacramento, Winters, and Woodland to develop a Joint Emergency Management Services (JEMS) Agreement to fund Yolo OES. Yolo OES has assisted the Tribe with writing its Continuity of Operations Plan (COOP), Hazard Mitigation Plan, Emergency Operations Plan, and grant writing. YDFD's fire chief currently serves as the Yolo County Fire/Rescue Mutual Aid Coordinator for the California Office of Emergency Services.

### Yolo Emergency Medical Services Agency (YEMSA)

Yocha Dehe Fire Department was a key player in developing the Yolo Emergency Medical Services Agency (YEMSA). YEMSA uses its guiding values of leadership, innovation, integrity, collaboration, and being patient-centered to deliver its mission of providing a cost-effective, collaborative and outcome-based EMS Delivery System that produces clinically superior and culturally competent care. YEMSA strives to work effectively with its public safety and public health partners to solve problems, make decisions, and achieve common goals. YDFD's assistant fire chief currently serves as a YEMSA board member and previously served as Chair.

### Yolo Emergency Communications Agency (YECA)

The Yolo Emergency Communications Agency (YECA) is a Joint Powers Authority (JPA), established in 1988. The agency was formed as a consolidated 9-1-1 Public Safety Answering Point to provide dispatch services for police, fire, animal control, public works, and other local government agencies. Yocha Dehe's Fire Chief, Gary Fredericksen, serves as one of the five members of the JPA Governing Board. YECA's JPA Governing Board meets monthly, with Chief Fredericksen representing both the Yocha Dehe Fire Department and all fire-related interests for the region.

### West Valley Regional Fire Training Consortium

The West Valley Regional Fire Training Consortium (the "Consortium") was founded in 2012. The Consortium is comprised of the Yocha Dehe Fire Department, City of Davis Fire Department, City of Woodland Fire Department, UC Davis Fire Department, City of West Sacramento Fire Department, City of Winters Fire Department, Dunnigan Fire Protection District, and Amador Fire Protection District. It is the Consortium's mission to deliver the finest training resources to local fire service organizations to protect the public safety interests of Yolo County residents. Through collaboration and partnerships, the Consortium aims to unify and reinforce the training efforts of its agencies to achieve excellence and standardization in fire safety services. The Consortium stands ready to support and assist the participating organizations in achieving their missions and enhancing the well-being of their communities.

**Law Enforcement Agencies**

YDFD collaborates with the Yolo County Sheriff's Office and Yocha Dehe Wintun Nation Tribal Patrol to provide emergency preparedness drills for the tribal community and region. In 2009, the Department of Homeland Security (DHS) Sacramento Urban Area Security Initiative (UASI) evaluated the terrorism threats and hazards posing the greatest risk to the region. The resulting Automated Critical Assessment Management System (ACAMS) identified the Cache Creek Casino Resort as a threat in Yolo County, which is owned and operated by the Yocha Dehe Wintun Nation. To mitigate this threat, the department trains with law enforcement in special weapons and tactics (SWAT) and other emergency security response activities. With the support of these law enforcement agencies, YDFD developed and delivered the first active shooter training to include all regional automatic aid partners in 2016. Yocha Dehe Fire Department and Yocha Dehe Wintun Nation Tribal Patrol continue to be regional leaders in this field.



**Automatic Aid Agreements**

In order to deliver a more efficient response with fire prevention, suppression, and emergency medical services in the Capay Valley region, the Yocha Dehe Wintun Nation coordinated and ratified fire automatic aid agreements with Capay Valley Fire Protection District, Esparto Fire Protection District, Madison Fire Protection District, Williams Fire Protection Authority, and Woodland Fire Department. In addition, YDFD participates in a search and rescue automatic aid agreement to assure enhanced search and rescue response efforts along with the Capay Valley Fire Protection District and Yolo County Sheriff's Office.



