

**2024 – 2029 STRATEGIC PLAN  
MANAGEMENT AND IMPLEMENTATION GUIDE  
GOALS, OBJECTIVES, TASKS, AND MEASURES  
JULY 15, 2026 Progress Update**

**GOAL 1: Foster a workplace that will attract and retain the most qualified individuals**

**OBJECTIVE 1.1**

**Revise and improve the recruitment process.**

| <b>TASKS</b>                                                                                                     | <b>TIMEFRAME</b> | <b>ASSIGNMENT</b>                      |
|------------------------------------------------------------------------------------------------------------------|------------------|----------------------------------------|
| <input type="checkbox"/> Evaluate the current recruitment process to identify strengths and weaknesses.          | 3 months         | Fire Captains and Fire Chief           |
| <input type="checkbox"/> Survey current and prospective employees to determine reasons for wanting to work here. | 3 months         | Administrative Staff or Outside Entity |
| <input type="checkbox"/> Develop and implement a recruitment process that includes necessary training.           | 9 months         | Fire Captains and Fire Chief           |
| <input type="checkbox"/> Seek funding for necessary training.                                                    | 1 year           | Fire Chief                             |
| <input type="checkbox"/> Review the effectiveness of the plan and revise it as necessary.                        | Annually         | Fire Captains and Fire Chief           |

The District most often recruits for the positions of volunteer firefighter, seasonal firefighter, fire inspector, and fuel technician positions. There has been an increase in the applicants for the volunteer firefighter position. This may be due to less agencies utilizing volunteer firefighters. There has also been a consistent number of applicants for Fuel Technician 1 and Fuel Technician 2 positions. These position are part time or can be temporary full time.

The District did not use a formal survey process. Informal conversations occur with current and former employees.

The seasonal firefighter position allows District to increase staffing during the summer and fall, during wildfire prone months, and provides training opportunities along with compensation. Cloverdale Fire Protection District employed firefighters have educational leave included in their employment agreement. The Fuel Technician 1 position is intended to recruit and train personnel that may become full-time District Fuel Crew employees. The Fuel Technician 2 positions allows for a trained person to gain experience while not be required to work year-round and/or full time. The Northern Sonoma County Fire Foundation (Foundation) is funding training including attendance to the Santa Rosa Junior College Fire Academy. Stipend (compensation) is available to volunteer firefighters filling a 12-hour "shifts".

**MEASURED OUTCOMES**

- Development of recruitment process for permanent and volunteer positions
  - Completed
- Secure funding for necessary training
  - Completed and funding also from the Foundation
- Multiple applicants for open positions
  - Completed

## OBJECTIVE 1.2

**Maintain a workplace that creates a positive work environment, promotes retention, and enhances services.**

| TASKS                                                                                             | TIMEFRAME | ASSIGNMENT                             |
|---------------------------------------------------------------------------------------------------|-----------|----------------------------------------|
| <input type="checkbox"/> Evaluate workplace retention initiatives.                                | 3 months  | Fire Chief                             |
| <input type="checkbox"/> Survey current employees to identify trends and workplace culture.       | 3 months  | Administrative Staff or Outside Entity |
| <input type="checkbox"/> Develop and implement a retention strategy to improve workplace culture. | 1 year    | Fire Captains and Fire Chief           |
| <input type="checkbox"/> Seek approval for funding the retention plan.                            | 1 year    | Fire Chief                             |
| <input type="checkbox"/> Review retention efficacy annually and revise as necessary.              | Annually  | Fire Chief                             |

All positions except the fire inspector position have experienced good retention. Other fire agencies also have fire inspector position retention issues. Volunteer firefighters are usually active for 2 – 3 years and then resign; this is usually due to their reason for volunteering is to gain experience to pursue a permanent fire fighter position. It remains rare to have a “traditional” volunteer who lives in the District with their main reason to volunteer being to help their neighbors/community. The District average 3 – 5 active “traditional” volunteers.

A survey has not occurred.

Permanent fuel technician positions have been established and have helped with retention.

One Cloverdale Fire Protection District employed firefighters, assigned to the Geyserville Fire Station, has resigned in the past two years. The resignation was related to medical conditions. There have been no other firefighter retention issues at the Geyserville Fire Station.

