



FRESNO COUNTY FIRE PROTECTION DISTRICT



STRATEGIC PLAN





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STRATEGIC PLAN PROCESS AND ACKNOWLEDGEMENTS

The development of this Strategic Plan represents a collective effort to shape the future of the Fresno County Fire Protection District. Through a thoughtful and inclusive planning process, the District brought together voices from across the organization and the community to identify priorities, set goals, and build a shared vision for continued service excellence.

This plan was created using a Community-Driven Strategic Planning approach that emphasizes transparency, collaboration, and accountability. Input was gathered from a diverse group of internal stakeholders—personnel from every level of the organization—as well as external partners, including community members, local agencies, and allied organizations.

The District also pays tribute to those who came before us. The dedication, courage, and foresight of past leaders, firefighters, and community partners laid the foundation upon which our success stands today. Their service, sacrifice, and vision created the path that guides our continued growth and commitment to excellence.

We extend our sincere appreciation to everyone who contributed their time, insight, and perspective throughout this process. Your participation ensured this plan reflects the real needs, values, and expectations of those we serve.

This Strategic Plan is more than a roadmap for the future—it is a living reflection of our shared commitment to public safety, operational excellence, and community trust. With deep respect for our past and a steadfast focus on the future, together we are building a stronger, more resilient fire protection district for Fresno County.

13-STEP APPROACH

FRESNO COUNTY FIRE PROTECTION DISTRICT

- 1 CREATE**
Establish a mechanism to engage the community for feedback, ensuring input reflects the diversity and needs of those we serve.
- 2 IDENTIFY**
Gather and evaluate community perceptions of the District, including strengths, opportunities, and areas for improvement.
- 3 REVISIT**
Review the District's mission, vision, and core values to confirm alignment with current operations and community expectations.
- 4 ENGAGE**
Collect feedback from members of the organization to ensure all perspectives are represented in shaping the District's future.
- 5 ASSESS**
Analyze internal strengths and areas requiring growth to enhance organizational effectiveness.
- 6 EVALUATE**
Identify potential opportunities, challenges, or threats that may impact District operations or service delivery.
- 7 ANALYZE**
Determine critical issues, service demands, and capability gaps impacting the District's ability to meet community needs.
- 8 ENSURE**
Confirm all divisions, programs, and support functions are included and their unique priorities addressed.
- 9 DEVELOP**
Define strategic initiatives designed to strengthen operational efficiency, resilience, and community impact.
- 10 ESTABLISH**
Set measurable goals and clear objectives that guide implementation and accountability.
- 11 IMPLEMENT**
Identify specific actions and responsibilities required to achieve each goal and initiative.
- 12 ENVISION**
Define the desired future state of the District—what success will look like for our personnel, organization, and those we serve.
- 13 COMMIT**
Foster organizational and community-wide commitment to the successful execution, monitoring, and continual improvement of the plan.

BOARD OF DIRECTORS



BRAD RICHTER
Board President



DAN MATHER
Vice President



DARRYL MENDES
Secretary



JOHN ARABIAN
Director



FRANCISCO CHAVEZ
Director



STANLEY BULLA
Director



JOHN DIENER
Director

EXECUTIVE STAFF

DUSTIN HAIL
Fire Chief

RYAN MICHAELS
Assistant Chief – Operations

ANDY COSENTINO
Assistant Chief – Strategic Planning

JOSH CHRISMAN
Administrative Officer

LOUISA ALONZO
Board Clerk

A MESSAGE FROM THE FIRE CHIEF



It is my privilege to introduce the 2026–2030 Fresno County Fire Protection District (FCFPD) Strategic Plan. As the fire service continues to evolve, we face growing community expectations, rising service demands, and ongoing resource challenges.

These pressures require us to be more adaptive, more efficient, and more innovative than ever before.

This Strategic Plan represents our commitment to meeting those challenges head-on. It reflects a clear direction for the future while ensuring we remain responsive and accountable to the people we serve. The District is dedicated to maximizing available resources, continuously evaluating our programs, and delivering the highest level of service to our communities.

WHAT IS A STRATEGIC PLAN?

A Strategic Plan is more than a document—it's a living, flexible management tool designed to guide the organization forward. This plan helps us:

- Set clear goals and objectives
- Build a shared vision across all levels of the organization
- Provide short-term direction with long-term impact
- Optimize the use of resources for greater efficiency and effectiveness

A COMMUNITY-DRIVEN PROCESS

This plan was developed using a Community-Driven Strategic Planning approach, incorporating input from both internal stakeholders and external stakeholders, such as community members, partner agencies, and affiliated organizations.

Through collaborative workshops, surveys, and discussions involving staff, executive leadership, and the Board of Directors, this plan was shaped to reflect the real needs, priorities, and expectations of the communities we protect.

PLANNING FOR THE FUTURE

Strategic planning is not a one-time event. It's a continuous, evolving process—one that adapts as new information, community feedback, and changing circumstances emerge. The strength of this plan lies not only in its content, but in its ability to grow and change as the District moves forward.

By embracing this shared vision and working collaboratively across all levels, the Fresno County Fire Protection District will continue to cooperatively serve with honor, integrity, and professionalism.

DUSTIN HAIL
Fire Chief

HISTORY OF FCFPD

The Fresno County Fire Protection District (FCFPD) has served the people of Fresno County for over 75 years, evolving from a grassroots effort into one of the largest and most capable fire protection districts in California.

FORMATION (1949-1950)

The District was established in 1949, following a series of devastating wildfires that exposed the need for organized, coordinated fire protection in Fresno County. In response, local residents came together to form what was originally known as the Mid-Valley Fire Protection District. The first fire station was built at the Fresno County Fairgrounds, located at Cedar and Butler Avenues in Fresno, and served as the sole fire station for the entire district.

In 1950, under the leadership of State Forest Ranger IV William Pennington, the District entered into a cooperative agreement with the California Division of Forestry now known as CAL FIRE. This partnership marked a key turning point in the District's professional development. At the same time, the Unit Headquarters was moved from the fairgrounds to a newly constructed facility at Highway

180 and Academy Avenue in Sanger, where it remains a central hub of operations today.

GROWTH THROUGH PARTNERSHIPS (1970'S-1990'S)

Throughout the following decades, the District steadily expanded its footprint through cooperative



agreements with neighboring agencies and communities. In 1978, the Fig Garden Fire Protection District began contracting with the California Department of Forestry for fire protection services. In the early 1980's, the Friant and Table Mountain Volunteer Fire Departments were added to the system, strengthening service in outlying areas.

By the early 1990's, these various cooperative agreements and jurisdictions were formally consolidated under a single entity: the Fresno County Fire Protection District.

EXPANDING RESPONSIBILITY (2000'S-PRESENT)

The District's service area and responsibilities continued to grow into the 21st century. In 2018, a Memorandum of Understanding (MOU) was signed with the County of Fresno, transferring operational responsibility for previously unprotected areas to FCFPD. With this agreement, the District became the jurisdictional authority for fire protection services across a vast region that now includes:

- **Roughly 4,213 square miles (over 50% of Fresno County's geographic area)**
- **A population of approximately 220,000 residents**
- **Incorporated cities: Parlier, Fowler, Mendota, Huron, and San Joaquin**
- **Numerous rural communities including Tranquillity, Del Rey, Caruthers, Easton, Malaga, Friant, Cantua Creek, Calwa, Prather, Sand Creek, Tarpey Village, and Wonder Valley**

THE FIRE DISTRICT TODAY

The Fresno County Fire Protection District (FCFPD) is a modern, combination fire agency providing all-hazards emergency response to a diverse population of over 220,000 residents. Our jurisdiction spans more than 4,200 square miles and includes 70% rural, 22% residential, and 8% commercial land use.

Operating in partnership with the California Department of Forestry and Fire Protection (CAL FIRE), FCFPD delivers professional fire protection and emergency services from 17 strategically located fire stations across Fresno County. Our team is made up of 110 highly trained firefighters, supported by dedicated personnel.

To meet the complex needs of our communities, FCFPD deploys a versatile fleet of front-line apparatus, including:

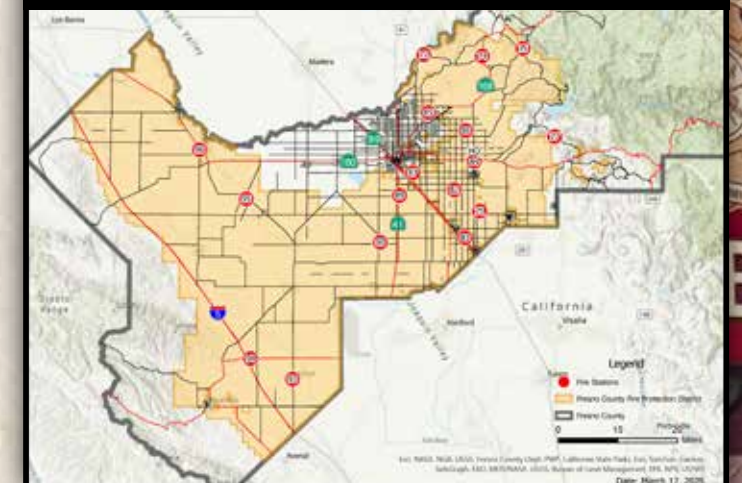
- **STRUCTURAL FIRE ENGINES**
- **AERIAL LADDER TRUCKS**
- **WILDLAND FIRE ENGINES**
- **WATER TENDERS**
- **SPECIALIZED RESCUE VEHICLES**
- **BULLDOZER**
- **LOGISTICAL SUPPORT APPARATUS**

Staffing models include 2-person and 3-person crews, with cross-staffing of apparatus that allow for flexible and efficient responses to a wide range of emergencies.

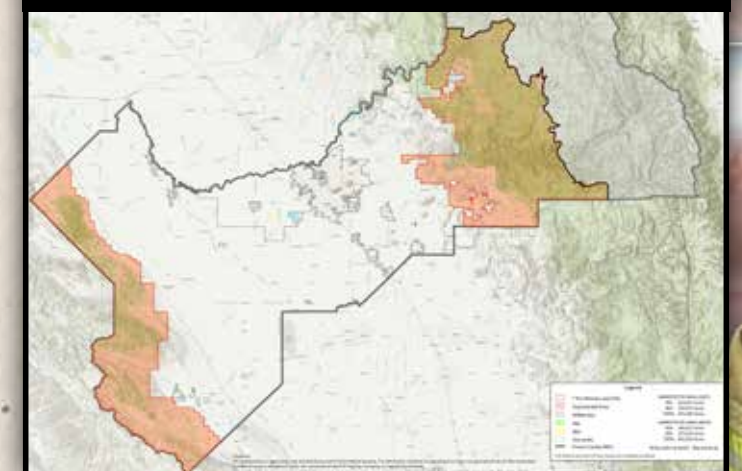
Beyond emergency response, the District remains committed to proactive services such as fire prevention, public education, and code enforcement, all designed to reduce risk, enhance public safety, and build community resilience.

