

SOUTHERN MARIN FIRE DISTRICT



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2016-2020 Strategic plan

Initiative 4 - Comprehensive Branding and Communication Plan

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ACRONYM DEFINITIONS

CPSE – Center for Public Safety Excellence

ERS – Emergency Reporting Software

NEMSIS – National Emergency Medical System Information System

NFIRS – National Fire Incident Reporting System

RMS – Records Management System

SWOT – Strengths, Weaknesses, Opportunities, Threats

EXECUTIVE SUMMARY

Those that serve in local government are mostly attracted to public service because of the direct connection with those they serve, and the ability to immediately see the effects of their service. We are driven to this profession because of our deep desire to help those in need.

Our Value Statement Regarding Communications and Marketing
Coordinating our communication and marketing efforts is a top priority for the Southern Marin Fire District and a critical part of strengthening our relationship with residents. To communicate most effectively, we will do so consistently in a transparent, truthful, timely and proactive manner.

Today's fire agencies are highly complex, all-hazard organizations that face a myriad of challenges in an ever-changing environment. Because of the nature of our work and the direct connection and partnership we have with those we serve; relationships and trust are at the core of every interaction we have with those we serve or serve with. At the root of trust in this critical importance of honest and open communication. One of our greatest responsibilities as public servants is transparency, which enables citizens to see clearly how their tax dollars are being used to provide specific services and outcomes.

One of our organization's adopted Strategic Initiatives is the 2016-2020 Strategic Plan: Initiative #4: Comprehensive Branding and Communication Plan. This initiative was born out of the CPSE based Stakeholder-driven strategic planning process that included a SWOT analysis from the various stakeholder groups and identified communications and Branding as both a threat and opportunity. The primary purpose of this initiative to ensure the District can fulfill its mission successfully. In public agencies, this is best accomplished with an effective Branding and communication plan.¹

As the Southern Marin Fire District begins the process of maturing how it communicates with the community it serves, it is important to evaluate the following three questions:

1. What do citizens want and get from public agencies?
2. What tools currently used in the private sector can most benefit the public sector?
3. What role can Branding play in improving the performance of public agencies?²

Approaching communications in a strategic manner will help increase awareness of District policies, programs and services, and will strengthen and expand resident engagement across the community. By strengthening our ability to communicate with residents and the media alike, we are helping to increase pride in the community and encouraging others to become proactive members of the community. This leads to helping increase our residents' quality of life.

¹ Kotler, Philip, and Nancy Lee. Branding in the Public Sector: A Roadmap for Improved Service. (Upper Saddle River: Wharton School Publishing, 2007), 13.

² Kotler, Philip, and Nancy Lee. Branding in the Public Sector: A Roadmap for Improved Service. (Upper Saddle River: Wharton School Publishing, 2007), 6-11.

While what we share with our community is critical, what we get from listening to the community is equally important. Establishing a dialogue is important, whether it is on a social media site, in a community meeting or in our day-to-day interaction with residents. What we say and how we say it makes a difference.³

Our communications goals and key messages are directly tied to the District’s strategic goals and the Board of Directors’ top policy objectives, which are reviewed and revised annually. By taking a planned and proactive approach to how and what we communicate with our residents and the media, we are directly supporting one of District Strategic Initiatives, specifically, Initiative # 4 (Comprehensive Branding and Communication Plan), in ensuring that the annual strategic goals and policy objectives, along with the district’s mission and vision, are reported and communicated regularly to the various audiences of the Fire District.

To successfully support the Strategic Initiative of Comprehensive Branding and Communication Plan, we will focus on strengthening communications with residents, employees and the media. We will achieve this by promoting the District’s services and programs carried out by our 58 employees and proactively identifying and promoting key issues, actions and decisions taken by the Board of Directors. We will do this by engaging residents and the media using all our communications assets to ensure what we do supports those whom we serve – our residents. Transparency, truthfulness, timeliness and proactive engagement are the keys to our success.

Our District is continually seeking new ways to improve engagement with residents and media, whether it is leveraging a new social media platform, refining our website (www.smfd.org) or teaching residents about the District, and how to reduce risks in their own lives.

This communications plan, which provides the framework from which we operate and is updated periodically as we re-evaluate our goals and priorities, ensures we are focusing our efforts on the right areas to meet Board of Directors’ expectations and the needs of our residents. Where appropriate, and consistent with public agency communications best practices, we will develop detailed communications plans for District initiatives, including crisis communication, throughout the year.

Fire Service professionals and communication and Branding experts recognize that most fire agencies do not allocate the proper resources to the vital need of Branding and communications. Some would suggest that it is the most important function in an organization. This plan assesses the Districts current programs, services, and resources that are a part of our Communications and Branding Program. This plan makes recommendations for areas of improvement, as well as validates elements that are effective and should be maintained and strengthened.

OVERVIEW OF COMMUNICATIONS AND BRANDING

³ Southern Marin Fire District’s 2017 Strategic Communication Plan. Southern Marin Fire District, NC. <https://fayettevillenc.gov/home/showdocument?id=6601>.

Every employee in the Fire District has both a responsibility and plays a role in the District's communications and Branding. This responsibility envelopes the Branding, messaging and branding components of the District's Communications and Branding plan. To be an effective agency, consistency in the Branding, messaging and the branding are core to the baseline strategy. In short, every employee is an ambassador of the Fire District, responsible to protect the brand, and ensure consistent messaging in all communications, in alignment with the District's Communication Strategy and Plan.

Communications is best defined as a "two-way process of reaching mutual understanding, in which participants not only exchange (encode-decode) information, news, ideas and feelings, but also create and share meaning. In general, communication is a means of connecting people or places."⁴

Branding is best defined as your promise to your customers; telling them what they can expect from your services – it is derived from who you are, who you want to be, and who people perceive you to be. In short it captures your mission, vision and values. The Fire District defines its brand as:

The Desire to Serve * The Ability to Perform * The Courage to Act

The foundation of your brand is your logo. The Official Logo of the Fire District is:



Branding/Marketing is best defined as a process of "defining, anticipating, creating, and fulfilling customers' needs and wants for products and services."⁵ A Branding plan is the District's call to action and our GPS.⁶

There are five principles at the foundation of a Branding mindset:

- Adopt a Customer-Centered Focus
- Segment and Target Markets
- Identify the Competition (including ourselves – inefficiency)
- Utilize all 4P's available in the Branding mix: product (service); price (how we spend tax dollars); place; and promotion (promoting our brand).

⁴ "Communication," Business Dictionary, April 16, 2019, Available: <http://www.businessdictionary.com/definition/communication.html>.

⁵ Nisbet, Lawrence III. "Developing a Branding Plan for Estero Fire Rescue" (Applied Research Project, National Fire Academy, 2004), Available: <https://nfa.usfa.fema.gov/pdf/efop/efo37802.pdf>.

⁶ May, Ben. Create an Effective Branding Plan for Your Department Now: Here's How. Firehouse Magazine, April 12, 2012. Available: <https://www.firehouse.com/home/article/10694835/fire-department-Branding>.

- Monitor Efforts and Make Adjustments.⁷

The synchronization of the District's communications efforts is carried out by focusing on a combination of efforts across the key areas of media relations, social media, community relations, citizen outreach, advertising, internal communications, the Fire District's website, and communications support to the Fire Chief, Mayors, City Councils and Board of Directors.

All of these communication efforts are further supported by purposefully designed graphics and branding support that visually ties our efforts across all platforms and venues, further reinforcing our messages to residents in the most effective manner.

OVERVIEW OF THE SOUTHERN MARIN FIRE DISTRICT

The 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.

Currently the Fire District shares Battalion Chiefs with the Mill Valley Fire Department, and is working to finalize a Shared Management Agreement, which will consolidate the management team from the Battalion Chief level, to the Fire Chief, as well as the Prevention resources of both agencies. The District envisions a future where the entire Southern Marin area is a single fire agency.

The Fire District serves the communities of Tamalpais Valley, Almonte, Homestead Valley, Alto, Strawberry, approximately 1/4 of the town of Tiburon, the City of Sausalito, Fort Baker and the Marin Headlands. The District covers 20.5 square miles, a population of approximately 26,175 and over 14,100 homes and commercial properties.

The District currently has 58 full time employees including a Fire Chief, a Deputy Fire Chief, 2 Battalion Chiefs, a Fire Marshal, three Fire Inspectors, 1 PT Vegetation Management Specialist, 9 captains, 36 firefighters/engineers (15 of whom are also paramedics), and 4.5 administrative staff, (Finance Manager, 1 PT finance assistant, HR Manager, Clerk of the Board / Administrative Aide, Prevention Administrative Aide). The District shares Battalion Chiefs with the City of Mill Valley. This results in a total of 4 Battalion Chiefs between both agencies

Southern Marin Fire District Core Values:

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

⁷ Kotler, Philip, and Nancy Lee. Branding in the Public Sector: A Roadmap for Improved Service. (Upper Saddle River: Wharton School Publishing, 2007), 24-38.

to us. We will take an active role in maintaining a professional image of the Fire Service through promptness, efficiency and dedication to duty.⁸

- Integrity
- Trust
- Professionalism
- Honesty
- Dedication
- Health
- Advancement
- Family
- Security

Southern Marin Fire District’s Vision:

To be a nationally recognized, forward leaning all-risk service provider that delivers excellence in all-hazard 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.⁹

Southern Marin Fire District’s Mission:

The Mission of the Southern Marin Fire District is to contribute to the 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 within 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 our community.¹⁰

GUIDING PRINCIPLES OF COMMUNICATION EFFORTS

Everything that is communicated, whether to residents or the media, must be truthful, transparent, and timely, and promoted in a proactive manner. To do anything less undermines our credibility as public servants and detracts from service to our residents.

