

SOUTHERN MARIN FIRE PROTECTION DISTRICT FIRE & EMERGENCY SERVICES STRATEGIC PLAN – ANNEX



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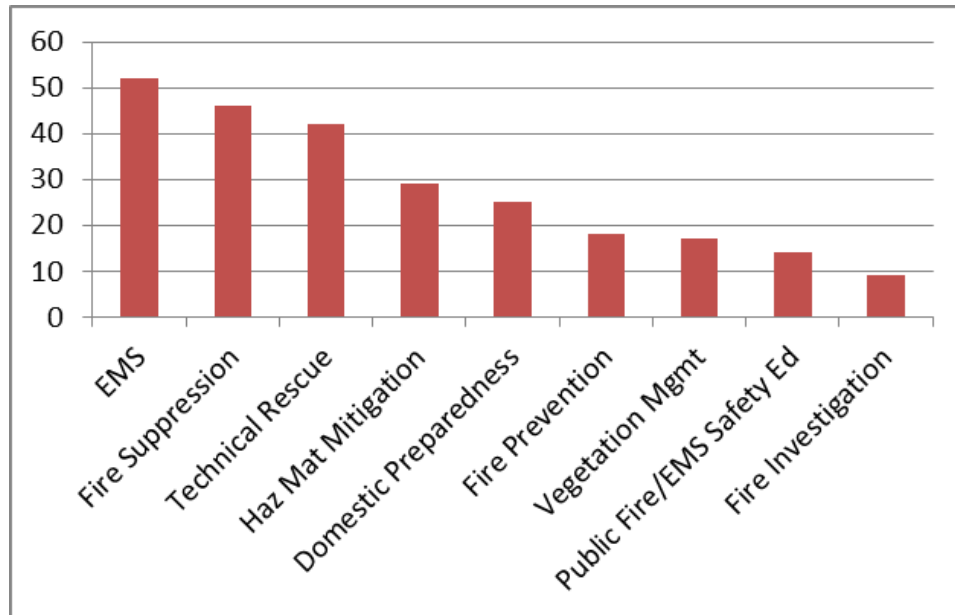
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BOARD OF DIRECTORS

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CORE PROGRAM AND SERVICES PRIORITIZATION



SMFD Board of Directors Input, Feedback and Expectations

Priority # 1

- Core competency in fulfilling the basic mission of providing public safety
- Fast response times
- Fiscal Sustainability; strengthen and enhance the District's capacity to sustain essential services through proactive and prudent fiscal policies and stewardship
- Provide timely response to medical and fire calls
- A quick response to our District's homes with the right team, training/experience and equipment when they are in need
- Rapid, well-executed responses to emergency fire, medical, hazmat, natural disasters and homeland security events
- Availability

Priority # 2

- Exceeding the minimum levels of service in each area – from fire suppression to EMS to fire prevention and more
- Proficiency in services provided (fire, EMS, technical rescue, etc.)
- Succession Planning; anticipating that a large number of knowledgeable and experienced employee will be retiring in the coming years
- Provide fire prevention services
- Partnership with community and Board to align the vision of where we need to head, and ensure long-term financial stability of District in balance with need to attract and retain talent

- Personnel with best training, best skills and state-of-the-art equipment that is well stocked with firefighting and medical supplies
- Professionalism

Priority # 3

- To work together as a cohesive team, thereby better serving the public and providing an excellent and professional work environment
- Professionalism in the conduct of their duties
- Operational Effectiveness; Maximize the effectiveness of the process, structure, and operations to support timely delivery of customer oriented and efficient public services
- Promote disaster preparedness education
- Continue to reach out to the community and keep the great bond that you have developed over the history of the department
- Willingness to serve the community by putting on events such as trainings for fire prevention, major emergencies that cause neighbors to work together if we are cut off the grid for 72+ hours
- Competent

Priority # 4

- Ensure long-term financial stability through careful management of available financial resources
- Compassion for the citizens they serve
- Review staffing levels and placement of apparatus for effective all-hazards community response.
- Develop and maintain CERT in our communities
- A concerted focus on fire prevention and ensuring the community is prepared for large-scale emergencies
- Fire prevention, inspections, enforcement, and neighborhood assistance
- Experienced

