

02 June 2017

**Strategic Plan 2016 - 2021**



**Chico Fire Department  
Chico, California**

*Prepared by:*



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**CONSULTANT REPORT**

# Chico Fire Department Strategic Planning

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# DOCUMENT CHANGE HISTORY TABLE

The following table contains a change history for this document, including a description of changes.

Description of Change	Author/Originator	Revision	Date
Initial Release	Chico Fire Department	1.0	December 9, 2016
Revised	Chico Fire Department	2.0	May 31, 2017



## EXECUTIVE SUMMARY

The Chico Fire Department (CFD) embarked on a strategic planning process that will help shape the future organization for years to come.

A common theme throughout the Strategic Planning and the Standards of Cover process are limited resources and budgetary challenges. The Strategic Plan is intended to be fiscally responsive and net neutral from a budget perspective.

The process adopted and the steps taken in organizing and in developing this process were culminated in a Stakeholder Driven Strategic Planning process often referred to as a Community Driven Strategic Plan. The distinction “Stakeholder Driven” strategic planning is a best practices model typically used in service organizations.

After a two-and-a-half-day intensive process involving xx external stakeholders and 21 internal stakeholders, the seven consensus strategic goals are:

- Goal 1: Long Term and Sustainable Staffing Solution
- Goal 2: Update the Radios and Communications Systems
- Goal 3: Facilities Planning and Maintenance
- Goal 4: Effective Fire Fleet – Maintenance & Capital Replacement
- Goal 5: EMS – Priority Based Response Policy
- Goal 6: Public Education Program in Alignment with CFD Mission
- Goal 7: Training Program based on Best Practices

One important view of strategic planning is that it is a process – not a project, by which the Chico Fire Department could create the organizations’ future by design and at the same time implement continuous quality improvement within our organization. This process allows opportunity for succession management in that it encourages members to participate in the design and implementation of initiatives that might be out of their area of expertise. This offers diverse assignments and an opportunity to gain knowledge and experience while operating in a safe environment. Coaching and mentoring will assist our members in successfully accomplishing their assignment(s) and professional development.

Each of the individuals and organizations represented throughout the strategic planning process articulated a strong desire for community safety, an understanding of the fiscal challenges and appreciation for the process.

The *FITCH* team applauds the participants for their openness, candor, and willingness to work collaboratively as they prepare for the future.

## STRATEGIC PLANNING

Strategic planning, by general definition, is a structured process in which stakeholders within a shared arena evaluate the present and future direction of an organization. Through a process of establishing common vision, values, and goals, strategic planning produces a living document by which an organization can guide its short-term and long-term decision-making. Public sector agencies can further enrich this process by engaging in it, the very community that they serve. This Community-Driven Strategic Planning blends the expectations of community stakeholders with the vision and purpose of the service providers. Thus, the efforts and resources of public service entities are better poised to be expended in a manner that meets their community's expectations. In the simplest sense, Community-Driven Strategic Planning is about groups of people with a shared interest or common purpose, coming together to determine what they want to accomplish and how they will do it.

The environment in which public safety agencies operate has become increasingly uncertain and more challenging than ever before. A host of factors regularly influence the operation of these agencies such as the political climate, the economy, and public sentiment. Consequently, due to the interconnected nature of this environment, any changes or challenges that arise often have a reverberating effect throughout the community. These attributes require the following fivefold response from public safety organizations<sup>3</sup>:

1. They must think strategically.
2. They must translate their insights into effective strategies to cope with changing circumstances.
3. They must develop the rationales required to adopt and implement their strategies.
4. They must build coalitions capable of protecting and adopting these strategies.
5. They must build capacity for the ongoing implementation of strategic change.



Strategic planning will help the stakeholders of CFD's fire and rescue organizations execute this fivefold response. At its best, strategic planning makes extensive use of analysis and synthesis in deliberative settings to help leaders and managers successfully address the major challenges that their organization faces. However, the real value of strategic planning is in its ability to help an organization create public value<sup>2</sup>.

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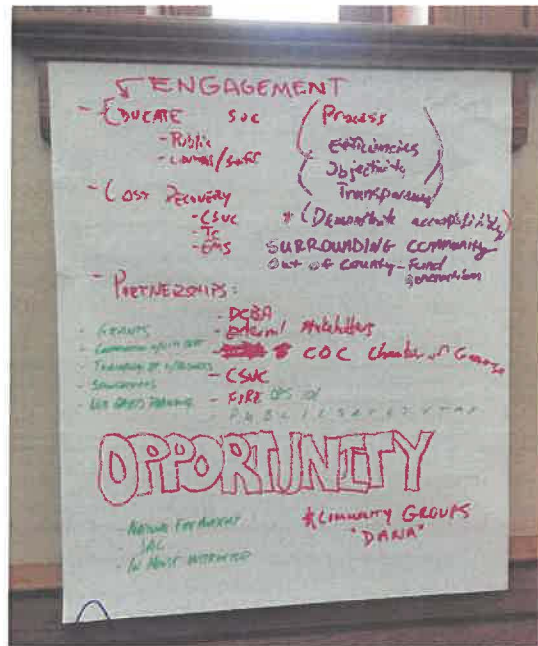
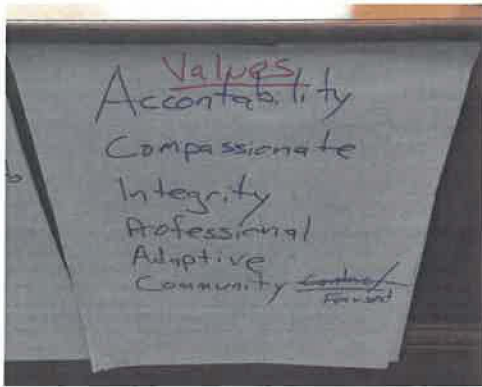
<sup>1</sup> Bryson, J. M. (2011). *Strategic Planning for Public and Nonprofit Organizations*, Fourth Edition. Hoboken: John Wiley & Sons.

<sup>2</sup> Moore, M., & Khagram, S. (2004). "On Creating Public Value: What Business Might Learn from Government about Strategic Management". Cambridge: John F. Kennedy School of Government, Harvard University.

### The Value of Community Driven Strategic Planning

The process gives you an opportunity to develop your vision and mission together with those in the community who will be affected by what you do. That means that your work is much more likely to address the community's real needs and desires, rather than what you think they might be. It also means community ownership of the vision and mission, putting everyone on the same page and greatly increasing the chances that any effort will be successful<sup>3</sup>.

The Chico Fire Department embraced this process and collaborated on the following strategic plan.



<sup>3</sup> University of Kansas. (2014). An Overview of Strategic Planning. Retrieved from Community Tool Box: <http://ctb.ku.edu/en/table-of-contents/structure/strategic-planning/vmosa/main>



## MISSION AND VALUES

### *The Mission of the Chico Fire Department*

*To provide the highest quality fire, rescue, and emergency services to the Chico community in a caring and professional manner.<sup>3</sup>*

### *Values*



<sup>3</sup> University of Kansas. (2014). An Overview of Strategic Planning. Retrieved from Community Tool Box: <http://ctb.ku.edu/en/table-of-contents/structure/strategic-planning/vmosa/main>

## CHICO FIRE DEPARTMENT BACKGROUND

The Chico Fire Department (CFD) is a full-service fire agency providing fire suppression, aircraft rescue and firefighting (ARFF), fire prevention, technical rescue, hazardous materials mitigation, as well as first responder basic life support (BLS) with Automatic External Defibrillator and advanced life support services (ALS) for specialized teams including technical rescue, hazardous materials and Chico Police SWAT teams. Butte County EMS provides ALS pre-hospital care and transportation to the community under a joint venture between Enloe Medical Center and First Responder Emergency Medical Services.

