



NORTHERN SONOMA COUNTY FIRE DISTRICT

2024-2029

STRATEGIC PLAN



Facilitated by



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Excellence

The CPSE acknowledges and thanks the community and agency stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Marshall Turbeville and all who participated for their commitment to this process.

This community-driven strategic plan was developed in June 2024, beginning with a virtual meeting followed by three in-person meetings attended by over 60 community members. The community stakeholders' feedback considered by agency stakeholders in developing this strategic plan can be found in [Appendix A](#).

Agency stakeholder work sessions, conducted over three days, involved a group representing a broad cross-section of the NSCFD, as named below.

Agency Stakeholders

Pat Abercrombie	Christian Lopez	Aleta Parseghian	James Tovani
Alexander Beorchia	Carlos Mendez	Fred Peterson	Anneke Turbeville
Tyler Bowman	Keaton Mohar	Eric Polan	Marshall Turbeville
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Larry Heiges	Scott Newman	Hunter Schend	Joe Young
John Lilienthal	Erik Padilla	Robert Stewart	

Message from Fire Chief Turbeville

The Northern Sonoma County Fire District strives to be a leader in rural fire and emergency services, focusing on community preparedness, risk reduction, and emergency response. This can only be done in collaboration with residents, property owners, businesses, and other public safety agencies. This Plan is based on input from these stakeholders. We remain committed to collaboration, and we expect to perform a similar process every 3-5 years.

Northern Sonoma County is a unique area encompassing a portion of the world's largest geothermal area, Lake Sonoma, which supplies domestic water to 600,000 users and a diverse agricultural industry, including grapes and wineries. The area has less than 10,000 full-time residents with tourism bringing visitors to the area.

Our most frequent emergencies are “medical aids,” which vary in severity, and our rural area creates lengthy response times. Our biggest large-scale “disaster” has been wildfires. Both can be mitigated but require resident and property owner action.

This plan sets a path for the NSCFPD to:

- Recruit and retain personnel with “local” knowledge
- Maintain the highest level of service
- Ensure the appropriate emergency response is available and deployed, including enhancing advanced life support/paramedic for medical emergencies
- Prioritize and expand fire prevention program, including individual and community preparedness, and risk reduction
- Construct and staff a second staffed fire station and a facility to support vegetation management
- Embrace emerging technology
- Improve communications regarding preparedness, prevention, and information about the NSCFD.

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Introduction

The community served by the Northern Sonoma County Fire District (NSCFD) receives high levels of professionalism and efficiency from the agency's proactive approach to risk reduction and emergency response. As such, the NSCFD contracted with the Center for Public Safety Excellence® (CPSE®) to facilitate a community-driven strategic plan. The process utilized by CPSE aligns with the Commission on Fire Accreditation International's (CFAI®) fire and emergency services accreditation model but also considers all parameters prescribed by the authority having jurisdiction.

CPSE's approach to community-driven strategic planning gathers feedback and input from community and agency stakeholders while focusing on future change beyond the status quo. Beliefs, concepts, current processes, and values were among the many pieces considered and questioned to bring this planning document to reality. The NSCFD exhibited a commitment to the implementation and execution of this plan to become more efficient and effective in alignment with its community.

Process

Understanding what the customer desires is vital to the success of any organization. In this case, the customer is the community that the Northern Sonoma County Fire District serves. This applies even if the service organization is a governmental entity. Community-driven strategic planning ensures the community remains a focus of the organization's direction, and community feedback is at the heart of all deliberations and development of this strategic plan.

The process of community-driven strategic planning and the plan itself represents a transition away from how an organization has always done things, seeking to find efficacies and outcomes based on change. The community-driven strategic plan provides a management roadmap built on a shared vision and structured for measurable results. With the involvement of a diverse group of agency stakeholders, the Northern Sonoma County Fire District's community-driven strategic plan encompasses various experiences, perceptions, and perspectives that can also work to build more internal organizational symbiosis. For the desired, measurable results to be realized, the process and the strategic plan must focus on substance, not form. Only then can the NSCFD truly benefit from the process and realize its ultimate vision.

Community Stakeholder Findings

- ✓ Identify, from the community perspective, things the agency should and should not change.
- ✓ Identify the community’s expectations for the agency, concerns about or for the agency, and aspects the community views as strengths or positives.
- ✓ Define the programs provided to the community.
- ✓ Establish the community’s prioritized view of the programs and services provided by the agency.

Agency Stakeholder Work

- ✓ Identify the agency’s strengths, opportunities, aspirations, and results.
- ✓ Revisit the mission statement, giving careful attention to the services and programs currently provided and which logically can be provided in the future.
- ✓ Revisit the values of the agency’s membership.
- ✓ Revisit the agency’s current vision, considering the consensus built from the strengths, opportunities, aspirations, and desired results.
- ✓ Identify the agency’s challenges, service gaps, and causal effects through a thematic sifting process.
- ✓ Determine, by consensus, strategic initiatives for outcome-based organizational improvement.
- ✓ Develop strategic goals, SMART objectives with relative timelines, and comprehensive critical task concepts focusing on outcomes.



Agency Stakeholders Work Session

Agency Background

The Northern Sonoma County Fire District had its beginnings in 1904, when twenty-four citizens signed the roster as volunteer firemen, and A. Thompson was unanimously selected as the fire chief. The committee on apparatus was instructed to purchase fifty feet of hose and two nozzles. B.W. Feldmeyer offered to give space for the erection of a hose cart house at the rear of his brick building, and Mr. Thompson was instructed to begin construction of a hose cart immediately. Early equipment consisted of two hand-pulled chemical carts and a hand-pulled hose reel. One of the chemical carts is still in the possession of the fire department and is on display at the Geyserville Fire Station.



The first fire station was a small building erected at the corner of Geyserville Ave and Hwy 128. It had a bell on a tower, which was rung to call the volunteers in case of a fire. That same bell can still be seen on display at Geyserville Fire Station. In 1920, Harold Sullivan became the fire chief; he later went on to be the chief in Healdsburg for many years. In the mid-1920s the May Day festival was started at the Hoffman Grove for the purpose of raising funds to purchase a fire engine. A Model A chassis for the first engine was purchased in about 1931. The body of the engine was

built at A. Lampson & Sons Garage by J.L. Chittenden, Everett Lampson, J.B. Dickson, Aldo Lombardi, and others. The first firehouse for that engine was Oscar Teaby's blacksmith shop next to the Odd Fellows Hall. With the advent of motorized fire apparatus, the Geyserville volunteers saw their area expand south to Lytton, east to include the rest of the Alexander Valley, north to Asti, and west to cover the upper half of the Dry Creek Valley.

In 1950, a meeting of the Chamber of Commerce was held to reorganize the department, add more members, and elect a Board of Commissioners. Leo Beers was elected Chief, L.C. Smith and Leslie Meyer assistant chiefs, and Everett Lampson, Bates Dickson, Harvy Rose, and J.L. Chittenden commissioners. In 1953, the Model A engine and \$500 were traded for a 1941 Ford Navy Crash Truck from the King City Naval Air Station. This engine was in service until the early 1990s.

In 1958 a site for a new fire station in Geyserville was purchased from George Rimmel. Plans were drawn up and a cinder block structure was built in the mid-1960s with volunteer labor. A second building behind the station was built in 1989.

