



Big Bear Fire Authority

**BIG BEAR FIRE AUTHORITY
NOTICE & AGENDA OF AD HOC STRATEGIC PLANNING COMMITTEE MEETING
MARCH 27, 2024
10:30 A.M.**

To: Director Michael Eagleson
Director Randall Putz
Director Bob Rowe
Vice Chair Kendi Segovia
Fire Chief Jeff Willis
Assistant Chief/Fire Marshal Mike Maltby
Director of Business Services Kristin Mandolini
Board Secretary Chardelle Smith
Authority Counsel Joey Sanchez
Local Media

CC: Board Chair Larry Walsh
Director Rick Herrick
Director Perri Melnick
Director John Russo
Director Al Ziegler

NOTICE IS HEREBY GIVEN, that a meeting of the Ad Hoc Strategic Planning Committee of Big Bear Fire Authority will be held on Wednesday, March 27, 2024, at 10:30 a.m. This meeting will be held in the Emergency Operations Conference Room at Big Bear Fire Department located at 41090 Big Bear Boulevard, Big Bear Lake, California; said meeting being called pursuant to Section 54956 of the Government Code of the State of California for the purpose of considering the following matters:

OPEN SESSION

CALL TO ORDER

MOMENT OF SILENCE / PLEDGE OF ALLEGIANCE

ROLL CALL

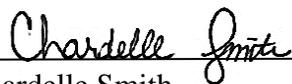
PUBLIC COMMENT

DISCUSSION ITEMS

1. Review of Authority's Strategic Planning

ADJOURN

I hereby certify under penalty of perjury, under the laws of the State of California, the foregoing agenda was posted in accordance with the applicable legal requirements. Dated this 21st day of March, 2024.



Chardelle Smith
Board Secretary

The Big Bear Fire Authority wishes to make all of its public meetings accessible to the public. If you need special assistance to participate in this meeting, please contact Board Secretary Chardelle Smith at 909-866-7566. Notification prior to the meeting will enable the Fire Authority to make reasonable arrangements to ensure accessibility to this meeting.



BIG BEAR FIRE AUTHORITY AGENDA REPORT

MEETING DATE: March 27, 2024

TO: Ad Hoc Strategic Planning Committee Members

FROM: Jeff Willis, Fire Chief *JW*

PREPARED BY: Chardelle Smith, Board Secretary *CS*

SUBJECT: **REVIEW OF AUTHORITY'S STRATEGIC PLANNING**

BACKGROUND

The previous strategic planning discussions were held from 2015-2017. The draft version was never adopted due to the recent JPA merger. With the recent merger, discussion then shifted towards positioning the department once the merger was finalized, which began discussions regarding Measure I.

At the December 12, 2023 Regular Board meeting, during the Request for Proposal discussion item, it was agreed to have the Finance Committee (previously named the Administrative Committee) review the Authority's vision, mission, and value statements. At the January 9, 2024 Finance Committee meeting, Staff and Committee Members reviewed past strategic planning documents and held discussion regarding the future mission, vision, and value statements. It was brought back to the full Board on February 13, 2024, where the Board agreed to not hire a consultant or mediator and formed a Strategic Planning Ad Hoc committee to continue strategic planning discussions.

DISCUSSION

When creating a strategic plan, the organization's mission, vision and value statements should be revalidated by the planning group. These organizational statements set the necessary foundation to align current department strategy and operating environment. The goal of a strategic plan is to clearly identify where an organization is currently and where it would like to be at future date. Stakeholder input and ownership is a critical component of the strategic planning process.

RECOMMENDATION

Staff recommends the Ad Hoc Committee discuss and provide further direction to staff.