The City of Chico (Chico) is in the Northern Sacramento Valley of California, 90 miles north of Sacramento, in Butte County. Chico is the most populous city in Butte County, with an estimated population of 89,180 at the 2015 census estimate. The City's service area is 33 square miles, and is characterized by an urban and suburban community mix. The city is a cultural and commercial center for a three-county regional market area. Chico supports a diverse range of industries including agriculture, recreation, tourism, medical, manufacturing and education. California State University, Chico is the



second oldest institution in the California State University system, enrolling over 16,000 students. Bidwell Park, the Country's 26th largest municipal park and the 13th largest municipally owned park makes up over 17% of the City. Enloe Medical Center is located in Chico and serves as the regional medical hospital and Level II Trauma Center.

Butte County is made up of the Chico Metropolitan Statistical Area. The County Seat is located in Oroville. Known as the "Land of Natural Wealth and Beauty", Butte County is watered by the Feather River and the Sacramento River. Butte Creek and Big Chico Creek are additional perennial streams, both tributary to the Sacramento. Butte County has a total area of 1,677 square miles and a 2015 estimated population of 225,000. Part of the County's western border is formed by the Sacramento River. The County lies along the western slope of the Sierra Nevada; the steep slopes making it prime terrain for wildland fires and the siting of hydroelectric power plants. In addition to California State University, Chico, the County is also home of Butte College, a large junior college.

The CFD serves a total population of approximately 89,180<sup>4</sup> within a geographic area of approximately 33 square miles. Unincorporated areas within the service area bring the population estimate to approximately 100,000. Service is provided from six (6) fire stations with a force of 61 firefighters and three (3) chief officers. The CFD maintains a robust automatic aid agreement with the Cal Fire-Butte County Fire Department

<sup>4</sup> Accessed online at <http://www.census.gov/quickfacts/table/PST045215/0613014>



Administrative staff consists of one (1) fire chief, one (1) fire prevention officer, two (2) fire inspectors and two (2) administrative support positions. Additional volunteers from Company 1 who support larger scale emergencies such as confirmed structure fires, aircraft crashes or train wrecks, and major rescues. The Fire Chief is the Chief Executive Officer of the Department and reports to a City Manager who is appointed by a seven (7) member City Council.



## FINANCIAL BACKGROUND RELATED TO CHICO FIRE DEPARTMENT'S STRATEGIC PLAN

Chico receives much of its general fund revenue, 73% in fiscal year 2015, from sales and use taxes as well as property taxes. These two revenue sources were negatively impacted by the recession with significant reductions from fiscal year 2009 to 2013.

Chico's local economy continues to rebound from the economic recession. Since the end of the recession, economic growth has been measured but steady. The following major revenue sources increased:

- Sales Tax increased 5%
- Property tax revenue increased by 11%
- Transient Occupancy Tax increased 6%

Sales tax revenue, which accounts for 43% of all General Fund revenue experienced moderate growth. Property tax revenue grew due to construction of new homes and modest growth in the resale of existing homes. Residual property tax revenue, a relatively new source, came into place following the dissolution of the City's Redevelopment Agency. As the former Redevelopment Agency's commitments are liquidated, the City receives a larger share of this property tax source.

Although the General Fund's total fund balance is positive, the Fund does not have an Operating Reserve or Emergency Reserve. Thus, the City will continue to stay focused on maintaining a long-term focus that approaches additional spending in a way that is fiscally sustainable. City's fiscal policies have been developed to ensure City Funds do not fall into a deficit position; that new revenue sources, one-time revenue sources and annual cost savings are prioritized to reduce current deficits and build reserves; implementation of tighter spending controls; and a significant shift of budgetary and spending control from the City Manager to the City Council.

City management will continue to present the Council with conservative budgets, recommendations to increase reserve fund balances, budgets that provide consideration of City cash flows, and as identified, additional fiscal controls that will ensure the City continues to rebound from the precarious financial position that has existed in recent years. City staff will continue to operate in the face of reduced resources, while seeking out innovations and deployment optimizations. The City believes it will be in a better position to respond to future economic downturns that have negatively impacted the City's finances. The challenge for City management is to continue to identify opportunities to cut costs, create efficiencies and provide excellent service to the community.<sup>5</sup>

In fiscal year 2013, the CFD applied for and was awarded a multi-year \$5.3 million Federal Emergency Management Agency (FEMA) Staffing for Adequate Fire and Emergency Response (SAFER) Grant. This

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<sup>5</sup> City of Chico Comprehensive Annual Financial Report, Year Ended June 30, 2015

allowed the CFD to hire 15 full time firefighters. In fiscal year 2015, public safety expense increased \$2,109,794 mainly due to expenditures associated with the Staffing for Adequate Fire and Emergency Response Grants (SAFER) utilized by the fire department. The SAFER Grant was set to expire in April 2016, but FEMA extended the funding until January 2017. The Department has requested and the Council approved another SAFER Grant application, but it was not renewed. There are one-time reserve funds that could be transferred to cover some positions for short duration to the end of fiscal year 2016. The City currently does not have allocated funds to cover the 15 grant-funded positions beyond fiscal year 2016.<sup>6</sup>

In early December, layoff notices were issued to firefighters whose positions had been funded by the SAFER Grant. Five firefighters were laid off effective January 7 and an additional 9 firefighters are set to be laid off at the end of March 2017.

While some economic progress is expected over the next two years, the significant question is whether the level of economic growth is sufficient to provide the revenue necessary to meet increasing City and Department costs.

Even considering the economic challenges the CFD has been responsible with their funding, evident by successful independent audits of the City and Certificate of Achievement for Financial Reporting by the Government Finance Officers Association for transparency and reporting.

The Strategic Plan is intended to be fiscally responsive and net neutral from a budget perspective.



