



San Diego County Fire Chiefs Association Strategic Plan 2022 – 2027

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Executive Summary

The San Diego County Fire Chiefs Association (SDCFCA) is comprised of all the fire departments in San Diego County. The SDCFCA works together to provide seamless fire and life safety services to the customer, the residents, and visitors to the area. Although there are many different fire agencies, we as an association strive to work under the concept of one agency. To accomplish this, the SDCFCA has created this strategic plan, including mission and core values, to lead us forward and guide our decision making.

The fire agencies in San Diego County are charged with protecting life and property within the boundaries of each of the jurisdictions. This strategic plan, developed by the participating agencies, provides a foundation to meet that challenge. This plan establishes priorities, identifies goals and objectives, and develops fiscal options for fire and emergency services through the next five years. It is a living document that will be evaluated, re-examined, and updated as needed. The SDCFCA is prepared and postured for these challenges and opportunities. This document is intended to be used as a planning tool to ensure that it will provide current and future effective emergency services in a fiscally sound manner.

The 2020-2025 SDCFC strategic plan represents the efforts of many personnel within the participating agencies and program areas including; communication centers, operations, training, emergency medical services, and area fire chiefs in evaluating our readiness to respond, and its mission, anticipating the future in terms of each community's needs and resources required to meet those needs, and in formulating a plan to provide comprehensive cost-effective services to our customers - the citizens of San Diego County. This strategic plan will serve to inform the members of all fire departments on the preparation for the future, while at the same time serving as a foundation document for informing each agency's leadership, communities and addressing fiscal planning, distribution, and concentration of emergency response assets, as well as our process improvement efforts. It incorporates the goals and objectives that the county fire chiefs believe are necessary to meet the future service demands of our communities. Performance measures are incorporated into the strategic plan to evaluate the effectiveness of the efforts. To ensure that a contemporary strategy is used in the future, the strategic plan will be evaluated and revised on an annual basis.



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Mission

Provide unified leadership through regional collaboration and engagement.

Core Values

Leadership

Collaboration

Engagement

Unified

Resiliency

Vision

Excellence in seamless emergency and support services across the county through regional collaboration.



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SWOT Analysis

Strength: things the organization does well

- Internal communication
- Cooperation among members
- Relationships among members
- Respect
- Unity of Mission for the organization

Weakness: things the organization can improve

- Political diversity and involvement
- Working in silos
- Social media presence

Opportunities: openings or chances for something positive to happen

- Regional efforts in dispatch, hiring, community outreach, EMS delivery models
- Addressing generational differences
- Chief officer development / Chief academy
- Balancing political leverage
- Wellness: physical and mental
- Leveraging technology

Threats: anything that can negatively impact the organization and/or the industry

- Budget constraints
- Mandated legislation
- COVID
- LEMSA / State EMS
- Staffing
- Budget



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Executive Goals: Community outreach and public relations

To achieve the mission of the San Diego County Fire Chiefs Association, realistic goals have been established. The following SMART objectives have been identified as priorities for the Executive Board. The members of this group will work towards accomplishing the benchmarks and the objectives within the projected timelines. Regular reports of progress, needs and changes should be shared with SDCFCA membership regularly.

“A goal without a plan is just a wish.”

Jeff Rich

Goal 1	Annually identify and support the priority community outreach and public relations regional issues	
Objective 1A	Establish annual timeline	
Timeframe	Assigned to:	Administrative Section
Critical Tasks	<ul style="list-style-type: none"> • Response from sections • Response from membership • Presentation to membership 	
Resources Needed	One Time Costs: Ongoing Costs:	Personnel: Other:
Objective 1B	Sections present regional issues	
Timeframe	Assigned to:	Administrative Section
Critical Tasks	<ul style="list-style-type: none"> • Seek input annually from each section 	
Resources Needed	One Time Costs: Ongoing Costs:	Personnel: Other:
Objective 1C	Poll membership and determine key issues	
Timeframe	Assigned to:	Administrative Section
Critical Tasks	<ul style="list-style-type: none"> • Send out email or develop a survey • Review for priority items • Review with items developed by sections • Present to the membership for consensus approval 	
Resources Needed	One Time Costs: Ongoing Costs:	Personnel: Other:



