



FRESNO COUNTY FIRE PROTECTION DISTRICT

# STRATEGIC PLAN

2022 - 2025





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## BOARD OF DIRECTORS

**MATT FURRER**

DIRECTOR

**JOHN ARABIAN**

DIRECTOR

**BRAD RICHTER**

DIRECTOR

**FRANCISCO J. CHAVEZ**

DIRECTOR

**STANLEY BULLA**

DIRECTOR

**DARRYL MENDES**

DIRECTOR

## EXECUTIVE STAFF

**DUSTIN HAIL**

FIRE CHIEF

**CHRIS BUMP**

ASSISTANT CHIEF - OPERATIONS

**RYAN MICHAELS**

ASSISTANT CHIEF - ADMINISTRATION

**JOSH CHRISMAN**

ADMINISTRATIVE OFFICER

## LETTER FROM

# CHIEF DUSTIN HAIL



It is my privilege to present the 2022 through 2025 Strategic Plan. The fire service has entered a very competitive and challenging evolutionary cycle. Public demands continue to increase, while funding for additional resources continues to be a challenge. These trends place increased pressure on the modern fire service administration, policymakers, and staff to develop ways to be more effective and more efficient. The District is committed to work more efficiently with available resources, while constantly reviewing programs that will best serve the community.

What is a Strategic Plan? It's a living document and a work in progress, subject to change under evolving circumstances. It was developed using a Community-Driven Strategic Planning process that included input from representative groups composed of members of the Department and the Fresno Kings Chapter of CAL FIRE Local 2881 (internal stakeholders) and from the community at large (external stakeholders); as well as ongoing discussions, collaborations and input from Staff, Executive Staff, and District Board Members. Community-Driven Strategic Planning creates a platform for a wide range of beginnings. The approach comes to life by being shared, debated, and implemented in the context of organizational realities.

This Strategic Plan is a management tool that:

- Provides short-term direction
- Builds a shared vision
- Sets goals and objectives
- Optimizes 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, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. The planning process should be flexible and dynamic, with new information from community members, like-providers, and life changes which are constantly factored in the plan.

Dustin Hail  
*Fire Chief*





# HISTORY OF THE DISTRICT



Left to right: Eugene Cobb - Larry F. Goldsmith  
Paul J. Kesick - William V. Lawson - Leonard P.  
Van Wornner - Jerry Self



The Fresno County Fire Protection District was established in 1949 after a series of large devastating fires. Residents formed what was then called the Mid Valley Fire Protection District. The first fire station was constructed at the current Fresno County Fairgrounds at Cedar and Butler Avenues. The Fire District staffed and responded from this single station serving the entire District.

In 1950, under the leadership of William Pennington, State Forest Ranger IV, the Mid-Valley Fire Protection District joined what was then the California Division of Forestry and the Unit Headquarters was moved from the Fresno County Fair Grounds to the newly completed facility at Highway 180 and Academy Avenue in Sanger.

In 1978, the Fig Garden Fire Protection District contracted with the Department of Forestry for fire protection services, and in the early 1980's the Friant and Table Mountain Volunteers were added. The cooperative agreements between these entities were consolidated in the early 1990's under the name Fresno County Fire Protection District.



Today, five (5) Special Districts provide fire protection

to the unincorporated areas of Fresno County. The Fresno County Fire Protection District is the largest of these five (5) Districts covering 2,655 square miles, or over 50% of the County which includes the Cities of Parlier, Mendota, Huron, San Joaquin and the rural communities of Tranquillity, Del Rey, Caruthers, Easton, Malaga, Friant, Cantua Creek, Calwa, Prather, Sand Creek, Tarp Village and Wonder Valley. Under an MOU signed with the

County of Fresno in 2018, the District assumed operational responsibility for the unprotected areas of the County, in effect becoming the jurisdictional authority for those areas. As part of the agreement, the District also provides support to five true Volunteer Fire Companies in Eastern Fresno County.

