

# ***Strategic Plan***



***2020 – 2025***

***Menlo Park Fire  
Protection District***



**Menlo Park Fire Protection District  
2019 – 2024  
STRATEGIC PLAN  
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# MENLO PARK FIRE PROTECTION DISTRICT



## ***Strategic Plan 2018 – 2023***

### **Introduction**

Members of the Menlo Park Fire Protection District will spend each day completing routine duties or providing services for the residents, visitors and businesses in the community they serve. Firefighters will dutifully check their equipment each day for readiness. Administrative staff will review invoices and account for the expenditures that are submitted each week. Fire prevention staff will review plans, inspect buildings and communicate with developers. All these activities and more are routinely completed. Many tasks are completed daily, weekly and monthly in the present.

Strategic planning encompasses more than the completion of daily duties and the providing of emergency services by District members. Strategic planning does not focus on the routine work District members complete but what do we need to complete looking to the future. Strategic thinking and planning involve setting goals and the deliverables that are required to achieve those futuristic goals. The planning is based on a future that must be planned for in the present and assignment of deliverables to members of the Fire district.

When planning strategically, we must acknowledge that change is inevitable and irrespective of how careful we plan for the future, there will be change that will impact even the most careful planning. We can anticipate that we have two basic approaches to the inevitable change. As an organization, we can plan for change and be proactive, or we can react to change. Strategic planning is the proactive approach to future changes, planned for and completed in anticipation that change is inevitable.

We should all recognize that it's a rare occasion that anything goes according to plan. Irrespective of how well we plan, many times we must change those plans. Anticipation of changes is a reality which we must identify as a foundational approach to our planning efforts. These realities are part of our planning assumptions. In essence, we simply don't know exactly what will happen, when it will happen, where it will happen, or what the impacts will be. We also can never be completely certain about the availability resources we will require to attain our planning goals.<sup>1</sup>

The Menlo Park Fire Protection District Strategic Plan will address policy, procedures, programs and activities in planning for the future. In that planning effort we will acknowledge and anticipate that even as we plan, there will be change imposed upon us by technology, a changing workforce, our community, the economy and other factors outside of our control.

***"No man ever steps into the same river twice, for it is not the same river and he is not the same man",  
Heraclitus of Ephesus.***

### **The Fire District**

Located between Highway 280 and the San Francisco Bay in the southern most portion of San Mateo County, the Menlo Park Fire Protection District provides public safety emergency services. The District provides fire protection and prevention, emergency medical, technical rescue, hazardous

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<sup>1</sup> <https://triecker.wordpress.com/2016/04/06/no-battle-plan-survives-contact-with-the-enemy/>

materials, disaster preparedness, and public education services to the Town of Atherton, Cities of East Palo Alto and Menlo Park, portions of unincorporated San Mateo County, and contract emergency services for the Stanford Linear Accelerator (SLAC).

Bordered generally by Redwood City on the north, San Francisco Bay on the east, Santa Clara County (Palo Alto) on the south, and Woodside on the west, the District encompasses approximately 30 square miles with an estimated population of 90,000 residents. The District is situated just north of the County of Santa Clara commonly known as Silicon Valley and South of San Francisco. The area was initially developed as a popular country estate community for San Francisco businessmen. In addition to being in close proximity to Stanford University, Stanford Hospital, and home to Facebook, the region is also known as a venture capital center and research and development hub for the Valley. Also, located within the District is one of the ten Department of Energy National Labs at SLAC and other National Testing Centers such as Stanford Research Institute (or SRI International).

The District resides as a section of the greater urban San Francisco Bay Area, the majority of the District is residential with related commercial and light industrial uses. The economy centers around high density venture capital, private equity, financial services, law firms, and other professional services companies focusing on technology and health science. The economic activity is concentrated in the western area of the District near Stanford University and Hospital, and high-density business and industrial uses on the east side adjacent to San Francisco Bay near the Dumbarton Bridge.

With elevation ranging from sea level to approximately 300 feet, the District enjoys a Mediterranean climate characterized by mild winters and dry summers. Rainfall averages approximately 16 inches per year, generally occurring between mid-October and mid-April. Average temperatures range from a low of 36o F – 40o F in the winter to a high of 75o F – 80o F in the summer. The area enjoys an average of 255 sunny days per year with 56 days of precipitation mild winds.

