

SOUTHERN MARIN FIRE PROTECTION DISTRICT FIRE & EMERGENCY SERVICES STRATEGIC PLAN



308 Reed Boulevard, Mill Valley, California 94941
(415) 388-8182 / (415) 388-8181 fax
SMFD.org

**SOUTHERN MARIN FIRE PROTECTION DISTRICT
FIRE & EMERGENCY SERVICES
STRATEGIC PLAN**

2016-2020

TABLE OF CONTENTS

Table of Contents

Acknowledgment	1.
Chief’s Message	2.
Board of Directors Message	3.
Mission, Vision and Value Statement	5.
Vision for the Future.....	6.
District History	15.
SMFD – Organizational Chart.....	16.
SMFD – Fire Stations.....	17.
SMFD Service Area	18.
The Process	19.
The External Stakeholder Process	20.
The Internal Stakeholder Process.....	21.
SWOT Analysis	23.
Critical Issues and Service Gaps	27.
#1 Comprehensive Succession Management and Professional Development	30.
#2 Develop a Standard of Coverage Document	33.
#3 Evaluate Best Practices To Ensure Continuous Quality Improvement	38.
#4 Comprehensive Marketing & Communication Plan	41.
#5 Conduct a Comprehensive Work Trend Analysis	45.
#6 Develop a Business and Resource Development	48.
#7 Define Organizational Values, Philosophy and Enrich Culture	52.
#8 Fixed assets, Apparatus/Equipment Preventative Maintenance Capital Improvement Plan	55.
#9 Develop an IT Efficiencies & Improvement Plan	58.
Performance Measurement	61.
Planning the Work and Working the Plan	62.
Factors Ensuring Success.....	62.
Glossary of Abbreviations, Acronyms and Terms.....	63.

ACKNOWLEDGEMENTS
ACKNOWLEDGEMENTS

We gratefully acknowledge the dedicated work of participant stakeholders.

EXTERNAL STAKEHOLDERS

J. Angel Bernal, Mill Valley Police Department
 Jon Elam, Tam Community Services District
 Chris Gallagher, US Army Corps of Engineers
 Sgt. Ross Ingles, CHP
 Leann Kreuzer, Strawberry Rec Center
 Maggie Lang, CERT Representative
 Mike Maguire, CERT Representative
 James McCann, Mill Valley City Manager
 Roger Mirchandani, MMWD
 Shelly Nelson, MERA DPW
 Cheryl Popp, Sausalito Business Advisor Committee
 Reva Saper, Volunteer Extraordinaire

Kary Witt, GG Bridge District
 Richard Davey, Sausalito Lions Club
 Jonathon Goldman, Public Works Director
 Miles Julihn, Marin County EMS
 Todd Lando, Fire Safe Marin-Fire Safe Council
 Johnathan Logan, Marin City Community Services District
 Chad Marin, Golden Gate National Recreation Area
 Blake McMurray, Marin Housing Authority
 Stephanie Moulton-Peters, City of Mill Valley
 Liz O'Keefe, Sausalito Womans Club
 Chris Reilly, Emergency Manager, Marin County Sherriff

BOARD OF DIRECTORS

Cathryn Hilliard
 Daniel St. John

Kurt Chun
 Peter Van Meter

Martin Langeveld
 Stephen Willis

Tom Perazzo

INTERNAL STAKEHOLDERS

Fire Chief Chris Tubbs
 Battalion Chief Kai Pasquale
 Deputy Fire Marshal Fred Hilliard
 Paramedic/Engineer Tim Pratt
 Admin Services Manager Susan Kim

Mill Valley Fire Chief Tom Welch
 Captain Josh McHugh
 Fire Inspector Ryan Boykin
 Paramedic/Engineer Larry Yoell
 Finance Manager Alyssa Schiffmann

Battalion Chief Matt Barnes
 Captain Doug Paterson
 Paramedic/Engineer Jason Golden
 Firefighter/Engineer Adam Vollmer
 Project Manager Liza Andre



CHIEF'S MESSAGE

On behalf of the Southern Marin Fire District I would like to thank all those who participated in our Strategic Planning Process. Our planning process included vital and candid input from the community and regional partners and partner agencies, our Board of Directors, and our internal staff. Each participant brought value to this process and this plan is a result of each participant's expertise, perspective, experience and commitment to this agency and community. The importance of their participation cannot be overstated; I am exceedingly grateful for the time and energy graciously given by each participant. I must also acknowledge the great work of our Strategic Planning Team whose work was vital to the success of this process – well done Team!



Fire Chief Chris Tubbs

This past year our Agency created its Vision for the future of the Southern Marin Fire District; this is the “where” of the direction this agency is headed. It creates inspiration and a sense of focus and our Vision Statement and Vision Plan can be found in this document. The Strategic Plan is the “how”; the mechanics of getting to the Vision. It is designed to be intentional, strategic, and inclusive of all our stakeholders. It is one of the most important things we do as it sets the foundation for all aspects of our business.

This has been an importance process not only because of the outcome we desired – a strategic plan in which our business decisions are based upon, but also because of the methodology we intentionally chose to create this strategic plan.

As a public entity we exist because of our community; we provide services that citizens find valuable and contribute positively to their way of life. By virtue of this reality it is critical that we are continually informed and in dialogue with our community in order to ensure we are meeting their expectations. The methodology we chose to create a strategic plan is based in this concept: a Community Driven Strategic Plan.

This plan not only details the “what”, but also the “how’ and “why” of the plan and its development. It is another element of our commitment to transparency with our community and stakeholders. We are excited to share this plan with our community and stakeholders. We look forward to regularly reporting on our progress; sharing our successes as well as our challenges and solutions.

Respectfully,

A handwritten signature in black ink, appearing to read "Chris Tubbs".

Christian Tubbs, Fire Chief



BOARD OF DIRECTORS MESSAGE

BOARD OF DIRECTORS MESSAGE

KURT CHUN

Kurt Chun has served on the SMFD Board of Directors since January 1991, serving the District and southern Marin community for over 25 years. Kurt grew up in southern Marin and had a long, successful career in the fire service. Kurt serves on the SMFD Board to support, sustain and maintain excellent public safety.

Director Chun believes that tax-payer funds need to be spent wisely and promoting ideals like shared services accomplishes that. Sharing services with other Marin fire agencies is more efficient, eliminates duplication of services and improves services to the public.

Strategic planning is an important tactical exercise because it provides a thoughtful approach to decision making on how best to protect the citizens and allocate resources. Kurt has participated in several strategic planning sessions with SMFD and it has proven to be beneficial in shaping a successful future for the District financially, operationally, administratively emphasizing the needs of the community. Strategic planning creates, develops and nurtures the culture, mission and values of SMFD allowing our highly-skilled, motivated staff a new focus, greater job satisfaction and meaningful work.

Email Contact: ffchun@yahoo.com



CATHRYN HILLIARD

Cathryn has served on the Board since 2009 and is a resident of the Tamalpais Valley area of unincorporated Mill Valley. She is currently the Executive Director of the Construction Industry Force Account Council (CIFAC).

Cathryn believes her role on the SMFD Fire Board is to provide service to the people in our community and to the firefighters who bravely work for us. There are many proud moments at the District like serving on the Finance Committee, the Regional Fire Academy, hiring Fire Chief Tubbs but signing the documents annexing Sausalito into the District was one of her proudest moments.

Strategic Planning looks at the future to become prepared for new challenges. It also helps the Board and Board Committees to align themselves toward common District goals, both future and present. Having a clear set of goals keeps the Board & staff on the same page. Strategic planning provides important tools like setting priorities, creating tasks with deadlines & responsibilities and always, a mechanism to evaluate the work done.



MARTIN LANGEVELD

Martin has served on the SMFD Board since April 2013. He grew up in Mill Valley and graduated from Tamalpais High School. He served as an intern for the Southern Marin Fire District and plays an active leadership role in the district's Community Emergency Response Team (CERT) program. Martin holds a bachelor's degree in history from the University of California, Davis and was recently hired as a police officer with the Marin Community College District Police Department.

Strategic planning is important because as a District, we must understand the needs and concerns of our community in order to better serve them. This includes the citizens we serve, as well as the public safety partners we work with. This is my first experience with the strategic planning process, and I look forward to receiving input from the community and incorporating that into the District's policies.

Email Contact: martinlangeveld@hotmail.com



BOARD OF DIRECTORS MESSAGE

BOARD OF DIRECTORS MESSAGE

TOM PERAZZO



Tom has served on the Board since 2012. He is a Sausalito Resident. Tom is currently employed as a Safety and Risk Consultant. Tom is currently a member of the Sausalito Disaster Preparedness Committee, Sausalito Volunteers in Public Safety, National Fire Protection association, American Society of Safety Engineer, Native Sons of the Golden West and the Golden Gate Tall Ships Society.

Tom considers Strategic planning very important to any organization and took a direct part in the development of the last plan. We must plan for the future of our organization and understand the present and future needs of those we serve, and those of our public partners we work with. I look forward to the new plan and the input from our stakeholders including the public, other agencies, and our firefighters, staff, and fire officers.

Email Contact: tom.perazzo@sbcglobal.net

STEPHEN WILLIS

Chief Willis has been a Board member since 2013. He and his wife Arliss have been residents of Sausalito since 1968. He served the majority of his 33 years with the City of Sausalito as a police officer, retiring in 2000 as Chief of Police and Fire Services. Since retirement, he has worked as a police and fire consultant. He also has served as an interim police chief on 6 occasions with 5 different cities. He was appointed to the SMFD Board in July of 2012 after Sausalito annexed with the District. He is a past president of the Sausalito Rotary Club where he has been a member since 1988.

Email Contact: snawillis@comcast.net



DANIEL ST. JOHN

Dan has served on the SMFD Board of Directors since November 2009.

Email Contact: dan.st.john@hotmail.com



ALEX ROSENBLATT

Alex has served on the Board since January 2016 and is a resident of the Strawberry neighborhood.

Email Contact: alexrosenblatt1@gmail.com



PETER VAN METER

Peter served on the Board from June 2012 to December 2015.

Strategic planning is important to have clear long-term goals and a plan to accomplish them. I have been involved in many such exercises in business, from a business plan for a startup, to project related activities in a large company. The benefits of strategic planning to SMFPD will be huge, as everyone in the organization be “be on the same page” as to the future direction of the District.



MISSION, VISION AND VALUES

MISSION STATEMENT

The Mission of the Southern Marin Fire District is to contribute to Greater Southern Marin Community’s reputation as a safe, friendly, economically thriving community in which to live, work, learn, play and visit.

We achieve our mission by providing the highest quality local and regional community risk reduction, suppression, emergency medical services, rescue, marine response, disaster preparedness and community education services possible with the resources provided to us.

We are professional, proud, compassionate, highly-trained and committed to utilizing state-of-the-art technology to provide services that meet or exceed the expectations of a community.

VISION OF THE SOUTHERN MARIN FIRE PROTECTION DISTRICT

The “2020 Vision” of the Southern Marin Fire Protection District is to be:

A nationally recognized, forward leaning all-risk service provider that delivers excellence in all-hazards risk response, in maintaining strategic community partnerships, in hiring , training and retaining exceptional people, and in implementing efficiencies in service provision to ensure fiscal sustainability, stewardship, and accountability to the communities we serve.

VALUES

Knowing that firefighters are held to a higher standard of conduct, the firefighters of the Southern Marin Protection District will make every effort to uphold those standards that are entrusted to us.

We will take an active role in maintaining a professional image of the Fire Service through promptness, efficiency and dedication to duty.

CORE VALUES

Integrity	Family	Health
Trust	Dedication	Security
Advancement	Honesty	Professionalism

VISION FOR THE FUTURE

VISION FOR THE FUTURE

By Fire Chief Chris Tubbs

INTRODUCTION

Establishing a vision can be best described as visualizing a future state of the organization. It is a defined set of aspirations. Think of it in terms of, as I reflect on my career in my retirement; "where do I want my District to be"?

Articulating a vision is the foundation of the work we do, and the choices we make in designing a strategic plan, an annual work plan, and the choices we make each day at work. It helps us answer the question, "what am I doing today that moves us closer to that aspired destination"?

This document comes from reflecting on our past as an organization and lessons learned; those experiences that capture our organization's strengths and weaknesses, and the future which is firmly rooted in the analysis of our organization's needs in achieving our mission and commitment to our community.

Most of us choose this profession because we enjoy serving others; wanting to continually improve our service delivery positively impacts the lives of those we serve and is a worthwhile and moral pursuit. It is within this spirit that we create a vision of the future. This then leads us to setting goals and objectives and continually focusing on those goals and objectives. It is an important business and cultural process or more simply said, it lithe work.

This vision is not mine alone. This vision is a collection of conversations, research, history, industry trends and other informational sources that are motivated with the goal of improving our organization. They represent a collective desire for what we want to see as an organization with respect to the services we deliver, the value we bring this community, and how we are to behave in that pursuit.

Each of us has an obligation to make a contribution and to leave our mark during our time. We all know the competitive nature and the challenge of attaining the noble calling of a firefighter. This attainment brings with it great responsibility and we must not forget how fortunate we are to have been given the opportunity to serve as a firefighter. We should not only celebrate this accomplishment, but more importantly recognize our responsibility to do something valuable with it that goes beyond us individually.

It is my deepest hope that the work I do lays a foundation for future growth and that when my time has come to depart, I will have made a contribution that continues to serve each of you, and this community. It is my hope that each of you will feel the same way and in that collective coordination we have power and can attain our vision of the future of this District.

We can accomplish great things if we set our mind to the task. Ours is a noble calling and we are obliged to serve this community with nothing less than our very best.

MY VISION INCLUDED SEVERAL TARGET AREAS:

- Cultural / Professionalism
- Influence
- Training
- Public Education
- Mentoring & Succession Planning
- Staffing, Equipment and Facilities
- Benchmarking
- Economic Resiliency

MY VISION FOR OUR FUTURE

- I envision a culture that reflects the greatest ideals of our profession: The Desire to Serve, The Ability to Perform, and The Courage to Act, and that this culture pursues actions and attitudes that reinforce the public trust we enjoy.
- I envision a future where our District and our staff share their skills and abilities constructively and as a result are influential at the local, state and federal levels.
- I envision a future where we pursue academic and technical excellence and have the resources we need to be highly proficient in all that we do; to perform our mission safely and exceed our citizens' expectations.
- I envision a future where community risk reduction is highly valued and recognized as our first line of defense.
- I envision a future where we develop a culture that fosters an environment of mentoring, and values and invests in succession planning.
- I envision a future whereby the Fire District is supported by state of the art facilities and equipment that are well maintained thereby allowing firefighters to provide premium level services to a community that highly values Quality of Life.
- I envision a greatly improved set of internal processes of planning and benchmarking of performance that educate and inform nonprofessionals and community leaders and demonstrate how the Fire District contributes greatly to the Quality of Life enjoyed by the Southern Marin Communities.
- I envision a future where the economic resiliency of the organization is sound and built to weather the ebb and flow of economic cycles.