- Truthful. Our credibility is built upon truthfulness. We serve our residents and the public and in serving them, we must be honest in all that we do and say.
- Transparent. Everything we do in the service of the Fire District is completely open and

⁸ Southern Marin Fire District. Mission, Vision, Values. 2019. Available: <https://www.smfd.org/about/mission>.

⁹ Southern Marin Fire District. Mission, Vision, Values. 2019. Available: <https://www.smfd.org/about/mission>.

¹⁰ Southern Marin Fire District. Mission, Vision, Values. 2019. Available: <https://www.smfd.org/about/mission>.

accessible to residents. With the exception of certain personnel and legal matters which are privileged communication, and those matters restricted by California law, all else is available to the public.

- Timely. Whether media representatives or residents are asking for information, or the Fire District is promoting a particular event, service or program, it all must be done in a timely manner and further support the transparency of government to its residents. We must strive to provide all that we can in a most expeditious manner.
- Proactive. We owe it to our residents to actively promote Fire District programs, services and events. Rather than residents having to ask questions of our agency, we should be proactive in informing residents of what we are doing to meet their needs, always keeping them up to date so they are aware of what their taxpayer dollars are doing to support and grow our community. In addition, proactive messaging reinforces the Fire District's brand.¹¹

OBJECTIVE 4A - DISTRICT PROGRAMS

Overview

Southern Marin Fire District has four primary divisions that deliver informational programs and communications to the District's community. The four primary divisions include: Administrative, Operations, Training, and Prevention. Within each division are programs pertaining to their core responsibilities, including programs such as Emergency & Service Responses, Human Resources, Defensible Space Inspections, and Firefighter Training.

Strategic Goal:

The Southern Marin Fire District's Communications and Branding Plan will ensure strategic coordination of messaging and branding, across all District divisions assuring optimal outreach, communication and transparency.

District Program Goals:

- Goal 1: Ensure a periodic review of programs and services for each division is conducted annually.
- Goal 2: Ensure that each division has reporting metrics and processes reports regularly providing outcomes and outputs of the division's activity.
- Goal 3: Ensure coordination and delivery of branded messaging across all District divisions, including distribution to outside partners.

The following is a list of all programs that are delivered by the Southern Marin Fire District:

Administrative Division

- Financial Management
- Human Resources and Personnel

¹¹ City of Fayetteville, NC. Strategic Communication Plan. 2017. Available: <https://fayettevillenc.gov/home/showdocument?id=6601>

- Program Management
- Administrative Support
- Legal & Regulatory Compliance

Operations Division

- Emergency & Service Responses
- Hydrant Maintenance and Replacement
- Marine Operations

Prevention Division

- Plan Review Services
- Occupancy Compliance Inspections
- Defensible Space Inspections
- Wildland Fire Risk Reduction Programs and Services
- Public Education
- Code Cycle Updates

Training Division

- Recruit Academies
- Regional Training Classes
- Firefighter Training
- Rescue Training
- EMS Training

Recommendations:

- Annually review all programs and services by division, within the Southern Marin Fire District.
- Each division should develop a set of outputs and outcomes that can be reported regularly to the community.
- Develop tools, processes and policies that ensure coordinated communications with the Southern Marin Fire District.

OBJECTIVE 4B - DISTRICT COMMUNICATIONS METHODS OF ENGAGEMENT

Overview

Southern Marin Fire District uses a variety of methods, tools and processes to communicate internally and externally. These forms of communication provide effective and efficient delivery of messaging to community and staff. Identifying new delivery methods and mediums pose an opportunity for growth with respect to coordinated and strategic communications.

Strategic Goal:

Southern Marin Fire District’s Communications and Branding Plan will ensure strategic coordination of messaging and branding across all the District’s divisions and means of outreach. Prioritizing transparency, urgency, and authority across all subjects pertaining to public information.

Communication Tools, Methods & Goals:

- Goal 1: Upon completion of a comprehensive audience survey, assess the current District’s communication tools for effectiveness and added value.
- Goal 2: Ensure all District’s communication tools are leveraged effectively.
- Goal 3: Ensure that all communication across the various means of outreach are coordinated and strategic.
- Goal 4: Ensure the District is transparent, truthful, timely and proactive in all its communication efforts.

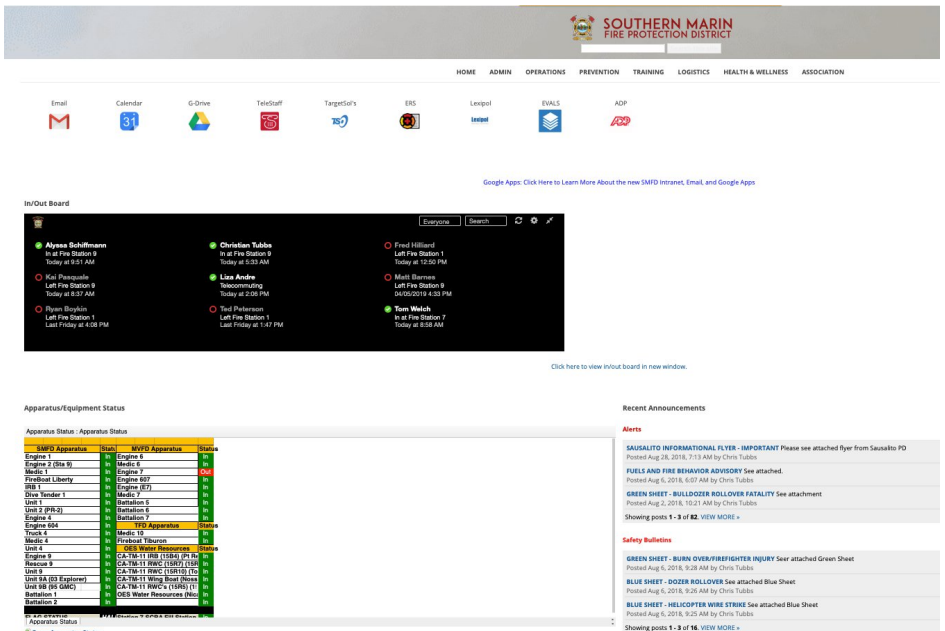
COMMUNICATION TOOLS AND METHODS:

Fire District Website

The Southern Marin Fire District’s website is a publicly available site (www.smfd.org). The website includes information about Southern Marin Fire District, including its services, assets, and personnel. The website offers limited two-way communication; it is primarily designed as a one-way communication platform as a repository of information that can be referenced when needed. Improvements to the website and its content are primarily driven internally, but are open to external recommendations and feedback. In many cases, these recommendations have been implemented.

Fire District Intranet

The Southern Marin Fire District’s Intranet is designed for internal employees only. Like the website, it is primarily a one-way communication tool, providing reference information. The homepage of Intranet is designed to be a dashboard which funnels to other topics that are helpful to employees. It was designed primarily with the objective of providing employees with a quick review of information they may need as they begin their day.



Board Meeting Packets

Each month the Administrative Staff and Chief Officers develop the Board of Directors monthly Board Reports. These reports detail the activity of the District, including operations, prevention and vegetation management, finance, communications, and other administrative services and programs. The agendas, meeting minutes, staff reports, and other related elements are combined into a single PDF and posted to the Southern Marin Fire District’s website. These reports provide a monthly snapshot of the District’s activity.

The Southern Marin Fire District recently subscribed to the Granicus PEAK® software service, which generates a digital process and documentation related to Board and Committee meetings. This will be launched in 2020 and should improve the efficiency of the development of this documentation, as well as, its distribution and value to Board Members.

Newsletters

The Newsletter is an effective communications tool but depends on the subscribed audience to receive and digest the distributed information. Newsletters create expectancy with regards to timing and messaging. It is a one-way communication tool; however, subscribers can reply back to the email with any questions. The Southern Marin Fire District plans to be proactive to expand the audience within its external newsletter and continue its effort to increase value.

Internal Newsletter

The District has struggled with the creation and distribution of newsletters, both internal and external. Internal newsletters historically have been achieved by the creation and distribution of both hard and digital copy. This was generated by the Administrative Aide in conjunction with the Fire Chief. The internal newsletters included internal district news items such as Board action, status of district projects, promotions, new hires, birthdays, and work anniversaries. The internal newsletter was titled, "SMFD View".

The greatest challenge to the creation and maintenance of both internal and external newsletters was staff bandwidth, as well as, other District priorities. Developing and writing stories that provide value is a time-consuming process and employees often do not have the time and focus needed to develop quality material. These types of newsletters are an excellent opportunity for the District to leverage. A challenge the District has faced is with regards to creating the story(s) itself. While staff has been stretched thin, allocating time for creating stories was viewed as a low priority.