The District is dispatched for emergency and non-emergency calls for service by the San Mateo County Communications serving all of the cities, districts, and unincorporated areas of the County.<sup>2</sup>

### **Growth & Development**

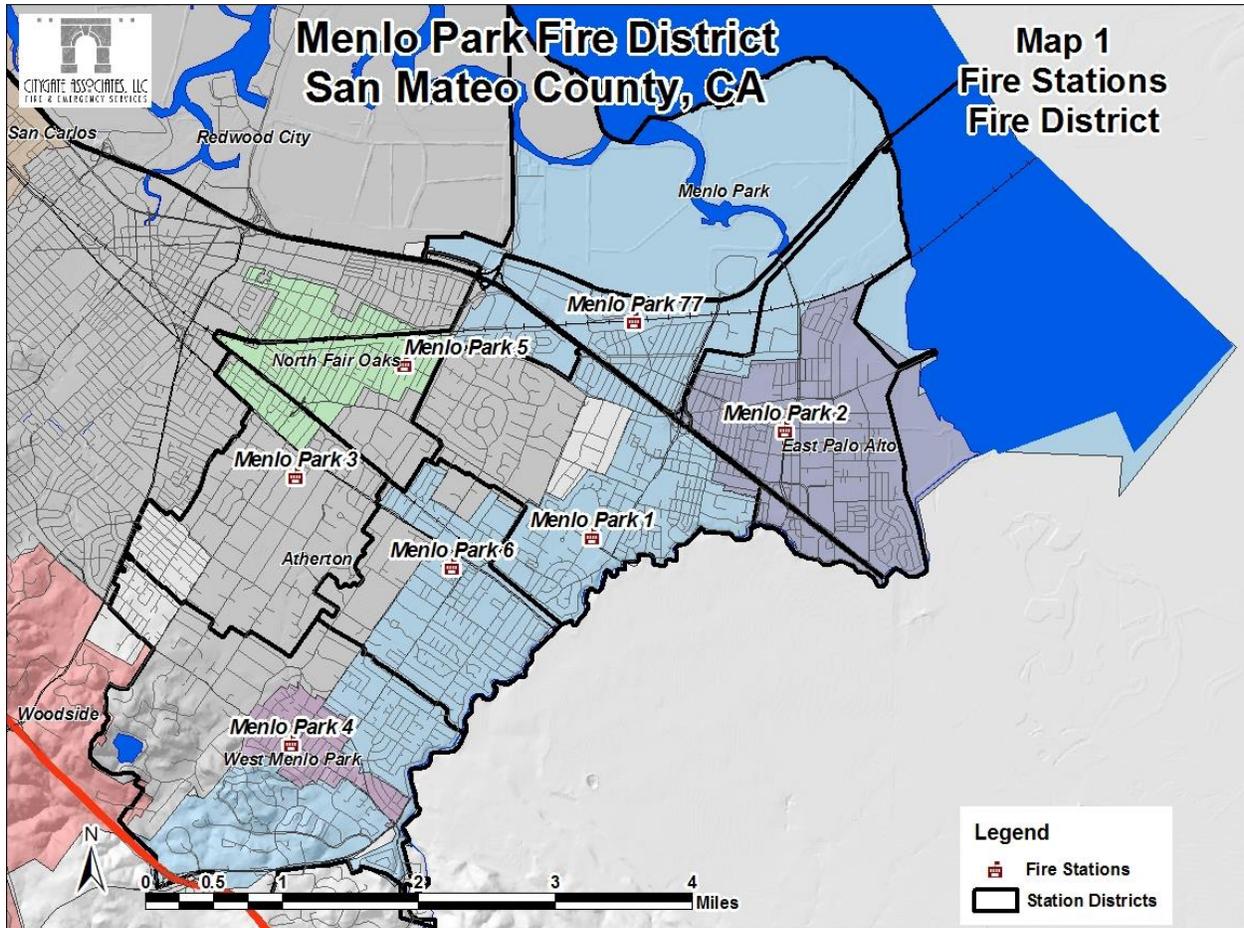
Located south of San Francisco and boarding on the Santa Clara, San Mateo County line, The Menlo Park Fire Protection District services the City of Menlo Park and East Palo Alto. Both cities are experiencing growth in the nature of multi-family residential, office, hotel and high technology occupancies. Each type of occupancy presents its own challenges and demands with respect to fire, rescue and EMS services.

Given the nature of underdeveloped areas, especially along commercial and transportation corridors, the Fire District acknowledges that proactive planning on the part of the District is essential. East Palo Alto alone anticipates that a number of high-rise buildings are already in the planning stages. In Menlo Park, one occupancy alone, Facebook, has added thousands of square footages of buildings and is planning for a mixed-use Facebook community at the site of a current business park that they have acquired. Each of these occupancies because of construction, use, size and number of occupants will generate demands for service. The District's Strategic Plan will take into consideration the anticipated

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<sup>2</sup> Standards of Cover Assessment for the Menlo Park Fire Protection District, Volume 2 of 3, Technical Report, p. 2 thru 3.

demand for services in addressing that impact on the District’s ability to continue providing the highest-level mitigation and emergency services.



## PHILOSOPHY

As a member of the Fire District, not every decision that we make nor how we accomplish or complete our work can be articulated in policy or procedure. How we go about completing our tasks and developing programs requires an overarching “vision” of what we should be doing and how then do we achieve that vision. Responsive leaders of organizations take the time to lay down a “vision” for the organization that then becomes a shared “vision” providing guidance for all members. In short, a Vision Statement becomes an overarching guideline for members of any organization.

As we move forward, based on the shared District “vision”, we will make decisions and conduct ourselves in **Creating a Safer Community** by incorporating the following:

- We will be **responsive** to needs of the community. Within the context of our mission and to the extent that the District can fund activities, we will respond to request for support and collaboration.

- We will be **professional** in the services we provide and how we interact with other agencies, community members and each other. Every interaction we have among ourselves, with community members and other agencies should be approached in the most professional manner possible. We will be judged as professional by our conduct, our expertise and our appearance.
- We will earn and maintain the **trust** of community members. Establishing trust and building upon that trust requires that we are honest, open/transparent, hold ourselves accountable and conduct ourselves within the context of the communities and our expressed values.
- We will conduct ourselves in an **ethical** manner. Decisions and conduct must uphold the most ethical of community and professional standards. It must be remembered that even the appearance of wrong doing can be a violation of ethical behavior although the behavior is not legally wrong.
- We will be **visionary** in our thinking. As we complete our daily tasks and render service to the community, we should always be looking to the future to embrace best practice, anticipate and manage change and actively seek opportunities.
- We will employ **technology** to create a safer community. Within the context of our stated mission we will consistently look for technological and innovated changes to how we serve our community and create a safer community.

**Pillars:**

We can utilize a metaphor to assist District members to fully understand the organizational culture of the Menlo Park Fire Protection District and to communicate with our community. Foundational to the District are six (6) "PILLARS" that are in a sense the foundation upon which the District functions and makes decisions. The Six (6) PILLARS are:



The core principles in the District Vision Statement serve as denoting an underlying basis or principle upon which we as members and how the District as a whole will serve our community. These principles, serve as the guide as to how we will expend taxpayer's funds, make decisions relative to how we will operate and importantly how we will treat our customers and each other. Like the metaphor, should one or more of the core principles be violated, the foundation of who we are as an organization will crumble.

A strong foundation will lead to a solid organization that remains current, relevant, and is not subject to obsolescence. That same organization grounded on a sound foundation will weather any controversy that could easily topple other organizations not grounded on a firm philosophical principle.

The Fire District's business is providing for the safety of the community served and when necessary providing emergency service. We are committed to providing high quality services to our citizens, businesses and visitors to our District. We believe that the success of our organization depends on teamwork, mutual trust and honesty achieved through commitment to the following values:

- Communication with one another and with citizens
- Loyalty to our community, to the organization, and to each other
- Innovation in meeting the present and future needs of the District
- Responsibility as a team for the efficient and effective delivery of services
- Pride in our work, in our dedication to public service, and in being the best we can be.<sup>3</sup>

### **FIREFIGHTER CODE OF ETHICS**

As a firefighter and member of the Menlo Park Fire Protection District, my fundamental duty is to serve the community; to safeguard and preserve life and property against the elements of fire and disaster; and maintain a proficiency in the art and science of fire engineering.

- I will uphold the standards of my profession, continually search for new and improved methods and share my knowledge and skills with my contemporaries and successors.
- I will not allow personal feelings, nor danger to self, deter me from my responsibilities as a firefighter.
- I will at all times, respect the property and rights of all men and women, the laws of my community and my country, and the chosen way of life of my fellow citizens.
- I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of the fire service. I will never use my official position to obtain advantages or favors for myself, my friends or family.
- I will constantly strive to achieve the objectives and ideals, dedicating myself to my chosen profession; saving of life, fire prevention and fire suppression. As a member of the Menlo Park Fire Protection District, I accept this self-imposed and self-enforced obligation as my responsibility.<sup>4</sup>

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<sup>3</sup> Menlo Park Fire Protection District, Policies and Procedures, Philosophy, p. 2

<sup>4</sup> Menlo Park Fire Protection District, Policies and Procedures, Firefighter Code of Ethics, p. 3

## Strategic Plan

Daily each member of the Fire District attends to activities required to maintain operational and service-related readiness. Members prepare to provide response to emergencies, in preparation members plan and provide the requisite training of personnel, maintenance of facilities, apparatus and equipment to provide fire, rescue and EMS services. All daily activities are guided by the Vision and Mission statements codified in the Strategic Plan.

