

# SONOMA VALLEY FIRE DISTRICT

## 2022-2027 STRATEGIC PLAN



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## Message from the Fire Chief

Welcome to Sonoma Valley Fire's Third Community Driven Strategic Plan, and the first as the new Sonoma Valley Fire District! This Community Driven Strategic Plan is truly the guiding document of our Department for the next five years. As you read through this Plan, I'd like to point out the section that describes our successes that were achieved in meeting the last version's goals, from 2016 to 2022. This is a remarkable level of accomplishment made possible only by the dedicated and hard work of everyone in our Department, from the Board of Directors, to our career personnel, and volunteer staff. This has resulted in a much higher level of service and safety for our Communities and our personnel. We have set the expectations bar very high and we will do our very best to reach as many of the goals in this new Plan as possible.

The single biggest accomplishment since 2015 was our consolidation into the new Sonoma Valley Fire District. This consolidation formally and permanently brought together the Valley of the Moon, Glen Ellen, and Mayacamas Fire Departments. As a Department we are very proud of our collective history as well as the history of each former Department. We are also very proud of our continued (over 20 years) partnership with the City of Sonoma, and in providing exceptional service to all our Communities.

In the last six years, we have experienced as a Community, and as a service, many unprecedented challenges, from the 2017 Nuns Fire, to floods, PSPS events and fires again threatening our Valley in 2020, to the present COVID Pandemic. With the benefit of our guiding Strategic Plan, we were better able to respond, adapt and improve in many ways from these challenges – all with the goal of keeping our Communities safe!

I want to thank all of our Community partners and members who took the time to assist us with developing this Plan. It is truly a "Community Driven" Plan and having this input and feedback is critical information for developing the Plan and best serving our Communities. I also want to thank the 30 dedicated members of our Department who spent three full days taking the input from our Community, providing their own ideas and inputs and shaping this Plan. Lastly, I'd like to thank the CPSE for their guidance and facilitating this process.

I look forward to working with our Department and Community towards continuing to improve our service through accomplishing the goals of this Plan!

Stephen Akre  
Fire Chief



## Introduction

The Sonoma Valley Fire District (SVFD) provides an all-hazards approach in protecting the lives and property of the residents, businesses, and visitors of Sonoma Valley, California. SVFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence® (CPSE) to prepare the Department's path into the future via a "Community-Driven Strategic Plan." The following Strategic Plan was written with a basis in the Commission on Fire Accreditation International's® (CFAI) fire and emergency service accreditation model and is intended to guide the organization within established parameters set forth by the SVFD Board of Directors and staff.

The CPSE utilized the community-driven strategic planning process to go beyond just developing a document. It challenged the Department's members to critically examine paradigms, values, philosophies, beliefs, and desires and challenged individuals to work in the best interest of the "team." It further provided the Department with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's Community and agency stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion and plan execution.



# SONOMA VALLEY FIRE DISTRICT | STRATEGIC PLAN

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## Organizational Background

Sonoma Valley is located in the southeastern portion of Sonoma County, centrally located in the North Bay region of California. Tourism and agriculture drive the economy, and Sonoma is considered the birthplace of California’s wine industry. In 2002 the City of Sonoma and the Valley and the Moon Fire Protection District began operating under a Joint Powers Agreement as the Sonoma Valley Fire and Rescue Authority. The Sonoma Valley Fire District (SVFD) was formed on July 1, 2020, by consolidating the Valley of the Moon and Glen Ellen Fire Districts and the Mayacamas Volunteer Fire Company service area.

Today the Sonoma Valley Fire District provides all-hazards fire, rescue, and paramedic level emergency medical services to the communities of Agua Caliente, Boyes Hot Springs, City of Sonoma, Diamond-A, El Verano, Fetters Hot Springs, Glen Ellen, Mayacamas, Temelec, and Seven Flags.

The Sonoma Valley Fire District is governed by a seven-member Board of

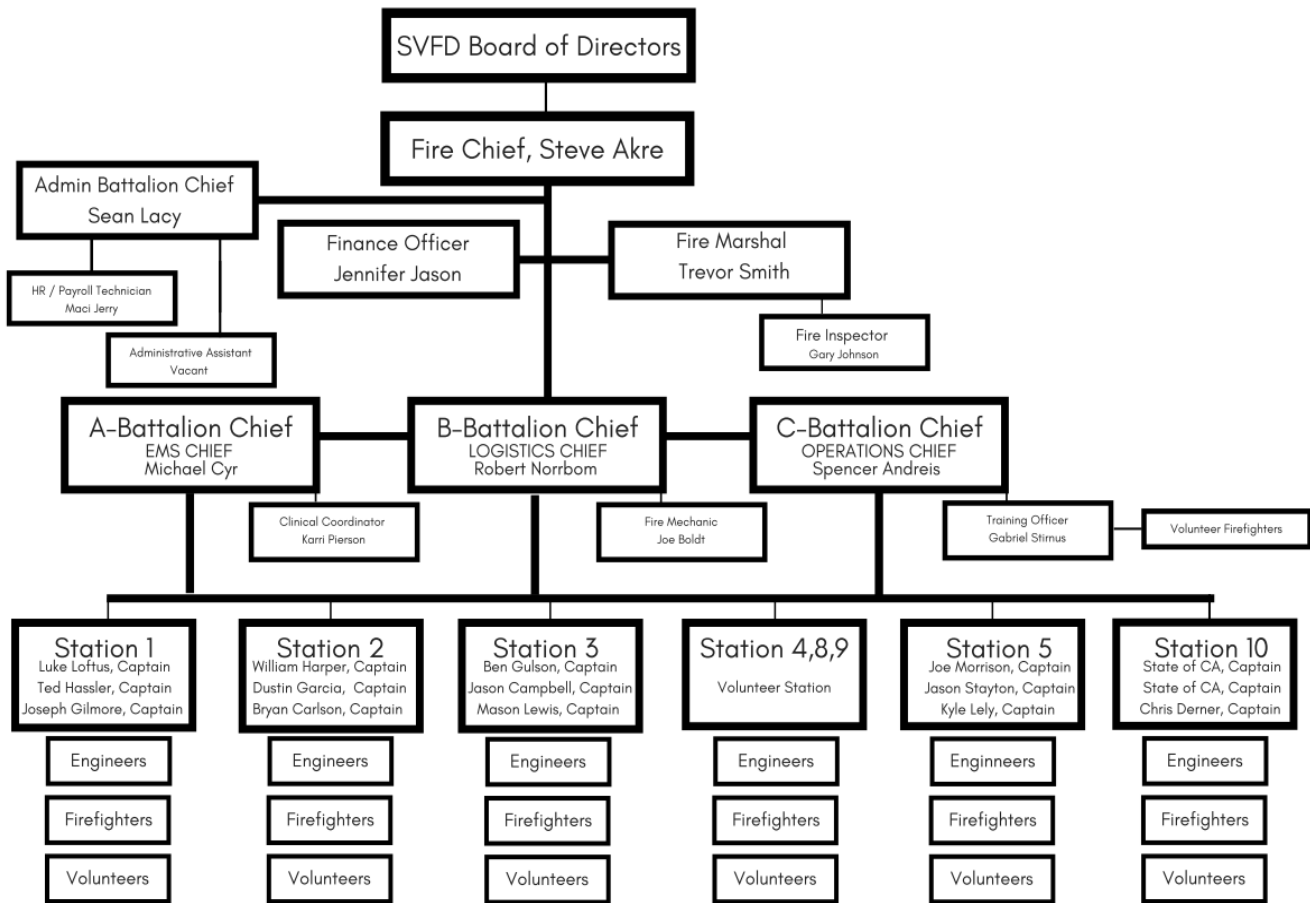
Directors, elected at large by their constituents, and each serving a four-year term. The Fire Chief oversees the district’s general operations under the Board of Directors’ policy direction, which serves an area of approximately 74 square miles with a resident population of roughly 48,000. The district includes extensive wildland-urban interface (WUI) areas, large single-family homes, multi-family residential complexes, several hotels, a hospital, and a historic downtown Plaza. The Sonoma Valley Fire District also provides ambulance service to an additional 100 square miles of the greater Sonoma Valley.

The Sonoma Valley Fire District is a combination agency that maintains four career-staffed fire stations, three volunteer stations, an administrative office, and a maintenance facility. SVFD’s daily staffing includes four paramedic engines, two advanced life support ambulances, and a Battalion Chief. In addition, this staffing is enhanced through a cadre of dedicated volunteer firefighters and an assortment of specialized equipment, including a ladder truck, seven wildland engines, two rescues, three water tenders, and three additional engines including a California Office of Emergency Services fire engine

The Sonoma Valley Fire District also provides staffing for one shift for the Eldridge Fire Department as part of a contract for services agreement with the State of California Department of General Services.



**Organizational Structure**



**Community-Driven Strategic Planning**

For many successful organizations, the community’s voice drives its operations and charts the course for its future. A community-driven emergency service organization seeks to gather and utilize the needs and expectations of its community in the development and improvement of the services provided. A community-driven strategic planning process was used to develop this Strategic Plan to ensure that the community remains a focus of the organization’s direction.

A Strategic Plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes the 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 and while plans can be developed regularly, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a shared understanding of where the organization is going, how everyone involved can work toward that common purpose, and how progression and success will be measured.

It is important to recognize successes realized by the organization from its previous strategic planning cycle (2015 – 2021). During that period, the Sonoma Valley Fire District fully embraced the goals that were developed in the planning process. Through the dedicated, collaborative, and coordinated efforts of the membership, the Department accomplished the following successes:

**Goal #1: Develop a comprehensive and robust workforce plan that addresses staffing, recruitment, retention, and succession planning.**

- Reinstated the Training Officer position. (Objective 1A)
- Hired six Apprentice Firefighter/Paramedics. (Objective 1A)
- Measure T. (Objective 1A)
- Worked with Sonoma Valley Hospital in reducing IFTs by 50%. (Objective 1A)
- SAFER grant success for funding 12 new positions. (Objective 1A)
- Hired six additional firefighters who were enrolled in paramedic school. (Objective 1A)
- Hired a Fire Inspector to add capacity to the Fire Marshal's Office. (Objective 1A)
- Promotions during 2017/2018 (Objective 1C)
  - Five Fire Captains and six Engineers.
- Via a grant and collaboration with Kenwood, purchased a burn trailer. (Objective 1C)
- Conducted promotions during 2020/2021 (Objective 1C)
  - Two Fire Captains and two Engineers.
- Two new volunteers at Fire Station 4. (Objective 1D)
- Community seeking funds for a Type VI for Fire Station 4. (Objective 1D)

**Goal #2: Enhance community outreach and public education programs.**

- Weekly posts on social media of current events with the department. (Objective 2B)
- SCOPE information has been translated into Spanish. (Objective 2C)
- SCOPE attendance continues to rise (Objective 2D)
- Created the position of "Support Volunteer." (Objective 2E)
- Produced the first Annual Report. (Objective 2G)

**Goal #3: Continue to provide well maintained facilities, equipment, and technology to enable personnel to perform their jobs safely and efficiently.**

- Fire Station 2 painted, removed shop, paved, new refrigerator, and fenced off. (Objective 3A)
- Fire Station 3 painted, paved, remodeled bathrooms, and kitchen. (Objective 3A)
- Fire Station 3 remodeled front office area to create three separate offices. (Objective 3A)
- Implemented ImageTrend. (Objective 3B)
- Entered into a contract with HAAS Alert Safety Cloud to increase safety for responding personnel and safety of the public. (Objective 3B)

- Purchased ImageTrend Continuum Program to assist with annual reporting, as well as EMS reporting. (Objective 3B)
- Entered into a contract with Streamline to maintain an ADA accessible website. (Objective 3B)
- Purchased a new Type III. (Objective 3C)
- GEFFA purchased a Type VI with donated funds. (Objective 3C)
- Purchased two new Type I Fire Apparatus. (Objective 3C)
- Purchased new cardiac monitors. (Objective 3C)
- Purchased new utility and mobile mechanic vehicle. (Objective 3C)
- Secured a grant to replace all the outdated SCBAs. (Objectives 3C and 3D)
- Measure Y. (Objective 3D)
- SAFER Grant success for funding 12 new positions. (Objective 3D)
- Updated fee schedule. (Objective 3D)

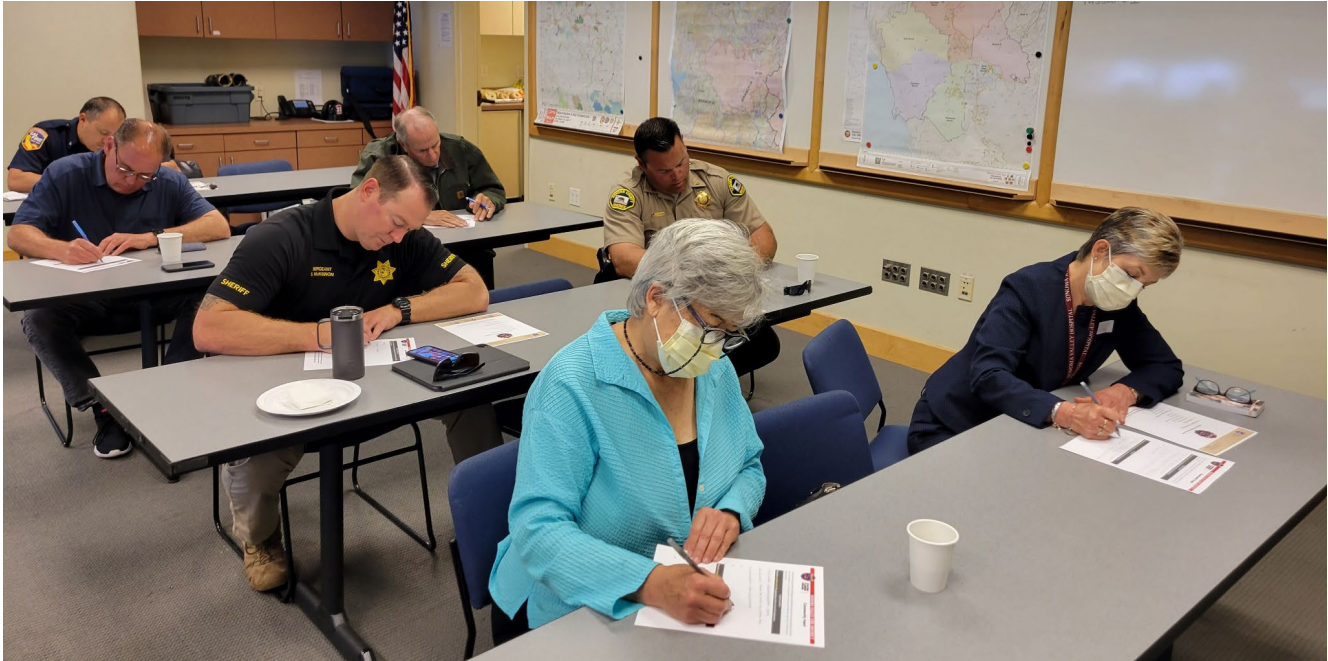
**Goal #4: Maintain fiscal sustainability with the necessary budgeting mechanisms and equitable distribution of costs between agency partners.**

- Annual report that shows fiscal trends. (Objective 4A)
- Review and amend vehicle replacement schedule and fund. (Objective 4B)
- Utilizing GEMT funds. (Objective 4C)
- Measure T. (Objective 4C)
- Discussions with City of Sonoma and fund balance talks. (Objective 4C)
- Fee schedule updated, including pre-stabilization fees. (Objective 4C)

**Goal #5: Pursue additional partnerships with neighboring agencies to enhance services.**

- Reorganize into the new Sonoma Valley Fire District to include City of Sonoma, Valley of the Moon, Glen Ellen, and Mayacamas 2020. (Objectives 5A and 5C)
- Renewal of the contract for services with Eldridge. (Objectives 5A and 5C)
- Silver Plan (Objectives 5A and 5C)
- Lexipol. (Objective 5A)
- Shift meetings with the Fire Chief. (Objective 5B)
- All-Officers Meeting. (Objective 5B).
- Expansion of Battalion Chief 3 area of operation. (Objective 5C)





**Community Stakeholders Work Session**

### **The Community-Driven Strategic Planning Process Outline**

1. Define the programs provided to the community.
2. Establish the community's service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization and aspects of the organization that the community views positively.
4. Revisit the mission statement, giving careful attention to the current services and programs and those which logically can be provided in the future.
5. Revisit the values of the organization's membership.
6. Identify the internal strengths and weaknesses of the organization.
7. Identify areas of opportunity or potential threats to the organization.
8. Identify the organization's critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.

**Process and Acknowledgements**

The (CPSE) acknowledges and thanks the community and agency stakeholders for their participation and input in this community-driven strategic planning process. The CPSE also recognizes Fire Chief Steve Akre and the team of professionals that participated for their leadership and commitment to this process.

Development of this Strategic Plan took place in May 2022, beginning with meetings hosted by a representative from the CPSE for members of the community (as named in the following table). The department identified community stakeholders to ensure broad representation. The community stakeholders were comprised of local Fire Chiefs, members of Fire District Boards, local community groups, representatives of county and state leaders, as well as those who reside or work within the Sonoma Valley Fire District’s coverage area, and some who were recipients of SVFD’s service(s).

**Sonoma Valley Fire District Community Stakeholders**

Matt Atkinson	Chad Costa	Dawn Holman	Mayacamas Olds
Daren Bellach	Gina Cuclis	Chase Hunter	Hannah Perot
Justin Benguerel	Josh Cutler	Robert Johnson	Greg Piccinini
Mark Bodenhamer	Mark Emery	Celia Kruse De La Rosa	Robert Pickett
Brian Brady	Rabbi Steve Finley	Dawn Kuwahara	Carol Pigoni
Mark Bramfitt	Ken Finn	Tricia Ladoucer	Maricarmen Reyes
Dana Bravo	Karina Garcia	Scott McKinnon	Tracey Salcedo
Cathy Capriola	Jennifer Gray Thompson	Ray Mulas	Bob Uboldi
Karen Collins	Rebecca Hermosillo	Bill Norton	Jenny Yankovich
James Cooper	Barry Hill		



**Community Stakeholders Work Session**

**Community Group Findings**

A key element of the Sonoma Valley Fire District’s organizational philosophy is having a high level of commitment to the community and recognizing the importance of community satisfaction. Thus, the department invited community representatives to provide feedback on services provided by the department. Respondents were asked to prioritize programs and services provided by the department. Additionally, input was gathered during the meeting that revolved around community expectations and concerns (prioritized) and positive and other comments about the organization. Specific findings of the community stakeholders are provided in the appendix of this document. The agency stakeholders utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization. Additionally, the community stakeholders’ feedback provided a process to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.



**Community Stakeholders Work Session**

**Community Priorities**

To best dedicate time, energy, and resources to services most desired by its community, the Sonoma Valley Fire District needs to understand what the customers consider to be their priorities. With that, the community stakeholders were asked to prioritize the programs offered by the department through a process of direct comparison. The results were as follows:

<b>Programs</b>	<b>Ranking</b>	<b>Score</b>
Fire Suppression	1	272
Emergency Medical Services	2	263
Wildland Fire Fighting	3	233
Technical Rescue	4	160
Emergency Preparedness and Management	5	147
Vegetation Management/Fuels Reduction	6	142
Fire Prevention	7	121
Fire Investigation, Origin, and Cause	8	106
Hazardous Materials Mitigation	9	102
Public Education	10	71

*See Appendix 1 for a complete list of the community findings, including expectations, areas of concern, positive feedback, and other thoughts and comments.*



**Agency Stakeholder Group Findings**

The agency stakeholder work sessions were conducted over three days. These sessions served to discuss the organization’s approach to community-driven strategic planning, focusing on the department’s mission, values, core programs, and support services. Additionally, focus was given to the organization’s perceived strengths, weaknesses, opportunities, and threats. The work sessions involved participation by a stakeholder group representing a broad cross-section of the department, as named and pictured below.

**Sonoma Valley Fire District Agency Stakeholders**

- |                 |                 |                 |                 |
|-----------------|-----------------|-----------------|-----------------|
| Steve Akre      | Dave Duncan     | Maci Jerry      | Joe Neely       |
| Spencer Andreis | Nathan Dunn     | Gary Johnson    | Bob Norrbom     |
| Laura Banuelos  | Dustin Garcia   | Rob Kingsford   | Justin Semenero |
| Joe Boldt       | Joe Gilmore     | Sean Lacy       | Trevor Smith    |
| Jason Campbell  | Ismael Gonzalez | Chris Landry    | Brian Sweet     |
| Brian Cyr       | Bill Harper     | Luke Loftus     | Shane Tinker    |
| Tom Deely       | Jennifer Jason  | Bob Molesworth  | Tim Wanger      |
| Chris Derner    | Mark Jennings   | Mike Montgomery |                 |



**Agency Stakeholders**



## Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all department members. The purpose of the mission is to answer the questions:

**Who are we?      Why do we exist?      What do we do?      Why do we do it?      For whom?**

A workgroup met to revisit the existing mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

**The Sonoma Valley Fire District exists to protect the quality of life for present and future generations through collaboration with our community, compassionate service, and an atmosphere that encourages innovation, professionalism, and diversity.**

## Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group:

**Compassion:** An emphasis on empathy and kindness in all interactions.

**Professionalism:** The competence and skills expected to ensure efficient service.

**Adaptability:** Innovative personnel that adapt to evolving environments to provide the highest level of service.

**Loyalty:** An allegiance to a diverse community, agency, and governing body.

**Sustainability:** The ability to maintain a competent workforce for our community and family-oriented work environment.

**Accountability:** The responsibility to meet and exceed the needs of our community and members.

The mission and values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful to guide the individuals who make up the Sonoma Valley Fire District to accomplish the goals, objectives, and day-to-day tasks.

### Programs and Services

To ensure a deeper focus exists in determining issues and gaps within an organization, there must be a delineation between core programs and supporting services. Core programs are those core deliverables provided by the department. Supporting services are all the internal and external programs and services that help the SVFD deliver its core programs.

The importance of understanding the difference is that issues and gaps may exist in core programs or supporting services, and the department’s strategic approach may bring forth different considerations for improvement. Additionally, supporting services may be internal or external to the organization and require an understanding of how the difference impacts their location within the analysis of strengths, weaknesses, opportunities, and threats if identified. Finally, the agency stakeholders must understand that many local, state, and national services support its delivery of the identified core programs.

Through a facilitated brainstorming session, the agency stakeholders agreed upon the core programs provided to the community and many of the supporting services that support these programs. This session sought understanding of the differences and the important key elements of the delineation.



Agency Stakeholders Work Session

**SWOT Analysis**

Through a SWOT analysis (strengths, weaknesses, opportunities, and threats), an organization candidly identifies its positive and negative attributes. The SWOT analysis also provides an opportunity for an organization to evaluate its operating environment for areas in which it can capitalize and those that pose a danger. Agency stakeholders participated in this activity to record SVFD’s strengths and weaknesses and the possible opportunities and potential threats. Information gathered through this analysis assisted the agency in finding its broader critical issues and service gaps.

*Appendix 2 consists of the SWOT data and analysis collected by the agency stakeholders.*



**Agency Stakeholders Work Session**

**Critical Issues and Service Gaps**

Following the identification and review of the department’s SWOT, two separate groups of agency stakeholders met to identify themes as primary critical issues and service gaps (*found in Appendix 3*). The stakeholders’ critical issues and services gaps provided further guidance toward identifying the strategic initiatives, which ultimately led to the development of goals, objectives, critical tasks, and timelines.

**Strategic Initiatives**

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for developing goals and objectives.

<b>Workforce</b>	<b>Regional Consolidation</b>	<b>Training</b>
<b>Capital Assets and Infrastructure</b>		<b>Community Outreach and Collaboration</b>

**Goals and Objectives**

To continuously achieve the mission of the Sonoma Valley Fire District, realistic goals and objectives with timelines for completion must be established. These will enhance strengths, address identified weaknesses, provide a clear direction, and address the community’s concerns. These should become a focus of the department’s efforts, as they will direct the organization to its desired future while reducing the obstacles and distractions along the way. Leadership-established workgroups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with the SVFD’s leadership.

**Goal 1**      **Improve and maintain facilities, equipment, and technology to enable personnel to safely and efficiently deliver exceptional service to the community.**

**Objective 1A**      **Identify and implement critical facility improvements for current and future needs.**

<b>Timeframe</b>	3 years	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Ensure completion of the seismic retrofit of SVFD Station 5. <input type="checkbox"/> Identify, evaluate, and analyze potential sites for the new SVFD Station 2. <input type="checkbox"/> Evaluate existing building plans for adequacy of identified SVFD Station 2 needs. <input type="checkbox"/> Seek SVFD Board approval, funding, and project manager for updated Station 2 plan implementation. <input type="checkbox"/> Identify operational needs for fleet maintenance shop expansion. <input type="checkbox"/> Evaluate repurposing of current district property or identify other potential sites for shop expansion. <input type="checkbox"/> Evaluate additional needs for existing facilities and develop mitigation plans as required.	
<b>Funding</b>	Capital Costs:	Consumable Costs:
<b>Estimate</b>	Personnel Costs:	Contract Services Costs:



**Objective 1B Implement the improvements and replacements needed to ensure safe and efficient operations of the fleet.**

<b>Timeframe</b>	12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Analyze the current vehicle replacement schedule and revise as necessary on an annual basis. <input type="checkbox"/> Analyze adequacy of the current fleet and adjust as needed. <input type="checkbox"/> Seek funding and approval for additional fleet maintenance workforce if indicated. <input type="checkbox"/> Review and revise as needed.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

**Objective 1C Provide and maintain necessary tools and equipment to allow for effective operations.**

<b>Timeframe</b>	12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Evaluate current and future deficiencies in equipment. <input type="checkbox"/> Seek funding opportunities and resolve identified deficiencies. <input type="checkbox"/> Review and revise as needed.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

**Objective 1D Identify and implement upgrades to Information Technology (IT) equipment and infrastructure.**

<b>Timeframe</b>	2 years	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Upgrade and consolidate current IT infrastructure in fleet and facilities (servers, radios, computers, phones, iPad, etc.). <input type="checkbox"/> Identify opportunities for increased interoperability as technology changes. <input type="checkbox"/> Ensure completion of the online payment portal for fee collection to maximize recovery. <input type="checkbox"/> Review and revise as needed.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

**Goal 2**      **Develop a comprehensive and robust workforce plan that improves staffing, recruitment, retention, and succession planning to address the community’s ever-changing needs and optimize the use of human resources within the organization.**

**Objective 2A**      **Continue to improve recruitment and retention practices to attract and retain the highest quality workforce.**

<b>Timeframe</b>	12-18 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Identify new recruitment opportunities for youth, part-time, and full-time personnel. <input type="checkbox"/> Develop recruitment marketing material for youth, part-time, and full-time personnel. <input type="checkbox"/> Survey all personnel on desired opportunities. <input type="checkbox"/> Evaluate survey results, adjust strategies, and implement changes. <input type="checkbox"/> Develop a plan to recruit community-based support volunteers. <input type="checkbox"/> Review recruitment and retention practices on an annual basis. <input type="checkbox"/> Revise plans as needed.	
<b>Funding</b>	Capital Costs:	Consumable Costs:
<b>Estimate</b>	Personnel Costs:	Contract Services Costs:

**Objective 2B**      **Promote physical, mental, and emotional wellbeing among members to enhance their quality of life throughout their careers and into retirement.**

<b>Timeframe</b>	2 years	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Identify current needs and opportunities to improve physical, mental, and emotional wellbeing. <input type="checkbox"/> Research cutting-edge programs for cancer prevention. <input type="checkbox"/> Develop continuing education plan for first responder resiliency. <input type="checkbox"/> Create a report, analyze the results of the completed research, and provide recommendations. <input type="checkbox"/> Implement recommendations based on the report. <input type="checkbox"/> Review and implement changes and revise on an annual basis.	
<b>Funding</b>	Capital Costs:	Consumable Costs:
<b>Estimate</b>	Personnel Costs:	Contract Services Costs:

**Objective 2C** Develop a staffing plan to address the needs of the growing community and department.

<b>Timeframe</b>	12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Identify operational staffing needs based on analysis of incident data and standards. <input type="checkbox"/> Develop a plan based on identified staffing needs or gaps. <input type="checkbox"/> Explore additional funding opportunities to support any indicated staffing needs. <input type="checkbox"/> Identify support services staffing needs. <input type="checkbox"/> Develop a plan based on identified staffing needs. <input type="checkbox"/> Explore funding and cost recovery opportunities to support identified needs of support staff. <input type="checkbox"/> Continue to seek opportunities to increase bilingual staff. <input type="checkbox"/> Review staffing needs on an annual basis. <input type="checkbox"/> Revise needs on an annual basis	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

**Goal 3**      **Improve external collaboration and community outreach to continue to provide exceptional service delivery.**

**Objective 3A**      **Improve social media engagement, content, and frequency to ensure continued public awareness.**

<b>Timeframe</b>	6 months and ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Utilizing the existing social media cadre, evaluate current social media practices and identify areas for improvement.	
	<input type="checkbox"/> Research current and best practices for program management utilizing subject matter experts.	
	<input type="checkbox"/> Develop and implement strategies to meet the needs and goals of the organization.	
	<input type="checkbox"/> Evaluate, review, and monitor amended social media program performance quarterly.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

**Objective 3B**      **Diversify and broaden our community outreach to provide access and information to all cross-sections of our community.**

<b>Timeframe</b>	6 months and ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Research and identify local community groups and stakeholders.	
	<input type="checkbox"/> Reach out to the identified community groups and stakeholders for opportunities to improve communication and relationships.	
	<input type="checkbox"/> Engage with stakeholders to collaborate and exchange information and ideas.	
	<input type="checkbox"/> Create and implement a plan to increase participation and events.	
	<input type="checkbox"/> Develop evaluation tools to identify the effectiveness of the information, ideas, and events.	
		<input type="checkbox"/> Analyze and review any necessary improvements after events and annually.
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



<b>Objective 3C</b>	<b>Continue to seek opportunities to collaborate with local and regional stakeholders to cultivate and unify services for a shared benefit.</b>	
<b>Timeframe</b>	12 months and ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Research and identify local and regional stakeholders. <input type="checkbox"/> Reach out to the identified stakeholders, and assess for mutual needs. <input type="checkbox"/> Coordinate with stakeholders to collaborate and exchange information and ideas. <input type="checkbox"/> Devise and implement a plan to enhance services and share resources. <input type="checkbox"/> Analyze and review the process to ensure effectiveness and sustainability annually. <input type="checkbox"/> Revise any areas of concern.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 3D</b>	<b>Integrate and cooperate with entities participating in wildfire preparedness and prevention to enhance community and firefighter safety.</b>	
<b>Timeframe</b>	12 months and ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Identify entities participating in wildfire preparedness and prevention to enhance community and firefighter safety. <input type="checkbox"/> Establish lines of communication with entities to identify opportunities for integration. <input type="checkbox"/> Develop and implement identified opportunities. <input type="checkbox"/> Analyze and review the process at least annually to ensure effectiveness and sustainability. <input type="checkbox"/> Modify as necessary.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

**Goal 4** Enhance the comprehensive training program to continually provide high-level service delivery.

**Objective 4A Identify and deliver annual training to meet or exceed mandated standards.**

<b>Timeframe</b>	6 months and ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Identify local, state, and federally mandated training standards. <input type="checkbox"/> Review current training to ensure compliance. <input type="checkbox"/> Update any training programs found to not be in compliance. <input type="checkbox"/> Review mandated standards and training programs to ensure ongoing compliance. <input type="checkbox"/> Revise the program as needed.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

**Objective 4B Prioritize and improve career development planning and programs to address succession needs for individuals and the agency.**

