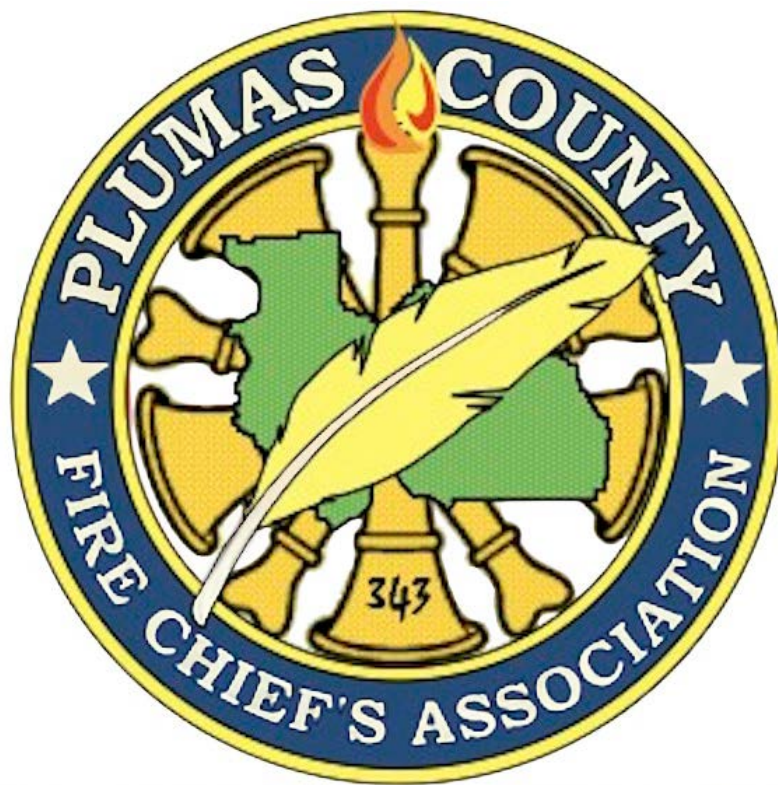


STRATEGIC VISIONING WORK PLAN



JANUARY 2026 - JANUARY 2028

APPROVED

JANUARY 31, 2026

**Plumas County Fire Chief’s Association-Vision and Strategic Initiatives
Work Plan 2026 -2028**

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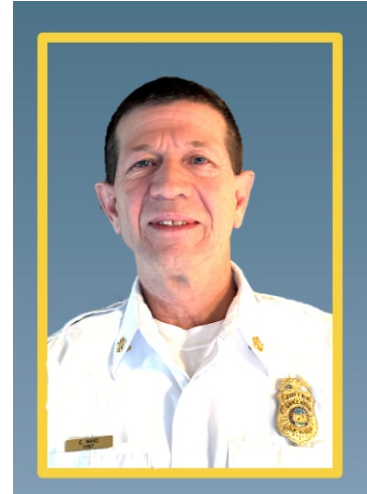
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MESSAGE FROM THE PRESIDENT

Chiefs,

The Plumas County Fire Chiefs Association is committed to providing a unified voice for the Fire Service and support of our member departments. It is important that we together identify issues facing us and plan for the future, moving forward together.

I appreciate the opportunity to introduce five county-wide visioning strategies designed to strengthen our collective readiness, support our operational needs, and enhance the safety of the communities we serve. As you know, any meaningful vision in the fire service must be grounded in the realities of the work—staffing limitations, resource constraints, seasonal wildfire threats, and the increasing demands placed on both volunteer and career personnel. With that in mind, I want to share these strategies in a way that respects your experience and acknowledges the unique challenges each department faces. It is important we support one another and work together unified.



These strategies are not prescriptive or one-size-fits-all. Rather, they are a culmination of the visioning workshop that each of you participated in and is intended as shared opportunities that we can shape together. Each department brings its own strengths, culture, and insights, and your feedback and participation will be essential as we refine and prioritize next steps. Our success depends on collaboration, not directives, and the goal is to enhance—not replace—the local autonomy and leadership that are foundational to fire service effectiveness in Plumas County.