Beyond daily activities, the District provides guidance for future goals in a Strategic Plan. **Strategic planning** is an [organization's process](#) of defining its [strategy](#), or direction, and making [decisions](#) on allocating its resources to pursue this strategy. It may also extend to control mechanisms for guiding the implementation of the strategy.<sup>5</sup> Fire District members will provide input into current activities that contribute to the successful completion of strategic goals. The deliverables that contribute to the overall achievement of the strategic goals then become implemented into all daily planning and decisions.

Daily members will continue the routine of readiness preparation while at the same time be guided in all activities and decisions by more lofty and futuristic strategic goals. The strategic plan is developed to serve as a guide for district members so as they complete their daily activities they can contribute to a planned future. The plan is to be considered a living document, to be regularly reviewed, modified and if necessary changed year to year.

## S.W.O.T. Strengths, Weakness, Opportunities & Threats

Identification of Strengths, Weakness, Opportunities and Threats, (SWOTs) are important aspects of any strategic planning process. That information once gathered can be utilized in the later steps of the strategic planning process to achieve the detailed goals and objectives. As a first step in developing a strategic plan, decision-makers should consider whether the objective is attainable in light of information gathered through a SWOT analysis. If the objective is *not* attainable, they must select a different objective and repeat the process.<sup>6</sup>

**SWOT analysis** (or **SWOT matrix**) is an acronym strengths, *weaknesses*, *opportunities*, and *threats* and thus can be used to measure business competition, opposing military or a project. This is so one could specify the objectives of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieve that objective.

- Strengths: characteristics of the business or project that give it an advantage over others
- Weaknesses: characteristics of the business that place the business or project at a disadvantage relative to others
- Opportunities: elements in the environment that the business or project could exploit to its advantage
- Threats: elements in the environment that could cause trouble for the business or project

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<sup>5</sup> [https://en.wikipedia.org/wiki/Strategic\\_planning](https://en.wikipedia.org/wiki/Strategic_planning)

<sup>6</sup> [https://en.wikipedia.org/wiki/SWOT\\_analysis](https://en.wikipedia.org/wiki/SWOT_analysis)

The District solicited input from all District members with respect to their individual perception of strengths, weakness, opportunities and threats to the District. The data was collocated and then taken to the Strategic Planning team for discussion and insertion into the first “**DRAFT**” of a District Strategic Plan. The data was gathered and discussed. The following is reflective of consensus with respect to each element:

**Strengths –**

1. The District is well funded
2. Members are heavily committed to the community
3. The community supports the District, the District services are highly regarded
4. Quality EMS services are provided
5. Heavy commitment of members to training and use of equipment
6. Positive customer service culture

**Weakness –**

1. Lack of long-term planning
2. Inability to be introspective, open to criticism
3. Lack of internal communications
4. Lack of shared vision
5. Poor relationship with other agencies/local government
6. Too many projects, many not completed

**Opportunities –**

1. Opportunities for more community involvement
2. Technology, especially that which will be enhanced operations and contribute to the safety of firefighters
3. Participation in social media
4. Improving relationships with other agencies/local government
5. Adoption of standards (1710) and best practices Vision 20/20

**Threats -**

1. Traffic and congestion
2. Public discussion of the cost of services
3. Very inexperienced young staff/turn over/ loss of experience
4. Terrorism – high value targets within the District (Facebook)
5. Lack of technology in many aspects the District is significantly behind
6. Media coverage/negative reports/wages/cost of services

Based on an analysis and discussion of the SWOT data and discussion of the ongoing readiness and service challenges, the Strategic Team developed a number of overall Strategic Goals. The Strategic Team accepted full responsibility for the delineation of what strategic goals would be communicated to

District members. The deliverables, specific actionable and measurable objectives in order to active the strategic goals were open for discussion and input from all District members.

In short, the Strategic Team is responsible for setting out the Goals to achieve, (the what is to be achieved) all members will contribute to the deliverables in achieving those goals, (the how we achieve the stated goals).

## **Strategic Goals**

***1.0 Support and provide “Community Education Programs” preparing community members with the ability to mitigate the impact to life and property from the effects of manmade and natural emergencies.***

### **1.1. Build a Resilient Communities**

1.1.1 Participate in the development of the City’s and Town Local Hazard Mitigation Plans and track related projects.

1.1.2 Participate in reviewing the City’s and Town Emergency Operation Plans and assisting with developing response annexes.

1.1.3 Continue to facilitate and/or chair the Inter-governmental Disaster Service Committee through sharing best practices and developing standardized EOC processes (Field Emergency Resource Management System, Training Accountability Personnel System, Damage Assessment Reporting System etc.)

