



HUMBOLDT BAY FIRE

*"Committed to Community Service
through Leadership, Vision and Integrity"*

FIRE CHIEF

Salary: \$123,276-\$149,844*

APPLICATION DEADLINE: MAY 31, 2024

Application: <https://www.hbfire.org/positionopenings>

Submit Application Packet Via Email to: recruitment@HBFire.org

WHO WE SERVE

Humboldt Bay Fire serves the City of Eureka and the Greater Eureka area. Located in Northern California, Eureka is the largest city in the County of Humboldt with approximately 50,000 residents including the unincorporated area. Eureka is one of California's best kept secrets, bordered by the beautiful Humboldt Bay and forests lush with giant redwoods. A variety of cultural opportunities are available in and around the city. Outdoor recreation is abundant with activities such as boating, fishing, kayaking, hunting and backpacking. Humboldt Bay Fire takes pride in making Eureka and the greater Eureka area an even better place to live.



OUR DEPARTMENT

Responding from 5 fire stations to approximately 8,000 calls for service each year, HBF is a full-service, all-risk fire department. In terms of critical infrastructure, HBF is the emergency service provider for a number of high-hazard occupancies, including various types of building construction ranging from old Victorian residences to modern commercial occupancies; 1 municipal airport; 1 hospital; 1 fuel distribution bulk storage plant; as well as a large area in the "Wildland Urban Interface" in the outlying areas of the jurisdiction.



HBF's staff and firefighters are highly motivated and trained to deliver the best possible community service locally, throughout Humboldt County, and the state of California. From fire and rescue services, Emergency Medical Services, to general public service we stand ready to help 24 hours a day, seven days a week.

THE IDEAL CANDIDATE

The Fire Chief provides administrative direction and leadership for all Humboldt Bay Fire Joint Powers Authority (HBF), operations, and personnel through the supervision of staff and a review of their activities. Responsibilities include but are not limited to: reviewing the general operation of the department to determine efficiency; providing direction on major projects or problem areas; preparing and monitoring the annual budget planning for the future; developing and implementing policies and procedures; and providing policy guidance.

The Fire Chief, as Chief Administrative Officer, shall: review and recommend HBF policies to the Board; annually evaluate or cause to be evaluated all HBF employees; continuously monitor and advise the Board of HBF financial condition; develop, recommend and implement programs on behalf of the HBF, establish and maintain positive community, staff and Board relations; serve as liaison to the Board with respect to employer/employee relations; recommend to the Board goals and objectives for the HBF; attend all regular, special, and executive session meetings of the Board.

The ideal Chief candidate must possess a dynamic personality able to handle all types of interactions with department personnel, policy makers, and the public. The ideal candidate will possess political and business savvy to help them navigate both complex arenas. Candidates are expected to not only lead by example within Humboldt Bay Fire, but to also rise as a leader within our community and beyond demonstrating public service and a commitment to improving all aspects of our community.

The Chief must be an effective communicator both in written and verbal form. They must possess the skill to communicate in all directions throughout the department from our board of directors to our newest Firefighters. They will likely find themselves speaking to a multitude of community groups and organizations helping inform and educate the citizens we serve on their fire department. The Chief must also demonstrate an even tempered approach to communicating with those who may have citizen complaints or concerns regarding department matters.

MINIMUM QUALIFICATIONS

- 10 years of demonstrable, progressive experience in municipal fire service
- 3 years minimum as a Chief Officer
- Possession of a California State Fire Marshal Company Officer Cert or equivalent
- Possess a current, valid California or National Registry EMT-1 or Paramedic certification (note: persons possessing a National Registry Certification will be required to register as a California EMT-1 or Paramedic prior to appointment).
- Possess or have the ability to obtain a valid California Class "C" Driver's License with a firefighter endorsement

DESIRED QUALIFICATIONS

- Bachelor's Degree from an accredited four-year university
- Certified California State Chief Fire Officer or equivalent
- Executive Fire Officer through the National Fire Academy

APPLICATION PACKET

A completed application packet for the position of Fire Chief shall include the following

- A typed application
- A letter of interest
- A resume
- A five year plan for Humboldt Bay Fire in regard to leadership, operations, budget strategies, personnel issues, etc.



