



CITY OF SUISUN CITY FIRE DEPARTMENT

2025-2030
STRATEGIC PLAN



Facilitated by



Center for
Public Safety
Excellence

The Center for Public Safety Excellence® (CPSE®) acknowledges and thanks the community and City of Suisun City Fire Department stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Lopez and all who participated for their commitment to this process.

This community-driven strategic plan was developed in March 2025, beginning with a meeting facilitated by representatives from the CPSE for community members, as named below. The community stakeholders' feedback considered by agency stakeholders in developing this strategic plan can be found in [Appendix A](#).

Community Stakeholders

Alfred Abruzzini	Amber Harty	Michael O'Connor	Parise Shepherd
Sharlene Crisologo	Alma Hernandez	Joyce Oren	Cornell Slaton
Laura Danner	Amy Honey	Adam Pfenning	John Sturdee
Jenalee Dawson	Todd Matthews	Regello Primos	Ray Weaver
Salvatore Di Marco, III	Jesse Myers	Randy Shafer	Brianne Wilkins

The agency stakeholder work sessions, conducted over three days, involved a group representing a broad cross-section of the SCFD, as named below.

Agency Stakeholders

Daren Antes	Justin Duchscher	Brad Lopez	Luis Rivera
Jason Brassfield	Jake Helton	Chris Lujan	Japen Soto
Jose Colin	Andrew Kegle	Dean Martin	Jason Vander Meer
Josh Danner	Aaron Leming	Greg Renucci	Michelle Zunino

Message from the Fire Chief

It is with great pride and optimism that I present our Fire Department's 5-Year Community-Driven Strategic Plan, developed in partnership with the Center for Public Safety Excellence (CPSE). This plan represents a significant milestone in our commitment to excellence, accountability, and service to our community.

By engaging with CPSE and adopting a community-driven planning process, we have ensured that this Strategic Plan reflects not only the needs and expectations of our residents but also the professional insight and dedication of our personnel. Through open dialogue, inclusive participation, and rigorous analysis, we have identified our department's priorities and developed clear, actionable goals to guide us forward.

This Strategic Plan is more than a document—it is a roadmap for our future. It lays the foundation for continuous improvement in how we deliver emergency services, support our personnel, and build resilience within the community we serve. It empowers us to allocate resources more effectively, enhance operational readiness, and strengthen community partnerships.

I am confident that this Strategic Plan will serve as a catalyst for positive change, fostering a culture of innovation, transparency, and shared purpose. As we implement this plan, we will remain focused on our mission: to protect lives and property with courage, compassion, and professionalism.

Thank you to all who contributed to this important endeavor—our community members, stakeholders, and dedicated staff. Together, we are shaping a safer, stronger, and more connected future.

Respectfully,

Brad L. Lopez

Brad L. Lopez



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Introduction

The community serviced by the City of Suisun City Fire Department (SCFD) receives high levels of professionalism and efficiency from the agency's proactive approach to risk reduction and emergency mitigation. As such, the SCFD contracted with the CPSE to facilitate a community-driven strategic plan. The process utilized by CPSE aligns with the Commission on Fire Accreditation International® (CFAI®) fire and emergency services accreditation model but also considers all parameters prescribed by the authority having jurisdiction.

CPSE's approach to community-driven strategic planning gathers feedback and input from community and agency stakeholders while focusing on future change beyond the status quo. Beliefs, concepts, current processes, and values were among the many pieces considered and questioned to bring this planning document to reality. The SCFD exhibited a commitment to the implementation and execution of this plan to become more efficient and effective in alignment with its community.

Process

Understanding what the customer desires is vital to the success of any organization. In this case, the customer is the community that the City of Suisun City Fire Department serves. This applies even if the service organization is a governmental entity. Community-driven strategic planning ensures the community remains a focus of the organization's direction, and community feedback is at the heart of all deliberations and development of this strategic plan.