Whether responding to structure fires, wildfires, medical emergencies, rescues, or hazardous incidents, the Fresno County Fire Protection District is proud to serve as a trusted partner in protecting lives, property, and the natural environment of our county.

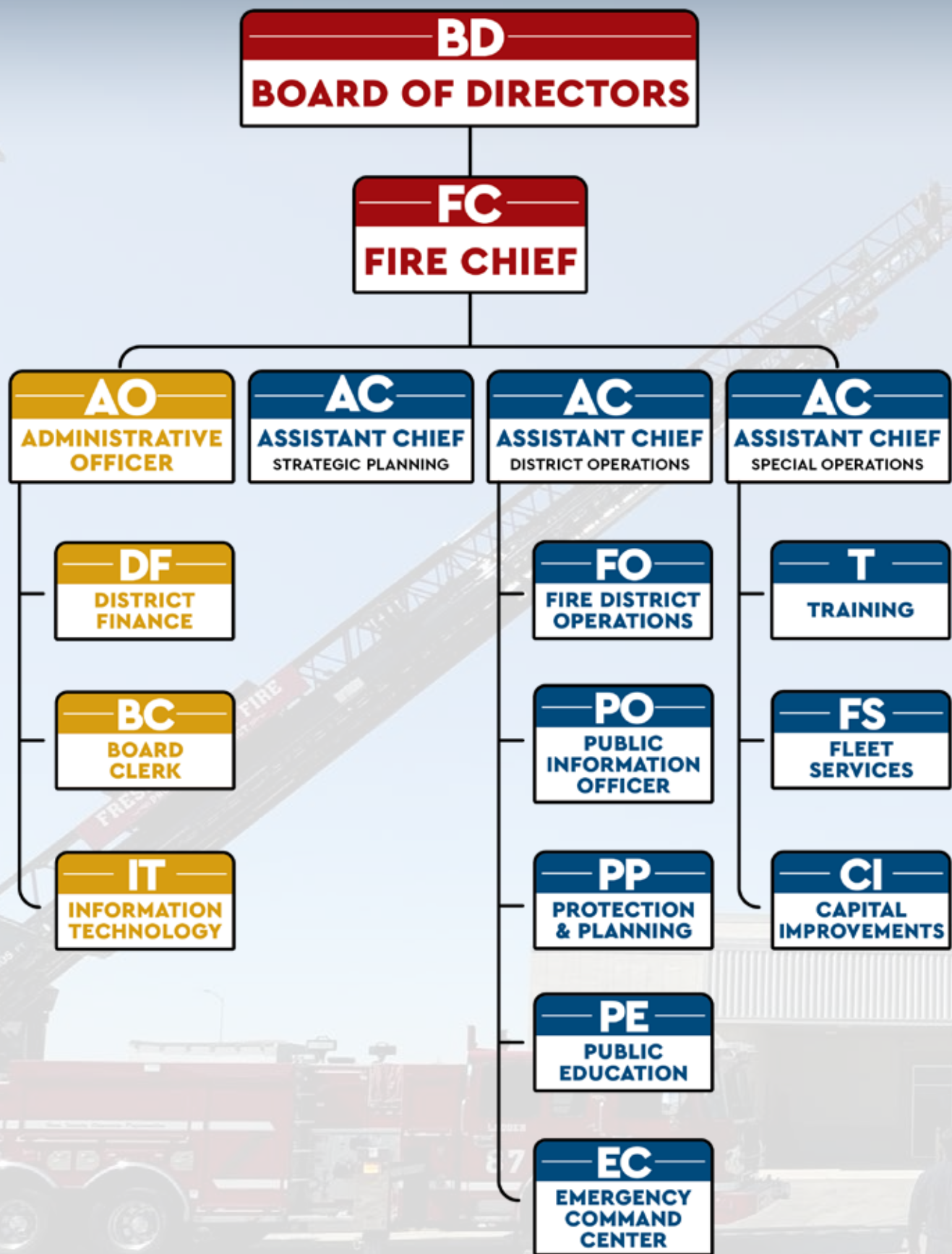
FRESNO COUNTY FIRE PROTECTION DISTRICT



UNPROTECTED AREA



ORGANIZATIONAL CHART



FRESNO COUNTY FIRE PROTECTION DISTRICT

PERSONNEL COUNTS

FIELD LEVEL PERSONNEL

DC's (2)

BC's (4)

FC's (47)

F AE's (61)

FFII's (9)

SHOP PERSONNEL

Mechanics (4)

Equipment Service Assistants (2)

FLEET GRAPHICS (1)

Administrative Assistant (1)

ECC

Comm Ops (7)

PROTECTION AND PLANNING

Senior Inspector (1)

Fire Inspectors (3)

Administrative Assistant (1)

DISTRICT ADMIN

Administrative Officer (1)

Administrative Analyst (1)

Finance SSA (1)

Personnel Specialist (1)

IT (1)

GIS (1)

FCFPD STRATEGIC PLAN REVIEW

The Fresno County Fire Protection District's Strategic Plan Workgroup reviewed the goals and objectives outlined in the 2022-2025 Strategic Plan and reaffirmed their relevance in enhancing the District's ability to fulfill its mission. Through a community-driven strategic planning process, new strategies were developed, and existing goals and objectives were updated or redefined to reflect the progress achieved and to address emerging challenges.