Priority # 5

- Dedication to providing the highest quality service possible
- Fire Prevention/Public Education; continue commitment to protecting the lives and property of our residents, guest, and neighboring communities
- That internally, the department is a team all working together and all rowing in the same direction and externally represents a District that other FF's want to join
- Public outreach and education K-12, community, neighborhood

CONCERNS REGARDING THE FIRE DISTRICT

- Meeting the long-term financial stability expectations, including concerns about unfunded liabilities (retirement, OPEB), meeting reserves objectives, adequate funds for equipment replacement, etc.
- Any unresolved personnel matters that may influence District performance
- Employee retention – losing firefighters to other departments
- Financial stability – maintaining staffing/services levels through changing economic times
- Fleet reliability – maintaining and replacing aging apparatus
- Employee wellness – preventing work-related illness and injury
- Fire stations – maintaining District facilities and ensuring that they are positioned to provide fast response times
- Training - maintaining and enhancing our members knowledge and skills

- Reviewing fire station locations and service delivery from existing locations
- Having adequate staffing for community engagement for education, training and code enforcement
- To maintain and practice disaster readiness and to promote citizen readiness
- Cost effective delivery of services / utilization of volunteers
- Use of aging equipment, replacement schedules keep getting extended
- No small wildfire attack vehicles
- Need for another Medic Unit
- Replacement of present fire boat
- Replacement of aging fire station in Tam Valley
- I'm worried about overall moral and alignment between Board, leadership, and personal
- Long-term financial security of department in balance with needs of our firefighters
- That we have balanced partnerships with neighboring fire agencies – (i.e. our 3 vs. other 2 man engines in Mill Valley)
- That given the above, we can continue to be one of the best fire agency in Marin if not greater Bay Area
- Finding ways to maintain the highest quality of service within budget realities
- Finding ways to pay down unfunded liabilities and post-retirement benefits
- Ways to pay for and expand the regional training academy
- Ways to expand the office of the Fire Marshall to provide for: rapid plan review, fire inspections, expanded fire prevention activities
- Ways to improve internal morale to prevent a few disgruntled employees from being a negative influence and diverting energy from their primary duties
- Funds
- Equipment
- Commitment to District
- Retention

POSITIVE FEEDBACK AND STRENGTHS OF THE FIRE DISTRICT

- The SMFPD is able to offer an unusual array of diversified safety services, from fire suppression, paramedic response, search and rescue, etc., plus marine services
- A staff of highly qualified top performing individuals on the line
- A superior new chief that is working hard to improve the functioning of the department on all levels
- A newly promoted finance officer that has instituted new procedures, projections and modeling to enable the formulation of policies leading to long-term financial stability
- CERT / Get Ready programs encourage citizen involvement
- Public education and fire prevention activities make the District safer
- Excellent interoperability with neighboring fire departments
- Firefighters are dedicated to continuing training and education
- Firefighters show compassion to the citizens they serve
- Internal stakeholders are dedicated professional individuals that continue to contribute towards the organization
- Emphasizes the importance of training to address high-risk, low-frequency skills on a daily basis

- Good working relationship with most staff, other fire agencies in the county and surrounding counties
- Excellent service delivery and focus; customer service oriented
- Desire to work as a Team with key stakeholders
- Our Firefighters – their training, passion, experience and desire to serve our community
- Firefighter training and readiness
- Community outreach and connection with neighbors
- Strong Core set of equipment and infrastructure
- Direction and firefighter selfless support of partnership with Mill Valley
- Our greatest strength in the community is the way the District’s firefighters interact with the residents of the District on a very personal level under non-emergency ops
- The new chief brings a multitude of new tools that help the board understand issues, expectations and vision. This new clarity results in well-studied decision-making
- The energy, creativity and resourcefulness of certain individuals is a challenge to others to keep up. This causes District employees to rise to a higher standard.
- The efforts of the union, SMFA, to find creative cost savings has been a great benefit to the District
- Shared services, possibly leading to additional mergers with contiguous borders is the right way to provide excellent service in the future within budget realities