Because our county relies heavily on mutual aid and interagency cooperation, these strategies focus on our shared values: strengthening interoperability, shared readiness, and unified planning. Enhancing county-wide coordination not only improves incident response but also supports volunteer recruitment and retention, training consistency, and public trust—areas that every chief in the County has expressed as priorities.

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Thank you for your time, your participation, and commitment to the people of Plumas County. I look forward to working closely with each of you as we tackle and these challenges together.

Respectfully,



Ed Ward, Fire Chief
President – Plumas County Fire Chief's Association

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THE ORGANIZATION

The Plumas County Fire Chiefs Association is a voluntary, non-profit 501(c) 3 organization located in Plumas County, California. We consist of rural fire department members from mostly volunteer departments, some combination fire departments, and a few career fire departments, along with partners in law enforcement, emergency medical services, and emergency management functions.

While we represent public agencies, as an association we do not receive any tax funding or government subsidy for our association benefit. Our income is solely based on voluntary contributions, grants and member dues. We are organized and cooperate with fire service agencies and other stakeholders within Plumas County because of our vision for a better future, our mission, and what we value.

OUR MISSION

We are a volunteer association of fire chiefs of rural fire departments, united in our efforts to organize, lead, and improve the fire services in Plumas County. We exist to:

- Assemble Fire Chiefs and Associate Members to discuss pertinent fire issues, participate in educational and informational activities
- Present current information about department administration
- Solicit ideas and news for betterment of fire services
- Cooperate and Coordinate long range planning
- Sponsor educational programs
- Develop appropriate legislation, and/or respond to proposed legislation
- Administer the Plumas County Mutual Aid Agreement

OUR VISION

We are united and working together, providing high quality Fire, EMS & Rescue services in a seamless and cost effective manner.

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To achieve this vision, we will:

- Strive to be leaders who promote regional efforts through common goals, mutual and automatic aid agreements, fire prevention programs, public education, and joint training offerings.
- Exercise political influence in a positive and helpful manner, promote equitable fire protection service delivery and funding/taxation

OUR VALUES

As an organization we value:

Positive Leadership: We strive to be effective leaders through making things better, rather than complaining. We lead through example and encourage teamwork and cooperation. We are thoughtful in all we do. We recognize outstanding work through award programs and public acknowledgment.

Mutual Support: We value trust, respect, and honesty. We are professional in everything we do. We help each other through our association's goals and mutual and automatic aid programs. We strive for smooth and seamless interoperability in County emergency services. We communicate abundantly and regularly.

Prevention & Public Education: We value fire and life safety prevention programs; we lead and support many related activities such as Firewise Communities. We help educate the public and community leaders. This includes being politically active when needed to assure the community takes the proper action to be safe.

Being Organized & Having Plans: We value each others' time and are well organized. We engage in regular planning to help assure safe and effective response to shape the future of our services.

Customer Service: We treat our firefighters and peers with respect and dignity and we value being nice. This leads to the same behaviors in the field with our customers and community, in both non-emergency and emergency situations.

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Safety & Training: We make safety and providing great training our top priorities. We value safety in daily operations and emergencies. We seek grants, secure funds and accept donations to make sure we have the proper training and equipment needed, including all appropriate personal protective equipment. “Everyone Goes Home,” and we work to keep everyone safe from hazards such as cancer and heart disease.

Knowledgeable & Resourceful: We maintain awareness of the current best practices in our industry and take advantage of the many resources available to help us succeed. We have active members in the California Fire Chiefs Association, the International Fire Chiefs Association (IAFC), the National Volunteer Fire Council (NVFC), and the California State Firefighters Association (CSFA).