In October 2020, Southern Marin Fire District relaunched its internal newsletter using MailChimp®. This responsibility is attached to the Communications Coordinator position. The newsletter is distributed monthly and captures a variety of content intended to keep members of the internal organization informed. Greater employee involvement in developing valued content should be undertaken.

External Newsletter

Externally, Southern Marin Fire District uses MailChimp®, which is connected to the District's website. Those who wish to subscribe can sign up to receive a regular electronic newsletter. Previously automated and populated based on news items placed on the website. The District currently has a small readership and plans to promote at future events, across social and partner with neighboring cities to help increase our audience; a proactive approach to increasing audience size currently is being undertaken.

Sausalito Currents.

The City of Sausalito distributes a weekly electronic newsletter – The Currents. The newsletter is managed by the City Librarian – Abbot Chambers. News items are regularly solicited, including from the District. The current challenge with the Sausalito Currents is in regard to

coordination and efficiency. To date, submissions have required a separate story to be generated and image attached. The District should look for mechanisms to minimize redundancy and increase efficiency.

MV Connect.

The City of Mill Valley distributes a bi-monthly electronic newsletter – MVConnect. The newsletter is managed by Senior Management Analyst – Linn Walsh. Two to three news items are required from the District. To date, submissions have required a link to the stories which live on cityofmillvalley.org. The District should look for mechanisms to minimize redundancy and increase efficiency.

Email

Email is the primary means of communication externally, and in many cases, internally. Based on the Google platform, each employee is provided a unique email address and account. Email can be sent to an individual, or to groups depending on distribution needs. Employees are expected to check their email at the beginning of each workday. The District should develop and deploy a policy that mandates all employees check their email at the beginning of each shift.

Memos, Personnel Orders

Southern Marin Fire District does not principally communicate via memo as email has become a replacement in many cases. Personnel Orders were implemented in 2015 as a means to communicate internally, changes to District staff and / or assignments. A copy of each Personnel Order is placed in the employee's personnel file and serves as a record of their various assignments, promotions, etc. Also, a copy of every Personnel Order is placed on the intranet and a hard copy is distributed to each fire station bulletin board.

Software Programs (ERS, Telestaff, EVALS, Target Solutions, etc).

Southern Marin Fire District uses a variety of software programs (cloud-based) as a repository for specific elements of District business. For example, ERS is the District's RMS system where NFIRS information is recorded and reports are generated from. Regularly, this information is uploaded to the State Fire Marshal and sent to the National Fire Administration in Emmitsburg. These software systems serve as a repository of District and employee activity and serve as the source of reportable information. The Southern Marin Fire District should establish a internal working group that assesses these tools and develops a set of consistent reports that are then used as part of the Communications and Branding Plan.

Text Messaging

Informal communication will often occur using text messaging. These are not generally business related, though at times text messaging has proven to be more effective. For example, when a call is dispatched and it sounds like a significant event, Chief Officers will join a group text message to ensure that the Southern Marin Fire District and City of Mill Valley have adequate Chief coverage, and text messages coordinated with this activity.

Social Media Platforms (Facebook, Twitter, Instagram, LinkedIn, Nextdoor)

Southern Marin Fire District has a very strong presence across the major social media platforms such as Facebook, Twitter, Instagram, and LinkedIn. Southern Marin Fire District has invested

significantly in this medium, which has resulted in a growing and engaged audience. Social media site content is driven by strategic direction and plan which originates from the Communications Coordinator, who has a strong background in media communications, community engagement, and social media platforms.

Nextdoor

This is one of our growing communication platforms to advise the community about resources pertaining to preparedness, prevention, and evacuation. Links are provided to other websites, such as FIRESafe Marin, as well as, tools and resources located on our website. The Communications Coordinator updates this community website with communications which then notifies subscribers of that particular alert, news update, and/or any informative piece of information that deems timely. Some examples of posts are red flag warnings, address visibility placard program, evacuation “go kits”, and how to create defensible space in your yard.

News Media

Communications through the news media is critical in informing the district of specific news reports. This includes communications via print, digital, and news affiliates. Locally there are three principle print/digital news outlets that report on the District’s activity or issues pertaining to the District. Those agencies include the Marin IJ, The Ark, and The Press Democrat. There are no news affiliates located in Marin County, however, news stories have been reported by affiliates in the Sacramento and San Francisco markets.

KEY COMMUNICATIONS PERSONNEL

Board of Directors

The Board of Directors, in conjunction with the Fire Chief, and the Emergency and Disaster Preparedness Committee, are responsible for establishing the Communications and Branding Strategy and Policies. The Board President would also play a pivotal role in any major Disaster, acting much like a Mayor in a City would. This requires close coordination with the Fire Chief and key communications personnel.

Communication and Outreach Committee / Emergency & Disaster Preparedness Committee.

This Board Committee was originally dedicated to communication and outreach, (Communications and Outreach Committee). It was recently merged with the new Emergency and Disaster Preparedness Committee. The role of this committee is vital, but improvements are needed. These would include better coordination between the Fire Chief, the committee, and the communications coordinator to ensure an effective Communications and Branding Plan.

Fire Chief

The Fire Chief is the District’s Public Information Officer as defined in the National Incident Management System (NIMS). The Fire Chief carries out the strategic communication policy direction of the Board of Directors. All District messaging is routed through the Fire Chief. The Fire Chief coordinates and develops messaging based on policy direction and input from the EDCP and Board of Directors. The Communications Coordinator carries out the Communications and Branding as defined in this plan, under the direction of the Fire Chief.

Communications Coordinator

Elysha Omoomy is the full-time Communications Coordinator who brings her expertise in social media, branding, community engagement and outreach, as well as, media relations to the District. Hired in August of 2020, Elysha works with the team to collect valuable content to share with the Southern Marin Community. Content includes imagery, data, and informational messaging pertaining to District news, and prevention and emergency preparedness. Each week, Elysha meets with the Fire Chief to discuss strategic communications and branding needs, and subsequently carries this out through the social media platforms. One current example is sharing monthly Measure U Fuel Reduction updates and how the money is expended with our email subscribers. The Fire Chief and Board of Directors recognize the critical importance of not only implementing these programs and services but communicating about them to the community; showing the community how their tax monies are being leveraged.

Battalion Chief / PIO.

Battalion Chiefs such as B.C. Matt Barnes is currently assigned the responsibility of Public information Officer. Typically Public information Officers are responsible for developing and releasing information about the incident to the news media, incident personnel, and other appropriate agencies and organizations. This includes the management of tools, policy and information associated with our public information program. The Battalion Chiefs work with the Communications Coordinator to help distribute information across social media and Nextdoor.com when appropriate.

Recommendations:

- The Southern Marin Fire District should extend proactive efforts to expand the audience of its external newsletter and continue efforts to increase its value to the external audience
- The Southern Marin Fire District should develop a strategic plan to more effectively leverage its social media platforms and external communications on Nextdoor.com.

OBJECTIVE 4C – COMMUNITY DEMOGRAPHIC SURVEY

Overview

It is critical to ensure an effective communication plan to understand your audience’s demographics. Age, gender, race, and culture are all ways in which to impact your audience and the way they receive and digest messaging. By understanding your audience, you can tailor what types of informative messaging are best to deliver and ways to receive digestible information.

Strategic Goal:

The Southern Marin Fire District’s Communications and Branding Plan will regularly research community demographics to ensure strategic and effective communication messages, internally and externally, which will inform and educate the community and our partners.

Survey Goals

- Goal 1: Ensure the District has an accurate understanding of its various audiences and the means in which those audiences communicate.
- Goal 2: Conduct annual research and surveys to refine and improve agency communications.
- Goal 3: Annually identify key concerns of the community and use the Communication and Branding Plan efforts to address those concerns effectively.

The data finds that Marin County is primarily Caucasian, however, there is a diversity of culture throughout our community. There are slightly more women than men in our County. Some of the interesting demographic highlights include:

- The median age of males in Marin County is 43
- The median age of females in Marin County is 46
- Though Marin County is predominantly Caucasian, there is significant diversity that crosses ethnicity, religion, background and age.¹²

While this data tells us about the basic makeup of our community, it does not expose the areas of concern of the community. There is currently no information or studies available that provide insight into our community's greatest concerns. Concerned constituents call into the fire stations daily with concerns that are then alleviated by the admin aide, prevention team and communications coordinator. However, there has not been a designated platform arranged to hear from everyone. As the District grows, the tools for outreach and public relations will grow as well.

As part of the Measure U Parcel Tax Ordinance, a survey instrument was developed and used that exposed that a majority of our citizens were unaware of the Fire District's financial challenges. This clearly suggests both a gap and an opportunity for the Communications and Branding Plan of the Fire District moving forward.