<b>Timeframe</b>	12-18 months and ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Review the career development guide to ensure it meets the department’s needs and update as necessary. <input type="checkbox"/> Survey employees on current career development needs. <input type="checkbox"/> Analyze employees’ knowledge, skills, abilities, and interests to address department needs. <input type="checkbox"/> Identify opportunities for improvement. <input type="checkbox"/> Identify hard-to-fill positions and create opportunities for line personnel to develop interests and skills. <input type="checkbox"/> Seek internal and external training opportunities for interpersonal and supervisory skills development. <input type="checkbox"/> Expand mentorship program to include volunteer and career staff. <input type="checkbox"/> Seek opportunities to re-establish the cadet/explorer program.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 4C</b>	<b>Evaluate current training practices and implement new standards to ensure operations are performed safely and effectively.</b>	
<b>Timeframe</b>	9-12 months and ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Identify current deficiencies in the onboarding process, task book oversight, and engine company standards. <input type="checkbox"/> Clearly identify expectations for the task book process and probationary manuals. <input type="checkbox"/> Review and revise current onboarding and probationary manuals. <input type="checkbox"/> Prioritize the consistency of training and company standards. <input type="checkbox"/> Monitor progress to ensure uniformity.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 4D</b>	<b>Pursue and develop collaborative training efforts to enhance service delivery among regional partners.</b>	
<b>Timeframe</b>	12-18 months and ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Identify opportunities for regional training collaboration. <input type="checkbox"/> Analyze the effectiveness of current regional training. <input type="checkbox"/> Pursue opportunities to establish Region 3 explorer/cadet program. <input type="checkbox"/> Coordinate training with regional partners. <input type="checkbox"/> Participate in scheduled regional training. <input type="checkbox"/> Review effectiveness of regional training annually. <input type="checkbox"/> Revise training based on current and future needs.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

**Goal 5**      **Continue to explore regional consolidation opportunities of fire, EMS, and dispatch to deliver improved services to the constituents of the Sonoma Valley.**

**Objective 5A**      **Continue to engage with regional stakeholders regarding proposed consolidation opportunities.**

<b>Timeframe</b>	Ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Foster positive relationships by maintaining regular attendance at board of supervisors, regional, and operational area meetings. <input type="checkbox"/> Identify opportunities that enhance service delivery to the Sonoma Valley. <input type="checkbox"/> Disseminate positive opportunities for enhanced service to stakeholders.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

**Objective 5B**      **Research benefits and feasibility of proposed consolidation with regional stakeholders and governing bodies.**

<b>Timeframe</b>	3-9 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Create ad hoc committees to research the benefits and feasibility of consolidation. <input type="checkbox"/> Evaluate research to ensure findings provide a desirable outcome for stakeholders and constituents. <input type="checkbox"/> Formulate recommendations for presentation.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

**Objective 5C**      **Identify and advise governing bodies on the potential benefits of consolidation.**

<b>Timeframe</b>	18-24 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Present recommendations to the governing body and gain approval. <input type="checkbox"/> Initiate Local Agency Formation Commission (LAFCO) review process to include Municipal Services Review (MSR) of affected areas. <input type="checkbox"/> Present LAFCO review to County Board of Supervisors for approval.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



<b>Objective 5D</b>	<b>Develop an implementation plan to provide the governing bodies information on consolidation, including funding and sustainability.</b>	
<b>Timeframe</b>	6-12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Initiate community outreach to local stakeholders, including open public forum meetings and messaging. <input type="checkbox"/> Create an implementation plan with input and communication among management, labor, and involved stakeholders. <input type="checkbox"/> Establish a review process to justify recommended funding and sustainability of the plan. <input type="checkbox"/> Finalize and approve the implementation plan.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

<b>Objective 5E</b>	<b>Implement the approved plan with continuous review for efficiency and effectiveness.</b>	
<b>Timeframe</b>	3 months and ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<input type="checkbox"/> Establish a start date for the plan. <input type="checkbox"/> Merge Memorandum of Understanding (MOU), Standard Operating Guideline SOG, and training standards. <input type="checkbox"/> Provide continuous review for efficiency and effectiveness through transparent communication with all stakeholders.	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:







## Vision

On the final day of the process, the CPSE presented a Strategic Plan vision of where the organization will be in the future if the Strategic Plan is accomplished. This is not to override the department's global vision but to confirm the futurity of the work that the agency stakeholders designed. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

**The Sonoma Valley Fire District: A professional fire service organization committed to compassionate service delivery and an example of professionalism and accountability in the community.**

**Our vision is that, by 2027, we will have clearly demonstrated our loyal and unwavering commitment to our citizens by way of superb community outreach and collaboration, and consideration for further regional consolidation. This service will be provided by an adaptable workforce supported by a world-class training program designed to ensure long-term sustainability in the community. Efficacies in all of our processes will be realized by an enhanced capital asset and infrastructure program designed to improve the quality of life of those who serve within this organization.**

**We endeavor to live our purpose and values as we deliver our mission, accomplish our goals, and bring this vision to fruition.**

## Performance Measurement

To assess and ensure that an organization is delivering on the promises made in its Strategic Plan, leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must assess progress toward achieving improved output. Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

Performance measurement data will be implemented and integrated to establish that the department's Strategic Plan achieves results. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analysis and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

A "family of measures" typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** - Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program or how accurately or timely service is provided.
- **Outcome** - Qualitative consequences associated with a program/service, i.e., the ultimate benefit to the customer. Focused on the "why" of providing a service.

## The Success of the Strategic Plan

The department has approached its desire to develop and implement a Strategic Plan by asking for and receiving input from the community and organization members during the development stage of the planning process. To develop this plan, the department used professional guidance to conduct a community-driven strategic planning process. The success of this Strategic Plan will depend not only on the implementation of the goals and related objectives but on support from the Fire District Board of Directors' policy direction, the members of the organization, and the community at large.

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify agency and community stakeholders. This can be accomplished through a jointly developed understanding of organizational direction, focusing on all vested parties working to achieve the mission, goals, and vision. Further consideration must be made on how the organization will measure and be accountable for its progress and successes.

## Glossary of Terms, Acronyms, and Initialisms

<b>Accreditation</b>	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
<b>CFAI</b>	Commission on Fire Accreditation International
<b>CPSE</b>	Center for Public Safety Excellence
<b>Customer(s)</b>	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
<b>Efficiency</b>	A performance indication where inputs are measured per unit of output (or vice versa).
<b>EMS</b>	Emergency Medical Services
<b>Environment</b>	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the organization's boundaries.
<b>Input</b>	A performance indication where the value of resources is used to produce an output.
<b>LAFCO</b>	Local Agency Formation Commission
<b>Mission</b>	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how.
<b>MOU</b>	Memorandum of Understanding
<b>MSR</b>	Municipal Services Review
<b>Outcome</b>	A performance indication where qualitative consequences are associated with a program/service, i.e., the ultimate benefit to the customer.
<b>Output</b>	A performance indication where a quality or number of units produced is identified.
<b>SDC</b>	Sonoma Developmental Center
<b>SOG</b>	Standard Operating Guideline
<b>Stakeholder</b>	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
<b>Strategic Goal</b>	A broad target that defines how the agency will carry out its mission over a specific period. An aim. The final result of an action. Something to accomplish in assisting the agency in moving forward.



- Strategic Objective** A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
- Strategic Plan** A long-range planning document defines the agency’s mission and broadly identifies how it will be accomplished, and provides the framework for more detailed annual and operational plans.
- Strategic Planning** The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is measured.
- Strategy** A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
- SWOT** Strengths, Weaknesses, Opportunities, and Threats
- Vision** An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.
- WUI** Wildland Urban Interface

## Appendix 1 – Community Input

### Community Expectations

Understanding what the community expects of its fire service organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community's needs.