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Goal 2	Create a public information working group to develop and distribute message	
Objective 2A	Identify available resources	
Timeframe	Assigned to:	Administrative Section
Critical Tasks	<ul style="list-style-type: none"> • Personnel to handle • Hardware and software needs 	
Resources Needed	One Time Costs: Ongoing Costs:	Personnel: Other:
Objective 2B	Solicit interest and support	
Timeframe	Assigned to:	Administrative Section
Critical Tasks	<ul style="list-style-type: none"> • Poll agencies for personnel • Determine scope • Determine most effective platforms 	
Resources Needed	One Time Costs: Ongoing Costs:	Personnel: Other:
Objective 2C	Provide leaders intent	
Timeframe	Assigned to:	Administrative Section
Critical Tasks	<ul style="list-style-type: none"> • Meet with sub committee • Provide guidance with SME input 	
Resources Needed	One Time Costs: Ongoing Costs:	Personnel: Other:



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Goal 3	Improve existing communication platforms	
Objective 3A	Review current organization website	
Timeframe	Assigned to: Administrative Section	
Critical Tasks	<ul style="list-style-type: none"> • Review usage, metrics and visits • Determine best practices for maximizing utility 	
Resources Needed	One Time Costs: Ongoing Costs:	Personnel: Other:
Objective 3B	Identify and allocate funding	
Timeframe	Assigned to: Administrative Section	
Critical Tasks	<ul style="list-style-type: none"> • Determine current costs • Establish budget • Secure approval and funding 	
Resources Needed	One Time Costs: Ongoing Costs:	Personnel: Other:
Objective 3C	Implement recommended changes to existing communication platforms	
Timeframe	Assigned to: Administrative Section	
Critical Tasks	<ul style="list-style-type: none"> • Monitor, evaluate and change as needed • • 	
Resources Needed	One Time Costs: Ongoing Costs:	Personnel: Other:
Objective 3D	Improve, complete, and maintain website	
Timeframe	Assigned to: Administrative Section	
Critical Tasks	<ul style="list-style-type: none"> • Review usage metrics • Evaluate feedback • Make changes 	
Resources Needed	One Time Costs: Ongoing Costs:	Personnel: Other:



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Objective 3E Ensure awareness and accessibility of website

Timeframe Assigned to: Administrative Section

Critical Tasks

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Resources Needed One Time Costs: Personnel:
Ongoing Costs: Other:

Objective 3F Ensure up to date material and usefulness of website

Timeframe Assigned to: Administrative Section

Critical Tasks

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-
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Resources Needed One Time Costs: Personnel:
Ongoing Costs: Other:

Goal 4 Increase awareness or fire service specific legislation

Objective 4A Increase engagement with Cal Chiefs and Cal Cities

Timeframe Assigned to: Administrative Section

Critical Tasks

- Attend monthly calls
- Publish and share webinars and informational calls

Resources Needed One Time Costs: Personnel:
Ongoing Costs: Other:

Objective 4B Establish responsibility for legislative tracking and reporting

Timeframe Assigned to: Administrative Section

Critical Tasks

- Empower sections to monitor legislation
- Sections to provide, at a minimum, quarterly report on applicable legislative

Resources Needed One Time Costs: Personnel:
Ongoing Costs: Other:



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Administrative Section Goals: Leveraging and accessing technology

To achieve the mission of the San Diego County Fire Chiefs Association, realistic goals have been established. The following SMART objectives have been identified as priorities for the Administrative Section leaders. The members of this group will work towards accomplishing the benchmarks and the objectives within the projected timelines. Regular reports of progress, needs and changes should be shared with SDCFCA membership regularly.

“A vision without a strategy remains an illusion.”

Lee Bolman

Goal 5	Identify shared technology gaps	
Objective 5A	Determine scope of existing gaps and anticipate future gaps	
Timeframe	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Compile data by surveying departments • Identify gaps and needed technology • Identify sustainable model 	
Resources Needed	One Time Costs: Ongoing Costs:	Personnel: Other:
Objective 5B	Research current and emerging technology	
Timeframe	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Leverage unified strength with vendors • Identify primary social media sites 	
Resources Needed	One Time Costs: Ongoing Costs:	Personnel: Other:
Objective 5C	Develop a system for sharing technology challenges and solutions	
Timeframe	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Identify available successful solution • Gather challenges • Share successful resolutions to challenges 	
Resources Needed	One Time Costs: Ongoing Costs:	Personnel: Other:



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Emergency Medical Services Section Goals:

To achieve the mission of the San Diego County Fire Chiefs Association, realistic goals have been established. The following SMART objectives have been identified as priorities for the Emergency Medical Services Section leaders. The members of this group will work towards accomplishing the benchmarks and the objectives within the projected timelines. Regular reports of progress, needs and changes should be shared with SDCFCA membership regularly.