At the time of the writing of this plan, the Marin County Grand Jury released a report on the threat from Wildland Fire in Marin County¹³ which suggests that this too is a great concern to our community currently. The Report exposes weaknesses in our current programs and services to reduce these risks. However, it also poses as a roadmap of opportunities to provide great awareness and outreach to our citizens. Also, what is clear from the report is the need for improved communications. Too many citizens are unaware of the efforts that have been underway for many years, and the responsibility each citizen has in their own preparedness and prevention needs.

¹² Quickfacts, Marin County, California. November 30, 2019.

Available: <https://www.census.gov/quickfacts/marincountycalifornia> and Marin Economic Commission. Marin Profile: A survey of Economic, Social Equity, and Environmental Indicators. November 2007. Available: https://www.marincounty.org/-/media/files/departments/cd/planning/census/marin_profile_2007_final_all.pdf, and Census Viewer. Population of Marin County: Census 2010 and 2000 Interactive Map, Demographics, Statistics, Graphs, Quick Facts. Available: <http://censusviewer.com/county/CA/Marin>.

¹³ Marin County Civil Grand Jury. Wildfire Preparedness: A New Approach. 2019. Available: <https://www.marincounty.org/-/media/files/departments/gj/reports-responses/2018-19/wildfire-preparedness--a-new-approach.pdf?la=en>.

Recommendations:

- The Southern Marin Fire District should invest in efforts that provide mechanisms for community feedback, and mechanisms that support the District's efforts to identify areas of concern for our community.
- The Southern Marin Fire District should identify key demographic data as part of the strategy within its Communication and Branding Plan.

OBJECTIVE 4D – COMMUNICATIONS PLAN

Overview

The key messages promoted across the community are based on previous objectives obtained in 4A, 4B, and 4C. These incorporate the best recommendations and goals that result in highly effective and measurable communications. Based upon our core values, the District adopted strategic initiatives which includes the Board of Directors' top policy priorities. The development and deployment of the District's communication plan is fundamental to a successful Communications and Branding strategy. It is paramount to know our audiences and how best to communicate with them, ensuring we are addressing their concerns and needs.

Strategic Goal:

The Southern Marin Fire District's Communications and Branding Plan will endeavor to ensure strategic and effective communication's messaging to all District audiences.

Communication Goals

- Goal 1: Ensure the District has an accurate understanding of its various audiences and the means in which those audiences communicate.
- Goal 2: Ensure all District communications are strategically coordinated.
- Goal 3: Ensure the District is transparent, truthful, timely and proactive in its communications.
- Goal 4: Ensure our employees are kept up to date with agency programs, initiatives, and general information.
- Goal 5: Ensure the District's Communication Plan is effective; utilize methods to measure the saturation and effectiveness of these efforts.

Southern Marin Fire District's Top Policy Priorities:

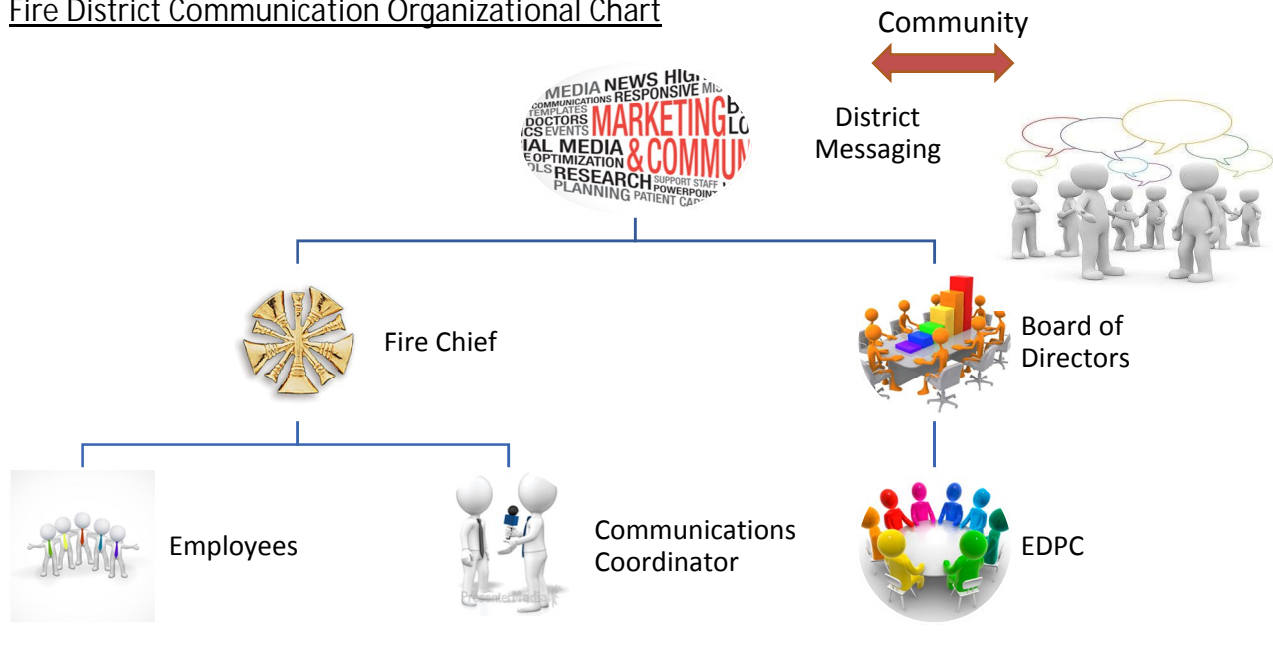
- Transparent and timely communications, and reporting.
- Fiscal Resiliency
- Risk reduction from the threat of wildland fire.
- Rapid 911 responses and effective service delivery
- Increased community preparedness

Communication Coordination Process

The Southern Marin Fire District is committed to aligning the messages of the annually updated work plan across the agency and within the context of the adopted Vision, Mission and Strategic Plan. This will ensure that the organization is communicating in a consistent and unified voice. Overall, it will ensure the supportive efforts of the organization’s communication plan’s goals and objectives.

To achieve this goal, Chief Officers and the Administrative Team must maintain regular communication to stay abreast of emerging issues. Some types of communications are driven by strategic interests and others, such as Board Reports, have specific timelines that need to be met. However, all District activities require communication efforts ensuring messaging is communicated up and down the chain of command.

Fire District Communication Organizational Chart



As noted previously, Communications and Branding must be done in an intentional and strategic manner in order to be effective. It is imperative that there is an established process for the creation, validation, and an effective deployment of that messaging. To support these objectives, a communication policy is established by the Board of Directors, via support and recommendations from the Fire Chief, Communications Coordinator, and the Emergency & Disaster Preparedness Committee. The subsequent messaging, market and branding is then deployed, through the Communications Coordinator.

Currently there is no formal mechanism to capture community feedback. The Admin staff will often receive individual calls from community members, expressing various concerns that are mostly unique to the individual, but may also reflect a concern within the greater SMFD community audience. Staff coordinates the response communications to the individual calls.

District Communications Synchronization Matrix

The basis for which we organize our daily and long-term communications efforts and requirements is centered on the use of a synchronization matrix. The matrix is an internal tool

and recommended to be used by the Fire Chief and District employees. Its purpose is to assist in managing its communication needs and workload. It is reviewed monthly to refresh the upcoming month’s activities in detail. The District will deploy and use the Communications Synchronization Matrix

An example of a weekly synchronization matrix is provided below. In this example the Quarterly newsletters are set to be sent out, and coordination with the Sausalito Currents occurs. As we have completed the fourth quarter, we want to report on Measure U efforts and the mid-year status of Finances. There was also a significant MVA on NB 101 in Sausalito.

December 31, 20xx - January 6, 20xx

	Mon. 12/31/20xx	Tue. 1/1/20xx	Wed. 1/2/20xx	Thur. 1/3/20xx	Fri. 1/4/20xx	Sat. 1/5/20xx	Sun. 1/6/20xx
Press Release							Significant MVA on NB 101 - Story
Social Media					Measure U Quarterly Report	Mid-Year Finance Report	Significant MVA on NB 101 - Story
Website					Measure U Quarterly Report	Mid-Year Finance Report	Significant MVA on NB 101 - Story
Intranet							
Board Packet					Measure U Quarterly Report	Mid-Year Finance Report	Significant MVA on NB 101 - Summary
Newsletters		Monthly External and Internal Newsletter			Measure U Quarterly Report	Mid-Year Finance Report	Significant MVA on NB 101 – Story (Currents and SMFD)
Other		Coordinate with Sausalito Currents			Coordinate with Mill Valley’s MV Connect		

Leveraging Communication Tools, Groups and Processes

Emergency and Disaster Preparedness Committee meetings

The intent of the Emergency and Disaster Preparedness Committee meetings is to review and discuss issues related to emergency and disaster preparedness, as well as, discuss strategic communications and set strategic communication policy. This meeting is held on the second

Tuesday of each month. In early 2019, the Board of Directors created a new Board Committee, named the Emergency and Disaster Preparedness Committee. One of the roles of this committee is to provide strategic policy direction with regards to District communications and Branding. The committee consists of two Board Directors, and an Alternate, who meet monthly. The Fire Chief and Communications Coordinator also attend the monthly meetings to ensure that the organization carries out the strategic policy direction provided by the committee.