Application packets are due May 31, 2024 by 5:00pm

Mail: 533 C Street Eureka, CA 95501

Emailed: recruitment@HBFire.org

Apply at: <https://www.hbfire.org/positionopenings>

EXAMINATION PROCESS (TENTATIVE)

- Application Deadline.....May 31, 2024
- Application Packet Processing..... June 3, 2024
- Assessment Center Interviews..... June 10, 2024 (week of)
- Finalist Interview Process..... June 10, 2024 (week of)
- Recommendation/Appointment..... August, 2024



COMPENSATION & BENEFITS

The annual salary range for this position if hired as Fire Chief is \$123,276- \$149,844*
Step will be based on education and experience

Additional incentives include CTO accrual, take home vehicle and annual uniform allowance.

*Salary is currently under negotiations.



DEPARTMENT BENEFITS

RETIREMENT: 2% at age 50 retirement formula for Classic CalPERS members; or 2.7% at age 57 based on provision of the California Public Employees Pension Reform Act of 2013 (PEPRA).

HEALTH INSURANCE: HBF covers 80% of medical premium for the employee and eligible dependents and contributes to each employees Health Savings Account.

DENTAL & VISION INSURANCE: HBF covers 100% of dental, vision and EAP premiums for employee and eligible dependents.

VACATION: Accrues based on length of service.

SICK LEAVE: Sick Leave is accrued at one 8-hour shift per month with no accrual limit. Sick leave conversion to service credit is available at time of retirement through CalPERS.

HOLIDAYS: Employees are paid 14 holidays plus 4 personal holidays

OTHER INSURANCE: HBF provides a robust EAP program, Group Life Insurance and AirMED coverage for employees and all members of their household.

OTHER BENEFITS: Optional participation in deferred compensation and Section 125 plans including Flexible Spending Accounts.

NOTE: ALTHOUGH BENEFITS HAVE BEEN REPORTED AS ACCURATELY AS POSSIBLE, THEY ARE STILL SUBJECT TO CHANGE.



Application Deadline:
May 31, 2024

Our application can be located at
www.HBFire.org/positionopenings



Questions: Please contact
recruitment@HBFire.org.

Or call 707-441-4000



THE PROVISIONS OF THIS BULLETIN DO NOT CONSTITUTE AN EXPRESSED OR IMPLIED CONTRACT. ANY PROVISION CONTAINED IN THIS BULLETIN MAY BE MODIFIED OR REVOKED. HUMBOLDT BAY FIRE JPA IS AN EQUAL OPPORTUNITY EMPLOYER, AND DOES NOT DISCRIMINATE ON THE BASIS OF HAND-ICAP STATUS IN THE ADMISSION, ACCESS TO, TREATMENT, OR EMPLOYMENT FOR ITS PROGRAMS, OR ACTIVITIES, WHETHER FUNDED BY HUMBOLDT BAY FIRE OR BY GRANTS.



Humboldt Bay Fire

Fire Chief Recruitment 2024

Application Instructions to Candidates

Thank you for your interest in applying for the position of Fire Chief for Humboldt Bay Fire Joint Powers Authority. In your application packet, you should have received the following application materials:

- A position profile detailing our community, our department, our vision of the Chief, and the compensation package
- Application instructions sheet (this document)
- Fire Chief application
- The job description for Fire Chief
- A copy of the HBF Strategic Plan 2020-2025

Application packets are due May 31, 2024 by 5:00pm via email or mail.

Mail: 533 C Street Eureka, CA 95501

Email: recruitment@hbire.org

Please see the position profile for application packet details.