The process of community-driven strategic planning and the plan itself represents the embrace of transition away from how an organization has always done things, seeking to find efficacies and outcomes based on change. The community-driven strategic plan provides a management roadmap built on a shared vision and structured for measurable results. With the involvement of a diverse group of agency stakeholders, the City of Suisun City Fire Department's community-driven strategic plan encompasses various experiences, perceptions, and perspectives that can also work to build more internal organizational symbiosis. For the desired, measurable results to be realized, the process and the strategic plan must focus on substance, not form. Only then can the SCFD truly benefit from the process and realize its ultimate vision.

Community Stakeholder Findings

- ✓ Identify, from the community perspective, things the agency should and should not change.
- ✓ Identify the community's expectations for the agency, concerns about or for the agency, and aspects the community views as strengths or positives.
- ✓ Define the programs provided to the community.
- ✓ Establish the community's prioritized view of the programs and services provided by the agency.



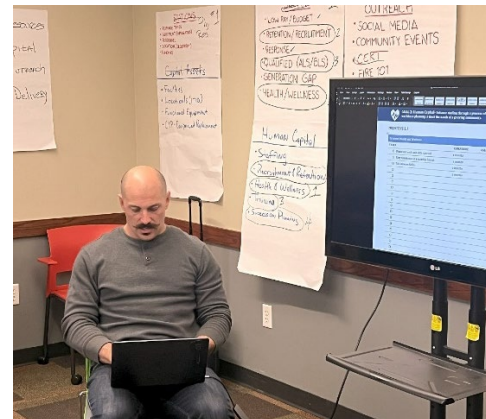
Community Stakeholders Work Session

Agency Stakeholder Work

- ✓ Identify the agency's strengths, opportunities, aspirations, and results.
- ✓ Revisit the mission statement, giving careful attention to the services and programs currently provided and which logically can be provided in the future.
- ✓ Revisit the values of the agency's membership.
- ✓ Revisit the agency's current vision, considering the consensus built from the strengths, opportunities, aspirations, and desired results.
- ✓ Identify the agency's challenges, service gaps, and causal effects through a thematic sifting process.
- ✓ Determine, by consensus, strategic initiatives for outcome-based organizational improvement.
- ✓ Develop strategic goals, SMART objectives with relative timelines, and comprehensive critical task concepts focusing on outcomes.



Agency Stakeholders Work Sessions



Agency Background

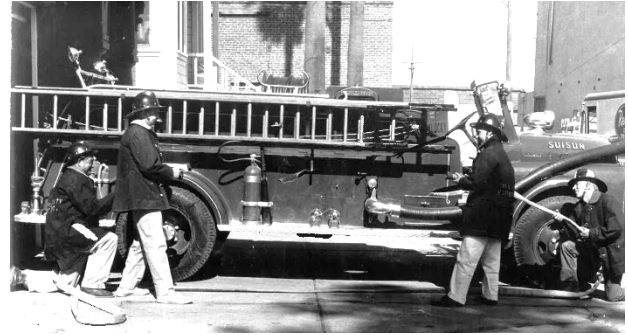


The City of Suisun City found its genesis in the 1850s due to its location being ideal for commerce during the California Gold Rush. The city's name comes from the first

nation, the Suisun people and means west wind. Its name also came from the adjacent Suisun Bay, named by the First Nations people in the area.

Suisun City worked as a major partner in the industrialization of the West Coast with its railroad connections and its proximity to the San Francisco Bay area. A major fire in 1888 destroyed a vast amount of the city's downtown and consideration was given to abandoning the city. However, money was levied to rebuild and establish the city as it is today.

Today, the city is a thriving area with great potential for growth and expansion. While it saw rapid growth and expansion in the 1960s and 1970s, the City of Suisun City has the potential for further growth while maintaining its well-rounded existence in Solano County, California.