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<sup>6</sup> City of Chico 2016-17 Final Annual Budget, Adopted June 21, 2016



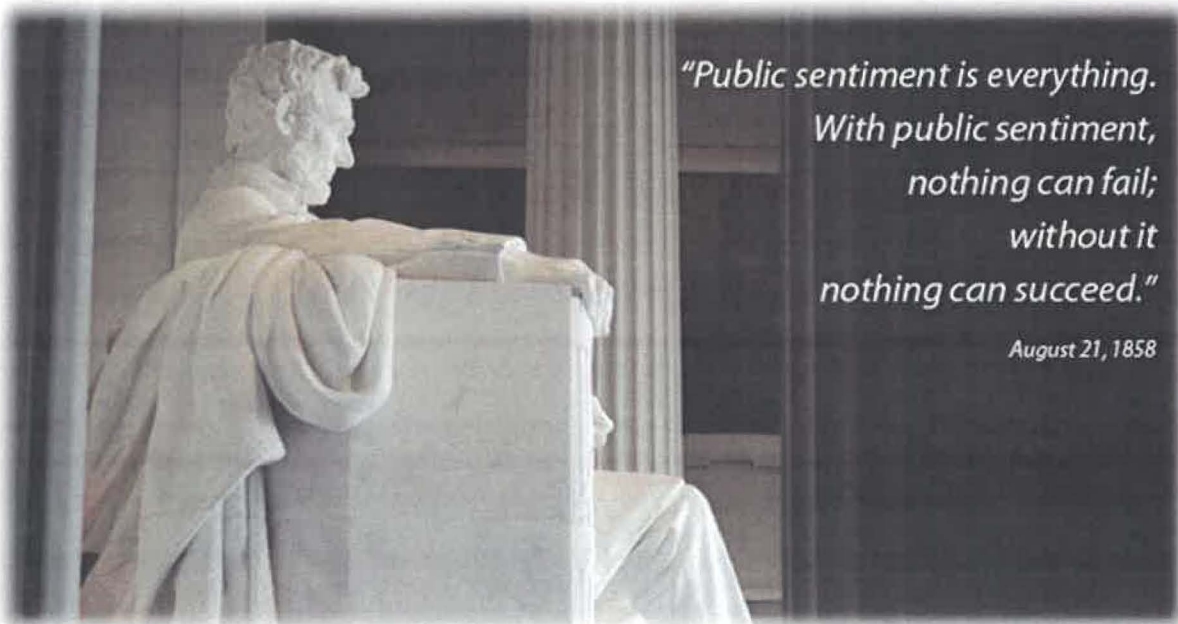
## COMMUNITY INPUTS – EXTERNAL STAKEHOLDERS

The tangible benefit of a Community-Driven Strategic Plan is enabling an organization to create public value by aligning their goals and vision with the expectations of their community. Considering today's economic challenges and public scrutiny, it is essential that organizations expend their limited resources, time, and energy on programs that have actual public value and discontinue those that do not. Therefore, establishing community expectations is a critical component of the strategic plan. This is accomplished by soliciting feedback and input from members of the community. Thus, "external stakeholders" were invited to participate in a one day facilitated session where they provided the following input.

The first phase of the planning process was to invite various community stakeholders to a work session. The external session was conducted December 7, 2016 at the historic Chico Municipal Building. xx members attended the 1-½ hour session that incorporated an overview of the stakeholder driven strategic planning process and administration of two participant survey instruments.

Figure 1. External Stakeholders

Chico Fire Department: External Stakeholders	
Brent Bickley	Chuck Fry
David Moncada	Jesse Alexander
Rob Okumura	Andrew Oberg
Ken Campbell	Ken Smith
Aaron Lowe	Carlos Munez
John Kelso	



## Community Feedback - Prioritization of Services

Listed below in Figure 2 are the services provided by the Chico Fire Department. Following a description of each service, external stakeholders were asked to prioritize these services by means of a direct comparison process. This approach allowed the external stakeholders to systematically rank each individual service against all provided services subsequently determining an order of importance according to the community's expectations.

Figure 2. External Stakeholders Feedback – Prioritization of Chico Fire Department Services

Services	Ranking	Score
Fire Suppression	1	164
Technical Rescue	2	107
Hazardous Materials	3	103
Emergency Medical Services	4	97
Fire Prevention	5	72
Fire Investigation	5	72
Domestic Preparedness Planning	7	53
Public Fire/EMS Safety Education	8	27

## Community Feedback – Priorities

After service prioritization, external stakeholders are provided the opportunity to extemporaneously share their expectations for the Chico Fire Department. Unlike the previous section, participants were not given a list of options from which to choose. Instead, participants were asked to list, in priority order, three personal expectations regarding the fire and rescue services. Figures 3 thru 5 represent their responses and indicate which items hold public value.

We want to hear  
from you





Figure 3. Top Priority



Figure 4. Second Priority

<i>Second Priority</i>	
<i>"They have adequate personnel with the appropriate training to respond to our facility and the hazards it might present."</i>	
<i>"Sharing of resources (Butte County Fire is included in data analysis of call volume responses)."</i>	
<i>"Help forward legislation to even further reduce the fire risk in the city (fire sprinkler retro-fit program)."</i>	
<i>"Ensure our city is safe from fire hazards (inspections, etc.) by identifying where risks are."</i>	
<i>"If I am trapped in a vehicle or other equipment, I expect the fire department to respond with the latest equipment to rescue me."</i>	
<i>"To provide medical/first aid to critical situations – i.e. heart attack, stroke."</i>	
<i>"To inspect and facilitate fire prevention."</i>	
<i>"Promote education of prevention for fire &amp; emergencies."</i>	
<i>"Respect &amp; privacy by the fire department staff."</i>	
<i>"Tactical rescues, such as car/industrial accidents."</i>	<i>"EMS Services"</i>
<i>"Initiate care prior to ambulance arrival"</i>	<i>"EMS Response"</i>
<i>"Assist emergency medical services"</i>	<i>"Fire Prevention"</i>
<i>"Maintain apparatus"</i>	<i>"Fire Investigation"</i>
<i>"Community education"</i>	

Figure 5. Third Priority

<i>Third Priority</i>	
<i>"Constantly and consistently be proactive in creating efficiencies within the department in consideration of taxpayer dollars."</i>	
<i>"Respect &amp; prioritize their need for resources <u>with</u> other city departments."</i>	
<i>"Safe/thoughtful code 3 vehicle operations (keeping public safe from collision)."</i>	
<i>"They have the appropriate equipment needed to meet our potential needs or the ability to get that equipment."</i>	
<i>"EMS calls that make up 64% of calls, what are fire staff doing? Currently paramedic services provide medical services."</i>	
<i>"Assist in any manner to emergency situations that threaten community safety."</i>	
<i>"Keep excellent record of hazmat mitigation."</i>	
<i>"Humility &amp; sense of service to the community"</i>	
<i>"Utilize the mutual aid &amp; volunteer programs to their fullest."</i>	
<i>"Rescue people from trapped vehicle or other confinement."</i>	
<i>"Fire marshal to ensure schools and businesses are safe"</i>	
<i>"Adequate protection equipment and training for crews"</i>	
<i>"Hazardous materials response &amp; clean up."</i>	
<i>"Professionalism of staff"</i>	<i>"Polite and respectful"</i>
<i>"Well managed and trained"</i>	<i>"Fire Prevention/Investigation"</i>
<i>"Be community participants"</i>	<i>"Open house at fire stations"</i>

## Community Feedback – Service and Organizational Concerns

Next, participants were asked to express any concerns they had regarding their specific services. These responses provide insight into which items are of value to the community but appear to be lacking from their perspective. Figure 6 represents their responses.