Respondents were asked to list, in priority order, up to five subjects relative to their expectations for the Sonoma Valley Fire District. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the expectation responses of the community stakeholders (in priority order):

1. Fast response times. Response times. Quick response. Ability to respond in a timely fashion. Response times within standard protocols. Response times outside of city of Sonoma limits. Timely emergency response. (92)
2. Continue to provide top-quality training to the department. Qualified professional personnel. Competency. Provide the highest level of response based on most current professional standards and training. Professional skills needed to address responses. Provide training for firefighters, remain up to date on community needs and possible fire dangers. Maintain a well-trained, properly fit, and a respectful staff. (59)
3. Leadership in emergency response and preparedness. Professional behavior during crisis. Good moral behavior outside of the work time. Leadership role in keeping our community safe. Professionalism. Empathy of first responders and leadership. Ability to respond in a professional manner. Honesty, integrity, and courtesy in all aspects by all. Project positive public image. (43)
4. To actively participate in emergency response planning with other agencies and, in particular, evacuation planning. Collaboration with community partners. Collaboration/coordination - a priority. Coordinate with other public safety agencies. Community support. That Sonoma Valley fire department will secure and make arrangements for additional resources for massive emergencies. Positive, professional relationship with co-operators. (41)
5. Community outreach and engagement. Educate the public about prevention and response. Focus on prevention of fires with community education. Public education wildfire risk. Public engagement: contribute and be part of the community. Community presence. Education - schools, events, etc. Educate the community on fires. (35)
6. Equipment operating and in service. Equipment - having and also having access to needed equipment. Ensure all equipment remains up to date or state of the art (cutting edge). Leading-edge resources on the ground and in the air. That staff of the Sonoma Valley fire department will have the most modern and advanced equipment, both PPE and other things to do their job effectively. (25)

7. Best level of care. Continue top-quality services for our community. Provide all risk services in a proficient, well-organized, highly trained courteous manner. Efficient, prepared response to emergencies. (23)
8. That Sonoma Valley Fire department will have the staffing and equipment and equipment to handle most emergencies. Meet NFPA 1710 standards for response. Fully staffed. That the fire department has adequate staffing and equipment to provide services to the community. (22)
9. Public safety: extinguish fire. Put out fires. Fire safety for Sonoma Valley. (15)
10. The feel of “If I call, they will come.” Shows up to emergency situations. The fire department will be there when I need them. (11)
11. Clear concise communication. Communication - clear and understood. Keep the community informed during emergencies. (10)
12. Evaluation of wildfire risks and management of same. Wildfire resiliency. Have a plan for the community in the case of another major wildfire. Prepare, adapt and lead wildfire organizational response and new wildfire community programs. (10)
13. Robust prevention program. Fire prevention and preparedness. Fire Marshal - codes, plan checks, inspections. Community fire prevention. (9)
14. Emergency medical assistance. Public service - ambulance. Respond to medical calls. (8)
15. At least one bilingual staff per shift. Have at least one bilingual staff per shift at each fire station. (8)
16. Fiscal responsibility. Provide all services within budget and with fiscal oversight. Fiscal management to aid future decisions. (7)
17. To provide ALS/paramedic services proficiently. (5)
18. Extinguishment of structure and wildfires within service area. (5)
19. Take preventative steps to reduce the number of fires in our community. Take action to prevent fires. (5)
20. Don't let homes burn. (5)
21. Responsiveness to emergencies, threats, public service requests, EMS. (5)
22. Continued growth keeping up with the communities. (5)
23. Establish and maintain a succession plan for the department. (4)
24. Continue to explore opportunities for fire service consolidation within the SVFD sphere of influence. (4)
25. Limit the spread and impact of fires. (4)
26. Continued growth of EMS. (4)
27. Bedside manner - interpersonal skills with patients. (3)
28. Improve standards of coverage for ambulances. (3)
29. Flood response. (3)
30. Local knowledge (area, business, etc.). Familiar with the community and the people they serve. (3)

31. Respected/trusted fire chief (yes). (3)
32. Proper notification if evacuating. (3)
33. Monitor the valley for fires. (3)
34. Firefighter health and safety. (3)
35. That the fire department serves as a hub for the entire community. (3)
36. Accessibility. (2)
37. Improve ambulance response times. (2)
38. Teamwork. (2)
39. Rescues. (2)
40. Save cats. (2)
41. Resilient workforce. (1)
42. Friends of the community on/off the job. (1)
43. Sustainability. (1)
44. The city/county realizes the need for a strong and healthy agency and tries not to make cuts when times are tough. (1)
45. Beat the police in any sporting activities. (1)

### **Areas of Community Concern**

The planning process would be incomplete without an expression from the community stakeholders regarding concerns about the organization. Some areas of concern may be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

Respondents were asked to list, in priority order, up to five concerns they have about or for the department. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns was as follows: if it was the respondent's first entry, it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the community stakeholders prioritized and weighted accordingly (verbatim, in priority order):

1. Politics and funding. Continued money and abundant funding. Funding. Is your debt leading the way in training and equipment? Financial stability for the future. Local, state, and federal funding. Continuing to meet the challenges of the future with new demands and requirements, especially without funding. Funding won't always be available for all of SVFD's needs. (82)

2. Staffing and resources for an uncertain future. Do we have what is needed for an uncertain future? Are there currently enough fire stations for the area of responsibility? Sufficient ambulance coverage? Can the community outgrow the fire department? Staffing, do you have enough people to be fresh when something big happens or many things happen at once? (35)
3. Recruitment of volunteers in outlying areas. Funding for recruitment. Staff recruitment and retention. The ability to recruit and retain qualified employees. Volunteer recruitment. Ability to compete with other larger Bay area departments for firefighters. (32)
4. Do they have appropriate number of staff on duty around the clock? Staffing: Are you facing that challenge? Maintain personnel. Retaining personnel. Are staffing levels appropriate for the area and population served? Future and current staffing levels. (27)
5. Health and wellness of workforce with difficult past years. Mental and physical health of staff and leadership. Physical, mental, and emotional wellbeing of our firefighters. How are they being taken care of? Does the fire department have mental health support? Both for staff and handling calls of this nature. (26)
6. Are they receiving training to be understanding and compassionate of all community members: i.e., Latino, elderly, mentally ill, homeless, etc.? Is the fire department diverse enough in its personnel (bilingual)? Not enough bi-lingual staff. Does the fire department have good working relationships with those who care for the homeless? Multilingual staff. Homeless outreach (starting fires). (25)
7. Spread of flammable invasive species (Scotch Broom). Vegetation management/spread of wildfire. Forest management. Lots of brush on private property. Home hardening for renters and landlords (need an incentive). (19)
8. Increase in wildland fires. Resources to meet the wildland fire threat. Can you really fight a wildland fire in the WUI-what do you need to do that? How do the people that live in the WUI stay safe? Can the fire department stay flexible enough to incorporate new WUI building methods and firefighting techniques as they emerge over the next five years? (19)
9. Do they have sufficient, up-to-date equipment and vehicles? Equipment- do you have the tools to do your job? Is equipment up-to-date and ready for tomorrow's challenges? (15)
10. Ability for firefighters to find affordable housing in Sonoma Valley. Cost of living in Sonoma Valley (ability to attract, retain and promote employees in the area). Assist with the ability of staff to live in the community. (15)
11. Narrow roads-can a firetruck navigate some of our roads. Lack of enforcement on parking laws (signs) in the Springs on narrow streets. (13)
12. Adapt to climate change. Water supply won't be available due to drought. Water supplies. (11)
13. Mandated but underfunded federal and state rules applicable to the fire service. State intervention on finances and budgetary priorities. Does SVFD have enough support by state and local government? (10)
14. Are our firefighters supported enough in the community? Are the weaknesses of the fire department transparent so that the community can better offer support? (9)

15. Are they out in the community educating and informing about the prevention and dangers? Stay engaged in the community. Need focused public outreach and education - needs more time and attention and continued coordination with the city. (9)
16. Community expectation regarding planning focus on you rather than on all of the agencies that are involved. Mutual aid. (8)
17. Don't forget or be dismissive of the more rural areas needs/wants in the fire district. Response to outlying areas. (8)
18. Are they being compensated sufficiently? Are our firefighters compensated fairly/equal to the value of their work? (8)
19. Skillset diversity. Do we have enough EMTs to meet surge and can we manage diverse environmental conditions? (6)
20. Provide career opportunities. Maintain a well-trained and competent workforce. (6)
21. Limits on ability to engage in prescribed fire and fuel reduction efforts. (5)
22. The department appears to be missing an administrative or deputy fire chief. (5)
23. Social media/misinformation management. Communication with community in large events. (5)
24. Communication with CAL-FIRE. (5)
25. Increase in need to respond to "neighboring" areas outside our district or areas far outside our district (spread too thin). (5)
26. Evacuation plans - traffic, kids (school buses, BCG in session: boys and girls clubs). (5)
27. Accumulation of fuels within 2017 and 2020 burn areas. (4)
28. Political Interference. (4)
29. Training. (4)
30. Participation in policy-making regarding new development in the wildland interface will be politically challenging. (4)
31. Public opinion when the fire department wants to do the 4th of July celebration at the Vallejo Home. Public perception of the fire service. (4)
32. Balancing urban and rural needs -equipment and training is different. (4)
33. Traffic/transportation during emergencies.
34. Improve/strengthen/re-establish better relations with the adjoining fire districts. (3)
35. Transition from volunteer to a paid/volunteer department. (3)
36. Increased pressure from the community due to insurance costs and availability. (3)
37. Succession planning for the district - pressure from county to continue to expand district beyond return-on-investment optimization. (3)