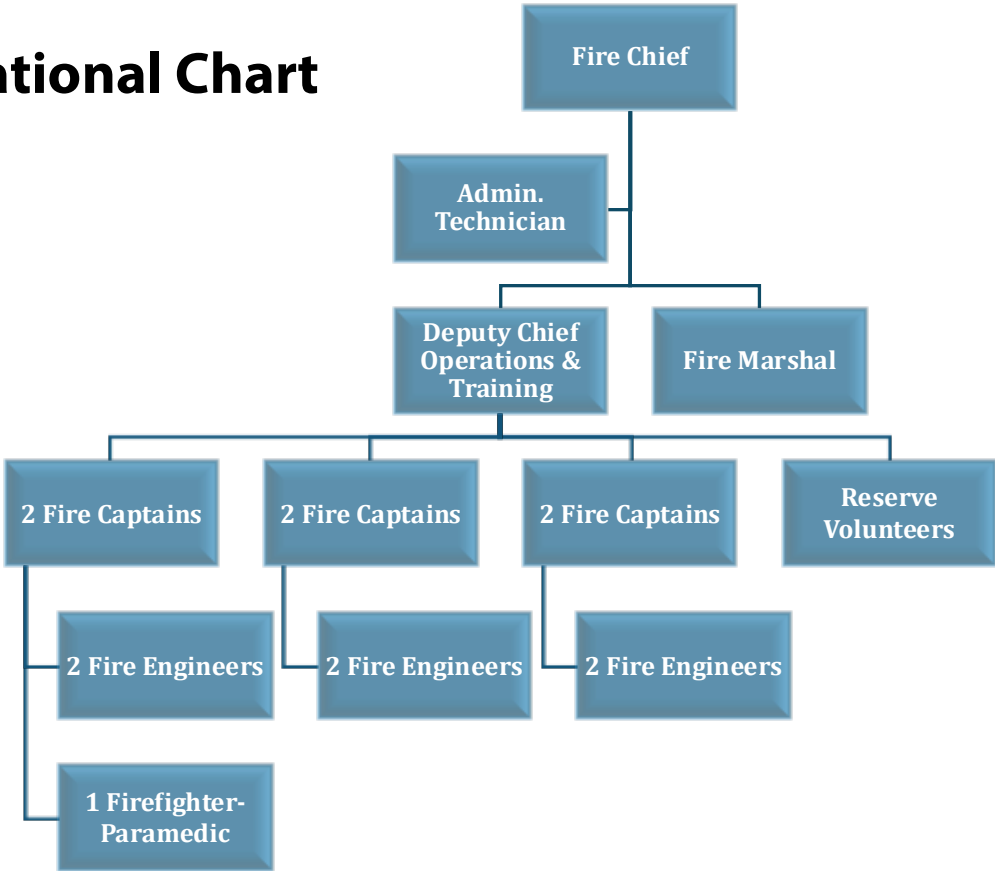


The City of Suisun Fire Department found its beginning in 1861 as a formal fire department. The department prides itself on its many years of dedicated service to the community. The history of the department is rich as it has evolved to meet the changing needs and risks throughout the history of the city.

Today, the City of Suisun Fire Department is an all-hazards fire service agency that compassionately serves the needs of the community. The department strives to meet its mission in support and protection of those who live, work, and visit the city, while embracing and personifying the organizational values established within the department.

The department is a combination department consisting of dedicated professionals who envision a future filled with innovation and partnerships while protecting the community with a commitment to excellence and dedication. The City of Suisun City Fire Department envisions a future of growth and sustainability in order to meet its mission through efficiency and effectiveness for all served. They are *'Committed to Excellence, Dedicated to Community.'*

Organizational Chart



Agency Stakeholder Work Session Participants

Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all SCFD members. The purpose of the mission is to answer the questions:

Who are we? Why do we exist? What do we do? Why do we do it? For whom?

A workgroup met to revisit an- existing mission and after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

**To protect life, property, and the environment
through compassionate and efficient delivery of emergency services,
fire prevention, and community outreach
to the residents, businesses, and visitors of Suisun City.**

Vision

An organizational vision exists to keep all agency members focused on the successful future of the City of Suisun City Fire Department and to guide quality change and improvement in alignment with the community. In support of the futurity created within the community-driven strategic planning process, CPSE facilitated the revision of the SCFD's vision. The agency will support the reality of this vision through successful plan implementation and goal achievement.