Humboldt Bay Fire Five-Year Plan Instructions

As part of the testing and evaluation process, applicants must submit a written five-year plan for Humboldt Bay Fire. The five-year plan should include an executive summary of the plan and a fully developed written plan for the department.

Candidates are encouraged to use the HBF 2020-2025 Strategic Plan to assist in their development of the documents. Candidates are also encouraged to do their own research on Humboldt Bay Fire JPA to determine a realistic plan for the department based on, but not limited to, our local area, local/state/global economics, personnel issues, etc.

Candidates will present their strategic plan in a 15-minute presentation oral panel during the test. The presentation **does not** need to be included with the application packet. Candidates may utilize any audio/visual aids needed to make their presentation. Handouts and additional information for the presentation will be the responsibility of the candidate. Immediately following the presentation, the candidate will be asked to answer related prepared and follow-up questions.



HUMBOLDT BAY FIRE JPA

533 C Street Eureka, CA 95501
Phone (707) 44-4000 Fax (707) 441-4133
Email: Recruitment@HBFire.org

Fire Chief Application

“Committed to Community Service through Leadership, Vision and Integrity.”

Humboldt Bay Fire Joint Powers Authority considers applicants for all positions without regard to race, color, religion, creed, gender, national origin, age, disability, marital or veteran status, sexual orientation, or any legally protected status.

Upon request, applications may be made available in alternative accessible format; assistance in completing the application may also be available upon request. If you need special assistance in order to participate in the testing and/or interview process, please advise the Administrative Assistant at least 48 hours prior to your appointment by calling (707) 441-4000 so that we may make reasonable accommodations to assure accessibility.

(PLEASE PRINT)

PERSONAL INFORMATION

Full Name: _____ **Date:** _____
Last First Middle

Address: _____
Street Address Apartment/Unit #

City State ZIP Code

Phone: _____ **Email:** _____

Driver's License _____
State Number Class Expiration

Are you currently an employee with Humboldt Bay Fire(HBF)? Yes No

Have you previously been employed by or volunteered for HBF? Yes No

If yes, dates: _____ and in what capacity?: _____

May we contact your present employer? Yes No

EDUCATION

Do you have a High School Diploma, G.E.D or CA High School Proficiency Cert? YES NO

College: _____ Address: _____

From: _____ To: _____ Did you graduate? YES NO Amount of credits or type of Degree: _____

College: _____ Address: _____

From: _____ To: _____ Did you graduate? YES NO Amount of credits or type of Degree: _____

College: _____ Address: _____

From: _____ To: _____ Did you graduate? YES NO Amount of credits or type of Degree: _____

Other Relevant Courses & Training

Name or Type:	_____
Length of Course:	_____
Date Completed:	_____

Professional Licenses and/or Certificates

Name or Type	_____
Serial Number	_____
Date Issued	_____
Expiration Date	_____

Employment

Start with your present or last job. Include any job-related military service assignments and volunteer activities. *If you need additional space, please continue on a separate sheet of paper. Do not substitute this section with resume.*

Employer: _____ Phone: _____

Address: _____ Supervisor: _____

Job Title: _____

Responsibilities: _____

From: _____ To: _____ Reason for Leaving: _____

May we contact your previous supervisor for a reference? YES NO

Number Supervised (if any) _____ Hours per week: _____

Employer: _____ Phone: _____

Address: _____ Supervisor: _____

Job Title: _____

Responsibilities:

From: _____ To: _____ Reason for Leaving: _____

May we contact your previous supervisor for a reference? YES NO

Number Supervised (if any): _____ Hours per week: _____

Employer: _____ Phone: _____

Address: _____ Supervisor: _____

Job Title: _____

Responsibilities:

From: _____ To: _____ Reason for Leaving: _____

May we contact your previous supervisor for a reference? YES NO

Number Supervised (if any): _____ Hours per week: _____

Minimum Requirements

Complete the following questions to the best of your knowledge. Only attach certificates when requested.