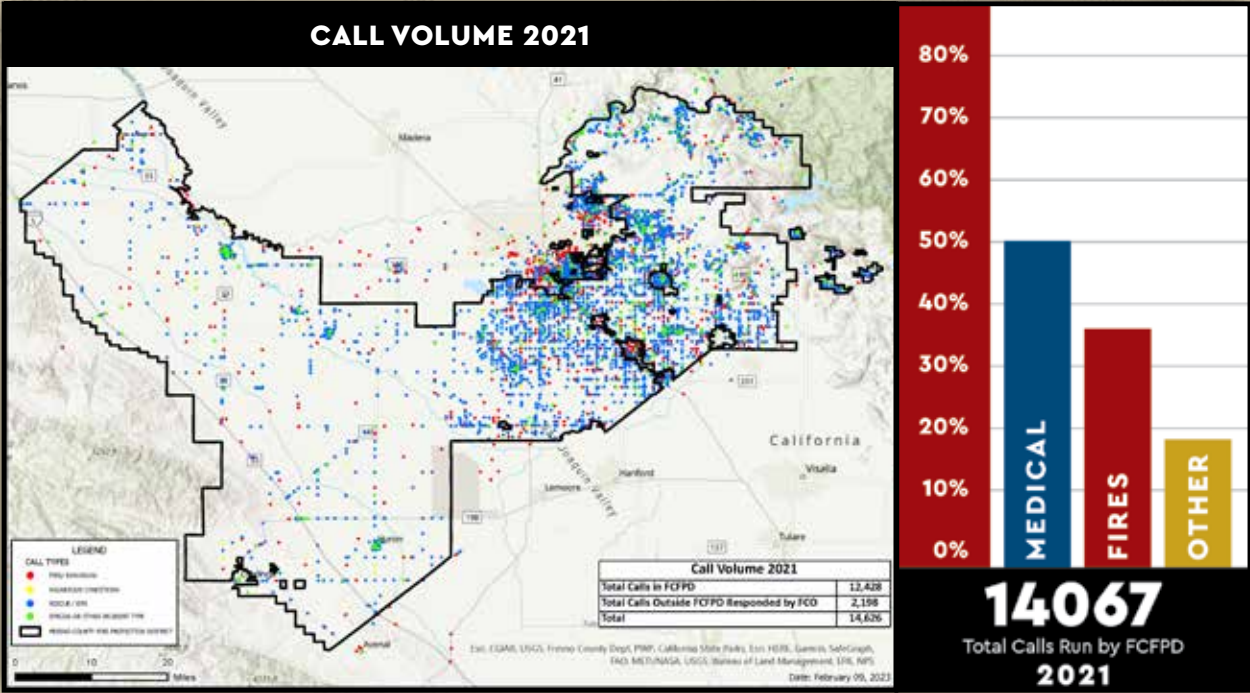
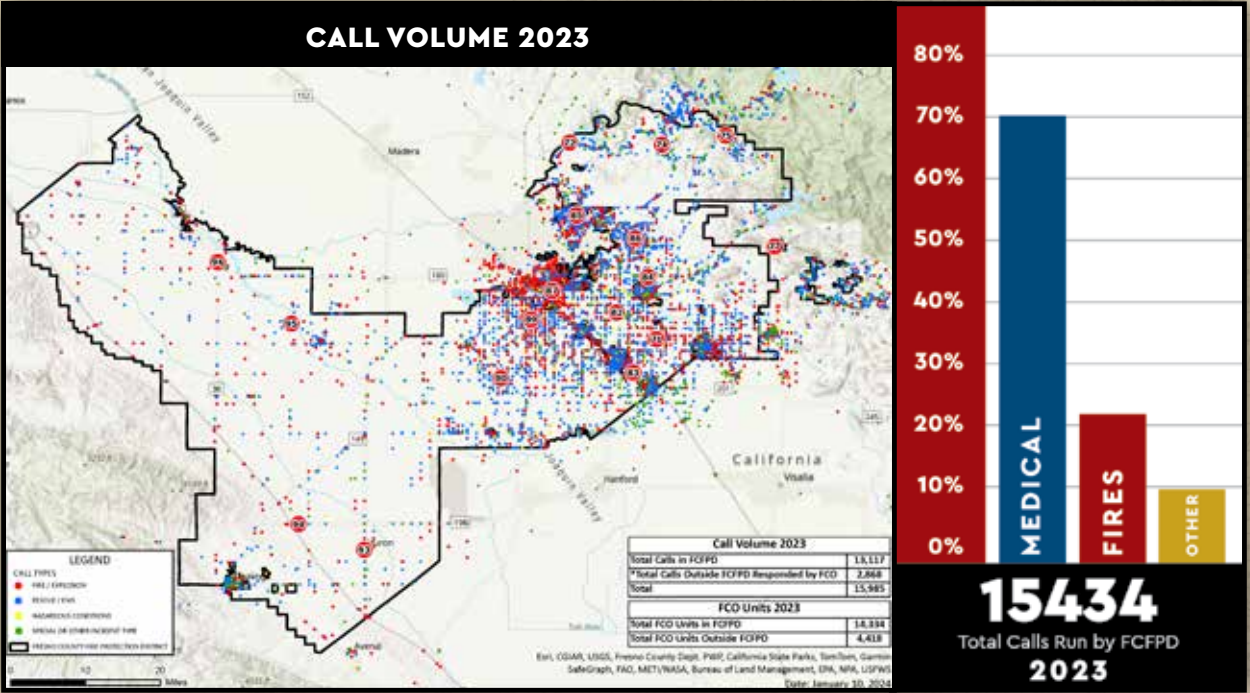
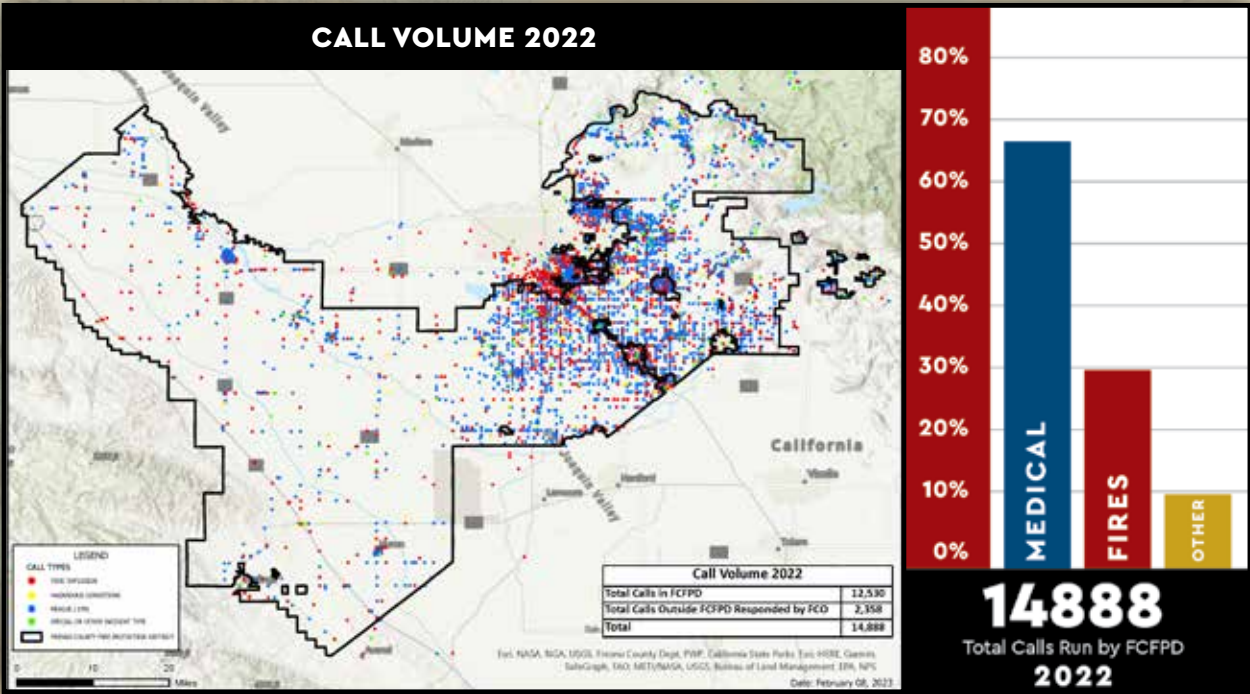
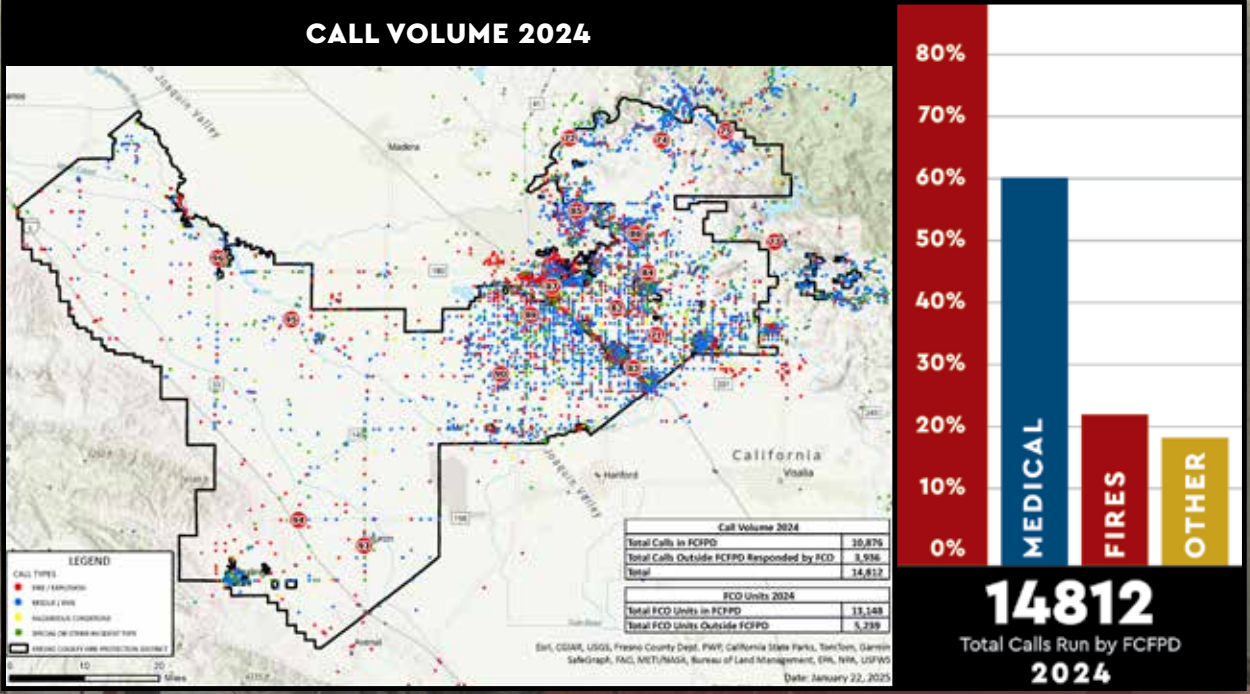
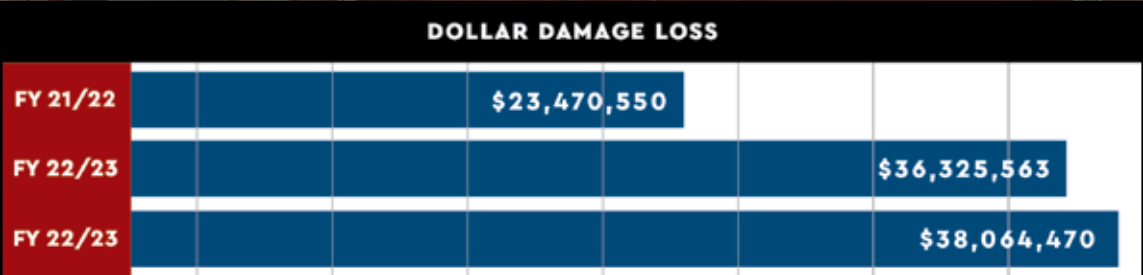
During the strategic planning period, the District successfully accomplished several key objectives from the 2022-2025 Strategic Plan.

OBJECTIVE 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.	CARRY OVER
OBJECTIVE 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.	CARRY OVER
OBJECTIVE C	Consider options to adjust support functions and or service delivery options to gain operational abilities or efficiencies.	OBJECTIVE MET & ONGOING
OBJECTIVE D	Establish opportunities to begin developing long term plans for capital improvement projects, identifying the repair and or improvement options, timelines, and anticipated budget.	CARRY OVER & MERGE WITH E
OBJECTIVE E	Evaluate facilities and equipment and determine a budget and plan, to increase opportunities to maintain a continuity of operations.	CARRY OVER & MERGE WITH D
OBJECTIVE 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.	CARRY OVER
OBJECTIVE 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.	CARRY OVER & REFINE
OBJECTIVE 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).	CARRY OVER
OBJECTIVE 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.	OBJECTIVE MET & ONGOING
OBJECTIVE 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.	CARRY OVER & REFINE

OBJECTIVE K	Collaborate with cooperators to build redundancy into the Emergency Dispatching to meet the intent of ISO, NFPA, and increase capabilities.	CARRY OVER & REFINE
OBJECTIVE 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.	OBJECTIVE MET & ONGOING
OBJECTIVE 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.	CARRY OVER
OBJECTIVE N	Determine and create urban, suburban, rural response area zones and establish benchmarks or performance for each.	CARRY OVER
OBJECTIVE O	Establish reports that can validate performance and trends and communicate those internally throughout the District.	CARRY OVER
OBJECTIVE 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.	CARRY OVER
OBJECTIVE Q	Evaluate opportunities for alternate funding sources.	ONGOING
OBJECTIVE R	Evaluate trends in response demands to determine if adjustments in staffing models, including seasonal options, could be functional, beneficial, and cost effective.	CARRY OVER & REFINE
OBJECTIVE S	Establish reports that can validate performance and trends and communicate those internally throughout the District.	OBJECTIVE MET & ONGOING
OBJECTIVE T	Evaluate fire equipment and establish replacement plans.	OBJECTIVE MET & ONGOING
OBJECTIVE 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.	PARTIALLY MET/ CARRY OVER & REFINE
OBJECTIVE V	Conduct a community risk assessment of the District to help determine response needs.	OBJECTIVE MET & ONGOING
OBJECTIVE W	Evaluate technologies associated with automatic vehicle locator (AVL), Computer Automated Dispatching (CAD) and resource tracking to replace or upgrade both hardware and software.	OBJECTIVE MET & ONGOING
OBJECTIVE X	Ensure best practices are implemented in the design construction and/or updating of facilities.	ONGOING
OBJECTIVE 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.	PARTIALLY MET/ CARRY OVER & REFINE
OBJECTIVE Z	Ensure depth of CADRE participation in all aspects of employee training including support functions such as Critical Incident Stress Management (CISM) teams.	ONGOING
OBJECTIVE AA	Work to make Fresno Operational Area CISM and Employee Support Services style response teams.	OBJECTIVE MET & ONGOING
OBJECTIVE BB	Incorporate debriefing, after action reviews and current best practices to increase potential for employee health and resiliency, while sustaining operational effectiveness.	CARRY OVER

FCFPD ANNUAL RESPONSES

YEARS 2021 - 2024



EXECUTIVE STATEMENT

The Fresno County Fire Protection District is proud to present the 2026–2030 Strategic Plan, a comprehensive roadmap built to ensure that our mission—to protect life, property, and the environment—is sustained through operational excellence, financial stewardship, and community trust. This plan aligns our organizational priorities with a data-driven fiscal framework developed through **Capitol PFG's 2025–2030 Strategic Financial Plan**, ensuring that the District's strategic goals are underpinned by long-term economic resilience.



A FOUNDATION FOR SUSTAINABLE SERVICE

For more than 75 years, FCFPD has safeguarded the cities, communities, and unincorporated areas of Fresno County serving more than 220,000 residents. Our constituents rely on us not only for emergency response but for education, prevention, and preparedness. Yet, the demands

of service delivery continue to evolve. Population growth, economic fluctuations, and climate-related risks have heightened the need for modernized infrastructure, adequate staffing, and fiscal adaptability.

To address these realities, the District engaged in a community-driven strategic planning process, gathering insight from personnel, partners, and community members. The result is a shared vision that integrates operational objectives with financial discipline. Building on Capitol PFG's findings, this plan prioritizes both service sustainability and fiscal integrity, recognizing that long-term stability depends on careful alignment of goals, resources, and funding mechanisms.