**The Suisun City Fire Department envisions a safe and resilient
community through unwavering dedication to emergency response, fire
prevention, and public safety education.**

**Leading with innovation, fostering partnerships, and protecting our
community with integrity and excellence.**

Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and the following values were created, discussed, and agreed upon by the entire group.

Integrity
Dedication
Competence
Professionalism
Respect

Motto

“Committed to Excellence, Dedicated to Community”

The mission, vision, values, and motto are the foundation of this agency. Thus, every effort will be made to keep these current and meaningful to guide the individuals who make up the City of Suisun City Fire Department to accomplish their goals, objectives, and day-to-day tasks.

Goals

Community feedback and the SOAR process led to the determination of strategic initiatives representing the high-level issues the agency stakeholders developed into goals. The SCFD must now make these goals a focus of efforts that will direct the agency to its desired future. Goals with complete objectives, tasks, timelines, and assignments are included in a separate **Management and Implementation Guide**.



GOAL 1: Upgrade and expand the department's physical resources, including fire stations, vehicles, and equipment, ensuring they meet current safety standards and effectively support emergency response capabilities.



GOAL 2: Enhance staffing through a process of workforce planning to meet the needs of a growing community.



GOAL 3: Strive to build and maintain a strong, trust-based relationship with the community by promoting public transparency, actively engaging in community events, and providing ongoing safety training.

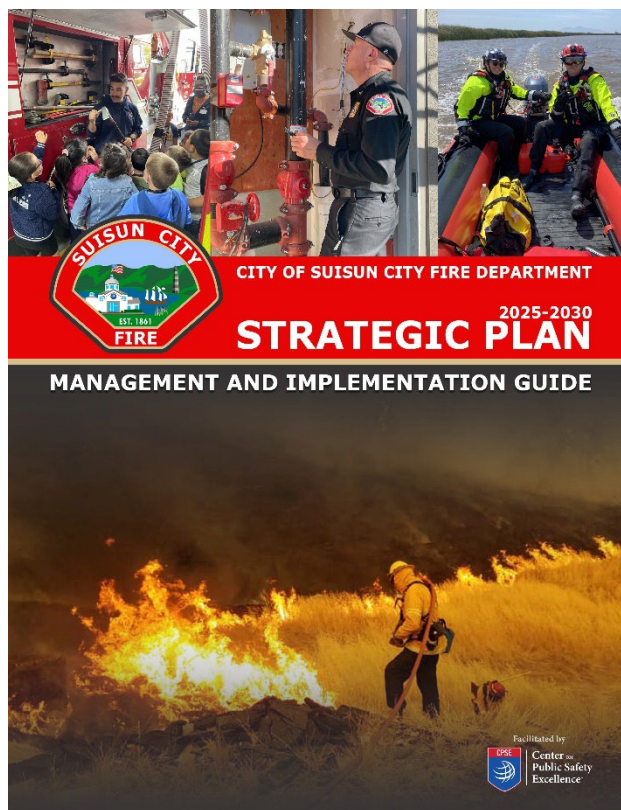


GOAL 4: Modernize service delivery by focusing on emergency preparedness, development of a Community Risk Assessment /Standards of Cover, and shared services to adapt to the changing needs of the community.

Conclusion

Working with community and department members from all levels, this strategic plan was developed...but the work is truly just beginning. Agency stakeholders must now execute and institutionalize the plan to ensure the community's expectations, and the City of Suisun City Fire Department's vision remain congruent. The accompanying **Management and Implementation Guide** will assist the SCFD in the mechanics of implementation. The guide is not intended to be all-inclusive; rather, it provides flexibility to ensure future success.

It must be remembered that during this journey of regeneration through change and improvement, recalculation may need to occur to find the success desired. This strategic plan is a roadmap to help the City of Suisun City Fire Department navigate that change and futurity. The ability to pivot to meet the current environment as institutionalization and implementation occur provides a greater likelihood that the desired outcomes and efficacies will be realized as envisioned.



“...we will chase perfection, and we will chase it relentlessly, knowing all the while we can never attain it. But along the way, we shall catch excellence.”