### Mutual Aid Agreement

Yocha Dehe Fire Department became an active participant in Yolo County's Fire Services Mutual Aid Agreement in 2007. Under mutual aid agreements, departments can request additional fire resources from throughout the County in the event of an emergency that exceeds the department's capabilities. YDFD's mutual aid partners are:

- Arbuckle Fire Protection District
- Capay Valley Fire Protection District
- Clarksburg Fire Protection District
- UC Davis Fire Department
- West Plainfield Fire Protection District
- City of West Sacramento Fire Department
- Willow Oak Fire Protection District
- City of Winters Fire Department
- City of Woodland Fire Department
- Yolo Fire Protection District
- Zamora Fire Protection District
- City of Davis Fire Department
- Dunnigan Fire Protection District
- Elkhorn Fire Protection District
- Esparto Fire Protection District
- Knights Landing Fire Protection District
- Madison Fire Protection District
- Robbins Fire Protection District

In addition to automatic and mutual aid, Yocha Dehe Fire Department further supports local volunteer fire departments by providing hands-on training opportunities with YDFD personnel, facilities, and equipment on an ongoing basis.



## Strengths, Weaknesses, Opportunities and Threats (SWOC) Analysis

In developing the goals and objectives for YDFD's short-term future, it is critical to understand the strengths, weaknesses, opportunities, and challenges facing the department. The goals and objectives within this strategic plan are designed to further enhance and optimize the department's strengths while mitigating weaknesses and challenges to the extent possible.

### Strengths

- Extremely supportive Tribal Council and Fire Commission
- Strong relationships with local partners and public safety agencies
- Long-serving, highly trained department staff with low turnover rate
- State-of-the-art equipment and facilities to perform department operations
- Accreditation provides visibility and recognition within fire community
- Small population/close relationship with tribal community enables department to better support resident needs

### Weaknesses

- Rural location and distance from other professional fire departments
- Lack of formal education in tenured staff
- Extended ambulance response times
- Limited live experience for high-risk, low-frequency events due to low call volume

### Opportunities

- Develop capacity for in-house training and instruction
- Support other tribes and regional partnerships in pursuing Accreditation
- Upcoming hotel expansion will provide increased call volume and new response experience
- Enhance fire prevention activities through staff development

### Challenges

- Economic position heavily tied to Tribe's business ventures
- Low radio function in Rumsey Canyon leads to an inability to communicate in high-risk situations
- Cache Creek Casino Resort identified as regional terrorism threat by the Department of Homeland Security
- Service area includes Earthquake Fault Hazard Zones identified as active faults by the State of California

## Goals and Objectives

### Goals

The department identified six overall goals that drive operations and contain individual objectives for achievements. These goals are as follows:

- G1 Enhance community preparedness and awareness of fire department operations, fire prevention, and safety.
- G2 Seek and maintain recognitions and certifications that will advance positive public perception of the department and the Tribe.
- G3 Support economic growth and development, and be equipped to accommodate expansions in services, facilities, and populations served.
- G4 Maintain open communication and a strong, trusting relationship with Fire Commission and Tribal Council.
- G5 Ensure department operations are efficient, effective, and sustainable.
- G6 Provide the highest level of service in emergency response situations, with an ability to respond quickly to a wide variety of emergencies through our high quality:
  - a. Personnel
  - b. Equipment
  - c. Facilities
  - d. Training
  - e. Relationships



# GOALS AND OBJECTIVES

## Objectives

Each of these goals include a series of objectives created using the “S.M.A.R.T.” method, included in the table below. The objectives reflect how the department will achieve and make progress toward the overall goals. As a strategic plan is only useful if achievements and progress are measurable, the table also identifies specific tasks, timelines, and performance measures for each objective.