VISIONING PARTICIPANTS & STAKEHOLDERS



Bob Gray	Peninsula/Hamilton Branch Fire Chief
Dave Beskeen	Bucks Lake Fire Chief
Denny Wright	Indian Valley/Crescent Mill Interim Fire Chief
Ed Ward	Graeagle Fire Chief / PCFCA President
Frank Carey	Quincy Fire Chief / PCFCA Vice President
Jack Rosevear	Beckwourth Peak Fire Chief / PCFCA Treasurer
Lafe Alexander	Meadow Valley Fire Chief

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Matt Turner	West Shore/Prattville Fire Chief
Megan McCrorey	Long Valley Fire Chief
Steve Burroughs	La Porte Fire Chief
Steve Munsen	Plumas Eureka Fire Chief
Tyson Rael	Greenhorn Fire Chief
Dale Ready	PCFCA Secretary/Quincy Fire Asst. Chief
David Schmid	Quincy Deputy Chief
Don Beskeen	Assistant Chief Bucks Lake Fire
Eric Ewing	CAL FIRE
Erik Hansen	CAL FIRE
Forrest Craig	Visioning Support-Facilitator
Jim Stockdale	Assistant Chief Graeagle Fire, PCFCA Website
Joe Walton	CAL FIRE
Joe Waterman	
Junius Frederick	Careflight
Lori Pini	Plumas County OES Manager
Martin Senter	Plumas National Forest Fire Management
Matt West	Plumas Fire Safe Director
Mick Connolly	Sierra County FPD Fire Chief
Rich Sonsteng	Assistant Chief Chester Fire
Rick Young	Cal OES
Robert Buckout	Cal OES Chief
Sam Blesse	REMSA
Tracey Ferguson	Planning Director - Plumas County
Mitchell Wilson	Forest Service

VISIONING AND WORKPLAN DEVELOPMENT PROCESS

At the June 2025 general membership meeting of the Plumas County Fire Chief's Association, hosted and held in Quincy, CA, a one hour block of time was dedicated to a facilitated visioning brainstorming session by its members and stakeholders. After an overview of the organization's current mission, vision and values as stated in the Association Charter, members attending were divided into groups randomly selected to answer three basic questions.

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They were as follows:

1. What does the organization need to accomplish immediately?
2. What does the organization need to accomplish in the next 6-12 months?
3. Thinking long range, what does the organization need to accomplish or at the least, be prepared to do in the next 2 years?

The following 10 items, topics, concerns and challenges were culminated from the workgroups taken from the white board notes-outcomes from June 28, 2025 meeting.

- Clear Immediate Communication
- Boot Camp: Mission Charter
- Outreach: Non Participants - re-engage them
- Regain Relevance with Stakeholders
- PCFCA - be the advocate, especially for smaller Dept. Be A Voice
- Identify Scope of Meeting - voting members, function of organization
- Chiefs/Leadership Training
- Gain Reputation in standing with BOS + LAFCO
- Support and be the advocate for smaller departments
- Operational Support of Each Other

These 10 suggestions and recommendations were grouped by the visioning sub-committee into 4 primary categories. They are as follows:

1. Communication Internal-External
Identify/adopt a clear and immediate communication process/system;
Outreach to members, absent departments and stakeholders.
2. Organizational Clarity
Revisit Mission & Charter; Identify Scope of Meetings; Voting Members;
function of Organization.

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3. Relevance and Advocacy

Regain relevance with all stakeholders; Develop relationship (earn positive reputation) with County Board of Supervisors, PCSO, LAFCO and others; Support and be the advocate for smaller departments; Operational support of each other.

4. Training

As an organization, sponsor/host Leadership and other needed training countywide in cooperation with stakeholders.

By consensus of the association members, these key areas/categories/and topics would be used as the foundation for creating strategic initiatives (Goals), objectives and critical tasks incorporating projected completion time frames for each. An after session action item was proposed to the general membership in which they agreed to form a visioning sub-committee to further develop the ideas and to form a proposal for the organization to consider. The plan would incorporate immediate, mid-range, and long term initiatives.