In 1975, the Geyserville Volunteer Fire Department took in the boundaries of the Alexander Valley School District and formed the Alexander Valley Division of the Geyserville Volunteer Fire Department. Though it was part of the Geyserville Volunteer Fire Department, the Alexander Valley Division had its own fire chief and roster of volunteers. Eugene Saini was the fire chief of the Alexander Valley Division. The fire station was in Russel Greene's barn across from the Alexander Valley school. It was later moved to Truman Clark's property at the intersection of

Highway 128 and Alexander Valley Road. The siren was on top of Goodyear’s hay barn. Alexander Valley Division’s first engine was a 1956 International pumper-taker from Ventura County, which held 1400 gallons of water. It was destroyed in 1976 in a fire-related accident on Ida Clayton Road that also injured firefighter Dale Goode. The second apparatus was a 1941 Ford truck from Frank Palmer and Eddie Demoscene. In 1989, after many years of auctions and fundraisers, the Andrews Fire House was built and dedicated near the intersection of Highway 128 and Alexander Valley Road, where it stands today.

To report an emergency, there were four phones-Lampson’s Tractor, Mickey’s Bar, and the residences of both Carrie Robertson and Lucille Rose. After receiving a report of an emergency, the siren would be activated to alert the volunteers.

In 1996, the Geyserville Volunteer Fire Department became the Geyserville Fire Protection District. The first district board of directors consisted of Paul Bernier, Tim Barnard, Robert Stewart, Michael Pigoni, and Fred Peterson. Dean Turbeville was the fire chief, and Eugene Saini became the assistant chief.

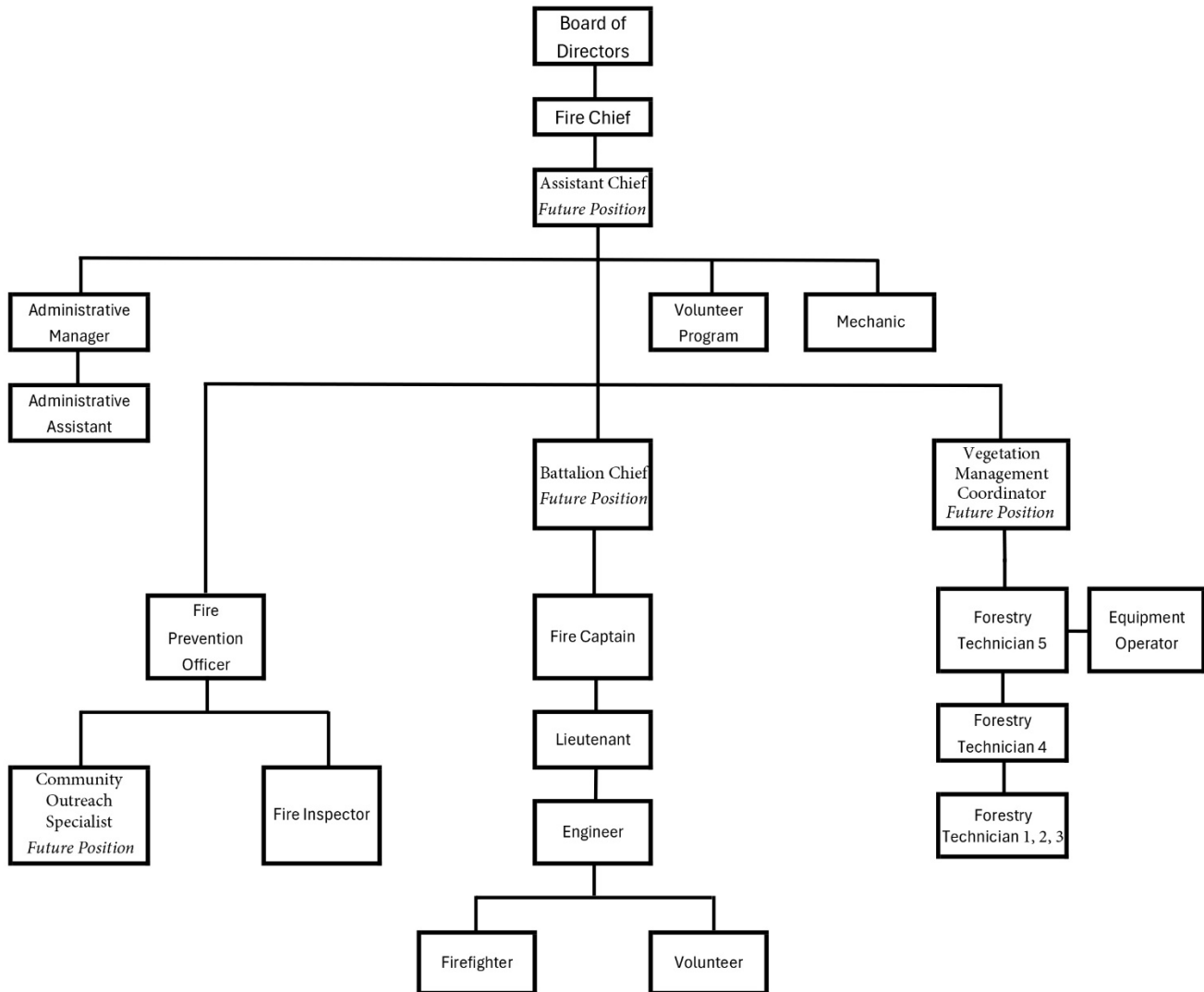
A third fire station, the Dry Creek Valley Fire Station, was built in 2001. In 2004, after purchasing additional land adjoining the fire station, the district began construction of a new 12,000-square-foot fire station in Geyserville. In September 2005, construction was complete on the current Geyserville Fire Station.

In 2018, the district started a wildland fire risk reduction vegetation management “Fuels Crew.” In 2019 three full-time firefighters were hired to bring year-round staffing up to two.



In 2019, the district changed its name to Northern Sonoma County Fire Protection District and annexed the Knights Valley Volunteer Fire Company. The Knights Valley Volunteer Fire Company has its unique history, beginning in 1964. The fire department was created after the Hanley Fire of 1964, which took a similar path as the Tubbs Fire of 2017. The original fire board consisted of Frank Strabel, Veronica Macfall, Al Lafranchi, and four others. John Rolleri was the first fire chief of the Knights Valley Volunteer Fire Company. In 1978, August Grube became the second fire chief of the Knights Valley Volunteer Fire Company. He remained the chief until the fire department was annexed by the Northern Sonoma County Fire District in 2019. The current firehouse on Spencer Lane was built in the mid-1970s after Rosemary and Howard Jackson donated one acre to the fire department. Prior to that, apparatus was stored on the Clegg Ranch and the Jackson Ranch. In 2010, the Knights Valley Fire Company board was reduced from seven to five members. At the time of annexation, four members of the Knights Valley Fire Company (August Grube, Robert Pochini, Richard Sereni, and Scott Newman) became active members of the Northern Sonoma County Fire District.

Organizational Chart



FINA



Agency Stakeholders Work Session Participants

Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all NSCFD 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 and revise the mission statement and, after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

The mission of Northern Sonoma County Fire District is to serve, educate, and collaborate with the community through preparedness, prevention, and emergency services for the protection and preservation of life, property, and the environment.

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 formally revisit the existing values, and the following was agreed upon by the entire group.

Safety – Promoting a healthy, respectful environment for our members and the community.

Diligence – Striving to do the best in all we do through education, training, and being proactive.

Collaboration – Encouraging initiative and providing exceptional services through strong partnerships within the department and the community we serve.

Integrity – Exhibiting behavior that earns trust through transparency and accountability.