Attachment A: 2015 Strategic Summary of Staff and Labor meetings

Attachment B: 2015 Strategic Planning Overview

Attachment C: 2015 Strategic Planning Draft Vision and Mission Statements

Attachment D: 11/09/2015 Strategic Planning Background

Big Bear Fire Authority

Strategic Planning

Summary of Meetings with Management, Labor and Staff

Services for the Future:

- Fire Protection
- Fire Prevention
- EMS
- All Risk service agency
- Community Risk Reduction
- Community Outreach, Public Education, EMT Classes
- Improved technical rescue capability
- Hazardous Materials
- Hazardous Fuels abatement
- Fire Prevention Bureau – plan checking, business inspections, wildland prevention
- Disaster Planning / Training
- Safe Surrender
- Coordination / Support with other agencies
- Community Para-Medicine: Public / Health education during EMS calls
- Paramedics real time link to doctors to provide advanced medical treatment
- Explorer Program
- Emergency Rescue
- Wildland Prevention Plan and Wildland fire suppression
- Improved response times
- More Community involvement – attend community events
- Fire education to children / schools
- Better communication for current events
- Fire Drills for businesses
- Business Involvement / communication

Big Bear Fire Authority

Strategic Planning

Summary of Meetings with Management, Labor and Staff

Value to constituency:

- Guaranteed, immediate response to fire and medical emergencies
- Fuels reduction
- Fire Agencies are government at its best – respond in 5 minutes
- “sense of security”
- Highly reliable system
- Right people, well trained, well equipped
- Working as a “Team”
- Fire House is the “pillar of the community”
- Assurance of safety
- Vegetation, structure, Earthquakes, flooding, snow load removal, EMS
- “trust in us being there when needed”
- They can ask us for anything
- Peace of Mind
- Great Customer Service with respect, courtesy and professionalism
- Prepare community for emergencies
- Making equipment / facilities last
- Quality, trained personnel
- Quick problem solving to people’s issues – follow through
- First aid, CPR, health questions come to front door
- Open Door to help public with their problems
- Blood Pressure, etc. after hours
- Prompt inspections
- Spending public’s \$ wisely

Big Bear Fire Authority

Strategic Planning

Summary of Meetings with Management, Labor and Staff

Core Values:

- Meeting the needs of our customers – they are paying for our services
- We are here 0800 to 0800 --- outward to the public
- The public will get our very best 24/7
- Duty, Honor, Commitment
- Integrity
- Maintaining the Trust of our Community
- Fiscally Responsible
- Absolute Duty to Serve and to Act
- Commitment to ourselves, our organization, our community
- Provide highest level of care by highest trained professionals
- Maintain Employee retention to better assure professionalism
- Serve with honesty, integrity, transparency, continued education
- Actions, not words
- It is an Honor to Serve
- Fiscally responsible
- Help our community as a whole, regardless of issue
- Be ethical and professional
- Be a department our community will be proud of
- Customer service
- Transparent
- Work as a Team
- Try for the top
- Medical / fire ready
- Community involvement

Big Bear Fire Authority

Strategic Planning

Summary of Meetings with Management, Labor and Staff

Vision:

- Unified communities valleywide
- A single elected governing board with one interest - fire
- Challenges, Prosper
- Inclusive stand alone fire agency
- Continue to build into a premier fire agency
- Ready to serve as called upon to serve
- Board, management, staff united in our vision - operationally, fiscally, politically
- Public: safety, security, they will take care of me
- Whatever obstacles we see in the future, look for opportunity to serve
- We don't say "that's not our job"
- Valleywide plus corridors
- Ready to serve our public beyond the valley as necessary
- Economy, weather based tourism
- Fulltime resident
- Stand alone Fire Dept – 1+ hours time for backup to arrive
- Expanded ems response
- Continued alignment of valley services to best serve all affected
- Electronic interconnection between customers and fire staff
- Electronic could be impersonal
- Virtual Doctor / Patient treatment via paramedic
- To consolidate and develop efficiencies for fiscal sustainability of fire protection and ems service delivery within the Big Bear Valley that exceeds our community's expectations

Big Bear Fire Authority

Strategic Planning

Summary of Meetings with Management, Labor and Staff

Mission:

- Meet the needs of valley through ever changing community needs
- Challenge younger staff to Core Values and Mission
- Similar to the police's: "Protect and Serve"
- Proudly serving Big Bear Valley
- Professionalism by professionals
- Higher levels of retention builds sense of community and community involvement
- Community safety
- To better our community
- Protecting Lives and Property
- The Big Bear Fire Dept commits to serving and protecting the lives and property of the Big Bear Valley community from fires and natural disasters and provide respectful EMS delivery by trusted, highly trained professionals.