### MEASURED OUTCOMES

- Employees remain District employees for more than two years
  - Completed for all positions except fire inspector
- Measure increased efficiency where applicable, such as the number of fire inspections and vegetation management treated areas
  - Number of fire inspections and vegetation management treated areas, in and outside the District, has increased.
  - District has increased its ability to respond with multiple fire apparatus from Geyserville Fire Station and provide mutual and automatic aid including strike team assignments.

## **GOAL 2: Create and implement a sustainable funding model to ensure financial viability, maintaining the highest level of service**

### **OBJECTIVE 2.1**

#### **Refine the funding model to sustain current and future service needs.**

| <b>TASKS</b>                                                                                            | <b>TIMEFRAME</b> | <b>ASSIGNMENT</b>              |
|---------------------------------------------------------------------------------------------------------|------------------|--------------------------------|
| <input type="checkbox"/> Evaluate current funding sources.                                              | 3 months         | Board Treasurer and Fire Chief |
| <input type="checkbox"/> Evaluate expected funding sources.                                             | 1 year           | Board Treasurer and Fire Chief |
| <input type="checkbox"/> Ensure the current level of service is financially viable.                     | 3 months         | Board Treasurer and Fire Chief |
| <input type="checkbox"/> Research and determine the feasibility of additional revenue sources           | 1 year           | Board and Fire Chief           |
| <input type="checkbox"/> Implement an increased level of service based on current and expected funding. | Annually         | Fire Chief                     |
| <input type="checkbox"/> Review the funding model.                                                      | Annually         | Board Treasurer and Fire Chief |

Current funding sources are property tax, Measure H sales tax, special tax, grants, fee for services, and purchases made by the Northern Sonoma County Fire Foundation. Grants are primarily for vegetation management projects and have been less of the District's funding. Future/potential funding sources have been discussed but not thoroughly evaluated.

The District has increased its level of service utilizing Measure H sales tax. The District's current level of service is financially viable for the foreseeable future.

Financing is occurring for the Geyserville Station #1 Modernization project.

The District has increased its level of service:

- Increased fire fighter staffing at Geyserville Fire Station
- Community outreach, life safety inspections, visiting schools, and defensible space inspections
- Increased availability of advanced life support response apparatus
- Network of helicopter dip sites developed in The Geysers in cooperation and coordination with South Lake County Fire Protection District
- Increased vegetation management
- CPR and EMS training for the public

#### **MEASURED OUTCOMES**

- The current level of service is maintained and/or improved
  - Completed
- Plans are developed for the increased level of service
  - Ongoing

## OBJECTIVE 2.2

**Evaluate and implement programs and emergency response plans to ensure the highest level of service.**

| TASKS                                                                                                                                         | TIMEFRAME                 | ASSIGNMENT |
|-----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|------------|
| <input type="checkbox"/> Evaluate current programs and response plans.                                                                        | 9 months                  | Fire Chief |
| <input type="checkbox"/> Conduct community risk assessment (CRA).                                                                             | 18 months                 | Board      |
| <input type="checkbox"/> Develop community programs and modify, if necessary, emergency response plans for a prepared community based on CRA. | 6 months years            | Fire Chief |
| <input type="checkbox"/> Seek funding for community programs and response plans.                                                              | 2 years                   | Fire Chief |
| <input type="checkbox"/> Implement community programs and modify, if needed, emergency response plans.                                        | 9 months and then ongoing | Fire Chief |
| <input type="checkbox"/> Review the success of community programs and plans and revise as necessary.                                          | Annually                  | Fire Chief |

Programs and emergency response plans have increased the number of firefighters at Geyserville Fire Station, increased advanced life support resources, and affirmed partnerships with neighboring agencies. The District responds to many “emergencies” that are not emergencies such as false fire alarms, false medical alarms, public and agency assists, and smoke investigations. The District does not respond Code 3 (lights and sirens) to non emergencies. We have not appraised our response times, however it is not likely the District will have significant reduction in response times until there are additional staffed fire stations by the District and/or neighboring agencies.

Community programs are primarily coordinated by or in cooperation with COPE and CERT.

The District has not completed a community risk reduction.