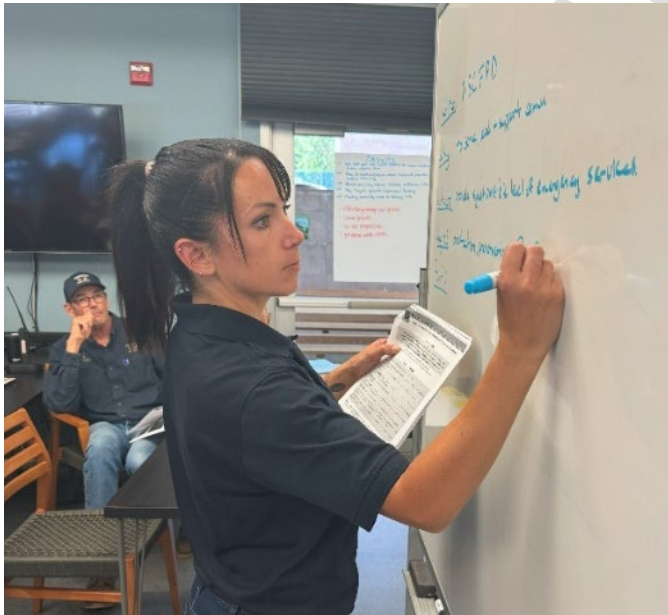
Adaptability – Evolving organizationally to meet the ever-changing needs of the community while honoring our past.

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

Vision

An organizational vision exists to keep all agency members focused on the enduring success of the Northern Sonoma County Fire District and to guide quality change and improvement in alignment with the community. In support of this durability created within the community-driven strategic planning process, CPSE facilitated the revision of the NSCFD’s vision for the future. The agency will support the reality of this vision through successful plan implementation and goal achievement.

Our vision is to be a destination department our community is proud of. Through collaboration, our dedicated team provides community-based services, adapting to meet the expectations of those we serve, reducing the economic and environmental impacts of the threats we face. We will be leaders in community risk reduction and continue dependable emergency services, allowing us to best serve the public.



Agency Stakeholders Work Sessions

Goals

Community feedback and the SOAR (Strengths Opportunities Aspirations Results) process led to the determination of strategic initiatives representing the high-level issues the agency stakeholders developed into goals. The NSCFD must now make these goals a focus of efforts that will direct the agency to its desired future. Goals with complete objectives, tasks, timelines, and assignments are included in a separate **Management and Implementation Guide**.



Foster a workplace that will attract and retain the most qualified individuals.



Create and implement a sustainable funding model to ensure financial viability, maintaining the highest level of service.



Enhance existing and develop new physical assets to improve service delivery to our community.

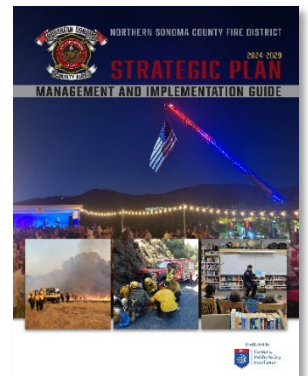


Expand our community outreach program to ensure a well-informed and involved community.

Conclusion

Working with community and department members from all levels, this strategic plan was developed...but the work is truly just beginning. Agency stakeholders must now execute and institutionalize the plan to ensure the community's expectations and the Northern Sonoma County Fire District's vision remain congruent. The accompanying **Management and Implementation Guide** will assist the NSCFD in the mechanics of implementation. The guide is not intended to be all-inclusive; rather, it provides flexibility to ensure future success.

It must be remembered that during this journey of regeneration through change and improvement, recalculation may need to occur to find the success desired. This strategic plan is a roadmap to help the Northern Sonoma County Fire District navigate that change. The ability to pivot to meet the current environment as institutionalization and implementation occur provides a greater likelihood that the desired outcomes will be realized as envisioned.

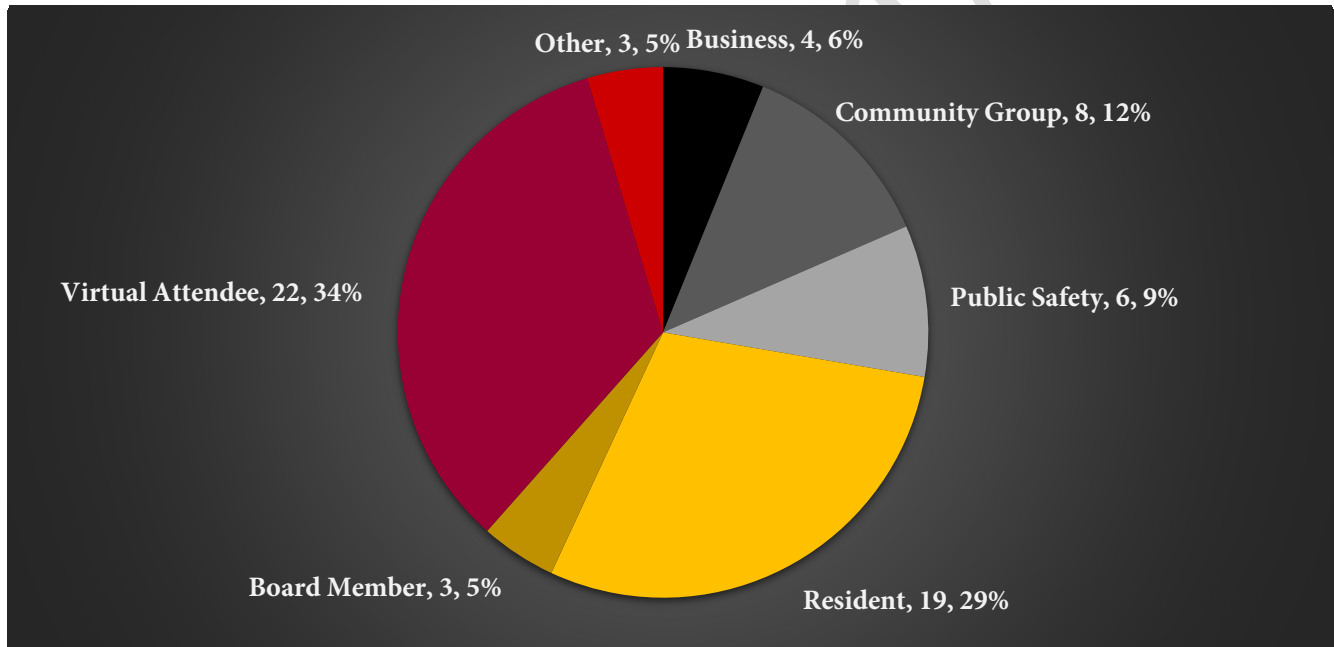


Appendices

A. Community Stakeholder Findings

The Northern Sonoma County Fire District demonstrates a commitment to its community via a focus on community input and satisfaction. Four community stakeholder sessions were held to gather feedback on the agency and its various services delivered. The information gathered from over 60 community stakeholders provided the agency with an understanding of any misalignment with its organizational foundation and performance or values-based expectations or concerns from which new improvement strategies and processes could be created.

Community stakeholders were identified by the agency to ensure broad representation. The breakdown of groups represented is presented here:



Respondents were asked to list, in priority order, up to three expectations, concerns, and strengths or positives for the NSCFD. Expectations and concerns were then analyzed for themes and weighted. The numbers in the parentheses are the cumulative weighted value that correlate with the themes identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. Strengths or positives are listed verbatim and may be repeated based on different respondents.

The specific data and findings from the community stakeholder respondents are provided to follow.