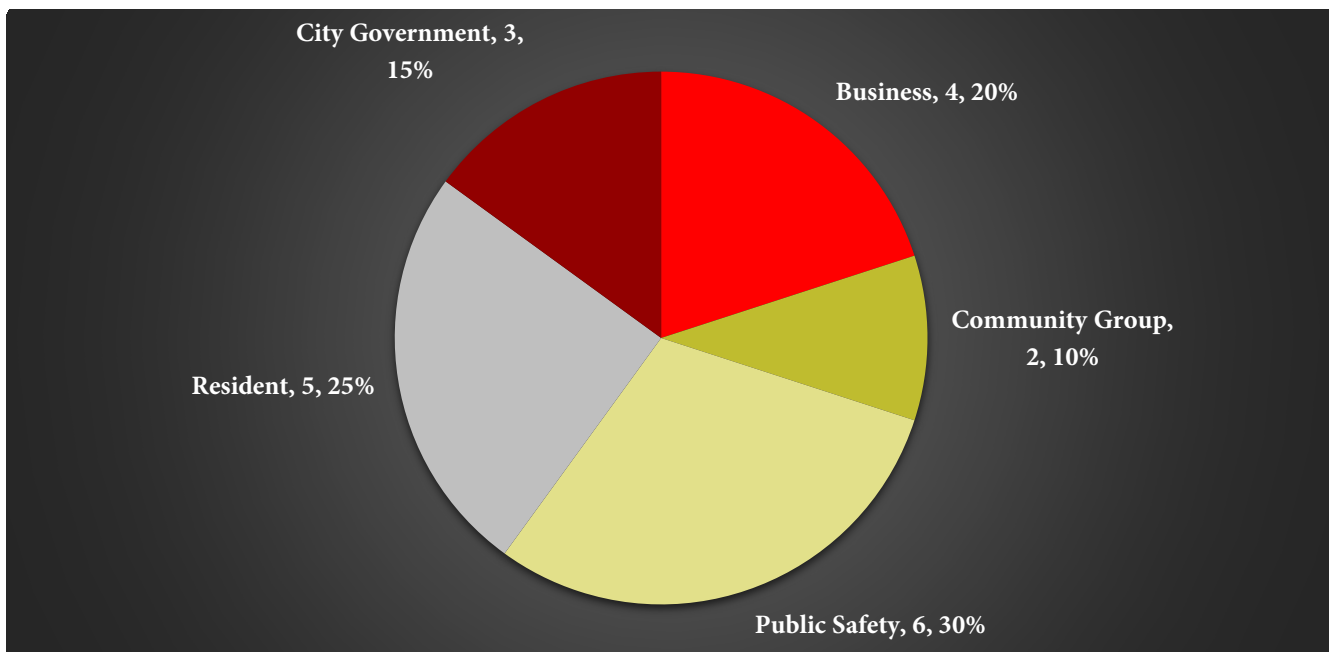
Vince Lombardi

Appendices

A. Community Stakeholder Findings

The City of Suisun City Fire Department demonstrates a commitment to its community via a focus on community input and satisfaction. A community stakeholder session was held to gather feedback from the respondents on the agency and its various services delivered. The information gathered from the community stakeholder feedback provided understanding to the agency stakeholders of any misalignment with its organizational foundation and performance or values-based expectations or concerns from which new improvement strategies and processes may be created.

Community stakeholders were identified by the agency to ensure broad representation. The breakdown of groups represented is presented here:



Respondents were asked to list, in priority order, up to three subjects relative to expectations, concerns, and strengths or positives for the SCFD. Expectations and concerns were then analyzed for themes and weighted. The numbers in the parentheses are the cumulative weighted values that correlate with the themes identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. Strengths or positives are listed verbatim and may be repeated based on different respondents.

The specific data and findings from the community stakeholder respondents are provided to follow.