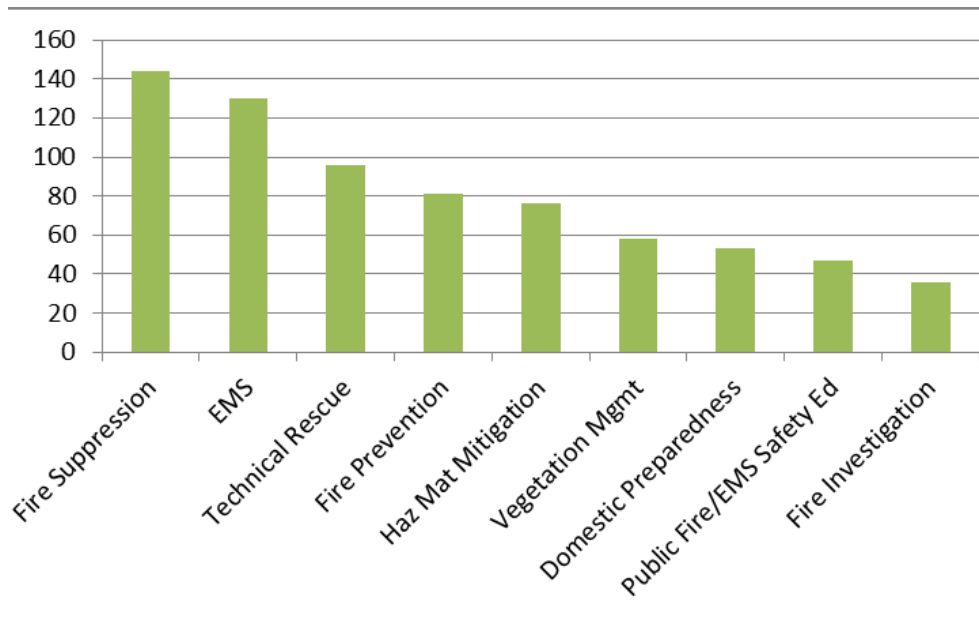
GENERAL REMARKS

- The District is on a positive course with a strong future ahead, provided that the staff and directors retain and strengthen the recent discipline of financial management
- Consolidation of fire services should continue to be a top priority for the Southern Marin fire agencies (SMFD, Mill Valley, and Tiburon). There are far too many chiefs/BCs and not enough firefighters on the apparatus in the region.
- I’m very proud of our firefighters, our District, and direction. However, I think we are at risk with our moral, the right balance between finances and supporting talent, and putting ourselves in position for future success. Opportunity to pull together, assume positive intent, create a culture where everyone has the best interest of our firefighters, community and long-term stability of the District in mind.
- Please re-institute neighborhood brush inspections – try using on-duty personnel if possible
- Please expedite construction of Station 4 which is way overdue
- It would be very helpful to have the Administrator available full time from the time the board packet is distributed up to, and during the board meetings, as that is when questions arise
- Please continue excellent quarterly newsletter
- Please continue to much improved internal communication to prevent gossip and personal objectives (that may conflict with the District objectives) drag morale down



EXTERNAL STAKEHOLDERS

Service Prioritization and Input



Community Input, Feedback Expectations

Priority # 1

- Quick response
- Spearhead the education of the community as to how to respond to various emergencies include evacuation routes, shelter in place, the importance of CERT, Ready Marin and the needs of SMFD
- Good response times
- Excellence in core services: suppression, vegetation management, EMS
- Delivery of professional well-trained fire, rescue and EMS (medic) services to industry standard
- Fire suppression
- Respond to disaster
- Professionally trained staff
- Speed of response to emergency
- Save lives and property
- Prepared to respond to emergencies with proper training, equipment, resources
- Above average response time to calls for service
- To respond when a fire or medical emergency occurs
- Rapid response to medical emergencies
- 24/7 Response
- Mutual Aid of Rescue 9, Truck 4, Engines, ambulances, prevention