STRATEGIC AND FINANCIAL ALIGNMENT

Capitol PFG's Financial Strategic Plan identified key fiscal challenges and opportunities that directly shape this Strategic Plan's direction. The analysis revealed that the District's expenditures—driven primarily by staffing and contractual services—are increasing at an average annual rate of nearly 6%, while core revenues such as property taxes are growing at only 3.5% per year.

CAPITOL PFG REPORT FINANCIAL SUMMARY

Over the next five years, the District can set itself up for success and improve the level of service provided to its residents and businesses by following the recommendations set forth in this Strategic Plan. Specifically, the District should:

- To achieve long-term fiscal stability, the District will need to implement revenue generating mechanisms to fund open positions so that it can operate at contracted staffing levels and provide adequate service to its constituents.
- Update the District's Reserve Policy to consider Operating Reserves, Catastrophic Event Reserves, and Capital Reserves, and minimum target reserve levels.

- Complete a Facilities Master Plan to evaluate fire station modernization, expansion and rehabilitation needs, as well as additional capital needs beyond fire stations and apparatus, including communication system improvements and capital equipment replacements.

- Annually budget sufficient funding for vehicle and apparatus replacement based on capital reserve policies and funding required to ensure ongoing replacement. The District will need to implement revenue generating mechanisms to fund vehicle and apparatus replacement.

- Create a Development Impact Fee study to analyze and quantify the impacts of new development on the District and request the cities and County impose impact fees on behalf of the District at the level set forth in the Development Impact fee study.

- Directly reach out to developers/landowners of unique development projects within the District and negotiate mitigation agreements to ensure District financial needs are met.

- Explore the possibility of annexation without detachment for smaller cities within the District in order to preserve the District's tax base.

- Consider a District-wide Special Tax Measure (Parcel Tax, Fire Special Tax or CFD) to fund the District's operational deficit, including funding all contracted staff positions and apparatus replacement needs.

These findings underscore the urgency of proactive fiscal strategies. Accordingly, this Strategic Plan embraces the following financial imperatives:

- **Implement diversified revenue-generation mechanisms** such as special tax measures, development impact fees, and mitigation agreements to sustain operations at full staffing and service levels.
- **Update and formalize reserve policies** that include Operating, Catastrophic Event, and Capital Reserves, with minimum target levels to ensure financial resilience during emergencies or economic downturns.





- **Adopt a Facilities Master Plan** to assess station modernization, expansion, and rehabilitation needs, integrating these projects into long-term capital financing strategies.
- **Establish a sustainable apparatus replacement program**, annually budgeting for vehicle and equipment renewal, consistent with Capitol PFG's capital recommendations.

By linking these fiscal measures to our operational goals—particularly those focused on financial sustainability, workforce development, and emergency readiness—the District ensures a cohesive path toward stability and growth.

EMPOWERING PEOPLE AND PARTNERSHIPS

At the core of this plan is our commitment to people: the dedicated firefighters, administrative staff, and partners who make FCFPD's mission possible. To fully support them, we must ensure that every operational decision is paired with fiscal foresight. The Strategic Plan's emphasis on Developing and Supporting a Motivated Workforce is directly tied to the financial strategy's call for funding unfilled positions and maintaining contracted staffing levels. By investing in our personnel, we invest in community safety, continuity, and service reliability.

Equally vital is our collaborative approach. The District's partnerships with CAL FIRE, local jurisdictions and agencies will remain central to advancing community risk reduction, disaster preparedness, and infrastructure improvement. Capitol PFG's recommendations to explore annexation without detachment, negotiate Fire Protection Agreements with developers, and pursue countywide funding collaborations reflect a modern understanding that resilience is built through cooperation, not isolation.



A SHARED COMMITMENT TO THE FUTURE

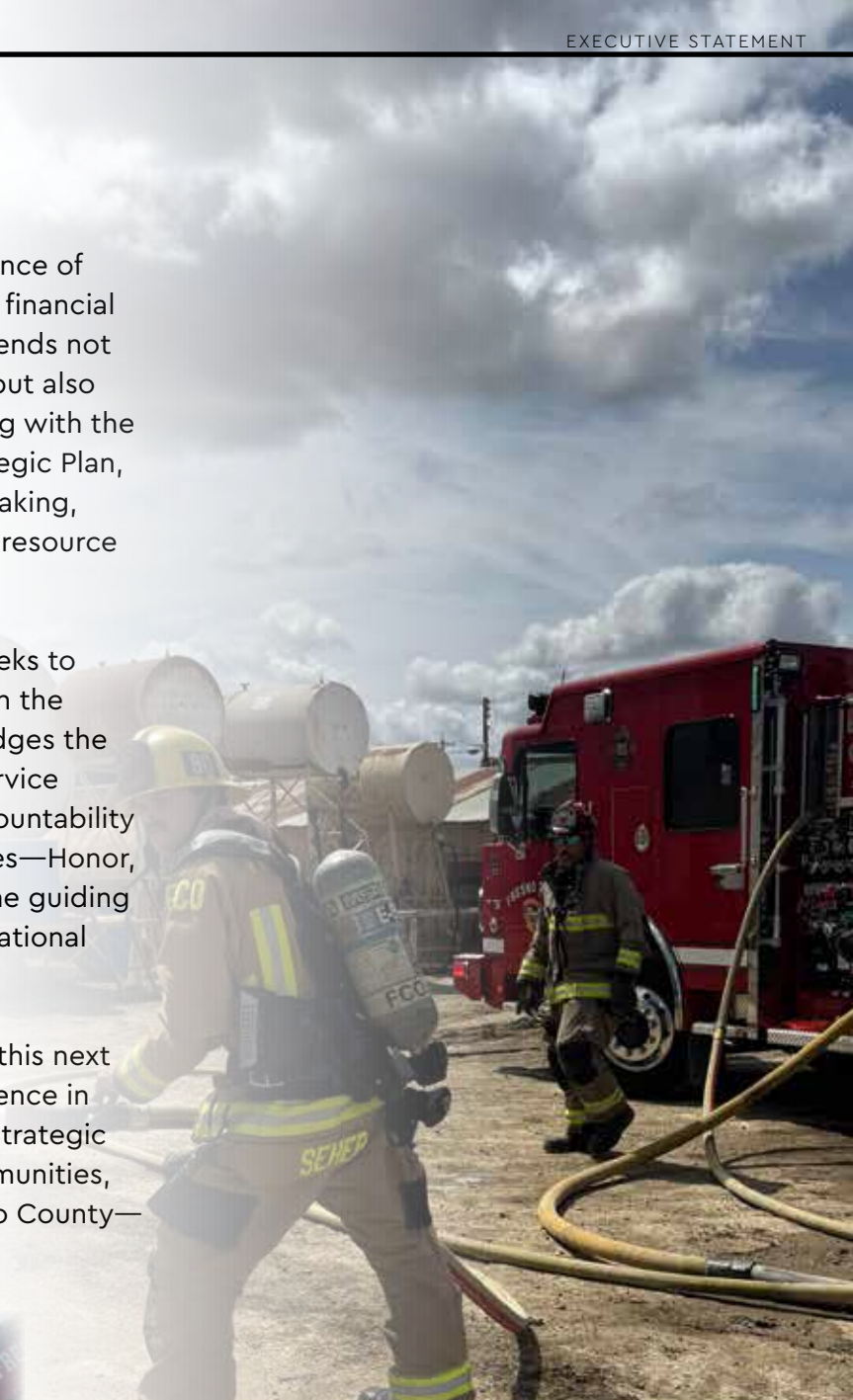
The 2026–2030 Strategic Plan reflects a convergence of community engagement, operational insight, and financial realism. It recognizes that service excellence depends not only on the skill and dedication of our personnel but also on the fiscal systems that sustain them. By aligning with the recommendations of Capitol PFG's Financial Strategic Plan, the District commits to data-informed decision-making, transparent financial management, and proactive resource development.

This plan is both aspirational and actionable. It seeks to balance the immediate needs of public safety with the long-term health of the organization. It acknowledges the challenges of inflation, capital investment, and service expansion while setting measurable goals for accountability and progress. Above all, it reaffirms our core values—Honor, Integrity, Cooperation, and Professionalism—as the guiding principles through which every financial and operational decision will be made.

The Fresno County Fire Protection District enters this next strategic cycle with clarity of purpose and confidence in its direction. Through sound fiscal management, strategic partnerships, and unwavering service to our communities, we will continue to protect and strengthen Fresno County—today, tomorrow, and for generations to come.



“Honor, Integrity,
Cooperation, and
Professionalism”



MISSION

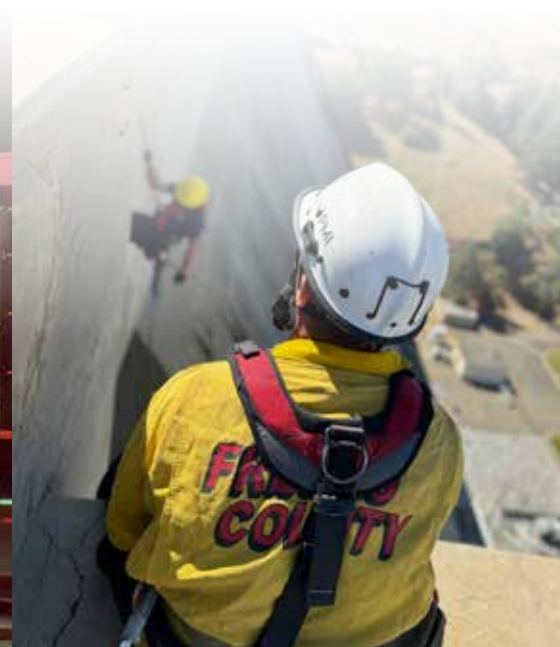
A mission statement defines the core purpose and primary services of an organization, guiding its direction and values. It serves to align all members of the department around a shared understanding of what matters most. The mission should be clearly communicated, easily understood by all personnel, and prominently displayed throughout the organization. It is expected that every member of the Fresno County Fire Protection District not only knows the mission, but embodies its principles in daily service. With this in mind, the Fresno County Fire Protection District has adopted the following mission statement:

The mission of the Fresno County Fire Protection District is to provide all persons who work, travel, or reside within the Fire District the protection of life, property, and environment.

VISION

While understanding who we are today is essential, successful organizations must also define where they are headed. A clear vision offers a shared picture of the future—one that provides direction, inspires action, and unites personnel around a common purpose. The vision of the organization reflects its long-term aspirations and reinforces a sense of pride and commitment among all members. It serves as both a guiding star and a motivational force, helping to align day-to-day efforts with future goals.

The Fresno County Fire Protection District 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.



VALUES

Core values define the principles and standards that guide our actions, decisions, and behaviors. They reflect what the organization believes to be right, expected, and essential—both in how we serve the public and how we treat one another.