Community Expectations of the City of Suisun City Fire Department (in priority order)

1. Professional, trained, and equipped fire emergency response. Well-trained staff able and ready to take on the task at hand. High level of training. High levels of training. Personnel to be well-trained. 3 -Person staffing, well trained. (27)
2. Continued rapid response for non-fire-related emergencies (i.e., paramedics, etc.). Respond 24/7 to emergencies. We appreciate the quick response. Response to Fire/EMS emergencies under NFPA standards. Quick response times. Fast responders. Response times to Fire and EMS calls. (27)
3. Customer service. Keep the community safe. Keep the good work in the city. Be a positive, visual, professional department to the community. Professional. Highest level of service. (22)
4. Provide safe and functional fire equipment to the community during emergency response. Up-to-date equipment. Good equipment. (7)
5. Collaboration with neighboring communities, state, and DoD fire services. Restart the CERT team. (6)
6. Second station in old town. (5)
7. Paramedic response on the engines. (5)
8. Well-staffed. Proper staffing. (2)
9. Run a citizen's academy to help citizens have a better understanding of how it works. (1)
10. Adequate fire prevention services. (1)

Areas of Community Concern about the City of Suisun City Fire Department (verbatim, in priority order)

1. Staffing levels. Number of firefighters. Not enough firefighters to meet the demands for service. Retaining staff. Staffing. Staffing. Staffing. Not meeting NFPA standards with staffing. (28)
2. That it has funding to meet the demands in equipment and training for continued system needs for our community. Financial stability of department. Cost to run the department. Funding. (18)
3. Need to have better station placement i.e., need station in old town or east side of 12. Expansion of city beyond the capability of the department. Single fire station. (7)
4. Recruitment of a diverse population of employees and leaders. Consider recruitment at all levels. (6)
5. We all need more meetings that involve our community so we can have the knowledge. (5)
6. Readiness to evacuate plan of action. (5)
7. Ability to meet 1710. (5)
8. Adequate facilities, equipment, and safety. Broken down fire engines. Equipment needs. (5)
9. Reduction in services provided by the department. (3)
10. Able to provide quality service to the community. (3)

Positive Community Comments about the City of Suisun City Fire Department (verbatim, in no order)

- Great leadership.
- Dedicated.
- Staff is great.
- Good chief.
- Do the best they can with what they have.
- I appreciate the direction of Chief Lopez.
- Department members stay active within the community.
- Support of the city leaders.
- Community-oriented.
- They are proud of the department and city. They put citizens first.
- Good, positive leadership.
- Great service.
- Quick responses.
- Excellent response to fire/safety emergencies.
- Open to input as a resident by this process.
- Willingness to sacrifice their time, resources, and life for the health and safety of our community.

Other Community Comments about the City of Suisun City Fire Department (verbatim, in no order)

- Should consider consolidation with Fairfield.
- Prior to Chief Lopez, the department was in a downturn with previous leadership creating unreasonable goals and bleeding the city of funds for their paramedic program.
- I need more information about the past plan to make a more informed assessment. I just moved into this neighborhood five years ago. And I planned to learn more about the community.
- I would like to get more involved in having these talks so that our families know what to do in case of fire.
- With a second station, time to calls increased.
- Work with NERO on calls and need.
- The fire department is doing a great job.

Things the Community Feels the City of Suisun City Fire Department Should Change (verbatim, in priority order)