### Goal 1: Emergency Preparedness

OBJECTIVE	DESCRIPTION	PERFORMANCE MEASURES & TIMELINES
G1-1	Develop a training program for tribal citizens to educate them on tribal fire department operations.	<ul style="list-style-type: none"> <li>Assess Young Adult Assistance Program (YAAP) to ensure it meets stated needs and mission (2020)</li> <li>Update existing Firefighter Intern Program and task book (2020)</li> <li>Update existing YAAP to better expose tribal youth to the inner workings of YDFD and the occupation of firefighting (2020)</li> <li>Continued support of public education program, Open House events, CPR training, fire extinguisher training for Casino employees, and engagement opportunities as they become available (24 per year)</li> </ul>



OBJECTIVE	DESCRIPTION	PERFORMANCE MEASURES & TIMELINES
G1-2	Enhance emergency preparedness program with expanded plans and a fully-functional Emergency Operations Center (EOC).	<ul style="list-style-type: none"> <li>Preplan for new tribal properties (Ongoing)</li> <li>Update Standards of Cover (December 2018)</li> <li>Ensure annual EOC training for both Tribal Government and Casino operations (Annually)</li> <li>Host annual EOC drill with Emergency Management Partners (Annually)</li> <li>Update EOC with improved communications/computer systems (2020)</li> <li>Continued engagement with the Yolo County JEMS Agreement (Ongoing)</li> <li>Update Emergency Operations Plan (2019)</li> </ul>
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OBJECTIVE	DESCRIPTION	PERFORMANCE MEASURES & TIMELINES
G1-3	Review, update, and submit FEMA approved YDWN Hazard Mitigation Plan.	<ul style="list-style-type: none"> <li>Approve Hazard Mitigation Plan (2018)</li> <li>Attend regular meetings with Yolo OES (Three times per year)</li> <li>Submit project/hazard updates consistent with Yolo OES timelines (Ongoing)</li> </ul>

## Goal 2: Recognitions

OBJECTIVE	DESCRIPTION	PERFORMANCE MEASURES & TIMELINES
G2-1	Maintain Fire Department Accreditation Status.	<ul style="list-style-type: none"> <li>Update Strategic Plan (Annually)</li> <li>Update Standards of Cover (December 2018)</li> <li>Adopt and Implement CPSE 9th Edition, Accreditation Model (Ongoing)</li> <li>Continue to meet Accreditation Standards and embrace Continuous Quality Improvement (Ongoing)</li> <li>Purchase inventory control system for EMS, equipment and ancillary supplies that meet Accreditation and federal grant requirements (2019)</li> </ul>

OBJECTIVE	DESCRIPTION	PERFORMANCE MEASURES & TIMELINES
G2-2	Develop State of California certified Confined Space Rescue Site at Training Site.	<ul style="list-style-type: none"> <li>Design physical layout of Confined Space Training Site that meets State standards (2019)</li> <li>Procure funding for site either through budget process or grant process (2019)</li> <li>Develop personnel who are State-certified to provide initial and refresher training for our personnel and outside agencies (2019)</li> <li>Build site and have State certify Confined Space Training Site (2020)</li> </ul>

OBJECTIVE	DESCRIPTION	PERFORMANCE MEASURES & TIMELINES
G2-3	Publish materials and attend events to promote the Tribe and its accolades.	<ul style="list-style-type: none"> <li>Complete and publish Annual Report (Annually)</li> <li>Attend CPSE Excellence Conference (Annually)</li> <li>Attend International Fire Chiefs Conference (Annually)</li> <li>Attend public events, as needed (Ongoing)</li> <li>Utilize social media to engage Yolo County residents and provide information on department achievements (Ongoing)</li> </ul>

OBJECTIVE	DESCRIPTION	PERFORMANCE MEASURES & TIMELINES
G2-4	Develop YDFD Honor Guard Cadre.	<ul style="list-style-type: none"> <li>Send firefighters to training event to learn honor guard procedures (May 2018)</li> <li>Utilize Honor Guard at Awards Ceremony and other events, as needed (Annually, Ongoing)</li> </ul>



## Goal 3: Growth

OBJECTIVE	DESCRIPTION	PERFORMANCE MEASURES & TIMELINES
G3-1	Preplan for 10-story, 459-room hotel and event center expansion at Cache Creek Casino Resort.	<ul style="list-style-type: none"> <li>Provide ongoing oversight of fire and life safety systems and design during hotel construction (2019)</li> <li>Plan, design, and purchase equipment for the medical treatment room (2019)</li> <li>Plan, design, and purchase equipment and associated systems for fire equipment room located on 5th floor (2019)</li> <li>Contribute to the design and testing of fire alarms systems and fire control center (2019)</li> </ul>