- <https://www.usfa.fema.gov/prevention/community-risk-reduction>
- <https://www.nfpa.org/education-and-research/community-risk-reduction>

## MEASURED OUTCOMES

- Reduced response time to emergencies
  - Completed but not measured
- Increased availability of advanced life support/paramedic emergency response
  - Completed
- Completed community risk assessment
  - Not completed

## OBJECTIVE 2.3

**Maintain the highest level of service.**

| TASKS                                                                                            | TIMEFRAME | ASSIGNMENT                     |
|--------------------------------------------------------------------------------------------------|-----------|--------------------------------|
| <input type="checkbox"/> Research and determine the feasibility of additional revenue sources.   | 9 months  | Board and Fire Chief           |
| <input type="checkbox"/> Analyze the feasibility of implementing or securing additional revenue. | 1 year    | Board and Fire Chief           |
| <input type="checkbox"/> Seek board approval to secure funding sources.                          | 18 months | Fire Chief                     |
| <input type="checkbox"/> Secure and allocate funds.                                              | 2 years   | Board and Fire Chief           |
| <input type="checkbox"/> Revise funding sources as part of the annual budget process.            | Annually  | Board Treasurer and Fire Chief |

The District has organized its budget to be “Fire Division” and “Vegetation Management”. This allows for better tracking of revenue and expenses for each. The District has established a baseline for property taxes following two annexation process, and the implementation of the Measure H sales tax effective October 1, 2024. Additional revenue sources have not been researched.

An additional revenue source, financing, is being pursued for the Geyserville Station 1 Modernization project and additional Facility Improvement Plan projects such as acquiring land and facility design.

### MEASURED OUTCOMES

- A list of funding sources is developed and analyzed to determine implementation
  - Not completed
- Additional funding sources are secured
  - Not completed
  - Vegetation management grants and fee for services

## GOAL 3: Enhance existing and develop new physical assets to improve service delivery to our community

### OBJECTIVE 3.1

**Add a second staffed fire station, decreasing response times and enhancing emergency service delivery that addresses community expectations.**

| TASKS                                                                                                        | TIMEFRAME | ASSIGNMENT           |
|--------------------------------------------------------------------------------------------------------------|-----------|----------------------|
| <input type="checkbox"/> Identify and select a location for a new fire station                               | 6 months  | Board and Fire Chief |
| <input type="checkbox"/> Design fire station.                                                                | 12 months | Fire Chief           |
| <input type="checkbox"/> Seek board approval for design, project manager, and solicit bids for construction. | 2 months  | Fire Chief           |
| <input type="checkbox"/> Select and sign a contract with a contractor to construct a fire station.           | 2 months  | Board and Fire Chief |
| <input type="checkbox"/> Construct fire station                                                              | 2 years   | Fire Chief           |
| <input type="checkbox"/> Develop staffing and apparatus assignment                                           | 6 months  | Fire Chief           |
| <input type="checkbox"/> Occupy fire station.                                                                | 2 months  | Fire Chief           |

A draft Long Term Facility Improvement Plan was completed in January 2026. The Plan included a Facility Needs Assessment, Logical Project Model, and Resource Model. The Facility Needs Assessment performed an intensive review of District needs, exceeding what was done in the Strategic Plan. The decision was made to pursue Geyserville Fire Station 1 Modernization prior to pursuing a second staffed station.

A location has not been selected for a new fire station. Location is dependent upon available land and variables including properties in Alexander and Knights Valleys.

### MEASURED OUTCOMES

- Firefighter staffing is hired and assigned to Geyserville Fire Station
  - Partially completed; lacking enough personnel for a second staffed station
- The fire station location and design is completed in 18 months
  - Not completed
- Fire station construction begins within two years
  - Not completed

## OBJECTIVE 3.2

**Establish a vegetation management facility to accommodate staff and equipment, and improve efficiency.**

| TASKS                                                                                                                | TIMEFRAME | ASSIGNMENT           |
|----------------------------------------------------------------------------------------------------------------------|-----------|----------------------|
| <input type="checkbox"/> Identify and select a location for a temporary vegetation management facility.              | 3 months  | Fire Chief           |
| <input type="checkbox"/> Modify temporary vegetation management facility.                                            | 6 months  | Fire Chief           |
| <input type="checkbox"/> Identify and select a location for a permanent vegetation management facility               | 1 year    | Fire Chief           |
| <input type="checkbox"/> Design vegetation management facility.                                                      | 6 months  | Fire Chief           |
| <input type="checkbox"/> Seek Board approval for design, project manager, and solicit bids for construction.         | 2 months  | Board and Fire Chief |
| <input type="checkbox"/> Select and sign a contract with a contractor to construct a vegetation management facility. | 2 months  | Board and Fire Chief |
| <input type="checkbox"/> Construct vegetation management facility.                                                   | 2 years   | Fire Chief           |
| <input type="checkbox"/> Occupy vegetation management facility.                                                      | 2 months  | Fire Chief           |

Alexander Valley Fire Station was selected as the temporary vegetation management facility and minor improvements and furnishing were made to Alexander Valley Fire Station. The Station has deficiencies as both a temporary vegetation management facility and there is urgency to pursue a vegetation management facility which may also include satellite locations in other fire agency jurisdictions.