	Yes	No
1. Do you have 10 years of demonstrable fire service experience with at least three years as a Chief Officer?		
2. Do you possess a California State Fire Marshal Company Officer Certification or equivalent? Attach copy of certificate with application.		
3. Do you possess an EMT license (or higher)? Attach copy of certificate with application.		
4. Do you possess a current CPR/AED? Attach copy of certificate with application.		
5. Do you possess a valid California Class "C" Driver's License with a Firefighter endorsement? Attach copy of certificate with application.		

Desired Requirements

Complete the following questions to the best of your knowledge. Only attach certificates when requested.

	Yes	No
1. Do you possess a Bachelor's degree from an accredited university? Attach copy of certificate with application.		
2. Do you possess a CA State Chief Fire Officer Certification or equivalent? Attach copy of certificate with application.		
3. Have you completed the Executive Fire Officer Program through National Fire Academy? Attach copy of certificate with application.		

ADDITIONAL INFORMATION:

Use this space to provide additional information as required by this application or to describe in detail any aspects of your experiences that are pertinent to your employment by the Humboldt Bay Fire JPA.

EQUAL OPPORTUNITY

Humboldt Bay Fire Joint Powers policy is to promote equal employment opportunity to all without regard to sex, age, race, color, religious creed, national origin, ancestry, political affiliation, marital status, disability or other non-merit factors.

REASONABLE ACCOMMODATION FOR THE DISABLED

Humboldt Bay Fire Joint Powers Authority makes reasonable accommodation for disabled persons. Individuals with disabilities requiring any accommodation in order to participate in the testing process must inform the Fire Chief in writing no later than the final filing date as stated on the job announcement. Also, those applicants needing such accommodations may be required to document this request including an explanation as to the type and extent of accommodations, as well as documentation from a qualified authority of the requirements needed to participate in the selection process.

IMMIGRATION LAW

In accordance with the Immigration Reform Act of 1986, Humboldt Bay Fire Joint Powers Authority must verify once an employment offer has been made, that all persons have written proof of their right to work in the United States. Therefore, acceptable proof of right to work must be submitted prior to the start date.

Disclaimer and Signature

I have read and understand all the information contained in this application. I authorize the release of information concerning my qualifications, character, or prior record to HBF JPA through inquiries to any sources.

I certify that all statements in this application are true and complete: that there are no misrepresentations, falsifications, or omissions of material fact and I am aware that any misstatements or omissions of material fact may cause rejection of my application, disqualification from competing for, or discharge from any employment in this jurisdiction. Furthermore, I may be required to submit verification of any information provided on this application.

I understand that as a condition for employment, I may be required to take and pass medical and psychological tests including drug and alcohol screening. I further understand that to work in a public agency I may be fingerprinted prior to my employment.

I understand that, if hired, I will be required to abide by all policies and procedures of Humboldt Bay Fire Joint Powers Authority.

Signature: _____ Date: _____



Humboldt Bay Fire

Serving the City of Eureka and Greater Eureka Area since 2011

Fire Chief Job Description

Classification Responsibilities: The Fire Chief provides administrative direction and leadership for all Humboldt Bay Fire Joint Powers Authority (JPA), operations, and personnel through the supervision of staff and a review of their activities. Responsibilities include: reviewing the general operation of the department to determine efficiency; providing direction on major projects or problem areas; preparing and monitoring the annual department planning for the future; developing and implementing policies and procedures; and providing policy guidance. The Fire Chief, as Chief Administrative Officer, shall: review and recommend JPA policies to the Board; annually evaluate or cause to be evaluated all JPA employees; continuously monitor and advise the Board of JPA financial condition; develop, recommend and implement programs on behalf of the JPA, establish and maintain positive community, staff and Board relations; serve as liaison to the Board with respect to employer/employee relations; recommend to the Board goals and objectives for the JPA; attend all regular, special, and executive session meetings of the Board.

