

**FIRE DISTRICT**

# Strategic Plan 2020-2023

Adopted by SCFD Board of Directors  
November 15, 2020

**Last Update**

June 2021

Presented by  
Mark Heine, Fire Chief  
John Nelson, Board President (Rt.)

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## Introduction

Beginning several years ago, the yet to be formed Sonoma County Fire District (SCFD) started the process of reorganizations (merging) several agencies into one agency, with the goal of increasing overall service to our communities. Today, we serve the Town of Windsor, Larkfield, Wikiup, Mark West, Mountain Home area, Middle Rincon Valley, Bennett Valley, Bellevue, The Graton Casino, Fulton, Russian River / Guerneville, and the surrounding unincorporated areas. As a newly formed agency, we have a rich history of great agencies with a new history in the making.

Our customer focused strategic planning process accomplishes more than just the development of this document; it challenges the members of the SCFD to look critically at paradigms, values, philosophies, beliefs, and desires. The strategic plan challenges individuals to work in the best interest of the “team.” In addition, the plan provides the members of the district with the opportunity to participate in the development of their organization’s long-term direction and focus.



SCFD has 52 full-time line staff, 12 Apprentice Firefighters and 25 volunteers. The administration includes a Fire Chief, two Deputy Chiefs, three Battalion Chiefs (shift), two Division Chiefs (Fire Marshal and training / safety), a Deputy Fire Marshal, two Fire Inspectors, a finance division and administrative support. The district boundary encompassing more than 195 square miles, plus 160 square miles (plus 160 square miles of ambulance service area) and serves a population

of more than 75,000 people.

The members of the SCFD serve our communities with pride, integrity, and an unwavering commitment to excellence. Customer care and community involvement are our culture. “We have it all” when it comes to the diversity of our response area. Our response area includes a municipal airport (Charles M. Schultz – Sonoma County Airport), commuter rail service (SMART Train), many large and small wineries, a large rural area, several internationally known businesses such Medtronics, Amy’s Kitchen, Russian River Brewery, and Kendell-Jackson Wine, a large wildlife preserve (Safari West), and one of the state’s largest casinos (Graton Casino in Rohnert Park). The Russian River runs through the district and is known as a world class recreational area. While there are routine calls for service in our district, we are also well trained and equipped for unique calls. In addition to modern fleet of Type I, III and VI fire engines, SCFD has a ladder truck, rescue vehicle, an ALS ambulance, boats, jet skis, and an OES Type I and water tender. We also have a FEMA certified rescue dog and handler. We have 9 stations, 6 of which are staffed-and 4 with volunteers to serve our district. We are a special district managed by a 7-member Board of Directors.

This strategic plan is central to our organizational success and will help guide all of us on our collective journey.

## Executive Summary

In December 2018, the entire workforce from Rincon Valley, Windsor, and Bennett Valley Fire Protection Districts, and the Mountain Volunteer Fire Company gathered at the Holiday Inn in Windsor to begin crafting what would become the working plan to merge those agencies in to one new agency. Using the Incident Command System – a planning system quite familiar to all employees and an excellent planning tool - the group crafted the district's first customer focused strategic plan including building guiding principles, values, and a vision. Shortly after and as a result of this meeting the Board of Directors crafted a new district mission statement. In April 2019, the four agencies were consolidated through the LAFCO Process, forming the Sonoma County Fire District.



In February 2020, the executive<sup>1</sup> team met for three days (two days off site, one day back in the station) with four primary purposes;

- 1) To pause to see where we were in the overall strategic planning process;
- 2) To take a deep dive into the current state of the fire district (SWOT process and analysis);
- 3) To review the budget – are we working within our means and allocating funds for mission critical items;
- 4) To develop and update short to medium range goals.

The outcome of the retreat showed that the district is well into its journey of integration. The Vision, Mission, and Guiding Principles are fresh and relevant; we are financially disciplined; and we are working within our means. The team developed the following goals:

- I. Seek All Funding Opportunities
- II. Invest in Infrastructure and Equipment
- III. Build Strong Internal and External Communications
- IV. Invest in the Team for a Strong Community Service Focused Culture
- V. Employee Health and Safety
- VI. Service Delivery Enhancements
- VII. Other Goals -- The catch bin of items for an agency in major transition

The following is the SCFD 2020 to 2023 Customer Focused Strategic Plan.

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<sup>1</sup> Management team: Mark Heine (Fire Chief), Ron Busch (Deputy Chief) and Matt Gustafson (Deputy Chief), Cyndi Foreman (Division Chief/Fire Marshal), Mark Dunn (Division Chief/Training and Safety) Robert Johnson (A-Battalion Chief), Mike Elson (B-Battalion Chief), Rob Bisordi (C-Battalion Chief), Jeff Lemelin (Vol-Battalion Chief), Kathy Washington (Executive Assistant), Terri Bolduc (Finance Manager)

## District Facts

### History



SCFD was formed in April 2019 after the process of consolidating the Rincon Valley Fire District (established 1945), the Bennett Valley Fire District (established 1948) the Windsor Fire District (established 1965), and the Mountain Volunteer Fire Department (established 1968). In July 2020, the Russian River Fire Protection District (established 1922 as the Guerneville

Fire Protection District) joined SCFD. In May 2020, discussions started to bring the Forestville Fire Protection District (established 1938 and became a district in 1958) into SCFD. These various districts bring a very rich history to the new district. Their milestones are integrated into the new organization to “create new history” for SCFD.



