

STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
Creativity	Internal collaboration	Q/A podcast between field/managers	Legislative/Unfunded Mandates
Training (lots of training opportunities)	Communication	Video updates from leaders within organization to internal Division or all members	Keeping up with growth
Resiliency	Professional development at all levels civilian and suppression	Rising technology	Inflation
Transparency	Loss of knowledge and experience to promotions and retirements (single points of failure)	Suppression to "civilian" roles and training (Transition program for suppression before they go into 40 hour "desk" jobs)	Disconnect with field personnel
Everyone cares	Support services consolidation	Benefit education and costs to members (what the District provides and what it means for pay)	Mixed messaging between originator and actual message
Public image	Workflow	New training opportunities	Recruitment and retention
Staffing (well staffed and diverse knowledge/talents)	Involvement/Member engagement	Education in Jr. Highs and High Schools for early "recruitment"	Workforce diversity
Fire Chief update videos (improved communication)	Growing pains	Creative hiring opportunities (appeal to the demographic)	Changing rules and regulations
Tools/resources necessary to do the job	Resistance to change (we are adaptable, but it takes a long time to accept change)	Onboarding strategies (new hire orientation)	Ongoing growth and development

Data driven decision making	Lack of redundancy in systems in case of emergency (COOP exercise)	Bond opportunities to keep up with Response and growth of the District	Cyber threats
Premier provider	Interoperability between software (AssetWorks/Incode)	Growth forecasting for staffing and finances	Political cycle and outcomes
Integration and collaboration	No clear understanding of the intent/purpose of our Vision	Document retention	Vendor support (do they align with our mission)
Commitment to cultivating external relationships	Public fiscal awareness	NFPA/OSHA/PFAS Compliance	Lack of understanding of procurement process
open & honest communication	Public facing website is hard to navigate	Policies and Procedures	Auto Aid partner alignment
Customer service	Online payment portal (may have been resolved during meeting)	Grant/IGA revenue	Supporting smaller agencies
Organizational pride	Cost forecasting (data to make informed decisions regarding budget)	Collaboration with community partners	Tax Rate
Culture of support	Inventory and asset management	Self-insured health benefits (creativity)	Balance of meeting needs of org while fulfilling fiduciary responsibility
Fire Chief has a global perspective and values collaboration	Change management (have the right people in the room when making decisions involving their work/Division)	Ongoing development	Unknown degree of community support
Adaptable	Program evaluation (test/vet software or purchases before actually buying them)	Program evaluation (test/vet software or purchases before actually buying them)	Program evaluation (test/vet software or purchases before actually buying them)