### **1.2 Support citizen preparedness efforts to include Community Emergency Response Teams (CERT) recruitment, equipping and training.**

1.2.1 Curate and deliver FEMA-based CERT classes to community members living or working in the District

1.2.2 Direct activities of Community Crisis Management program, including mass marketing, logistics, and IT provisioning

1.2.3 Prepare Bay Area CERT Program services survey to benchmark and guide improvement efforts

1.2.4 Develop Volunteer Leadership operations manual for CCM CERT Advisory Board to guide interactions and expectations

1.2.5 Review and optimize all District Community maps to include rationalized CERT Response areas, location of critical CERT assets, and Emergency Assembly Points

1.2.6 Leverage CERT resources to operationalize a pilot Incident Support / FF Rehab (NFPA approved) service vehicle

1.2.7 Improve District-wide community emergency communication and public safety Ham-radio support through improvements to CERT Communications Trailer and distributed stand-alone high-powered radios (co-located with disaster caches)

1.2.8 Re-process, replenish, and standardize community disaster caches to support CERT mobilization in a disaster

**1.3 Work collaboratively with local partner agencies to develop evacuation shelter plans**

- 1.3.1 Develop District-wide Volunteer Management plan, to include operational guidance on evacuation support and mass notification
- 1.3.2 Incorporate best-practice evacuation plans into regular community disaster exercises

**1.4 Conduct K-3 school children community education thru the Firefighters in Safety Education (F.I.S.E.) program**

- 1.4.1 Research and develop a list of all K-3 schools within the District
- 1.4.2 Develop an estimate of the number of children in K – 3 schools within the District
- 1.4.3 Explore a concept of each fire company, each shift adopts one class K-3 within their District (9 fire companies' X three (3) shifts = 29 total schools)
- 1.4.4 Teach F.I.S.E. curriculum to all incoming District members, all fire companies and supply each fire company so that they can conduct stand-alone presentations of the F.I.S.E. curriculum
- 1.4.5 Coordinate with school administrators to develop an annual schedule of F.I.S.E. presentations
- 1.4.6 Finalize an annual schedule of F.I.S.E. presentations
- 1.4.7 Report out semiannually the number of F.S.I.E. presentations and attendance
- 1.4.8 Report out annually the number of F.I.S.E. presentations and attendance including number of K-3 schools and children taught
- 1.4.9 Conduct research of future opportunities to present F.I.S.E. programs

**1.5 Conduct senior citizen community education thru the Remember When, senior program**

- 1.5.1 Research and develop a list of all senior centers and possible locations where the senior program can be presented
- 1.5.2 Develop a check list of senior teachable moments for all fire companies to utilize when called to a residential occupancy that houses seniors
- 1.5.3 Teach Remember When curriculum to all incoming District members, all fire companies and supply all fire companies so that they can present stand-alone Remember When Curriculum within their District
- 1.5.4 Develop an annual schedule of Remember When presentations
- 1.5.5 Compile a semiannually report include number of presentations, group in attendance and number of attendees
- 1.5.6 Compile an end of the year report on all senior centers and number of seniors in attendance for Remember When presentations
- 1.5.7 Research opportunities to conduct Remembering When presentations to community groups

**1.6 Manage programs that contribute to the safety and prevention of injury from accidents to visitors and residents of the District**

- 1.6.1 Utilize data to determine community risk assessment/identify high-risk populations exposed to fire, injury and emergency causes
- 1.6.2 Research programs to address at risk groups
- 1.6.3 Develop programs to reach high risk populations and high-risk areas, and high emergency call volume causes
- 1.6.4 Organize and conduct education and mitigation projects
- 1.6.5 Develop assessments to evaluate the effectiveness of programs delivered
- 1.6.6 Compile an end of year report on risk assessment, programs developed, and effectiveness of programs, complete with financials expenditures/cost savings if applicable.

***2.0 Utilizing NFPA 1500, 1582 and 1710 as guidelines, support efforts that promote and provide for the health and safety of the community and MPFPD personnel.***

**2.1 Reduce exposures of personnel from harmful substances**

- 2.1.1 Manage a policy to ensure that in all fire stations personnel maintain closed doors to apparatus bay
- 2.1.2 Develop and communicate/educate members on operational procedures to ensure that members dry decontaminate turnouts after each fire and prior to return to quarters
- 2.1.3 Monitor & continue the policy of bagging turnouts and sending for cleaning as needed and after each exposure
- 2.1.4 Develop and manage a policy of “NO” turnouts in sleeping, assembly or eating areas in all fire stations
- 2.1.5 Research best practice decontaminating SCBA at the scene and placing back in-service
- 2.1.6 Research best practice fire service minimum staffing, how staffing is a contributing factor with respect to fireground safety, and probability to implement

**2.2 Specify, contract for and have constructed work areas to reduce the spread of toxic substances and prevent exposures at non-emergency work sites**