CULTURAL / PROFESSIONALISM

I envision a culture that reflects the greatest ideals of our profession: The Desire to Serve, The Ability to Perform, and The Courage to Act, and that this culture pursues actions and attitudes that reinforce and strengthen the public trust we enjoy.

Our behaviors and attitudes are predictors of our future and the success of our District is predicated on establishing and maintaining the highest professional standards, behaviors and attitudes. This is vital and not optional. Our behaviors and attitudes are a reflection of our culture and we should set our sights on excellence, but what does this mean and how do we translate this into action?

- A culture that understands and embraces the reality that our services and livelihood is wholly predicated on the public's trust.
- A culture in which we hold each other accountable and where we celebrate individual and organizational excellence.
- A culture that strives to exceed our citizen's expectations.
- Leadership from our formal and informal leaders that inspires our staff to achieve their potential and demands the pursuit of excellence in all we do.
- A relationship with our Community, our Board of Directors and our neighboring agencies that is best described with the adjectives: Integrity, Trust, Respect, Honor.
- A work environment that is enjoyable to be a part of and where we each are respected as individuals.
- An organization that recognizes and values experienced members who are willing to share their wisdom while also encouraging new ideas, fresh perspectives and innovation.
- A culture that sees the potential and opportunity and says why not us, and then makes it happen.
- A career for each member of our District that concludes with a comment like, "What a Great Adventure - I will miss this place and these people deeply."
- A cultural that does not make decisions based on fear but rather embraces new opportunities as an adventure in which we can learn and apply new things to the benefit of our District.

INFLUENCE

I envision a future where our District and our staff share their skills and abilities constructively and as a result are influential at the local, state and even federal levels.

Leadership is about our ability to influence. We have already demonstrated that the size of a District is no predictor of its ability to influence. We can and have a responsibility to bring our skills and abilities to the table and influence the strategic direction of issues that affect the fire service, of our District and our community. What are ways that as an individual and as a District we can influence our industry?

- Recognition within our organization that influence begins by earning the trust and respect by those around us and engaging in behaviors that personify this belief.
- Being passionate about the pursuit of excellence.
- Seizing opportunities to make our community safer; to not be governed by fear but rather by curiosity and the selfless pursuit of public service.
- By capturing areas of opportunity to regionalize our services, in those areas that benefit the organization and the community, demonstrating our ability to wisely use taxpayer funds to extract the greatest value out of every dollar.
- An Accredited Fire District; an accomplishment that our Board and Communities view with pride.
- To see all our Officers personally accredited.
- An improved ISO rating that places value in reducing commercial and residential insurance policy rates, and improving fire protection for this community.
- A culture that embraces and pursues opportunities to forge and build new and long lasting relationships that translate into positive influence within our community and industry.

TRAINING

I envision a future where we pursue academic and technical excellence and have the resources we need to be highly proficient in all that we do; to perform our mission safely and exceed our citizens' expectations.

We do important work and our community has high expectations of us individually and as an organization. The ability to deliver professional and competent service is partly predicated on the pursuit of knowledge. Knowledge is the application of information. The life of a firefighter is one in which we become and dedicate ourselves to the lifelong role of student. It becomes part of who we are individually and organizationally. What does this mean relative to the future of our organization?

- A culture that embraces and pursues academic and technical skill opportunities individually and organizationally.
- An educational environment that is reflective of our responsibilities and our regulatory requirements; having sustainable resources that support this goal and commitment.
- An increased emphasis on the value of academics, not just technical skills, and values the importance of critical thinking skills in all facets of District Operations. Our job is primarily rooted in people, requiring skills that are beyond just the technical and operational skills we deploy to mitigate emergencies.
- A Training Program that is reflective of our regional approach to the delivery of operational services.
- Training resources that provide our members with the opportunity to stay current with the ever-evolving demands of the fire service, and to operate at peak performance levels relative to their skills, abilities and knowledge.

COMMUNITY RISK REDUCTION

I envision a future where public education is highly valued and recognized as our first line of defense.

During periods that stress public budgets, it is traditionally public education and prevention programs that bear the brunt of the impacts of these economics. Public Education and Code Enforcement are two of our first lines of defense for mitigating the impacts of emergencies and disasters. Providing our community with the knowledge and tools to prevent or manage these events oftentimes eliminates or reduces the need for the services we provide and facilitates the ability of individuals and businesses to return to a previous optimum state.

- A global approach to risk management that identifies areas and levels of risk within our community, and develops strategies and tactics to reduce or manage those risks (Community Risk Reduction).
- An organization that has increased resiliency; identifying risks within the demographics of our community and organization, and developing plans and tools to effectively manage those risks.
- Sharing the benefits of our learned knowledge, with the community to teach them ways to prevent or manage events so as to minimize the impacts of emergencies and disasters.
- A sustainable funding stream that reflects the value of managing risk and increasing resiliency.
- An organizational culture that values and invests individually and organizationally in risk reduction and increased resiliency.

MENTORING & SUCCESSION PLANNING

I envision a future where we develop a culture that fosters an environment of mentoring, and values and invests in succession planning.

Our District has been blessed in attracting high quality people and want to maintain excellent firefighting staff. Our firefighters have longevity and within this context often gain wisdom and experience that is of value and should be shared with younger members. Much like a family, parents establish the values and direction for their children. They invest in their future and often sacrifice on their behalf. This is the responsibility of leaders. The District leadership (formal and informal) have an obligation to clearly define the values and behaviors expected within the District. Those who wish to pursue formal leadership roles and positions should be provided with a clear road map towards attainment of that goal, and be supported and encouraged in that pursuit.

- A culture that embodies and practices the ideals of mentoring at all levels of the organization.
- A culture that forecasts personnel needs and positions itself to place the right people in the right position at the right time.
- A Succession Plan that identifies each position within the District and details the educational, technical and academic requirements and needs of each of those positions and provides a roadmap for those who seek more responsibility and influence.
- An adopted mentoring and succession plan that is regularly reviewed and adjusted to meet the changing requirements within our industry and community expectations.

STAFFING, EQUIPMENT & FACILITIES

I envision a future whereby the Fire District is supported by state of the art facilities and equipment that are well maintained thereby allowing firefighters to provide premium level services to a community that highly values Quality of Life.

Marin County citizens see Quality of Life as a Value that they consider paramount within this community. The Fire District is a contributor to this value and our ability to deliver premium services that contribute to the quality of life, is in part supported through the acquisition and deployment of infrastructure that support the attainment of this goal and allow our services to be delivered at an optimal level.

- A deployment model that is fiscally responsible, operationally efficient and is sustainable.
- The development and deployment of an economic model that identifies and prioritizes all large capital type expenses, and effectively manages that projected liability in an economic model that is sustainable and matches our operational needs.
- A culture that extracts the value out of every purchase, maintenance and replacement process. The development of tools and procedures that continually support the pursuit of this also and provide the necessary analytics to share with our community.
- Deployment of technology that reduces or eliminates redundancies; makes existing processes easier and less complex. Technology that positively contributes to the Fire District in telling its story, and providing the necessary tools to conduct and demonstrate the responsible use of taxpayer funds.

ECONOMIC RESILIENCY

I envision a future where the economic resiliency of the organization is sound and built to weather the ebb and flow of economic cycles.

The Fire District has navigated some very difficult times economically. OPEB has had a significant impact on the District's ability to generate responsible reserves, provide greater operational flexibility, and provide the economic tool to expand or enhance services where it meets the needs of the District.

- The development and execution of a comprehensive review process of the District's revenue streams, identifying opportunities to generate new sources of income, ensuring we are collecting revenues commensurate with District policy and legal mandates.
- The development and execution of a comprehensive review process of the District's expenditure streams, identifying opportunities to generate new efficiencies thereby extracting greater value out of each dollar of revenue.
- The creation of a culture that thrives on the pursuit of economic responsibility and embraces the regular assessment of all aspects of the economic model and choices of the District's operations.
- A culture that embraces and pursues sustainable practices that yield greater value from our revenue streams.

SOUTHERN MARIN FIRE DISTRICT - HISTORY

Southern Marin Fire Protection District is an independent special district established by the Marin County Board of Supervisors in July of 1999. The District was formed by the merger of the Alto-Richardson Fire Protection District and the Tamalpais Fire Protection District.

On June 26, 2012, the City of Sausalito Fire Department was annexed into the fire District. In October of 2010 the District signed a contract with the National Park Service to provide services to the Marin Headlands and Fort Baker areas of the Golden Gate National Recreation Area.

The District has 52 full time employees including a Deputy Fire Chief, 2 Battalion Chiefs, a Deputy Fire Marshal and Fire Inspector, 9 Fire Captains, 18 Paramedic Engineers, 18 Engineers, and 3 administrative staff. In the spring of 2015, through an operational cost-sharing agreement we have begun integrating administrative responsibilities with the City of Mill Valley Fire Department. This allows us to reduce administrative duplicity and create a single shared Training Division.

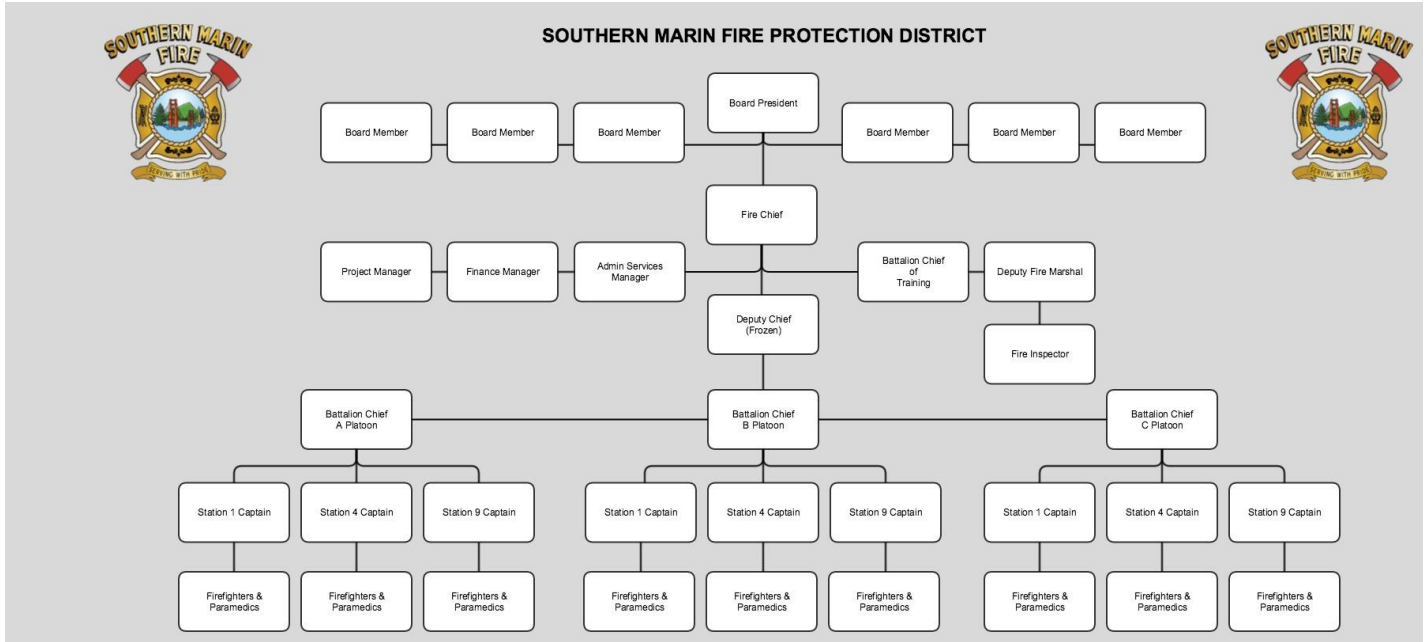
Our operational service area is divided into three zones. Zone 1 – City of Sausalito, G.G.N.R.A. Headlands, Zone 4 – Tamalpais Valley and Homestead Valley and Zone 9 – Alto / Strawberry Area. Each of these zones is protected by one type I engine with each of the zones cross-staffing at least one specialty piece of equipment such as a Rescue, Fire Boat and Ladder Truck.

Zone 1 is a small coastal town with most of the residential structures built on the hillsides from just above sea level to the top of Wolfback Ridge which reaches up to about 1,120 feet. The wildland urban interface lays approximately within the 450 foot to 1,120 foot elevation line. It consists of close-proximity housing with irrigated landscaping punctuated by groves of Eucalyptus stands with deep duff layers, Oak Woodlands with some Sudden Oak Death fuel loading, deep undeveloped canyon areas filled with Bay trees and then large patches of coastal chaparrals in the higher elevations mostly extending from the 750 foot elevation line to the ridgetop at 1,120 feet. The City of Sausalito is bisected by the U.S. 101 Freeway that runs adjacent to the City of Sausalito boundary. The Wolfback Ridge Homeowners development is on the west side of the freeway and is unincorporated. The remainder of Zone 1 lies in the Golden Gate National Recreation Area and is structurally protected by contract by our Fire District.

Zone 4 is a rural type of suburb consisting of mostly single family dwellings built in and upon the coastal mountain range. There is a few small portions, about 5%, that resides on the valley floor. It has a very small commercial area on the valley floor in Tamalpais Valley. This Zone 4 is essentially split into two parts: Tamalpais Valley and Homestead Valley. The division between the two valleys is the sharp mountain range running from west to east that divides these two communities although the area is still built out with very large single family dwellings and a few schools. The fuels in these areas are mostly Oak woodland, Bay stands in the deep canyons, Eucalyptus stands with heavy downed material, and between most of the home parcels are sporadically planted or volunteer pine trees with thick beds of needle cast some of which is overgrown with black berry patches and annual grasses. On the perimeter of most of Zone 4 lays portions of untreated Golden Gate National Recreation Area consisting of coastal chaparrals and numerous stands of Eucalyptus stands that have not been maintained.

