# Table of Contents

**Table of Contents**

*MESSAGE FROM THE FIRE CHIEF:* ................................................................. 2  
Agenda ................................................................................................................. 3  
Vision, Mission, and Guiding Principles ............................................................. 4  
SPOT Analysis .................................................................................................... 5  
Strategic Goals .................................................................................................... 6  
Appendix ................................................................................................................ 12  
Work Plans ........................................................................................................... 13
MESSAGE FROM THE FIRE CHIEF:
To Chief Officers, Division Heads and Future NFD Leaders--

Strategic planning is central to our organizational success. There are many benefits that go along with strategic planning. The key to successful strategic planning is to build in implementation steps measures and that allow us to engage our staff and members, and monitor the results at regular intervals.

The benefits of strategic planning:
• consensus on key issues and strategies to address them,
• commitment to implementing the strategies,
• capability building,
• communication of priorities,
• cooperation among those charged with achieving strategic objectives, and
• control of strategic initiatives

4 tips for successfully implementing our strategic plan:

1. Engage employees at all levels—Opportunities to participate are available throughout the plan. Find those willing to step up and invite them to help with the successful execution of the strategic initiatives.

2. Keep all our teams connected to the plan: Consistent communication can keep everyone on the same page and prevent conflicts from occurring.

3. Discuss our strategy honestly: Communicate why these changes and innovations are necessary to the fire district’s success and why the benefits will outweigh any perceived risks. By involving our members in the thought and decision-making process, we help them understand our overall goals while mitigating their fear of change and the unknown. Most importantly, we make ourselves available to get their honest feedback on the direction of the strategic plan.

4. Strategic Plan Implementation: Manage and prioritize projects. In addition to communicating the rationale behind our organization’s goals and objectives, it’s imperative that we involve employees in the projects and actions required to meet these goals. Prioritize projects in order of importance, so that our team doesn’t waste time on lesser tasks or complete tasks out of order.

Bill Tyler, Fire Chief
Agenda

Meeting Goal: Update and close out the existing 17/18 NFD Strategic Plan; then simplify and create a new two year strategic plan through 2020; this process involves meeting first with staff, then with the BOD. The Strategic plan informs the budget priorities.

8:15  Welcome: Napoleon’s Corporal

8:30  Review Completed, In Progress, On hold, & Not Started items from the existing Strategic Plan; then update and prepare to close out the existing 17/18 NFD Strategic Plan.

9:15  S.P.O.T Update

9:45  Break

10:00 Vision, Mission, Guiding Principles – Is it So?

10:30 Introduce 2018 to 2020 Goal Statements

11:00 Create Strategies to meet identified Goal Statements

12:00 WORKING LUNCH

13:00 FIN
Vision, Mission, and Guiding Principles

Our Vision

To position the Fire District operationally and financially to create a sustainable future.

Our Mission

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

Our Guiding Principles

We believe that our communities are the reason for our existence.

We believe that all members of our diverse communities are entitled to our best efforts.

We are committed to the protection of life, property and the environment.

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 will serve our communities with honesty, fairness, and integrity.

We will pursue safe, effective, timely, economical, and measurable solutions.

We will consistently provide professional, skilled, courteous, and compassionate customer service.

We will be sensitive to the changing needs of our communities.
### STRENGTHS
- Our Members
- Engagement due to promotions
- Member participation
- Use of Members in Hiring
- Dr. Zita’s contribution
- Community Service- Provide All Risk
- Transparency
- Explorers
- Unity Of Organization
- Increased Revenues
- Infrastructure/Facilities
- Labor/Mgt/BOD Relations
- Contracts/Purchasing Admin
- Board Of Directors Cohesiveness
- Board Of Directors To Staff And Members-Relations
- Public satisfaction & confidence in the Fire District is high
- Moving forward, not backwards