38. Taking on too much (overworked staff), including statewide mutual aid dependence on local government. (3)
39. Water wasted from wells around Sonoma when water gets tested (example - well by Valley of the Moon Nursery). (3)
40. The future of consolidations with other agencies. (2)
41. Is there a fire cadet program? (1)
42. Not able to pass a parcel tax. (1)

### **Positive Community Feedback**

The CPSE promotes the belief that the community's view on the organization's strengths must be established for a strategic plan to be valid. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some identified weaknesses. The following written comments were received (verbatim, in no particular order):

- Continue to keep positive engagement with the community.
- Remind your firefighters to communicate and to stay positive with community members.
- Attitude.
- Involvement with the community.
- Organization within the department.
- Leadership.
- Positive culture.
- Strong leadership.
- Economic support.
- Retention.
- Fire Prevention.
- Clearly professionally led and managed.
- Willingness of board and staff to consider agency expansion through reorganization with neighboring agencies.
- Excellent response times/good ISO ratings.
- Based on one experience, arrival time was quick.
- Regular social media posts on emergency and non-emergency situations.
- Works with other community entities and groups.
- Great response times.
- Community relations/interactions.
- Working with other agencies.

- Stable budget.
- ISO #1 rating.
- Support for fire risk reduction project outside of SVFD.
- Involvement in county-wide protection plan (CWPP) process.
- Short response times.
- Coordination with CAL-FIRE.
- Great involvement in the community.
- Highly regarded and trusted by those you serve.
- Flexible and cooperative with constituents.
- Great service for the budget.
- Huge community involvement.
- Paramedic coverage.
- Our ability to respond, history.
- Training programs.
- Modern equipment, maintained.
- Diverse force- community involved.
- Future-focused- inspires youth.
- Respectful.
- Leading-edge tools and equipment - keeping up-to-date.
- Teamwork.
- Collaboration.
- Resilience.
- Great public education and community outreach, open house, etc.
- Good partner for CAL-FIRE
- Staff from top down are open, understanding, and easy to talk to and work with.
- Appears to be a good environment to work for. Guys of all ranks seem happy.
- Empathy.
- Response times.
- Training of the team.
- Communication and support of the community.
- Absolutely love and appreciate our amazing fire district staff and leadership.
- Connected to hometown, roots are deep in the community.
- Heroic during the 2017 disaster.

- Stoic in the face of some terrible community members.
- Professionalism.
- Engagement with partners/community.
- Operational competence.
- Department leadership.
- Staff engagement and support.
- Great community partner-CPR classes
- Appreciate knowing we can call non-emergency number for support.
- Chief Akre does excellent community outreach.
- Gary Johnson participates as a member of our fire safe council.
- Dedicated, trusted personnel.
- I trust the fire department and its leaders.
- We have a great fire department. I hope we can keep it that way.
- Being visible in the community.
- Message board outside of some fire departments.
- Compassion when responding to calls and transporting patients.
- Good morale.
- Good training.
- Good leadership.
- Sufficient staffing.
- ALS ambulance service.
- Involvement with the community and presence at events, e.g., fireworks show on the 4th of July.
- Good public feedback and PR for the organization and what is being accomplished.
- Works well with neighboring agencies.
- Quality staff and Leadership.
- Fiscally stable.
- Sharing resources.
- Good public image.
- Excellent working relationship with co-operators.
- Quality workforce.
- Quality equipment.
- Collaborative/community-driven.
- Nice/respectful and courteous staff.

- Open to ideas.
- Connection with community organizations and groups.
- Excellent leadership from Chief Akre and management team.
- Leadership on a county basis on various initiatives - ensuring a professional voice and leadership for the valley.
- True community-oriented department - active in various community activities, including 4th of July.
- High level of training.
- Strong sense of community.
- Very professional.
- Ready and willing to adapt to change.
- Strong leadership and management team.
- Vision for future needs of department and district.
- Seems to care about the community it serves and makes rapid response.
- Seems to have enough staffing to handle most emergencies.
- Seems to have modern equipment to get the job done.
- I actually can't think of anything bad or negative to say.
- The fire department has already always been there.

### Other Thoughts and Comments

The community was asked to share any other comments about the department or its services. The following written comments were received (verbatim, in no particular order):

- Best of luck with the process.
- I have had the honor of working with this team during several events. We are lucky to have them in our community.
- There are ongoing collaborations 24/7 - first responders and first receivers to grow and sustain. More joint drills with the community and hospital.
- I recently attended a softball event in which there was a large gathering of our community. I was very pleased to see many firefighters in uniform attending the event. Overall, very pleased with and have a high level of respect for SVFRA.
- I appreciate the cooperative approach of SVFD chief and staff.
- Free Public training for fire extinguisher use.
- Thank you.
- Keep up the great work.
- Thank you for being so proactive and supportive of the community. It has and continues to be the basis of this organization.

- Thanks for being what a fire agency should be.
- Well done.
- Increase Agua Caliente station outreach.
- I recognize the department's effort in hiring a workforce reflective of the community.
- I am really concerned about living in a building in the WUI. Should we be building there (or rebuilding)? Should we be doing more preventative burning within neighborhoods- not just in the wildlands?
- Thanks for lunch, thanks for the opportunity to make comments.
- SVFD is both a leader and model for other fire districts. They set an example for innovation, progress, and leadership. Sonoma/Sonoma Valley is fortunate.
- Keep up the great work.
- Appreciate this process and being included. Look forward to seeing the results.
- Recommend exploring the creation of an organization like Marin Fire Protection Authority for Sonoma - need collaborative sharing on wildfire adaption.
- Super thankful for your work Chief Akre and staff.
- Appreciate the initiative.
- Thank you for including me today.
- In the fall/summer of 2021, the fire department was incredible about putting out fires before they get out of control. Thank you.
- Thank you for having us. I like the prioritization worksheet.
- Joe Gilmore is dope.
- Steve Akre is always responsive to my media inquiries.



**Appendix 2 - SWOT**

**Strengths**

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community and that its strengths are consistent with the issues facing the organization. Often, identifying organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the organization’s primary function, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds.

Through a consensus process, the agency stakeholders identified the department’s strengths as follows:

High morale	Labor-management relations	Support from command staff
Community relations	Staffing adaptability	Pride in EMS
Interpersonal relations	Maintained workforce	Local area knowledge
Flexibility	Opportunity (individual growth)	Flexibility of workforce
Scene management	Selflessness	Fire family inclusiveness
Customer service	Family-oriented	Paramedic school sponsorships
High-quality EMS	Maintenance program	Succession planning
Mentorship	Full-time recruitment and retention	In-house fire mechanic
Volunteer program	Professionalism	Embracing technology
Cutting edge equipment	Training program	Increasing bilingual staff
Community support	Mutual aid given	Increased overhead (Admin BC)
Fire prevention bureau	Allied agencies relations	Impact fees
Career development	SOP/Policy manual	Empowered workforce
High-level involvement (County leadership)	Forward-thinking (anticipating and mitigating issues)	
Administrative staff – (human resources and finance)	Dedication of the workforce (no mandatory holdovers)	
Incident command team knowledge and experience	High-level experience from strike team involvement	
Cohesiveness between paid and volunteer staff	Apparatus replacement program	
Progressive and willing to reflect	Strength of Sonoma Valley Firefighters Assoc. (SVFFA)	
Association fundraising ability	Inclusion: Areas of responsibility	
Facilities improvements by inhouse staff	Flexibility in scheduling	
Working relationships with SVFD Board	Adaptability/versatility - all risks hazards	
DICO: Department infection control officer	Faith in leadership	
Fire chief’s open-door policy/culture		