Distinguishing Features: This classification has been designated as a merit based system, at-will position. The Fire Chief is selected and appointed by the JPA Board. This employee receives general supervision from the JPA Board, who reviews work on the basis of overall results achieved. The Fire Chief may consult with the JPA Board on issues relating to policy and planning, but works independently in supervising the overall technical operations. This class is FLSA exempt-executive. This is a sworn position covered under the Public Employees Retirement System (PERS).

Qualifications

Employee Values: All employees of the Humboldt Bay Fire JPA are expected to uphold and exhibit the JPA's mission statement, shared core values of Professionalism, Respect, Image, Discipline, Efficiency, and the Humboldt Bay Fire JPA Code of Ethics.

Minimum Qualifications Required. Graduation from an accredited college or university with a Bachelor's Degree with a major in Fire Science, Public Administration, Management, Business or a related field. Ten plus years of progressively responsible administrative and supervisory experience in fire and life safety education, prevention, and emergency response work, with at least three years as a chief officer.

Special Requirement. Must possess a valid California Driver's License.

Preferred/Desirable Qualifications. It is preferred that the ten plus years of progressively responsible administrative and supervisory experience equivalent to the rank of Battalion Chief or higher in fire and life safety education, prevention, and emergency response work is within a

municipal fire department or fire district. It is highly desirable that candidates be certified as a California State Chief Fire Officer and/or Executive Fire Officer through the National Fire Academy.

ESSENTIAL FUNCTIONS

Communication: Establishes and maintains effective working relationships with staff, JPA Board, community organizations, other fire departments, other allied agencies, and the general public. Makes effective verbal and written presentations. Speaks before public groups on the plans, programs, and goals of Humboldt Bay Fire. Advises staff and JPA Board of Humboldt Bay Fire direction and progress. Responds courteously and tactfully to a demanding and diverse public in answering questions, explaining department policies, and handling complaints.

Mental: Attends various meetings and represents the Humboldt Bay Fire JPA. Plans, organizes, and directs a progressive public fire department with several functional areas. Organizes and directs the activities of a large staff engaged in providing fire and other life safety services. Plans, directs, and controls department activities such as: the recruitment of personnel; purchase of equipment; assignment of personnel and equipment; accreditation requirements, and budgeting and control of expenditures. Coordinates Humboldt Bay Fire activities with other neighboring departments and allied agencies. Plans, organizes, coordinates, prepares, administers, and monitors the JPA budget. Analyzes and resolves operational and procedural problems. Resolves complex problems involving diverse functional areas. Analyzes information, statistics, and reports on department activities. Develops plans designed to maintain department efficiency and responsiveness. Analyzes fire service needs, as well as the availability of resources, existing programs, and other related factors in developing department programs to meet those needs. Provides direction on major projects or problem areas. Develops and implements policies and procedures applicable to administrative functions, and provides policy guidance and leadership. Operates fire vehicles (i.e., automobiles and fire apparatus), requiring a standard California Driver's License with appropriate endorsements to perform normal and emergency-level firefighting duties.

Knowledge and Abilities:

Knowledge of:

- The theories, principles, and practices of effective public administration, with special reference to Humboldt Bay Fire policies, personnel, and budget administration;
- Modern management techniques, supervisory practices, and evaluation methods; governmental organization and management;
- The principles and practices of effective administration with particular attention to short- and long-range strategic planning;
- The principles and methods of budget preparation and monitoring;
- The activities, objectives, and ideals of fire and life safety services and operations;

- The facilities, equipment, and personnel needed to provide fire and life safety services and operations;
- The methods, equipment, and materials used in providing fire and life safety services; and progressive approaches to employee relations programs.

Ability to:

- Plan, organize, lead, and direct a progressive public agency with several functional areas;
- Organize and direct the activities of a large staff engaged in providing optimum fire services;
- Plan, prepare, and administer an annual departmental budget;
- Effectively analyze and resolve operational and procedural problems;
- Develop formal agreements and contracts with other agencies and communities;
- Make effective oral and written presentations; and
- Establish and maintain effective working relationships with staff, the JPA Board, community organizations, other allied agencies, and the general public.