“Strategy without process is little more than a wish list.”

Robert Filek

Goal 6		
Objective 6A	Develop and EMS strategic plan in partnership with county fire	
Timeframe	Assigned to:	EMS
Critical Tasks	<ul style="list-style-type: none"> • Identify partners • Determine SMART goals • Regularly evaluate and review plan 	
Resources Needed	One Time Costs: Ongoing Costs:	Personnel: Other:
Objective 6B	Build advocacy with the county EMS system	
Timeframe	Assigned to:	EMS
Critical Tasks	<ul style="list-style-type: none"> • Medical director partnership and collaboration • Develop relationship with county public safety • Explore an appeals process • Establish relationship with hospitals 	
Resources Needed	One Time Costs: Ongoing Costs:	Personnel: Other:
Objective 6C	Research delivery models	
Timeframe	Assigned to:	EMS
Critical Tasks	<ul style="list-style-type: none"> • Explore and collaborate with partners on: <ul style="list-style-type: none"> • Tiered dispatch • Telemedicine • Alternate destination • Community paramedicine • Seek out latest information and industry best practices 	



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Training Section Goals:

To achieve the mission of the San Diego County Fire Chiefs Association, realistic goals have been established. The following SMART objectives have been identified as priorities for the Training Section

“Hope is not a strategy.”
Vince Lombardi

leaders. The members of this group will work towards accomplishing the benchmarks and the objectives within the projected timelines. Regular reports of progress, needs and changes should be shared with SDCFCA membership regularly. Identify one person from the section to monitor and report on legislative action that has an impact on training. Report to the section and include updates, as needed, to the SDFCA identified legislative contact.

Goal 7	Develop Chief Officer	
Objective 7A	Establish a standardized guide	
Timeframe	Assigned to:	Training
Critical Tasks	<ul style="list-style-type: none"> • Task book development • Identify core curriculum • Provide regional training opportunities 	
Resources Needed	One Time Costs: Ongoing Costs:	Personnel: Other:
Objective 7B	Conduct regional workshops	
Timeframe	Assigned to:	Training
Critical Tasks	<ul style="list-style-type: none"> • Identify topics • Provide key personnel to develop and deliver • Require productive outputs and takeaways 	
Resources Needed	One Time Costs: Ongoing Costs:	Personnel: Other:
Objective 7C	Encourage executive officer networking	
Timeframe	Assigned to:	Training
Critical Tasks	<ul style="list-style-type: none"> • Interagency information sharing • Regular meetings with established topics • Encourage formal and informal mentorship 	



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Health and Safety Section Goals:

To achieve the mission of the San Diego County Fire Chiefs Association, realistic goals have been established. The following SMART objectives have been identified as priorities for the Health and Safety Section leaders. The members of this group will work towards accomplishing the benchmarks and the objectives within the projected timelines. Regular reports of progress, needs and changes should be shared with SDCFCA membership regularly.

“There is only one growth strategy: work hard.”

William Hague

Goal 8	Promote Safety and Wellness among all members	
Objective 8A	Policy development	
Timeframe	Assigned to: Health and Safety	
Critical Tasks	<ul style="list-style-type: none"> • Monitor Cal OSHA and regulatory agency guideline • Develop policies in response to mandates • Develop policies in response to best practices • Develop policies to proactively mitigate risk 	
Resources Needed	One Time Costs: Ongoing Costs:	Personnel: Other:
Objective 8B	Promote resiliency for long term health and wellness	
Timeframe	Assigned to: Health and Safety	
Critical Tasks	<ul style="list-style-type: none"> • Establish a resiliency program that addresses and enhances mental and physical health • • 	
Resources Needed	One Time Costs: Ongoing Costs:	Personnel: Other:



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Objective 8C Develop programs that enhance and support health and wellness

Timeframe	Assigned to: Health and Safety	
Critical Tasks	<ul style="list-style-type: none"> • SIRT (Serious Incident Review Team) development • Peer and chaplain program support and development • Address pandemic related issues and challenges 	
Resources Needed	One Time Costs: Ongoing Costs:	Personnel: Other:

Goal 9 Cancer Prevention

Objective 9A Awareness

Timeframe	Assigned to: Health and Safety	
Critical Tasks	<ul style="list-style-type: none"> • • • 	
Resources Needed	One Time Costs: Ongoing Costs:	Personnel: Other:

Objective 9B Training

Timeframe	Assigned to: Health and Safety	
Critical Tasks	<ul style="list-style-type: none"> • • • 	
Resources Needed	One Time Costs: Ongoing Costs:	Personnel: Other:

Objective 9C Implementation

Timeframe	Assigned to: Health and Safety	
Critical Tasks	<ul style="list-style-type: none"> • • • 	
Resources Needed	One Time Costs: Ongoing Costs:	Personnel: Other:



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Operations Section Goals:

To achieve the mission of the San Diego County Fire Chiefs Association, realistic goals have been established. The following SMART objectives have been identified as priorities for the Operations Section leaders. The members of this group will work towards accomplishing the benchmarks and the objectives within the projected timelines. Regular reports of progress, needs and changes should be shared with SDCFCA membership regularly.

“You have to be fast on your feet and adaptive or else a strategy is useless.”

Charles de Gualle

Goal 10	Create a recruitment process that builds a diverse foundation of people interested in the fire service	
Objective 10A	Explore feasibility of a regional fire explorer program	
Timeframe	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Inventory current programs • Determine feasibility based on need, cost, interest 	
Resources Needed	One Time Costs: Ongoing Costs:	Personnel: Other:
Objective 10B	Girls' empowerment camp	
Timeframe	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Develop working group • Establish timeline • 	
Resources Needed	One Time Costs: Ongoing Costs:	Personnel: Other:
Objective 10C	Evaluate agency entry level qualifications and requirements	
Timeframe	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Validate current requirements • Determine industry standard 	
Resources Needed	One Time Costs: Ongoing Costs:	Personnel: Other:



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Objective 10D	Identify and centralize scholarship and sponsorship opportunities for EMT and paramedic	
Timeframe	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Evaluate and inventory current • Seek out partners for sponsorship interest • Work with local schools for interest and funding options 	
Resources Needed	One Time Costs: Ongoing Costs:	Personnel: Other:
Objective 10E	Active engagement at the middle and high school age	
Timeframe	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Job fairs • Central job boards • Religious institutions 	
Resources Needed	One Time Costs: Ongoing Costs:	Personnel: Other:



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Communications Section Goals:

To achieve the mission of the San Diego County Fire Chiefs Association, realistic goals have been established. The following SMART objectives have been identified as priorities for the Communications Section leaders. The members of this group will work towards accomplishing the benchmarks and the objectives within the projected timelines. Regular reports of progress, needs and changes should be shared with SDCFCA membership regularly.

“I believe that people make their own luck by great preparation and good strategy.” Jack Canfield

Goal 11	Establish a regional fire-rescue command center	
Objective 11A	Confirm commitment/consensus in region	
Timeframe	Assigned to:	Communications
Critical Tasks	<ul style="list-style-type: none"> • Identify stakeholders and partners • Seek input 	
Resources Needed	One Time Costs: Ongoing Costs:	Personnel: Other:
Objective 11B	Confirm scope of project	
Timeframe	Assigned to:	Communications
Critical Tasks	<ul style="list-style-type: none"> • Seek input from SME's • Identify location • Identify consultant • Identify purpose 	
Resources Needed	One Time Costs: Ongoing Costs:	Personnel: Other:
Objective 11C	Identify governance structure	
Timeframe	Assigned to:	Communications
Critical Tasks	<ul style="list-style-type: none"> • Research best practices • Establish working group 	
Resources Needed	One Time Costs: Ongoing Costs:	Personnel: Other:



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Objective 11D Identify funding strategies and opportunities

Timeframe Assigned to: Communications

- Critical Tasks
- Educate elected officials and stakeholders
 - Share information regarding benefits
 - Identify cost sharing strategies

Resources Needed One Time Costs: Personnel:
Ongoing Costs: Other:

Goal 12 Identify and improve external relationships

Objective 12A Identify messages to endorse

Timeframe Assigned to:

- Critical Tasks
- Cooperative approach with input from other sections

Resources Needed One Time Costs: Personnel:
Ongoing Costs: Other:

Objective 12B Establish PIO group

Timeframe Assigned to:

- Critical Tasks
- Create unified messages
 - Support local agency PIO's
 - Develop relationships with local media

Resources Needed One Time Costs: Personnel:
Ongoing Costs: Other:

For all sections:

Identify one person from the section to monitor and report on legislative action that has an impact on training. Report to the section and include updates, as needed, to the SDFCA identified legislative contact.