Priority # 2

- Responders “listening” to callers
- Educate and direct community as to how to access information so that they do not call 911 for non-emergencies
- Access and openness
- Full embracement of vegetation management programs
- Delivery of services in a fiscally prudent manner
- Emergency Medical Services
- Respond to medical emergencies
- Quick response time to emergencies/medical aids
- Competency of personnel
- Put into place those practices that assist in saving lives and property
- Engaged with other governmental emergency response agencies. Function as part of overall fire response picture
- Organizational efficiency – optimized labor & operational costs
- To have the most state of the art equipment in order for personnel to do their jobs
- Rapid response to fire emergencies
- Highly trained medical personnel on first on scene unit. Should be paramedic
- Response to incidents with qualified personnel, willingness to work with neighboring departments in areas of training & prevention

Priority # 3

- Spearhead the education of the shopping center and businesses as to how to respond to various emergencies
- Skilled Firefighters and EMTs
- Collaborative & cooperative w/ allied agencies especially Mill Valley Fire and Tiburon District
- Develop and maintain relationships throughout the county with other public safety organizations and the community
- Technical Rescue
- Educate public
- Hazardous materials mitigation
- Ability to provide programs and public outreach
- Equipment prepared and state of the art
- Put into place processes that are preventative in nature
- Professional and cooperative in all relationships
- Far-sighted strategic resiliency to non-stationary climate and other hazards
- To assist member or organizations in providing information & resources to prevent fires & prepare for disasters
- Disaster preparedness planning & response – including hazardous material mitigation
- Government and citizen coordination for disaster preparedness
- Ability to handle any type of call without needing outside resource
- Technical rescue
- Fire prevention (includes veg. management)
- A 3rd person on E9 on move-up assignments (this can be hit or miss)

Priority # 4

- Establish evacuation maps and post street signs for evacuation routes
- Friendliness
- A-political & non-union driven priorities & priorities
- Plan for the future and share those plans with others
- HazMat
- Fire Prevention
- Ability to work well with other agencies toward common goals and objectives
- Disaster preparedness
- Up-to-date in all aspects of responsibilities (training, equipment, technology, etc.)
- Consistent, progressive improvements in community standards of care/hazard mitigation
- To be able to assist in mutual aid situations on the county/state/national level
- Community education & communication
- Fire prevention w/ building inspections & vegetation management
- Hazardous materials mitigation
- Hazardous materials response & management

Priority # 5

- Encourage collaboration with Safeway, CVS and medical offices to provide emergency supplies to the residents including bottled water and basic essentials in a disaster that potentially isolates residents.
- Knowledge of community issues & priorities
- Fire Prevention
- Vegetation Management
- Provide professional service to community
- Terror response
- Well managed and fiscally responsible. Accountable to public, transparent.
- Innovation in service delivery
- To be a part of the community where everyone feels welcome
- Fire investigations
- Rapid response technical rescue
- Public fire/EMS safety education & training
- Public education (Get Ready, CERT, school outreach)

Priority # 6

- Spearhead proactive protocols with the sheriff and CHP in an evacuation to close the off-ramps to assist residents in getting out of the area and relieve already congested Strawberry areas in an emergency

Priority # 7

- Instructions for school districts, schools, daycares, housing complexes and homeowner associations to establish voluntarily establish emergency protocols and relocate if needed and collaborate with community groups

Priority # 8

- Collaboration with TAM/Marin Transit/Golden Gate Transit for shuttles and buses to redirect from the shopping center and Tiburon if needed.

Priority # 9

- Instructions for minor children who may be home alone in an emergency to get support

Priority # 10

- Instructions for the disabled and house-bound seniors

Priority # 11

- Spearhead household signage that residents can hang in their windows to communicate if residents are OK/ or NEED HELP/ or something similar. This would assist aid and emergency workers when searching the community for disaster victims.