Community Expectations of the Northern Sonoma County Fire District (themed, in priority order)

1. Rapid response to rural fires. Respond at once with the best abatement tools available to any creditable report or threat of wildfire. Fast response to fire emergencies. To be able to respond quickly to fires and put them out. Fast response time to fires, instant communication of outbreaks of fire. Respond to fire and health emergencies rapidly. Be there quickly when there's a structure fire. Reasonable response times. Quick Response Time. Decrease response times to EMS/ALS calls on scene. Respond to fires - immediately. Respond quickly to fire and other emergencies. Ability to respond to major fires. I am not sure how long it will take for them to show up at my residence or business. (98)
2. Promote knowledge of the area and its constituents to those responding at its behest. Fire prevention. Prevention of loss of lives of anyone involved in a fire-related incident WHERE POSSIBLE. Outreach to mitigate or reduce fire threats through education and continuing some of the efforts that have been made in the last few years, e.g., controlled burns. Fire extinguisher recharging. More than just assessments/action to help homeowners in rural areas to protect those within city limits. Make PGE behave and be safe. Education on preventive measures to reduce home fire insurance rates! Penalty-free inspection on request. Provide a review of properties' individual fire safety. Community education and fire mitigation awareness campaigns. That it will guide me in ways to defend my home. Teach about fire and safety. Help community reduce fire danger. Continued prevention/fuels management programs. Educate and empower residents to take on more personal responsibility for their safety. Focus on prevention as much as suppression. Transparency. Continue to provide information and assistance on reducing fire or medical risks. Educate community on fire prevention issues. Educate the community regarding fire prevention and other emergency issues. Educate people to prevent fires. Aid the community in preparedness awareness. Regular, timely, relevant communications to the community. Early and regular communication during emergencies (The current COPE/Group is insufficient). Continued transparency in decision-making (we have an extremely diverse background) population. (78)
3. Put out fires. Our FD will be here when fire threatens our community (not fighting fire in another area of the county). It's my #1 expectation that we can count on our FD to be available to defend our community if it's threatened by fire. Response to fires and medical, etc. Putting out fires. Show up for car crashes or other major incidents. Defense of homes WHERE POSSIBLE. Mopping up. Fight fires/save lives. The current business model will be able to continue their services to the community and adjacent agencies? Provide high-level EMS services. Delivery of emergency response services (all risk), continuity of coverage throughout the district. Strive to deliver the highest level of emergency response and prevention while always being honest with the department's limitations. Prevent fires. Diligent tireless effort to extinguish fires that are or will be a threat to personnel or public property. Protect my house from fire. Continue to expand to be able to handle more areas of fire with more people and equipment. When I call, they will come. (55)
4. Proper preparedness. Strategic/informed/knowledgeable fighting of wildfires. Firefighting training. Trained EMS staff. Provide well-supervised emergency medical service. Respond to public safety calls (EMS). Well-trained/stable staffing. Paramedic expertise. Trained staff. Continue to develop capacity and funding for fuel crew training and expanding service area. (42)
5. More controlled burns. Focus on fuels management to help prevent fires. Keep citizens safe from wildfires. Abatement of fuels to reduce threats. Fuels reduction and other measures to prevent emergencies. Wildland fires will not be ignored or encouraged. Help with prescribed burns. Clearing/trimming sides of Geyser Road - trees/shrubs growing into roadway. Build community understanding/support for prescribed fire in our district and county. Preparation for wildfires. (33)

6. Grant \$\$\$ to individuals to perform work so we don't go into debt or have to sell our homes. Financial responsibility. Have funding and staff to implement the plans in an orderly and comprehensive manner serving the entire community. Stay up-to-date with grant application and compliance. That you take the opportunity provided by Measure H funds to build yourselves a sustainable and accountable model of service delivery (this includes a sustainable understory fuels plan). Optimal use of the agency funds. Creative accretion of money and resources to facilitation prevention to the department directly to the community. Proactive community with grant opportunities and assistance for grants (e.g., fuels reduction). More funding from county and state to fund the needs of the department. (31)
7. Have the best tools to evaluate risks and hazards. Use aircraft as soon as they are available and the conditions right to fight any wildfire. Assess and address community risks and communicate them with the community. Plan for potential hazards and risks. Mitigate hazards. (16)
8. District should function as one entity with the same vision and goals. The district's partner agencies do not have the same vision/goals and act independently. Resolves the future opportunities presented by tighter relationships with nearby agencies (Healdsburg Fire, Cloverdale Fire, etc.). Getting ahead of events by active coordination with local, regional and statewide agencies. Deliver fire suppression in collaboration with other local agencies. (13)
9. Evaluate the most likely path of expansion of any wildfire and report that to any persons in danger. Support of county departments to ensure good egress in fire-prone dangers. Evacuation & suppression management in emergency. Assist evacuation plans - for our community, this is very dependent on one road in, one road out. Plans for orderly evacuation in the event of emergencies requiring it. (12)
10. Encourage all employees to always do more in their service than is required of them. Communication access to/from the public. That it will encourage "neighborhoods" to organize. Always represent the District as though it is family. (6)
11. Prepare plans to address the risks and hazards. Data-driven management of the agency - set metrics and manage to training, and drive improvements. (6)
12. Need to train with nighttime helicopter drops. Larger water plans and helicopters. (6)
13. That you maintain the self-awareness necessary to find your accountability points of reference outside the firefighting community - the brotherhood of firefighters has a strong pull - pick your heads up and orient to what the public needs/wants. That community members continue to be valued for their perspectives. (6)
14. Prevention of loss of fire defenders' lives. (5)
15. The fire department should spend more time working with PG&E and correcting its practices; we lost our family home/getaway and 500 acres to PG&E. (5)
16. Continue to be a civic anchor in the community. (5)
17. Seamless integration of staff. (3)
18. Grows quickly into new, larger, more populous district boundary (facilities, staff, equipment, relationships). (3)
19. Help with ratings for insurance. (3)
20. Same good leadership. (3)
21. Increase the numbers of firefighters or staff especially during critical fire season. (3)
22. Adequate equipment to address all needs. (3)

23. Leadership/command staff should run incidents the same way. (1)
24. Have local police department help with traffic flow. (1)

Areas of Community Concern about the Northern Sonoma County Fire District (themed, in priority order)

1. Are there enough staff to support an effective fire prevention program that will be effective in reducing risks and hazards? Adequate staffing. Adequate staffing for wildland fires. Recruiting and retaining qualified individuals to work. Staffing it's a large area (back looking at a good budget). Sufficient manpower. Are there enough well-qualified applicants for positions? We need to staff up leadership to maximize effectiveness of the chief (assistant chief?) and staff (outreach?). Burnout of all staff. New staff growth will take time and strong leadership to accomplish. Lack of staffing. I think the fire department needs to grow in size to stay competitive with the needs of a growing community. Too few people/firefighters. Succession planning - grooming future leadership - especially leaders who will build relationships with community. Ability to recruit top talent with the countywide measure hiring plans. Understaffing and hence overwork, resulting in firefighters being at personal risk, and insufficient resources for the community. Do they have the staffing they need? They will be a good employer so our firefighters will be here long term and happy. Are new firefighters dedicated as present staff, and are there enough recruits for the future? (82)
2. Area served, too large? Our fire fighting teams will not be available during a fire threatening "my" community. Is the staffing and equipment adequate to handle the population and geographic area of the district? Unmanageable, fast spreading wildfires. As in 2017, no firefighters available to defend our neighborhood due to fire elsewhere. Is the district getting too big to manage. Is there an organizational structure in place to manage the expanded areas that have been incorporated into the District? Evaluation of district board in light of annexations. The district being absorbed by another without the ability to understand the distinct nature of the particular challenges facing us. Achieve organizational growth necessary without diluting connection to community. The fire district is huge - too much area to effectively service all risk issues. Longevity - is the current business model sustainable? District really big/too big? Huge and vulnerable area. The district is expanding - worried about burn out and stretching resources thin. (63)
3. That there is not enough money to pay the firefighters a good wage so they can live where they work. Adequate funding for development/improvement. Concerned not enough funding will be allocated for sufficient staff and equipment to meet our growing fires frequencies. That they are funded properly. That there are always enough funds to keep upgrading and maintaining their equipment. Budget! Ability to deal with the significant revenue growth and increase staff (internal organization). Fiscal constraints. Are finances an issue now or in the future? Need federal grants to reduce unintended land threats. Costs involved in making the region a lower fire risk. Don't cut hours of beginning workers because of money. I am concerned that the budget for the fire department is not large enough to meet the community's needs. Lack of funds to continue operations. Management of Measure H funds. (53)
4. Familiarity with my "neighborhood" Dry Creek. Methods of encouragement of COPE neighborhood members, who appear to be indifferent to fire matters. Outreach to elders who won't leave animals behind. How to thank them adequately for the work they do. Ensure proper civilian training (CPR). Help with communications to new annex areas. Up to the time (minute) information to fires on our phones. Being able to actively invest in prevention and risk reduction. Involvement of more representatives from the district in the community - Chief is the sole rep (we love him, but....). Lack of communication with community - fire department events, policy changes, initiatives, etc. Possibly more concentration and outreach to non-English speaking community members. (36)

