



Shasta Fire Protection District

P.O. Box 297 Shasta, CA 96087

website: shastafire.org

Strategic and Budget Planning Document
Fiscal Year 2025/26



Dear Community Members,

As your Interim Fire Chief, I want to express my gratitude for your ongoing support and dedication to the safety of our community. Our firefighters and support staff work tirelessly to protect you, but we know that collaboration with our community is essential to achieving our shared goals.

This strategic planning document represents our unwavering commitment to your safety and to enhancing the services we provide. The initiatives outlined here will guide our budgetary decisions and define the level of service we aim to deliver now and in the years ahead.

As you may know, the Shasta Fire Department recently separated from the Shasta Community Services District through a process overseen by Shasta County LAFCO (Local Agency Formation Commission) completed on September 10, 2024. As a newly established entity with a committed board and leadership team, we recognize that there may be challenges along the way. However, we are committed to ensure these transitions do not lead to any decrease in the quality of service you have come to rely on.

Thank you for your trust and partnership as we embark on this new chapter together.

Sincerely,

Eric Ohde
Interim Fire Chief
Shasta Fire Department



Mission Statement

It is the mission of the Shasta Fire Protection District to provide the best possible care and service to all persons without prejudice based on race, color, creed, religion, or sexual orientation. We will constantly strive to improve the quality of training, education, and service to all members of the community. The Shasta Fire Protection District is committed to serve and protect the lives, property, and natural resources of Old Shasta and any community in need.

Vision Statement

We strive for continuous improvement in the quality of the services we provide, the professionalism of our membership, and the training and education we provide to our team, patients, and the community.

Core Values

The Shasta Fire Protection District is dedicated to:

- Serving and protecting the lives, property, and natural resources of Old Shasta, Shasta County, and the State of California.
- Upholding the highest standards of integrity, respect, and inclusivity in every aspect of our work.
- Fostering a culture of excellence, innovation, and community engagement.



History of the District:

The Old Shasta Fire Department is nearly 170 years old with humble origins coinciding with the California Gold Rush (1848–1855). Old Shasta, once a bustling hub for miners and settlers, required fire protection for its wooden buildings, particularly in an era of rapid development and fire hazards. Like many early fire departments, they were community and volunteer-based. Residents often came together to protect their communities from fire, using rudimentary tools like buckets, hand-drawn pumps, and horse-drawn water wagons. In its long history, the department played a key role in combating major fires in Old Shasta. These incidents shaped its evolution and inspired improvements in fire prevention and response techniques.

Over time, the Old Shasta Fire Department transitioned from basic tools to modern fire engines, improved safety protocols, and advanced training. It may have been instrumental in advocating for fire safety and public education in the region.

Fire Station 56 is still active and operational, staffed by volunteer firefighters. Its continuous use reflects careful preservation and adaptations to maintain its relevance while honoring its history.





A fire department with such a long legacy holds a special place in the hearts of residents. It might host annual events, open houses, or community education programs, celebrating its heritage and fostering public support.

A SWAT (Strengths, Weaknesses, Opportunities, and Threats) exercise is an essential tool for strategic planning in a fire protection district. It allows leadership to assess the organization's current capabilities, identify areas for improvement, and explore opportunities for growth. During the exercise, team members analyze internal strengths, such as experienced personnel and equipment, while addressing weaknesses like resource limitations or training gaps. External factors, such as emerging threats or community needs, are also considered. The SWAT exercise fosters collaboration, encourages innovative thinking, and helps develop a clear, actionable strategic plan to strengthen the district's operations and future readiness. Table 1 indicates the results of a SWAT exercise completed by the Shasta Fire Protection District Chief Officers and Board of Directors.

Table 1.	
<u>Strengths:</u> <ul style="list-style-type: none">• Community Support• Cal Fire Support• 	<u>Weaknesses:</u> <ul style="list-style-type: none">• Volunteer firefighter shortage• Operational Readiness
<u>Opportunities:</u> <ul style="list-style-type: none">• Professional Staffing (Fire Chief, Captain and Engineer)• Volunteer Firefighter Recruitment	<u>Threats:</u> <ul style="list-style-type: none">• Policy• Training• Compliance• Retention



Introduction to the Old Shasta Fire Protection District Strategic Plan

The Old Shasta Fire Protection District is rooted in a proud legacy of service, with Fire Station 56 standing as a testament to nearly 170 years of dedication to the safety and well-being of our community. Established during the bustling era of the California Gold Rush, our fire station has witnessed the transformation of Old Shasta



from a mining hub to a vibrant historical community. As we honor this rich history, we also look forward to the future, committed to adapting and excelling in an ever-changing environment.

This **Strategic Plan** serves as a roadmap for the recovery, growth and development of the Old Shasta Fire Protection District. It reflects our steadfast commitment to safeguarding the lives, property, and natural resources of those who live, work, and travel through our district. With a focus on delivering the highest level of fire protection, emergency response, and community education, this plan outlines the key priorities and initiatives that will shape our actions over the coming years.

The separation of the Shasta Fire Protection District from the Shasta Community Services District, completed through the Shasta County LAFCO process, marks a significant milestone in our history. As a newly independent entity with a dedicated board and leadership team, we recognize both the opportunities and challenges ahead.