Big Bear Fire Authority

Strategic Planning

OVERVIEW

Services for the Future:

- Emergency Medical Services
- Medical Services (How do we get paid for Community ParaMedicine?)
- Fire Protection / Suppression
- Fire Prevention / Education
- Emergency / Technical Rescue
- Hazardous Materials
- Hazardous Fuels Abatement and Future Maintenance
- Disaster - Planning , Response, Mitigation
- Community Outreach, Public Education
- Safe Surrender

Value to constituency:

- Guaranteed, immediate response to fire and medical emergencies
- “Sense of Security”
- Financially Stable and prepared for our Community’s Future
- Making our equipment and facilities last and spend the public’s \$ wisely
- Fire House is the “pillar of the community”
- They can ask us for anything
- Great Customer Service with respect, compassion, courtesy and professionalism
- We prepare our Community for emergencies
- First aid, CPR, health questions come to our front door
- Help to lower home / business insurance rates
- Increase property values

Big Bear Fire Authority

Strategic Planning

OVERVIEW

Core Values:

- We are here to meet the needs of the Public – They are paying for our services
- The public will get our very best 24/7 - Skilled Compassionate service
- Duty, Honor, Commitment, Integrity, Professionalism
- Maintaining the Trust of our Community
- Fiscally Responsible - Best Possible Service at lowest possible cost
- Cost effective, nothing wasted – people , equipment, time
- Absolute Duty to Serve and to Act
- Help our community as a whole, regardless of issue
- Be ethical and professional
- Be a department our community will be proud of
- Maintain a strong connection to our Community
- Consistently improving services through continuing education, advancing technology, modernization of equipment and facilities
- We are accountable for the Quality of Services that we provide.
- We preserve life and property
- A privilege to be able to serve

Big Bear Fire Authority

Strategic Planning

OVERVIEW

Vision:

- Unified communities valley wide
- A single elected governing board with one interest – one Fire Department
- Board, management, staff united in our vision - operationally, fiscally, politically
- Expanded Medical response
- Continued alignment of valley services to best serve all affected
- To consolidate and develop efficiencies for fiscal sustainability of fire protection and medical service delivery within the Big Bear Valley that exceeds our community's expectations
- The Big Bear Fire Authority is dedicated to being the best community full service fire and medical aid agency that meets and exceeds the changing needs of the Big Bear area through development, unity and teamwork.
- To provide the entire Big Bear Valley with the highest possible quality of fire protection, fire prevention and emergency medical services in an efficient and economical manner which realizes and enhances the value of each team member and consistently strives to improve service to our community.
- Consolidation of both Fire Depts into one efficient, cohesive, and responsive organization
- Provide the best public service through training, education and modern equipment
- Move our Fire Dept into the future through productive teamwork, open and honest communication, and transparent decision making throughout our organization
- Organization driven to provide a cost effective and efficient Fire Dept Department while honoring our values, accomplishing our mission and achieving our goals
- To provide consistent Fire and Emergency Medical Services throughout the entire Big Bear Valley as efficiently and cost effectively as we are able, while striving to provide the highest level of Service to our Community.
- It is the shared vision of the members of the Big Bear Fire Authority that through active training, maintaining a motivated work force, and equipping ourselves with the best in equipment and apparatus, we will provide the best protection possible in the field of fire protection, rescue services and environmental protection for those we serve.
- Find what we need, not what we want, prioritize

Big Bear Fire Authority

Strategic Planning

OVERVIEW

Mission:

- Protecting Lives and Property
- Meet the needs of our valley as our community continues to change
- Proudly serving Big Bear Valley
- The Big Bear Fire Dept commits to serving and protecting the lives and property of the Big Bear Valley community from fires and natural disasters and provide respectful EMS delivery by trusted, highly trained professionals.
- Our Mission, for the Big Bear area, is the protection of life and property through Education, Fire Prevention, Code Enforcement and the response of highly trained personnel.
- Provide emergency medical services; prevent the loss of life, loss of property and damage to the environment from the affects of fire, natural disasters or hazardous conditions.
- It is the Mission of the Big Bear Fire Dept to Preserve Life and Property, Promote Public Safety and Foster Economic Growth through Leadership, Management and Actions in our Community.
- Our goal is to protect the life and property of our customers – the citizens and visitors of Big Bear Valley- by providing Public safety, Fire Suppression, Fire Prevention and education, Advanced Life Support Emergency Medical Services and Hazardous Incident Mitigation, at the highest level of services in a courteous and ethical manner.