The following PCFCA members volunteered to lead this effort:

Fire Chief Ed Ward, PCFCA President – Graeagle Fire Department
Fire Chief Jack Rosevear, PCFCA Treasurer – Beckwourth Peak FPD
Assist Fire Chief Jim Stockdale, Graeagle Fire Department
Assist Fire Chief Dale Ready, PCFCA Secretary – Quincy Fire Department
Forrest Craig, Gold Mountain resident and facilitator

The following strategic initiatives were crafted as the proposed direction and work plan for 2026-2028.

STRATEGIC INITIATIVES

Strategic Initiative #1

Develop and implement a communication and outreach process-system that improves participation, collaboration, and unity of fire departments and districts within Plumas County.

Organizational Purpose and Public Benefit: By improving fire department and district participation in the Plumas County Fire Chief's Association (PCFCA), better communication, key and timely messaging, and within a recognized forum, all fire service agencies operating in this county have the opportunity to be unified in our approach to providing a consistent, reliable, and standardized delivery of emergency services. Doing so ensures consistency in service delivery and a mechanism for continuous quality improvement to our citizens.

Objective 1A: Improve attendance, participation, collaboration and unity among fire service agencies within Plumas County.

Projected Completion Timeframe: March 2026 and ongoing

Critical Task 1A.1

Reach out to every fire department and district countywide to invite active member participation, engagement and ownership in the PCFCA and identify any difficulties or challenges in doing so.

Critical Task 1A.2

Invite and encourage alternate chief officers to attend meetings and participate in initiatives, activities and projects as associate members of the PCFCA particularly when the designated chief officer is unable to attend meetings.

Critical Task 1A.3

By vote of the general PCFCA membership, and based upon the information collected in task 1A.1 above, implement solutions to barriers that prevent greater participation including but not limited to a more frequent meeting schedule i.e. monthly or bi-monthly meeting.

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Critical Task 1A.4

By vote of the general membership, determine if a central meeting location is desired permanently or rather, alternate meeting locations at hosting departments countywide (travel time consideration relative to participation.)

Critical Task 1A.5

Post information listed on the PCFCA website and send group emails to members to include scheduled meeting dates, times, location, and the meeting agenda.

Objective 1B: Provide for an administrative review and revision of the association's mission, chapter and by laws and make necessary updates and amendments as required to meet the mission, vision and goals of the PCFCA.

Projected Completion Timeframe: March 2026

Critical Task 1B.1

Establish a sub-committee of association members to review the mission, chapter, and by laws.

Critical Task 1B.2

Review changes and amendments necessary to bring currency to the organization's guiding charter and bring forth recommendations to the membership at large for consideration and ratification.

Critical Task 1B.3

Update the website to reflect the revised and approved mission, chapter and by laws.

Critical Task 1B.4

Communicate the changes made to the general membership, associate membership, stakeholders and departments/districts countywide.

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Strategic Initiative #2

Develop and implement a communication and outreach process-system that improves participation, supports agency/department resource needs, provides collaboration, and strengthen relationships with our strategic alliances and stakeholders countywide.

Organization Purpose and Public Benefit: As a value of the PCFCA, we strive for smooth and seamless interoperability in county emergency services including support services. In order to do so effectively, regular communication with our allied agencies and stakeholders is required. Leaders and administrators of these allied agencies and stakeholders are essential to understanding and supporting the fire service delivery system, its needs and challenges. The PCFCA can provide its best services and efforts to the communities it serves by informing, participating and mutually supporting our leaders and administrators at the local, county, state and federal levels.

Objective 2A: Broaden and improve PCFCA relationships amongst our communities, county, state, and federal stakeholders.

Projected Completion Timeframe: February 2026 and ongoing

Critical Task 2A.1

Identify a standing list of agencies and organizations meeting dates and times which the PCFCA desire to be regularly present and represented at to speak to agenda items when required, and make regular reports of activities, initiatives and concerns of the organization.

Critical Task 2A.2

Assign a designated PCFCA member and alternate member to regularly represent the organization at meetings, hearings, and special events of the Plumas County Board of Supervisors and other stakeholder agencies within the county.