Media Relations

Media relations are vital to the Fire District's operations. Often Chief Officers are placed in a position to be interviewed and/or filmed by the media. Occasionally other operational, administrative, or prevention personnel may be placed in a similar position. Press Conferences are typically attended by the Fire Chief and City or District Elected Officials such as a Mayor or Board President.

Also, establishing a relationship with local media is vital. This relationship can build trust and respect within the community due to the vital role local media has on our society and the ability to convey information.

Interviews & Media Inquiries

There are times when District personnel are required for media inquiries. Authority is delegated to Chief Officers for these interview requests. When a Chief Officer receives such a request, the Fire Chief should immediately be informed when practical. The first intent behind notification of interview is to keep situational awareness of the myriad media queries that are being asked across the organization. The second intent is to identify potential patterns or areas of interest from the media for which senior management needs to be made aware of or involved. The Fire Chief shall keep the Emergency & Disaster Preparedness Committee apprised of such patterns and potential needs from the media.

Press Releases and Advisories

Press releases and advisories are typically communicated via the District's social media sites. The District's website shall be populated with news items. These items may most often also be referenced or duplicated on the social media sites, depending on need and value. The intent of advisories is to provide timely information to our citizens and the District that may provide important benefits. For example, traffic accidents reported via social media allows for citizens to develop alternate travel routes and thereby increase safety for personnel operating at the scene of an emergency. The District shall develop and deploy a Press Release template for use with all communication media.

Press Conferences

Press conferences are arranged for special events and circumstances that warrant hosting such an event. They are typically held in the Board Meeting Room, but locations can vary according to the topic and situation at hand.

Public Information Requests

All public information requests are routed through the Administrative Aide. Public Records Requests must be accompanied with the District PRA Request Form, found on the District website.

Social Media

The Communications Coordinator is responsible for engaging the public and media using the District's social media platforms, which currently consists of Facebook, Twitter, Instagram, and LinkedIn. The coordinated effort across these platforms will ensure messaging is consistent, relevant, and timely. In conjunction, messaging with media relations, community outreach, website content, and advertising, will ensure accuracy of information and appropriately timed with social efforts.

Additionally, the District and Communications Coordinator are constantly working to stay current of social media trends ensuring we are effectively connecting with our community residents. When possible, Southern Marin Fire District will create accounts for new social media platforms that deem appropriate to connect with our community residents.

Finally, we will provide training on these platforms to other employees as an effective part of the District's Communications and Branding strategy.

Current Metrics as of 10/28/20

- Facebook: Followers 3,509, Average Reach 3,283, Average Impressions 3,588, Average Engagement Rate 11.10%
- Instagram: Followers 3062, Average Reach 3,759, Average Impressions 4,127, Average Engagement Rate 9.83%
- Twitter: Followers 3460, Average Reach 10,460, Average Impressions 13,519, Average Engagement Rate 3.08%
- LinkedIn: Followers 103, Average Reach 83, Average Impressions 83, Average Engagement Rate 5.91%
- NextDoor: Followers 20913, Average Reach 4,065, Average Engagement Rate 0.19%

Administrative Offices, Fire Station Tours/Special Groups

On an as-requested basis, the Administrative Aide will coordinate tours of the District's Administrative Offices, and/or Fire Stations. The Administrative Aide will coordinate with the Communications Coordinator.

INTERNAL COMMUNICATIONS

Internal communications are accomplished through the appropriate District medium (email, intranet, newsletter, etc.), based on the type of message, audience, and intended outcome.

INTRANET

The intranet is a tool designed for employees of the Southern Marin Fire District. It includes a home page which brings together important, critical, and the most used or needed elements for employee communications. For example, duty personnel will find the status of apparatus, weather conditions, recent incidents, buttons to most used applications, the daily agenda / calendar, and more. It is intended to provide a one-stop shopping experience for the employee providing an overview of the status of the organization. Employees can find additional information by navigating the organized layout of individual sections.

Chief's Corner

The Chief's Corner is located on the District's main intranet page. The Fire Chief will periodically update the Chief's Corner with various items of interest to District employees.

Alerts

The Alerts section of the main intranet page shall be populated with information that is important for personnel to know as part of their job. For example, road closures, apparatus problems, etc. The intent of this section is to provide important information to duty crews in a timely manner. It is the responsibility of every employee to ensure critical information is communicated to the on-duty Battalion Chief or Fire Marshal, so it can be populated to the intranet site in a timely manner.

Safety Bulletins

Safety Bulletins are the responsibility of the Training Officer. It shall be populated with information providing critical safety information for employees such as Green Sheets, Blue Sheets and After-Action Reports.

Sections

Each District Section (Admin, Operations, Prevention, Training, Logistics) have their own pages and space on the home intranet page. Chief Officers assigned to these sections are responsible for populating appropriate internal information including forms, reference materials, announcements, etc. These pages serve as another means in which we keep our employees informed.

ADVERTISING

The Southern Marin Fire District conducts advertising to promote District-wide events and services to the community. Advertising is conducted using several channels and methods, including no-cost advertising, low-cost advertising, and paid advertising.

NO-COST ADVERTISING

The Southern Marin Fire District has several outlets for reaching out to the community. On the internet, this is done primarily via the website, using the District's NEWS section which populates the home page and auto generates a single story distributed automatically by the MailChimp® program. Another venue for no-cost advertising is via press releases, which are done on an as-needed basis to our local and regional media contacts. A third venue is using our social media platforms, including: Facebook, Twitter, Instagram, LinkedIn, and NextDoor.com

LOW-COST ADVERTISING

A great way to connect with the community is to do low-cost advertising such as events. Types of events that Southern Marin Fire District participates in are locally hosted events at our firehouses as well as organized booth presence at community events.

PAID ADVERTISING

Corporate Communications' limited budget provides an opportunity to promote City services and events.

PREVENTION WEEK ADVERTISING

Prevention Week is held every year in October as an opportunity to educate children about safety. Organized with local schools, Southern Marin Fire District provides an educational experience that inspires children to take the information they learn and share it with their parents and/or siblings. This helps initiate the conversation on how to evacuate and create a plan for an emergency disaster.

SOUTHERN MARIN FIRE DISTRICT WEBSITE

The Southern Marin Fire District’s website was launched in 1999 and includes robust features that allow the Agency to highlight District services and events using several sections of the website. Due to the growing use of smartphones, the District has ensured mobile friendly features. It’s comprehensive search engine and simple menus make it easy for residents to find information.

GRAPHIC DESIGN, BRAND MANAGEMENT AND CORPORATE IDENTITY

The Fire Chief manages graphic design and branding for the District. The District’s official identity, the District’s logo, must be used when creating materials and resources for the Southern Marin Fire District. Using increased consistency in the use of the District brand will assist in demonstrating the full breadth of services provided by the Southern Marin Fire District. Brand Management and Agency identity is intended to communicate the District’s core values with a unified identity, which strengthens our community brand. This makes all District services more visible and identifiable while maintaining a professional and aesthetically appropriate standard for District publications and materials. This includes the design of logos and other graphics to support all facets of Agency Communications efforts, from the website to social media.

Graphics support is also provided to key events and programs across the District within the Agency, on an as-requested basis. Graphic design and brand management ties in across all elements in which Agency Communications is involved, ensuring that the resident sees a consistent look and feel to all that is related to District communications. The consistency of branding will help ensure the messages are more easily remembered while promoting positive perceptions of the Southern Marin Fire District, District staff, and all services provided by the District.

Recommendations:

- Train all Chief Officers and Board Directors in how to participate in media interviews effectively.
- The District shall develop and deploy a Press Release template for use with all communication media.
- The District will deploy and use the Communications Synchronization Matrix.
- Ensure all communications and communication tools consistently use the District brand.

OBJECTIVE 4E – BUDGETING COMMUNICATIONS AND BRANDING

Overview

Financial support is critical to an effective Communications and Branding Strategy. It is an investment on the organization’s programs and services. An organization cannot assume that it knows or can read the minds of those we serve. Collecting that kind of feedback and developing effective tools to address these needs requires strategic funding.

Strategic Goal:

The Southern Marin Fire District shall establish and maintain a budget dedicated to Communications and Branding Strategy, that achieves its strategic communication and branding needs and interests of the District.

Budgeting Goals:

- Ensure that the Communications and Branding assets and resources comprehensively achieve the strategic objectives of the Agency.
- Ensure that the District is optimizing the communication resources of the Agency, ensuring efficiency and effectiveness.

Recommendations:

- Identify gaps in the District’s Communication Plan, tools, and services.
- Identify tools, services, and methods to address the identified gaps, and assess opportunities for efficiencies.
- Propose budget recommendations to the Fire Chief, EDPC and Board of Directors that address identified goals and needs of the District’s Communication and Branding Plan.
- Regularly assess the resources of the Communication and Branding Plan to ensure efficiency and effectiveness.

