NOVATO FIRE PROTECTION DISTRICT
NOVATO, CALIFORNIA

2009/2013 STRATEGIC PLAN

THE NOVATO FIRE PROTECTION DISTRICT EXISTS TO CARE FOR, PROTECT, AND SERVE OUR COMMUNITIES.
Novato Fire Protection District
95 Rowland Way
Novato, CA 94945

2009/2013 STRATEGIC PLAN
Our Mission

“The Novato Fire Protection District exists to care for, protect, and serve our communities.”

Our Vision

“Our vision is to become an internationally accredited agency with focus on quality, cost effective all risk services which exceeds our community’s expectations.”
Acknowledgements

We gratefully acknowledge the dedicated work of Accreditation Strategic Plan internal stakeholders:

<table>
<thead>
<tr>
<th>NFPD Strategic Plan Internal Stakeholders</th>
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<tbody>
<tr>
<td>Adam Brolan, Captain</td>
<td>Forrest Craig Division Chief – Fire Marshal</td>
<td>Kyle Dague, Captain</td>
</tr>
<tr>
<td>John Dicochea, Engineer</td>
<td>Tom Gaulke, FF/PM</td>
<td>Mark Heine, Battalion Chief</td>
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<tr>
<td>Dan Hom, Finance Director</td>
<td>Rich Hopkins, Engineer</td>
<td>Mike Hughes, Battalion Chief</td>
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<tr>
<td>Robert LaCroix, Captain</td>
<td>Kim Lesik, FF/PM</td>
<td>Lisa MacCubbin, Executive Assistant</td>
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<tr>
<td>Gerald McCarthy</td>
<td>Erich Mesenburg, FF/PM</td>
<td>Eric Nickel, Deputy Fire Chief</td>
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<td>Battalion Chief – Chief Training Officer</td>
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<tr>
<td>Jenny O’Brien Accounting Specialist</td>
<td>Nole Pacheco, FF/PM Association President</td>
<td>Ted Peterson Battalion Chief – Director of EMS</td>
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<tr>
<td>Marc Revere, Fire Chief</td>
<td>Nicole Scott, FF/PM</td>
<td>Bill Tyler Captain – Acting Fire Marshal</td>
</tr>
<tr>
<td>Jeff Veliquette, Battalion Chief</td>
<td>Shannon Wager EMS Billing Specialist</td>
<td>Jeff Whittet, Captain</td>
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<tr>
<td>Chris Wikeen, Captain</td>
<td>Nick Zagaris, Engineer</td>
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<td>NFPD</td>
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<td>March 4, 2009</td>
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<tr>
<td>Correction to Glossary</td>
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The Novato Fire Protection District

History

The Novato Fire Protection District (NFPD) is a special district pursuant to the California Fire Protection District Law of 1987 and is located within Marin County California in the San Francisco Bay Area. NFPD provides all risk fire suppression, emergency medical service including paramedic ambulance transportation, basic and advanced rescue, hazardous materials response, emergency management, risk reduction, fire inspection, plans review, public education, and fire investigation response services to approximately 65,000 people.

The NFPD utilized the community-driven strategic planning process to accomplish more than just the development of a document. It challenged the membership of the NFPD to look critically at paradigms, values, philosophies, beliefs and desires. It challenged individuals to work in the best interest of the “team.” Further, it provided the membership with an opportunity to participate in the development of their organization’s long-term direction and focus. The members of the department’s external and internal stakeholders groups did an outstanding job in committing to this important project and remain committed to the document’s completion.

NFPD’s Strategic Plan sets forth a comprehensive vision and mission statement that provides the district with a clear path into the future. Additionally, this strategic plan identifies the core values that embody how the NFPD’s members, individually and collectively, will carry out the district’s mission. In the following pages, the NFPD identifies their goals, objectives and strategies that will allow the district to realize its vision.

Organizational Background

Novato Fire Protection District was formed in 1926 at the request of residents living in a 71 square mile area around the community of Novato. Today, the district provides emergency services to their district from five stations that accommodate 88 total personnel (66 firefighters, 9 command staff and 13 administrative staff). The agency maintains an inventory of equipment that includes 40 responding units.
Figure 1. The Novato Fire Protection District, circa 1960

The governing body is made up of five Board members who set policy that is implemented by staff. The Board leads the District by expressing its vision and values through its policies and by inspiring and empowering District employees to become partners in the Fire and Life Safety System. The Board exercises leadership by creating a sense of community with compassion and understanding, coupled with the highest standards of conduct.

Major employers within the Novato FPD include Fireman’s Fund Insurance Company and several biotech, software and entertainment technology companies.
Board of Directors

President Farhad Mansourian

Vice President Mark Horick

Director Brad Beedle

Director James Galli

Director Lj Silverman
### Executive and Command Staff

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
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</thead>
<tbody>
<tr>
<td>Fire Chief</td>
<td>Marc Revere, EFO, CFO, CFC</td>
</tr>
<tr>
<td>Deputy Fire Chief</td>
<td>Eric Nickel, CFO</td>
</tr>
<tr>
<td>Division Chief</td>
<td>Forrest Craig, EFO, CFO</td>
</tr>
<tr>
<td>Battalion Chiefs (Administration)</td>
<td>VACANT</td>
</tr>
<tr>
<td>Organization Resources</td>
<td></td>
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<tr>
<td>Acting Fire Marshall</td>
<td>Bill Tyler</td>
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<tr>
<td>Battalion Chiefs (Operations)</td>
<td></td>
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<td></td>
<td>Mark Heine</td>
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<td></td>
<td>Michael Hughes</td>
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<td></td>
<td>Jeff Veliquette</td>
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<tr>
<td>Emergency Medical Services Director</td>
<td>Ted Peterson</td>
</tr>
<tr>
<td>Training and Education Director</td>
<td>Gerald McCarthy</td>
</tr>
<tr>
<td>Finance Director</td>
<td>Dan Hom, CPA</td>
</tr>
<tr>
<td>Executive Assistant</td>
<td>Lisa MacCubbin</td>
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</tbody>
</table>
Organization

Figure 2. NFPD Organizational Chart
Figure 3. NFPD Map Showing District and City Boundaries
District Facilities

Administration Building
95 Rowland Way

Station 1
7025 Redwood Blvd.

Station 2
450 Atherton Ave.

Station 3
65 Ramon Way

Station 4
319 Enfrente Road

Station 5
5 Bolling Drive
Mission, Vision, and Guiding Principles

Mission Statement

The purpose of the Mission Statement is to answer the questions:

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

After a great deal of work and discussion by NFPD’s internal stakeholders, a modification to the current mission statement was proposed.