Objective 2B: Develop and implement regular and consistent communication process for dissemination of information on the activities of the organization relative to strategic initiatives, critical issues, service gaps and working relationships with supervisorial and congressional district representatives.

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Projected Completion Timeframe: March 2026 and ongoing

Critical Task 2B.1

Assign a designated PCFCA member and alternate member to represent the organization as the primary contact persons representing the organization.

Critical Task 2B.2

Establish a list of current local and county administrators and managers, allied agency directors, county board of supervisors, and district congressional officials.

Critical Task 2B.3

The designated PCFCA appointee and alternate will reach out to, communicate, inform, develop, and foster cooperative and collaborative relationships with said officials and representatives.

Critical Task 2B.4

The designated PCFCA appointee shall keep the executive board and membership informed of such communications, forecasted challenges and opportunities on a monthly basis as a standing agenda item.

Objective 2C: Position the PCFCA as a countywide fire service advisory board and support body that may assist departments to acquire and utilize fire service leadership positions, interim staffing and cooperating agencies for operational and/or administrative support.

Projected Completion Timeframe: Concept finalized and implemented by December 2027.

Critical Task 2C.1

Establish a sub-committee of association members which can identify and vet members to serve as an interim chief officer for agencies, identify and determine which can provide officers during an organizational transition.

Critical Task 2C.2

Identify, establish and sponsor professional development and leadership/management training needs, experience, and operational qualifications for chief officers desired by participating departments and

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districts. (Training, classes, and seminars may be supported by the new Training Officers Section)

Critical Task 2C.3

Develop a resource pool of qualified chief officers within the PCFC that can serve as mutual-aid chief officers supporting fire departments and districts countywide that may require operational coverage or interim administrative oversight.

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Strategic Initiative #3

To develop, implement and evaluate a county wide program which supports and promotes firefighter health, safety and wellness.

Organizational Purpose and Public Benefit: Heart attacks, cancer, post incident stress disorder, mental wellbeing, and hearing loss are the leading causes of firefighter injuries and illness in the United States. According to the National Institute of Standards and Technology (NIST), the estimated annual cost of firefighter injuries and illnesses to departments nationally ranges from \$1 .6 billion to \$5 .9 billion. This translates to a cost per fire department of approximately \$50,000 to \$200,000 annually, or \$1,500 to \$5,500 per firefighter per year.

The U.S. Fire Administration (USFA) is committed to and has initiated a national campaign to reducing firefighter fatalities and injuries by helping to create a safer operational environment for emergency responders. The PCFCA embraces this culture of firefighter and first responder health, safety and wellness through best industry practices and recommendations. Through improved technologies, operations and behaviors, fire service members and other first responders in Plumas County will be better prepared to respond to these incidents and minimize or mitigate adverse consequences of those incidents, better serving our communities.

Objective 3A: The PCFCA will participate in, support and champion a countywide Behavioral Health & First Responder Safety initiative in cooperation with Plumas County behavioral health professionals and other stakeholder agencies.

Projected Completion Timeframe: Concept finalized and brought to BOS by June 2026.

Critical Task 3A.1

Identify key participants and agencies in the development and implementation of a 24/7 response team integrating the Sheriff's Office and Behavioral Health professionals.

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Critical Task 3A.2

Meet with the planning and implementation committee and ensure PCFCA voting member status and participation.

Critical Task 3A.3

Meet with Plumas County Sheriff for PCFCA commitment, support and coordination of such program.

Critical Task 3A.4

Identify the level of personnel commitment and operational participation in the delivery of the Behavioral Health and firefighter safety program.

Critical Task 3A.5

Upon program and stakeholder consensus, provide the Plumas County Board of Supervisors with testimony, commitment of support, coordination and cooperation through a PCFCA resolution.

Objective 3B: Establish a culture of firefighter safety and wellness countywide that supports our first responders and their families through education, training, and employee assistance programs.