### PROBLEMS
- Vacancy in Finance
- Finance Recruitment
- Mandatory OT
- St. 62 Kitchen/ Tower Needs Work
- Infrastructure
- Unverified data
- Work comp #s
- Aging Work Force
- MBO Scheduling
- Programs not current
- Station 63 Condition
- Succession Plan For Ranks Below Chief Officer
- Storage Space
- FBOR/Novato Way Policies
- Hiring (Gap)
- Personnel Ordinance/Commission
- Behavioral Health
- Legal Labor Counsel

### OPPORTUNITIES
- Succession Planning/Promotions
- Update Revenue Streams (RPM Ambulance Billing Fees)
- Facility Use fees
- Internal focus/needs
- Annex parcel of lands of Kastania
- Update app process with tech
- Re org Admin job responsibilities to be more lean
- Revamp of training programs and personnel/Revamp EMS training
- Grants – Proactive Grant Team. (McCarthy, Teldeschi, Hamby, Hakenen)
- Pre-Plans
- Hiring
- Behavioral Health
- Shared Services (Finance) incoming
- Messaging establish community expectations re: WL fires
- Stat 62 lot development

### THREATS
- $$
- Long Term WC
- Veg mgt. Community expectation and demands
- Busy WL season
- Sustainability of crews on duty
- Aging population
- Call volume increase
- Lack of qualified applicants
- Revenue Sustainability
- County Line Radio Coverage
- Unfunded Liabilities
- Economic Instability
- Drought/Post Drought Climate Conditions

---

#### SPOT Analysis

### STRENGTHS
- Our Members
- Engagement due to promotions
- Member participation
- Use of Members in Hiring
- Dr. Zita’s contribution
- Community Service- Provide All Risk
- Transparency
- Explorers
- Unity Of Organization
- Increased Revenues
- Infrastructure/Facilities
- Labor/Mgt/BOD Relations
- Contracts/Purchasing Admin
- Board Of Directors Cohesiveness
- Board Of Directors To Staff And Members-Relations
- Public satisfaction & confidence in the Fire District is high
- Moving forward, not backwards

### PROBLEMS
- Vacancy in Finance
- Finance Recruitment
- Mandatory OT
- St. 62 Kitchen/ Tower Needs Work
- Infrastructure
- Unverified data
- Work comp #s
- Aging Work Force
- MBO Scheduling
- Programs not current
- Station 63 Condition
- Succession Plan For Ranks Below Chief Officer
- Storage Space
- FBOR/Novato Way Policies
- Hiring (Gap)
- Personnel Ordinance/Commission
- Behavioral Health
- Legal Labor Counsel

### OPPORTUNITIES
- Succession Planning/Promotions
- Update Revenue Streams (RPM Ambulance Billing Fees)
- Facility Use fees
- Internal focus/needs
- Annex parcel of lands of Kastania
- Update app process with tech
- Re org Admin job responsibilities to be more lean
- Revamp of training programs and personnel/Revamp EMS training
- Grants – Proactive Grant Team. (McCarthy, Teldeschi, Hamby, Hakenen)
- Pre-Plans
- Hiring
- Behavioral Health
- Shared Services (Finance) incoming
- Messaging establish community expectations re: WL fires
- Stat 62 lot development

### THREATS
- $$
- Long Term WC
- Veg mgt. Community expectation and demands
- Busy WL season
- Sustainability of crews on duty
- Aging population
- Call volume increase
- Lack of qualified applicants
- Revenue Sustainability
- County Line Radio Coverage
- Unfunded Liabilities
- Economic Instability
- Drought/Post Drought Climate Conditions
Strategic Goals

Goal #1
Provide well maintained apparatus, facilities and equipment that enable personnel to perform their jobs safely and effectively.

Goal #2
Have programs to enhance personal and professional development as well as health, safety and welfare of our people and our communities.

Goal #3
Novato Fire District will plan and act for a sustainable future.

Goal #4
Define, maintain and update Core District Documents within established timeframes.

Goal #5
Elevate effective internal and external communications and enhance our use of current and future technology.

Vision

Mission

Guiding Principles
1.1 Facilities
   a. Utilizing the current facilities assessment report, NFD personnel will inspect all District facilities and identify failing or inefficient building systems and components;
   b. NFD will prioritize items needing repair or replacement, fund appropriately, and take action on an approved schedule.