Figure 6. Concerns





### Concerns

*"Seeing fire trucks in the grocery store parking lot of in front of a restaurant – not responding to a call but getting food. Seems to waste resources!"*

*Chico State/City of Chico: "That Chico Fire's resources are being overused by Chico State students that choose to get drunk and fight and hurt themselves." | "CFD personnel are not always as familiar with our facility (Chico State) as we would hope." | "The fire safety outreach to off-campus college students is not as strong as it could hopefully be. If it can't be stronger then how could we make it more effective?"*

*Efficiency: "What happens during the times when the firefighters are not responding to an incident? How is this time adequately managed and measured for productivity?" | "Functions such as EMS & public education that could be provided at lower costs by others." | "Better understand engine/truck purchases and truck staffing use." | "Personnel should assist in basic policing/safety needs of community."*

*"Overall management/wellbeing of department"*

*"Mutual aid provided to large wildland events & associated costs."*

*"Not always friendly. Some have attitudes due to call involving burnt popcorn."*



## Community Feedback – Strengths of Service

Participants were asked to share any positive feedback or strengths regarding their specific services. Figure 7 represents their responses.

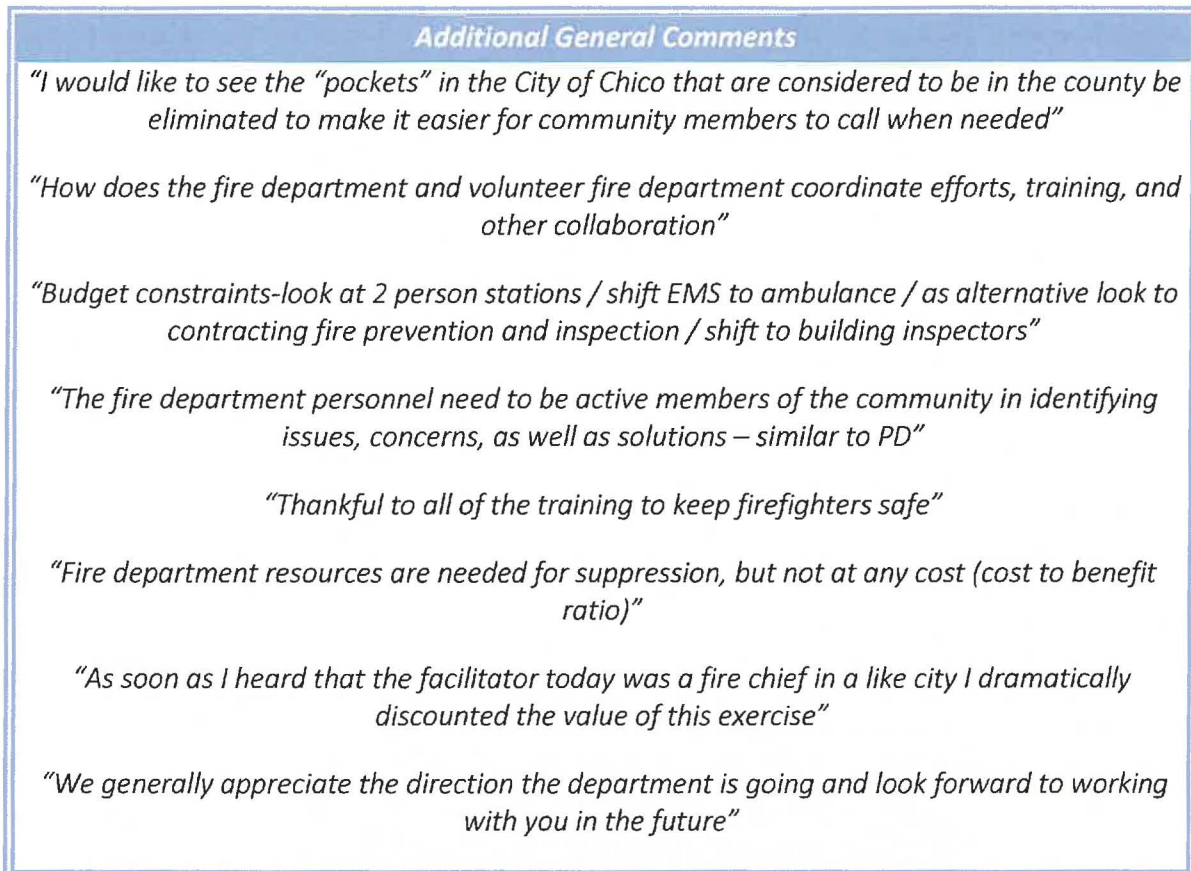
Figure 7. Strengths



## Community Feedback – Additional General Comments

Participants were asked to share any additional or general comments regarding the Department that did not fall into the other categories. Figure 8 represents their responses.

Figure 8. Additional General Comments



## ORGANIZATIONAL INPUTS – INTERNAL STAKEHOLDERS

The second phase of the planning process was to invite internal stakeholders to full-day work sessions. The internal sessions were conducted December 8 and 9, 2016 at the historic Chico Municipal Building. 21 members attended the two 8 hour sessions that incorporated an overview of the Stakeholder Driven Strategic Planning process, a review and confirmation of the organizations’ mission and values statements, and a full review of the external stakeholder comments from the surveys.

To properly structure an organization’s future vision and direction, it must also be evaluated through the eyes of its internal stakeholders. These individuals represent members with a vested and active interest in the CFD fire and rescue system. The value of this input cannot be understated as these individuals represent the local body of industry experts and providers. As such, their daily involvement with the fire and EMS delivery gives them a unique perspective on what it is doing well, what it needs to improve, and where it should head in the future. Thus, “internal stakeholders” (Figure 9) guided to identify their core services and service gaps. Participants also completed a S.W.O.T. analysis of their system. These items, in addition to the external stakeholder feedback, provided the foundation for the strategic goals and objectives developed in this plan.

*Figure 9. Internal Stakeholders*

Chico Fire Department: Internal Stakeholders	
Bill Hack Fire Chief	Jesse Alexander Division Chief
John Kelso Division Chief	Aaron Lowe Division Chief
Carlos Munoz Captain	Brian Hagan Captain
Wes Metroka Captain	Dave Main Captain
Chris Zinko Captain	Chuck Fry Captain
Don Stoner Fire Apparatus Engineer	Jim Houtman Fire Apparatus Engineer
Ken Smith Fire Apparatus Engineer	Ken Campbell Fire Apparatus Engineer
Brent Bickley Firefighter	Phil Stelle Fire Apparatus Engineer
Rob Okumura Firefighter	David Moncada Firefighter
Abby Haskell Firefighter	Andrew Oberg Firefighter
Jacob Atlas Firefighter	



## Core Services

Core may simply be defined as the central, innermost, or most essential part of something. Thus, core services are those activities that are central, or essential, to the health and safety of the community. Without these services, a community would certainly be negatively impacted. Core programs are core competencies and services that have a direct benefit to the community and correlate to the programs defined by the Commission on Fire Accreditation’s (CFAI) Fire and Emergency Services Self-Assessment Manual (FESSAM).

CFD fire and rescue internal stakeholders were asked to consider, in this context, all the services provided within the system and identify those activities they considered to be core services. These core services are listed in Figure 10.

Figure 10. Core Services Internal Stakeholders

Core Services – Internal Stakeholders	
Fire Suppression	
Emergency Medical Services – First Responder EMTs	
Rescue	
Hazardous Materials Mitigation	
Fire Prevention	
Fire Investigation	
Emergency Preparedness	

## Support Services

Support services identified are defined as those services required by the organization to support the delivery of core programs and services. The support services identified in Figure 11.