OBJECTIVE	DESCRIPTION	PERFORMANCE MEASURES & TIMELINES
G3-2	Assure appropriate fire department support for all newly acquired properties, planned projects, and events.	<ul style="list-style-type: none"> <li>Update Standards of Cover document (2018, revise 2019)</li> <li>Continued communications with authority having jurisdiction (AHJ) to ensure that needs of the Tribe and tribal enterprises, as well as community outreach are clearly identified and addressed by the fire department (Monthly, Ongoing)</li> <li>Construct new hotel fire department command center capable of serving both new and existing hotel (2019)</li> <li>Purchase mobile emergency air supply system and associated equipment required to meet new regional high rise hotel building requirements (2019)</li> <li>Work with other tribal stakeholders to plan and prepare for needs of new tribal community (Ongoing)</li> <li>Train firefighters on newly purchased properties so as they can continue to provide quality service (Ongoing)</li> </ul>

OBJECTIVE	DESCRIPTION	PERFORMANCE MEASURES & TIMELINES
G3-3	Meet with construction teams to assure life and safety during any construction activities.	<ul style="list-style-type: none"> <li>Meet with construction staff as new construction projects arise (Weekly, Ongoing)</li> </ul>



## Goal 4: Tribal Government Relations

OBJECTIVE	DESCRIPTION	PERFORMANCE MEASURES & TIMELINES
G4-1	Develop a formalized assessment of programs and reporting strategies to Fire Commission.	<ul style="list-style-type: none"> <li>Adopt 9th Edition Standards that require enhanced reporting to AHJ (Ongoing)</li> <li>Continue monthly reporting to Fire Commission with program reports on agenda using updated report forms and presentations (Monthly, Ongoing)</li> <li>Include Annual Reports on website; distribute to all staff and tribal community (Annually, Ongoing)</li> </ul>

OBJECTIVE	DESCRIPTION	PERFORMANCE MEASURES & TIMELINES
G4-2	Ensure tribal and Fire Department staff, Fire Commissioners, and tribal government understand the value of the fire department and Accreditation.	<ul style="list-style-type: none"> <li>Continuous communications with AHJ and tribal stakeholders to ensure that YDFD meets established mission, vision, and values of YDWN (Ongoing, through monthly Fire Commission meetings, weekly Tribal Council meetings, and semi-annual tribal community meetings)</li> <li>Report on YDFD performance as required for Accreditation including any gaps and needs that should be addressed through the Continuous Quality Improvement model (Ongoing)</li> <li>Enhance public education and outreach opportunities through the YAAP, Yocha Dehe Wintun Academy, and other tribal and governmental partners (Ongoing)</li> </ul>

### Goal 5: Department Operations

OBJECTIVE	DESCRIPTION	PERFORMANCE MEASURES & TIMELINES
G5-1	Maintain operational standards in all department functions.	<ul style="list-style-type: none"> <li>Regularly update YDFD policies and procedures to ensure operational efficiencies and coordination, accountability, and legal mandates continue to be met (Ongoing)</li> <li>Work with YEMSA to ensure EMS standards continue to be met (Monthly)</li> <li>Continually collaborate with West Valley Regional Fire Training Consortium to ensure competencies are met and professional development opportunities exist for our personnel (Monthly)</li> <li>Utilize Training Committee for development and oversight of training and professional development plan (Quarterly)</li> <li>Utilize Target Solutions for tracking and accountability (Ongoing)</li> <li>Purchase new records management system for improved data collection and verification (2018)</li> <li>Implement new records management system (2019)</li> <li>Audit and review all records from accreditation cycle prior to inclusion in new records management system (2019)</li> </ul>

OBJECTIVE	DESCRIPTION	PERFORMANCE MEASURES & TIMELINES
G5-2	Seek opportunities for grants for department equipment, training, and apparatus funding.	<ul style="list-style-type: none"> <li>Utilize grant databases, online research, and updates from partnerships to submit funding requests and grant proposals (Ongoing)</li> </ul>