OBJECTIVE 4F – BRANDING AND COMMUNICATION EVALUATION

Overview

This plan identifies the elements needed for an effective Communication and Branding Plan as well as an inventory of the existing tools and services that are deployed as part of the District’s Communications and Branding Plan. Currently the primary means of community feedback as it relates to the effectiveness of our Communications and Branding Plan is arguably limited. Most often the District receives individual phone calls or letters expressing either praise or concern regarding the District’s activity. Absent of our Communications and Branding Plan is a formalized and comprehensive measurement of the effectiveness in communications. Citizen feedback is a critical element of any effective Communication and Branding Plan.¹⁴

Strategic Goal:

The Southern Marin Fire District will establish and deploy effective communication and branding measurement tools, such as community surveys.

Evaluation Goals:

- Develop tools and mechanisms that provide valuable feedback on the District’s communications and branding.

¹⁴ Kotler, Philip, and Nancy Lee. Branding in the Public Sector: A Roadmap for Improved Service. (Upper Saddle River: Wharton School Publishing, 2007), 249-259.
Version 1 – Adopted 2020

- Develop metrics that the community values with respect to services and programs.
- Develop strategies, tailor services and programs, based on accurate community feedback.

Recommendations:

- Develop a comprehensive community research program.
- Develop and deploy community surveys identifying the types of activity, methods for community feedback, and areas of concern for our community.
- Regularly report to the Board of Directors findings from the feedback systems.

CONCLUSION

Overview

Public Trust and Support are achieved in part, through communications that build upon trust. People will not dial 911 for their needs, if they do not believe that the service provider is competent, professional, rapid, effective, empathetic, or discrete. Our community also wants to ensure that their valuable tax dollars are being utilized in an effective and efficient manner. In order for Southern Marin Fire District to ensure that we are achieving this type of trust, we must ensure that our services align with the expectations of our community, the mission for which we are legally created and budgeted for, and the feedback provided will result in constructive changes for the Agency.

The following six objectives have been summarized with their strategic goal, specific program goals as well as recommendations to accomplish the goals.

OBJECTIVE 4A - DISTRICT PROGRAMS

Strategic Goal:

The Southern Marin Fire District’s Communications and Branding Plan will ensure strategic coordination of messaging and branding, across all District divisions assuring optimal outreach, communication and transparency.

District Program Goals:

- Goal 1: Ensure a periodic review of programs and services for each Division is conducted annually.
- Goal 2: Ensure that each Division has reporting metrics and processes reports regularly providing outcomes and outputs of the Division’s activity.
- Goal 3: Ensure coordination and delivery of branded messaging across all District Divisions, including distribution to outside partners.

Recommendations:

- Annually review all programs and services by Division, within the Southern Marin Fire District.
- Each Division should develop a set of outputs and outcomes that can be reported regularly to the community.

- Develop tools, processes and policies that ensure coordinated communications with the Southern Marin Fire District.

OBJECTIVE 4B - DISTRICT COMMUNICATIONS METHODS OF ENGAGEMENT

Strategic Goal:

Southern Marin Fire District’s Communications and Branding Plan will ensure strategic coordination of messaging and branding across all the District’s Divisions and means of outreach. Prioritizing transparency, urgency, and authority across all subjects pertaining to public information.

Communication Tools, Methods & Goals:

- Goal 1: Upon completion of a comprehensive audience survey, assess the current District’s communication tools for effectiveness and added value.
- Goal 2: Ensure all District’s communication tools are leveraged effectively.
- Goal 3: Ensure that all communication across the various means of outreach are coordinated and strategic.
- Goal 4: Ensure the District is transparent, truthful, timely and proactive in all its communication efforts.

Recommendations:

- The Southern Marin Fire District should extend proactive efforts to expand the audience of its external newsletter and continue efforts to increase its value to the external audience
- The Southern Marin Fire District should develop a strategic plan to more effectively leverage its social media platforms and external communications on Nextdoor.com.

OBJECTIVE 4C – COMMUNITY DEMOGRAPHIC SURVEY

Strategic Goal:

The Southern Marin Fire District’s Communications and Branding Plan will regularly research community demographics to ensure strategic and effective communication messages, internally and externally, which will inform and educate the community and our partners.

Survey Goals

- Goal 1: Ensure the District has an accurate understanding of its various audiences and the means in which those audiences communicate.
- Goal 2: Conduct annual research and surveys to refine and improve agency communications.
- Goal 3: Annually identify key concerns of the community and use the Communication and Branding Plan efforts to address those concerns effectively.

Recommendations:

- The Southern Marin Fire District should invest in efforts that provide mechanisms for community feedback, and mechanisms that support the District’s efforts to identify areas of concern for our community.
- The Southern Marin Fire District should identify key demographic data as part of the strategy within its Communication and Branding Plan.

OBJECTIVE 4D – COMMUNICATIONS PLAN

Strategic Goal:

The Southern Marin Fire District’s Communications and Branding Plan will endeavor to ensure strategic and effective communication’s messaging to all District audiences.

Communication Goals:

- Goal 1: Ensure the District has an accurate understanding of its various audiences and the means in which those audiences communicate.
- Goal 2: Ensure all District Communications are strategically coordinated.
- Goal 3: Ensure the District is transparent, truthful, timely and proactive in its communications.
- Goal 4: Ensure our employees are kept up to date with agency programs, initiatives, and general information.
- Goal 5: Ensure the District’s Communication Plan is effective; utilize methods to measure the saturation and effectiveness of these efforts.

Recommendations:

- Train all Chief Officers and Board Directors in how to participate in media interviews effectively.
- The District shall develop and deploy a Press Release template for use with all communication media.
- The District will deploy and use the Communications Synchronization Matrix.
- Ensure all communications and communication tools consistently use the District brand.

OBJECTIVE 4E – BUDGETING COMMUNICATIONS AND BRANDING

Strategic Goal:

The Southern Marin Fire District shall establish and maintain a budget dedicated to Communications and Branding Strategy, that achieves its strategic communication and branding needs and interests of the District.

Budgeting Goals:

- Ensure that the Communications and Branding assets and resources comprehensively achieve the strategic objectives of the Agency.
- Ensure that the District is optimizing the communication resources of the Agency, ensuring efficiency and effectiveness.

Recommendations:

- Identify gaps in the District’s Communication Plan, tools, and services.

- Identify tools, services, and methods to address the identified gaps, and assess opportunities for efficiencies.
- Propose budget recommendations to the Fire Chief, EDPC and Board of Directors that address identified goals and needs of the District’s Communication and Branding Plan.
- Regularly assess the resources of the Communication and Branding Plan to ensure efficiency and effectiveness.

OBJECTIVE 4F – BRANDING AND COMMUNICATION EVALUATION

Strategic Goal:

The Southern Marin Fire District will establish and deploy effective communication and branding measurement tools, such as community surveys.

Evaluation Goals:

- Develop tools and mechanisms that provide valuable feedback on the District’s communications and branding.
- Develop metrics that the community values with respect to services and programs.
- Develop strategies, tailor services and programs, based on accurate community feedback.

Recommendations:

- Develop a comprehensive community research program.
- Develop and deploy community surveys identifying the types of activity, methods for community feedback, and areas of concern for our community.
- Regularly report to the Board of Directors findings from the feedback systems.

SUMMARY

This is the Southern Marin Fire District’s first foray into the development of a strategic Communications and Branding Plan. These plans are not unique to the Private Sector but are increasingly found as part of progressive and proactive public agencies. There is growing research and experiential knowledge for the Southern Marin Fire District to leverage to increase the effectiveness of our own communications programs and services, but it requires a commitment that begins with the Board of Directors recognizing the value and importance of such an endeavor. This plan is a reflection of that commitment, and the beginning of a call to action.

Appendix A – Community Demographic Data

According to the latest census data for 2018, Marin County’s demographics are as follows¹⁵:

Race	Count
White	201,963
Hispanic or Latino	39,069
Some other Race	16,973
Asian	13,761
Two or More Races	10,693
Black or African American	6,987
American Indian	1,523
Three or More Races	850
Native Hawaiian Pacific Islander	509
Native Hawaiian	107

A breakdown of the Male Demographics in Marin County

Race	Count
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¹⁵ Quickfacts, Marin County, California. November 30, 2019.

Available: <https://www.census.gov/quickfacts/marincountycalifornia> and Marin Economic Commission. Marin Profile: A survey of Economic, Social Equity, and Environmental Indicators. November 2007. Available: https://www.marincounty.org/-/media/files/departments/cd/planning/census/marin_profile_2007_final_all.pdf, and Census Viewer. Population of Marin County: Census 2010 and 2000 Interactive Map, Demographics, Statistics, Graphs, Quick Facts. Available: <http://censusviewer.com/county/CA/Marin>.