Figure 11. Support Services Internal Stakeholders

Support Services – Internal Stakeholders	
Training / Safety	Police Department
Fleet Services	Finance
Dispatch	Human Resources
Administrative Staff	Facilities / Maintenance / Capital Projects
Supplies	Public Works
Code Enforcement	Health & Wellness
Radio / Communication	Records Management
Compliance: EMS, DMV, CICC, FAA	Information Technology
Legal / City Attorney	Grant Writing and Management
Equipment / Tools	PPE / SCBAs

## SWOT Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to help the organization evaluate itself in order to identify both its desirable and undesirable traits.

Additional value is added by identifying potential areas of opportunity for the benefit of the organization as well as potential threats to its health and future. As part of a strategic plan, this level of foresight is essential if the ensuing goals and objectives going to guide the organization to success. The internal stakeholders in this process executed the following SWOT analysis.

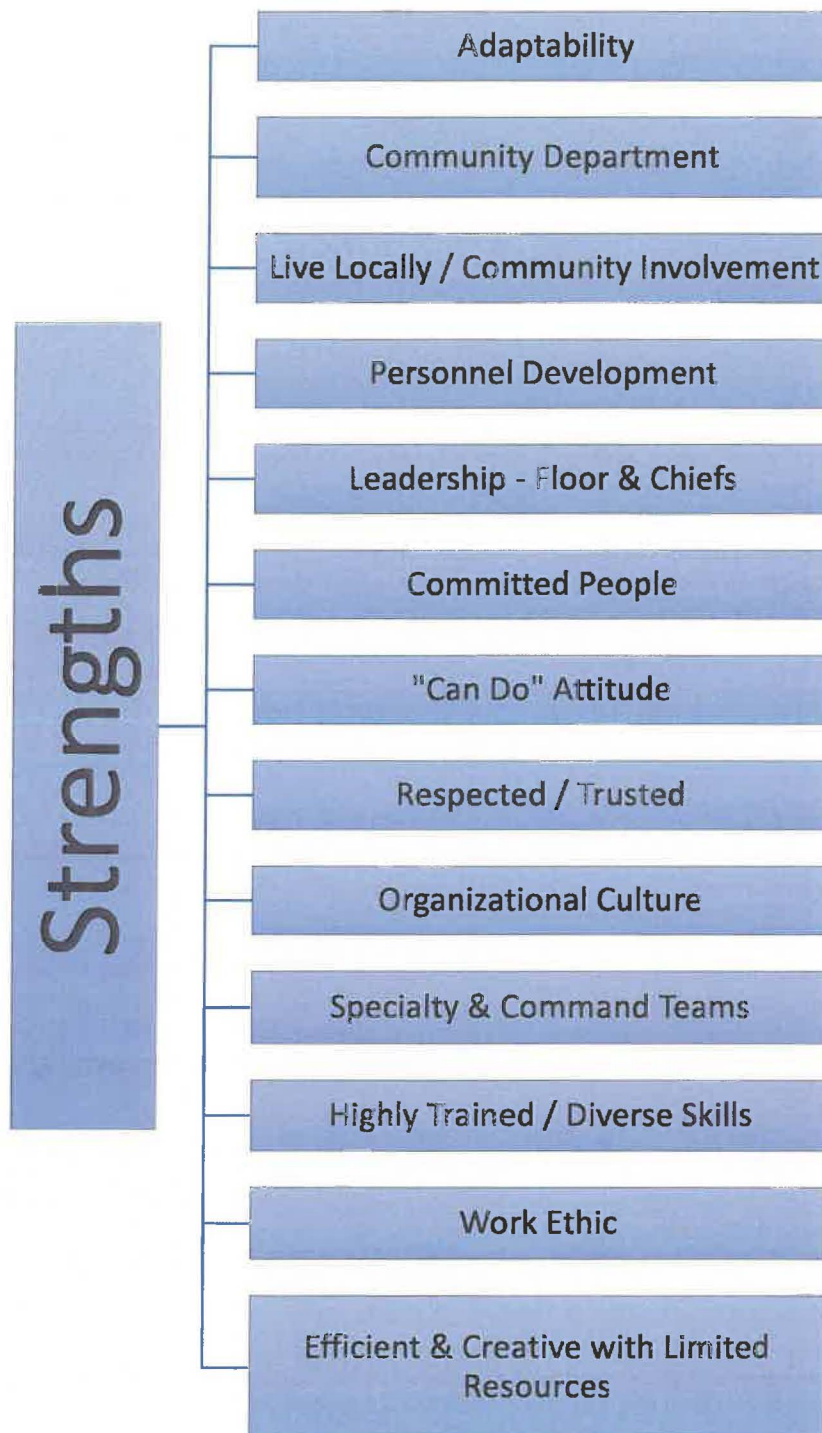
### Strengths



Organizational strengths identify what internal stakeholders feel and perceive to be right about the system. They represent initiatives, programs, services, and attributes that should be continued and even nurtured. In consideration of resource allocation and distribution, these items would represent a responsible and beneficial use of available resources.



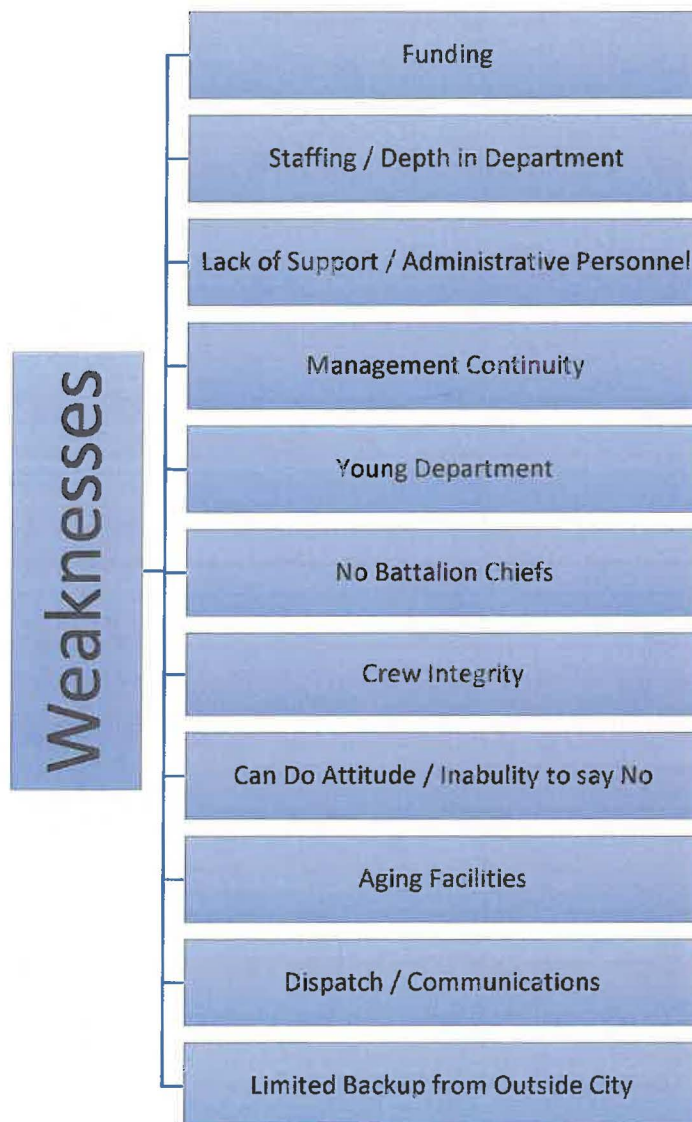
Figure 12. Strengths



## Weaknesses

Organizational weaknesses identify what internal stakeholders feel and perceive to be wrong or inadequate about the system. They represent initiatives, programs, services, and attributes that should be restructured, improved, or discontinued. In consideration of resource allocation and distribution, these programs or services would represent a poor use of available resources in their current state. Standalone elements in this category may be negatively impacting the health of the organization and therefore, warrant focused attention for improvement.