The duties listed above are intended only as general illustrations of the various types of work that may be performed. Specific statements of duties not included does not exclude them from the position if the work is similar, related, or a logical assignment to the position. Job descriptions are subject to change by the City as the needs of the City and requirements of the job change.

HUMBOLDT BAY FIRE

STRATEGIC PLAN

2020 - 2025



Humboldt Bay Fire (HBF) was founded in 2011 through a Joint Powers Authority consolidating the Humboldt No. 1 Fire Protection District and City of Eureka Fire Department. Located on Humboldt Bay, HBF serves the City of Eureka and greater Eureka area. Humboldt Bay Fire is governed by a four-person Joint Powers Authority board made up of two members from the Eureka City Council and two members from the Humboldt Fire District Board of Directors. The Fire Chief, appointed by the JPA board, leads the department of 56 sworn and five civilian employees

HBF responds to approximately 7,000 calls for service each year (from 5 Fire Stations). Of the five in-service companies, four are engines staffed with three personnel, and the remaining company is a four-person staffed ladder truck that responds out of the downtown station. HBF suppression personnel are organized into three shifts that operate on a 56-hour work week. Firefighters work a shift consisting of two days on and four days off, also known as the “48/96” work schedule.

HBF is a full-service, all-risk fire department which responds to a wide variety of emergency incidents. These include structural, vehicle, and wildland fire suppression; basic and advanced life support medical services; water rescue; hazardous materials response; and technical rescue skills such as confined space, trench rescue, and structural collapse. Additionally, our Hazardous Material (HazMat) and Urban Search and Rescue Team (USAR) are certified as “Type 2” teams by Cal EMA and are available for state-wide mutual aid response.