In an ever-changing environment, these values provide a steady foundation. They shape the culture of the organization, influence our priorities, and reinforce our commitment to integrity, professionalism, and service. By clearly identifying these core values, the Fresno County Fire Protection District ensures that every member is aligned with a shared sense of purpose and accountability—helping us maintain the trust of the communities we are proud to serve.



HONOR

We are loyal, proud and respectful of our profession, leaders, our unit, our department, and the people we serve.

INTEGRITY

**We are honest, reliable, and adhere to high moral standards.
We demonstrate and encourage the highest ethical behavior.
Our word is our bond.**

COOPERATION

**We constantly seek opportunities to make improvements in our jobs, support new ideas, encourage partnerships and develop positive working relationships with our cooperators.
Together we are stronger.**

PROFESSIONALISM

**We strive to be the best at what we do.
We perform our jobs to the highest degree of skill and competence.**

DEVELOPING THE S.W.O.T.

The Fresno County Fire Protection District's 2026 – 2030 Strategic Plan is a dynamic, evolving tool that provides direction for the near future while supporting our long-term mission. It helps set clear goals and objectives, strengthens coordination, and ensures our resources are used efficiently to best serve the community.

Strategic planning is more than producing a document—it's an ongoing, organization-wide effort. The process itself fosters alignment, accountability, and communication across all levels of the District.

A vital part of this planning process is engaging internal stakeholders—our personnel at every level. Their input ensures the plan reflects the realities of our daily operations, identifies challenges and opportunities, and incorporates practical solutions. Gathering feedback from within the organization strengthens buy-in, builds shared ownership of the District's direction, and ensures the plan is grounded in the knowledge and experience of those who carry out our mission every day.

One of the foundational tools used in the planning process is a **S.W.O.T.** analysis, an assessment of the District's **Strengths, Weaknesses, Opportunities,** and **Threats.** This analysis was informed directly by internal stakeholder input and plays a critical role in identifying what the District does well, areas for improvement, and how we can proactively address future challenges. To support this effort, an online survey was distributed to internal stakeholders, with 117 employees participating and responding to 29 targeted questions. Their insights helped shape the strategic priorities by aligning internal capabilities with external needs and emerging opportunities.

Most importantly, this process unites leadership, employees, and stakeholders through a common understanding of where we are headed, how we will get there, and how success will be measured along the way.

STRENGTH, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT) ANALYSIS

As part of the strategic planning process, the Fresno County Fire Protection District conducted a SWOT analysis to better understand the internal and external factors that influence our operations and long-term success.

- **Strengths** and **Weaknesses** represent internal factors—those within the District's control, such as staffing, resources, and organizational structure.
- **Opportunities** and **Challenges** reflect external influences, including evolving community needs, regulatory changes, and local partnerships. While these are outside our direct control, they can be addressed through proactive planning, collaboration, and continuous improvement.

This analysis provides valuable insight to help guide decisions, prioritize initiatives, and ensure the District remains adaptable and responsive to the communities we serve.



STRENGTHS

Understanding our strengths is a vital first step in evaluating how well we serve the communities within Fresno County. These strengths reflect the District's capabilities, resources, and expertise that enable us to provide the high-quality fire protection, emergency medical response, and public safety services our residents depend on. By clearly identifying what we do well, the Fresno County Fire Protection District can build on these assets to meet current demands and prepare for future challenges.



- **Cooperative Relationships**
- **Adaptability**
- **Customer Service**
- **Progressive**
- **Upward Mobility**
- **Service Mentality**
- **External Communication**
- **Diverse Response Capabilities**
- **Depth of Resources/Surge Capacity**
- **Training Center**
- **Fleet Services**
- **Numerous Specialized Programs**
- **CAL FIRE Contract**
- **Well Equipped Frontline Apparatus & Equipment**
- **Collaborative Support Programs**

WEAKNESSES

After identifying our strengths, the next step in assessing our organization is to examine areas where improvement is needed. Recognizing internal weaknesses allows the Fresno County Fire Protection District to address challenges that may limit our effectiveness or hinder our ability to meet the service expectations of the communities we serve. By confronting these issues openly, we can develop targeted strategies to strengthen our operations, enhance service delivery, and ensure long-term resilience.

- **Limited Budget**
- **Staffing Levels**
- **Community Risk Reduction**
- **Experience Levels**
- **Social Media and Branding**
- **Aging Reserve Fleet**
- **Training Gaps in Certain Ranks**
- **Internal Communications**
- **Aging Facilities**
- **Large Geographical Response Areas**
- **Succession Planning/Mentorship**
- **Public Education**

OPPORTUNITIES

The Fresno County Fire Protection District recognizes that external opportunities can significantly enhance our ability to serve the public. Many organizations overlook or underutilize these possibilities, missing out on important benefits. As part of our strategic planning process, we are committed to actively identifying and pursuing opportunities that support our mission, strengthen emergency response capabilities, and improve service delivery throughout the communities we protect.



- **Public Education**
- **Facility Upgrades**
- **Enhance Services**
- **Identify Sustainable Funding Source(s)**
- **Community Risk Reduction (CRR)**
- **Develop Relationships with other Emergency Agencies**
- **Leverage Technology**
- **Comprehensive Training Plan for all Ranks**
- **Cooperation with Alternative Fuel Developments**
- **Social Media Enhancement**
- **Vegetation Management/Fuel Reduction**
- **Succession Planning**
- **Internal Communications**
- **Customer Service**

THREATS

In addition to identifying opportunities, it is equally important to recognize the external challenges that may impact the District's ability to deliver effective service. These challenges such as population growth, changing demographics, economic conditions, and environmental risks can affect operations, resources, and community needs. By proactively identifying and understanding these factors, the Fresno County Fire Protection District can take strategic action to reduce their impact, adapt to evolving conditions, and continue protecting the communities we serve with professionalism and resilience.

- **Fiscal Constraints**
- **Economic Uncertainty**
- **Understaffed**
- **Depth of Experience Level**
- **Expanding Hazards and Risks**
- **Increasing Call Volume Without Adding Staffing**
- **High Turnover Rates Amongst Personnel**
- **Annexations of District Response Areas**
- **Equipment and Apparatus Cost Increasing**
- **Rising Personnel Costs**

EXTERNAL STAKEHOLDER FEEDBACK

A core principle of the Fresno County Fire Protection District is a strong commitment to the community and a deep respect for public trust and satisfaction. As part of our strategic planning process, the District actively sought input from community members, partner agencies, and affiliated organizations to help assess the quality of services we provide.

To gather this feedback, an online survey was conducted, designed to capture diverse perspectives and ensure the voices of those we serve are reflected in the direction of our future planning. The District produced multiple social media advertisements to solicit public input for the strategic plan as well as having an available survey at the Big Fresno Fair, a County of Fresno event that sees 500,000 community members on average at each event. A combination of cooperating partner agencies, Fresno County affiliates, and community members participated in the survey, which included targeted questions about service priorities and expectations.

To better understand what the community values most, respondents were asked to rank the District's programs through a direct comparison process, helping identify which services were seen as most important and which were seen as lower priorities. Additionally, participants were invited to rank their expectations regarding service delivery, responsiveness, and overall performance.

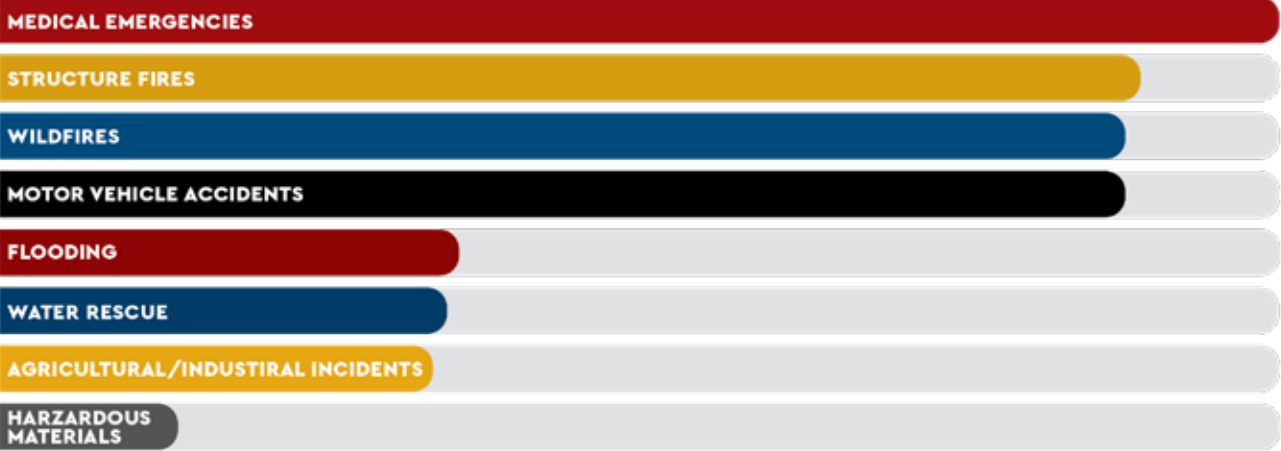
While the results offer meaningful insight into public perspectives, the District acknowledges that not every voice may have been captured—particularly from those who may not have had access to the online survey format. Recognizing this limitation, the Strategic Plan Workgroup carefully considered these gaps and made thoughtful adjustments to ensure the plan remains inclusive, balanced, and reflective of the broader community's needs.

“strong commitment to the community and a deep respect for public trust and satisfaction”

COMMUNITY SURVEY RESULTS

COMMUNITY PRIORITIES OF CONCERN

As a community member, what type of emergencies concerns you most in your community?



COMMUNITY EXPECTATIONS

What are your expectations of Fresno County Fire Protection District?