5. Heavy vegetation along much of Vineyard Road and River Road, about 2.5 miles, before we reach Highway 128. That the county should not interfere with their vegetation management plans and the building of significant wildfire breaks in and around this heavily wooded county district. Major concerns about private landowners not addressing their fuel hazards, both pre and post-fire. Vegetation clearing. Neighbors may be apprehensive about cooperating with veg management objectives. You have a massive land management/vegetation management workload: environmental stewardship as you undertake that works is my chief concern; ecological principles and practices as well as an empowered and appropriately educated ecological forester/conservation biologist, should be part of your vegetation management team (Aleta is good, but that is not what I am talking about) at the design and planning level. (35)
6. As noted, anxiety about adequate notice of evacuation and clearance of roads. Evacuation PTSD: Gridlock and no place to go traffic. Rapid identification of forest fires. Insufficient communication drills to facilitate orderly evacuation in an actual emergency. Our community of five homes is next to a larger community that shares one exit between the communities. Understanding evacuation plans. (24)
7. Faulty electrical equipment that can cause above-ground sparking in adverse weather conditions. PG&E sparking more wildfires. River Road North of Hwy 128 bridge will wash out. What happens if River Road at the Munson property washes out? Holding PG&E responsible to make areas safe. I want my fire department to be rigorous in dealing with the safety practices of commercial energy providers. Being able to compellingly convey to “hardening” of the area so as to influence the cost and availability of insurance. Too many out-of-county contractors managing our forests - we need to build community career development through programs like Fuels Crew. (22)
8. Response time to remote areas. Rapid response. The difficulty to provide reasonable response time in such a large and rural setting. Response time and personnel and equipment delivery. Response time for structure fire. Ability to get ALS on scene quickly. (21)
9. Lack of availability to the latest most effective firefighting equipment, including aircraft. Tools available, e.g., aircraft, bulldozers, equipment to facilitate water delivery. Potential lack of adequate protection gear for firefighters. Not enough resources. They will stay abreast of current trends and technology. That they might not have enough equipment to do the job. (18)
10. How are we doing on joint plans with other Districts / Departments? Relationships with the community are heavily concentrated through the chief. Partner agencies not on the same level training/goals/future. Different leadership/command staff models. Potential infighting between different fire districts. (15)
11. I will lose my homeowner’s fire coverage. How can a fire-safe/wise community ensure insurance coverage in the future? (8)
12. Proper training of defenders to ensure their safety. Training. Is the training up to date? (7)
13. Emergency medical personnel can be somewhat reckless. (5)
14. The ability to respond to major fires. (5)
15. Please apply for grants that can be handed down (the district can decide) to businesses/residents if there is an expectation or regulation stating that the businesses/residents must comply with. Compliance costs money. \$60,000,000 from Measure H should have grants in the strategic plan. (5)
16. I don’t know enough about what you expect, having been a volunteer firefighter in a remote community where the Walbridge Fire raged through my family’s ranch, destroying 12 structures.

17. Getting the message out to educate the community and enforce defensible space regs. Public apathy about thinking fires won't affect them. (4)
18. Fire investigation.
19. Successfully integrate with Healdsburg and Cloverdale Fire Department to operate as a single entity (regardless of political/legal entities). (3)
20. Firefighters not on the same levels of expectation.
21. Attracting and maintaining personnel that are properly trained and experienced. (3)
22. Don't burn Marshall out. (3)
23. EMS response capability in rural remote areas - understanding of the challenges of the communities served (narrow roads, etc.). (3)
24. Sensitivity to native vegetation, per Mr. Jason Mills. (3)
25. Political obstacles. (1)



Community Stakeholder Work Session

Positive Community Comments about the Northern Sonoma County Fire District (themed, in no order)

- Personnel and Values: Marshall Turbeville.; Their personnel are professional and engaging.; Marshall is an extraordinary, community-oriented leader; he is a strength. Get a real admin support team in place for him (that is not family).; Marshall Turbeville.; Marshall Turbeville.; Chief Turbeville is the most capable dedicated resource that any District could hope for.; The personnel are always friendly and accommodating.; Our chief is truly exceptional – connection to community, GIS skills, firefighting leadership, vision, innovation in fire prevention.; Staff wants to provide a high level of service.; The chief; incredible leader.; Some good people.; Good people, friendly local firefighters.; A hard-working staff, especially Chief Turbeville.; Dynamic, proactive fire chief and an awesome motivated staff.; All members do an excellent job.; The chief is innovative, proactive, and cares deeply about the community.; They are very professional.; Committed.; Committed staff.; Commitment from fire chief and board to increase services.; Inherent commitment to our shared community.; The Board is dedicated and committed to the community and should be commended for their efforts.; The chief's ability to listen to concerns but not waiver in what is considered best practices.; They are approachable and friendly, yet smart.; Positive and can-do attitude with all issues from the community.; Team approach and buy-in by all staff at the firehouse.; I appreciate the open and concerned way the chief interacts with the community; very personal and serving.; Firefighters are ready and willing to help, whatever the situation.; Friendliness and positive attitudes of firefighters.; The commitment of our current staff paid or volunteers, especially the chief.; Competent and caring employees and staff.; Love of place.; Responsiveness.; I like that it is staffed with locals who seem to care more for the community and property than the job.; My husband was a volunteer firefighter (10-15 years ago), so I know they have a very dedicated team.; Socially adept, diplomatic, and well-connected to the social groups that support it.; Concern for the community, particularly in areas of past fires.; Presently doing an exceptional job.
- Community Outreach, Education, and Communication: Involvement in Mill Creek area.; Reaching out to community.; Strong community involvement.; Community involvement.; Good outreach.; Involve the community.; Currently, the best outreach to homes and notice of Red Flags warning.; Good communication skills.; Strong community education.; Education of the residents in fire safety.; Very strong community connections and support.; Community outreach.; Community-oriented and active.; Working with a myriad of organizations, institutions, civic groups, etc.; Outreach.; Giving the public awareness of vegetation control.; Great at supporting communities that are trying to be fire safe.; A large number of residents are very active in community support programs.; I appreciate the engagement with the community.; Community engagement, broad reach impact.; Community-oriented, good marketing, and continual communication with the public they serve.; Very involved in community.; Community outreach and engagement, especially given the limited resources.; They are proactive about involving the community.; They communicate well, public meetings, etc.; Community interface.; Effort to engage communities.; The department and especially Marshall are doing an utterly amazing job of getting the word out and the community involved; during fire events, the fire department exudes calm while being open and responsive; neither of these things is easy, nor an accident.; Willingness to reach out to the public and assist with property preservation.; Programs like this for the public to gather information and feedback.; Encourage communities to take responsibility.; Pancake breakfast during fall colors.
- Risk Reduction: Proven vegetation management program.; Excellent progress of vegetation management.; I very much appreciate the work that was done over this past year to reduce the roadside vegetation in Franz Valley.; Their ongoing commitment to vegetation management.; Proactive in pre-fire and vegetation management.; Fuels crews have always been helpful and professional during pile burns.; Innovative – e.g., fuels crew.; Firewise communities that have been