Novato Fire Protection District Mission Statement

The following is NFPD’s revised mission statement:

“The Novato Fire Protection District exists to care for, protect, and serve our communities.”

Figure 4. Internal Stakeholders Conducting a Work Session
Vision Statement

In addition to knowing who they are and understanding their beliefs, all successful organizations need to define where they expect to be in the future. After having established the organization’s Mission and Values following feedback from the community, analysis was provided to consider the organization’s critical issues and current or potential service gaps over the next five years. The next logical step is to establish a vision of what the NFPD should be in the future. Vision statements are built upon the framework and foundation of the Mission statement.

Vision statements provide targets of excellence that the organization will strive toward and provide a basis for their goals and objectives.

**Novato Fire Protection District Vision Statement**

The following is NFPD’s Vision Statement:

> “Our vision is to become an internationally accredited agency with focus on quality, cost effective all risk services which exceeds our community’s expectations.”

Guiding Principles

Establishing values embraced by all members of an organization is extremely important. Values recognize those features and considerations that make up the personality of the organization. Those assembled for NFPD during the strategic planning process felt it absolutely necessary to declare the following as values for the organization.

**Novato Fire Protection District Guiding Principles**

- We are committed to the protection of life, property and the environment.
- We believe that our communities are the reason for our existence.
- We will foster and sustain the trust of our communities and each other, while also protecting that confidence through our attitude, conduct, and actions.
- We believe that all members of our diverse communities are entitled to our industry’s best practices.
- We will serve our communities with honesty, fairness, and integrity.
- We will pursue safe, effective, timely, economical, and measurable solutions.
Strategic Plan
Mission, Vision, and Guiding Principles

- We will consistently provide professional, skilled, courteous, and compassionate customer service.
- We will be sensitive to the changing needs of our communities.

The Mission and Values are the foundation of any successful organization. Every effort should be made to keep these current and meaningful so that the individuals who make up the organization are well guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.
Strategic Plan

Mission, Vision, and Guiding Principles
Community-Driven Strategic Planning

Introduction

The fire service has entered into a very competitive evolutionary cycle. Public demands continue to increase, while dollars and other resources continue to shrink. These trends place increased pressure on the modern fire service manager, policy makers, and full-time staff to develop ways to be more effective and more efficient. In many cases, the public is demanding the accomplishment of specific goals, objectives, and services with fewer resources. To do a more efficient job with the available resources, organizations must set objectives based on constructive efforts while eliminating programs that do not serve the customer.

To ensure that customer needs were incorporated, the Community–Driven Strategic Planning process was used to develop the NFPD Strategic Plan. Businesses employ this type of process to identify market trends, allowing the service provider to focus efforts while reducing risk and wasted effort. This process was adapted to meet NFPD’s specific needs.

This document is the result of several strategic planning sessions and includes valuable community input.

What is a Strategic Plan?

It is a living management tool that:

- Provides short-term direction.
- Builds a shared vision.
- Sets goals and objectives.
- Optimizes use of resources.

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. A sense of urgency pervades the customer-driven organization.

Planning

Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. The planning process should be flexible and dynamic. New information from customers, like-providers, and

What we have to do today is to be ready for an uncertain tomorrow.

Peter F. Drucker, Professor of Social Science and Management
life changes are to be factored into the planning process. The strategic plan should be an operationally useful document.

**Community-Driven Strategic Planning**

Community-driven strategic planning creates a platform for a wide range of beginnings. The approach comes to life by being shared, debated, and implemented in the context of organizational realities.

Successful organizations, whether they are Fortune 500 companies, federal agencies, or state or municipal governments, have recognized that developing customer focus is an absolute necessity. With this information, government agencies must strategically plan how they will deliver high quality products and services to the public and their other customers through better, faster, and less expensive programs.

Once their strategic goals are established, agency leaders must establish performance measures, for which they are fully accountable, to assess and ensure that their departments and agencies are indeed delivering on the promises made in their strategic plans. In the publication “Serving the American Public: Best Practices in Customer-Driven Strategic Planning Federal Benchmarking Consortium Study Report” dated February 1997, Community-driven strategic planning is defined as:

“A continuous and systematic process where the guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.”

To fully understand strategic planning, it is necessary to look at a few key words in the definition:

- **continuous** refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan;
- **systematic** recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own;
- **process** recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than production of a document (e.g. a strategic plan);
- **guiding members** identifies not only senior division executives, but also employees. (It also considers stakeholders and customers who may not make these decisions, but who affect the decisions being made);
- **procedures and operations** means the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and
✓ **how success is to be measured** recognizes that strategic planning must use appropriate measures to determine whether the organization has achieved success.

Most importantly, strategic planning can be an opportunity to unify the management, employees, stakeholders and customers through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.

**Where Does the Community Fit into the Strategic Planning Process?**

For many successful organizations, the voice of the community drives their operations and charts the course for their future. Companies, as well as state and city governments, have begun focusing on their community of customers as one of the key motivators in planning for the future.

A “community-driven organization” is defined as one that:

> “Maintains a focus on the needs and expectations, both spoken and unspoken, of customers, both present and future, in the creation and/or improvement of the product or service provided.”

Again, it will be useful to define specific terms used in this definition:

✓ **focus** means that the organization actively seeks to examine its products, services, and processes through the eyes of the customer;

✓ **needs and expectations** means that customers’ preferences and requirements, as well as their standards for performance, timeliness, and cost, are all input to the planning for the products and services of the organization;

✓ **spoken and unspoken** means that not only must the expressed needs and expectations of the customers be listened to, but also that information developed independently “about” customers and their preferences, standards, and industry will be used as input to the organizational planning; and

✓ **present and future** recognizes that customers drive planning and operations, both to serve current customers and those who will be customers in the future.