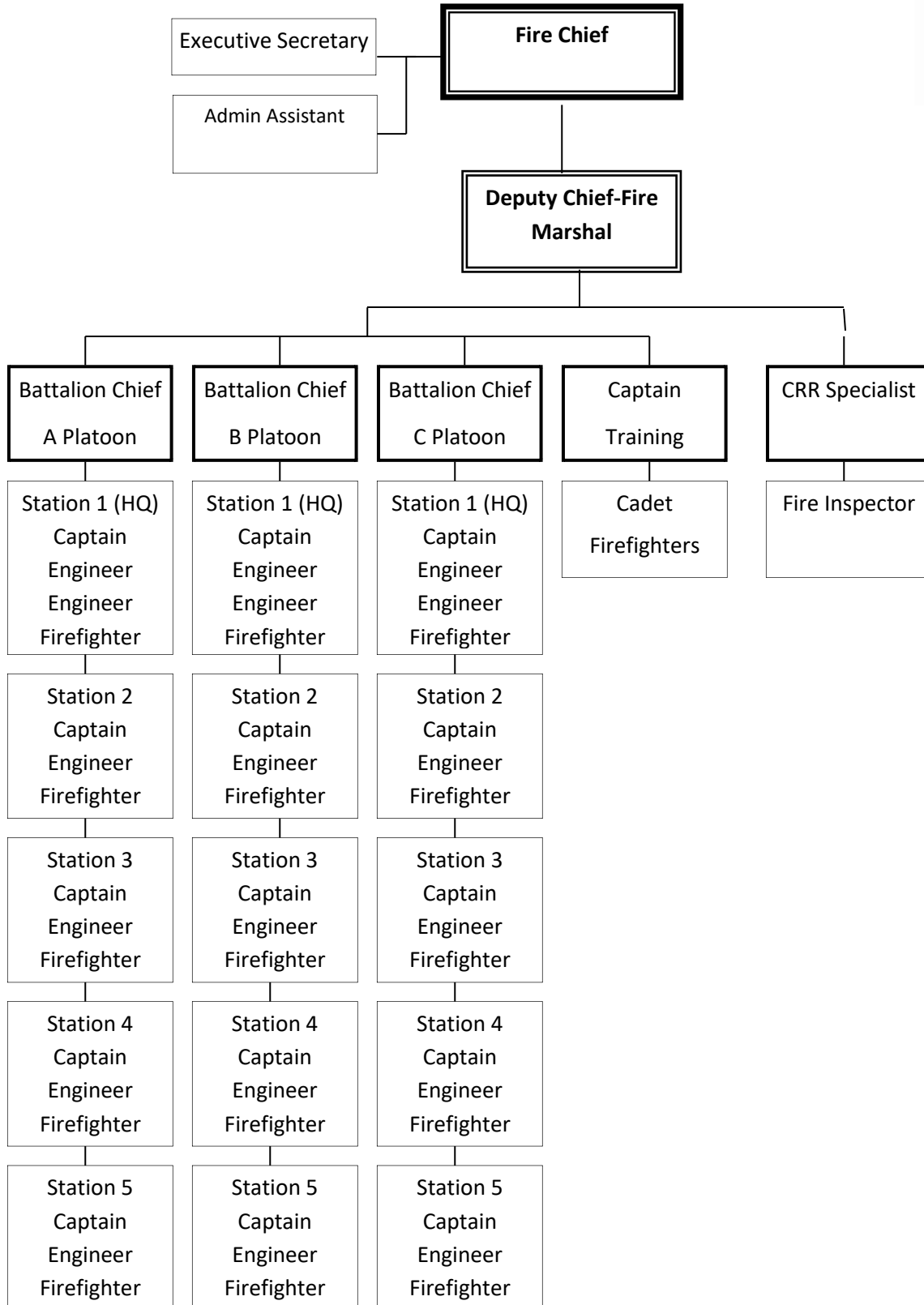


Additionally, our fire prevention personnel perform plan review, business fire inspections, fire investigation, disaster preparedness, and public education services to our community.


HBF’s staff and firefighters are highly motivated and trained to deliver the best possible community service locally, within Humboldt County, and throughout the state of California.

Humboldt Bay Fire

Organizational Chart



MISSION AND VALUES STATEMENT



Humboldt Bay Fire
Serving the City of Eureka and Greater Eureka Area since 2011

Our Mission:

Committed to community service through leadership, vision, and integrity.

We fulfill our mission by living our core values:

- P**rofessionalism
- R**espect
- I**mage
- D**iscipline
- E**fficiency

Adopted October 2011

The strategic planning process for Humboldt Bay Fire first began between March and August of 2014. Input from internal stakeholders (HBF personnel of all ranks) was vital to the planning process. It began with platoon-based SWOT analysis in which department members determined our organizations strengths, weaknesses, opportunities, and threats. Following this assessment department members offered input into what they wanted to accomplish during the tenure of the strategic plan. Using this information, the department's previously established Consolidation Committee prioritized issues and refined the member's goals to a realistic number. Next, the department's administrative team refined and clarified the established goals, and defined critical tasks to accomplish those goals. The draft strategic plan was then resubmitted to the entire department for review and comment. These comments were reviewed by the consolidation committee and final revisions were made before submitting a final draft to the Fire Chief for approval.

This strategic plan is a living document. As circumstances change and new challenges or opportunities emerge the plan will be reviewed and revised. This was first done in 2018 upon appointment of new Fire Chief Sean Robertson, and saw the consolidation of the seven initial goals into six. Following further review in 2020, consultants Greenway Partners facilitated a Steering Committee to review the initial goals, re-examine the SWOT analyses, and consider what new initiatives may be important for HBF and the communities they serve. The committee developed six different initiatives that were reviewed and consolidated by the management group into a new four goal plan. The goals were presented to and approved by the HBF JPA Board in November 2021.