Zone 9 is a residential community consisting of the Strawberry Area, the Alto Bowl and the newer part of the zone that we call the Black Field area. There is a very large commercial area in this Zone 9 that also runs parallel to US Highway 101. The commercial area has a variety of businesses such as Safeway Food Store, Porsche of Marin, Chevron and it also is the home of the Golden Gate Baptist Seminary which is 148 acres. This large chunk of land has many residential and commercial buildings that are separated by large expanses of open grass lands dotted with large Pine trees, many of which are maintained. The other part of the Zone 9 touches the Ring Mountain Open Space area which is predominantly un-grazed grass lands in close proximity to the residential areas. The homes in this area are mostly Mediterranean style with stucco siding and tile roofs. A large portion of this area is built on the hillsides as well but the streets are much wider and newer.

SOUTHERN MARIN FIRE DISTRICT – ORGANIZATION CHART



SOUTHERN MARIN FIRE DISTRICT – FIRE STATIONS

Fire Station 1 – 333 Johnson Street, Sausalito



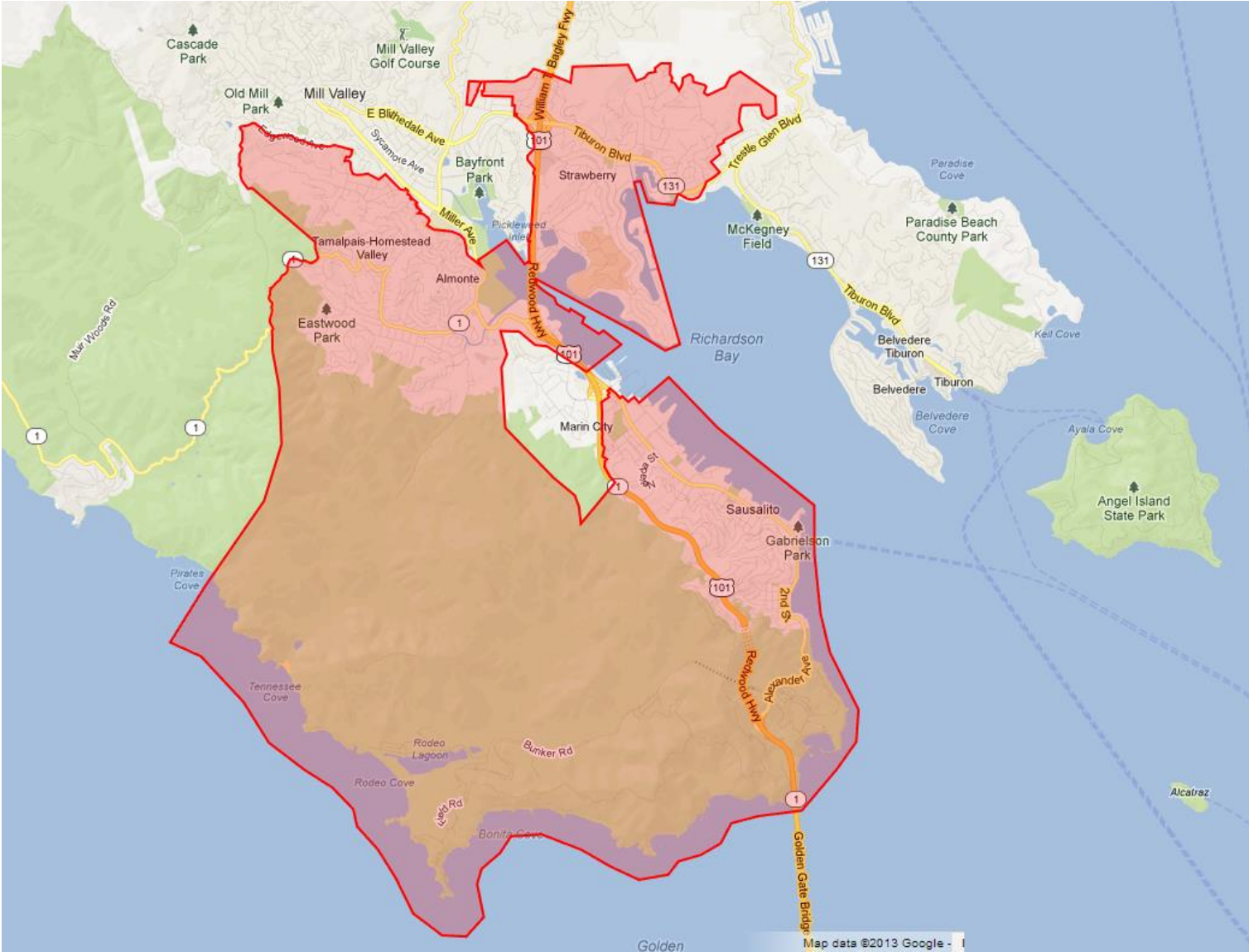
Fire Station 4 – 309 Poplar Street, Tam Valley



Fire Station 9 Headquarters – 308 Reed Boulevard, Strawberry



SOUTHERN MARIN FIRE DISTRICT – SERVICE AREA



SMFD Map Showing District Boundaries

THE PROCESS

THE HOW??



The Southern Marin Fire Protection District (SMFD) embarked on a strategic process that would change the way future planning will take place in the organization for years to come.

The process adopted and the steps taken in organizing and in developing this new direction were culminated in a Stakeholder Driven Strategic Planning process often referred to as a Community Driven Strategic Plan.

One important view of strategic planning is that it is a process – not a project, by which the SMFD could create the future for the organization by design, and at the same time, implement continuous quality improvement in the organization. This process allows opportunity for succession management to occur within the organization in that it encourages members to participate in the

design and implementation of initiatives that might be out of their area of expertise. This offers stretch assignments and an opportunity to gain knowledge and experience while operating in a safe environment. Coaching and mentoring will assist these members in successfully accomplishing their assignment and professional development.

The Fire District selected a small group of members from the organization representing all functional areas, positions, and interests including a balance of labor and management. Using the Incident Command System (ICS) management model, the team was assigned key roles and responsibilities for developing the overall planning schedule and logistics of the facilitation process including but not limited to:

- Coordinating and selecting the facilitation dates
- Developing the stakeholder invitations and registering participants
- Selecting, coordinating and securing the locations for facilitations
- Coordinating all site logistics for the facilitation
- Providing administrative support and coordination in the preparation of the draft and final plan documents.

MEMBERS OF THE PLANNING TEAM

Fire Chief Chris Tubbs

Battalion Chief Matt Barnes – Operations & Training

Fire Marshal Fred Hilliard

Administrative Services Manager Susan Kim

Finance Manager Alyssa Schiffmann

Project Manager Liza Andre

Paramedic/Engineer - Association President Jason Golden

Firefighter/Engineer Adam Vollmer

The distinction “stakeholder driven” strategic planning is a best practices model typically used in service organizations. Following this process allowed the SMFD to invite members of our community to share with us what it is that they expect from the SMFD and what services and programs are important to them. It allowed an opportunity for stakeholders to express any concerns they may have about our organization and also to tell us what they really like and what our strengths are.

THE EXTERNAL STAKEHOLDER PROCESS

THE EXTERNAL STAKEHOLDER PROCESS

The first phase of the planning process was to invite various community stakeholders to a work session. The external session was conducted September 22, 2015 at the Southern Marin Fire Station #9 in the Training/Community room. Approximately 25 members attended the 1-½ hour session hosted by Southern Marin Fire District Board President Stephen Willis that incorporated an overview of the stakeholder driven strategic planning process and administration of 2 participant survey instruments.



The first instrument was a prioritization of the District’s core programs using a direct comparison methodology. The second survey instrument was a questionnaire that asked the participants what expectations, concerns, strengths and other general comments they may have about the Fire District. Results of the surveys may be found in the Annex to this plan.

COMMUNITY MEMBERS EXTERNAL STAKEHOLDERS

- Maggie Lang, CERT Representative
- Mike Maguire, CERT Representative
- Sgt. Ross Ingles, CHP
- Chris Reilly, Emergency Manager, MCSO
- Todd Lando, Fire Safe Marin-Fire Safe Council
- Kary Witt, GG Bridge
- Chad Marin, GGNRA
- Johnathan Logan, Marin City Community Services District
- Miles Julihn, Marin County EMS
- Blake McMurray, Marin Housing Authority
- Shelly Nelson, MERA Dept. of Public Works
- Stephanie Moulton-Peters, Mill Valley City Hall
- James McCann, Mill Valley City Manager

- J. Angel Bernal, Mill Valley Police Department
- Jonathon Goldman, Public Works Director
- Cheryl Popp, Sausalito Business Advisor Committee
- Yolanda Young, Sausalito Chamber of Commerce
- Richard Davey, Sausalito Lions Club
- Liz O’Keefe, Sausalito Womens Club
- Leann Kreuzer, Strawberry Rec Center
- Jon Elam, TCSD
- Chris Gallagher, US Army Corps of Engineers
- Beth Slade, USCG
- Reva Saper, Volunteer Extraordinaire
- Kimberly Carroll, Marin Housing Authority
- Roger Mirchandani, MMWD



The Fire District also requested and received valuable input and feedback from our Fire Protection District Board of Directors. On separate individual occasions, board members were provided with an overview of our stakeholder driven strategic planning process and invited to provide feedback and input on the direction and future of the organization. Responses and input to the survey instruments were the same instruments completed by the external stakeholders.

This valuable input allows for the clearing to occur that enabled the organization to create our future by design. By asking our stakeholders what they think, allows the organization an opportunity to improve what it is we do well and to incorporate those services and initiatives that might be missing from our stakeholder’s perspective.

THE INTERNAL STAKEHOLDER PROCESS

THE INTERNAL STAKEHOLDER PROCESS

The second phase of the planning process was to invite all internal stakeholders (members of the organization) to 3 full day work sessions. The internal sessions were conducted October 13, 15, and 16, 2015 at the Southern Marin Fire Station #9 in the Training/Community room. Approximately 27% (15) members of the organization attended the three - 7 hour sessions that incorporated an overview of the stakeholder driven strategic planning process, a review and confirmation of the organization's mission and values statements, and a full review of the external stakeholder comments from the surveys.



3-DAY EVENT – INTERNAL TAKEHOLDERS

Fire Chief Chris Tubbs
Battalion Chief Matt Barnes
Captain Doug Paterson
Deputy Fire Marshal Fred Hilliard
Paramedic/Engineer Jason Golden
Paramedic/Engineer Larry Yoell
Administrative Services Manager Susan Kim
Project Manager Liza Andre

Mill Valley Fire Chief Tom Welch
Battalion Chief Kai Pasquale
Captain Josh McHugh
Fire Inspector Ryan Boykin
Paramedic/Engineer Tim Pratt
Firefighter/Engineer Adam Vollmer
Finance Manager Alyssa Schiffmann

Additionally on this first day of the internal stakeholder session, members verified and validated the District's core programs and support services. Core programs are core competencies and services that are a direct benefit to the community and correlate to the programs defined by the Commission on Fire Accreditation's (CFAI) Fire and Emergency Services Self-assessment Manual (FESSAM).

CONFIRMED CORE PROGRAMS

Fire Suppression
Emergency Medical Services
Fire Prevention
Fire Investigation
Public Education

Technical Rescue
Hazardous Materials
Domestic Preparedness, Planning & Response
Vegetation Management (Hazard Abatement)



SUPPORT SERVICES

Support services identified are defined as those services required by the organization to support the delivery of core programs and services. The support services identified and confirmed are:

- Training & Education
- Logistics
 - Facilities
 - Equipment
 - Fleet
 - Maintenance
 - Purchasing
- Administration
- Administrative Services
- Human Resources
- Finance
- Project Management
- IT
- Legal
- Contract Services / Outside Services
- Research and Development
- Wellness Fitness
- S MEMPS
- Information and Communications
- Safety Committee



SWOT ANALYSIS

SWOT ANALYSIS

The next step included a formal strengths, weaknesses, opportunities and threats (SWOT) analysis of the organization. Strengths and weaknesses were viewed and focused internal to the organization while opportunities and threats (or limitations) were viewed external to the organization. The SWOT analysis is an extremely important methodology to collect information necessary for culminating and identifying issues that need corrective direction both internal and external to the District. This information along with the comments from the external stakeholders provides the basis and foundation from which strategic direction and initiatives can be developed.