**Performance Assessment**

Implied within every stage of the planning process is the ability to determine progress made toward the goals or targets set. This assessment ability is a monitoring function that simply tracks activities. It may be as simple as a “To Do List” or as complicated as a plan of action with milestones and performance measures. Also implied within the planning process is the ability to measure effectiveness of the actions taken in the conduct of the organization’s business.
The Community–Driven Strategic Planning Process Outline

The specific steps of the process are as follows:

1. Define the services provided to the community.
2. Establish the community’s service priorities.
3. Establish the community’s expectations of the organization.
4. Identify any concerns the community may have about the organization and its services.
5. Identify those aspects of the organization and its services the community views positively.
6. Develop the Mission Statement, giving careful attention to the services currently provided and which logically can be provided in the future.
7. Establish the Values of the organization’s membership.
8. Identify the Strengths of the organization.
9. Identify any Weaknesses of the organization.
10. Identify areas of Opportunity for the organization.
11. Identify potential Threats to the organization.
12. Establish realistic goals and objectives for the future.
13. Identify implementation tasks for each objective.
15. Develop organizational and community commitment to the plan.
Process and Acknowledgments

Community-Driven Strategic Planning Process

The Center for Public Safety Excellence acknowledges NFPD’s external and internal stakeholders for their participation and input into the “community-driven strategic planning process.” The Center for Public Safety Excellence would also like to acknowledge Fire Chief Marc Revere for his leadership and commitment to this process.

Development of NFPD’s Strategic Plan took place in December 2008 during which time a representative from the Center for Public Safety Excellence and representatives of NFPD held an open meeting where members of the public, or external stakeholders, were invited.

Valuable commentary and useful concerns were collected. The discussion at the meeting revolved around customer concerns, expectations and comments about the agency. NFPD and the Center for Public Safety Excellence would like to express a special thank you to the community members who contributed to the creation of this strategic plan. The development of this plan was truly a “team effort.”

Board and Organizational Process

Through this process, the Community-Based Strategic Plan collected the community’s expectations of the Fire District. Under the 5th Edition of the Standards of Cover guidelines, it was necessary to identify community expectations for the NFPD. This was accomplished through the 2009/2013 Community-Based Strategic Plan. The comments and expectations were used in part with the input from members of the District and incorporated into eight goals and subsequent objectives that are designed to be incorporated into the District Annual Work Plan. The community input process developed through the strategic planning process should be incorporated into subsequent versions and revisions of the Strategic Plan.

The Strategic Goals and Work Plan will be further developed based on priority and input from the Board of Directors and be dependent upon fiscal appropriations approved through the annual budgetary process. This is scheduled to take place at the Annual Board Workshop on April 21 and 23, 2009.
Internal Stakeholder Group Work Session

Overview

Following the external stakeholder session, a three-day work session was conducted with representatives of the NFPD. The purpose of these work sessions was to review and discuss the agency’s approach to “Community-Centered Strategic Planning.” The work sessions generated a high level of interest and participation.

Discussion at the work sessions focused on the NFPD’s Mission, Values, Core Services and Supporting Programs, as well as the organization’s perceived Strengths, Weaknesses, Opportunities and Threats.

In the process of strategic planning, the following are important to:

- Review the agency’s history, culture and evolution;
- Identify the current status of the department; and
- Determine where and what the agency desires to be in the future.

This process could not have been completed without the participation of the members of the NFPD and their internal stakeholders. Their insights were invaluable in putting together this strategic plan. The assistance and resources graciously made available to CPSE are appreciated. The participants took their work very seriously and accepted the challenge to develop a quality product.

Figure 5. NFPD Internal Stakeholder Group
Goals and Objectives

Planning Process

The community-driven strategic planning process implemented by the Center for Public Safety Excellence has, to this point, dealt with establishing the Mission, Values, Critical Issues and Service Gaps of NFPD. In addition, the identification of internal strengths and weaknesses, as well as external opportunities and threats was accomplished.

In order to achieve the mission of NFPD, realistic goals and objectives must be established. Goals and objectives are imperative to enhance strengths, to address identified weaknesses, to provide the individual members with clear direction and to address the concerns of the citizens. In order to establish the goals and objectives, the internal stakeholders met in breakaway group sessions to complete this critical phase of the planning process.

As goals and objectives are management tools, they should be updated on an ongoing basis to identify what has been accomplished and to note changes within the organization and the community. The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

The goals and objectives should now become the focus of the efforts of NFPD. Care was taken by the staff of the Center for Public Safety Excellence to ensure that the critical needs and areas of needed enhancement previously identified were addressed within the goals and objectives.

By following these goals and objectives carefully, NFPD can be directed into their desired future. These established goals and objectives should also greatly reduce the number of obstacles and distractions for the organization and its members.

Priorities and Timelines

The internal stakeholders set priorities for the accomplishment of specific objectives. Those objectives that carried higher priorities have been identified for completion first and those objectives with a lower priority can be accomplished later. Overall, these goals and objectives provide very specific timelines within the next two years and more general timelines beyond that period of time. The leadership of NFPD should establish workgroups to meet periodically to review
progress toward these goals and objectives and adjust timelines and specific targets as needs and the environment change. The overall Strategic Plan will be reviewed annually at the NFPD management retreat and revised as necessary.
Goal 1 – Conduct a Budget Analysis and Pursue Opportunities to Financially Sustain Future District Operations

**Community Benefit**
This goal incorporates our responsibility, philosophy and commitment to the communities that we serve to be cost effective in all of our service delivery.

The Fire District must always look internally for measures that will result in savings or enhance efficiency. A continued comprehensive analysis of our existing funding sources will provide direction for enhancing our current revenue, increasing efficiency through technological improvements, and exploring alternative revenue opportunities. This goal includes analyzing our current salary and benefits, providing payroll stabilization, updating our business plan, and examining our existing services for cost effective approaches, while maintaining our high standard of service. Working toward this goal will ensure that our customers are receiving our industry’s best practices delivered in a comprehensive and cost effective manner.

<table>
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<tr>
<th>Goal 1</th>
<th>Conduct a budget analysis and pursue opportunities to financially sustain future district operations.</th>
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<tbody>
<tr>
<td><strong>Objective 1A</strong></td>
<td>Comprehensive analysis of existing funding sources.</td>
</tr>
<tr>
<td><strong>Timeline</strong></td>
<td>6 months</td>
</tr>
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<td><strong>Critical Tasks</strong></td>
<td>• 5 year projections (revenue and expenses).</td>
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<td></td>
<td>• Diminished impact fees.</td>
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<tr>
<td></td>
<td>• Payroll and benefits stabilization.</td>
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<tr>
<td></td>
<td>• Services and supplies.</td>
</tr>
<tr>
<td></td>
<td>• Capital outlay.</td>
</tr>
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<td>• Debt services</td>
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<tr>
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<td>• Train members to respond to questions.</td>
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<td>• Update business plan.</td>
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### Objective 1B

**Identify areas of reductions and savings – increase efficiency improvements.**

**Timeline**
6 months – ongoing

**Critical Tasks**
- PG&E energy audit (LEED, solar).
- Overtime evaluation (Projects, Red flag engine).
- Non-safety personnel (HR, facilities, fleet).
- Contract services (HR).
- Trailering of apparatus.
- Benefits evaluation (CalPERS, FDAC).
- Health and wellness – decrease benefit costs.
- Workers comp cost decrease.
- Sick leave bonus.
- Finance education to members.
- Crew financial training.