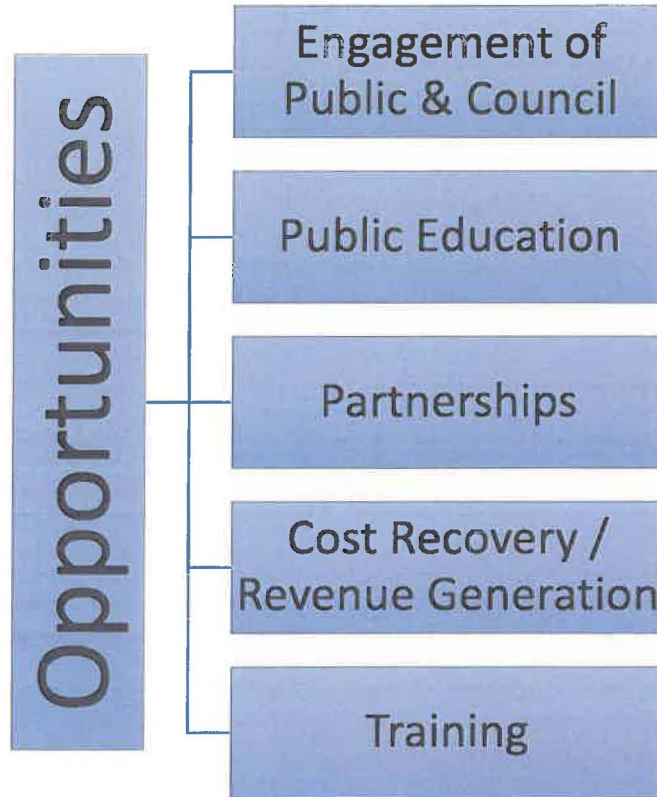
Figure 13. Weaknesses



## Opportunities

Opportunities may emerge from within or outside of the organization. They may simply be a perceived means to improve an existing service or they could bear the potential to expand a service. Opportunities can be tangible as in potential funding or intangible as in an increasing level of public sentiment. By identifying potential opportunities, the organization is better equipped to exploit them in a manner that fortifies its strengths and mends its weaknesses.

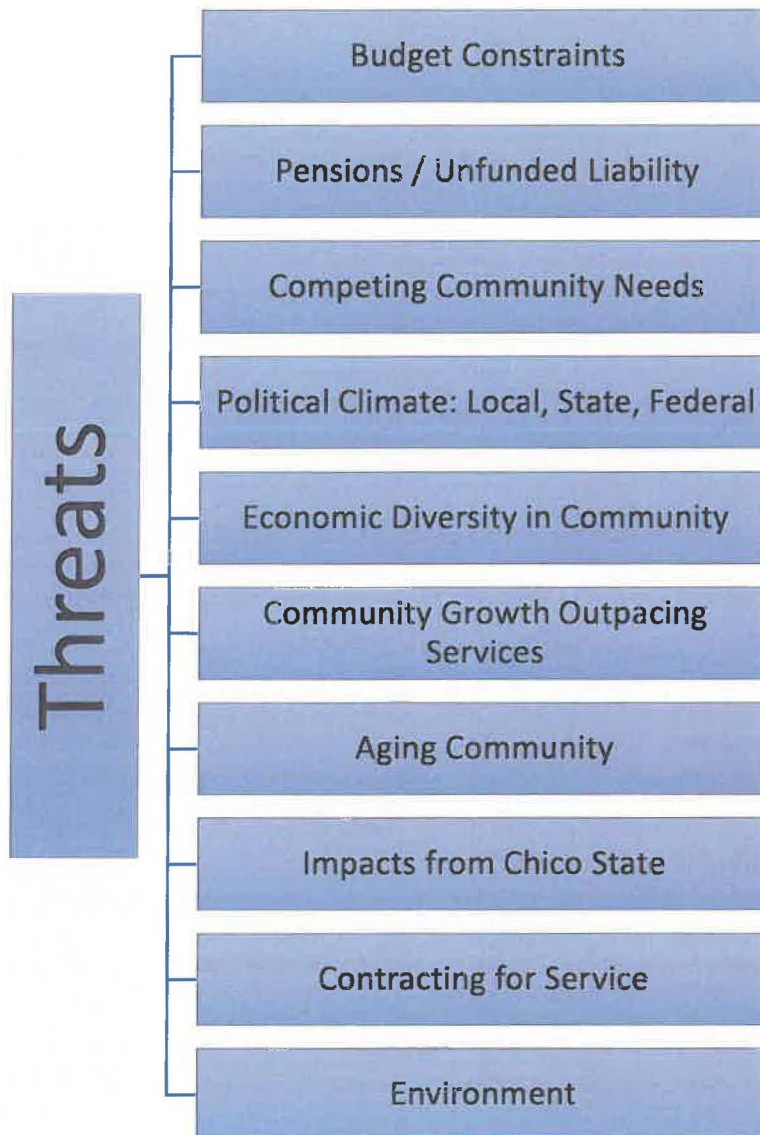
Figure 14. Opportunities



## Threats

Threats can originate from within or outside of the organization. They may be as intimate as an aging workforce or as remote as economic tides. Regardless of their origin, threats can lead to organizational loss. Therefore, the identification of potential threats is critical to the planning process. This will enable the organization to reduce its exposure and risk to real and perceived threats well in advance of their impact. It's important to note though, that threats are not always controlled or influenced by the organization itself.

Figure 15. Threats





## Critical Issues and Service Gaps

Once the internal stakeholders identified their core services and completed their SWOT analysis, they were poised to identify their critical issues and service gaps. This crucial component is where a culmination of the efforts thus far starts to materialize into vision and purpose. Thus, the service gaps identified below become the foundation for the subsequent establishment of goals and objectives that meet the future needs of the Chico Fire Department.

Figure 16. Service Gaps

Service Gaps – Internal Stakeholder Feedback	
Sustainable Staffing	21
Dispatch / Communications	15
Facilities Infrastructure – Age / Locations	10
Fleet: Maintenance / Capital Replacement	9
EMS – Critical vs. General (High / Low Acuity)	9
Public Education	8
Training	8
Fire Investigation	1
Firefighter Health & Wellness	1
Plan Checks	1

## Goals and Objectives



Thus far, the Community-Driven Strategic Planning Process has focused on assembling feedback from both internal and external stakeholders. This feedback has helped identify what services and functions are important to the community and how these external stakeholders classify the quality of those services. The internal stakeholders group has thus far identified their core services; their strengths, weakness, opportunities, threats, and service gaps. This has enabled internal stakeholders to clearly see where their organization stands; what it is doing well and should therefore continue and where it is lacking and should therefore improve.