mentored by Chief Turbeville and expand community awareness of and preparation for emergencies.; Impressive mapping that has been completed.; Proactive approach to fire mitigation/prevention programs.; Focus on fire prevention/fuel reduction.; Staying on top of the ever-changing best practices.; Proactive approach to drive resiliency and fuel reduction.; The chipper program incentivizes homeowner fuel management, not so well now the county is involved with the program.; Prescribed burns.; The fire prevention work that is done throughout the year to assist in fire damage.; The “fire danger” level signs around the community are a good reminder to neighbors and visitors to pay attention and act safely.; A board and staff that are working hard to combat fire dangers.; The recent fine speed of response to threats of wildfires.; Marshall Turbeville zero tolerance for wildfires.

- Knowledge, Experience, and Abilities: Enough experience to make sane judgment calls.; They know the landscape.; They are firefighting demons - skilled, and they do not give up. Off-season fuel management has been very good.; A chief who grew up in the area and knows its particular issues.; Well trained.; Training.; Fires stopped before they gained momentum.; Prioritize the safety of all defenders during a fire.
- Leadership.; Great leadership.; Great leadership!; Chief Turbeville’s leadership and background knowledge of the community and the district.; A forward-looking leadership group.; Chief Turbeville leads them.; Excellent leadership.; Excellent leadership.; Great leadership with forward thinking and new concepts in fire prevention.; Leadership.; Leadership and accessibility; connection to community.; Good leadership is really important. Consistent goals of service as a priority; stability in service. It was based on a complete volunteer format.
- Accessibility/Availability.; Accessible; Marshall responds to e-mails in a timely fashion.; Accessibility of employees.; Visibility and accessibility of the fire chief, Marshall Turbeville, and willingness to listen and respond to residents.; Easy access to communicate with the chief.; The availability of brave men skilled in firefighting.; Their availability to the community for questions and advice.
- Physical Resources: Well-maintained infrastructure.; Awesome equipment.; Nice looking firehouse.; All their rigs.
- Response time.; The response times of NSCFD are fantastic.; Quick response and super responsiveness.; Good response to potential fire situations, like downed power lines or smoke sighted.
- External Relationships: Positive relationships with outside agencies.; The relationship with Healdsburg Fire seems to be working.; Ability to work well with other agencies for common goals of patient care and enhanced services to our communities.; The department is a positive to the community of Geyserville and how it interfaces with locals.; Good cooperation with state and federal mandates and objectives.
- Planning, Innovation: Being good at what they do and always thinking about ways they can do their job even better.; Getting better organized as time goes on.; Forward-thinking to improve ALS.; Vision.; Innovation, openness to using applications, for example to communicate with community members.; Accomplishing more with less resources/limited resources. Applying for grants.; Able to get funding to focus on preparedness.; Funding, fuel crew, prescribed fire.; Career development, fuel crew.
- Reputation: Has very good community support.; Support from state leadership increases awareness and attractiveness of working (and living) in the district.; Great reputation/confidence of fire department from our community.; Great reputation and community support.; Stature in community. Approachability to staff and chief.

Other Community Comments about the Northern Sonoma County Fire District (themed, in no order)

- Personnel: New leadership with annexed areas, our chief is always forward thinking.; Marshall Turbeville is the best fire chief in the world.; The Geyserville Fire Station/Northern Sonoma County Fire District is staffed with heroes.; Evan Bradish: Great help out here on Fitch Mountain.; I am new to this, I have not yet developed opinions, I am here to learn.; I am the newest board member. I do not have a firefighting background.
- Risk Reduction: As always, my main concern is for the prevention of loss of life, or injury.; The district should aim for the highest level of fire protection and prevention.; Hopeful for continued assistance for maintaining SF breaks and reducing fuels.; Pro burning which is great.; Greatly appreciate the River Keeper Arundo Donax Eradication. Burn acres and vegetation management closer to population centers are more difficult to achieve than unpopulated areas, however, 10 acres treated by population centers may be more beneficial than 1,000 acres in wildland but much harder to achieve.
- Funding: Advocate for more grant funds.; Fund upgrades to our aerial attack fleet so it can operate and night, in smoke, fog, etc. Technology exists to automate this service.; The fire department has been hugely helpful to give advice on where money is best spent for fire prevention. We need a system where a landowner can get credit for fire prevention graded by local fire, then have insurance companies use this credit.
- Community Outreach/Involvement: We absolutely appreciate all the efforts by the fire district to reach out to the community.; I appreciate that our department is seeking input from the community they serve and that there is CPSE to aid in the process.; Help others that need it. Tragedy of the Commons - too many residents do too little and shirk their responsibility to protect their own property and, ultimately, that of their neighbors. That contributes/ to worsening fire danger assessments by Cal Fire and insurance cancellations of homeowner policies. My fourth concern is that even though the fire department has stressed that lawnmowers are not safe for recommended for anything other than green lawns our community still has homeowners, this seems to be confined to weekend part-time, owner-occupants, who continue to mow their pastures with a mower. This occurs in spite of the fact that we have had at least one fire started up here due to mowers. Is there recourse for this unsafe practice? Or is it merely a suggestion? Try to encourage more participation from those who reside here and are willing to participate. Try to get more support from absent property owners. Make sure to reach out to members of the community who are unlikely to respond to surveys. Cast a wide net to reach more potential respondents. Appreciate our Fitch Mtn COPE connection with the fire district.
- Thanks/Praise: Thank you for providing this opportunity.; I am grateful for all they do; thank you.; Keep up the good work!; We are grateful for the vision and dedication of our firefighting force and leaders.; Thankful for all the support given to the Mill Creek Community before, during and after the 2020 Walbridge Fire.; Thank you for your diligence.; Keep up the great work; I feel safer because of NOSOCO fire, which makes life so much better, even though we live with fire threats. I was very impressed with the coordination of multiple resources that cleaned out the potential flame tunnel along Gill Creek North of the River Road Bridge, I would not have rebuilt our home this year if not for NSCFPD. Thank you!
- Innovation: New ideas, fuels management team and COPE teams to reach residents. I would encourage the district to incorporate the latest technology for mapping, monitoring, and data collection. I would like to see more fire towers to report early smoke signs in forest.

- Response Time: Due to my geographical distance from the nearest firehouse (20-30 minutes), I feel I'm on my own in an emergency though they have always been in my front yard when there is enough time; warning ahead of a fire. I do have several hydrants on my property.
- External Relationships: Can district apply more pressure on PG&E to do their due diligence in preventing fires from PG&E equipment; 90% of fires in my area have been a result of PG&E "malfunctions." We should have a discussion of disbursement of large logs left behind with veg management cuttings. Lobby government officials to stop the insurance agencies that are leaving California. In a country-wide fire disaster or greater, such as the one that occurred several years ago involving both Napa and Sonoma counties, there is only so much that all federal, state, and county fire protection resources can do.
- Leadership: The district is at a crossroads and must take care to choose the best path. We strive to be a "volunteer-based, community-focused rural all-risk fire/EMS department."
- How can I convey to CalFire that I have done work on my land?
- I am also concerned about the geographical size of the northern Sonoma County Fire District.