### Goal 6: Emergency Response

OBJECTIVE	DESCRIPTION	PERFORMANCE MEASURES & TIMELINES
G6-1	Improve radio communications in the Rumsey Canyon.	<ul style="list-style-type: none"> <li>Continue to work with communication partners and YECA (Ongoing)</li> <li>Work with YECA to provide a study on improving radio communications for fire and law enforcement in Rumsey Canyon (Ongoing)</li> <li>Obtain funding from state, local, and federal agencies to build a repeater system in Rumsey Canyon (2019)</li> </ul>

OBJECTIVE	DESCRIPTION	PERFORMANCE MEASURES & TIMELINES
G6-2	Continue to invest in equipment and apparatus as necessary to support the fire department's mission and regional response capabilities.	<ul style="list-style-type: none"> <li>Purchase Mobile Air Compressor (2019)</li> <li>Purchase New Type I Fire Engine (2019)</li> <li>Purchase vehicle lift for fire mechanic (2018)</li> <li>Replace ATV Trailer (2019)</li> <li>Purchase Utility Terrain Vehicle (2020)</li> <li>Purchase new defibrillators/monitors (2018)</li> <li>Continued development of Training Site (Ongoing)</li> </ul>





**OBJECTIVE DESCRIPTION**

G6-3

Maintain interoperability with Mutual Aid and Auto-Aid Partners.

**PERFORMANCE MEASURES & TIMELINES**

- Meet with Auto-Aid Committee (Bimonthly)
- Work with the West Valley Regional Fire Training Consortium (Ongoing)
- Participate in Yolo County Operations Chiefs group (Monthly, Ongoing)
- Maintain Yolo OES partnership (Ongoing)
- Continued engagement with YEMSA and Emergency Medical Care Committee (Ongoing)
- Maintain representation and involvement with YECA (Monthly, Ongoing)

**OBJECTIVE DESCRIPTION**

G6-4

Monitor, track, and publish YEMSA's total response times as part of the department's EMS effective response force and service delivery systems.

**PERFORMANCE MEASURES & TIMELINES**

- Support Yolo County's purchase of FirstWatch (2018)
- Train personnel to utilize FirstWatch effectively (2019)
- Review response times at Fire Commission and in Annual Report (Monthly, Annually)

**OBJECTIVE DESCRIPTION**

G6-5

Strengthen the department's multi-agency training and exercise program by conducting hazardous materials, rescue task force, and other response drills.

**PERFORMANCE MEASURES & TIMELINES**

- Complete a CFAI-compliant hazardous materials response drill (Annually)
- Complete a minimum of one rescue task force/intentional mass casualty incident exercise (Annually)



**OBJECTIVE DESCRIPTION**

G6-6

Maintain membership in the West Valley Regional Fire Training Consortium and host drills with mutual partners through the consortium.

**PERFORMANCE MEASURES & TIMELINES**

- Participate in MCI drill (Annually)
- Participate in training opportunities (Quarterly and Ongoing)



OBJECTIVE	DESCRIPTION	PERFORMANCE MEASURES & TIMELINES
G6-7	Provide live burn fire training opportunities.	<ul style="list-style-type: none"> <li>• Hold training burn at Vieu house (2019)</li> <li>• Hold training burn at Sugar Loaf cabin (2020)</li> <li>• Host training burn opportunities at YDFD Training Site for YDFD personnel and regional volunteer departments (Annually)</li> </ul>



OBJECTIVE	DESCRIPTION	PERFORMANCE MEASURES & TIMELINES
G6-8	Participate in statewide mutual aid system.	<ul style="list-style-type: none"> <li>• Provide executive support for Operational Area Coordination (Ongoing)</li> <li>• Deploy equipment and personnel to strike teams to respond to county and statewide wildland incidents (Ongoing, as needed)</li> <li>• Maintain capability for technical rescue response (Ongoing)</li> </ul>

