



FIRE HOUSE NO. 8



2026–2030

# Strategic Plan



# Introduction

**Roseville Fire's new strategic plan serves as an organization-wide roadmap to define high-level goals and track progress toward our vision.**

## **Our process**

In late July 2025, the Department's command staff kicked off the strategic planning process by defining a project charter and identifying key participants. A number of engagement efforts were conducted in the fall, including six stakeholder interviews, two employee focus groups, and a survey available to all employees. During a workshop in November 2025, our command staff met to review findings from the stakeholder engagement efforts and to define our vision, mission, values, and goal areas. The plan was then finalized over the course of late 2025 and early 2026.

## **How to use this plan**

This plan begins with articulating our vision, mission, and values, which collectively guide our shared direction. Subsequent pages detail our three goal areas: Excellent Service Delivery, Values-Driven Culture, and Thriving Workforce. Each goal area contains several strategies, which are the ways in which the Department will make progress in each goal. While this strategic plan is intended to be high-level, our staff have also developed detailed implementation plans for each goal area, along with key performance indicators (KPIs) to measure success.



## Vision

A vision statement articulates an organization's aspirational future, serving as its "North Star." Our vision is:

**To be a trusted leader in emergency response and community safety, contributing to a better quality of life for all.**

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## Mission

A mission statement articulates an organization's role and purpose, and ensures every team member knows how their work contributes to success. Our mission is:

**To protect and enhance the safety and well-being of every community we serve with dedication, excellence, and compassion.**

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## Values

Values guide behavior and help shape organizational culture. They define how we work together and articulate how employees are at their best. Our values are:

### Devotion to Duty

Putting service above self and exceeding expectations with commitment to the Roseville community.

### Integrity

Holding ourselves to the highest ethical standards and demonstrating accountability at all times to maintain the trust of our community.

### Professionalism

Setting and maintaining the highest standard of excellence while supporting the safety and well-being of our team.

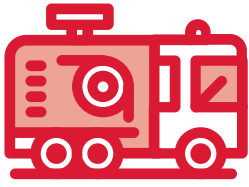
### Family

Working as a cohesive team with mutual support and respect while championing a culture that promotes personal balance.

### Understanding

Acting with empathy, care, and awareness of others' needs to support our people and community in times of need.

## GOAL 1



# Excellent service delivery

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**Achieving and maintaining “gold standard” status by ensuring quality care and service, optimizing operational readiness and efficiency, and upholding the standards of fiscal responsibility and continuous improvement.**

### Strategies

- Serve as a regional leader and convener for public safety by proactively engaging with partner agencies and other stakeholders.
- Define and align service scope to ensure equitable public safety coverage amidst anticipated growth.
- Plan proactively and advocate for needed resources, including adequate staffing for all divisions, equipment, facilities, apparatus, and technology.
- Strengthen community education and prevention programs.
- Align departmental planning and operations to advance the City of Roseville’s overall municipal vision and financial health.





## GOAL 2

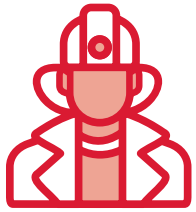
# Values-driven culture

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**Cultivating a strong, family-oriented culture rooted in respect and dedication to service, motivating our team to go above and beyond for our community and each other.**

### Strategies

- Integrate values alignment into recruitment strategy to ensure candidates embody the Department's commitment to public service.
- Maintain comprehensive onboarding and performance review processes to ensure shared expectations around Roseville Fire's focus on service above self.
- Embed organizational values into leadership development and succession planning initiatives to ensure future leaders are equipped to champion the desired culture.
- Recognize "above and beyond" service within the Department.
- Strengthen local connections and pride by actively showcasing the Department's work at community events.



## GOAL 3

# Thriving workforce

Investing in and protecting a resilient, highly competent team through dedicated professional development, resource advocacy, and robust support for physical and mental wellbeing.

### Strategies

- Establish talent development program and retention strategies that include cross-training and clearly defined career paths for all members of the organization.
- Invest in professional development and actively encourage members' involvement in advancing their skills, training, and certifications.
- Enhance mental and physical health programs that provide necessary support and proactively build our team's individual and collective resilience.
- Attract and retain a strong workforce by maintaining our excellent reputation and competitive compensation.





# Moving forward

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While this plan is intended to serve as a high-level roadmap, we have already begun moving toward implementation. Our command staff have developed implementation plans for each of the goal areas, which include specific initiatives needed to achieve success. We have also identified several key performance indicators (KPIs), which will help us measure and demonstrate progress at the goal level.

Roseville Fire is committed to advancing our mission of protecting and enhancing the safety and well-being of every community we serve with dedication, excellence, and compassion. Upon the adoption of the strategic plan, our employees will regularly monitor and report progress, ensuring this is a living document that enables us to better serve our community.



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Facilitated by  RAFTELIS