These accomplishments have provided a solid foundation for the Chico Fire Department fire and rescue internal stakeholders to develop goals and objectives that accomplish the organization's vision for the future. Properly established goals and objectives will be realistic, achievable, and measurable. Additionally, these goals will provide clear direction for enhancing strengths and addressing recognized weaknesses.

Organizational leadership should regularly monitor the progress made towards these goals and objectives. The environment surrounding fire and rescue services is fluid and therefore these goals and objectives must also be fluid. As conditions change, the goals and objectives that follow may need to be modified to suit the next circumstance. As goals are achieved, the successes should be celebrated among the members of the organization.

The following Goals and Objectives represent the collective efforts of all participants to this strategic plan. They will provide solid direction for the application of this organizations efforts and resources as it works toward its future vision. The established goals are:

- Goal 1: Long Term and Sustainable Staffing Solution
- Goal 2: Update the Radios and Communications Systems
- Goal 3: Facilities Planning and Maintenance
- Goal 4: Effective Fire Fleet – Maintenance & Capital Replacement
- Goal 5: EMS – Priority Based Response Policy
- Goal 6: Public Education Program in Alignment with CFD Mission
- Goal 7: Training Program based on Best Practices



## Strategic Initiatives

<b>Goal 1:</b>		<b>Develop a Long-Term Sustainable Staffing Solution</b>	
<b>Objective 1A:</b>	<b>Identify community needs through an objective third party source</b>		
<b>Time Frame:</b>	3 months	<b>Date Complete:</b>	
	<b>Critical Tasks</b>		
	<input type="checkbox"/> Educate community, City staff and Council on the Standards of Cover <input type="checkbox"/> Evaluate recommendations in the Standards of Cover <input type="checkbox"/> Adopt the Standards of Cover		
<b>Objective 1B:</b>	<b>Determine workload levels and station reliability</b>		
<b>Time Frame:</b>	3 - 6 months	<b>Date Complete:</b>	
	<b>Critical Tasks</b>		
	<input type="checkbox"/> Determine thresholds and response times <input type="checkbox"/> Determine response time standards appropriate for community and fiscal realities <input type="checkbox"/> Define optimal staffing levels		
<b>Objective 1C:</b>	<b>Identify staffing alternatives related to revenue sources</b>		
<b>Time Frame:</b>	3 – 6 months	<b>Date Complete:</b>	
	<b>Critical Tasks</b>		
	<input type="checkbox"/> Determine range of alternatives <input type="checkbox"/> Implement staffing alternatives that are supported by revenues		
<b>Objective 1D:</b>	<b>Identify alternative funding sources and determine if practical and realistic</b>		
<b>Time Frame:</b>	1 year	<b>Date Complete:</b>	
	<b>Critical Tasks</b>		
	<input type="checkbox"/> Research and collect information on alternate revenue sources <input type="checkbox"/> Conduct fee studies as appropriate <input type="checkbox"/> Determine feasibility of revenue generating opportunities with City Manager's Office		



<b>Goal 2:</b>		<b>Develop a Dispatch and Communications Infrastructure that is accurate, reliable and expandable to support Fire Department Operations</b>	
<b>Objective 2A:</b>	<b>Determine dispatch, CAD and communication needs</b>		
<b>Time Frame:</b>	3 - 6 months	<b>Date Complete:</b>	
	<b>Critical Tasks</b>		
	<input type="checkbox"/> Research systems for dispatch <input type="checkbox"/> Determine fire station needs <input type="checkbox"/> Determine fire fleet needs <input type="checkbox"/> Conduct a cost analysis <input type="checkbox"/> Prioritize needs and improvements		
<b>Objective 2B:</b>	<b>Identify funding sources</b>		
<b>Time Frame:</b>	6 months	<b>Date Complete:</b>	
	<b>Critical Tasks</b>		
	<input type="checkbox"/> Research and collect information on funding sources <input type="checkbox"/> Conduct studies as appropriate <input type="checkbox"/> Determine alternative funding sources <input type="checkbox"/> Determine feasibility of funding options with City Manager's Office <input type="checkbox"/> Prioritize funding		
<b>Objective 2C:</b>	<b>Implement Solutions</b>		
<b>Time Frame:</b>	12 – 15 months	<b>Date Complete:</b>	
	<b>Critical Tasks</b>		
	<input type="checkbox"/> Purchase System <input type="checkbox"/> Install systems <input type="checkbox"/> Training and Support of systems <input type="checkbox"/> Liaison with Police Department for equipment, training and staff		

<b>Goal 3: Develop a Comprehensive Plan for Fire Department Facilities</b>			
<b>Objective 3A:</b>	<b>Analyze current facilities</b>		
<b>Time Frame:</b>	6 months	<b>Date Complete:</b>	
	<b>Critical Tasks</b>		
	<input type="checkbox"/> Identify essential services and critical facilities <input type="checkbox"/> Determine facility needs and life span <input type="checkbox"/> Establish improvement list and estimate costs <input type="checkbox"/> Prioritize needs and improvements		
<b>Objective 3B:</b>	<b>Identify funding sources</b>		
<b>Time Frame:</b>	6 months	<b>Date Complete:</b>	
	<b>Critical Tasks</b>		
	<input type="checkbox"/> Research and collect information on funding sources <input type="checkbox"/> Conduct studies as appropriate <input type="checkbox"/> Determine feasibility of funding options with City Manager's Office		
<b>Objective 3C:</b>	<b>Establish a maintenance program</b>		
<b>Time Frame:</b>	6 months	<b>Date Complete:</b>	
	<b>Critical Tasks</b>		
	<input type="checkbox"/> Determine annual budget allotment <input type="checkbox"/> Create a maintenance and repair reporting and tracking process <input type="checkbox"/> Establish roles and responsibilities in Fire Department and other City Departments		
<b>Objective 3D:</b>	<b>Develop a future facility needs analysis</b>		
<b>Time Frame:</b>	6 months	<b>Date Complete:</b>	
	<b>Critical Tasks</b>		
	<input type="checkbox"/> Determine locations based upon community need <input type="checkbox"/> Identify Capital Budget needs and timelines <input type="checkbox"/> Establish baseline life spans for facilities		