Projected Completion Timeline: 18 months and ongoing

Critical Task 3B.1

Through the Training Officer's Section, initiate daily safety briefs to on duty personnel that re-enforces safety, wellness, and/or injury prevention messages and maintain an electronic library of such messages available to all departments.

Critical Task 3B.2

Through the Training Officer's (TO) Section and as an organization, become familiar with and an advocate of the National Institute of Occupational Safety and Health (NIOSH) Center for Firefighter Safety, Health and Well-being initiative and other similar US Fire Administration, state associations and organization safety initiatives.

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Critical Task 3B.3

Through the Training Officer's (TO) Section establish and formalize strategies that embed the culture of health, safety and wellness at all levels of organizations including but not limited to: Leadership commitment; employee engagement; policies and procedures; training and education; clear communication and reporting; accountability and continuous improvement; access to new protective gear standards; aggressive safety through tactical competence, defined guidelines, and training; and, participation in behavioral health services and peer support programs.

Critical Task 3B.4

Investigate the feasibility of establishing the need for and developing a behavioral health support network team for first responders in Plumas County similar to the Nevada Peer Support Network.

Critical Task 3B.5 Through the Training Officer's (TO) Section develop, implement and evaluate a firefighter health and safety program which aligns with best industry practices including to but not limited to components and initiatives of the International Association of Firefighters, National Fire Protection Association Standards, and organizations such as the Nevada Peer Support Network

Critical Tasks 3B.6

Identify and deliver a schedule of classes countywide that provide peer support training consistent with the recognized four pillars of behavioral health and safety including but not limited to: mental health, financial wellness, spiritual wellness, physical wellness, and related topics and resources.

Critical Task 3B.7 Through the Training Officer's (TO) Section develop and submit to the PCFCA membership for consideration, an annual firefighter health and safety program budget which aligns with the initiatives and strategies of the PCFCA annual work plan.

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Strategic Initiative #4

Provide for coordinated, sponsored and centralized fire service training through the PCFCA which support the needs of departments and fire districts countywide.

Organization Purpose and Public Benefit: Providing centralized coordination and sponsorship of needed fire service training to departments and districts through the PCFCA countywide, potential cost savings, duplicative efforts, consistency in operational standardization, and reduced travel time to training, may be realized by participating fire departments and districts. This coordinated approach of providing increased efficiencies would ultimately provide a higher level of service delivery to our communities with potential cost savings to individual departments.

Object 4A: Establish a Training Officer's Section within the PCFCA.

Projected Completion Timeframe: Concept finalized and implemented by June 2026.

Critical Task 4A.1

Determine by vote of the general membership the desire, need, benefits, levels of support for, and challenges to creating and incorporating a Training Officer's section within the PCFCA.

Critical Task 4A.2

Utilizing the established subcommittee in Objective 1B, determine necessary amendments required to create and incorporate a Training Officer's section.

Critical Task 4A.3

Review changes and amendments necessary to bring currency to the organization's guiding charter and bring forth recommendations to the membership at large for consideration and ratification.

Critical Task 4A.4

Update the website to reflect the revised and approved mission, chapter and by laws.

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Critical Task 4A.5

Communicate the changes made to the general membership, associate membership, stakeholders and departments/districts countywide and encourage support, participation, and membership in that section.

Objective 4B: The Executive Committee (ExComm) Officers in conjunction with the new training section leaders, identify roles, responsibilities, reporting mechanisms and frequencies of the sections to the PCFCA.

Projected Completion Timeframe: Concept finalized and implemented by June 2026.

Critical Task 4B.1

Identify TO leadership and meet with exec com to identify expectations, roles, responsibilities, reporting to the PCFC.

Critical Task 4B.2

The PCFCA ratifies the expectations, goals, and guidelines of the Training Officer's Section.

Critical Task 4B.3

At regular intervals evaluate and report the effectiveness, accomplishments and challenges of the Training Officer's Section to the PCFC and make necessary and appropriate adjustments.

Objective 4C: To deliver a comprehensive program and schedule of needed and desired fire service training and professional development courses and seminars sponsored by the PCFCA.