Several vegetation management facility locations have been identified but none have been secured.

### MEASURED OUTCOMES

- A temporary vegetation management facility is selected
  - Completed
- The permanent vegetation management facility location and design is completed in 18 months
  - Not completed
- Permanent vegetation management facility construction begins within two years
  - Not completed

### OBJECTIVE 3.3

**Develop and implement an equipment and apparatus replacement plan to ensure effectiveness and safety.**

| TASKS                                                                                                   | TIMEFRAME | ASSIGNMENT                          |
|---------------------------------------------------------------------------------------------------------|-----------|-------------------------------------|
| <input type="checkbox"/> Develop replacement criteria and needs assessment for equipment and apparatus. | 6 months  | Board and Fire Chief                |
| <input type="checkbox"/> Inventory and evaluate the condition of existing equipment and apparatus.      | 1 month   | Fire Captains and Fuel Technician 5 |
| <input type="checkbox"/> Establish and adopt equipment and apparatus replacement plans.                 | 2 months  | Board and Fire Chief                |
| <input type="checkbox"/> Implement equipment and apparatus replacement plan                             | 1 month   | Fire Chief                          |
| <input type="checkbox"/> Review equipment and apparatus.                                                | Annually  | Board and Fire Chief                |

The District references the National Fire Protection Association benchmark of 15 years of frontline service and 10 years of reserve status recognizing that apparatus travel long distances for a single emergency on rural roads but is not as frequently as an urban department. Additionally, the District has a variety of apparatus that reduces the need to rely upon 1 or 2 frontline apparatus.

The District has ordered 3 Type 3 engines, 3 Type 6 engines, and 2 water tenders. All apparatus have arrived except the Type 3 engines. The Type 3 engines are expected to arrive by December 31, 2026. The District has established annual funding (85002 Transfer to App Replacement Rsv) for apparatus replacement.

The District has expanded its vegetation management fleet to include 6 pickups, 1 tracked chipper, 6 wheeled chippers, and D1K3 masticator.

The District also have specialized equipment including 2 UTVs and cascade system for filling SCBA cylinders.

#### MEASURED OUTCOMES

- The equipment and apparatus replacement plan is adopted within one year
  - Completed?
- Necessary funding is allocated for the plan
  - Completed
- Necessary purchases are initiated
  - Completed

### OBJECTIVE 3.4

**Embrace emerging technology to improve community outreach and emergency response.**

| TASKS                                                                                                                  | TIMEFRAME           | ASSIGNMENT              |
|------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------------|
| <input type="checkbox"/> Identify and evaluate emerging technology.                                                    | 1 month and ongoing | Board and all employees |
| <input type="checkbox"/> Determine the feasibility of emerging technology and associated costs.                        | 2 months            | Fire Chief              |
| <input type="checkbox"/> Adopt implementation of emergency technology and establish metrics to evaluate continued use. | 2 months            | Board and Fire Chief    |
| <input type="checkbox"/> Assess the continued use of implemented technology versus emerging technology.                | Ongoing             | Fire Chief              |

The District continues to identify, evaluate, and implement emerging technology. The decision to utilize technology is primarily based on a cost vs. benefit analysis, specifically if the cost is worth having the technology.

Implemented technology includes Tablet Command, AlertCa, GMRS radios, Starlink, FirstDue, Watch Duty, Avenza PDF, FireAside, and GIS.