White	97,954
Hispanic or Latino	20,946
Some other Race	9,450
Asian	5,717
Two or More Races	5,273
Black or African American	4,532
American Indian	914
Three or More Races	409
Native Hawaiian Pacific Islander	232
Native Hawaiian	44

A breakdown of the Female Demographic in Marin County

Race	Count
White	104,009
Hispanic or Latino	18,123
Some other Race	7,523
Asian	8,044
Two or More Races	5,420

Black or African American	2,455
American Indian	609
Three or More Races	441
Native Hawaiian Pacific Islander	277
Native Hawaiian	63

Demographics by Age and Gender

By Age - Male	117187
Under 5 years:	7,105
5 to 9 years:	7,896
10 to 14 years:	7,099
15 to 17 years:	4,400
18 and 19 years:	2,132

By Age - Female	126178
Under 5 years:	6,795
5 to 9 years:	7,550
10 to 14 years:	7,067
15 to 17 years:	4,083
18 and 19 years:	1,671

20 years:	938
21 years:	917
22 to 24 years:	3,19 1
25 to 29 years:	5,66 7
30 to 34 years:	5,85 0
35 to 39 years:	7,51 4
40 to 44 years:	9,10 0
45 to 49 years:	9,50 9
50 to 54 years:	9,47 4
55 to 59 years:	9,42 2
60 and 61 years:	3,57 6

20 years:	797
21 years:	726
22 to 24 years:	2,861
25 to 29 years:	5,389
30 to 34 years:	6,207
35 to 39 years:	8,079
40 to 44 years:	10,03 6
45 to 49 years:	10,49 8
50 to 54 years:	10,82 5
55 to 59 years:	10,86 9
60 and 61 years:	4,122

62 to 64 years:	5,178	62 to 64 years:	6,025
65 and 66 years:	3,015	65 and 66 years:	3,178
67 to 69 years:	3,647	67 to 69 years:	4,007
70 to 74 years:	4,216	70 to 74 years:	4,838
75 to 79 years:	3,079	75 to 79 years:	3,639
80 to 84 years:	2,216	80 to 84 years:	3,150
85 years and over:	2,046	85 years and over:	3,766

Median Age by Gender

Media n Age	
Both Sexes	4
	4
Male	3

Female	4 6
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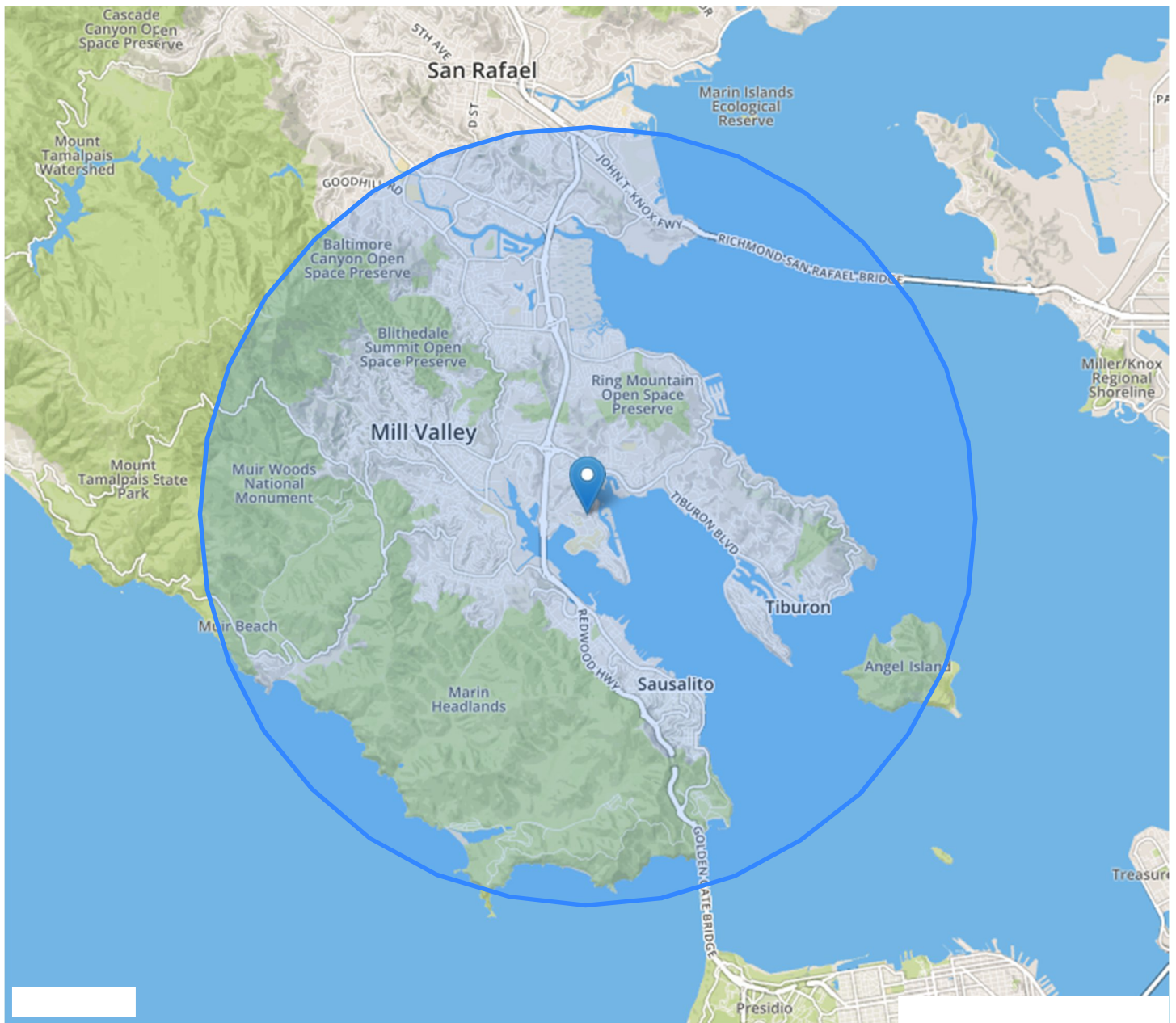
RADIUS REPORT FOR

5 miles around
308 Reed Blvd Mill Valley CA

PREPARED FOR: Chris Tubbs

DATE: December 08, 2019

MAP



© Mapbox © OpenStreetMap

DEMOGRAPHICS

Population

	5 miles	
Total Population	90,715	

Source: U.S. Census Bureau, 2017 American Community Survey, Tables B01003

Race & Ethnicity

	5 miles	
Total Population	90,715	
White	69,040	76%
Black	2,553	3%
American Indian	139	0%
Asian	4,943	5%
Pacific Islander	98	0%
Other race	659	1%
Two or more races	3,331	4%
Hispanic	9,951	11%

Source: U.S. Census Bureau, 2017 American Community Survey, Tables B03002

Age Breakdown

	5 miles	
Total Population	90,715	
9 & under	9,287	10%
10 to 19	11,059	12%
20 to 29	6,704	7%
30 to 39	8,764	10%
40 to 49	14,268	16%
50 to 59	15,253	17%
60 to 69	12,947	14%
70 & over	12,433	14%

Source: U.S. Census Bureau, 2017 American Community Survey, Tables B01001

Age by Gender Breakdown

	5 miles	
Total Population	90,715	
Total Male	44,248	49%
Male - 9 & under	4,452	5%
Male - 10 to 19	5,624	6%
Male - 20 to 29	3,811	4%
Male - 30 to 39	4,590	5%
Male - 40 to 49	6,920	8%
Male - 50 to 59	7,350	8%
Male - 60 to 69	5,836	6%
Male - 70 & over	5,666	6%
Total Female	46,466	51%
Female - 9 & under	4,834	5%
Female - 10 to 19	5,436	6%
Female - 20 to 29	2,893	3%
Female - 30 to 39	4,174	5%
Female - 40 to 49	7,347	8%
Female - 50 to 59	7,903	9%
Female - 60 to 69	7,111	8%
Female - 70 & over	6,767	7%

Source: U.S. Census Bureau, 2017 American Community Survey, Tables B01001, B01003

Income

	5 miles	
Median Household Income <small>(in 2017 inflation adjusted dollars)</small>	\$123,948	
Households	37,571	
Less than \$25,000	3,989	11%
\$25,000 to \$49,999	4,139	11%
\$50,000 to \$74,999	3,738	10%
\$75,000 to \$99,999	3,698	10%
\$100,000 to \$199,999	9,894	26%
\$200,000 or more	12,114	32%

Source: U.S. Census Bureau, 2017 American Community Survey, Tables B19001, B19013

Households

	5 miles	
Total Households	37,571	
Family households	22,540	60%
Married couple family	18,655	50%
With own children under 18	8,312	22%
Other family	3,884	10%
Single male householder with own children under 18	759	2%
Single female householder with own children under 18	1,700	5%
Nonfamily households	15,031	40%

Source: U.S. Census Bureau, 2017 American Community Survey, Tables B11001, B11003

Educational Attainment

	5 miles	
Total Population 25 years & Over		66,904
No high school diploma	3,026	5%
High school graduate or equal	4,993	7%
Some college	10,077	15%
Associate's degree	3,714	6%
Bachelor's degree	23,918	36%
Masters, doctorate, professional	21,176	32%

Source: U.S. Census Bureau, 2017 American Community Survey, Tables B15002

Employment Status

	5 miles	
Total Population 16 years & Over		73,787
In labor force	45,959	62%
Civilian labor force	45,921	62%
Employed	43,900	59%
Unemployed	2,021	3%
In armed forces	38	0%
Not in labor force	27,828	38%

Source: U.S. Census Bureau, 2017 American Community Survey, Tables B23025

Housing Units

	5 miles	
Housing Units		40,391
Occupied Housing Units		37,571
Owner occupied units	23,179	62%
Renter occupied units	14,392	38%