Projected Completion Timeframe: July 2026

Critical Task 4C.1

Through the new training Section conduct training, certification and professional development needs assessment of every fire service department and district within Plumas County.

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Critical Task 4C.2

Combine the identified list into categories of state and local mandated training, certification training required courses, firefighter health safety and wellness, and desired leadership, management and professional development classes and seminars.

Critical Task 4C.3

Prioritize the list of identified training courses, certifications, classes and seminars and create a process and schedule for delivery annually.

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Strategic Initiative #5

Provide for coordinated, sponsored and a centralized Community Risk Reduction (Fire Prevention) Section of the PCFCA which support the needs of departments and fire districts countywide.

Organization Purpose and Public Benefit: By providing centralized coordination, delivery and sponsorship of needed fire prevention and community risk reduction initiatives and activities to departments and districts through the PCFCA countywide, potential cost savings, duplicative efforts, consistency in standardization, fire protection engineering innovations, fire code development and application may be realized by participating fire departments and districts. This coordinated approach of providing increased efficiencies would ultimately provide a more efficient and effective level of service delivery to our communities, our allied agencies and stakeholders.

Object 5A: Establish a Community Risk Reduction (Fire Prevention) Officer's Section within the PCFCA.

Projected Completion Timeframe: Concept finalized and implemented by June 2026.

Critical Task 5A.1

Determine by vote of the general membership the desire, need, benefits, levels of support for, and challenges to creating and incorporating a Community Risk Reduction (CRR) Officer's section within the PCFCA.

Critical Task 5A.2

Utilizing the established subcommittee in Objective 1B, determine necessary amendments required to create and incorporate a CRR Officer's section.

Critical Task 5A.3

Review changes and amendments necessary to bring currency to the organization's guiding charter and bring forth recommendations to the membership at large for consideration and ratification.

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Critical Task 5A.4

Update the website to reflect the revised and approved mission, chapter and by laws.

Critical Task 5A.5

Communicate the changes made to the general membership, associate membership, stakeholders and departments/districts countywide and encourage support, participation, and membership in that section.

Objective 5B: The Executive Committee (ExComm) Officers in conjunction with the new CRR section leaders, identify roles, responsibilities, reporting mechanisms and frequencies of the sections to the PCFCA.

Projected Completion Timeframe: Concept finalized and implemented by June 2026.

Critical Task 5B.1

Identify the CRR Section leadership and meet with the ExComm to identify expectations, roles, responsibilities, reporting to the PCFC.

Critical Task 5B.2

Members of the PCFCA will consider review and ratify the expectations, responsibilities, goals, and guidelines of the CRR Officer's Section.

Critical Task 5B.3

At regular intervals the CRR Section will review, evaluate and report on the effectiveness, accomplishments, and challenges of the CRR Officer's Section to the PCFC and make appropriate adjustments as necessary.

Objective 5C: To deliver a comprehensive program and schedule of needed and desired fire prevention events, safety messages, code development and adoption processes sponsored through the PCFCA.

Projected Completion Timeframe: July 2026

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Critical Task 5C.1

Through the new CRR Section conduct a community risk reduction needs assessment of every fire service department and district within Plumas County.

Critical Task 5C.2

Based upon the results of the needs assessment organize, itemize and prioritize those needs based on fire department/district level of importance, timeliness/urgency and alignment with the PCFCA initiatives and available resources

Critical Task 5C.3

The CRR Section shall develop and implement an annual program of events, seminars and initiatives for sponsorship through the PCFCA.

PERFORMANCE MEASUREMENT

Continuous quality improvement is a result of this strategic process by initiating the use of metrics to measure and report performance on what it is we say we are going to do and how well we are doing it. In an article written by Michael J. Mauboussin, "Companies that link nonfinancial measures and value creation stand a better chance of improving results", *The True Measure of Success* Harvard Business Review, October 2012.