### Objective 1C

**Enhance existing revenue sources.**

**Timeline**
12 – 18 months

**Critical Tasks**
- Special tax.
- EMS billing.
- New development.
- FLM inspection fees.
- Cost recovery for mutual aid.
- Bonds.
- Community involvement – protect what we have, create advocates.
### Objective 1D
Identify new revenue sources.

<table>
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<tr>
<th>Timeline</th>
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**Critical Tasks**
- Mechanics.
- Research opportunities to annex/expand district boundaries (e.g. Silvera property).
- EMS – billing, inter-facility transportation, wellness in-home care (public health).
- Capital improvement: admin building – 2-3 stories – rent out space.
- Training facility: rental fees – teaching – we hold classes.
- Consolidation.
- Contract for services (Training Officer, Medical Director, Admin).
- Annual inspection fees.
- Evaluate fees for service (CPR, HEART).
- Fire protection at airport.
- Grants (SAFER, Heritage).
- Investments (CDs vs. Co. investment fund).
- Credit card debt – loan to members secured by vacation, sick time, CTO leave, payroll deduction.
- Fire MED subscription service.
- Weed abatement – inspection and mitigation.
- PM to RN program.

### Objective 1E
Communicate results to communities.

<table>
<thead>
<tr>
<th>Timeline</th>
<th>6 – 12 months - ongoing</th>
</tr>
</thead>
</table>

**Critical Tasks**
- Via website.
- Annual report.
- Community communications program.
- Media.
- Face-to-face contact.
Goal 2 – Develop and Implement a Comprehensive Training Program

Community Benefit
The commitment to maintain and ensure we have an industry leading training program will allow the Novato Fire District to provide for a comprehensive, state-of-the-art training program. This enhances the level of service we provide to our customers, reduces loss of life, limits property damage, lessens the impact of incidents on the environment, and provides for increased firefighter safety.

The benefit of highly trained professionals is their ability to translate their extensive training into excellent service delivery, enhanced patient outcomes while including the industry’s best practices in fire suppression, emergency medical services, urban search and rescue, disaster preparedness for our residents and the special communities that we serve and operate in. Furthermore, the ongoing professional development of our employees’ knowledge, skills, and abilities in the most effective, efficient, and innovative manner is essential to our comminutes quality of life.

<table>
<thead>
<tr>
<th>Goal 2</th>
<th>Develop and implement a comprehensive training program.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 2A</td>
<td>Conduct a training evaluation to identify district needs.</td>
</tr>
<tr>
<td>Timeline</td>
<td>3 months</td>
</tr>
</tbody>
</table>
| Critical Tasks | • Identify mandatory training required by OSHA.  
• Conduct training needs analysis to include all levels in the district.  
• Identify alternative training sources, i.e. Internet, conferences, etc. |
| Objective 2B | Prioritize training needs. |
| Timeline | 1 month |
| Critical Tasks | • Review training needs analysis.  
• Identify instructor cadre.  
• Compare to community priorities.  
• Determine costs.  
• Present to operations.  
• Secure budget/funding. |
| Objective 2C | Establish a training calendar. |
| Timeline | 1 week |
| Critical Tasks | • Review previous training calendar.  
• Schedule training priorities.  
• Evaluate unscheduled time.  
• Schedule secondary training priorities. |
<table>
<thead>
<tr>
<th>Objective 2D</th>
<th>Utilize RMS to track employee training.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Timeline</strong></td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
| **Critical Tasks** | • Conduct training on RMS.  
                     • Enter training hours data.  
                     • Audit training data for compliance.  
                     • Publish monthly training report. |

<table>
<thead>
<tr>
<th>Objective 2E</th>
<th>Establish training benchmarks.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Timeline</strong></td>
<td>12 months</td>
</tr>
</tbody>
</table>
| **Critical Tasks** | • Identify and evaluate industry best standards.  
                     • Compare industry standards against current reality.  
                     • Update standard evolutions.  
                     • Train to new standards.  
                     • Evaluate. |

<table>
<thead>
<tr>
<th>Objective 2F</th>
<th>Improve training facility and staff based on training needs.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Timeline</strong></td>
<td>18 months</td>
</tr>
</tbody>
</table>
| **Critical Tasks** | • Conduct training facility site safety survey.  
                     • Determine if current training facility meets training needs.  
                     • Determine if current staff is meeting training needs.  
                     • Identify alternative training sites, facilities, and methodologies.  
                     • Develop an improvement/replacement plan and determine costs for facility and staff.  
                     • Present to operations.  
                     • Hold public hearing.  
                     • Gain Board approval for funding. |
Goal 3 – Develop and Implement an All Hazard Mitigation Program

**Community Benefit**

This goal is designed to enhance the overall safety of the communities and citizens that we serve.

Hazard mitigation is any sustained action taken to reduce or eliminate the long-term risk to human life and property from hazards. Novato Fire District’s All-Hazards Mitigation Program represents the Fire District’s comprehensive effort to identify mitigation efforts throughout the Fire District and to develop an integrated mitigation strategy. This program emphasizes hazard mitigation in buildings within the fire district with a specific emphasis on critical infrastructure buildings. It also includes reference to mitigation efforts undertaken by related public, quasi-public, and private entities.

Our plan includes a range of actions: fire pre-planning, wildland-urban interface fire protection, retrofitting buildings with automatic fire sprinklers; adopting building and fire codes aimed at current and planned development; business contingency planning; and educating the public about preparedness and mitigation issues. This program emphasizes mitigation of natural hazards and the development of comprehensive pre-plans providing emergency personnel with specific building information to increase operational effectiveness. The program is intentionally focused so that all stakeholders can understand more about Novato’s hazard risks and the Fire District’s mitigation strategy. The result will be a strong partnership working towards a safer residential and business community.