Big Bear Fire Authority

Strategic Planning

OVERVIEW

Other Comments:

- Merger Goal – Save \$ and same or better service.
- Make every \$ count
- As we approach the tipping point of not enough funds, need to prioritize
- Balanced Budget, Zero based budget,
- Where every minute counts, make every \$ count
- Always answering to the taxpayer
- Reinforce the benefits of consolidation as we move forward
- Regularly revisit Mission, Vision, Services; Annual review; Actual vs. Projected, prior to budget each year
- Hospital affiliation with Loma Linda ???
- What if Hospital closed ???
- How do we meet peak demand when all ambulances are tied up ???
- Recruit, prepare and mentor employees for the future within the Fire Dept
- We can't build our Dept for peak times. Peaks measured in weeks.
- Efficiencies, better managed / coordinated F.D.
- One valley great way to start
- From efficiency (not bigger now and need more \$)
- Avalon handles peaks in summer through multi agency staffing
- JPA with ambulance companies or county fire that they will be here at peak times and operates out of stations for 3 week peak periods – Xmas, 4th of July, etc.
- Outlying areas like Lake Williams, a long way from a Fire Station and a long way between fire hydrants, a second way out is needed, parked cars blocking traffic
- Balance decision of more capacity with Risk assumed with less capacity
- Balance ethical requirements with financial reality
- BB is different in demand levels vs. a non tourist community
- 5 min vs 12 min – Equal access to responses?
- Preparedness: We trust one another to prepare in such a way that puts the Safety, Effectiveness and Reputation of the Team and the Dept first.
- Leadership: We value the Development and Application of all Personnel's Leadership skills.
- Not trying to meet everyone's wants

Big Bear Fire Authority

Strategic Planning

Draft Vision and Mission Statements Recommendation for next Steps in Strategic Planning

Draft Vision Statement:

- Big Bear Fire Authority will provide our unified community with a professional, Full Service, Fire, Medical and Emergency Services Agency in the most cost effective manner possible.

Draft Mission Statement:

- “Protecting Lives and Property”

Recommendation for next Steps in Strategic Planning:

- Based on the Fire Authority Board’s agreed upon:
 - Services for the Future,
 - Vision Statement, and,
 - Mission Statement,

produce a draft Strategic Plan for the Fire Authority which presents the Authority’s:

- Current Capability and Capacity,
- Current Service Demand,
- Projected Future Service Demand, and,
- Necessary Future Capability and Capacity.

Big Bear Fire Authority

Strategic Planning

Definition:

Strategic Planning is an organization's process of defining its strategy, direction and sphere of influence, and making decisions on allocating its resources to pursue this strategy.

Board: Here's where we want to go. **Strategic Plan:** Here's how we get there.

Background:

May & early June – Chief and Michael met with:

- Management and Employee Reps
- All 10 Board Members

Discussed and captured:

- Services provided
- Value to our constituents
- Core Values
- Vision Statement
- Mission Statement

June 15 Board Meeting:

- Board reviewed –
 - Complete Summary / Overview of Input received
 - Draft Vision Statement
 - Draft Mission Statement
- Board gave direction to revise Vision / Mission to Chief and Michael

June 24 Board Meeting:

- Board meeting delayed due to Chief responding to Lake Fire

VISION STATEMENT

- Future Based
- Meant to Inspire
- “Where is our business going ?”
- Show our Future Direction to employees and constituents
- What will success look like for the Big Bear Fire Authority ?

Revised Draft Vision Statement:

Recognizing that we are a 4 season Resort Community, within a unique mountain environment, Big Bear Fire Authority will anticipate and meet our Community's future service demands by proactively and strategically planning and developing our abilities and resources.

MISSION STATEMENT

- Present Based
- “Why do we exist ?”
- “What do we do ?”

Revised Draft Mission Statement:

Big Bear Fire Authority protects the Lives and Property of our Community by providing a Professional, Full Service, Fire, Medical and Emergency Services Agency in the most cost effective manner possible.

Draft Motto:

“Protecting Lives and Property”