Performance measures, quantitatively and qualitatively tell the organization about its core programs, services, and the processes that produce them. They are a tool to help PCFCA members and the executive committee to understand, manage, and improve what the organization does. They let the organization know:

- How well they are doing
- If the processes are can be qualified and/or quantified
- If the organization is meeting its goals
- If and where improvements are necessary
- If the stakeholders and members are satisfied

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They provide the PCFCA with the information necessary to make intelligent decisions about what it is we do and how well we deliver what we do.

Often times, performance measures can be grouped into one of the following six general categories. Organizations need to consider the initiative being measured and then determine the most appropriate performance measure for managing results:

Effectiveness: A process characteristic indicating the degree to which the process output (work product) conforms to requirements. (Are we doing the right things?)

Efficiency: A process characteristic indicating the degree to which the process produces the required output at minimum resource cost. (Are we doing things right?)

Quality: The degree to which a product or service meets customer requirements and expectations.

Timeliness: Measures whether a unit of work was done correctly and on time. Criteria must be established to define what constitutes timeliness for a given unit of work. The criterion is usually based on customer requirements.

Productivity: The value added by the process divided by the value of the labor and capital consumed.

Safety: Measures the overall health of the organization and the working environment of its employees. When developing the priorities and budgets for implementing strategic initiatives, the organization will determine what most appropriate metrics should be used for each objective and initiative. A family of measures that is typically used to obtain performance results in qualitative or quantitative ways are:

Inputs: Inputs are the value of resource used to produce an output.

Outputs: Outputs are the quantity or number of units produced.

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Efficiency: Efficiency is a measure of inputs used per output or outputs per unit of measurement.

Service Quality: Service quality is the degree to which customers are satisfied with a program or how accurately or timely a service is provided.

Outcomes: Outcomes are qualitative results associated with a program or service.

PLANNING THE WORK AND WORKING THE PLAN

The Plumas County Fire Chiefs have taken great strides to produce a comprehensive 2 year Plan that will ensure continuous quality improvement commensurate with our *2026-2027 Vision and Work Plan*. How we work the plan is just as important as how we developed the plan.

PCFCA budget cycle is conducted annually. This means that developing work plans which correspond with the budget cycle is imperative. To accomplish this, the association will develop a work plan that incorporates key strategies, objectives and critical tasks by prioritizing what needs to be accomplished first.

Some initiatives and objectives will need to be accomplished in either a chronological sequence or in parallel because some may be predicated on the information required by other specific objectives or set of critical tasks. Coordination and alignment must be practiced with diligence to affect logical and incremental accomplishment of a particular initiative.

Obtaining fiscal appropriations to implement the tasks and objectives outlined in the work plan should also be considered and coordinated. Not all initiatives will require funding. However, it is important to provide ample time in advance (prior to budget preparation or approval process) to review and get input from key association members and those that may be involved in the initiatives that they may provide the necessary input, establish scheduling, and define the roles and responsibilities for each member implementing the work.

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The approved budget and work plan will be communicated to all members of the association and as the priority of the association. Assignments will be made and regular reporting of progress by those responsible for the initiative, objective and/or tasks will be established and communicated.

FACTORS ENSURING SUCCESS

Through a series of several sessions with members of our organization (the internal stakeholders), the work culminated over the course of the facilitation and work executed by the Visioning sub-committee resulted in the delivery of a draft document incorporating best industry practices, which ultimately resulted in producing this final Strategic Visioning Plan for PCFCA.

Best practices for strategic planning contain two factors which are imperative to success. First, you must communicate to all members of the organization the value of strategic planning and how the organizations plan will affect the individual member and/or their department. The process is enhanced when as many of the members as possible, across all ranks and functional areas of the organization are included on the strategic planning team and participate in the implementation of key initiatives through the annual work plan.

Second, a process should be established whereby the progress and performance toward accomplishing the initiatives can be measured. The strategic initiatives are very dynamic and will change as circumstances and as our own association's situation change. Forecasting, monitoring the environment, reporting on our progress, and celebrating our successes will become the new culture of the Plumas County Fire Chiefs.