Things the Community Feels the Northern Sonoma County Fire District Should Change (verbatim)

- Make the job of firefighter a more appealing profession. Seems like there is a shortage of applicants.
- Initiate a deeper and more thorough method of accounting and bookkeeping regarding the budget and transparency.
- Implement better emergency communication with targeted communities regarding conditions (e.g., fire, earthquake, accidents) and actions (e.g., evacuation, shelter in place).
- Remove the threat of costs, fees, penalties, and liens on properties.
- Please provide clear, early, and sure advance notice of when fire department personnel intend to be on property.
- Help reduce barriers to property owners getting financial help in vegetation removal.
- This is only my fifth year living in the district, and I have yet to see something that should change (i.e., not do).
- Create incentives for homeowners who have dangerous habits (e.g., mowing on hot days) and who ignore vegetation management recommendations/guidelines.
- Get tougher with non-compliant homeowners regarding vegetation management.
- It would be good to up the communication between the fire district and their constituency. Perhaps increased information on what is going on, making a newsletter more available, etc. I think it would be good if the District could help publicize and enhance information on the various efforts, such as COPE, which are going on around us.
- Finding and using whatever economic incentives and penalties for landowners not addressing fire/fuel dangers on their property, especially absentee landowners.
- Make sure there are sufficient resources: staff and funding to promote, educate, and implement the best fire prevention programs for the entire community. The chief needs a well-trained, well-paid staff to step up into leadership roles.
- More public education about actual fire suppression. How can we get started on our own blaze?
- Do more vegetation management.
- Get grant money to homeowners so we can retrofit and do fire abatement before insurance drops us!!!

- Continue the evolution from a small town “in-bred” volunteer department to a large (area/budget) regional department.
- Become the fire department that matches our new boundaries and revenue expectations.
- Work on relationships with JPA/district agencies – need one vision.
- Expand staffed stations.
- Better real-time communications during fires and other emergencies.
- Expand vegetation management offerings.
- More involvement with property owners.
- Mix up your board – it’s too homogeneous and old boy-network-y.
- That they are not the military.
- Add an assistant fire chief to help Marshall.
- Number of resident firefighters.
- More outreach to community and involvement.
- Hosting more blood drives.
- Simplify name - “NSCFPD,” cumbersome.
- Staffing at only one station, improve response times.
- More mentorship; community education.

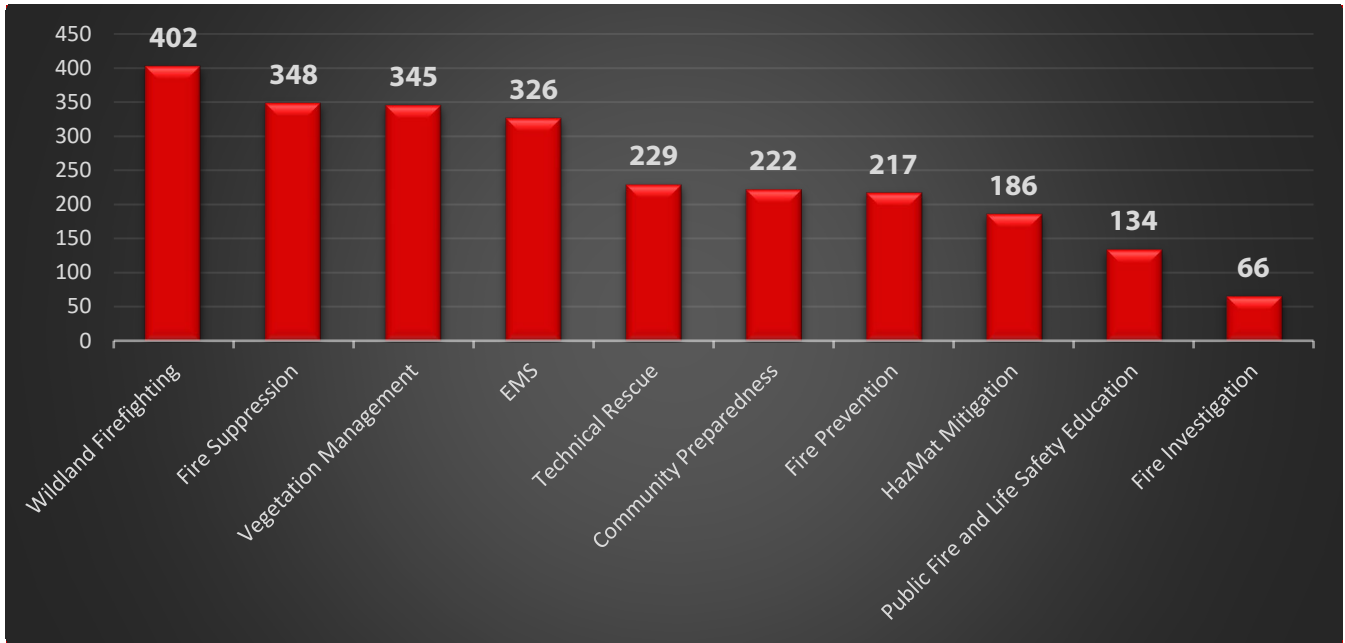
Things the Community Feels the Northern Sonoma County Fire District Should NOT Change (verbatim)

- Chief Turbeville (go ahead and clone yourself).
- Chief Marshall Turbeville.
- Leadership and vision.
- Leadership.
- Fuel crew and prescribed fire funding.
- Being proactive in vegetation management, especially controlled burns.
- Emphasis on vegetation management.
- Commitment to quality.
- Orientation to community.
- Their commitment to our community.
- Working with communities on fire safety and self-reliance.
- Its emphasis on wildfire preparedness, fuels mitigation, and defensive space hardening.
- Strong community involvement and working to reduce the effects of emergencies and intensity of fires. Community outreach/engagement. Community engagement. Connections in the community. Outreach to homes in the district, education, and fast response time.

- Refusal to defend property that doesn't comply with defensible space.
- Recent early response to wildfires with aircraft.
- Quick response time, good community outreach.
- Leadership.
- Community outreach and education are increasing awareness of and commitment to fire safety.
- The district should not get too large and lose its ties to the communities it currently services.
- Chief Turbeville.
- Marshall Turbeville as Northern County Fire District chief!!!
- The fire chief.
- The active and proactive community-driven and fire chief-driven initiatives to prepare and prevent catastrophic rural wildfires.
- Nothing, they're very proactive in the area I work with them.
- Strong presence of the chief in the community.
- Its leadership.
- Chief Turbeville.
- Great communication.
- Keep fighting fires.
- Department focuses on prevention, prevention, preparation, and community outreach – they do a great job.
- Marshall T.
- Its passionate focus on the community and communications.
- Partnership with Healdsburg Fire.
- Its location and commitment.
- Community orientation.
- The chief.
- I appreciate Marshall's public presence.
- Looking ahead to do defense breaks.
- Keep Marshall at all costs.
- Community involvement.

Community-Prioritized Programs

Understanding how the community prioritizes the agency’s programs and services allows the Northern Sonoma County Fire District to ensure its focus on resource allocation aligns. With that, prioritization feedback was garnered with an instrument that compared the prioritization of the programs and services offered by the NSCFD. The results were as follows:



B. Agency Stakeholder Work

A group of agency stakeholders representing the various segments of the NSCFD attended a three-day work session to review the community feedback, develop or revise the agency’s mission and values, and establish a quality focus on the way forward in developing this community-driven strategic plan. Additionally, the process included an analysis of strengths, opportunities, aspirations, and results (SOAR) to better understand the environment impacting the agency.