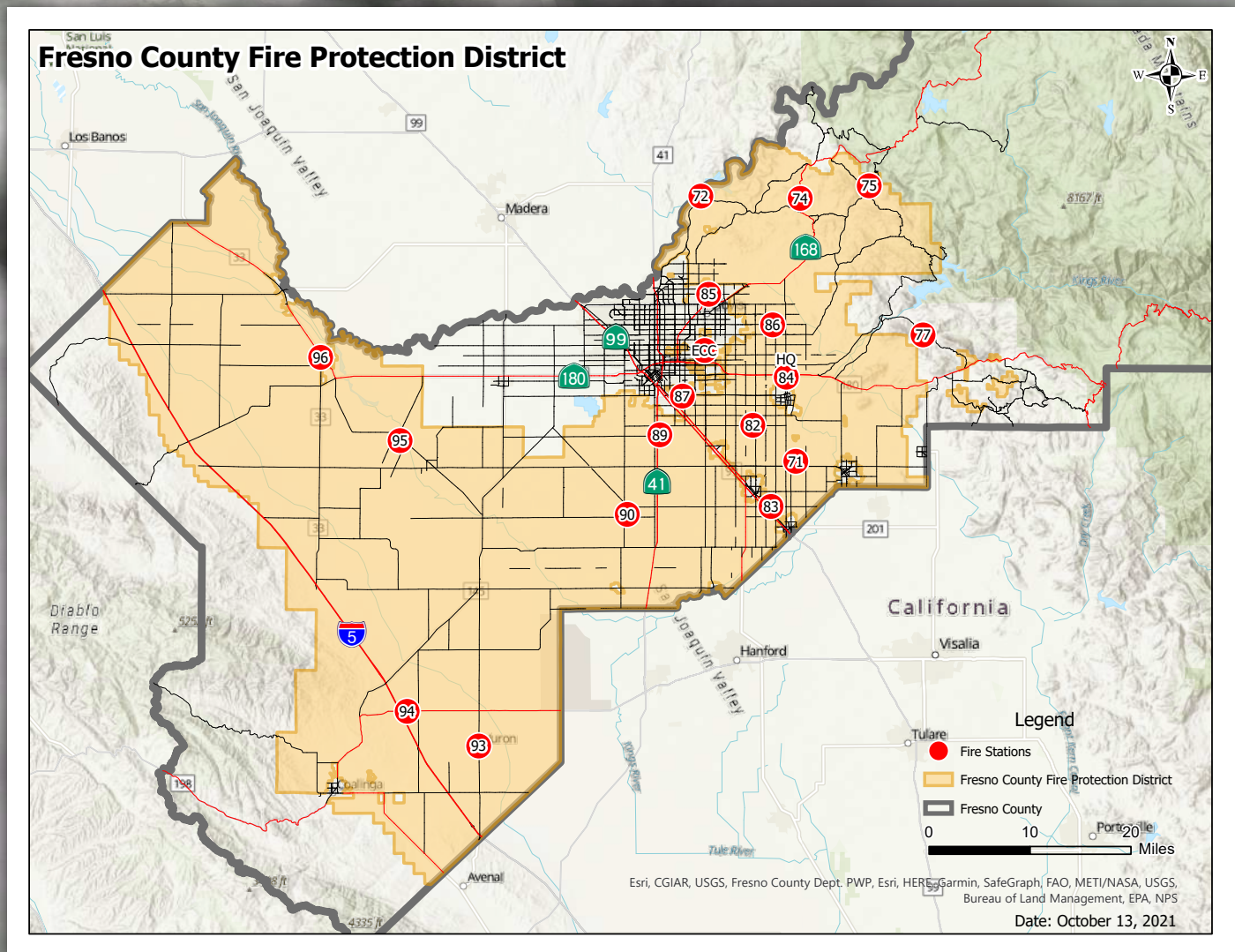
The Fresno County Fire Protection District, in cooperation with the California Department of Forestry and Fire Protection



(CAL FIRE), provides all risk emergency services from 17 District Fire Stations, 15 career staffed and 2 paid call fire fighter stations. The District operates with 37 fire fighters on duty daily, plus Chief Officers, prevention staff, emergency communication operators, as well as other staff that help support the mission. The District is directly responsible for approximately 2,655 square miles and 220,000 people. The District provides all risk emergency response, fire prevention, education, and code enforcement services.