1.2 Apparatus
   a. NFD will inspect, maintain, and replace apparatus based on approved schedule, District policy and industry standards;
   b. NFD will incorporate current technology with each specification to enhance safety to members and the public.

1.3 Equipment
   a. NFD will create a multi-year replacement schedule for mission critical equipment, then inspect, maintain, and replace equipment based on approved District policy and industry standards;
   b. NFD will incorporate current technology with each specification to enhance safety to our members.
2.1 Behavioral Health & Wellness
   a. NFD will develop and implement a joint labor-management supported Firefighter Behavioral Health Assistance Program (BHAP) that integrates key elements identified in and informed by sections of NFPA 1500 and industry best practices.

2.2 Succession Planning
   a. NFD will develop and implement a formalized written succession plan and training program, for all safety members and positions incorporating the CDG and appropriate task book.

2.3 Training
   a. NFD will evaluate, update, and support with qualified personnel, effective, contemporary mandated training.

2.4 Physicals
   a. NFD will evaluate the scope of and continue to provide an enhanced annual physical program for safety members that incorporate key items from NFPA 1582 as well as other joint health initiative recommendations.

2.5 Safety
   a. NFD will foster a new culture of safety by re-establishing a Safety Committee to review and analyze employee injury and incident data in order to identify common factors;

   b. NFD will provide tool box training and other preventative education back to members based on data, findings and other OSHA mandated requirements.

2.6 Community
   a. NFD will reduce the risk to the community by reviewing current programs and analyzing NFD incident response call types, and other data;

   b. NFD will identify common factors and determine target audiences in order to add or modify existing programs to enhance community safety.
3.1 **Budgets, Expenditures and Reserves**

a. NFD will prepare responsible and accountable budgets that are tied to the Fire District’s adopted mission, goals, and strategies; and

b. NFD will identify and implement efficiencies in existing expenditures in order to reduce existing costs when possible; and

c. NFD will fund reserves in such a way that provides for some level stability during economic downturns; and

d. NFD will provide evidence to justify the community benefit of its adopted budgets, expenditures, and reserves.
4.1 CORE Documents

a. NFD will identify, review, and update its CORE fundamental documents as follows:

1. **Strategic Plan**: 1-5 years; Suggest 2 year length minimum

2. **District Policies**: 3 years, 1/3 per year per NFD policy

3. **Standard of Cover**: 5 years, will gather data and analyze prepare key sections over next 2 years.

4. **Comprehensive Annual Financial Report (CAFR)**: annually, financial section is audited annually; will add an annual review of stats section to match.

5. **Career Development Guide (CDG)**: 5 years

6. **Community Wildfire Protection Plan (CWPP)**: 5 years with annual work plan updates

7. **Training Manuals**: 5 year Schedule

8. **Budget**: 1 year schedule
Goal # 5

Elevate effective internal and external communications and enhance our use of current and future technology.

5.1 Social Media
   a. NFD will develop a standardized annual prescribed messaging program that coordinates with local, State and Federal topics; and
   
   b. NFD will identify and train persons authorized to post messaging on behalf of the District; and
   
   c. NFD will identify when and how to post to Social media sites based incident type and desired outcome through Nixle, next door Facebook and other social media; and
   
   d. NFD will identify approval processes for release of information to the public or media.

5.2 Internal Communications
   a. NFD will explore and improve priority internal communications via memo or other communication tool or vehicle to create a culture of a shared, raised situational awareness.

5.3 External Communications
   a. NFD will explore and improve external communications via non-electronic means and methods to the “Whole Community,” including but not limited to seniors, minorities, non-English speaking communities, and Access & Functional Needs (AFN) populations.

5.4 Current Technology
   a. NFD will identify current electronic programs, identify strong users of each program, and create a train the trainer sessions to increase member interface, familiarity and use of each program.

5.5 Future Technology
   a. NFD will explore future technologies through our research and development committee and other entry points; and
   
   b. NFD will create pathways to integrate those identified as essential to our Fire District.
Appendix
Work Plans