#### MEASURED OUTCOMES

- List of identified and evaluated emergency technology is maintained
  - Not completed
- Applicable emergency technology is implemented
  - Completed
- Improved emergency response attributed to emerging technology is documented
  - Not completed

## GOAL 4: Expand our community outreach program to ensure a well-informed and involved community

### OBJECTIVE 4.1

**Enhance collaboration efforts with community partners to disseminate accurate and timely information.**

| TASKS                                                                                                                                                               | TIMEFRAME           | ASSIGNMENT              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------------|
| <input type="checkbox"/> Maintain collaboration with existing community partners and support of Communities Organized to Prepare for Emergencies (COPE).            | 1 month and Ongoing | Board and All Employees |
| <input type="checkbox"/> Maintain collaboration with industry representatives.                                                                                      | 1 month             | Board and All Employees |
| <input type="checkbox"/> Develop criteria and methods for sharing various types of information (prevention, preparedness, press release, emergency response, etc.). | 1 month             | Fire Chief              |
| <input type="checkbox"/> Determine the need for a public information officer or other staff to support collaboration efforts and information dissemination.         | 6 months            | Fire Chief              |
| <input type="checkbox"/> Review partnerships on an annual basis and revise as necessary.                                                                            | Annually            | Board and Fire Chief    |

COPE has evolved to be COPE Northern Sonoma County with a board and part time employees. The District continues to be active and support COPE. The District has also sponsored Northern Sonoma County Community Emergency Response Team (CERT) along with the Cloverdale Fire Protection District. CERT is providing CPR training for the public with hosted trainings at the Geyserville Fire Station.

Individual meetings have occurred with industry representatives from the wine industry and electrical generation from steam, and

The District periodically distributes electronic newsletters, uses social media, and mails an annual newsletter. The annual newsletter is in coordination with the Foundation's donation letter. The District partnered with COPE to employ a community outreach employee. The District determined the position was not necessary. The District has also determined there is not a need for a public information officer as a specific/unique position.

The District, Foundation, and COPE have worked together to install fire prevention signs in most of the District's communities including Fitch Mountain, Mill Creek, North East Geyserville, Dry Creek Valley, and Knights/Franz Valleys.

### MEASURED OUTCOMES

- Maintain partnerships with existing COPE Communities
  - Completed
- Establish an opt-in mailing list for an electronic newsletter
  - Completed
- Determine the need for a public information officer or staff to enhance collaboration efforts
  - Completed

## OBJECTIVE 4.2

### Improve community preparedness, risk reduction, and fire prevention efforts.

| TASKS                                                                                                                                                                        | TIMEFRAME            | ASSIGNMENT            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-----------------------|
| <input type="checkbox"/> Develop and implement a fire prevention program with staffing that encompasses community preparedness, risk reduction, and fire prevention efforts, | 6 months             | Fire Chief            |
| <input type="checkbox"/> Coordinate and/or collaborate for events focusing on preparedness, risk reduction, and fire prevention.                                             | 3 months and ongoing | Fire Prevention Staff |
| <input type="checkbox"/> Review fire prevention program effectiveness.                                                                                                       | Annually             | Board and Fire Chief  |
| <input type="checkbox"/> Maintain listing on the California Board of Forestry's Fire Risk Reduction Community List.                                                          | Every two years      | Fire Chief            |

Current programs evaluated for effectiveness and efficiency. COPE and CERT have evolved to perform functions the District historically did, specifically since the 2017 wildfires. This has allowed the District to become a partner with both organizations and engage more of the public. An example is the community preparedness events that have been held in Knights/Franz Valley, Fitch Mountain, Alexander Valley, and Dry Creek. The intention is for these events to be/become annual and include fire extinguisher service, basic first aid, and CPR with the remainder of the agenda set by the community. The District can send information to COPE and CERT leaders whom then can send information to their community. This reduces the need for the District to maintain a mailing list and may be a more effective method to reach residents and property owners.

The District hired a full time fire inspector in 2024. One full time position appears to be adequate for district needs but requires a unique diversified skill set rather than specializing in one prevention function. District can consider hiring part time or interns to support fire inspector position, specifically for defensible space inspections during late spring-early fall of each year.

Human caused wildfires have decreased and few structures are destroyed each year in fire (non wildfire).

### MEASURED OUTCOMES

- All residents, businesses, and schools have the ability to collaborate to reduce the need for emergency response and losses from emergencies
  - Completed
- Five hundred defensible space inspections are completed between April 1 and November 1 each year
  - Completed
- Life safety inspections are completed
  - Completed
- Increase the number of Firewise USA Communities and maintain existing communities
  - Completed
- A minimum of two community preparedness events are held each year
  - Completed
- Wildfire risk reduction programs/projects are developed
  - Completed

- CPR and fire extinguisher classes are offered
  - Completed
- Reduce the number of emergency responses to false fire alarms
  - Ongoing
- NSCFD remains on the California Board of Forestry's Fire Risk Reduction Community List
  - Completed