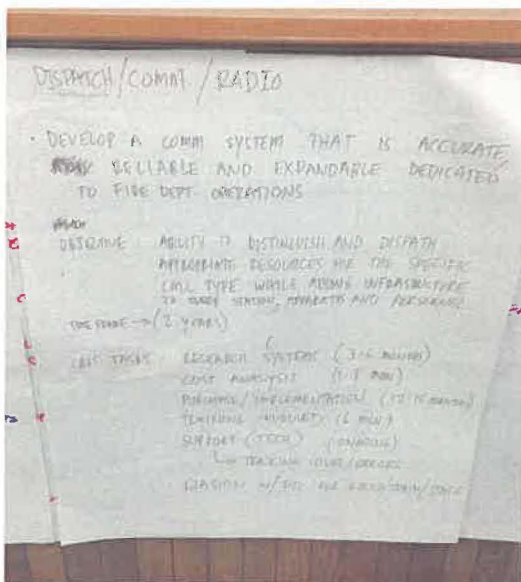
<b>Goal 4:</b>	<b>Establish a Fire Department fleet that is in a state of readiness to meet the needs of the community</b>	
<b>Objective 4A:</b>	<b>Work with Fleet Team to create an accountable, scalable and functional process</b>	
<b>Time Frame:</b>	1 - 3 months	<b>Date Complete:</b>
	<b>Critical Tasks</b>	
	<input type="checkbox"/> Define Roles and Responsibilities <input type="checkbox"/> Understand any service, process or communication gaps that impact efficiency <input type="checkbox"/> Conduct training for fleet technicians <input type="checkbox"/> Conduct training on records and tracking by Fire Department members	
<b>Objective 4B:</b>	<b>Identify feasibility of having a dedicated fire mechanic</b>	
<b>Time Frame:</b>	1 - 3 months	<b>Date Complete:</b>
	<b>Critical Tasks</b>	
	<input type="checkbox"/> Determine training needs <input type="checkbox"/> Research costs of dedicated fire mechanic	
<b>Objective 4C:</b>	<b>Identify revenue generating opportunities to provide service</b>	
<b>Time Frame:</b>	6 months	<b>Date Complete:</b>
	<b>Critical Tasks</b>	
	<input type="checkbox"/> Determine feasibility to provide service to outside fire agencies <input type="checkbox"/> Maximize use of warranties	





<b>Goal 5:</b>		<b>Develop and Implement a Priority-Based EMS Response Policy</b>	
<b>Objective 5A:</b>	<b>Complete a comprehensive analysis of current EMS response</b>		
<b>Time Frame:</b>	3 months	<b>Date Complete:</b>	
	<b>Critical Tasks</b>		
	<input type="checkbox"/> Review current response <input type="checkbox"/> Prioritize medical response <input type="checkbox"/> Define objective clinical standards that identify critical versus non-emergent calls for service		
<b>Objective 5B:</b>	<b>Research priority EMS dispatch alternatives</b>		
<b>Time Frame:</b>	6 months	<b>Date Complete:</b>	
	<b>Critical Tasks</b>		
	<input type="checkbox"/> Consult with EMS providers in California using priority dispatch <input type="checkbox"/> Determine compatibility of system with City's CAD system and Butte County EMS dispatch <input type="checkbox"/> Identify preferred option and cost <input type="checkbox"/> Identify partnership opportunities with Butte County EMS		
<b>Objective 5C:</b>	<b>Select, install and train personnel</b>		
<b>Time Frame:</b>	1 year	<b>Date Complete:</b>	
	<b>Critical Tasks</b>		
	<input type="checkbox"/> Establish budget <input type="checkbox"/> Acquire funding <input type="checkbox"/> Issue request for proposal <input type="checkbox"/> Purchase <input type="checkbox"/> Install in CAD <input type="checkbox"/> Train dispatchers and firefighters <input type="checkbox"/> Educate community and other stakeholders		
<b>Objective 5D:</b>	<b>Review and Evaluate Performance</b>		
<b>Time Frame:</b>	1 year - ongoing	<b>Date Complete:</b>	
	<b>Critical Tasks</b>		
	<input type="checkbox"/> Determine if objectives and efficiencies are being met <input type="checkbox"/> Adjust as needed		

<b>Goal 6: Develop a Public Education Program in Alignment with our Mission Statement</b>		
<b>Objective 6A:</b>	<b>Identify topics based on community need</b>	
<b>Time Frame:</b>	6 months	<b>Date Complete:</b>
	<b>Critical Tasks</b>	
	<input type="checkbox"/> Collect input from internal members <input type="checkbox"/> Obtain public input	
<b>Objective 6B:</b>	<b>Develop programs for each topic identified</b>	
<b>Time Frame:</b>	6 - 12 months	<b>Date Complete:</b>
	<b>Critical Tasks</b>	
	<input type="checkbox"/> Determine cost of implementation <input type="checkbox"/> Prioritize program implementation	
<b>Objective 6C:</b>	<b>Market programs to target audiences</b>	
<b>Time Frame:</b>	13 - 18 months	<b>Date Complete:</b>
	<b>Critical Tasks</b>	
	<input type="checkbox"/> Distribute program to the community	
<b>Objective 6D:</b>	<b>Review programs and revise as needed</b>	
<b>Time Frame:</b>	18 months	<b>Date Complete:</b>
	<b>Critical Tasks</b>	
	<input type="checkbox"/> Evaluate effectiveness	



<b>Goal 7:</b>	<b>Develop an Adequately Funded Training Program that Focuses on Mandated Training, Best Practices and Career Development</b>	
<b>Objective 7A:</b>	<b>Conduct a training needs assessment</b>	
<b>Time Frame:</b>	6 months	<b>Date Complete:</b>
	<b>Critical Tasks</b>	
	<input type="checkbox"/> Acknowledge the quality that already exists in the Training Division <input type="checkbox"/> Identify mandated training <input type="checkbox"/> Identify individual training needs based upon organizational succession needs and community needs <input type="checkbox"/> Identify best practices, those practices shown to be cost effective or budget neutral <input type="checkbox"/> Identify in-house trainers who can conduct training	
<b>Objective 7B:</b>	<b>Conduct a fiscal analysis on training needs and capability</b>	
<b>Time Frame:</b>	6 - 12 months	<b>Date Complete:</b>
	<b>Critical Tasks</b>	
	<input type="checkbox"/> Determine cost of programs and needs <input type="checkbox"/> Prioritize program implementation	
<b>Objective 7C:</b>	<b>Enhance existing training program</b>	
<b>Time Frame:</b>	6 - 12 months	<b>Date Complete:</b>
	<b>Critical Tasks</b>	
	<input type="checkbox"/> Implement improvements <input type="checkbox"/> Evaluate improvements	



## VISION OF THE FUTURE

The Vision of the Future represents the desired outcome of this strategic plan. Therefore, at the conclusion of this plan's period, the Chico Fire Department fire and rescue system will mirror the following vision.

### Chico Fire Department Vision

*We envision that by 2021, Chico Fire Department will be a model of efficiency and performance. This system will deliver highly reliable and professional service to all areas of the City in alignment with the Mission and Values.*

*The Chico Fire Department will provide a high level of public safety through a comprehensive operational deployment program and sustainable staffing. The core services of the Department will be reinforced by cost effective support services. This program will routinely enforce the adopted fire and life safety code and best practices community risk reduction. Prevention efforts will be enriched with a regular program of fire and life safety public education.*

*These programs and efforts will be supported by a realistic and sustainable funding program. The funding program will consistently address needs system wide and ensure a proper level of response readiness. Resources will be effectively utilized to maintain appropriate amounts and types of equipment and facilities.*

*Through enhanced programs and coordinated efforts, we will meet and exceed the expectations of our stakeholders.*

## **GLOSSARY OF ACRONYMS**

**CAD:** Computer Aided Dispatch

**CICCS:** California Incident Command Certification System is a cooperative effort between the State Fire Marshal's Office and the California Governor's Office of Emergency Services that sets certification and qualification standards for incident command system positions.

**DMV:** California Department of Motor Vehicles

**EMS:** Emergency Medical Services

**FAA:** Federal Aviation Administration

**PPE:** Personal Protective Equipment

**SCBA:** Self-Contained Breathing Apparatus