Source: U.S. Census Bureau, 2017 American Community Survey, Tables B25024, B25003

Housing Unit Value

	5 miles	
Owner Occupied Housing Units		23,179
Less than \$100,000	671	3%
\$100,000 to \$199,999	143	1%
\$200,000 to \$299,999	301	1%
\$300,000 to \$399,999	272	1%
\$400,000 to \$499,999	618	3%
\$500,000 or more	21,174	91%

Source: U.S. Census Bureau, 2017 American Community Survey, Tables B25075

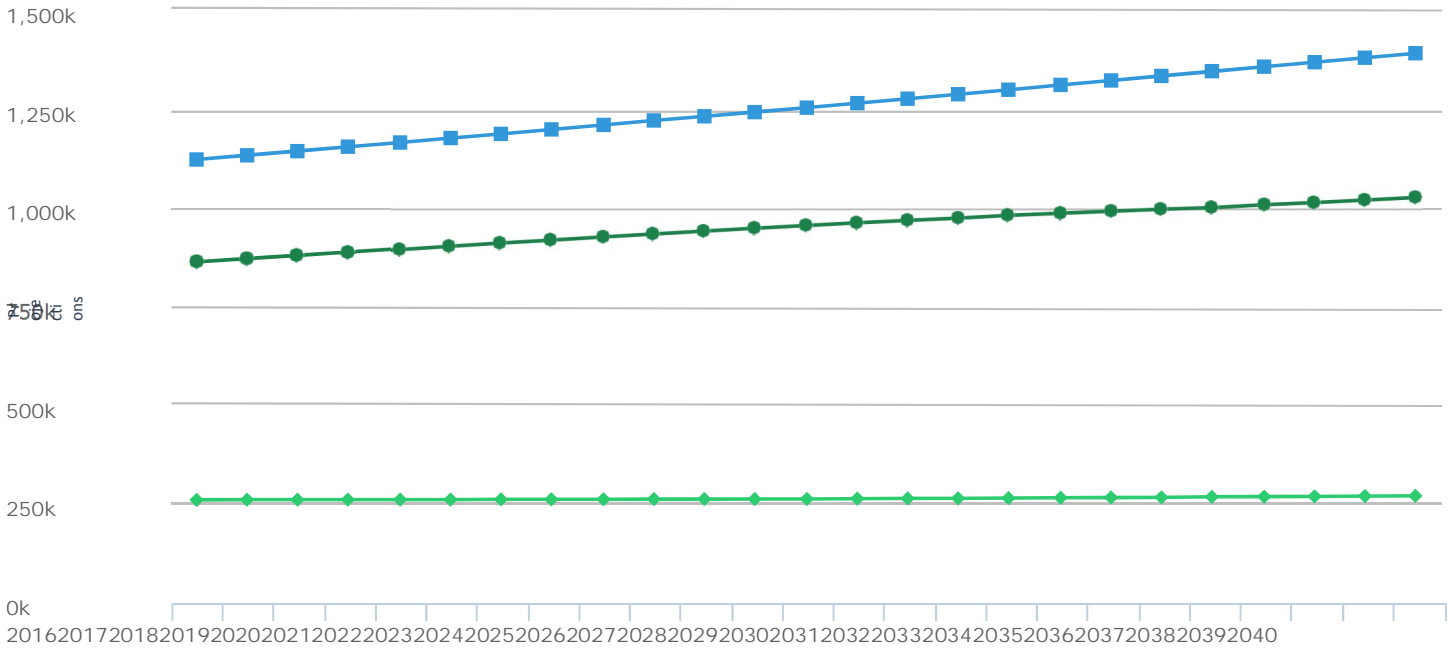
Detailed Age Breakdown

	5 miles	
Total Population	90,715	
Male	44,248	49%
Under 5 years	1,895	2%
5 to 9 years	2,558	3%
10 to 14 years	3,101	3%
15 to 17 years	1,711	2%
18 and 19 years	812	1%
20 years	307	0%
21 years	429	0%
22 to 24 years	1,229	1%
25 to 29 years	1,845	2%
30 to 34 years	1,990	2%
35 to 39 years	2,600	3%
40 to 44 years	3,270	4%
45 to 49 years	3,650	4%
50 to 54 years	3,847	4%
55 to 59 years	3,502	4%
60 and 61 years	1,283	1%
62 to 64 years	1,730	2%
65 and 66 years	1,268	1%
67 to 69 years	1,555	2%
70 to 74 years	2,343	3%
75 to 79 years	1,427	2%
80 to 84 years	1,122	1%
85 years and over	774	1%
	5 miles	
Female:	46,466	51%
Under 5 years	2,215	2%
5 to 9 years	2,619	3%
10 to 14 years	3,243	4%
15 to 17 years	1,385	2%
18 and 19 years	808	1%
20 years	241	0%
21 years	315	0%
22 to 24 years	943	1%
25 to 29 years	1,394	2%
30 to 34 years	1,724	2%
35 to 39 years	2,449	3%
40 to 44 years	3,428	4%
45 to 49 years	3,920	4%
50 to 54 years	4,133	5%
55 to 59 years	3,770	4%
60 and 61 years	1,516	2%
62 to 64 years	2,106	2%
65 and 66 years	1,460	2%
67 to 69 years	2,030	2%
70 to 74 years	2,255	2%
75 to 79 years	1,774	2%
80 to 84 years	1,271	1%
85 years and over	1,467	2%

Source: U.S. Census Bureau, 2017 American Community Survey, Tables B01001, B01003. The numbers in the above table may not total up due to rounding.

POPULATION PROJECTIONS

California



San Francisco



Marin County

Contra Costa County

San Francisco County

Marin County

Contra Costa County

Year	San Francisco County	Marin County	Contra Costa County
2016	857,106	259,151	1,121,591
2017	865,639	259,362	1,133,167
2018	874,210	259,526	1,144,296
2019	882,831	259,685	1,155,443
2020	891,493	259,794	1,166,670
2021	899,992	259,916	1,178,062
2022	908,342	260,113	1,189,504
2023	916,398	260,285	1,201,180
2024	924,332	260,472	1,212,765
2025	932,109	260,698	1,224,372
2026	939,662	260,969	1,235,731
2027	947,118	261,368	1,246,964
2028	954,231	261,689	1,258,310
2029	960,992	262,103	1,269,894
2030	967,405	262,615	1,281,561
2031	973,486	263,119	1,293,492
2032	980,622	263,810	1,305,543
2033	985,865	264,321	1,317,639
2034	991,376	265,013	1,329,727
2035	996,332	265,840	1,341,741
2036	1,000,822	266,689	1,353,717
2037	1,008,076	267,521	1,365,624
2038	1,013,641	268,250	1,377,500
2039	1,020,161	268,910	1,389,311
2040	1,027,004	269,462	1,400,999

Source: State of California, Department of Finance, State and County Population Projections by Race/Ethnicity, Sex, and Age 2010 - 2060, Sacramento, California, December 2014.

METHODOLOGY

First, a geographic information system (GIS) analysis calculates the project's radius(es). The GIS analysis then identifies the 2017 US Census Bureau Block Groups that intersect the project's radiuses. Then, the GIS analysis calculates the percent of each Block Group within each radius distance (overlap). Next, the overlap percent is multiplied by the demographics for each Block Group. Finally, the radius demographic estimate equals the sum of the overlap multiplied by the demographics for all Block Groups that intersect a radius.

The benefits of this methodology are that it allows for:

1. the use of the most current data for small area geographies from the US Census Bureau;
2. the estimation of demographics for radius distances using dissimilar shaped Census Block Groups; and
3. data comparability (because estimates for small radiuses and large radiuses use the same methodology, geographies and datasets).

This methodology assumes that the population is equally distributed throughout a Block Group. This assumption can result in unlikely estimates for small radiuses (i.e. 1 mile) in rural areas with low population densities and thus, large geographic area Block Groups.

If you have any questions, you can reach Cubit at 1.800.939.2130 or at www.cubitplanning.com.

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Appendix B – SMFD POLICIES

Southern Marin Fire District Lexipol Policies Related to Communications and Branding

- 202 – District Directives
- 204 – California Fair Political Practices Commission.
- 206 – Electronic Mail
- 207 – Administrative Communications
- 209 – Post Incident Analysis
- 210 – Annual Planning Calendar
- 212 – Agendizing Responses to Grand Jury Reports
- 302 – Radio Communications
- 336 – Child Abuse reporting
- 337 - News Media Relations
- 358 – Active Shooter and Other Violent Incidents
- 405 – Public Education
- 502 – Pre-Hospital Care Reports
- 505 – Advanced Health Care Directives
- 606 – National Incident Management System
- 613 – Training Records
- 700 – Use of District-Owned and Personal Property
- 701 – Personal Communication Devices
- 704 – Information Technology Use
- 705 – Mobile Data Terminal Use
- 708 – Public Alerts
- 709 – Photography and Electronic Imaging
- 711 – Emergency Reporting Systems
- 712 – Social Media
- 713 – Image Capturing Devices
- 800 – Records Management
- 801 – Release of Records

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