CONCERNS REGARDING THE FIRE DISTRICT

- Address the lack of resources that Strawberry has in place as an unincorporated area of Marin County. Especially a lack of trained municipal workers and trained volunteers to respond to evacuation orders, maintaining streets and utilities, and responding to emergencies and medical needs. Other communities have levels of emergency systems and response in place. The County of Marin unincorporated areas do not. It appears we must fend for ourselves.
- Address the distance and the issues associated with the routes to Tam High School which is the closest American Red Cross evacuation site including freeway over- and under-passes, historical flooding, distance and terrain, (especially a concern for seniors). The City of Tiburon site is one of their school campuses which is also a distance away and if an emergency occurs during a school day it most likely will be closed to the general public to protect and provide for the students.
- The SMFD is very well liked in the community and always provides exemplary service and care.
- SRD highly respects and appreciates the efforts made by the staff and the SMFD organization
- A bit of a “I know it better than you”
- Commitments to community programs “Fire Safe”
- Commitments to community service/outreach
- Making sure resources are in line with community needs
- Staying visible
- History of lack of innovation & dominant union influence in policy decisions
- History of a poor professional image/impression
- Post episodes of poor collaboration & aggressiveness
- The need for greater emphasis on vegetation management
- The need for greater preparedness training & programs w/ community & community partners
- That they have the proper tools and quantity of same to protect and save lives and property
- That the communications systems are more than adequate to serve their area of responsibility both in technology and quantity
- Knowledge of water system and capabilities of water system
- Call MMWD during structure fire if any questions arise as to water supply

- Inform MMWD dispatch when performing routine hydrant flushing
- Operation of water valves in the street
- I don't have any concerns. SMFD seems to be a well-run organization.
- Does department have funding & staffing sufficient to meet goals & objectives?
- Does department have community support to meet goals & objectives
- Does department have depth, within ranks, to meet the future needs of the community? Is it growing internally at a healthy rate?
- How will we continue to fund the Fire Dept.?
- Future of pension funds – too much to afford? Too little to protect their future?
- How we will continue to recruit top personnel?
- How we as citizens will be able to protect our police & fire department personnel?
- Making the most of scarce or diminishing resources
- Disjunction in standards of care across municipal jurisdictions
- Lack of preparedness for changed climate & other hazards
- Organizational imbalances – sworn vs. admin personnel
- Budget – I always am concerned that there isn't enough money to keep up w/ cost of equipment or training personnel
- Burnout (no pun intended) – is there enough staff to go around to support all the areas that are needed
- Conflicting priorities between the towns SMFD serves & the missions & goals of SMFD itself
- Ability to successfully navigate narrow streets packed with cars and reach hillside homes in Sausalito
- Called 911 to report a dangerous accident on 101 and sat on hold for 1+ minutes. Can be diff between life & death
- Not concerned b/c of a perceived lack of work by F/D, but with recent fires, vegetation management is clearly underappreciated by citizens in SM
- The CERT communications plan does not cover remote valleys
- Provide better consultation to communities on defensible space. SMFD personnel should have a backup when conducting a training. I went to a meeting of 15 folks where SMFD unexpectedly could not attend
- CERT program less active than 5 years ago. Need to recruit public to participate in & prep
- Communications – may send email re: CERT or GR information and don't always receive feedback
- Very little feedback from CERT meetings, database. Does anyone receive new member information?
- Is there plan to set up an EOC in So. Marin to manage large-scale emergency – who would staff it & do they train?
- A drill in which I participated was discontinued when the EMRS/Kenwood incoming was on to events already in RACE's hands. Copy machine would be a solution.

POSITIVE FEEDBACK AND STRENGTHS OF THE FIRE DISTRICT

- Good leadership
- Friendly/helpful to kids/community
- Oysters at Creekside event
- Open Houses
- Community survey for “Fire Safe”
- Partnerships with TCSD
- The change in emphasis & desired direction of the organization in recent months is obvious, successful & very welcome
- Chief Tubbs! The right leader w/ the right vision & temperament
- Successful & enthusiastic collaboration & cooperation
- Very engaged & supportive Board
- As an organization, they appear to be one of the best organized
- Not only are they responsive but they think ahead
- SMFPD is a very active throughout the county with other public safety agencies
- SMFPD offers a very wide range of services with a limited staff
- Assisting with large main breaks (water)
- Community outreach
- Very well trained professional staff
- Great response time
- I have observed Southern Marin Fire personnel at emergencies. They do great work.
- Southern Marin Fire personnel train often with Mill Valley Fire. They are always professional.
- Mill Valley and Southern Marin Fire do service sharing. It seems to work well.
- In an emergency, they have been most courteous and efficient
- I continue to pray for their safety every day
- My personal experience has been with ambulance and fallen trees
- Willingness to engage with other first responder agencies in training, planning, response
- Leadership (past and present) is exceptional!
- Esprit de corps among employees seems very high
- Willingness to adapt to new challenges and demands. Flexibility and willingness to think beyond current boundaries
- Excellent governance & command & admin staff
- Reliable – always responsive
- Fire dept. has always been professional, personnel responsive, welcoming and willing to help whenever asked
- Have never had a bad encounter w/ anyone in the fire service
- They are an essential part of the community & often taken for granted. Unfortunately not always appreciated enough
- Very community oriented
- Compassionate, responsive, patient, very professional
- They’re great cooks!
- Just moved here, very little experience w/ department
- They are doing a job I probably wouldn’t have the courage to do!