IDENTIFICATION OF STRENGTHS

- Service Area
- Progressive Department
- Adequate Staffing Levels
- Training
- Call Diversity
- District Newsletter
- Updated Intranet
- Effective
- Forward Leaning
- Open minded
- Fortitude
- Regional Leaders
- Service Oriented
- Vision
- Wellness Program
- Policies
- Social Media Use
- Apparatus and Equipment
- ERS Incident Reporting Software
- Community Planning / Communications
- Young Motivated Workforce
- Recruitment / Training / Academy Model
- Local, Regional, State and National Involvement
- Technological Upgrades / Proactive –vs- Reactive
- Skilled Dedicated Professional Employees
- Good Relationships with Neighboring Agencies
- Strong Operational Support for Personal Development
- Single-Focus Governance
- Committed, Nonpartisan Elected Officials
- Collaborative Approach to Creating a Vision and Direction
- Supportive Health and Wellness Environment
- Public Perception and Reputation
- Warm and Accepting Employees
- Equipment Diversity and Quality - Apparatus and Portable Equipment
- Opportunities: Education, Multiple Disciplines, Perform what we Train
- Progressive on-going R&D and adoption of SOPs and Policies
- Passionate workforce working toward mastering the profession

IDENTIFICATION OF WEAKNESS

- EMS Training
- Positive and vibrant morale
- Proudful
- Group Think
- Transparency
- Acceptance of Change
- Lack of courageous conversations
- Employee retention
- Succession Planning/Management
- Employee recruitment and retention
- Program Support
- CAD - Reliability, Technology Outdated
- Multiple Dispatch Centers
- Lack of a current Pre-Fire Planning
- Counterproductive gossip
- Lack of Trust
- STA 4 – Ring-down, Location, Aging Facility
- Fire Station Locations
- Organization Internal Strife
- Regional Response Imbalance / Shared Cost
- Lack of Adequate Support Services
- Fire Prevention & Vegetation Management
- Not Pulling in the Same Direction as an Organization
- Insufficient revenue to meet service demands
- Change: Happening as it Relates to the Time & Outcome
- Outdated Technology and associated software and hardware
- Communication - Organization of Pertinent Documents
- Mentoring and Succession Management
- Fire Prevention Inspections at the Company level and associated support
- Interpersonal Relationships among our members
- Hydrant replacement and maintenance program
- Public Education Program meeting the communities needs
- Inconsistent Communication at all levels and across all functional areas
- SMEMPS - Finance, Structure, Technology, R9 Purchasing, Replacement Forecasting



IDENTIFICATION OF OPPORTUNITIES

- District Newsletter
- Updated Intranet
- ERS Incident Reporting Software
- Wellness Program
- Community Planning / Communications
- Young Motivated Workforce
- Recruitment / Training / Academy Model
- Social Media Use
- Apparatus and Equipment
- Fortitude
- Skilled Dedicated Professional Employees
- Effective
- Public Perception and Reputation
- Warm and Accepting Employees
- Policies
- Forward Leaning
- Open Minded
- Service Oriented
- Regional Leaders
- Single-Focus Governance
- Vision
- Good Relationships With Neighboring Agencies
- Strong Operational Support For Personal Development
- Education, Multiple Disciplines, Perform What We Train
- Committed, Nonpartisan Elected officials
- Collaborative Approach To Creating A Vision and Direction
- Supportive Health and Wellness Environment
- Progressive On-Going R&D and Adoption of Sop's and Policies
- Technological Upgrades / Proactive –Vs- Reactive
- Local, Regional, State and National Involvement
- Passionate Workforce Working Toward Mastering The Profession



Internal Stakeholders



External Stakeholders

IDENTIFICATION OF THREATS (LIMITATIONS)

- Fiscal and Economic Uncertainty
- Unfunded Liability / Taxpayers
- Public Perception
- Aging Infrastructure
- Climate Change / Droughts
- Politics
- Gap Between Expectations and Funding
- Anti-Public Employee Perception
- Changing Community Demographics
- OPEB
- Pension Reform
- Public Distrust
- Terrorism - Domestic Or International
- Increasing Cost For Employee Benefit & Healthcare
- Community-Based EMS – Para-medicine Programs
- New Regulations, Legislation and Compliance
- Private Contractors For Fire Suppression and EMS Service
- Neighboring Staffing Models
- Considerate of Impact Consequence To Regional Partners
- Decreased Or Eliminated Current Revenue/Service Agreements (GGNRA)



External Stakeholders



Internal Stakeholders



CRITICAL ISSUES AND SERVICE GAPS

The final aspect of the first day was for the members to utilize the information obtained from the external stakeholder session along with the SWOT analysis to create statements of critical issues and services gaps. Critical issues relate directly to the District's core programs and services. Services gaps relate directly to the support services of the organization. From these statements of issues, strategies were developed.

CRITICAL ISSUES

THE FOLLOWING WERE CRITICAL ISSUES IDENTIFIED BY THE MEMBERS:

- S MEMPS current organizational and support model
- Apparatus Replacement
- EMS Skills-set needs to be raised
- Prevention and Vegetation Management Resources
- Identifying Station Location as it Relates to Response Times and Regionalization
- Deployment Analysis – concentration and distribution study
- Gaps in Technical Rescue Specific to High Angle and Surf Rescue
- Gaps in Shared BC structure
- Gaps in Shared Services Management Structure
- Fire Investigations – Inadequate Resources to accomplish the mission
- Community Programs - Emergency Preparedness (CERT, CPR, Get Ready)
- EOC and Emergency Management Coordination

SERVICE GAPS

THE FOLLOWING WERE THE SERVICE GAPS IDENTIFIED BY THE MEMBERS:

- Apparatus Repair Costs / Out of service time
- Plan Reviewer / Checker – Inadequate resources and processing time
- Defined Roles and Responsibilities for Vegetation Management Coordinator
- S MEMPS - Current Organizational Structure and cost sharing formula
- Telestaff™ - Not Fully Functional / Increased Workload for staff
- Intranet - Not Fully Functional / IT resource not inadequate
- Shared Services - Lacking Shared Administrative Tasks
- IT - Inadequate Resources for Support Services
- Finance - Inadequate Resources for Expected Service Levels
- Building and Apparatus Maintenance Costs
- Financial Efficiencies
- State Legislation - SB 854 Affects District infrastructure repairs
- Conflicting Wellness Programs with Mill Valley Fire
- Gaps In District Wellness Program
- Workers Comp Process

- Performance Evaluations - Interpersonal Skills (Trust, Buy-In, Etc.)
- Time Management and Workload
- Professional Development - Mentoring and Succession Planning
- Forecasting & Prioritizing
- Communications at all levels and across all functions of the organization

Day two of the internal stakeholder facilitation consisted of a review of the first day's work to verify and validate that the work was thorough and complete. Next, strategic initiatives (goals), objectives, time frames for completion, and critical tasks were generated by members of our organization that cover a projected time frame of three to five years into the future.

The participants were divided into 3 groups whereby they developed their specific initiatives and then shared and presented their work with the other groups. This allowed all members an opportunity to ask questions, have understanding, and then make suggestions for any items that may have been missing. In addition to verifying and validating the work, it allowed the opportunity for the members to take ownership in what work they were planning for their future.

The third and final day encompassed completing all strategic initiatives and to participate in an overview of metrics, reporting, and how to develop work plans as the basis for priorities and direction of the department aligning the timing of the work plan with the budgetary cycle and process.

As a capstone to the entire process, Fire Chief Tubbs presented to the members the 2020 Vision of the SMFPD. This vision incorporates the culmination of the planning work performed by the members, the District's Vision Document, and the desired way of being the department will strive for – doing its best work for the communities we serve, the District, and its members.





Initiative 1

Comprehensive Succession Management and Professional Development Plan

To integrate an effective and comprehensive succession management and professional development workforce plan to broaden the talent pipeline and ensure competent employee excellence at levels of the organization.



1

Purpose and Community Benefit

By identifying, developing and implementing methods for delivering employee leadership training, professional development, higher education, experience based programs and opportunities consistent with the workforce development plan, will ensure that there are opportunities for all District members to maintain the highest level of competency and readiness to deliver exceptional service to the communities we serve. (Administration, HR, Operations, Prevention, and Training)

INITIATIVE #1 **DEVELOP SUCCESSION AND PROFESSIONAL DEVELOPMENT PLANS**
 ДЕВЕЛОП СУСЕССИОН АНД ПРОФЕССИОНАЛ ДЕВЕЛОПМЕНТ ПЛАНС

INITIATIVE 1

Strategic Initiative #1

To integrate an effective and comprehensive succession management and professional development workforce plan to broaden the talent pipeline and ensure competent employee excellence at levels of the organization.

Purpose and Community Benefit

By identifying, developing and implementing methods for delivering employee leadership training, professional development, higher education, experience based programs and opportunities consistent with the workforce development plan, will ensure that there are opportunities for all District members to maintain the highest level of competency and readiness to the communities we serve. (Administration, HR, Operations, Prevention, and Training)

INITIATIVE #1	DEVELOP A COMPREHENSIVE SUCCESSION MANAGEMENT AND PROFESSIONAL DEVELOPMENT PLAN
OBJECTIVE 1A	Identify and analyze all workforce positions at Southern Marin Fire District.
Timeline	1 month
Critical Tasks	<p>1a.1 Identify potential vacancies in all positions forecasting 3-5 years into the future due to projected retirements, promotions, and new positions</p> <p>1a.2 Identify and list what each member’s current qualifications, education, training, certifications and experience are (a personal/professional SWOT analysis) based upon the specific job classifications.</p> <p>1a.3 Contrast and compare the current workforce plan (Career Ladder) against the member’s current qualifications to identify gaps and trends in training, education, qualifications and experience.</p>
OBJECTIVE 1B	Revise and update the career development plan (career ladder) to reflect the trends and gaps in training, education, experience for professional development (current position expectations); for career development (promotional opportunity); and succession management according to the United States Fire Administration’s <i>National Professional Development Guide and Commission on Professional Credentialing</i> models.
Timeline	6 months
Critical Tasks	<p>1b.1 Utilizing the existing workforce development plan make necessary revisions and updates to reflect the identified trends and gaps.</p> <p>1b.2 Identify, select and develop the best practice methodologies to deliver the identified training, education and experience.</p> <p>1b.3 Conduct a cost analysis of the training, education and experience gaps identified in the revised workforce development plan.</p> <p>1b.4 Identify efficient and effective alternative training and education delivery methods.</p> <p>1b.5 Provide all department members with a methodology for and assistance with developing their own professional development plan.</p>

INITIATIVE #1**DEVELOP SUCCESSION AND PROFESSIONAL DEVELOPMENT PLANS**

DEVELOP SUCCESSION AND PROFESSIONAL DEVELOPMENT PLANS

OBJECTIVE 1C	Prioritize, budget, schedule and implement the revised workforce development plan.
Timeline	3 months and ongoing
Critical Tasks	<p>1c.1 Familiarize all department members with the revised workforce development and succession management plan.</p> <p>1c.2 After prioritizing and budgeting for delivery of training, education and experience opportunities identified in the workforce development and succession management plan, develop and announce an implementation schedule.</p> <p>1c.3 Implement the plan according to the schedule.</p>
OBJECTIVE 1D	Evaluate the effectiveness of all components of the workforce development and succession management plan and make adjustments as necessary.
Timeline	3-6 months and ongoing
Critical Tasks	<p>1d.1 Identify and implement a methodology that evaluates the effectiveness of the plan on a periodic and ongoing basis.</p> <p>1d.2 Initiate revisions and updates to the plan as necessary referencing best industry practices.</p> <p>1d.3 Inform and provide informational updates to all members of the department.</p>

Initiative 2

Develop a Standard of Coverage Document

To develop and maintain a standard of cover document (SOC) that reflects optimal concentration and distribution of resources reflective of the district’s demographics, hazards and risks, and response services demand, and other required documents that is consistent with the Commission on Fire Accreditation International (CFAI) and most current editions of the Standards of Coverage and Fire & Emergency Services Self-assessment Manuals (FESSAM).



2

Purpose and Community Benefit

A SOC document will provide for precise data collection and a basis for comparing our current deployment model against those that may provide improved/optimal service to the communities we serve. By evaluating current emergency and non-emergency call volumes by types, response times, and location and evaluating current response models with those of best practice organizations we will improve decision making. By collecting baseline response data and establishing desired benchmark response times, an accurate evaluation and methodology for measuring performance can be implemented and reported on to our community. (Operations, Administration, Training and Fire Prevention)

INITIATIVE #2 **DEVELOP A STANDARD OF COVERAGE DOCUMENT (SOC)**

INITIATIVE 2

Strategic Initiative #2

To develop and maintain a standard of cover document (SOC) that reflects optimal concentration and distribution of resources reflective of the District’s demographics, hazards and risks, and response services demand, and other required documents that is consistent with the Commission on Fire Accreditation International (CFAI) and most current editions of the Standards of Coverage and Fire & Emergency Services Self-assessment Manuals (FESSAM).

Purpose and Community Benefit

A SOC document will provide for precise data collection and a basis for comparing our current deployment model against those that may provide improved/optimal service to the communities we serve. By evaluating current emergency and non-emergency call volumes by types, response times, and location and evaluating current response models with those of best practice organizations we will improve decision making. By collecting baseline response data and establishing desired benchmark response times, an accurate evaluation and methodology for measuring performance can be implement and reported on to our community. (Operations, Administration, Training and Fire Prevention)By identifying, developing and implementing methods for delivering employee leadership training, professional development, higher education, experience based programs and opportunities consistent with the workforce development plan, will ensure that there are opportunities for all District members to maintain the highest level of competency and readiness to communities we serve. (Administration, HR, Operations, Prevention, and Training).

<p>INITIATIVE #2</p>	<p>To Develop and Maintain A Standard Of Cover Document (SOC) That Reflects Optimal Concentration and Distribution Of Resources Reflective Of the District’s Demographics, Hazards and Risks, and Response Services Demand, and Other Required Documents That is Consistent With the Commission On Fire Accreditation International (CFAI) and Most Current Editions Of the Standards Of Coverage and Fire & Emergency Services Self-Assessment Manuals (FESSAM).</p>
<p>OBJECTIVE 2A</p>	<p>Identify an Accreditation Manager for the Southern Marin Fire Protection District.</p>
<p>Timeline</p>	<p>3 months</p>
<p>Critical Tasks</p>	<p>2a.1 Inform the SMFD members of the intent to follow the CFAI best practices models for accredited fire service agencies.</p> <p>2a.2 Determine if there is capacity to have an internal member of the SMFD to manage the CFAI accreditation process and related documents (Strategic Plan, SOC, Risk assessment, and Self-assessment manual).</p> <p>2a.3 Identify and evaluate accreditation manager candidates internal and/or external to the organization.</p> <p>2a.4 Develop and adopt a scope of work and a process plan that includes roles, responsibilities, and reporting.</p> <p>2a.5 Apply for CFAI Registered Agency status.</p>

INITIATIVE #2 **DEVELOP A STANDARD OF COVERAGE DOCUMENT (SOC)**

OBJECTIVE 2B	Conduct a hazard assessment and risk analysis for SMFD service area and contract areas.
Timeline	3 months
Critical Tasks	<p>2b.1 Determine if there is capacity to have an internal member of the SMFD to develop and complete the comprehensive Districtwide hazard analysis and risk assessment process and related documents.</p> <p>2b.2 Consider utilizing contract service to perform Objective 2B (see steps outlined in Objective 2D).</p> <p>2b.3 Identify the source documents, agencies and information on Districtwide hazard and risk data that will be used to support the SOC hazard analysis and risk assessment.</p> <p>2b.4 Using the latest edition of the CFAI Standard of Cover manual, identify gaps between the collected or available data and what is required to complete a comprehensive Districtwide hazard analysis and risk assessment.</p> <p>2b.5 Collect and incorporate the missing data identified in task 2B.4.</p> <p>2b.6 Incorporate the Districtwide hazard analysis and risk assessment into the SOC document.</p>
OBJECTIVE 2C	Budget for and schedule members of the SMFD accreditation team to attend CFAI accreditation training modules.
Timeline	2 months and ongoing
Critical Tasks	<p>2c.1 Identify SMFPD members that will be participating in a managing role of the CFAI accreditation process.</p> <p>2c.2 Establish a budget for appropriating training funds to attend the training and conferences sponsored by the Center for Public Safety Excellence (CPSE).</p> <p>2c.3 Implement a training schedule that aligns with the approved training budget.</p> <p>2c.4 Post CFAI training and/or conferences, attendees to share information with fire District members and apply learned skills to the District accreditation process.</p>
OBJECTIVE 2D	Complete the SMFD Deployment Analysis for service area and contiguous boundaries.
Timeline	9 months
Critical Tasks	<p>2d.1 Define the scope of work for developing a fire and emergency service deployment analysis for the SMFD service area and contiguous boundaries in accordance with the latest edition of the CFAI Standard of Cover manual and the FESSAM.</p> <p>2d.2 Develop and release a request for proposal/qualifications.</p> <p>2d.3 Interview vendors and select best fit for the organization.</p> <p>2d.4 Finalize an agreement that meets the scope of work.</p> <p>2d.5 Execute an approved agreement and implement the scope of work according to the approved schedule.</p> <p>2d.6 Monitor the progress of the scope of work and present final report to the Board of Directors.</p>

INITIATIVE #2 **DEVELOP A STANDARD OF COVERAGE DOCUMENT (SOC)**

DEVELOP A STANDARD OF COVERAGE DOCUMENT (SOC)

OBJECTIVE 2E	Facilitate a stakeholder driven strategic planning process, obtain approval of the 2016-2020 SMFD Strategic Plan, and implement the plan according to the annual work schedule.
Timeline	2 months and ongoing
Critical Tasks	<p>2e.1 Conduct the facilitation and complete the draft plan incorporating the strategies and initiatives developed with input from internal and external stakeholders.</p> <p>2e.2 Circulate the draft plan among the internal stakeholders to verify and validate the input.</p> <p>2e.3 Submit the draft plan to the board of directors for review and input.</p> <p>2e.4 After incorporating the board comments and input, place the item on board agenda for approval consideration.</p> <p>2e.5 Develop the annual work plan incorporating strategies and initiatives based on priority, obtain budget approval, make assignments and implement according to the schedule.</p>
OBJECTIVE 2F	Compile the SOC document in accordance with the latest edition of the CFAI guidelines and obtain governance approval.
Timeline	9 months
Critical Tasks	<p>2f.1 Using the checklist within the most current edition of the CFAI Standard of Coverage Manual, identify the needed elements to complete the SOC document.</p> <p>2f.2 Complete all of the necessary missing components including establishing emergency response goals.</p> <p>2f.3 Circulate the draft SOC document for review among internal stakeholders to verify and validate the data.</p> <p>2f.4 Obtain a CFAI mentor to provide input and feedback on the draft SOC document and incorporate that feedback as appropriate.</p> <p>2f.5 Submit the draft SOC to the board of directors for review and input.</p> <p>2f.6 After incorporating the board comments and input, place the item on board agenda for approval consideration.</p> <p>2f.7 Apply for CFAI Applicant Agency status and obtain a CFAI mentor for further guidance and documents review.</p>
OBJECTIVE 2G	Complete an agency self-assessment in accordance with the most current edition of the CFAI FESSAM.
Timeline	18 months
Critical Tasks	<p>2g.1 Purchase the most current edition of the CFAI FESSAM.</p> <p>2g.2 Identify and establish a self-assessment team, organizational structure, roles and responsibilities.</p> <p>2g.3 Using a proven management structure, make assignments (categories) and conduct an orientation of the process with all members of the organization.</p> <p>2g.4 Complete the CFAI self-assessment questionnaire.</p> <p>2g.5 Establish an internal review process of the self-assessment documents and engage the CFAI assigned mentor in that review process.</p> <p>2g.6 Complete the self-assessment process.</p> <p>2g.7 Approve all self-assessment documents.</p>

INITIATIVE #2 DEVELOP A STANDARD OF COVERAGE DOCUMENT (SOC)

OBJECTIVE 2H	Apply for candidacy as an internationally accredited fire service agency with the CFAI.
Timeline	3-6 months
Critical Tasks	<p>2h.1 Apply for CFAI Candidate Agency status.</p> <p>2h.2 CFAI will assign a Peer review team and team leader to the District.</p> <p>2h.3 CFAI team leader to conference with the District fire chief and accreditation manager.</p> <p>2h.4 SMFD to upload all documents to CFAI server for peer team review and to determine if site visit is warranted.</p> <p>2h.5 Peer review site visit is scheduled (budget for visit).</p> <p>2h.6 Peer review team verifies and validates all documentation based on inspection of records, agency member interviews, and site surveys.</p> <p>2h.7 Agency receives recommendation for CFAI accreditation from peer review team.</p> <p>2h.8 SMFD schedules fire chief and accreditation manager to attend CFAI commission hearings (budget for attendance).</p>
OBJECTIVE 2I	Establish a review and evaluation period for the agency and related CFAI documents.
Timeline	Annually and ongoing
Critical Tasks	<p>2i.1 Establish a CFAI documents review and update schedule and policy.</p> <p>2i.2 Update all CFAI documents and plans according to the schedule.</p> <p>2i.3 Incorporate updated plans and revised best practices into annual work plan. Apply for CFAI Candidate Agency status.</p>

Initiative 3

Evaluate Best Practices to Ensure Continuous Quality Improvement

To identify, evaluate and implement best industry practices where possible to ensure continuous quality improvement and deliver the highest level of efficiency and effectiveness.



3

Purpose and Community Benefit

By providing periodic regular review of all district programs and services delivery, analyzing costs will enable the organization to make continuous quality improvements that provide efficient and effective use of our resources. This evaluation will include but not be limited to programs, projects and administrative duties across all functional areas of the organization and include facilities, apparatus and equipment maintenance. Doing so will ensure responsible decision making, accountability, and alignment with our business plan. (Operations, Administration, HR, Finance, Prevention, Training)

INITIATIVE #3 IDENTIFY, EVALUATE AND IMPLEMENT INDUSTRY BEST PRACTICES

INITIATIVE 3

Strategic Initiative #3

To identify, evaluate and implement best industry practices where possible to ensure continuous quality improvement and deliver the highest level of efficiency and effectiveness.

Purpose and Community Benefit

By providing periodic regular review of all District programs and services delivery, analyzing costs will enable the organization to make continuous quality improvements that provide efficient and effective use of our resources. This evaluation will include but not be limited to programs, projects and administrative duties across all functional areas of the organization and include facilities, apparatus and equipment maintenance. Doing so will ensure responsible decision making, accountability, and alignment with our business plan. (Operations, Administration, HR, Finance, Prevention, Training)

INITIATIVE #3	TO IDENTIFY, EVALUATE AND IMPLEMENT BEST INDUSTRY PRACTICES WHERE POSSIBLE TO ENSURE CONTINUOUS QUALITY IMPROVEMENT AND DELIVER THE HIGHEST LEVEL OF EFFICIENCY AND EFFECTIVENESS.
OBJECTIVE 3A	Identify and list all SMFD programs, services, facilities, equipment, and departmental functional responsibilities (from Initiative #5).
Timeline	6 months
Critical Tasks	<p>3a.1 Identify and appoint a team of District members who will complete the objective.</p> <p>3a.2 Using the checklist in the Appendix of the most recent edition of the CFAI Fire & Emergency Services Self-assessment Manual (FESSAM), complete the inventory of programs and services based upon the District's current operations.</p>
OBJECTIVE 3B	Identify best practices and nationally recognized industry standards in each area.
Timeline	6 months
Critical Tasks	<p>3b.1 Using the FESSAM as a guide review all categories and criterion pertaining to District operations.</p> <p>3b.2 Review applicable standards of the National Fire Protection association, guidelines that comply with the accounting requirements promulgated by the Governmental Accounting Standards Board (GASB), and the International Public Management association for Human Resources (IPMA-HR).</p> <p>3b.3 Review methodologies, other standards and operations from best practice organizations.</p>
OBJECTIVE 3C	Using established metrics evaluate, contrast and compare current practices in each area against best practices and industry standards to determine performance levels.
Timeline	6 months
Critical Tasks	<p>3c.1 Identify appropriate metrics to evaluate contrast and compare current practices against best practices.</p> <p>3c.2 From the analysis performed in 3C.1, identify all possible areas of the organization where improvements and efficiencies can be made.</p>

INITIATIVE #3 IDENTIFY, EVALUATE AND IMPLEMENT INDUSTRY BEST PRACTICES

OBJECTIVE 3D	For each identified potential change or solution, perform a cost analysis to determine efficiencies and effectiveness of the proposed change of solution.
Timeline	3 months
Critical Tasks	<p>3d.1 For each identified potential area where improvements or efficiencies can be made, develop a list of possible solutions and steps to implement.</p> <p>3d.2 For each identified list of possible solutions and steps to increase effectiveness and quality improvements, perform a cost analysis to identify implementation and forecasted ongoing maintenance costs.</p>
OBJECTIVE 3E	Determine which best practices or changes to the organization are to be made and develop an action plan to implement where appropriate, proposed solutions.
Timeline	3 months
Critical Tasks	<p>3e.1 Using the information gathered in objective 3D develop a list of organizational and/or operational changes that can be prioritized.</p> <p>3e.2 Develop a work plan that can be used as the basis for developing a budget and necessary supporting services to implement proposed solutions.</p> <p>3e.3 Establish a schedule for implementing efficiencies and improvements.</p>
OBJECTIVE 3F	Identify and implement a scheduled evaluation and reporting period.
Timeline	1 month and ongoing
Critical Tasks	<p>3f.1 Develop a schedule and methodology for evaluating implemented improvements using established metrics.</p> <p>3f.2 Develop and implement a review policy that provides for continuous quality improvement.</p>

Initiative 4

Comprehensive Marketing and Communication Plan

To develop a comprehensive marketing and communications plan that focuses on integrating public information, education and community risk reduction within the community ensuring optimal outreach, communication, and transparency.

4

Purpose and Community Benefit

To develop ways to ensure that the District is involved in inter and intra-community activities that supports the District's mission.

Use a variety of mediums and methods to provide effective and efficient delivery of the public fire and EMS prevention education programs and to improve the delivery of community risk reduction and the disaster preparedness planning and response programs. (Operations, Administration, HR, Finance, Prevention, Training)



INITIATIVE #4 DEVELOP MARKETING AND COMMUNICATIONS PLANS

INITIATIVE 4

Strategic Initiative #4

To develop a comprehensive marketing and communications plan that focuses on integrating public information, education and community risk reduction within the community assuring optimal outreach, communication, and transparency.

Purpose and Community Benefit

To develop ways to ensure that the District is involved in inter and intra-community activities that supports the District's mission. Use a variety of mediums and methods to provide effective and efficient delivery of the public fire and EMS prevention education programs and to improve the delivery of community risk reduction and the disaster preparedness planning and response programs. (Operations, Administration, HR, Finance, Prevention, Training).

INITIATIVE #4	TO DEVELOP A COMPREHENSIVE MARKETING AND COMMUNICATIONS PLAN THAT FOCUSES ON INTEGRATING PUBLIC INFORMATION, EDUCATION AND COMMUNITY RISK REDUCTION WITHIN THE COMMUNITY ASSURING OPTIMAL OUTREACH, COMMUNICATION, AND TRANSPARENCY.
OBJECTIVE 4A	Identify and list all District fire safety, EMS, education, community risk reduction, and outreach information programs currently being delivered to the community.
Timeline	6 months
Critical Tasks	<p>4a.1 Gather information on all District programs including but not limited to: the types of information messaged; the mediums through which those messages are delivered and to whom the messaging is being marketed and communicated.</p> <p>4a.2 Include information from the hazard and risk analysis and the concentration and distribution "deployment study" being conducted by the District.</p> <p>4a.3 Identify potential target markets for each program based on what the data indicates of service demands and identified risks.</p>
OBJECTIVE 4B	Identify all current communication methods and mediums being utilized by the District and identify possible new delivery methods and mediums to increase efficiency and effectiveness.
Timeline	6 months
Critical Tasks	<p>4b.1 Identify and list all of the current delivery methods and mediums utilized by the District for marketing, communicating and educating our constituents.</p> <p>4b.2 Identify and list all new potential methods and mediums for delivering the desired education and information to target markets. Identify potential target markets for each program based on what the data indicates of service demands and identified risks.</p> <p>4b.3 Evaluate the cost and feasibility of implementing new methods and mediums for marketing and communicating to our constituents.</p> <p>4b.4 Prioritize and select the most appropriate mediums and methods to implement the most effective and efficient marketing and communication program.</p>

INITIATIVE #4 **DEVELOP MARKETING AND COMMUNICATIONS PLANS**

OBJECTIVE 4C	Conduct a community demographic survey to identify the specific various populations that live and work within the District in order to strategically communicate messages, information and education to the community and our partners.
Timeline	6 months
Critical Tasks	<p>4c.1 Identify the method and budget estimate by which to have conducted a community demographic survey.</p> <p>4c.2 If appropriate, solicit and select a qualified vendor to conduct the community demographic survey.</p> <p>4c.3 Develop a scope of work and specific deliverables that would be incorporated in a District wide community demographic study.</p> <p>4c.4 Develop a list of readily available data from government and non-government sources or, identify RFQ's for conducting the demographic survey.</p> <p>4c.5 Implement the most appropriate scope of work, compile results and report results.</p>
OBJECTIVE 4D	Develop a communications and marketing plan based upon information obtained in Objectives 4a, 4b and 4c which incorporates best recommendations and goals that will result in highly effective and measureable communications.
Timeline	6 months
Critical Tasks	<p>4d.1 Establish a committee or task force to review and analyze the data acquired through completing objectives 4A, 4B, and 4C.</p> <p>4d.2 Analyze, compile, prioritize and report on the information obtained in Objective 4D.1</p> <p>4d.3 Draft a comprehensive marketing and communication plan that incorporates all elements of objectives 4A-4D as well as identifies metrics and an implementation schedule.</p> <p>4d.4 Adopt the marketing and communication plan according to the schedule either in whole or in part way of annual the work plan.</p>
OBJECTIVE 4E	Prioritize and develop within the annual work plan a budget that identifies funding requirements, resources, and schedule to implement specific steps of the marketing and communications plan.
Timeline	6 months and annually
Critical Tasks	<p>4e.1 During the annual work plan development and budgetary process, determine available funding to implement priorities within the approved plan.</p> <p>4e.2 Communicate to members of the organization and key stakeholders the implementation schedule, plan, appropriate components, and assign key components to designated personnel.</p> <p>4e.3 Implement the work plan.</p>

INITIATIVE #4 **DEVELOP MARKETING AND COMMUNICATIONS PLANS**

OBJECTIVE 4F	Identify and implement a scheduled evaluation and reporting period for determining the effectiveness of the marketing and communication strategies.
Timeline	1 month and ongoing
Critical Tasks	<p>4f.1 Develop a schedule and methodology for evaluating the marketing and communications plan using established metrics.</p> <p>4f.2 Develop and implement a review policy that provides for continuous quality improvement of the marketing and communications plan.</p> <p>4f.3 Evaluate and report on the elements of the marketing and communication plan in accordance with policy.</p>

Initiative 5

Conduct a Comprehensive Work Trend Analysis

Conduct a comprehensive work trend analysis for all positions within the fire district to identify, streamline and/or eliminate redundancies, improve efficiency and increase operational readiness and response.



5

Purpose and Community Benefit

To identify and analyze all job positions, duties and assigned projects to eliminate duplicative efforts, streamline processes and systems and provide higher effectiveness and efficiency in the department. By streamlining or eliminating redundancies and/or nonessential activities, the highest level of emergency response, community risk reduction and non-emergency community education and disaster preparedness programs and involvement can be effectively prioritized and implemented. (Operations, Administration, HR, Training, Prevention)

INITIATIVE #5 CONDUCT A COMPREHENSIVE TREND ANALYSIS

INITIATIVE 5

Strategic Initiative #5

Conduct a comprehensive work trend analysis for all positions within the fire District to identify, streamline and/or eliminate redundancies, improve efficiency and increase operational readiness and response.

Purpose and Community Benefit

To identify and analyze all job positions, duties and assigned projects to eliminate duplicative efforts, streamline processes and systems and provide higher effectiveness and efficiency in the department. By streamlining or eliminating redundancies and/or nonessential activities, the highest level of emergency response, community risk reduction and non-emergency community education and disaster preparedness programs and involvement can be effectively prioritized and implemented. (Operations, Administration, HR, Training, Prevention)

INITIATIVE #5	CONDUCT A COMPREHENSIVE WORK TREND ANALYSIS
OBJECTIVE 5A	Using a work trend analysis matrix identify all job positions, roles, responsibilities, programs, projects and other assigned responsibilities for all members of the SMFD.
Timeline	6 months
Critical Tasks	<p>5a.1 Assign a staff member using a data system, to create and populate a comprehensive list of all job positions, roles, responsibilities, program, projects and other assigned responsibilities for each FD employee.</p> <p>5a.2 Using the job description and job classification plan for each FD member and position, populate the data matrix.</p> <p>5a.3 Schedule one on one interviews with each FD member to verify and validate the job description/classification list of roles and responsibilities and obtain other information relative to program/project involvement and other assigned duties.</p>
OBJECTIVE 5B	Analyze the data of the work trend study to identify where redundancies or non-essential functions and tasks exist and to identify where efficiencies can be implemented.
Timeline	3 months
Critical Tasks	<p>5b.1 Using the data from the work trend study determine where redundancies, inefficiencies, and non-essential functions, roles, responsibilities exist.</p> <p>5b.2 Determine if alternative methods and processes are necessary to create efficiencies or if elimination of tasks or functions is appropriate.</p>
OBJECTIVE 5C	Develop and implement a plan that eliminates redundancies and non-essential/non-effective processes and programs for the purpose of increasing efficiencies and operational readiness.
Timeline	6 months and ongoing
Critical Tasks	5c.1 Using the data from the work trend study make recommendations to eliminate redundancies, consolidate services, processes and/or programs and prioritize quality improvements.

INITIATIVE #5 CONDUCT A COMPREHENSIVE TREND ANALYSIS

	<p>5c.2 Identify all alternative solutions and consequences of those solutions for each recommendation.</p> <p>5c.3 Select the best solution(s) and prioritize the implementation of each recommendation.</p>
OBJECTIVE 5D	Evaluate the effectiveness of the changes made and implement corrective actions as necessary.
Timeline	1 year and ongoing
Critical Tasks	<p>5d.1 Monitor and evaluate each solution implemented to measure effectiveness and efficiencies at all levels of the organization.</p> <p>5d.2 Develop a schedule to periodically review and report the ongoing effectiveness of and efficiencies at all levels of the organization.</p>

Initiative 6

6

Develop a Business and Resource Development Plan

To develop and implement a business and resource development plan that ensures strategic dynamic growth and financial sustainability utilizing best business practices consistent with the changing demographics and service needs of the community.



Purpose and Community Benefit

The development of a business and resource development plan is essential to manage strategic growth in our chosen marketplace and to be ready for opportunities not yet realized. Such a plan will ensure logical and strategic methodologies are utilized to plan, organize, fund, implement, and evaluate growth while engaging fundamental long term financial forecasting and sustainability.

Additionally, by identifying and integrating diverse relationships with our strategic alliances from a variety of funding sources will better shield and protect our organization against declines from any single revenue source and naturally occurring ebbs and flows of our economy. (Support Services, Administration, and Finance)

INITIATIVE #6 DEVELOP & IMPLEMENT A BUSINESS AND RESOURCE PLAN

INITIATIVE 6

Strategic Initiative #6

To develop and implement a business and resource development plan that ensures strategic dynamic growth and financial sustainability utilizing best business practices consistent with the changing demographics and service needs of the community.

Purpose and Community Benefit

The development of a business and resource development plan is essential to manage strategic growth in our chosen marketplace and to be ready for opportunities not yet realized. Such a plan will ensure logical and strategic methodologies are utilized to plan, organize, fund, implement, and evaluate growth while engaging fundamental long term financial forecasting and sustainability.

Additionally, by identifying and integrating diverse relationships with our strategic alliances from a variety of funding sources will better shield and protect our organization against declines from any single revenue source and naturally occurring ebbs and flows of our economy. (Support Services, Administration, and Finance)

INITIATIVE #6	TO DEVELOP AND IMPLEMENT A BUSINESS AND RESOURCE DEVELOPMENT PLAN THAT ENSURES STRATEGIC DYNAMIC GROWTH AND FINANCIAL SUSTAINABILITY UTILIZING BEST BUSINESS PRACTICES CONSISTENT WITH THE CHANGING DEMOGRAPHICS AND SERVICE NEEDS OF THE COMMUNITY.
OBJECTIVE 6A	Identify and inventory current operations, services, and funding resources
Timeline	2-4 months
Critical Tasks	<p>6a.1 By site, geographic area, and program, identify what services are provided by SMFD; how they are provided; gather all matrix funding (i.e. cost per unit, required staffing, how many served, etc.)</p> <p>6a.2 Identify best industry practices that promotes growth and financial sustainability.</p> <p>6a.3 Review current funding sources and determine a diversification matrix based on past history, current financial (revenue, contracts and fees for service) practices and desire to grow a regional organization.</p>
OBJECTIVE 6B	Conduct a SWOT analysis of services, operations and funding resources for efficiencies, possible growth opportunities, consolidated services or potential reductions and analyze the data.
Timeline	6-9 months
Critical Tasks	<p>6b.1 Evaluate the current and potential market trends (i.e. calls for service, population, demographics) using data from the Standard of Cover.</p> <p>6b.2 Evaluate and affirm revenue sources.</p> <p>6b.3 Analyze expenses.</p> <p>6b.4 Identify strategic alliances that have mission alignment with SMFD</p> <p>6b.5 Identify potential external environmental limitations and obstacles that may inhibit achieving goals.</p> <p>6b.6 Prepare executive summary and report findings.</p>

INITIATIVE #6**DEVELOP & IMPLEMENT A BUSINESS AND RESOURCE PLAN**

OBJECTIVE 6C	Develop menu of scalable services based upon 6b.6 Executive Summary Report and Findings.
Timeline	3-6 months
Critical Tasks	<p>6c.1 Develop a program tool kit that links pricing matrix to program deliverables.</p> <p>6c.2 Identify service delivery resource requirements.</p> <p>6c.3 Develop funding and revenue strategies and forecasts to ensue growth and sustainability.</p>
OBJECTIVE 6D	Develop protocols to evaluate and determine the viability of potential selected opportunities
Timeline	3-6 months
Critical Tasks	<p>6d.1 Develop checklists that include alignment with SMFD’s mission, vision, values, core competencies, budget, organizational capacity, and outreach.</p> <p>6d.2 Identify the leadership team who will make recommendations.</p> <p>6d.3 Engage leadership team in brainstorming session to identify new revenue opportunities.</p>
OBJECTIVE 6E	Research best practices and develop a business plan that addresses components of strategic clarity, priorities, resource implications, and performance measures.
Timeline	2-3 months
Critical Tasks	<p>6e.1 Identify strategic clarity of SMFD mission, vision and values and how it links to current programs and services.</p> <p>6e.2 Develop a concrete description of the impact for which the organization will hold itself accountable over a specified period of time and the cause-and-effect logic explaining how its work will lead to that impact.</p> <p>6e.3 Determine and prioritize what specific actions and activities must take place to achieve the intended impact.</p> <p>6e.4 Determine overall financial, human and organizational resources needed to pursue the priorities and map a plan to secure those resources.</p> <p>6e.5 Establish quantitative and qualitative milestones that make it possible to measure the plans progress and forecast future ebbs and flows of economic vitality.</p>
OBJECTIVE 6F	Ensure the financial structure supports the specific capital and operating initiatives and the overall plan.
Timeline	2-4 months and ongoing
Critical Tasks	<p>6f.1 Implement the protocols established in objective 6D</p> <p>6f.2 Ensure that best practices implemented are evaluated to ensure that they are current and addresses components of strategic clarity, priorities, resource implications, and performance measures.</p> <p>6f.3 Develop a schedule for regularly reviewing the financial forecasts and comparing them against actual performance.</p> <p>6f.4 Solicit periodic internal and external stakeholder feedback and input on implemented strategies to identify any gaps between expectations and actual service delivery satisfaction.</p>

Initiative 7

Define Organizational Values, Philosophy and Enrich Culture

As an organization, continue to refine, embrace and be the values of the SMFPD which define our organizational philosophy and enrich the culture that drive our behaviors and our decisions.



Purpose and Community Benefit

By continuing to transform the organization's culture and embrace the mission - vision and be the values of our district, will grow positive, compassionate, trusting and caring employees integrating a philosophy with integrity that is consistent with our communities' expectations and guiding principles (All members, functions, and divisions of the organization).



INITIATIVE #7 **REFINE AND EMBRACE SMFD VALUES, CONTINUE TO DEFINE PHILOSOPHY**

INITIATIVE 7

Strategic Initiative #7

As an organization, continue to refine, embrace and be the values of the SMFD which define our organizational philosophy and enrich the culture that drive our behaviors and our decisions.

Purpose and Community Benefit

By continuing to transform the organization’s culture and embrace the mission - vision and be the values of our District, will grow positive, compassionate, trusting and caring employees integrating a philosophy with integrity that is consistent with our communities’ expectations and guiding principles.

INITIATIVE #7	DEFINE ORGANIZATIONAL VALUES, PHILOSOPHY AND ENRICH CULTURE
OBJECTIVE 7A	Review, refine, define and adopt the organizational values.
Timeline	1-2 months
Critical Tasks	<p>7a.1 Communicate to the organization the values identified in the strategic planning process.</p> <p>7a.2 Develop and implement a process that provides inclusion of all members in the organization to identify values that embody expected behavior from our external and internal stakeholders.</p> <p>7a.3 Ensure that the organizational values identified are defined so that a common understanding exists among the members of the organization.</p> <p>7a.4 Adopt the values and definitions identified in this process so that they become the expected guiding principles and desired behaviors of the organization.</p> <p>7a.5 Identify best industry practices that promotes growth and financial sustainability.</p> <p>7a.6 Review current funding sources and determine a diversification matrix based on past history, current financial (revenue, contracts and fees for service) practices and desire to grow a regional organization.</p>
OBJECTIVE 7B	Analyze the current organizational culture and identify gaps between desired culture and adopted values.
Timeline	3 months
Critical Tasks	<p>7b.1 Recognize and bring attention to those members that display the desired values and behaviors of the organization.</p> <p>7b.2 Conduct personnel assessments of what’s stopping members from adopting the desired values and behaviors expected of our community and ourselves.</p> <p>7b.3 Provide training, information, guidance and resources to members that have contrary views to the beliefs, desired behaviors, and values of the organization. Communicate to the organization the values identified in the strategic planning process.</p>

INITIATIVE #7 **REFINE AND EMBRACE SMFD VALUES, CONTINUE TO DEFINE PHILOSOPHY**

OBJECTIVE 7C	Identify mechanisms that can improve and strengthen organizational relationships and desired behaviors consistent with the values of the SMFD.
Timeline	3 months
Critical Tasks	<p>7c.1 Review the current organizational tools being utilized to ensure that there are sufficient resources and mechanisms implemented to provide corrective action including but not limited to: Clear defined policies (Lexipol); coaching; training; mentoring; performance reviews; counseling; and hiring practices.</p> <p>7c.2 Determine if the actual tools available and being used are sufficient for the supervisors and managers or consider adding/deleting some tools/resources. Note: The identification of generational learning and methodologies should be considered in this equation.</p>
OBJECTIVE 7D	Based on Objectives 7A-C, develop and implement an organizational transformation that nurtures and grows a healthy culture that is in alignment with SMFD goals, beliefs, guiding principles and values.
Timeline	90 days and ongoing
Critical Tasks	<p>7d.1 Develop the organizational culture and transformation plan.</p> <p>7d.2 Adopt the organizational culture and transformation plan.</p> <p>7d.3 Implement the organizational culture and transformation plan.</p> <p>7d.4 Measure the impact of the plan and report on its effectiveness.</p>
OBJECTIVE 7E	Ensure that there is a review and confirmation process and schedule that enlists the concept of continuous quality improvement on the SMFD.
Timeline	1 month and ongoing
Critical Tasks	<p>7e.1 Develop a schedule and methodology for evaluating implemented improvements using established metrics.</p> <p>7e.2 Develop and implement a review policy that provides for continuous quality improvement.</p>

Initiative 8

Fixed assets, Apparatus/Equipment Preventative Maintenance Capital Improvement Plan

Develop a fixed assets and apparatus/equipment preventative maintenance and capital improvement program for all District owned sites and equipment integrating long term health, safety, risk management, and environmentally friendly solutions.



8

Purpose and Community Benefit

To ensure that regular preventative maintenance is identified and not deferred on all physical facilities (sites) and apparatus/equipment and that a planned program is developed, scheduled and implemented. These preventative measures will be consistent with risk management and best industry practices reducing deferred maintenance and out of service time and improve operational readiness and response. Additionally, that funding is allocated by the District to implement this plan through budgetary and fiscal appropriation methods. Being proactive rather than reactive will reduce excessive out of service time, reduce overall cost, and reduce risk/liabilities. (Operations, Administration, and Finance)

INITIATIVE #8 DEVELOP A FIXED ASSET PREVENTATIVE MAINTENANCE CAPITAL IMPROVEMENT PLAN

INITIATIVE 8

Develop a fixed assets and apparatus/equipment preventative maintenance and capital improvement program for all District owned sites and equipment integrating long term health, safety, risk management, and environmentally friendly solutions.

Purpose and Community Benefit: To ensure that regular preventative maintenance is identified and not deferred on all physical facilities (sites) and apparatus/equipment and that a planned program is developed, scheduled and implemented. These preventative measures will be consistent with risk management and best industry practices reducing deferred maintenance and out of service time and improve operational readiness and response. Additionally, that funding is allocated by the District to implement this plan through budgetary and fiscal appropriation methods. Being proactive rather than reactive will reduce excessive out of service time, reduce overall cost, and reduce risk/liabilities. (Operations, Administration, and Finance)

INITIATIVE #8	DEVELOP A FIXED ASSETS AND APPARATUS/EQUIPMENT PREVENTATIVE MAINTENANCE AND CAPITAL IMPROVEMENT PROGRAM FOR ALL DISTRICT OWNED SITES AND EQUIPMENT INTEGRATING LONG TERM HEALTH, SAFETY, RISK MANAGEMENT, AND ENVIRONMENTALLY FRIENDLY SOLUTIONS.
OBJECTIVE 8A	Develop and implement a Fixed Facilities, Preventative Maintenance and Capital Improvement Program.
Timeline	6 months and ongoing
Critical Tasks	<p>8a.1 Establish a District Building Oversight Committee in collaboration with administration, finance, operations, District safety compliance officer and other personnel as required.</p> <p>8a.2 Perform inspections of all fixed facilities for the purpose of risk management, regulatory compliance and preventative maintenance.</p> <p>8a.3 Through leadership of the fire District logistics officer, develop a fixed facilities preventative maintenance program schedule.</p> <p>8a.4 Prioritize all items found that need corrective action that are regulatory compliance and safety in nature and those that should be scheduled preventative maintenance.</p> <p>8a.5 Identify essential and non-essential improvements for facilities modernization for regulatory compliance and environmentally friendly (green) standards including but not limited to: energy efficiency, security, accessibility, work force diversity, water conservation and environmental stewardship.</p>
OBJECTIVE 8B	Develop and implement a comprehensive apparatus and equipment preventative maintenance and replacement program.
Timeline	6 months and ongoing

INITIATIVE #8 DEVELOP A FIXED ASSET PREVENTATIVE MAINTENANCE CAPITAL IMPROVEMENT PLAN

CRITICAL TASKS	<p>8b.1 Formalize the scope and role and responsibilities of the District apparatus committee.</p> <p>8b.2 Analyze the current apparatus and equipment preventative and replacement program for cost effectiveness, efficiency and best practices.</p> <p>8b.3 Determine and list the gaps between the current program and the desired preventative maintenance program based on best industry standards and practices.</p> <p>8b.4 Ensure that an apparatus and equipment inventory system is in place and current.</p> <p>8b.5 Ensure that the apparatus and equipment preventative maintenance and replacement program is effective, reasonable and meets organizational and operational needs.</p> <p>8b.6 Identify, forecast, schedule, and budget fiscal appropriations necessary to fund the approved apparatus and equipment preventative maintenance and replacement plan.</p>
OBJECTIVE 8C	Develop a designated fixed facilities preventative maintenance and modernization program fund.
Timeline	2 years and ongoing
Critical Tasks	<p>8c.1 Identify alternative funding sources such as but not limited to: UASI, assistance to Firefighters Grants, PG&E, and US EPA Environmental grants programs.</p> <p>8c.2 Redirect cost savings of energy efficiency and conservation measures to the facility preventative maintenance and modernization fund.</p> <p>8c.3 Budget as necessary to correct essential and compliance related items.</p>
OBJECTIVE 8D	Develop and implement an organized storage plan for District facilities.
Timeline	6 months and ongoing
Critical Tasks	<p>8d.1 Review and identify gaps in the District’s current inventory control plan.</p> <p>8d.2 List best possible practices and solutions that will ensure an effective and efficient inventory control plan based on best industry practices.</p> <p>8d.3 Identify unsafe or unnecessary supplies and equipment and dispose of or surplus such items.</p> <p>8d.4 Identify current and future space needs for District apparatus, equipment and supplies.</p> <p>8d.5 Establish an approved inventory list and manage such items using a records management system.</p>
OBJECTIVE 8E	Evaluate and report the effectiveness and efficiency of all aspects of the District’s fixed facilities, apparatus and equipment maintenance and replacement programs.
Timeline	1 year and ongoing

INITIATIVE #8 DEVELOP A FIXED ASSET PREVENTATIVE MAINTENANCE CAPITAL IMPROVEMENT PLAN

Critical Tasks	<p>8e.1 Establish a review period for evaluating the effectiveness and efficiency of all aspects of the District’s fixed facilities, apparatus and equipment maintenance and replacement programs.</p> <p>8e.2 Establish a schedule for reporting on the effectiveness and efficiency of all aspects of the District’s fixed facilities, apparatus and equipment maintenance and replacement programs.</p>
-----------------------	--

Initiative 9

Develop an IT Efficiencies & Improvement Plan

To develop a comprehensive, forward-leaning, strategic approach to research, analysis, adoption, implementation, and maintenance of technology to ensure continuous quality improvement and deliver the highest level of efficiency and effectiveness.

9

Purpose and Community Benefit

By identifying, developing and implementing strategic methods to leverage technology, it allows the organization to be proactive in planning, budgeting and appropriating its resources and effectively facilitates the organization's ability to meet its emergency and non-emergency expectations in pursuit of its mission.

Information Technology (IT) and all related hardware and software are critical to the operational and administrative functions and the emergency response system.



INITIATIVE #9 DEVELOP AN IT EFFICIENCIES AND IMPROVEMENT PLAN

INITIATIVE 9

To develop a comprehensive, forward-leaning, strategic approach to research, analysis, adoption, implementation, and maintenance of technology to ensure continuous quality improvement and deliver the highest level of efficiency and effectiveness.

Purpose and Community Benefit: By identifying, developing and implementing strategic methods to leverage technology, it allows the organization to be proactive in planning, budgeting and appropriating its resources and effectively facilitates the organization’s ability to meet its emergency and non-emergency expectations in pursuit of its mission.

Information technology (IT) and all related hardware and software are critical to the operational and administrative functions and the emergency response system.

<p>INITIATIVE #9</p>	<p>TO DEVELOP A COMPREHENSIVE, FORWARD-LEANING, STRATEGIC APPROACH TO RESEARCH, ANALYSIS, ADOPTION, IMPLEMENTATION, AND MAINTENANCE OF TECHNOLOGY TO ENSURE CONTINUOUS QUALITY IMPROVEMENT AND DELIVER THE HIGHEST LEVEL OF EFFICIENCY AND EFFECTIVENESS.</p>
<p>OBJECTIVE 9A</p>	<p>In collaboration with the District’s IT Officer (and vendor), finance, administration, operations, training, community risk reduction managers, and other executive team members as necessary, conduct a comprehensive evaluation and analysis of the current SMFD IT systems and operations.</p>
<p>Timeline</p>	<p>3 months</p>
<p>Critical Tasks</p>	<p>9a.1 Identify and establish a work group consisting of the District’s IT officer (and vendor), Finance, Administration, Operations, Training, Community Risk Reduction managers, and other executive team members as necessary.</p> <p>9a.2 Conduct a comprehensive evaluation and analysis of the current organization IT systems and operations.</p> <p>9a.3 Identify gaps, strengths and weaknesses in systems integration, hardware capacity, and band width and prepare written findings of the analysis.</p>
<p>OBJECTIVE 9B</p>	<p>Identify gaps and improvements utilizing best industry practices that could be integrated into the organization IT systems, hardware and software to ensure that changing and growing needs of the District are identified and prioritized.</p>
<p>Timeline</p>	<p>4 months</p>
<p>Critical Tasks</p>	<p>9b.1 Based on the analysis and evaluation conducted in objective 9A identify gaps and improvements that can improve efficiency and effectiveness of administration, core programs, and all support services.</p> <p>9b.2 In collaboration with the organization IT provider and District team, identify hardware, software and systems integration improvements for all functional areas of the organization.</p> <p>9b.3 In collaboration with the organization IT provider, develop a planned program and identify priorities for implementing hardware, software and systems integration improvements.</p>

INITIATIVE #9 DEVELOP AN IT EFFICIENCIES AND IMPROVEMENT PLAN

OBJECTIVE 9C	Develop a pro-forma budget and identify funding sources necessary to implement the desired changes and to maintain and upgrade those changes on a pre-determined maintenance and improvement schedule.
Timeline	6 months
Critical Tasks	<p>9c.1 Develop a pro-forma budget for all initiatives identified in the efficiencies improvement plan.</p> <p>9c.2 In collaboration with the organization IT provider, develop an IT systems maintenance and replacement schedule with forecasted maintenance and replacement costs according to the schedule.</p> <p>9c.3 Identify funding sources to implement the IT efficiencies improvement plan.</p> <p>9c.4 Obtain approval and fiscal appropriations to purchase and implement the scheduled IT changes.</p>
OBJECTIVE 9D	Implement the IT Efficiency and Improvement Plan in accordance with the approved budget and schedule.
Timeline	8 months – 1 year
Critical Tasks	<p>9d.1 In collaboration with the organization IT provider, implement the schedule according to the efficiency and improvement plan.</p> <p>9d.2 In collaboration with the organization IT provider, provide training for all fire District personnel according to the plan.</p>
OBJECTIVE 9E	Evaluate the effectiveness and establish a reporting frequency of the IT Efficiency and Improvement Plan.
Timeline	1 months and ongoing
Critical Tasks	<p>9e.1 Develop metrics and schedules for evaluating the effectiveness of all elements of the IT efficiency and improvement plan and make adjustments where necessary.</p> <p>9e.2 Establish a reporting period to communicate the effectiveness of the IT efficiency and improvement plan.</p>

PERFORMANCE MEASUREMENT

PERFORMANCE MEASUREMENT

Continuous quality improvement is a result of this strategic process by initiating the use of metrics to measure and report performance on what it is we say we are going to do and how well we are doing it.

According to an article by Michael J. Mauboussin, “Companies that link nonfinancial measures and value creation stand a better chance of improving results”, *The True Measure of Success* Harvard Business Review, October 2012.

Performance measures quantitatively tell the organization about its core programs, services, and the processes that produce them. They are a tool to help SMFD’s staff and decision makers understand, manage, and improve what the organization does. They let the organization know:

- How well they are doing
- If the processes are can be qualified and/or quantified
- If the organization is meeting its goals
- If and where improvements are necessary
- If the customers/clients are satisfied

They provide the SMFD with the information necessary to make intelligent decisions about what it is we do and how well we deliver what we do.

Often times, performance measures can be grouped into one of the following six general categories. Organizations need to consider the initiative being measured and then determine the most appropriate performance measure for managing results:

Effectiveness: A process characteristic indicating the degree to which the process output (work product) conforms to requirements. (Are we doing the right things?)

Efficiency: A process characteristic indicating the degree to which the process produces the required output at minimum resource cost. (Are we doing things right?)

Quality: The degree to which a product or service meets customer requirements and expectations.

Timeliness: Measures whether a unit of work was done correctly and on time. Criteria must be established to define what constitutes timeliness for a given unit of work. The criterion is usually based on customer requirements.

Productivity: The value added by the process divided by the value of the labor and capital consumed.

Safety: Measures the overall health of the organization and the working environment of its employees.

When developing the priorities and budgets for implementing strategic initiatives, the organization will determine what most appropriate metrics should be used for each objective and initiative. A family of measures that is typically used to obtain performance results in qualitative or quantitative ways are:

Inputs: Inputs are the value of resource used to produce an output.

Outputs: Outputs are the quantity or number of units produces which are activity oriented and measureable.

Efficiency: Efficiency is a measure of inputs used per output or outputs per unit of measurement.

Service Quality: Service quality is the degree to which customers are satisfied with a program or how accurately or timely a service is provided.

Outcomes: Outcomes are qualitative results associated with a program or service.

PLANNING THE WORK AND WORKING THE PLAN

The Southern Marin Fire Protection District has taken great strides to produce a comprehensive Plan that will ensure continuous quality improvement commensurate with our *2020 Vision*. How we work the plan is just as important as how we developed the plan.

SMFD's budget cycle is conducted annually. This means that developing work plans which correspond with the budget cycle is imperative. To accomplish this, the organization will develop a work plan that incorporates key strategies, objectives and critical tasks by prioritizing what needs to be accomplished first.

Some initiatives and objectives will need to be accomplished in either a chronological sequence or in parallel because some may be predicated on the information required by other specific objectives or set of critical tasks. Coordination and alignment must be practiced with diligence to affect logical and incremental accomplishment of a particular initiative.

Obtaining fiscal appropriations to implement the tasks and objectives outlined in the work plan should also be considered and coordinated. It is important to provide ample time in advance (prior to budget hearings or approval processes) to review and get input from key staff and those that may be involved in the processes that they may provide the necessary input, establish scheduling, and define the roles and responsibilities for each member implementing the work.

The approved budget and work plan will be communicated to all members of the organization as the priority of the organization. Assignments will be made and regular reporting of progress by those responsible for the initiative, objective and/or tasks will be established and communicated.

FACTOR ENSURING SUCCESS

Through a series of three full day sessions with members of our organization (the internal stakeholders), the work culminated over the course of the facilitation resulted in the delivery of a draft document incorporating best industry practices, which ultimately resulted in producing this final Stakeholder Driven Strategic Plan for SMFD.

