

Strategic Plan For Pajaro Valley Fire Protection District

This document establishes the 2019 strategic plan for the Pajaro Valley Fire Protection District. It identifies strengths, weaknesses, threats, and opportunities. The plan also presents a series of statements relating to the Pajaro Valley Fire Protection District's vision, mission, values, and objectives. It will guide the District to achieve its strategies and goals.

Mission Statement

The Pajaro Valley Fire Protection District Firefighters protect life, property and the environment through their direct involvement in fire prevention, firefighting, emergency medical care, hazardous materials mitigation, disaster response, public education and community service. We operate in a safe and fiscally responsible manner and continuously tailor ourselves to the needs of the community.

STRENGTHS:

- Dedicated personnel
- Fiscally responsible
- Modern facilities
- Modernized mobile equipment
- Cooperative agreements not limited to automatic and mutual aid agreements.
- Training
- Fire Prevention Program
- Operational Efficiency
- Utilization of Board Members' expertise
- Staffing Levels

WEAKNESSES:

- The identity of the District is unknown
- Community support & outreach
- Operating cost
- Stagnant revenue stream
- Inability to influence land use
- Largest District in the County with limited resources and increased response times
- Neighboring agencies often utilized for specialized equipment.
- Corralitos Station engine unreliability during fire season
- Past ballot measure failures
- Lack of assessment fee support

OPPORTUNITIES:

- Supporting State Mutual Aid with a Type III Fire Engine
- Grants (Fire Act, VFA, etc.)
- Growth in the District
- Cost recovery and fire prevention fees
- Disaster preparation (Special Response Teams)
- Revise the formula for paying Watsonville in the contract area
- Increased community outreach through online resources
- Ballot measure for revenues

THREATS:

- Finances
 - Increased contract cost (salaries and benefits)
 - Possible staffing level decrease
 - Maintain reliable equipment and fire apparatus
 - Retaining current ISO rating to prevent increase in home and business insurance premiums
 - Annexations
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VISION: It is thought the District may be facing the following items in the next one to five years:

- Annexations (into the District and out of the District) loss of revenue
 - Increasing contract costs
 - Staffing levels, additional services
 - Level of service
 - Consider regional fire service and be a model for the region
 - Ensure apparatus and equipment meet the current NFPA standards
 - Community communication through online networking
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PURPOSE: The purpose of the District is to:

- Produce a well-trained workforce, locally and regionally
- Render fire suppression services
- Provide emergency medical services
- Supply fire prevention and education services
- Deliver and receive automatic and mutual aid
- Participate and train in disaster preparedness

VALUES: The core values of the District and its employees are to always strive for:

- Efficiency
 - Safety
 - Service
 - Fiscal Responsibility
 - Planning
 - Ethics
 - Dedication
 - Honesty
 - Integrity
 - Bravery
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KEY STRATEGIES: The following key strategies will influence the District's future:

- Influence annexations
- Improve the District's identity to the public
- Maximize the contracts with CAL FIRE and the city of Watsonville
- Improve the dispatching service
- Partnerships and resource sharing opportunities (OES)

GOALS:

At the end of the strategic planning committee meeting, each Committee Member and the Battalion Chief identified what they felt were the top goals the District should be striving to accomplish. The goals are identified as follows:

1. Maintain staffing to a minimum of a three-person engine company
2. Maintain a fund for facility maintenance and improvements
3. Maintain a fund for equipment and fleet replacement
4. Continue services, fire prevention, community outreach
5. Establish a water rescue program
6. Influence future annexations
7. Pursue grants when appropriate
8. Update the fee schedule for services
9. Communication of identity
10. Reevaluate the contracts for service with CAL FIRE and Watsonville
11. Consider future consolidation of services

The attached document will be used to accomplish the District's goals.

Pajaro Valley Fire District

Goal Worksheet

Goal:	Date To Be Completed:
Person Responsible:	Priority:

Action Items:

Resources Needed: