

**2024 – 2029 STRATEGIC PAN
MANAGEMENT AND IMPLEMENTATION GUIDE
GOALS, OBJECTIVES, TASKS, AND MEASURES**

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

Objective 1.1: Revise and improve recruitment process RECRUITMENT

- Evaluate the current recruitment process to identify strengths and weaknesses
- Survey current and prospective employees to determine reasons for wanting to work here
- Develop and implement recruitment process that includes necessary training
- Seek funding for necessary training
- Review the effectiveness of the plan and revise it as necessary

Objective 1.2: Maintain a workplace that creates a positive work environment, promotes retention, and enhances services RETENTION

- Evaluate workplace retention initiatives
- Survey current employees to identify trends and workplace culture
- Develop and implement a retention strategy to improve workplace culture
- Seek approval for funding the retention plan
- Review retention efficacy annually and revise as necessary

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 SUFFICIENT FUNDING

- Evaluate current funding sources
- Evaluate expected funding source
- Ensure current level of service is financially viable
- Research and determine the feasibility of additional revenue sources
- Implement an increased level of service based on current and expected funding
- Review the funding model

Objective 2.2: Evaluate and implement programs and emergency response plans to ensure the highest level of service PROGRAMS AND RESPONSE PLAN

- Evaluate current programs and response plans
- Conduct community risk assessment (CRA)
- Develop community programs and modify, if necessary, emergency response plans for a prepared community based on CRA
- Seek funding for funding community programs and response plans
- Implement community programs and modify, if needed, emergency response plans
- Review the success of community programs and response plans and revise as necessary

Objective 2.3: Maintain the highest level of service MAINTAIN SERVICE

- Research and determine feasibility of additional revenue sources
- Analyze feasibility of implementing or securing additional revenue
- Seek board approval to secure funding sources
- Secure and allocate funds

- Revise funding sources as part of annual budget process

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. **SECOND STAFFED STATION**

- Identify and select a location for a new fire station
- Design fire station
- Seek Board approval for design, project manager, and solicit bids for construction
- Select and sign a contract with a contractor to construct a fire station
- Construct fire station
- Develop staffing and apparatus assignment
- Occupy fire station

Objective 3.2: Establish a vegetation management facility to accommodate staff and equipment, and improve efficiency. **VM FACILITY**

- Identify and selected a location for a temporary vegetation management facility
- Modify temporary vegetation management facility
- Identify and select location for a permanent vegetation management facility
- Design vegetation management facility
- Seek Board approval for design, project manager, and solicit bids for construction
- Select and sign a contract with a contractor to construct a vegetation management facility
- Construct vegetation management facility
- Occupy vegetation management facility

Objective 3.3: Develop and implement an equipment and apparatus replacement plan to ensure effectiveness and safety **APPARATUS REPLACEMENT PLAN**

- Develop replacement criteria and needs assessment for equipment and apparatus
- Inventory and evaluate the condition of existing equipment and apparatus
- Establish and adopt equipment and apparatus replacement plans
- Implement equipment and apparatus replacement plan
- Review equipment and apparatus

Objective 3.4: Embrace emerging technology to improve community outreach and emergency response **TECHNOLOGY**

- Identify and evaluate emerging technology
- Determine the feasibility of emerging technology and associated costs
- Adopt implementation of emergency technology and establish metrics to evaluate continued use
- Assess the continued use of implemented technology versus emerging technology

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 **INFORMATION SHARING**

- Maintain collaboration with existing community partners and support of Communities Organized to Prepare for Emergencies (COPE)
- Maintain collaboration with industry representatives

- Develop criteria and methods for sharing various types of information (prevention, preparedness, press release, emergency response, etc.).
- Determine the need for a public information officer or other staff to support collaboration efforts and information dissemination
- Review partnerships on an annual basis and revise as necessary

Objective 4.2: Improve community preparedness, risk reduction, and prevention efforts **COMMUNITY
PREPAREDNESS AND PREVENTION**

- Develop and implement a fire prevention program with staffing that encompasses community preparedness, risk reduction, and fire prevention efforts
- Coordinate and/or collaborate for events focusing on preparedness, risk reduction, and fire prevention
- Review fire prevention program effectiveness
- Maintain listing on the California Board of Forestry's Fire Risk Reduction Community List