STRATEGIC GOALS

The following goals are considered equally important and are not listed in order of priority

Strategic Goals	
Goal 1	Enhance Effective Staffing
Goal 2	Create Comprehensive Data Analysis Program
Goal 3	Strengthen Disaster Preparedness
Goal 4	Build Community Engagement



Fire Station 1 and Truck 8181

Goal 1: Enhance Effective Staffing

Timeline 2023

Assignee Chief Robertson

Critical tasks

- Update succession plan for all ranks
- Chief recruitment
- Update BC requirements
- Update all taskbooks
- Plan bi-annual academies
- Expand recruitment efforts
- Early and consistent recruitment program
- Junior firefighter program
- Cadet/intern firefighter program
- Firefighter 1 SFT requirement removal or change
- Seasonal ff temps for wildland season
- Paid on call?
- Build out CRR
- Seasonal temps
- Analysts
- Inspectors
- Community Paramedic Program
- Hire dedicated Training Officer

Goal 2: Create comprehensive data management program

Timeline 2024

Assignee CRR

- Critical tasks
- Develop solutions to identify and meet future needs
 - Identify future needs
 - Interra
 - Community Hazard Analysis
 - Heat-mapping of incidents
 - Refine existing tools
 - Analysis of responses
 - software
 - outside analysis



PIO at CMCI Drill 2019

Goal 3:	Strengthen Disaster Preparedness
Timeline	2022
Assignee	BC Launius
Critical tasks	<ul style="list-style-type: none">• EOC complex with City• Training• Building planning• EOC training• IMT 3 with HCFA and County• Scope, roles & responsibilities• Interest• Training• Outreach



Goal 4:	Build Community Engagement
Timeline	2022
Assignee	CRR
Critical tasks	<ul style="list-style-type: none"> • Equity outreach & development considerations • Recruitment • Policies • Outreach • Training • Neighborhood connections • Identify organizations & community hubs • Build schedule • Program? • Station hubs • Media • Events • CERT • CalPoly Humboldt/College of the Redwoods internships/project collaboration

We miss you Cali the Fire Dog!



Implementation Process

To hold ourselves accountable to deliver on our Strategic Plan, the Fire Chief will appoint Humboldt Bay Fire members to oversee its implementation. Key performance measures and timelines will be established to monitor whether strategies and action steps are being accomplished. Employees and other stakeholders will be kept updated on the progress of the plan. In this way, we hope to demonstrate the kind of accountability our members and the public expect from the Humboldt Bay Fire.

The parameters of our Strategic Plan's goals should be as follows:

Aligned with our Mission Statement—the four stated goals must align with our JPA mission and vision.

Achievable - the goals must be financially realistic and focused so that they can be accomplished within the current budget.

Flexible - this plan represents our best effort to move Humboldt Bay Fire forward in a positive direction. However, as new issues, opportunities, or budgetary constraints arise we can alter or change our plan as necessary.

Built on consensus—our future direction is steered through collaboration of all HBF employees and our governing bodies

Measurable—each goal area and the accompanying critical tasks must be measurable so it is possible to objectively determine whether the goal is being achieved.

NEXT STEPS

All of our programs require resources, and consideration of the goal areas will need to be incorporated into our budget process as a guide for how limited resources are allocated. With that in mind, Humboldt Bay Fire will take the following specific actions to implement this plan:

1. The Fire Chief will assign an overall program manager who has responsibility to ensure accountability in monitoring the plan and the plan's implementation.
 - a) The Fire Chief will assign each of the four goal areas in the plan to a specific HBF team member. The team member will be responsible for creating a smaller working group. Each team leader will serve as a project manager to help coordinate, monitor and move the goal area forward. The working group team leader will regularly report back to the Fire Chief on progress.
 - b) Working group team meetings will include regular progress reports on the plan. This includes acknowledgement of any problems that may arise and a willingness on the part of leadership to help resolve those problems.
2. Humboldt Bay Fire administration will clearly show a commitment to the plan's implementation.
3. Employees will receive informational updates about the progress of the plan and how it relates to any changes and operational decisions.

Along with ongoing review, the plan will be formally updated in 2025.