# THE DISTRICT





FCFPD

# VISION

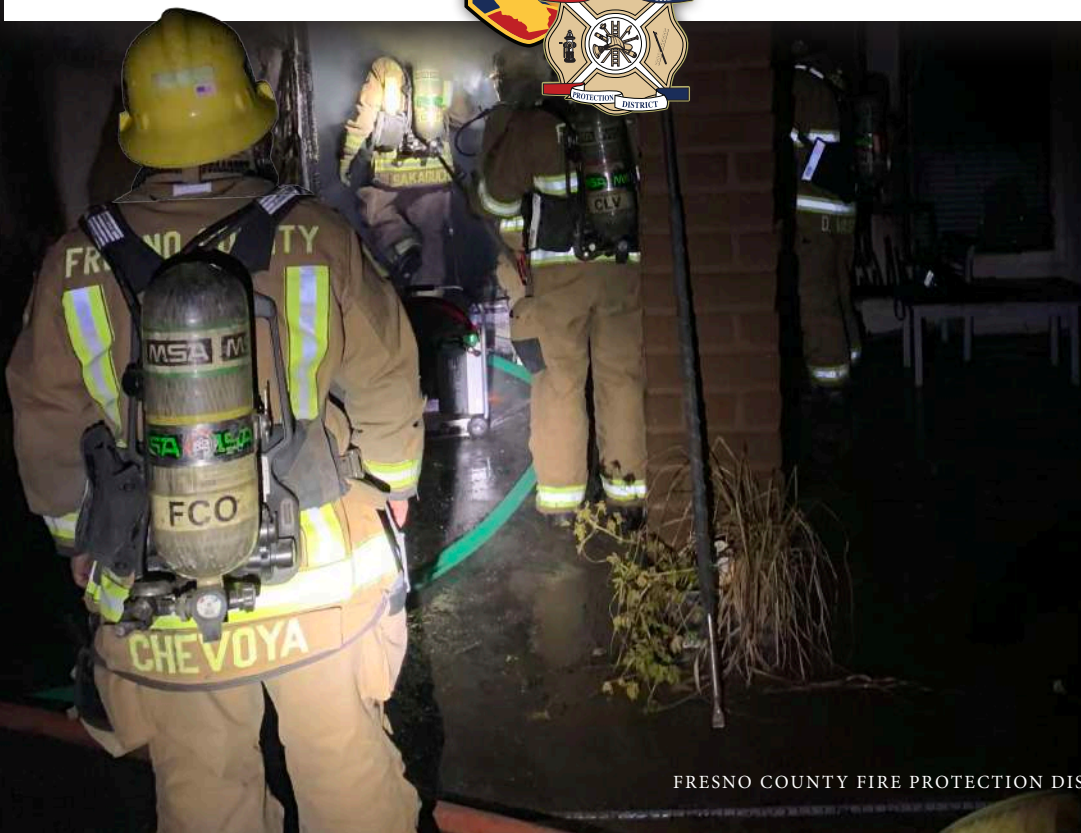
FCFPD embraces strong partnerships with the community and other public safety service providers to reliably deliver the highest quality emergency response services in a fiscally sound and sustainable manner.



FCFPD

# MISSION

FCFPD provides all persons who work, travel, or reside within the Fire District the protection of life, property, and environment.





FCFPD

# VALUES

HONOR  
INTEGRITY  
COOPERATION  
PROFESSIONALISM



# GOALS



1

Prioritize, promote, and provide for the mental and physical health and safety of CAL FIRE/Fresno County Fire Protection District employees and the people served.

2

Be proactive to develop, strengthen and maintain relationships and open communication and capitalize on opportunities to partner with others when mutually beneficial.

3

Capitalize on advancements in technologies to validate, improve, or create programs, processes, and or norms throughout the District and to make analytical driven decisions.

4

Cultivate opportunities for department wide sustainability and efficiency, while maintaining a focus on effective emergency response.





# OBJECTIVES



**a**

Establish a process for onboarding that ensures new employees have the knowledge, skills, and abilities to perform as needed to meet the needs and understand the culture of the District.

**GOAL 1, GOAL 4**

**b**

Determine needs for leadership, mentorship, and position development for all ranks and classes and develop a training plan and budget to meet the needs of the department beyond the plan CAL FIRE already has in Policy.

**GOAL 1, GOAL 4**

**c**

Consider options to adjust support functions and or service delivery options to gain operational abilities or efficiencies.

**GOAL 3, GOAL 4**

**d**

Establish opportunities to begin developing long term plans for capital improvement projects, identifying the repair and or improvement options, timelines, and anticipated budget.

**GOAL 1, GOAL 3, GOAL 4**

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# OBJECTIVES



**e** Evaluate facilities and equipment and determine a budget and plan, to increase opportunities to maintain a continuity of operations.

**GOAL 1, GOAL 2, GOAL 3, GOAL 4**

**f** Collaborate with local water districts, departments, and cities to establish goals in compliance with ISO and NFPA for repairs, maintenance, and improvements in water systems and hydrants.

**GOAL 2, GOAL 3, GOAL 4**

**g** Relationships with cooperators are vital to our overall success to ensure the best service possible. As we all anticipate and make plans for upcoming changes, ensure communication between the departments is open, frequent and detailed enough to confirm both departments continue to operate as effectively and efficiently as possible.

**GOAL 2, GOAL 4**

**h** Create public education material relevant to meet needs within commercial businesses and other high risk target facilities within the District to help reduce risk, increase knowledge, and meet the intent of the Insurance Services Office (ISO).

**GOAL 1, GOAL 2, GOAL 3**

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# OBJECTIVES



**i**

As vacancies occur or are predicted, collaborate with Fresno County Board of Supervisors to locate potential Board of Directors candidates that can contribute and bring value to the District.

**GOAL 2**

**j**

Obtain feedback on the level and quality of service from jurisdictions, as well as internal and external stakeholders for which the District provides service.

**GOAL 1, GOAL 2**

**k**

Collaborate with cooperators to build redundancy into the Emergency Dispatching to meet the intent of ISO, NFPA and increase capabilities.

**GOAL 1, GOAL 2, GOAL 3, GOAL 4**

**l**

Collaborate with Fresno County Board of Supervisors, and or other state, federal or local government entities when possible on public education events and or the creation and dissemination of materials.

**GOAL 2, GOAL 3**

**m**

Continue to cultivate the relationship with CAL FIRE to ensure cooperative fire protection agreements are maximized, sustainable, and as effective as possible, capitalizing on the agency strengths.

**GOAL 2, GOAL 3**

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# OBJECTIVES



**n**

Determine and create urban, suburban, rural response area zones and establish benchmarks of performance for each.

**GOAL 3**

**O**

Establish reports that can validate performance and trends and communicate those internally throughout the District.

**GOAL 2, GOAL 3**

**p**

Evaluate deployment models within the District and compare those with National Fire Protection Association (NFPA), ISO, national standards, and other similar departments to help validate/determine apparatus type, equipment inventory, station location, and staffing levels.

**GOAL 3, GOAL 4**

**q**

Evaluate opportunities for alternate funding sources.

**GOAL 2, GOAL 4**

**r**

Evaluate trends in response demands to determine if adjustments in staffing models, including seasonal options, could be functional, beneficial, and cost effective.

**GOAL 1, GOAL 3, GOAL 4**

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# OBJECTIVES



**S**

Establish a group that reviews and makes recommendations related to training and safety impacts for the District.

**GOAL 1, GOAL 3, GOAL 4**

**t**

Evaluate fire equipment and establish replacement plans.

**GOAL 3, GOAL 4**

**u**

Determine opportunities for the enhancement of station primary and secondary alerting and communication, for emergency notifications, functional alerting, radio communication, such as infrastructure, network, daily use, and response time notifications.

**GOAL 3**

**v**

Conduct a community risk assessment of the District to help determine response needs.

**GOAL 1, GOAL 3**

**w**

Evaluate technologies associated with automatic vehicle locator (AVL), Computer Automated Dispatching (CAD) and resource tracking to replace or upgrade both hardware and software.