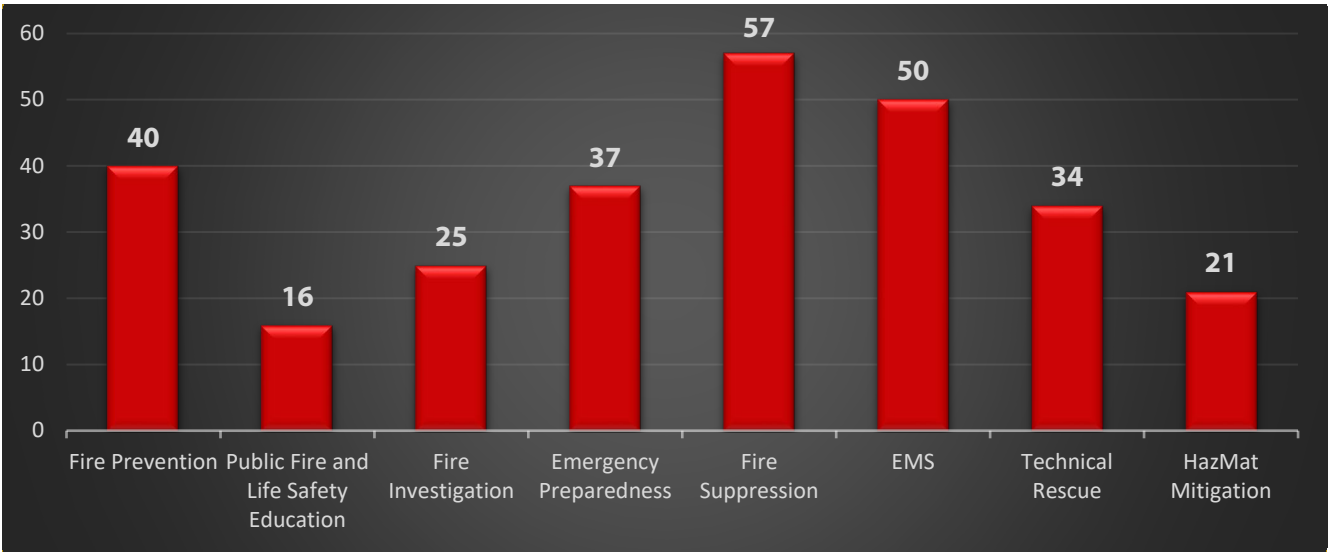
- 1. Staffing levels (need more). Improve staffing. (2)
- 2. A second station in Old Town. (1)
- 3. Accept we are a small department and a training ground for larger counties/municipalities. (1)
- 4. Everything should be on the table except the ALS/fire response. (1)
- 5. ALS support. (1)

Things the Community Feels the City of Suisun City Fire Department Should NOT Change (verbatim, in priority order)

- 1. Keep looking for the priorities. (1)
- 2. The training and equipping of its paid/volunteer firefighters. (1)
- 3. Its community involvement. (1)
- 4. All members speak positively of the department (pride in the department!). (1)
- 5. Stay the way you are. (1)
- 6. ALS/fire response. (1)
- 7. Keep Brad Lopez as chief. (1)

Community-Prioritized Programs

Understanding how the community prioritizes the agency’s programs and services allows the City of Suisun City Fire Department to ensure its focus on resource allocation aligns. With that, prioritization feedback was garnered with an instrument that compared the prioritization of the programs and services offered by the SCFD. The results were as follows:



B. Agency Stakeholder Work

A group of agency stakeholders representing the various segments of the SCFD attended a three-day work session to review the community feedback, develop or revise the agency's mission and values, and establish a quality focus on the way forward in developing this community-driven strategic plan. Additionally, the process included an environmental scan in the form of a strengths, opportunities, aspirations, and results (SOAR) analysis to better understand the current situational aspects impacting the agency.

SOAR

The agency's internal stakeholders utilized a strategic environmental analytic method known as SOAR: where members consider the organization's current **s**trengths, **o**pportunities, future **a**spirations, and strategic **r**esults to formulate a path for continuous improvement. The SOAR process was conducted for reflection, focus, and alignment with the organization's set of values, its vision, and its mission. This appreciative inquiry process provided environmental scanning for strategic direction, associated plans through the application of innovative ideas, and a positive strategic framework that brings clarity to the agency's vision for leadership in day-to-day functions.