Best practices for strategic planning contain two factors which are imperative to success. First, you must communicate to all members of the organization the value of strategic planning and how the organization's plan will affect the individual. The process is enhanced when as many of the members as possible, across all ranks and functional areas of the organization are included on the strategic planning team and participate in the implementation of key initiatives through the annual work plan.

Second, a process should be established whereby the progress and performance toward accomplishing the initiatives can be measured. The strategic plan is very dynamic and will change as circumstances and as our own situation change. Forecasting, monitoring the environment, reporting on our progress, and celebrating our successes will become the new culture of the Southern Marin Fire Protection District.

GLOSSARY OF ABBREVIATIONS, ACRONYMS AND TERMS

Accreditation

A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services.

The Commission on Fire Accreditation International (CFAI) Accreditation program is specifically designed for the fire service to elevate its level of performance and professionalism through the use of a more comprehensive system of assessment. This is done by creating a process by which citizens, elected and appointed officials, and fire and emergency service personnel can assess all the activities and programs relative to modern fire and emergency services. The process of comprehensive assessment will allow an agency to determine when it has achieved an appropriated level of safe and effective performance as well as efficiency as an organization.

Accredited

The act of accrediting or the state of being accredited, especially the granting of approval to an institution or agency by an official review board or organization that has established nationally accepted standards.

Americans with Disabilities Act (ADA)

The Americans with Disabilities Act of 1990 prohibits private employers, state and local governments, employment agencies and labor unions from discriminating against qualified individuals with disabilities in job application procedures, hiring, firing, advancement, compensation, job training, and other terms, conditions, and privileges of employment. The ADA covers employers with 15 or more employees, including state and local governments. It also applies to employment agencies and to labor organizations.

Battalion Chief (BC)

A fire battalion chief is third in command in the fire department hierarchy. Only the fire chief, deputy fire chief and/or division chief are superior to the battalion chief position. The battalion chief is responsible for helping the chief and deputy chief to secure areas, manage manpower, extinguish fires, and provide emergency medical services.

California Fire Code (CFC)

California Fire Code incorporates, by adoption, the International Fire Code of the International Code Council with California amendments. This is the official Fire Code for the State of California and all political subdivisions.

California Public Employees' Retirement System (CalPERS)

California Public Employees' Retirement System (CalPERS) provides retirement and health benefits to public employees, retirees, and their families and employers within the State of California.

Center for Public Safety Excellence (CPSE)

The Center for Public Safety Excellence, Inc. (CPSE), a nonprofit 501 (c)(3) corporation, establishes and promotes recognized professional standards to help fire agencies move beyond tactical deployment to continuous strategic improvement. CPSE supports and encourages agencies and personnel to meet these standards through various programs. CPSE is governed by a board of directors, which oversees two commissions, the Commission on Fire

Accreditation International (CFAI) and the Commission on Professional Credentialing (CPC).

Commission on Fire Accreditation International (CFAI) The Commission on Fire Accreditation International (CFAI) is committed to assisting and improving fire and emergency service agencies around the world in

achieving organizational and professional excellence through its strategic self-assessment model and accreditation process to provide continuous quality improvement and enhancement of service delivery to the community and the world at large.

Stakeholder-Driven or Community-Based Strategic Plan

Successful organizations, whether they are Fortune 500 companies, federal agencies, or state or municipal governments, have recognized that developing customer focus is an absolute necessity. With this information, government agencies must strategically plan how they will deliver high quality products and services to the public and their other customers through better, faster, and less expensive programs. Once their strategic goals are established, agency leaders must establish performance measures, for which they are fully accountable, to assess and ensure that their departments and agencies are indeed delivering on the promises made in their strategic plans.

Community Associations Institute (CAI)

Community Associations Institute (CAI) is a national organization dedicated to fostering community associations. CAI provides education and resources to the volunteer homeowners who govern community associations and the professionals who support them; i.e. community association volunteer leaders, professional managers, community management firms and other professionals and companies that provide products and services to associations.

Computer Aided Dispatch (CAD)

Computer aided dispatch is a method of dispatching emergency services assisted by computer. It can either be used to send messages to the dispatched via a mobile data terminal (also called an MDT) and/or used to store and retrieve data (i.e. radio logs, field interviews, client information, schedules, etc.). The central idea is that persons in a dispatch center are able to easily view and understand the status of all units being dispatched. CAD provides displays and tools so that the dispatcher has an opportunity to handle calls-for-service as efficiently as possible.

Continuous Quality Improvement (CQI)

Continuous Quality Improvement (CQI) is a management process whereby customer delivery processes are constantly evaluated and improved in the light of their efficiency, effectiveness, and flexibility.

Customers

A customer is a person or group of people who establish the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.

Efficiency

Efficiency is a performance indication where inputs are measured per unit of output (or vice versa).

Emergency Medical Service (EMS)

A branch of emergency services dedicated to providing the community with out-of-hospital emergency medical care and/or transport to a hospital.

Emergency Operations Center (EOC)

An Emergency Operations Center, or EOC, is a central command and control facility responsible for carrying out the principles of emergency preparedness and emergency management, or disaster management functions at a strategic level in an emergency situation, and ensuring the continuity of operation of a company, community, or other organization.

Environment

The environment is the circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.

Federal Emergency Management Agency (FEMA)

The Federal Emergency Management Agency, or FEMA, is an agency of the United States Department of Homeland Security. The purpose of FEMA is to coordinate the response to a disaster which has occurred in the United States and which overwhelms the resources of local and state authorities. The governor of the state in which the disaster occurred must declare a state of emergency and formally request from the President that FEMA and the federal government respond to the disaster.

Fire Districts Association of California (FDAC)

Fire Districts Association of California (FDAC) is a non-profit organization, whose primary function is to provide its members with representation and advocacy in California's legislature. FDAC provides programs, health and life insurance, and other services and classes to help the districts they serve and their personnel and representatives become more successful and effective.

Fire Loss Management (FLM)

Fire Loss Management is a division within a fire service organization responsible for fire safety code adoption and enforcement, fire and arson investigation, fire incident data reporting and analysis, and public education.

Fire MED Subscription Service

A Fire MED subscription program is one where citizens can opt to pay an annual fee or subscription for ambulance service. This fee will entitle the payer to a greatly reduced fee for ambulance service if they use it.

Geospatial or Geographic Information System (GIS)

A geographic information system (GIS) captures, stores, analyzes, manages, and presents data that is linked to location. In the strictest sense, the term describes any information system that integrates, stores, edits, analyzes, shares, and displays geographic information. In a more generic sense, GIS applications are tools that allow users to create interactive queries, analyze spatial information, edit data, maps, and present the results of all these operations.

Hazard Mitigation

Hazard mitigation is any sustained action taken to reduce or eliminate the long-term risk to human life and property from hazards.

Incident Command System (ICS)

The Incident Command System (ICS) is a standardized, on-scene, all-hazard incident management concept in the United States. It is a management protocol originally designed for emergency management agencies and later federalized. ICS is based upon a flexible, scalable response organization providing a common framework within which people can work together effectively. These people may be drawn from multiple agencies that do not routinely work together, and ICS is designed to give standard response and operation procedures to reduce the problems and potential for miscommunication on such incidents. ICS has been summarized as a "first-on-scene" structure, where the first responder of a scene has charge of the scene until the incident has been declared resolved, a superior ranking responder arrives on scene and seizes command, or the Incident Commander appoints another individual Incident Commander.

Information Technology (IT)

Information Technology (IT) is a general term that describes any technology that helps to produce, manipulate, store, communicate, and/or disseminate information.

Input

Input is a performance indication where the value of resources are used to produce an output.

Key Performance Indicator

Key performance indicators are measurable factors of extreme importance to the organization in achieving the strategic goals, objectives, vision, and values that if not implemented properly would likely result in significant decrease in customer satisfaction, employee morale, and financial management.

Management by Objective (MBO)

Used in the context of the Southern Marin Fire Protection District's (SMFD) Strategic Plan Management by Objective (MBO) is used to describe an electronic calendar used to capture and communicate daily objectives for the District and fire station personnel. Items captured on the daily MBO calendar may be meetings, training events, drills, safety briefings etc.

MERA

Marin Emergency Radio Authority (MERA) In February 1997, public safety agencies in Marin County agreed to begin developing a proposal for a countywide regional communications system. Under a joint powers agreement, the Marin Emergency Radio Authority (MERA) was founded to accomplish this task. After an extensive process, Motorola was contracted to construct this new computer-controlled digital radio system. This radio system is used by member agencies in the law enforcement, fire management, emergency medical, road maintenance, transit, public works, local government, and other county-based entities in Marin County. This system unifies public safety response, making it possible for members to more effectively and efficiently communicate with each other and within individual departments. The MERA radio system is designed to allow regional or wide area conversations between dispatch centers and mobile units operating throughout the county.

Mission

A mission is an enduring statement of purpose, the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.

Mobile Data Computer (MDC) or Mobile Data Terminal (MDT)

A mobile data terminal is a computerized device used in emergency vehicles to communicate with a central dispatch office. Most MDTs are fully functional PC hardware and are known as Mobile Digital Computers (MDC). While the MDC term is more correct, MDT is still widely used.

Mutual Aid

In emergency services, mutual aid is an agreement among emergency responders to lend assistance across jurisdictional boundaries. This may occur due to an emergency response that exceeds local resources, such as a disaster or a multiple alarm fire. Mutual aid may be ad hoc, requested only when such an emergency occurs. It may also be a formal standing agreement for cooperative emergency management on a continuing basis, such as ensuring that resources are dispatched from the nearest fire station, regardless of which side of the jurisdictional boundary the incident has occurred. Agreements that send closest resources are regularly referred to as "automatic aid agreements."

National Fire Protection Association (NFPA)

The mission of the international nonprofit NFPA is to reduce the worldwide burden of fire and other hazards on the quality of life by providing and advocating consensus codes and standards, research, training, and education. NFPA develops, publishes, and disseminates more than 300 consensus codes and standards intended to minimize the possibility and effects of fire and other risks.

National Fire Protection Association (NFPA 1583)

NFPA standard 1583 establishes the minimum requirements for the development, implementation, and management of a health-related fitness program for members of emergency service fire departments involved in emergency operations. Although this standard is intended primarily for members involved in emergency operations, fire departments are encouraged to apply the components of the health-related fitness program to all employees.

National Incident Management System (NIMS)

The National Incident Management System (NIMS) is a structured framework used nationwide for both governmental and non-governmental agencies to respond to natural disasters and or terrorist attacks at the local, state, and federal levels of government.

Office of Emergency Services (OES)

The State of California Office of Emergency Services mission is to ensure the state is ready and able to mitigate against, prepare for, respond to, and recover from the effects of emergencies that threaten lives, property, and the environment.

OES coordinates the activities of all state agencies relating to preparation and implementation of the State Emergency Plan. OES also coordinates the response efforts of state and local agencies to ensure maximum effect with minimum overlap and confusion. Additionally, OES coordinates the integration of federal resources into state and local response and recovery operations.

Occupational Safety and Health Act (OSHA)

Under the Occupational Safety and Health Act of 1970, employers are responsible for providing a safe and healthy workplace for their employees. OSHA's role is to promote the safety and health of America's workers by setting and enforcing standards; providing training, outreach and education; establishing partnerships; and encouraging continual process improvement in workplace safety and health.]

Outcome

Outcome is a performance indication where qualitative consequences are associated with a program/service, i.e., the ultimate benefit to the customer.

Output

Output is a performance indication where qualitative consequences are associated with a program/service, i.e., the ultimate benefit to the customer.

Paramedic (PM)

A paramedic is a certified medical professional, usually a member of the emergency medical services, who primarily provides pre-hospital advanced medical and trauma care. A paramedic is charged with providing emergency on-scene treatment, crisis intervention, life-saving stabilization and transport of ill or injured patients to definitive emergency medical and surgical treatment facilities, such as hospitals and trauma centers.

Performance Management

Performance management is the monitoring for improvement of performance through the ongoing process of goal setting, allocation of budget resources to priorities, and the evaluation of results against pre-established performance criteria.

Performance Measure

A performance measure is a specific measurable result for each goal and/or program that indicates achievement.

Records Management System (RMS)

A Records Management System (RMS) is a document management system to handle the ongoing business requirements for managing, storing, archiving and retrieving important records and documents.

Service Quality

Service quality is a performance indication that identifies the degree to which customers are satisfied with a program, or how accurately or timely a service is provided.

SMEMPS

Southern Marin Emergency Medical Paramedic System (SMEMPS) was established in October 1980 to better serve the Emergency Medical Service (EMS) needs of residents and visitors in southern Marin County. SMEMPS is governed by a Board of Directors representing Mill Valley, Tiburon/Belvedere, SMFD and County of Marin. SMEMPS personnel treat nearly 3,000 patients each year. Medical oversight for the system is provided for in the form of a Medical Director, Continuous Quality Improvement Coordinator and a Fire Captain Specialist.

Stakeholder

A stakeholder is any person, group, or organization that can place a claim on, or influence, the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.

Standards of Cover (SOC)

A Standards of Cover consists of decisions made regarding the placement of field resources (number, type, and location) in relation to the potential demand placed on them by the type of risk and historical need in the community. Furthermore, if

Standards of Cover is to be meaningful to the community, the outcome must demonstrate that lives are saved and properties are protected. The variety of risks and levels of hazards that exist in each community mandate that each department conduct a self-assessment, and design and develop an "all hazards" response system that will meet the needs of the community in a safe, efficient, and effective manner. Fire service leaders much continue to strive for consensus on programs that create a standard for minimal level of response in all communities.

Strategic Direction

A strategic direction is the organization's goals, objectives and strategies by which they plan to achieve its vision, mission and values.

Strategic Goal

A strategic goal is a broad target that defines how the agency will carry out its mission over a specific period of time; it is an aim, the final result of action. A strategic goal is something that needs to be accomplished to assist the agency in moving forward.

Strategic Management

An integrated systems approach for leading and managing in a changing world by building consensus of the leadership group both in shared vision of the desired future and a clarified mission for the organization, and by gaining support and participation of the people in the organization to identify the specific changes that must be made, implementing them, and assessing organizational performance.

Strategic Initiatives

A strategic initiatives is a specific, measurable accomplishment required to realize the successful completion of a strategic goal.