**GOAL 3, GOAL 4**

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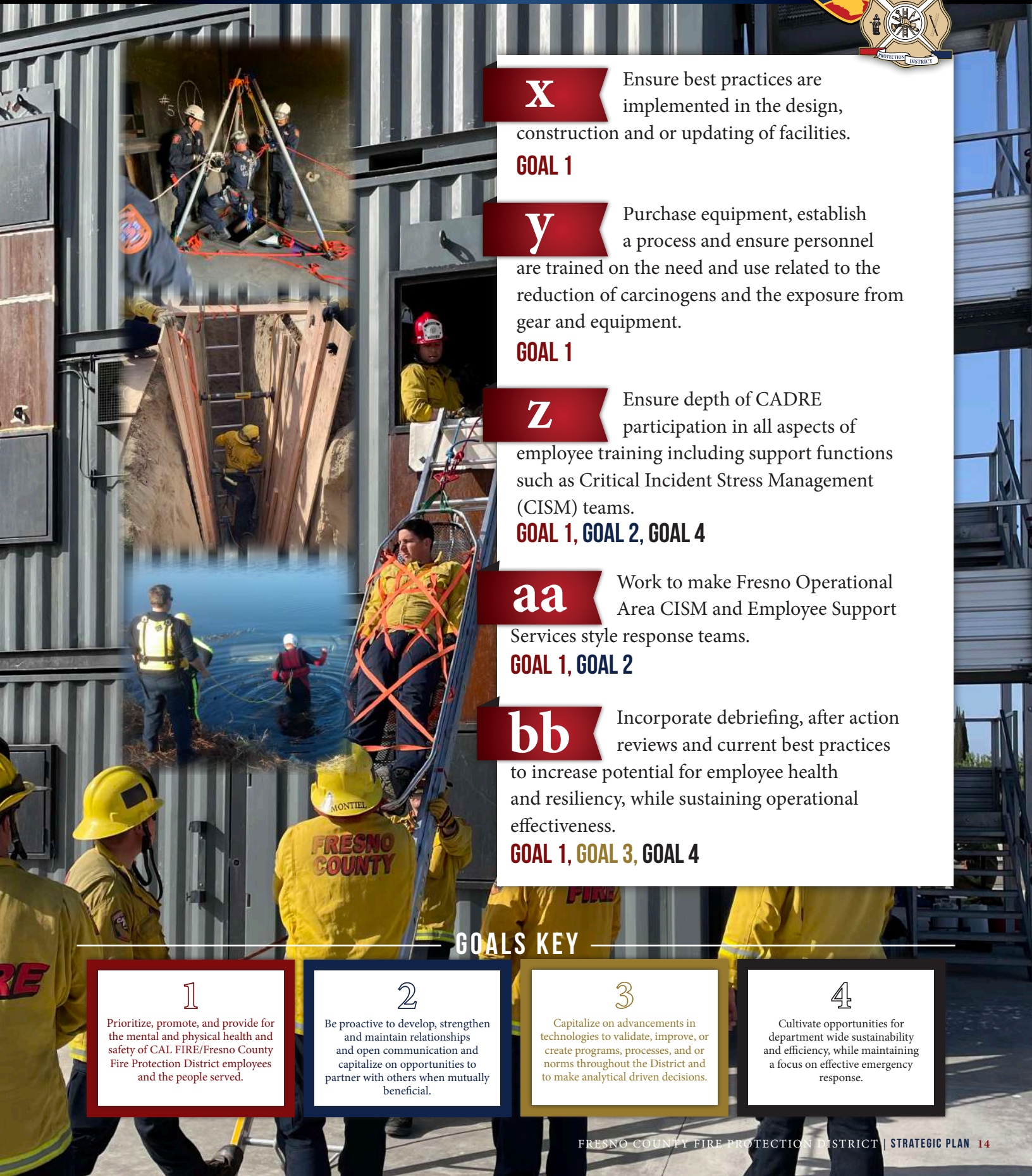
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# OBJECTIVES



**X** Ensure best practices are implemented in the design, construction and or updating of facilities.

**GOAL 1**

**y** Purchase equipment, establish a process and ensure personnel are trained on the need and use related to the reduction of carcinogens and the exposure from gear and equipment.

**GOAL 1**

**Z** Ensure depth of CADRE participation in all aspects of employee training including support functions such as Critical Incident Stress Management (CISM) teams.

**GOAL 1, GOAL 2, GOAL 4**

**aa** Work to make Fresno Operational Area CISM and Employee Support Services style response teams.

**GOAL 1, GOAL 2**

**bb** Incorporate debriefing, after action reviews and current best practices to increase potential for employee health and resiliency, while sustaining operational effectiveness.

**GOAL 1, GOAL 3, GOAL 4**

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# SUMMARY

The strategic plan is to serve as a guiding principle that memorializes our mission, vision, values, goals and objectives for the next several years. The key to success is creating a road map that can unite the organization and move each of us towards common goals. Following this framework, we will continue to have further discussions and create future documents, that connect and reflect one another by context, content, and vision. Examples of potential documents would include the Standards of Coverage, Capital Improvements, Annual Report and Apparatus Replacement Plans, that would complement one another. Each document reflecting and supporting different aspects of this Strategic Plan.

Instrumental in helping us get to where we are today, we dedicate this plan, a reference and guide that will help us identify our path for today, our needs, and where we go in the future, to the memory of Board President Michael Del Puppo. We thank you for your leadership, vision, and sacrifice.







HONOR - INTEGRITY

PROFESSIONALISM - COOPERATION

**15 CAREER STAFFED STATIONS, COVERING 2655 SQUARE MILES**

FresnoCoFire   
 CalFireFresnoCountyFire

CalFire\_FresnoCountyFire