Strengths

Positive camaraderie	We drive the mission with our people
Work well with internal/external city departments.	Diverse group of SMEs
A drive to persevere towards progress and growth/goals.	Interdepartmental cohesion between departments (i.e., operations, prevention, administration)
Do a lot with a little	Willing to improve and adapt
Community engagement/education	Compassion for our citizens
Passion for our history	"Happy to be here."
Common-end goal	100% buy-in
Adaptable	Positive community relations
Telling our story	Mentorship
Attrition (volunteers to career)	Public image

Opportunities

Shared/consolidation service models	Career-tailored interest for individuals
Dispatch services	Family stability
Grants (AFG, OTS, others)	EOC exercises and training
Succession planning	CRA/SOC
Community outreach	Recruitment/retention
Emergency preparedness	Health/wellness
EMS model	Mentorship
Relationship with stakeholders/community members	Multiple additional stations/staff
Become a destination department.	Bigger emphasis on retention over recruitment
Longer-term planning	City expansion (annex)
Third fire station	Training program
Better ISO rating	

Aspirations

Meet the challenges of future growth	Improve retention and recruitment
Be more transparent with our community on our fire/EMS capabilities and improved patient outcomes.	Focus on our strengths/define our identity – betterment of mental well-being of our people.
Fully equipped/fully staffed	Community acknowledgement
Well-respected, leading organization	Provide comparable services
Destination department	Nontoxic environment
Tiller	Consolidation
Increased community engagement	

Results

Group 1	Group 2	Group 3
<ul style="list-style-type: none"> - Well-rounded, productive, and efficient department - Bigger, sustainable, and efficient organization that provides quality services - Larger department and improved services with emphasis on retention 	<ul style="list-style-type: none"> - All-in attitude - Navigational change - Supported needs - Where we came from/are/going - Building future/stability - Measures! - Career growth - Understanding the needs of the department/buy-in - Healthy and resilient workforce - Backing/support - More respected organization - Equitable service delivery 	<ul style="list-style-type: none"> - Increased community participation - Increased morale - Larger, longer, effective team – lasting that gives better services - Increased revenue - Increased number of stations - Lower response times - Better morale - Retention/longevity - Increased community participation - More applicants

Programs and Services

It is imperative that agency stakeholders distinguish between the core deliverables (programs and services) provided by the SCFD and those supporting services that help the agency provide the core programs and services. With this understanding, the agency stakeholders can further define where the issues and gaps exist within the organization and provide more basis for the environmental scan that is conducted. To bring this understanding to fruition, CPSE provided guidance and gained consensus understanding with the entire group so that the difference between the deliverables and the supporting functions were understood.

Challenges and Service Gaps

After sifting through data and feedback provided by the community stakeholders, and the internal environmental scan conducted, the agency stakeholders, by consensus and group effort, determined that the following challenges and service gaps exist within the department. Each challenge or gap listed is accompanied by the causal effects determined by the two groups. They are then linked to the strategic initiative identified by the agency stakeholders.

Group 1	Group 2	Initiative Link
Stations <ul style="list-style-type: none"> ○ Response times ○ Personnel ○ Funding ○ Location (geography) ○ Equipment (apparatus) 	Capital Assets <ul style="list-style-type: none"> ○ Facilities ○ Location(s) (1710) ○ Functional equipment ○ CIP – equipment replacement 	Physical Resources
Staffing <ul style="list-style-type: none"> ○ Low pay/budget ○ Response ○ Generation gap ○ Retention/recruitment ○ Qualified (ALS/BLS) ○ Health/wellness 	Human Capital <ul style="list-style-type: none"> ○ Staffing ○ Recruitment and retention ○ Health and wellness ○ Training ○ Succession planning 	Human Capital
Public Outreach <ul style="list-style-type: none"> ○ Social media ○ Community events ○ CERT ○ Fire 101 	Community and Stakeholder Engagement <ul style="list-style-type: none"> ○ Transparency – community ○ Community acknowledgement ○ Community outreach ○ Relationship with stakeholders and community ○ Fostering regional partnerships 	Community Outreach
N/A	Capital Service Enhancements <ul style="list-style-type: none"> ○ Emergency preparedness ○ CRA/SOC ○ 1710 ○ Shared services/consolidation 	

Strategic Initiatives

Based on all previously captured information and determining critical issues and service gaps, the following strategic initiatives were identified as the foundation for developing goals and objectives.

Physical Resources Human Capital Community Outreach Service Delivery

Final goals with complete objectives, tasks, timelines, and assignments are included in the separate **Management and Implementation Guide**.



2025-2030 STRATEGIC PLAN