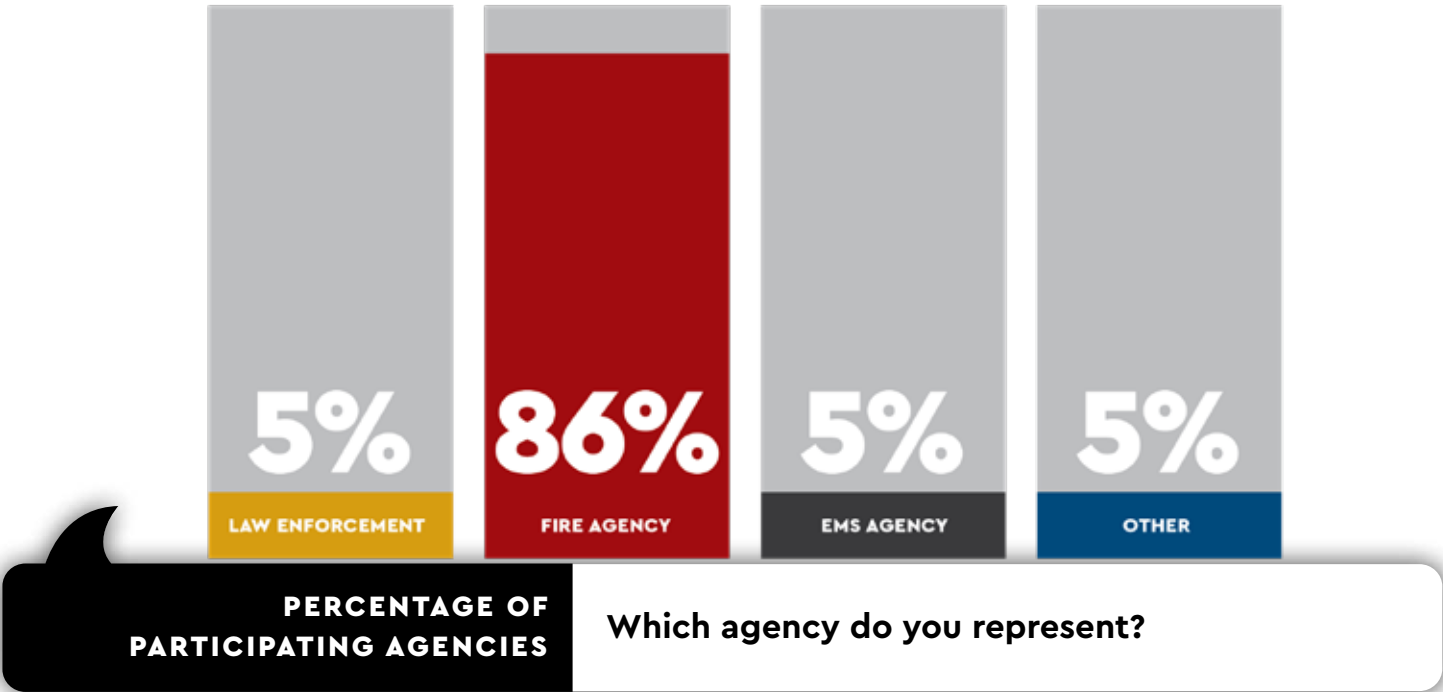
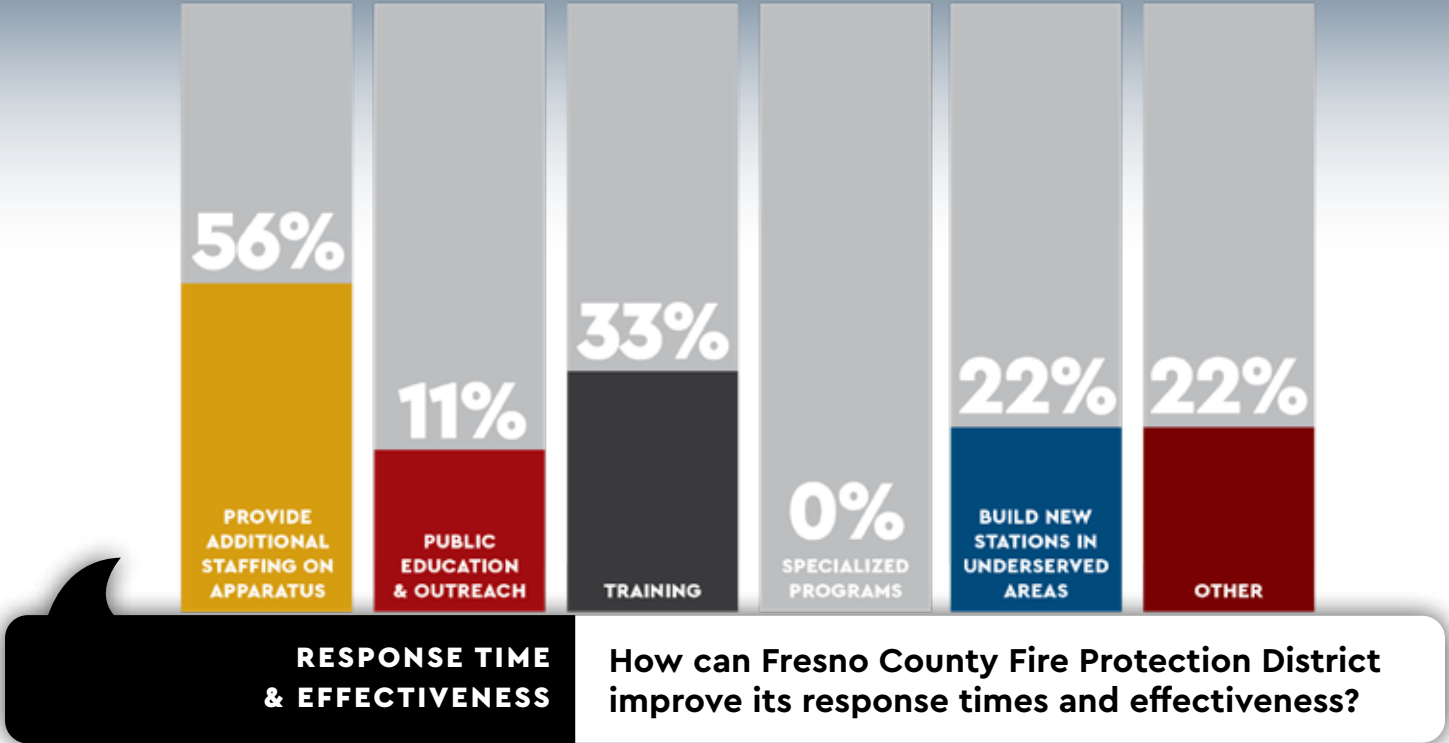
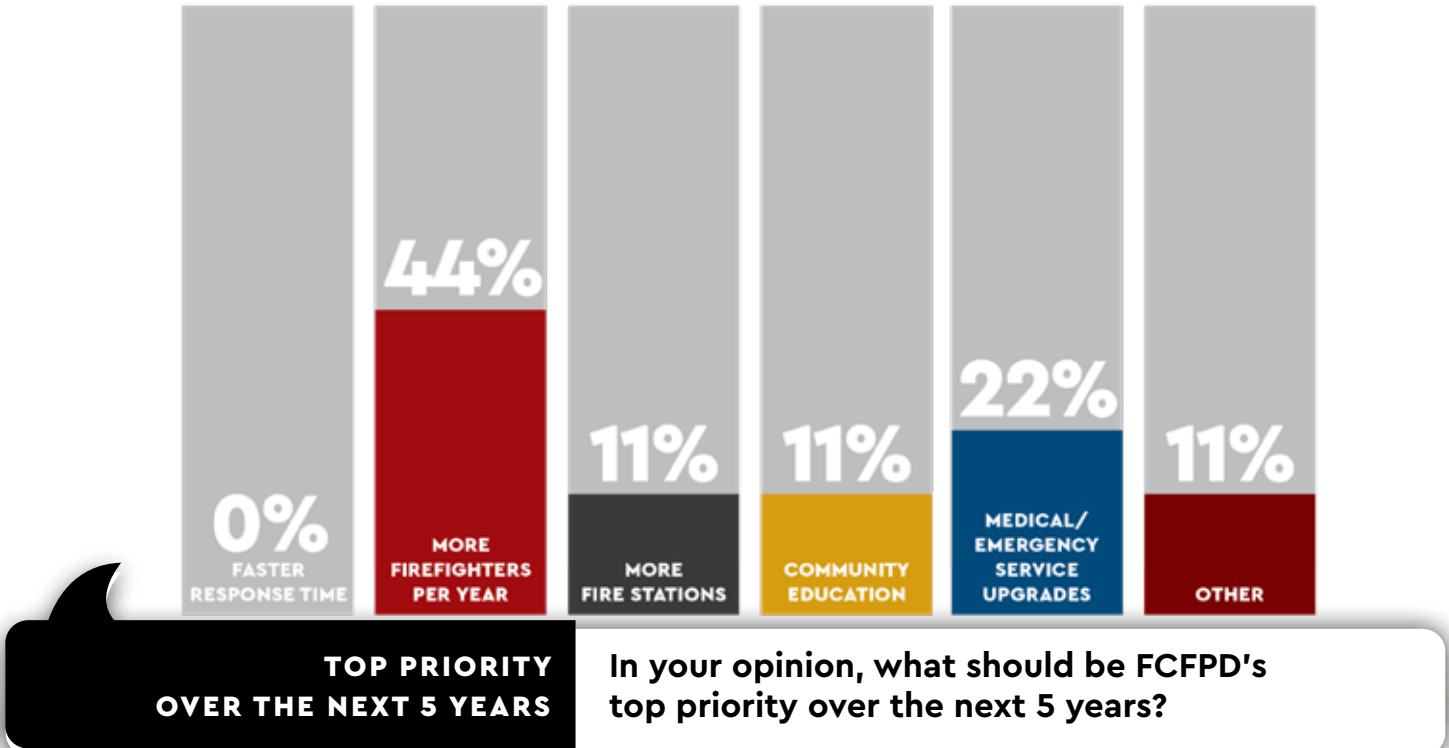
PRESSING SAFETY CONCERNS IN THE COMMUNITY

What are the most pressing safety concerns in your community?



COOPERATING AGENCY SURVEY RESULTS

FCFPD delivered the survey to multiple partner agencies that interact with the District on a routine basis. The Strategic Plan Working Group was able to receive survey responses from 22 different partner agencies.



GOALS & OBJECTIVES

The Fresno County Fire Protection District's Strategic Plan is built around three key components: Goals, Objectives, and Critical Tasks. Together, these elements provide a clear roadmap to guide the District's future direction and decision-making.

Goals represent broad focus areas that reflect the District's long-term priorities. While general in nature, each goal is centered on a specific area of service or improvement.

Objectives break down each goal into actionable steps. These are more specific and are designed to be measurable, achievable, time-bound, and aligned with the District's mission. When all objectives under a goal are completed, the overall goal is considered achieved.

Assignment in order to accomplish the identified strategic goal.

The identified department of program will lead the planning, implementation, and evaluation of actions required to meet the objective, ensuring alignment with the department's overall mission and strategic priorities.

Time Frame is the time needed to complete the identified objective.

Short-Term can be accomplished within 1-2 years.

Mid-Term can be accomplished within 2-3 years.

Long-Term can be accomplished within 3-5 years.

These components form the backbone of the Strategic Plan, helping the District stay aligned, prioritize resources effectively, and reduce distractions or roadblocks along the way.

The goals and objectives outlined in this plan were developed during a strategic planning workshop facilitated by the Strategic Plan Working Group. This collaborative process ensured the plan reflects both operational realities and a shared vision for the future. For the 2026 – 2030 Fresno County Fire Protection District Strategic Plan, the working group collectively decided on the 5 following Goals:

GOAL 1

ENSURE FINANCIAL & OPERATIONAL SUSTAINABILITY
Support the District's mission and growth by maintaining financial stability, optimizing resources, and ensuring cost-effective operations.