This strategic plan is designed to address these realities, ensuring a seamless transition and continued excellence in service delivery.

Central to our mission is the commitment to serving all individuals with professionalism, compassion, and equity. The core values of integrity, respect, and inclusivity guide every aspect of our operations, from emergency response to public outreach. Our vision extends beyond responding to emergencies; it encompasses proactive measures to reduce risk, educate the community, and enhance resilience against natural disasters.

This plan was developed through collaboration with our leadership, staff, and community stakeholders. It is a dynamic document, designed to adapt as circumstances change, while always staying true to our mission and values.

We are excited to embark on this new chapter for the Old Shasta Fire Protection District. Together, we will build on our legacy of service, meet the challenges of today, and create a safer, more resilient future for Old Shasta and other communities in need.



Strategic/work plan Initiatives

1) Policy Development

Fire department policy development is essential for establishing clear guidelines and best practices that ensure effective, efficient, and safe operations. These policies are continuously reviewed and updated to reflect changing regulations, technological advancements, and the evolving needs of the community we serve.

- a. Finance
 - i. Purchasing policy
 - ii. Reserves policy
 - iii. Financial management policies
- b. Business Management
 - i. Conflict of Interest Policy
 - ii. Other
- c. Operations
 - i. Response and training policies
- d. Logistics
 - i.
- e. Injury, Illness and Prevention Program
- f. Organizational Chart

2) Staffing

- a. Hire a Fire Chief - The transition from a volunteer fire chief to a paid fire chief marks a significant shift in the department's leadership structure, reflecting the increasing demands for professional management and oversight. This change ensures dedicated leadership, enhances operational efficiency, and allows for focused strategic planning and resource management to better serve the community.
 - i. Develop and approve Job Description and wage/benefits package
 - ii. Identify recruitment and onboarding strategies
 - iii. Board of Directors Interview
 - iv. Make offer of employment



- b. Hire a Fire Captain and Engineer - The shift from volunteer firefighters to paid firefighters enhances the department's ability to provide consistent and immediate emergency response, ensuring that professional staff are always available to serve the community. This change allows for improved training, faster response times, and a higher level of service as the department grows and adapts to evolving community needs.
 - i. Develop and approve Job Description and wage/benefits package
 - ii. Identify recruitment and onboarding strategies
 - iii. Fire Chief Interview
 - iv. Make offer of employment
- c. Recruit and retain quality Volunteer Firefighters - Recruiting and retaining volunteer firefighters is crucial to maintaining a well-rounded and responsive fire department, as volunteers play an integral role in supporting the community during emergencies. By offering comprehensive training, fostering a strong sense of camaraderie, and recognizing their contributions, we ensure volunteers remain committed and passionate about their service.
 - i. Develop and approve Job Description and stipend/benefits package
 - ii. Identify recruitment and onboarding strategies
 - iii. Fire Chief Interview
 - iv. Make offer of employment
- d. Identify and select legal counsel - Attaining legal counsel is essential for a fire protection district to ensure compliance with local, state, and federal regulations, as well as to navigate complex legal matters that may arise in the course of operations. Legal counsel provides valuable guidance on risk management, contractual agreements, and policies, safeguarding the district's interests and helping to mitigate potential liabilities.
 - i. Develop and approve a selection and onboarding process.
 - ii. Board interview
 - iii. Board selection



3) **Operational Readiness and Response**

Operational readiness for a fire protection district ensures that all personnel, equipment, and systems are fully prepared to respond effectively to emergencies at any time. This includes regular training, routine maintenance of fire apparatus, and the implementation of well-established response protocols to guarantee swift and efficient action when needed.

- a. Equipment and PPE
- b. Training
- c. Response

Conclusion

The Shasta Fire Protection District Strategic Plan represents a comprehensive roadmap to ensure the safety and resilience of our community while honoring our historical legacy. It reflects our commitment to proactive planning, operational excellence, and the responsible stewardship of resources. By addressing key focus areas such as operational readiness, community engagement, sustainability, and the enhancement of services, this plan establishes a clear vision for the future.

As we transition into this new chapter of independence following our separation from the Shasta Community Services District, we remain steadfast in our dedication to the community. The challenges ahead, including evolving recovery, increased demands for service, and changes in leadership and staffing, provide an opportunity for growth and innovation. The shift from a volunteer structure to a paid leadership and workforce exemplifies our commitment to adapting to these changes while ensuring the highest standards of service.

This strategic plan is not just a document; it is a dynamic framework that will guide our decisions and priorities over the coming years. It reflects the collective input of our



leadership, staff, and community stakeholders, ensuring that it aligns with the needs and expectations of those we serve.

As we move forward, our focus will remain on continuous improvement, effective communication, and collaboration. We aim to preserve the trust and confidence of the community by maintaining operational excellence, fostering strong partnerships, and demonstrating accountability.

The Shasta Fire Protection District is more than a fire department; it is a symbol of dedication, resilience, and service. Together, we will build on our legacy, meet today's challenges, and create a stronger, safer future for Old Shasta, Shasta County, and beyond.

Thank you for your continued support and partnership as we embark on this important journey.