<table>
<thead>
<tr>
<th>Goal 3</th>
<th>Develop and implement an all hazard mitigation program.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 3A</td>
<td>Develop and implement a WUI protection plan in conformance with state law and Novato ordinance.</td>
</tr>
<tr>
<td><strong>Timeline</strong></td>
<td>12 months</td>
</tr>
<tr>
<td><strong>Critical Tasks</strong></td>
<td></td>
</tr>
</tbody>
</table>
* Evaluate status of existing plan.  
* Identify resource needs, i.e.: GIS contract.  
* Assign work areas for plan completion.  
* Review and validate work for accuracy.  
* Develop inspection schedule.  
* Assign resources and MBO.  
* Provide training and education to inspectors and community.  
* Compile forms and education materials.  
* Perform inspections seasonally – ongoing.  
* Report finding annually.  
* Evaluate program effectiveness. |
### Objective 3B

**Develop and implement a disaster management and response plan in conformance with FEMA/CAI OES guidelines.**

<table>
<thead>
<tr>
<th>Timeline</th>
<th>24 months</th>
</tr>
</thead>
</table>

**Critical Tasks**
- Evaluate the current disaster response plan.
- Update plan.
- Communicate plan internally and externally with stakeholders.
- Identify needed positions (EOC).
- Train to functional positions ICS/NIMS (needs analysis and funding).
- Provide training depth in key positions.
- Evaluate current disaster supplies and placement.
- Purchase needed supplies.
- Exercise plan.
- Evaluate the plan and adjust as needed.

### Objective 3C

**Develop and implement a comprehensive fire pre-plan program in accordance with NFPA and ISO.**

<table>
<thead>
<tr>
<th>Timeline</th>
<th>48 months</th>
</tr>
</thead>
</table>

**Critical Tasks**
- Identify and evaluate the current pre-plan program.
- Identify occupancies and their risk category.
- Develop criteria for pre-fire plans.
- Identify GIS vendor.
- Input data.
- Validate data.
- Evaluate data.
- Communicate and train on program.
- Determine frequency for review.
Goal 4 – Establish an Interoperability Issues and Solutions Plan Consistent with our Mission and Guiding Principles

**Community Benefit**

This goal incorporates our philosophy of providing enhanced interoperability to ensure that emergency response agencies can work together with common communications systems, records management systems, standard operating procedures, and consolidated services for cost effectiveness.

The benefit to our community is the ongoing development and enhancement of automatic aid agreements with neighboring jurisdictions, enhancing our communications systems to provide seamless communications and backup systems, providing standardized operating procedures, and consolidating services while greatly enhancing the emergency services for our communities.

NOTE: The nation’s lack of interoperability in the public safety realm became evident during the 9/11 attacks on the Pentagon and World Trade Center, and during the aftermath of the Hurricane Katrina disaster.

<table>
<thead>
<tr>
<th>Objective 4A</th>
<th>Establish a backup radio communications plan for a MERA systems failure or overload.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timeline</td>
<td>6 months</td>
</tr>
</tbody>
</table>
| Critical Tasks | • Purchase communications hardware.  
                     • Install equipment.  
                     • Update existing communications policy.  
                     • Train on VHF overlay plan. |

<table>
<thead>
<tr>
<th>Objective 4B</th>
<th>Formalize auto aid agreements with surrounding agencies.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timeline</td>
<td>6 months</td>
</tr>
</tbody>
</table>
| Critical Tasks | • Meet with agencies to conduct a needs assessment.  
                     • Update/formalize written agreements.  
                     • Train to the agreements. |

<table>
<thead>
<tr>
<th>Objective 4C</th>
<th>Countywide standardized evolutions.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timeline</td>
<td>12 months</td>
</tr>
</tbody>
</table>
| Critical Tasks | • Conduct a countywide needs assessment of equipment capability.  
                     • Develop a countywide training manual and standardized task books.  
                     • Adjust current training manuals and policies. |
## Objective 4D

**Countywide incident management system.**

| **Timeline** | 18 months |

### Critical Tasks

- Presentation to county fire chiefs and secure agreement.
- Policy development.
- Implementation / training.

## Objective 4E

**Develop an implementation plan for a functional consolidation for fire prevention services.**

| **Timeline** | 36 months |

### Critical Tasks

- Formalize functional consolidation written agreement.
- Standardize local ordinances and enforcement.
- Standardize information management system/reports.
- Implementation/training.
Goal 5 – Implement a Comprehensive and Flexible Records Management System (RMS) to Allow for Information Storage, Retrieval, Analysis and GIS Capabilities

**Community Benefit**

A comprehensive records management system will reduce liability and provide revenue generating opportunities while maintaining accuracy and accountability of the services we provide.

Geographical Information System (GIS) is a widely used technology the District does not possess. Adding this critical function will allow us to capture, store, analyze and manage data that refers to or is linked to a location. GIS will allow the Fire District to create interactive queries, analyze spatial information, edit data, maps, and present the results of all these operations. GIS will provide data related to fire station locations, identification of trends in calls for service and will identify best routes of travel to reduce response times. This technology will allow Fire District personnel to ensure that we are providing the most timely and cost effective service available.

The benefits of a comprehensive RMS system will allow us to more accurately identify trends in emergency alarms for fire response, emergency medical response, and general assistance calls. Armed with this information we will identify areas where we can significantly enhance the services that we can offer to our customer.

<table>
<thead>
<tr>
<th>Objective 5A</th>
<th>Conduct a comprehensive needs assessment.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timeline</td>
<td>6 months</td>
</tr>
</tbody>
</table>
| Critical Tasks | • All division heads determine RMS needs.  
              | • Determine IT needs.                     
<pre><code>          | • Determine interoperability needs with outside agencies. |
          | • Ensure security.                        |
</code></pre>
<table>
<thead>
<tr>
<th>Objective 5B</th>
<th>Purchase the RMS.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Timeline</strong></td>
<td>24 months</td>
</tr>
</tbody>
</table>
| **Critical Tasks**   | • Work with other agencies to evaluate interoperability with their systems and/or consider joint purchase.  
|                      | • Develop specifications (Evergreen).                  |
|                      | • Write the RFP.                                       |
|                      | • Identify funding sources.                            |
|                      | • Review submitted proposals.                          |
|                      | • Purchase RMS package.                                |

<table>
<thead>
<tr>
<th>Objective 5C</th>
<th>Implement and train personnel.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Timeline</strong></td>
<td>24 months</td>
</tr>
<tr>
<td><strong>Critical Tasks</strong></td>
<td>• Make infrastructure changes.</td>
</tr>
<tr>
<td></td>
<td>• Evaluate system in parallel mode.</td>
</tr>
<tr>
<td></td>
<td>• Develop policy and train personnel.</td>
</tr>
<tr>
<td></td>
<td>• Re-evaluate and measure performance after 12 months.</td>
</tr>
</tbody>
</table>
Goal 6 – Develop a Facilities Maintenance and Review Program to Address Physical Resource Needs

**Community Benefit**
This goal ensures that the Fire District’s facilities meet or exceed existing codes, are equipped with life-safety fire suppression systems, are free of contaminants, provide a safe environment for Fire District personnel, and provide a cost effective infrastructure for the services that we provide. Fire District facilities that meet current code compliance and are safe for our personnel are critical to the mission of the Fire District and to our ability to provide high quality customer service. District facilities are a critical part of the local community infrastructure.