1.1	ESTABLISH CAPITAL IMPROVEMENT PLAN
SPECIAL OPERATIONS	**A structured capital improvement plan ensures the District can strategically invest in facilities, apparatus, and infrastructure to meet long-term operational needs, maintain readiness, and support future growth.
SHORT	
1.2	FIND OPPORTUNITIES FOR ALTERNATE FUNDING SOURCES
DISTRICT OPERATIONS	**Pursuing diverse funding options reduces fiscal dependency on limited revenue streams, enabling the District to sustain and expand critical services, invest in innovation, and enhance community resilience.
MID	
1.3	INCREASE STAFFING TO ALIGN WITH SERVICE DEMAND, REDUCE RESPONSE TIMES, EDUCATE THE PUBLIC AND MITIGATE RISK
DISTRICT OPERATIONS	**Aligning staffing with growing service demands ensures faster, more effective emergency response, strengthens community outreach, and enhances public safety through prevention and education.
MID	
1.4	IMPLEMENT A FACILITIES AND INFRASTRUCTURE MASTER PLAN THAT ALIGNS WITH POPULATION GROWTH, RISK ASSESSMENT DATA, AND FUTURE ANNEXATION AREAS
EXECUTIVE	**Planning facility development around growth and hazard data ensures the District remains strategically positioned to meet service demand efficiently and sustainably.
MID	
1.6	PARTICIPATE AND COLLABORATE WITH COUNTY OR INDEPENDENTLY TO CREATE LOCAL BALLOT MEASURE TO GENERATE REVENUE FOR SERVICES
EXECUTIVE	**Engaging proactively in the development of a local ballot measure to generate revenue for services ensures the District can secure sustainable funding to maintain and enhance critical operations—enabling it to meet rising demands, preserve response capabilities, and deliver reliable service to the community.
SHORT	
1.7	DEVELOP INFORMATION TECHNOLOGY STRATEGIC PLAN
IT	**Creating an Information Technology Plan ensures the District leverages modern tools and systems data management, communication, and operational efficiency—supporting innovation, cybersecurity, and the effective delivery of emergency services.
MID	

COLOR KEY:			
OBJECTIVE NUMBER	ASSIGNMENT	TIMEFRAME	OBJECTIVE STATEMENT

GOAL 2

ENHANCE EMERGENCY RESPONSE AND READINESS

Respond to emergency incidents safely, efficiently, and promptly through adequate staffing, equipment, apparatus, and continual operational improvement.

2.1	LOOK TO INCREASE STAFFING LEVELS TO THE APPROPRIATE NFPA STANDARDS
EXECUTIVE STAFF	**Aligning staffing with NFPA standards ensures adequate personnel for safe, effective operations—improving emergency response capabilities, firefighter safety and community protection.
SHORT	
2.2	DETERMINE AND CREATE URBAN/SUBURBAN RURAL AREA RESPONSE ZONES AND ESTABLISH BENCHMARKS OF PERFORMANCE FOR EACH
DISTRICT OPERATIONS	**Defining response zones and benchmarks tailors service delivery to community risk profiles, allowing the District to allocate resources efficiently and uphold performance standards across diverse service areas.
SHORT	
2.3	ESTABLISH REPORTS THAT CAN VALIDATE PERFORMANCE AND TRENDS AND COMMUNICATE THOSE INTERNALLY THROUGHOUT THE DISTRICT
DISTRICT OPERATIONS	**Performance reporting that can validate accountability and transparency, enabling data-informed decision-making that strengthens operational readiness and organizational improvement.
MID	
2.4	EVALUATE DEPLOYMENT MODELS WITHIN THE DISTRICT AND COMPARE THOSE WITH NFPA, ISO, NATIONAL STANDARDS AND OTHER SIMILAR DEPARTMENTS, TO HELP VALIDATE/DETERMINE APPARATUS TYPE, EQUIPMENT INVENTORY, STATION LOCATION AND STAFFING LEVELS
STRATEGIC PLANNING	**Regularly assessing deployment models ensures the District's configuration remains current, effective, and aligned with national best practices—enhancing efficiency and response capability.
LONG	
2.5	EVALUATE TRENDS IN RESPONSE DEMANDS TO DETERMINE IF ADJUSTMENTS IN STAFFING MODELS, INCLUDING SEASONAL OPTIONS, COULD BE FUNCTIONAL AND BENEFICIAL TO THE DISTRICT'S MISSION
DISTRICT OPERATIONS/ECC	**Monitoring and adapting to changing service demands improves flexibility, ensuring adequate coverage during peak periods while maintaining fiscal responsibility and mission alignment.
MID	
2.6	PURCHASE EQUIPMENT, ESTABLISH A PROCESS, AND ENSURE PERSONNEL ARE TRAINED ON THE REDUCTION OF EXPOSURE TO CARCINOGENS IN ALTERNATIVE ENERGY INCIDENTS
TRAINING	**Investing in specialized equipment and training safeguards firefighter health, reduces long-term exposure risks, and prepares personnel for evolving hazards associated with modern technologies.
SHORT	
2.7	EVALUATE FEASIBILITY OF A DISTRICTWIDE ADVANCED LIFE SUPPORT (ALS) PROGRAM TO STRENGTHEN EMERGENCY MEDICAL SERVICES (EMS) RESPONSE CAPABILITIES
EXECUTIVE	**Strengthen the District's ability to deliver timely, high-quality emergency medical care by expanding ALS capabilities, improving EMS readiness, and enhancing coordination with regional healthcare partners to improve patient outcomes and community safety.
SHORT	

COLOR KEY:

OBJECTIVE NUMBER

ASSIGNMENT

TIMEFRAME

OBJECTIVE STATEMENT

GOAL 3

DEVELOP AND SUPPORT A MOTIVATED WORKFORCE

Recruit, train, and retain skilled personnel through mentorship, professional development, and programs that promote employee wellbeing, engagement and internal communication.

3.1	DEVELOP MENTORSHIP PROGRAM FOR ALL RANKS/POSITION(S)
EXECUTIVE	**A mentorship program builds leadership continuity, fosters career development, and strengthens organizational culture—ensuring the District retains skilled, motivated, and well-prepared personnel.
MID	
3.2	IMPLEMENT DISTRICT WIDE COMMUNICATION PLATFORM TO INCREASE INTERNAL COMMUNICATION
PIO	**Centralized communication enhances coordination, transparency, and information sharing, leading to more cohesive operations and stronger alignment with District goals.
MID	
3.3	CONDUCT A DISTRICT SURVEY ROUTINGLY TO ASSESS EMPLOYEE SATISFACTION, MORAL, AND SUGGESTIONS
PIO	**Regular feedback from personnel promotes engagement, identifies opportunities for improvement, and supports a positive workplace culture focused on well-being and excellence.
SHORT	
3.4	DETERMINE A BUDGET PLAN TO PRIORITIZE REPLACEMENT OF FITNESS EQUIPMENT, UPDATE AND MODERNIZE REHAB EQUIPMENT AND PROCEDURES
FITNESS	**Investing in physical readiness and recovery resources improves firefighter health, resilience, and operational effectiveness, ensuring personnel remain mission-ready.
MID	
3.5	DEVELOP REPOSITORY OF DISTRICT TRAINING SUBJECTS, OPERATIONAL SOP'S AND KSA'S
PIO/ TRAINING	**A centralized training and standards repository promotes consistency, accountability, and professional growth across all ranks, enhancing overall operational performance.
MID	
3.6	INROPORATE STRUCTURED DEBRIEFING AND AAR'S, INTEGRATING CURRENT BEST PRACTICES TO FOSTER PROFESSIONAL DEVELOPMENT, COMMUNICATION, AND EMPLOYEE WELL-BEING
SAFETY/ TRAINING	**Systematic reviews of incidents and operations create learning opportunities that drive continuous improvement, strengthen decision-making, and reinforce a culture of safety and reflection.
SHORT	

COLOR KEY:

OBJECTIVE NUMBER

ASSIGNMENT

TIMEFRAME

OBJECTIVE STATEMENT

GOAL 4

STRENGTHEN COMMUNITY RISK REDUCTION & PREPAREDNESS

Reduce community risk through effective prevention, public education, and disaster preparedness programs while improving service delivery. Improve communication and outreach to the community.

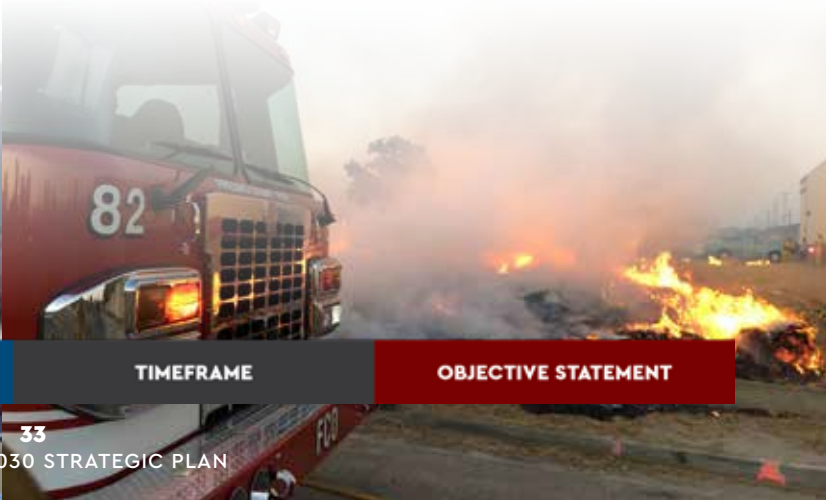
4.1	ESTABLISH GOALS/PROCEDURES WITH LOCAL WATER DISTRICTS, DEPARTMENTS, AND CITIES IN COMPLIANCE WITH ISO AND NFPA RELATED TO REPAIRS, MAINTENANCE, AND IMPROVEMENTS IN WATER SYSTEMS AND HYDRANTS TO MAXIMIZE POINT VALUES
PROTECTIVE/ PLANNING	
SHORT	**Strengthening partnerships and infrastructure with water agencies enhances fire flow reliability, improves ISO ratings, and ensures communities have the resources necessary for effective emergency response.
4.2	CREATE PUBLIC EDUCATION MATERIALS TO MEET NEEDS OF COMMERCIAL BUSINESSES AND OTHER HIGH RISK TARGET FACILITIES WITHIN THE DISTRICT TO HELP REDUCE RISK, KNOWLEDGE, AND MEET INSURANCE SERVICES OFFICE (ISO) AND/OR NFPA INTENTIONS
PIO	
MID	**Proactive education empowers businesses and facility managers to implement risk-reduction measures, improving safety, lowering insurance costs, and aligning with national fire prevention standards.
4.3	CREATE A PROCESS TO OBTAIN FEEDBACK FROM THE COMMUNITY ON THE LEVEL AND QUALITY OF SERVICE FOR WHICH THE DISTRICT PROVIDES SERVICE
PIO	
MID	**Community input ensures District operations remain transparent, accountable, and responsive—promoting continuous improvement and aligning service delivery with public expectations and needs.
4.4	BUILD REDUNDANCY INTO THE EMERGENCY DISPATCHING TO MEET THE INTENT OF ISO, NFPA AND INCREASE CAPABILITIES WITH COOPERATORS
ECC CHIEF	
MID	**Dispatch redundancy ensures continuity of operations, reduces service disruption, and enhances coordination with partner agencies, strengthening overall emergency response reliability.
4.5	AS THE COMMUNITY RISK ASSESSMENT IS COMPLETED, EVALUATE OPPORTUNITIES AND CREATE PLANS TO HELP DETERMINE RESPONSE NEEDS
DISTRICT OPERATIONS	
MID	**Using risk assessment data to guide planning ensures resources are strategically deployed, enabling the District to anticipate hazards, adapt services, and enhance community resilience.
4.6	EVALUATE ALL CURRENT PLATFORMS FOR PROTECTION AND PLANNING REVIEWS AND ENSURE CURRENT PROGRAMS AND SOFTWARE IS BEING UTILIZED TO MAXIMIZE EFFECIENCIES
PRODUCTION/ PLANNING	
SHORT	**Regularly evaluating and optimizing protection and planning software ensures the District leverages technology to its fullest potential—enhancing workflow efficiency, improving data accuracy, reducing review times, and supporting informed, timely decision-making.