- Very good department. Very professional & highly skilled
- Have confidence in fire & EMS
- Doug Paterson working hard on CERT – thank you!
- Firefighters always helpful & respectful
- SMFD staff helpful and generally positive
- Training obviously a priority, keeping skills & emergency response fine tuned
- Chief Tubbs very approachable and responsive
- Staff helpful about using conference room for CERT meetings and provide equipment, if needed
- Well trained personnel
- Caring, hardworking firefighters

GENERAL REMARKS

- SRD appreciates the time and dedication SMFD is allocating towards this important process
- Thanks for doing this! Impressive participation. Continue efforts to integrate with MV/Corte Madera Fire. Attend more local meetings to give community updates. Thanks for deferring the phone antenna issue.
- I am very encouraged by the changed I've experienced w/ the District. I will continue to be a strong proponent for collaboration & preparation efforts. Greater engagement w/ "civilian" partners (HOA's, neighborhood groups, CERT, etc.) encouraged. Thank you.
- Good process for soliciting stakeholder feedback
- I worry about individual citizens be able to afford their property & hazard maintenance (clearing trees and brush etc.)
- I worry about the general lack of respect for police & fire personnel. How do we educate citizens to be more courteous & respectful?
- They are cute and good cooks!
- From my perspective, this is an exceptional organization
- As a 25 year resident & business person in Sausalito, I would rate our fire protection & service as top notch
- Would continue to focus on remaining state-of-the-art when it comes to IT/technology & equipment & practices
- Community involvement of both F/D & P/D is lacking. No members of F/D or P/D in local service organizations to which I belong. I realize this is partially a function of the cost of living w/ so few service people living locally in Southern Marin.
- None
- I would like to see CERT and Get Ready more on forefront, including designated teaching staff (not just who happens to be on duty) support for volunteers; how to maintain CERT database; plans to communicate with members; periodic trainings to keep up CERT skills; promotion of classes; updated information on website, etc.



INTERNAL STAKEHOLDERS

Internal Strategic Planning Session

In Attendance

Fire Chief Chris Tubbs	Mill Valley Fire Chief Tom Welch	Battalion Chief Matt Barnes
Battalion Chief Kai Pasquale	Captain Doug Paterson	Captain Josh McHugh
Deputy Fire Marshal Fred Hilliard	Fire Inspector Ryan Boykin	Paramedic/Engineer Jason Golden
Paramedic/Engineer Tim Pratt	Paramedic/Engineer Larry Yoell	Firefighter/Engineer Adam Vollmer
Administrative Services Manager Susan Kim	Finance Manager Alyssa Schiffmann	Program Manager Liza Andre

WHAT WE VALUE

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

OUR STRENGTHS

- Service Area
- Progressive Department
- Adequate Staffing Levels
- Training
- Call Diversity
- Equipment Diversity and Quality - Apparatus and Portable Equipment
- Opportunities: Education, Multiple Disciplines, Perform what we Train
- District Newsletter
- Updated Intranet
- ERS Incident Reporting Software
- Wellness Program
- Community Planning / Communications
- Young Motivated Workforce
- Recruitment / Training / Academy Model
- Local, Regional, State and National Involvement
- Social Media Use
- Apparatus and Equipment
- Technological Upgrades / Proactive -vs- Reactive
- Scaled 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