This goal ensures a cost effective use of District funds in ensuring the Fire District’s ability to provide safe and effective facilities for the support of our personnel in carrying out the mission of the Fire District during day-to-day operations, and during times of peak demand. The benefit is a more efficient use of taxpayer funds, and an enhancement of the services that the Fire District provides.

<table>
<thead>
<tr>
<th>Goal 6</th>
<th>Develop a facilities maintenance and review program to address physical resource needs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 6A</td>
<td>Continue compliance inspection program for fixed facilities.</td>
</tr>
<tr>
<td>Timeline</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
| Critical Tasks | • Code compliance (CFC, ADA, City building codes).  
• Sprinkler system.  
• Fire extinguisher inspection.  
• Diesel particulate exhaust systems in apparatus rooms (air exchange). |
| Objective 6B | Develop and implement a comprehensive security plan for NFPD facilities. |
| Timeline | 12 months |
| Critical Tasks | • Contract with security company or law enforcement agency to develop site specific security needs. (External access control plan, lighting, fencing.)  
• Establish site safety committee to review and implement the plan. (Site specific prioritization.)  
• Contract with a security company to develop internal site safety plan. (Evacuation plan, mailing handling, lockdown.)  
• Site safety committee implement internal safety plan.  
• Identify funding sources, budget, and purchase. |
<table>
<thead>
<tr>
<th>Objective 6C</th>
<th>Develop and implement a station/facilities maintenance program.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Timeline</strong></td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
| **Critical Tasks** | • Establish stations/facilities and grounds maintenance committee (relieve BC responsibility) – site specific prioritization.  
• Foster relationships with local contractors, public works, building department.  
• Update vendor list.  
• Evaluate vendor performance based on accountability, quality of work. |

<table>
<thead>
<tr>
<th>Objective 6D</th>
<th>Develop a secure central shipping, receiving, and storage facility.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Timeline</strong></td>
<td>12 months</td>
</tr>
</tbody>
</table>
| **Critical Tasks** | • Identify location to meet current and expected storage needs.  
• Establish inventory control plan (EMS supplies, fire suppression equipment, disaster cache supplies).  
• Establish distribution plan (staffing, vehicles).  
• Identify funding sources, budget, and purchase. |

<table>
<thead>
<tr>
<th>Objective 6E</th>
<th>Develop a station storage plan.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Timeline</strong></td>
<td>12 months</td>
</tr>
</tbody>
</table>
| **Critical Tasks** | • Identify station storage needs (EMS supplies, disaster supplies).  
• Identify, build storage buildings (C-trains, Tuff sheds).  
• Establish approved inventory list and manage inventory with RMS.  
• Identify funding sources, budget, and purchase. |
Goal 7 – Ensure that a Comprehensive Human Resource Plan is in Place that is Consistent with the Guiding Principles of the Organization

**Community Benefit**

The Fire District is committed to continually evaluating its hiring and retention practices to ensure that the best available employees are working in our community, to meet our customer’s calls for service.

This goal provides for fiscal responsibility by examining pay and benefits packages, while being competitive, reasonable, and fiscally responsible in comparison with other fire agencies looking to achieve the same goal.

The benefit of this goal ensures that the Fire District is providing consistently competent, skill professionals to meet our mission and service to the customers that we serve.

<table>
<thead>
<tr>
<th>Goal 7</th>
<th>Ensure that a comprehensive Human Resource Plan is in place that is consistent with the guiding principles of the organization.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 7A</td>
<td>Develop and implement a progressive Human Resource Plan.</td>
</tr>
<tr>
<td>Timeline</td>
<td>12 – 18 months</td>
</tr>
</tbody>
</table>

**Critical Tasks**

- Review and analyze current and future HR needs.
- Incorporate recommendations from Self-Assessment process.
- Organize by functional area.
- Identify funding sources for additional resources.
- Communicate results to Board and gain approval.
- Budget for additional resources to execute plan.
- Communicate plan internal/external to stakeholders.
- Implement plan.
- Evaluate plan.
<table>
<thead>
<tr>
<th>Objective 7B</th>
<th>Establish a recruitment and selection process that is consistent with the Human Resource Plan.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Timeline</strong></td>
<td>8 months</td>
</tr>
</tbody>
</table>
| **Critical Tasks** | • Review, evaluate and implement recommendations of 2008 Hiring Summit.  
• Incorporate hiring process to be consistent within all position within organization.  
• Anticipate and plan for future human capital needs.  
• Budget – funding as required.  
• CQI hiring plan after each use.  
• Modify plan as necessary. |

<table>
<thead>
<tr>
<th>Objective 7C</th>
<th>Create and implement an Employee Professional Development, Employee Retention, and Succession Management Plan.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Timeline</strong></td>
<td>30 months</td>
</tr>
</tbody>
</table>
| **Critical Tasks** | • Identify and evaluate other professional development standards and incorporate into existing Career Development Guide (CDG).  
• Review and update existing CDG.  
• Identify employee retention best practices.  
• Develop employee retention plan.  
• Incorporate knowledge, skills, and competencies into succession management plan.  
• Identify coaching and mentoring capabilities.  
• Incorporate coaching and mentoring into succession management plan for talent development.  
• Establish budget necessary for plan.  
• Implementation of plan.  
• Evaluation of plan – ongoing. |

<table>
<thead>
<tr>
<th>Objective 7D</th>
<th>Implement a competitive market-based Pay and Benefits Program.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Timeline</strong></td>
<td>6 months</td>
</tr>
</tbody>
</table>
| **Critical Tasks** | • Develop market based pay and benefits program consistent with Board philosophy.  
• Identify and select agencies for comparison.  
• District and represented team work collaboratively to develop pay and benefits plan based on Board philosophy.  
• Identify budget and funding sources.  
• Implement plan based on contract cycles.  
• Evaluate plan.  
• Modify and revise plan as necessary. |
## Objective 7E
Review and analyze current Health and Wellness Program.