GOAL 5

FOSTER COMMUNICATION, COLLABORATION, & PARTNERSHIPS

Strengthen partnerships with local government, county agencies, and regional stakeholders.

5.1	PURSUE GRANT FUNDING AND RESOURCE OPPORTUNITIES IN COLLABORATION WITH COOPERATORS
DISTRICT OPERATIONS/ STRATEGIC PLANNING	
MID	**Expanding funding streams strengthens the District's capacity to enhance emergency response, training, and equipment readiness—ensuring sustainable growth and improved public safety outcomes.
5.2	ESTABLISH REGULAR MEETINGS TO ENSURE COMMUNICATION BETWEEN THE STAKEHOLDERS IS OPEN, FREQUENTLLY AND DETAILED ENOUGH TO CONFIRM ALL STAKEHOLDERS CONTINUE TO OPERATE AS EFFECTIVELY AND EFFICIENTLY AS POSSIBLE
EXECUTIVE STAFF/ FIELD BATTALIONS	
SHORT	**Consistent communication fosters collaboration, operational alignment, and transparency—key elements for coordinated service delivery and continuous improvement across jurisdictions and partners.
5.3	CREATE A PROCESS TO OBTAIN FEEDBACK ON THE LEVEL AND QUALITY OF SERVICE FROM JURISDICTIONS AS WELL AS EXTERNAL STAKEHOLDERS FOR WHICH THE DISTRICT PROVIDES SERVICE
PIO	
MID	**Gathering stakeholder feedback provides actionable insights that drive service excellence, accountability, and responsiveness—ensuring the District meets evolving community needs and maintains public trust.
5.4	INFORM ALL STAKEHOLDERS ON THE RELATIONSHIP WITH CAL FIRE TO ENSURE COOPERATIVE FIRE PROTECTION AGREEMENTS ARE MAXIMIZED, SUSTAINABLE AND ARE AS EFFECTIVE AS POSSIBLE, CAPITALIZING ON THE AGENCIES STRENGTHS
EXECUTIVE STAFF	
LONG	**Strengthening understanding of CAL FIRE partnerships promotes unified operations, leverages state resources, and sustains cost-effective, high-quality fire protection throughout the District.
5.5	COLLABORATE WITH COUNTY AND LOCAL AGENCIES TO DEVELOP JOINT TRAINING AND COMMUNITY OUTREACH PROGRAMS
SPECIAL OPERATIONS	
MID	**Joint initiatives improves readiness, reduce redundancies, and amplifies public education efforts, ensuring consistent safety messaging and operational efficiency across jurisdictions.



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OBJECTIVE NUMBER

ASSIGNMENT

TIMEFRAME

OBJECTIVE STATEMENT

OBJECTIVE NUMBER

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The Strategic Plan Workgroup will convene semi-annually to evaluate departmental progress and ensure alignment with the established goals and objectives. During these sessions, the group will identify and address any challenges or emerging issues that may affect plan implementation.

In addition, quarterly progress reviews will be conducted, during which each goal leader will present an update on the status of their assigned goal. Summaries of these meetings will be compiled and shared with all Fire Department personnel to promote transparency, accountability, and a shared understanding of organizational direction.

At the conclusion of each year, an Annual Report will be developed and presented to the District Board of Directors. This report will highlight accomplishments and progress made toward the strategic goals, while also addressing any adjustments to goals or timelines that became necessary due to unforeseen or uncontrollable circumstances encountered during the year.

The Fresno County Fire Protection District 2026–2030 Strategic Plan represents the next chapter in a proud tradition of service and excellence. Built upon the foundation laid by those who came before us, this plan honors their legacy while charting a forward-looking course that strengthens our ability to protect life, property, and the environment across Fresno County.

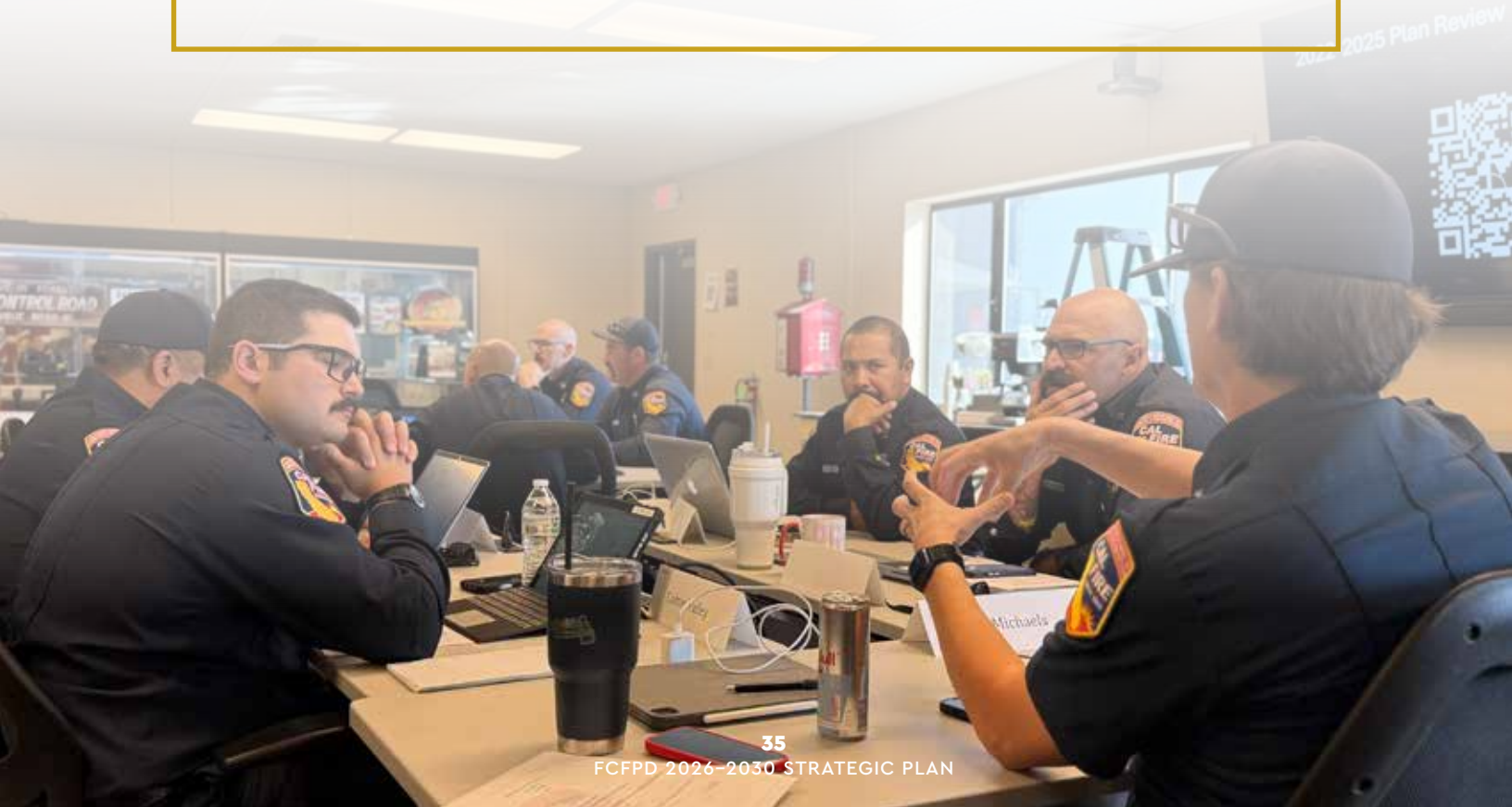
Developed through a community-driven and employee-supported process, this plan reflects the shared vision of FCFPD personnel, community members, and partner agencies. It aligns operational priorities with fiscal responsibility and sustainability, ensuring that every initiative advances the District’s mission with purpose, accountability, and transparency.

Over the next five years, this plan will guide decisions and actions centered on five strategic goals: financial and operational sustainability, emergency response readiness, workforce development, community risk reduction, and collaboration with partners. These priorities embody our ongoing commitment to excellence in service and continuous improvement.

The Fresno County Fire Protection District remains steadfast in its core values of Honor, Integrity, Cooperation, and Professionalism—principles that define who we are and how we serve. With respect for our past, dedication in the present, and vision for the future, we stand united in our mission to build a stronger, safer, and more resilient Fresno County.

“Grounded in our past, guided by our values, and united in purpose, we stand ready to serve—today, tomorrow, and for generations to come.”

— ASSISTANT CHIEF ANDY COSENTINO



FCFPD STRATEGIC PLAN WORKING GROUP

DUSTIN HAIL
Fire Chief

RYAN MICHAELS
Assistant Chief

ANDY COSENTINO
Assistant Chief

JEREMIAH WITTWER
Assistant Chief

BRANDON MARKLE
Battalion Chief

JOHN DOMINGUEZ
Battalion Chief

CHRIS MILLER
Battalion Chief

RALPH DURAN
Battalion Chief

MATTHEW MOSELY
Battalion Chief

PAUL PUMAREJO
Battalion Chief

AMBER STOREY
Battalion Chief

GARY COUCH
Fire Captain

ZACH IRION
Fire Captain

TIM ALFORD
Fire Captain

JOSE ARANA
Fire Captain

LUKAS HUNGER
Fire Captain

JOHN BRONDOLO
Fire Captain

TREVOR RETTON
Fire Captain

COLTON TULLEY
Fire Captain







15 CAREER STAFFED STATIONS,
COVERING 4213 SQUARE MILES

✕ FresnoCoFire

📷 CalFireFresnoCountyFire

f CalFire_FresnoCountyFire