**Weaknesses**

For any organization to either begin or continue to move progressively forward, it must be able to identify its strengths and those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document but rather those day-to-day issues and concerns that may slow or inhibit progress. The agency stakeholders identified the following items as weaknesses:

Station 2- building and location (facilities)	Shop personnel – lack of
Shop – size/too small	Lots of new people
Lack of involvement in association events	Only two staffed ambulances
Uniform training standards	Policy enforcement
Lack of support for administrative	Bilingual admin
Intra-agency communication	Logistical support for recent growth
Recruitment of volunteer firefighters	Station 5 seismic safety
Old computers and phones	Bilingual document translation services
Outdated radio comms	Zone/regional training
Fire service experience levels	Work overload
Officer soft skills/administrative skills development	Location of ladder truck (move to a different station)
Onboarding process	Formal fire service education
Fire station etiquette and behavior	Prevention staffing
Inadaquate number of ambulances	Station 5 roof leak
Coordination of volunteer callback responses	Bilingual line staff
Unstaffed ladder truck	Volunteer callbacks
Loss of station 6	Utilization of the Duty Chief 3 (DC3) program
Location and facilities of the training tower	Need for task-book oversight
Lack of accessibility and working knowledge of operating budget	Operational challenges of Sonoma Development Center (SDC) contract
Unwillingness to conduct WUI inspections	Recent loss of institutional knowledge (retirements)
Fundamentals of radio use for volunteers	Succession planning
Social media management	SVFD branding

**Opportunities**

The opportunities for an organization depend on identifying strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service but on expanding and developing new possibilities inside and beyond the traditional service area. The agency stakeholders identified the following potential opportunities:

Diverse Community engagement	Grant funding- private, state, local, federal
Public education - wildfire preparedness, evacuation	Partnerships – auto/mutual aid and other public safety
Program integration- ecology center, county projects	Legislative input/engagement - state and local codes
Social media	Attend National Fire Academy (NFA) courses
Attend professional training conferences	Participate in regional training
Fundraising events	Continued support of local and regional
Training facilities	Youth recruiting
Continued participation in the mutual aid system	Further consolidation with fire districts
Community partnerships	Consolidation inside Sonoma City
Improve mapping with county GIS	Public/private partnership for infrastructure
Specialized mutual response teams	Regional purchasing
Development of (ECC) Emergency Communication Center	Prescribed burning
SDC Sonoma Development Center	Firesafe council/FIREWISE
Engage with Spanish-speaking communities	County-wide sales tax measure
MWPA- Marin wildfire prevention authority	Regional maintenance program
Community paramedicine	Regional company officer program
The Springs Specific Plan	Update pre-fire attack plans
Updating battery-powered equipment	Wildfire fuels reduction
Ambulance contract with Sonoma Raceway	Funding through the 501c3
Explorer/Cadet program	Youth outreach
Paramedic program internships	Hosting classes

**Threats**

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not entirely and/or directly controlled by the organization. Some of the current and potential threats identified by the agency stakeholders were as follows:

Budget cuts	Revenue challenges (SAFER grants)
Economic recession	Other departments recruiting employees
Supply chain issues	Increased mutual-aid ambulance demand
Hospital closure	Master mutual aid drawdown
Drought; loss of water supply, increased fire activity	Pandemic
Terrorist attack	Dependance on technology
Increased population, increased call volume	Increased cost of living (inflation)
Negative public perception	Outside agency consolidation
Loss of contracts for service with City of Sonoma	Cyberattack
Natural disaster; valley access/egress issues	Sonoma Development Center (SDC) future
Social unrest	Changes to Medicare reimbursement
Increased housing in the (WUI) Wildland Urban Interface	Lack of public self-sufficiency
Effectiveness of messaging	Lack of qualified employee pool
Litigation	Freedom of information Act – requests and compliance
Americans with Disabilities Act (ADA) compliance	County of Sonoma Exclusive Operating Area (EOA)
201 Rights (statutory ambulance authority)	Homeless population
Affordable workforce housing	The Springs Specific Plan
Loss of funding support (vegetation management, REDCOM (dispatch))	State and federal mandates/guidelines (i.e., vaccine mandate, banning small motors, gas vehicles)
Changes in elected officials	AMR leaving dispatch contract
Loss of fossil fuels	Lack of hospital specialty services
Change in Coastal Valley EMS policies	

**Appendix 3 - Critical and Service Gap Issues Identified by Agency Stakeholders**

The following information is the raw data comprised from the deliberation of the two workgroups. The information in each table is linked to a strategic initiative that the overall group, by consensus, determined was something the department should pursue for change and continuous improvement.

Initiative Link	Group 1	Group 2										
<b>Capital Assets and Infrastructure</b>	External Collaboration <ul style="list-style-type: none"> <li>○ Social media/branding</li> <li>○ Consolidation</li> <li>○ Community outreach</li> <li>○ Regional collaboration (programs, neighboring department relationships, SDC)</li> <li>○ Collaboration with local partners (Fire safe council, Firewise committee, ecological resources)</li> </ul>	Community Outreach <ul style="list-style-type: none"> <li>○ Communication, social media management</li> <li>○ Community partnership</li> <li>○ Bilingual documentation</li> <li>○ Branding</li> <li>○ Vegetation management</li> <li>○ Transparency</li> </ul>										
<b>Workforce</b>	Workforce <ul style="list-style-type: none"> <li>○ Staffing (3<sup>rd</sup> ambulance, shop, administration, prevention)</li> <li>○ Recruitment/retention (full and part-time)</li> <li>○ Health and wellness</li> <li>○ Bilingual (increase number of employees)</li> <li>○ Affordable housing</li> <li>○ Community paramedicine</li> </ul>	Human Resources <ul style="list-style-type: none"> <li>○ City of Sonoma SAFER funding</li> <li>○ Recruitment and retention of volunteer and career staff</li> <li>○ Additional maintenance staff</li> <li>○ Bilingual staff</li> <li>○ Health and wellness</li> <li>○ Additional ambulance company</li> <li>○ Development (grant writing skills, soft skills)</li> </ul>										
<b>Community Outreach and Collaboration</b>	Infrastructure <ul style="list-style-type: none"> <li>○ Station 2/location</li> <li>○ Shop (size)</li> <li>○ IT (new radios, computers, phones, servers, software)</li> <li>○ Sufficient equipment</li> <li>○ Station 5</li> <li>○ Facility maintenance</li> <li>○ Increase security at stations</li> <li>○ Supply chain issues</li> </ul>	Capital Assets <ul style="list-style-type: none"> <li>○ Facilities (Station 5 seismic retrofit, Station 2 relocation, maintenance shop expansion regional training facility)</li> <li>○ Fleet (Vehicle replacement schedule, increasing fleet)</li> <li>○ Equipment (IT infrastructure, radios)</li> <li>○ Grant funding</li> </ul>										
<b>Training</b>	Training <table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">○ Soft Skills</td> <td>○ Standardization</td> </tr> <tr> <td>○ Leadership</td> <td>○ Cadet program</td> </tr> <tr> <td>○ Career development</td> <td>○ Task book oversight</td> </tr> <tr> <td>○ Succession planning</td> <td>○ Area familiarization</td> </tr> <tr> <td>○ Onboarding</td> <td>○ Regional training</td> </tr> </table>	○ Soft Skills	○ Standardization	○ Leadership	○ Cadet program	○ Career development	○ Task book oversight	○ Succession planning	○ Area familiarization	○ Onboarding	○ Regional training	N/A
○ Soft Skills	○ Standardization											
○ Leadership	○ Cadet program											
○ Career development	○ Task book oversight											
○ Succession planning	○ Area familiarization											
○ Onboarding	○ Regional training											
<b>Regional Consolidation</b>	N/A	Regional Consolidation <ul style="list-style-type: none"> <li>○ City of Sonoma</li> <li>○ Outside district consolidation</li> <li>○ Emergency communication center</li> </ul>										





SONOMA VALLEY FIRE DISTRICT 2022-2027 STRATEGIC PLAN