<table>
<thead>
<tr>
<th>Timeline</th>
<th>12 – 18 months</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Critical Tasks</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Compare current plan with NFPA 1583.</td>
</tr>
<tr>
<td></td>
<td>• Identify gaps, if any.</td>
</tr>
<tr>
<td></td>
<td>• Develop plan to close gaps and fill needs.</td>
</tr>
<tr>
<td></td>
<td>• Identify funding source(s).</td>
</tr>
<tr>
<td></td>
<td>• Conduct comprehensive review of workers compensation claims and annual fitness evaluation data.</td>
</tr>
<tr>
<td></td>
<td>• Make recommendations to health and wellness program.</td>
</tr>
<tr>
<td></td>
<td>• Train internal stakeholders to the plan or program.</td>
</tr>
<tr>
<td></td>
<td>• Implement the plan.</td>
</tr>
<tr>
<td></td>
<td>• CQI plan.</td>
</tr>
<tr>
<td></td>
<td>• Make plan adjustments as needed.</td>
</tr>
</tbody>
</table>
Goal 8 – Develop and Implement a Communications Plan to Address the Needs and Expectations of our Communities and Improve Intra-agency Communication Practices

Community Benefit

The Novato Fire Protection District is committed to understanding and being responsive to the expectations of our communities. More importantly, the Fire District is committed to adding value to every customer contact. Our customers deserve the best public information, public education and community relations we can offer.

This goal focuses on our ability to inform, educate and communicate with our customers about the programs and services the Fire District has to offer. Through a 2008 community survey, the community rated the Fire District very favorably, but few knew about the programs, services or members.

Public information, education and communication will make our communities and our customers safer. This goal reflects our commitment to use modern communications technology such as email and web sites to share our community safety messages.

Objectives of this goal will be the development of comprehensive communications plan that shares the services our community is requesting so that our communities are safer.

<table>
<thead>
<tr>
<th>Goal 8</th>
<th>Develop and implement a communications plan to address the needs and expectations of our communities and improve intra-agency communication practices.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 8A</td>
<td>Complete communication needs assessment.</td>
</tr>
<tr>
<td>Timeline</td>
<td>12 months</td>
</tr>
</tbody>
</table>
| Critical Tasks | • Survey community needs and perceptions.  
• Survey internal needs and perceptions.  
• Evaluate infrastructure and telephone system needs (i.e. video conference, fiber optics).  
• Periodically re-evaluate community perceptions.  
• Evaluate external stakeholder response and concerns, and agency compliance. |
## Objective 8B  Complete Communications Plan.

<table>
<thead>
<tr>
<th>Timeline</th>
<th>3 months</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Critical Tasks</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Identify target groups.</td>
</tr>
<tr>
<td></td>
<td>Develop budget.</td>
</tr>
<tr>
<td></td>
<td>Identify and hire consultant.</td>
</tr>
<tr>
<td></td>
<td>Develop proactive crisis management communications plan.</td>
</tr>
<tr>
<td></td>
<td>Identify annual communication themes.</td>
</tr>
</tbody>
</table>

## Objective 8C  Update web-based communication via Internet and intranet.

<table>
<thead>
<tr>
<th>Timeline</th>
<th>6 months – ongoing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Critical Tasks</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Create award-winning website.</td>
</tr>
<tr>
<td></td>
<td>Continually update site.</td>
</tr>
<tr>
<td></td>
<td>Training on how to update site.</td>
</tr>
<tr>
<td></td>
<td>Work teams for Internet and intranet.</td>
</tr>
<tr>
<td></td>
<td>Identify opportunities for advertising.</td>
</tr>
</tbody>
</table>

## Objective 8D  Create Internal Communications Plan.

<table>
<thead>
<tr>
<th>Timeline</th>
<th>3 – 6 months</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Critical Tasks</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Formulate expectations regarding how we communicate.</td>
</tr>
<tr>
<td></td>
<td>Weekly operations note.</td>
</tr>
<tr>
<td></td>
<td>Internal newsletter “The Rumor Mill” and identify resources.</td>
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<tr>
<td></td>
<td>Meeting schedule / frequency of communication / state of district / donut general officers, executive board, shift officer, etc.</td>
</tr>
<tr>
<td></td>
<td>Examine feasibility of having note taker at meetings (capture all information and disperse).</td>
</tr>
<tr>
<td></td>
<td>Establish a suggestion policy.</td>
</tr>
<tr>
<td></td>
<td>Internal issue notification (POPI, whistle blower, suggestions).</td>
</tr>
<tr>
<td></td>
<td>Video important meetings and put on intranet.</td>
</tr>
</tbody>
</table>

## Objective 8E  Implement media-based communications.

<table>
<thead>
<tr>
<th>Timeline</th>
<th>1 month – ongoing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Critical Tasks</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Frequent press releases.</td>
</tr>
<tr>
<td></td>
<td>Springtime annual report.</td>
</tr>
<tr>
<td></td>
<td>Safety postcard twice a year.</td>
</tr>
<tr>
<td></td>
<td>Novato Advance page sized ad every two weeks – “Above and Beyond.”</td>
</tr>
<tr>
<td></td>
<td>Communicate fiscal responsibility in tough economic times.</td>
</tr>
</tbody>
</table>
Performance Measurement “Managing for Results”

Why Measure Performance?

It has been said that:

✔ If you don’t measure the results of your plan, you can’t tell success from failure.
✔ If you can’t see success, you can’t reward it.
✔ If you can’t reward success, you’re probably rewarding failure.
✔ If you can’t see success, you can’t learn from it.
✔ If you can’t recognize failure, you can’t correct it.
✔ If you can demonstrate results, you can win public support.

_Reinventing Government_  
_David Osborn and Ted Gaebler_

Managing for Results

In order to establish that NFPD’s Strategic Plan is achieving results, performance measurement data should be implemented and integrated as part of the plan. An integrated process, known as “Managing for Results,” is recommended, which is based upon the following:

✔ The identification of strategic goals and objectives;
✔ The determination of resources necessary to achieve them;
✔ The analyzing and evaluation of performance data; and
✔ The use of that data to drive continuous improvement in the organization.

A “family of measures” that is typically utilized to provide indication and measure of performance include the following:

✔ **Inputs** – Value of resource used to produce an output.
✔ **Outputs** – Quantity or number of units produced which are activity-oriented and measurable.
✔ **Efficiency** – Inputs used per output (or outputs per input).
✔ **Service Quality** – The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
✓ **Outcome** – Qualitative consequences associated with a program/service, i.e., the ultimate benefit to the customer. Outcome focuses on the ultimate “why” of providing a service.