SOAR

The agency’s internal stakeholders utilized a strategic environmental analytic method known as SOAR, where members consider the organization’s current strengths, opportunities, future aspirations, and strategic results to formulate a path for continuous improvement. The SOAR process was conducted for reflection, focus, and alignment with the organization’s set of values, its vision, and its mission. This appreciative inquiry process provided environmental scanning for strategic direction, associated plans through the application of innovative ideas, and a positive strategic framework that brings clarity to the agency’s vision for leadership in day-to-day functions.

Strengths

We take feedback from the community and respond effectively.	Promoting the professionalism of the vegetation management program.
Intertwined in a tight community through engagement and outreach.	Defensible space inspections – the strength of community inspections.
Innovative in vegetation management and emergency preparedness.	Knowledgeable tenured leadership familiar with complex geography.
Wildland response is strong.	Great community support.
Enthusiastic, tight-knit, energetic, motivated staff.	Grant acquisition for vegetation management.
Grassroots, community-based rural mentality.	Strong non-profit foundation.
Accessible to the community.	Relationship partnership in COPE.
Greater dollar investment in prevention preparation than in response.	Familiarity with the geographic complexities of the district, community members, and district history.
Good relationships with partner agencies.	Strong leadership: Chief Turbeville.
Foundation is good at putting community donations to good use in ways that benefit firefighters and community.	Positive community response and buy-in to the vegetation management program.
Strong financial support/economic stability from community donations/grant acquisition.	Good opportunities for volunteer firefighters to move on to full-time positions.
Adaptability that leads to longevity of agency.	Experience and expertise in obtaining and managing grants.
Proactive response to community needs/diverse situations.	Embracing change and growth.
Staff members are capable and earn the confidence of the community.	Having or acquiring good/proper equipment for the job (i.e., chipper/dozer).

Opportunities

Improve the response model with increased funding.	Acquire a permanent fuel crew facility.
Improving transparency to increase communication with the public regarding department updates/projects/staffing/promotions, etc.	Develop and maintain firefighter knowledge, skills, and abilities.
	Expand advanced life support coverage in the district.
Increased career paths for vegetation management employees to attract applicants.	Improve, expand, and enhance the fire prevention program to meet community expectations.
Educate the public on what services we provide.	Increase staffing to increase the scope of work.
Improve relationships with neighbors (collaboration).	Engage our community who are not yet being reached.
Create a clear career/promotion path for firefighters.	Expand cross-training to eliminate silos.
Engage community members who want to participate in strategic vegetation management.	

Aspirations

Multiple types of volunteers that are not all-risk firefighters.	Improving transparency through communication.
Encourage surge staffing.	Multiple fuels crews throughout the county.
Provide the highest level of ALS service to the community.	To be seen as an agency that is more community-focused.
Every resident and property owner in our district feels a personal connection to our department.	Continue to find unique solutions for unique situations (dip sites).
Fostering a culture of community and mutual respect and support.	Increase opportunities for property interactions – make it easy.
Fostering and inspiring community through leadership.	Increase the visibility of fire district staff.
Community inclusivity and awareness/education and emphasizing cultural diversity.	Decrease the volume of false alarms and inappropriate (downed tree) calls.
Better coverage/staff/equipment in all response zones.	Promote a culture of constant innovation at every level.



Agency Stakeholders Work Session

Results

Group 1	Group 2	Group 3
<ul style="list-style-type: none"> - Strengthened relationships with an even broader community. - Even more educated and empowered community. - Sustainable, efficient, multi-benefit vegetation management program. - More flexible, more broadly experienced staff. - More educated and prepared community. - More accessible, trained, nimble fire prevention program. - Stronger relationship between community and district. - More time to be productive. - Increased response level. - Remain independent with services tailored to our community. 	<ul style="list-style-type: none"> - Lower response time and enhancement of all services - Larger crews to get more work done. - More effective utilization of personnel/resources. - Less duplication of resources and robust organization and continuity of services. - Invested in the success of our agency. - Opportunities for all team members. - Broaden the ability to expand the fuels program. - Improved patient outcomes. - Effectively manage our grants. - Career growth. - We are progressive. - Get more done. 	<ul style="list-style-type: none"> - More efficient, continued education, faster response. - More donations, better trained/prepared community members, and increased interactions with the community on a first-name basis. - We do not get lost, are better prepared for unique situations, faster response time. - Great community response, employee confidence, and trust. - Vegetation management growth/expansion/funding. - Meeting community needs and reducing risk. - More space for equipment and personnel, increased staff, and less overlap with firefighters. - Ensure firefighter pay increases with Measure H funding for a living wage so staff can live in the district. - Many hands make light work, personal ownership/responsibility. - Less misinformation/miscommunication, better informed, increased participation, increased confidence. - Quicker ALS response time, better patient results. - Increase personal investment in the community, increased awareness of community events, gratification, stability, and longevity/retention.

Programs and Services

It is imperative that agency stakeholders distinguish between the core deliverables (programs and services) provided by the Northern Sonoma County Fire District and those supporting services that help the agency provide the core programs and services. With this understanding, the agency stakeholders can further define where the issues and gaps exist within the organization and provide more basis for the environmental scan that is conducted. To bring this understanding to fruition, CPSE provided guidance and gained consensus within the group so that the difference between the deliverables and the supporting functions was understood.

Challenges and Service Gaps

After sifting through data and feedback provided by the community stakeholders and the internal environmental scan conducted, the agency stakeholders, by consensus and group effort, determined that the following challenges and service gaps exist within the Northern Sonoma County Fire District. Each challenge or gap listed is accompanied by the causal effects determined by the two groups. They are then linked to the strategic initiative identified by the agency stakeholders.

Group 1	Group 2	Initiative Link
Personnel <ul style="list-style-type: none"> ○ Education, training, and career path ○ Competitive benefits ○ Culture ○ Organizational structure ○ Specialized programs 	Human Resources <ul style="list-style-type: none"> ○ Succession planning ○ Retention of staff ○ Develop a sustainable recruitment program ○ Connecting with community organizations to enhance service delivery 	Personnel
Funding <ul style="list-style-type: none"> ○ Fundraisers ○ Grants ○ Special tax zone ○ Donations ○ Fines ○ Private contracting 	Funding <ul style="list-style-type: none"> ○ Optimize grant funding ○ Expand funding opportunities ○ Opportunities for private funds ○ Achieve a sustainable funding model 	Funding
Physical Assets <ul style="list-style-type: none"> ○ New, staffed fire station ○ Permanent vegetation management facility ○ Up-to-date equipment ○ New, integrated technology 	N/A	Physical Assets
N/A	Community Outreach <ul style="list-style-type: none"> ○ Increase and improve communication ○ Education (CPR, first aid, hazard mitigation) ○ Enhance communication with social media ○ Leverage fire prevention efforts ○ Increase the visibility of fire staff 	Community Outreach

The following information is raw data from the deliberation of the two workgroups that are *not* linked directly to a strategic initiative but remain important. The department is best served to understand and embrace this other information as it moves forward for deliberative purposes and consideration of support of the strategic initiatives.

Group 1	Group 2	Topic
N/A	Service Delivery <ul style="list-style-type: none"> ○ Expansion of EMS services ○ Central location for vegetation management teams ○ Ability to upstaff during predictive weather events ○ Find unique solutions to unique situations 	Service Delivery

Strategic Initiatives

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

Personnel

Funding

Physical Assets

Community Outreach

Complete goals with objectives, tasks, and outcomes can be found in the accompanying **Management and Implementation Guide**.

FINAL DRAFT 11/12/24



2024-2029 STRATEGIC PLAN