OUR WEAKNESSES

- Inspections
- EMS Training
- Morale / Negative Outlook
- Outdated Technology
- Public Education Program
- Inconsistent Leadership / Management Communication at All Levels
- Insufficient Revenue Stream
- Employee Retention
- Program Support
- CAD - Reliability, Technology Outdated
- Multiple Dispatch Centers
- Interpersonal Relationships
- Lack of Trust
- STA 4 – Ring-down, Location, Aging Facility
- Communication - Organization of Pertinent Documents
- S MEMPS - Finance, Structure, Technology, R9 Purchasing, Replacement Forecasting, Transparency
- Fire Station Locations
- Not Pulling in the Same Direction as an Organization
- Back-Talking
- Regional Response Imbalance / Shared Cost
- Lack of Adequate Support Services
- Fire Prevention / Vegetation Management
- Pre-Fire Planning
- Change: Happening as it Relates to the Time & Outcome
- Acceptance of Change

POTENTIAL OPPORTUNITIES

- Untapped Revenue Streams: Special Paramedic Tax, Calls, Boat Slips, Prevention and Restitution
- Shared Services Interagency
- Public Education – CPR, CERT, Disaster Preparedness Training
- Vegetation Management
- Grant Opportunities
- Opportunity to Communicate Value to All Stakeholders

- Accreditation / ISO Rating
- Affordable Care Act
- Increased Political Action
- EMS Delivery / Alternative
- Public HOA
- Training Revenue - Free Training WASI, NFA,
- Volunteer / Reserve Firefighter Program
- Regional Training
- SMEMPS
- INFLUENCE Forward Thinking
- Social Media
- Assess Image and Culture
- Improve Marketing
- Draw from Neighboring Agencies - Positive Exposure

POTENTIAL LIMITATIONS

- Fiscal Uncertainty
- Regulations / Compliance
- Anti-Public Employee Perception
- Aging Infrastructure
- Climate Change / Droughts
- Politics
- Gap Between Expectations and Funding
- Employee Retention
- Changing Community Demographics
- OPEB
- Succession Planning
- Unfunded Liability / Taxpayers
- Pension Reform
- Increasing Cost for Employee Benefit & Healthcare
- Public Perception
- Terrorism - Domestic or International
- Community-Based EMS
- Organization Internal Strife
- Private Contractors for Fire Suppression and EMS Service
- Distrust
- Neighboring Staffing Models
- Decrease or Eliminating Revenue Stream (GGNRA)



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.

CORE PROGRAMS

- Fire Suppression
- Fire Prevention
- Emergency Medical Services
- Fire Investigation
- Vegetation Management
- Hazardous Materials Mitigation
- Technical Rescue
- Public Fire/EMS Safety Education and Training
- Domestic Preparedness Planning and Response

SUPPORT SERVICES

- Training And Education
- Logistics
 - Facilities
 - Apparatus
 - Maintenance
 - Purchase
- Equipment
- Info and Communications
- Research and Development
- S MEMPS
- Administration
 - Administrative Services
 - Human Resources
 - Finance
 - Project Management
 - IT
 - Legal
- Wellness Fitness
- Safety Committee
- Contract Services for Fire & EMS

CRITICAL ISSUES RELATED TO CORE PROGRAMS

- S MEMPS
- Truck 4 and Rescue 9 replacement
- EMS Skill-set
- prevention and Vegetation Management Resources
- Identifying Station Location as it Relates to Response Times and Regionalization
- Deployment Analysis
- 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
- Community Programs - Emergency Preparedness (CERT, CPR, Get Ready)

SERVICE GAPS RELATED TO SUPPORT SERVICES

- Apparatus Repair Costs / Loss of the Time
- Plan Reviewer / Checker – No Resources
- Defined Roles and Responsibilities for Vegetation Management Coordinator
- SMEMPS - Current Organizational Structure and Equitable Revenue
- Telestaff - Not Fully Functional / Increase Workload for OT
- Intranet - Not Fully Functional / Cannot Locate Documents or Forms
- Shared Services - Lacking Shared Administrative Tasks
- IT - Inadequate Resources for Support Services
- Financial - Inadequate Resources for Expected Service Levels
- Maintenance Costs
- Financial Efficiencies
- SB 854 Compliance
- Conflicting Wellness Programs with Mill Valley Fire
- Gaps In 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