To effectively manage for results, it is recommended that performance measures be established for each goal and objective in the strategic plan. Performance measures should also be established for each of NFPD’s program areas.
Success of the Strategic Plan

Novato Fire Protection District’s Approach

NFPD’s approached their desire to develop and implement a Strategic Plan by asking for and receiving input from the community and members of the agency during the development stage of the planning process. NFPD utilized professional guidance and the community-driven strategic planning process to compile this written document.

Success Based on Support

The success of NFPD’s Strategic Plan will not depend upon the implementation of the eight goals and their related objectives, but from the support received from the authority having jurisdiction, the membership of the agency and the community at large.

The NFPD Strategic Plan creates a platform for a wide range of beginnings. This Strategic Plan will come to life by being shared, debated, and implemented in the context of organizational realities.

The Next Step in the Planning Process

The next step in the community-driven strategic planning process is to develop organizational and community commitment to the plan. Everyone who has a stake in the present and the future of NFPD also has a role and responsibility in this Strategic Plan.

The Strategic Goals and Work Plan will be further developed based on priority and input from the Board of Directors and be dependent upon fiscal appropriations approved through the annual budgetary process.
Glossary of Acronyms, Abbreviations, and Terms

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

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

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

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

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

California Fire Code (CFC)
California Fire Code incorporates, by adoption, the International Fire Code of the International Code Council with California amendments. This is the official Fire Code for the State of California and all political subdivisions.
California Public Employees’ Retirement System (CalPERS)
California Public Employees’ Retirement System (CalPERS) provides retirement and health benefits to public employees, retirees, and their families and employers within the State of California.

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

Commission on Fire Accreditation International (CFAI)
The Commission on Fire Accreditation International (CFAI) is committed to assisting and improving fire and emergency service agencies around the world in achieving organizational and professional excellence through its strategic self-assessment model and accreditation process to provide continuous quality improvement and enhancement of service delivery to the community and the world at large.

Community-Driven or Community-Based Strategic Plan
Successful organizations, whether they are Fortune 500 companies, federal agencies, or state or municipal governments, have recognized that developing customer focus is an absolute necessity. With this information, government agencies must strategically plan how they will deliver high quality products and services to the public and their other customers through better, faster, and less expensive programs.

Once their strategic goals are established, agency leaders must establish performance measures, for which they are fully accountable, to assess and ensure that their departments and agencies are indeed delivering on the promises made in their strategic plans.

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

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

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

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

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

**Emergency Medical Service (EMS)**
A branch of emergency services dedicated to providing the community with out-of-hospital emergency medical care and/or transport to a hospital.

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

The Novato EOC is a joint EOC between the City of Novato and the Novato Fire Protection District and is located at NFPD’s administration building at 95 Rowland Way, Novato, CA.

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

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

**Fire Districts Association of California (FDAC)**

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

**Fire Loss Management (FLM)**

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

**Fire MED Subscription Service**

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

**Geospatial or Geographic Information System (GIS)**

A geographic information system (GIS) captures, stores, analyzes, manages, and presents data that is linked to location.

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

**Hazard Mitigation**

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

**Homeowner Emergency Action Response Team (HEART)**

HEART program training is a comprehensive service provided by the Novato Fire Protection District. Citizens and businesses are taught by NFPD personnel in variety of subjects which include First Aid, CPR, Urban Search and Rescue, Disaster Preparedness, Water Safety, Fire Prevention, Hazardous Materials, how to protect a residence from a wildland fire, and how to organize a neighborhood emergency response team.

**Incident Command System (ICS)**

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

**Information Technology (IT)**

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

**Input**

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

**Key Performance Indicator**

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

**Leadership in Energy and Environmental Design (LEED)**

The Leadership in Energy and Environmental Design (LEED) Green Building Rating System, developed by the U.S. Green Building Council (USGBC), provides a suite of standards for environmentally sustainable construction.

**Management by Objective (MBO)**

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

**Marin Emergency Radio Authority (MERA)**

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

**Master Planning**
Master Planning is a combination of the organization’s strategic plan and its operational plans. Master plans take the various plans and integrate them into one document. Master plans help define the anticipated future of the community’s demographics and how the community is expected to develop or change in the timeframe covered by the master plan.

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

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

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

**National Fire Protection Association (NFPA)**
The mission of the international nonprofit NFPA is to reduce the worldwide burden of fire and other hazards on the quality of life by providing and advocating consensus codes and standards, research, training, and education.

NFPA develops, publishes, and disseminates more than 300 consensus codes and standards intended to minimize the possibility and effects of fire and other risks.

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

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

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

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

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

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

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

**Paramedic (PM)**
A paramedic is a certified medical professional, usually a member of the emergency medical services, who primarily provides pre-hospital advanced medical and trauma care. A paramedic is charged with providing emergency on-scene treatment, crisis intervention, life-saving stabilization and transport of ill or injured patients to definitive emergency medical and surgical treatment facilities, such as hospitals and trauma centers.
Paramedic (PM) to Registered Nurse (RN) Bridge Program
The Napa Valley Community College is creating an educational program that will allow some tenured paramedics to enroll in the Registered Nurse/Associated Degree in Nursing program, at the second year of the two-year program.

The paramedic’s prior education and work experience will be allowed as equivalence for up to the first year of the traditional educational model.

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

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

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

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

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

Standards of Cover (SOC)
A Standards of Cover consists of decisions made regarding the placement of field resources (number, type, and location) in relation to the potential demand placed on them by the type of risk and historical need in the community. Furthermore, if Standards of Cover is to be meaningful to the community, the outcome must demonstrate that lives are saved and properties are protected.

The variety of risks and levels of hazards that exist in each community mandate that each department conduct a self-assessment, and design and develop an “all hazards” response system that will meet the needs of the community in a safe, efficient, and effective manner. Fire service leaders much continue to strive for consensus on programs that create a standard for minimal level of response in all communities.
Strategic Direction
A strategic direction is the organization’s goals, objectives and strategies by which they plan to achieve its vision, mission and values.

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

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

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

Strategic Plan
A strategic plan is a long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provide the framework for more detailed annual and operational plans.

Strategic Planning
Strategic planning is the continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.

Strategy
A strategy is a description of how a strategic objective will be achieved; it is a possibility, a plan or methodology for achieving a goal.

Support
As used in the objectives and strategies outlined in this plan, support may include, but is not limited to information, facilitation, coordination, technical assistance or financial assistance.

Vision
A vision is an idealized view of a desirable and potentially achievable future state describing where or what an organization would like to be in the future.