- 2.2.1 Research best current practice with respect to personnel protection from toxic substances at all facilities
- 2.2.2 Place health and safety issues on the agenda for discussion of the facilities/design team
- 2.3.3 Conduct a review District policy with respect to exposure protection
- 2.3.4 Ensure that reports are completed for all exposures and are forwarded to the Safety Committee for review, findings and recommendations
- 2.3.5 Place best practice examples of containing toxic substances and reducing exposure within facilities on the agenda for all facilities committee meetings

**2.3 Maintain a yearly health and wellness screening for all employees**

- 2.3.1 Conduct yearly health and wellness screening and monitoring of results
- 2.3.2 Distribute a summary of the results of the health and wellness screening to the safety committee for review and discussion
- 2.3.3 Report out health and wellness screening results and discussion/recommendation of the safety committee to all District members
- 2.3.4 Review current yearly blood test practice and conduct research to make recommendations for improvement

**2.4 Conduct health and wellness education**

- 2.4.1 Conduct yearly health and wellness education for all members
- 2.4.2 Assign member of the safety committee to research relevant health and wellness topics
- 2.4.3 Collaborate with the District safety committee to distribute preventative health and safety information
- 2.4.4 Distribute quarterly information focusing on health and wellness research and topics of discussion

**2.5 Review health and wellness test to maintain best practice**

- 2.5.1 Research use/cost and outcomes of ultra-sound screening for all members
- 2.5.2 Develop proposal for implementation into yearly wellness testing
- 2.5.3 Gain approval Fire Chief & Board

**2.6 Provide fit testing of SCBAs and other protective breathing/mask devices for all public safety employees**

- 2.6.1 Conduct annual fit testing all members including SCBA and protective mask
- 2.6.2 Research use of alternative personal protection breathing equipment for use in fire overhaul and wildland operations

**2.7 Provide for inspection and cleaning of all PPE**

- 2.6.1 Manage to ensure that appropriate decontamination and cleaning of SCBA is completed
- 2.6.2 Research best practice in returning SCBA to service at the incident scene and in return to quarters
- 2.6.3 Conduct annual inspection of all PPE

***3.0 Specify, construct and maintain quality facilities to meet the current and future deployment/coverage, training, storage and administrative needs of the District.***

**3.1 Conduct periodic facility inspections**

- 3.1.1 Schedule and conduct yearly facilities inspections
- 3.1.2 Schedule and conduct yearly emergency generators and water supply maintenance and service inspections
- 3.1.3 Develop standard in-house fire company facility inspection check list

3.1.4 Assign routine facilities inspection/maintenance/repair to senior fire company officer

**3.2 Manage and keep current a routine facilities maintenance policy**

3.2.1 Review/develop routine fire company facility maintenance practices and codify in policy

3.2.2 Schedule routine submittals monthly facility reports

3.2.3 Periodic review of routine facilities maintenance policy

3.2.4 Distribute annual report on facilities maintenance

**3.3 Contract for routine inspection/maintenance of heating, HVAC and other building systems**

3.3.1 Survey best practice other fire departments, use of contract facilities work

3.3.2 Develop routine facilities inspection/maintenance/repair by facilities system with contractors

**3.4 Solicit/survey input from personnel and incorporate into development of facilities**

3.4.1 Establish a member facility committee

3.4.2 Develop and conduct survey to elicit input from members with respect to routine inspection/maintenance of facilities and facility systems

***4.0 Specify, purchase, fabricate and maintain quality equipment, apparatus, and technology to meet current and future deployment needs***

**4.1 Schedule and complete periodic inspection of equipment and apparatus**

4.1.1 Continue to complete "daily" apparatus and equipment checks

4.1.2 Develop a semi-annual apparatus/equipment check routine and reporting system

4.1.3 Develop an annual report. apparatus/equipment checks

**4.2 Contract testing Ladders, SCBA and fire hose to meet manufacture and safety standards**

4.2.1 Complete yearly budget and contract renewal for testing and inspection of essential equipment, ladders, SCBAs and hose

4.2.2 Complete annual testing of essential equipment, ladders, SCBAS and hose

4.2.3 Develop an annual report on test results and activities

**4.3 Develop amortization and replacement cycle for all capital equipment purchases**

4.3.1 Research best practice with respect to replacement of capital equipment

4.3.2 Develop amortization/funding plan for capital apparatus/equipment

4.3.3 Execute contracts for capital apparatus/equipment as detailed in the replacement plan

***5.0 Maintain financial stability through planning, budgeting and stewardship of public funds to provide the highest quality service***

**5.1 Develop individual program budget process/policy**

- 5.1.1 Manage an individual program annual budget development and approval process
- 5.1.2 Quarterly distribute program budget balances to all program managers
- 5.1.3 Develop semi-annual reporting of program budgets
- 5.1.4 Develop end of year financial report by program

**5.2 Publish District financials on the District web site**

- 5.2.1 Breakdown District financials and report on a semiannual basis
- 5.2.2 Complete annual audits of District financial practice and process
- 5.2.3 Develop an easily understood and summary of revenues, expenditures for District staff

**5.3 Develop budget training for all fire company officers and Key administrative staff**

- 5.3.1 Develop a District and Program budget development and milestone lesson plan
- 5.3.2 Complete an annual pre-budget development presentation and discussion

**5.4 Fully fund amortization schedule of all capital assets**

- 5.4.1 Review all replacement schedules with respect to apparatus and other capital assets
- 5.4.2 Develop amortization schedule balancing funding and prioritization of needs
- 5.4.3 Review and update annually capital amortization schedule
- 5.4.4 Review and adjust annually amortization schedule prior to setting fiscal year's budget

***6.0 Support mentorship of future leaders and personnel development as a learning organization.***

**6.1 Develop a District mentorship program for all interested supervisory or management employees**

- 6.1.1 Survey members to determine interest
- 6.1.2 Survey for best practice other fire department-based mentorship programs
- 6.1.3 Establish an ad hoc committee of members to review and develop a leadership/mentorship program
- 6.1.4 Review program with "labor" for final input
- 6.1.5 Finalize draft and institute a voluntary District wide mentorship program
- 6.1.6 Evaluate effectiveness
- 6.1.7 Institute changes as needed

**6.2 Complete a comprehensive routine review and publication of a training calendar**

- 6.2.1 Conduct weekly staff meeting reviews of calendar
- 6.2.2 Develop a simple semi-annual report of training activities, compile for the annual report
- 6.2.3 End of year meet with senior staff to prioritize for coming fiscal year
- 6.2.4 Develop two-year training calendar

**6.3 Encourage District members to pursue formal Education**

- 6.3.1 Review Educational Reimbursement policy and funding
- 6.3.2 Solicit input from labor on educational reimbursement and education pre-requisites
- 6.3.3 Implement any changes that are recommended through administrative and labor review and discussions
- 6.3.4 Manage and track use of educational reimbursement

**6.4 Develop policy detailing minimum requirements for all classified positions including certification and higher education**

- 6.4.1 Survey best practice, uniformed, support & administrative staff minimum qualifications, all positions
- 6.4.2 Review state and National Fire Academy courses and task books
- 6.4.3 Solicit input from labor regarding minimum qualification, all ranks
- 6.4.4 Develop/implement minimum educational and experience qualifications for promotion, all ranks

**6.5 Sponsor programs so that the District develops well qualified personnel to meet current and future needs**

- 6.5.1 Complete review of Educational Reimbursement policy and funding
- 6.5.2 Review State Fire Marshal training curriculum and identify educational tracks by position
- 6.5.3 Identify courses, District sponsored to support and improve members ability to manage their duties/programs

***7.0 – Consistent with the District’s Vision, remain current and Implement advanced technologies, compile and analyze data to enhance service delivery and utilize to make analytic driven decisions***

**7.1 Develop fire company performance matrix**

- 7.1.1 Establish benchmarks for total response times (alert, turnout, travel)
- 7.1.2 Develop Critical Task for Low, Moderate, High and Special occupancies
- 7.1.3 Establish benchmarks in performance EMS (cardiac, STEMI)
- 7.1.4 Develop reporting and tracking of EMS benchmark performance
- 7.1.5 Research best practice and use of analytical software used to track performance

**7.2 Implement bench mark standards and systematically collect and analyze data**

- 7.2.1 Contract software/analytical capability to track benchmark performance
- 7.2.2 Report performances to members on a semi-annual basis
- 7.2.3 Implement process to systematically address less than standard performance
- 7.2.4 Monitor/review operational data, manage modifications as needed

**7.3 Monitor/review operational data, manage modifications as needed**

- 7.3.1 Assign responsible member to monitor and track benchmark performance
- 7.3.2 Monthly review and provide an analysis of benchmark performance
- 7.3.3 Develop quarterly report on benchmark performance
- 7.3.4 Develop end of year report on benchmark performance

**7.4 Develop and implement operational technology master plan**

- 7.4.1 Make fully operational UAS technology
- 7.4.2 Develop S.O.G.s for use of UAVs for fire, search/rescue and Haz Mat
- 7.4.3 Develop technology committee to review and recommend research and subsequent implementation of technology
- 7.4.4 Research Augmented Reality devices and use with SCBAs
- 7.4.5 Research implementation of I-Pad Incident Command Technology
- 7.4.6 Research hardware for implementation of an I-Pad based Incident Command module
- 7.4.7 Develop SOG Incident Command module – I-Pad
- 7.4.8 Develop operational training
- 7.4.9 Develop concept of operation for the Com STAT Van

**7.5 Seek out technology and support county, state and federal communications interoperability solutions**

- 7.5.1 Research the impact on the District of Public Safety Broadband technology
- 7.5.2 Develop the capability to maintain communications with local, county and statewide agencies
- 7.5.3 Integrate District >>>>>>command/communications unit into county EOC operations

**7.6 Utilize Community Risk Assessment in development of future service delivery**

- 7.6.1 Develop next 5-year deployment and coverage strategies
- 7.6.2 Develop staffing strategies taking under consideration NFPA 1710 and the development of High-Rise building in Menlo Park and East Palo Alto
- 7.6.3 Review mutual and automatic aid agreements to assure meeting of projected District call volume needs

## **7.7 Develop reports/transparency AHJ and external stakeholders**

- 7.7.1 Assign staff to develop and report out benchmark status in alignment with the accreditation project
- 7.7.2 Develop clear/concise metrics to insert into the District web site on a semi-annual basis
- 7.7.3 Develop metrics and insert into the Districts Annual Report
- 7.7.4 Report metrics and benchmark data to senior staff at the annual year end meeting

## ***8.0 – Disseminate District core values and public education messages, relevant information, relevant public information and utilize a consistent point of contact***

### **8.1 Utilize social media to keep members and public informed**

- 8.1.1 Research use of social media and appropriate platform fire service best practice
- 8.1.2 Solicit input from District members
- 8.1.3 Based on recommendations research software/hardware cost & implementation
- 8.1.4 Begin Beta test of software & hardware
- 8.1.5 Complete project

### **8.2 Collaborate with the firefighter association supporting lifesaving and fire prevention education**

- 8.2.1 Disseminate FISE curriculum to all probationary firefighters
- 8.2.2 Meet with and seek out collaborative programs with Firefighter Association

### **8.3 Update District web site on a semi-annual basis**

- 8.3.1 Train all stakeholders how to refresh and update their sections of the web site
- 8.3.2 Develop template/model for updates to the web site
- 8.3.3 Review web site template with senior division/program managers

## ***9.0 Develop and implement “Fire Protection Programs” in support of emergency first responders, to assist business owners, builders and developers with the ability to mitigate the impact to life and property from the effects of manmade and natural emergencies***

### **9.1 Review, analyze and define scope of fire prevention services, sufficient to meet present and future needs.**

- 9.1.1 Identify working group to represent all fire prevention elements (plan examination, construction inspection, annual inspection, hazardous materials, code enforcement, engineering, training, etc.).
- 9.1.2 Review statutes, regulations and adopted standards to clearly establish mandatory plan review/inspection requirements
- 9.1.3 Compare current plan review and inspection practices against statutory requirements, local ordinance, adopted standards, industry practice, and contract obligations
- 9.1.4 Provide training/education of all affected personnel for consistent application

**9.2 Create a formal staff development program for succession planning of existing fire prevention personnel.**

- 9.2.1 Identify minimum orientation information and technical skill level required of all new employees
- 9.2.2 Prepare and document introductory training module for new employees to address skills identified by the previous critical task
- 9.2.3 Coordinate with all fire prevention positions for creation of “task books” for supervisor sign off of minimum required skill sets
- 9.2.4 Evaluate and identify “cross training” opportunities within fire prevention, and across divisional lines
- 9.2.5 Evaluate, identify, and document minimum continuing education requirements for each fire prevention position

**9.3 Identify, develop and implement a comprehensive community education program.**

- 9.3.1 Identify the internal and external stakeholders
- 9.3.2 Identify authorities
- 9.3.3 Identify processes and procedures
- 9.3.4 Convene the internal stakeholders and perform a needs assessment
- 9.3.5 Review the current program; compare and contrast versus the needs assessment
- 9.3.6 Compile the final needs assessment
- 9.3.7 Convene all of the stakeholders to vet the needs assessment
- 9.3.8 Publish the final needs assessment to be utilized as the guiding document for the development and implementation objective
- 9.3.9 Identify the Program Development Team
- 9.3.10 Identify the resources available and leverage opportunities
- 9.3.11 Gather current plans and review
- 9.3.12 Identify the gaps and tie back to the needs assessment
- 9.3.13 Develop a Community Education Services Program Plan
- 9.3.14 Develop a Training and Exercise Plan to support the Community Education Services Program Plan
- 9.3.15 Develop a Sustainability Program Plan

**9.4 Digitize and automate all relevant fire prevention data.**

- 9.4.1 Identify programs and resources needed
- 9.4.2 Identify stakeholders
- 9.4.3 Review current processes for efficiency and priorities
- 9.4.4 Provide programs and resources for implementation
- 9.4.5 Provide training for implementation
- 9.4.6 Review process and efficiency of program implementation
- 9.4.7 Establish schedule for periodic review of policy and training documents to evaluate effectiveness and recommend revision, as necessary