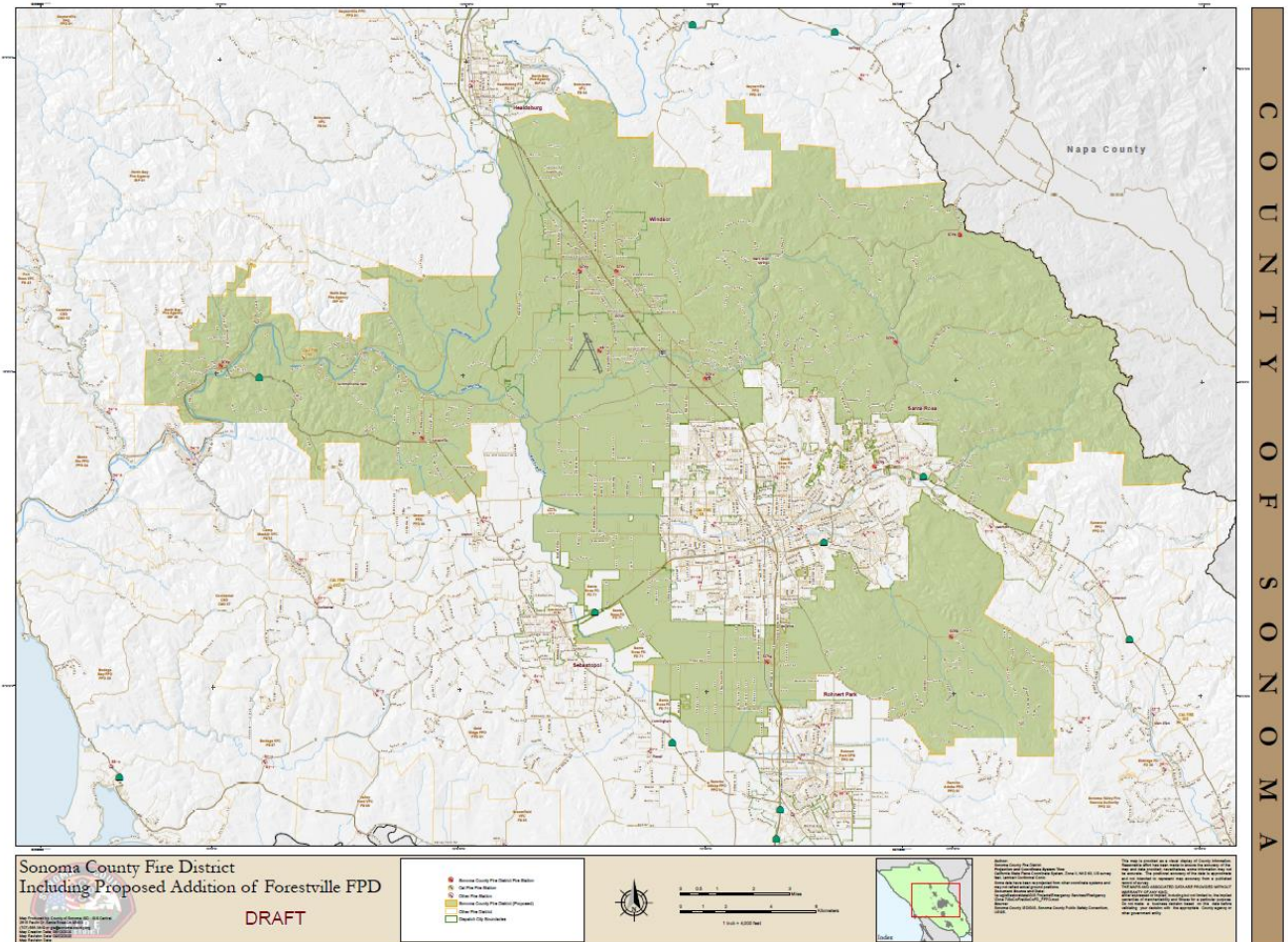
### Present Day

Our agency is an “all risk” fire district, meaning we will respond to the needs of the community regardless of the nature of the incident and begin the process of solving the problem to lead to a positive outcome. We are a combination agency (volunteer and full-time staff). We have 9 fire stations and approximately 125 employees. SCFD serves a population of more than 75,000 people and about 20,000 visitors at peak times. We are an Advanced Life Support (ALS) provider with one ALS ambulance while integrating paramedics on engines to create ALS engine companies.



## District Map

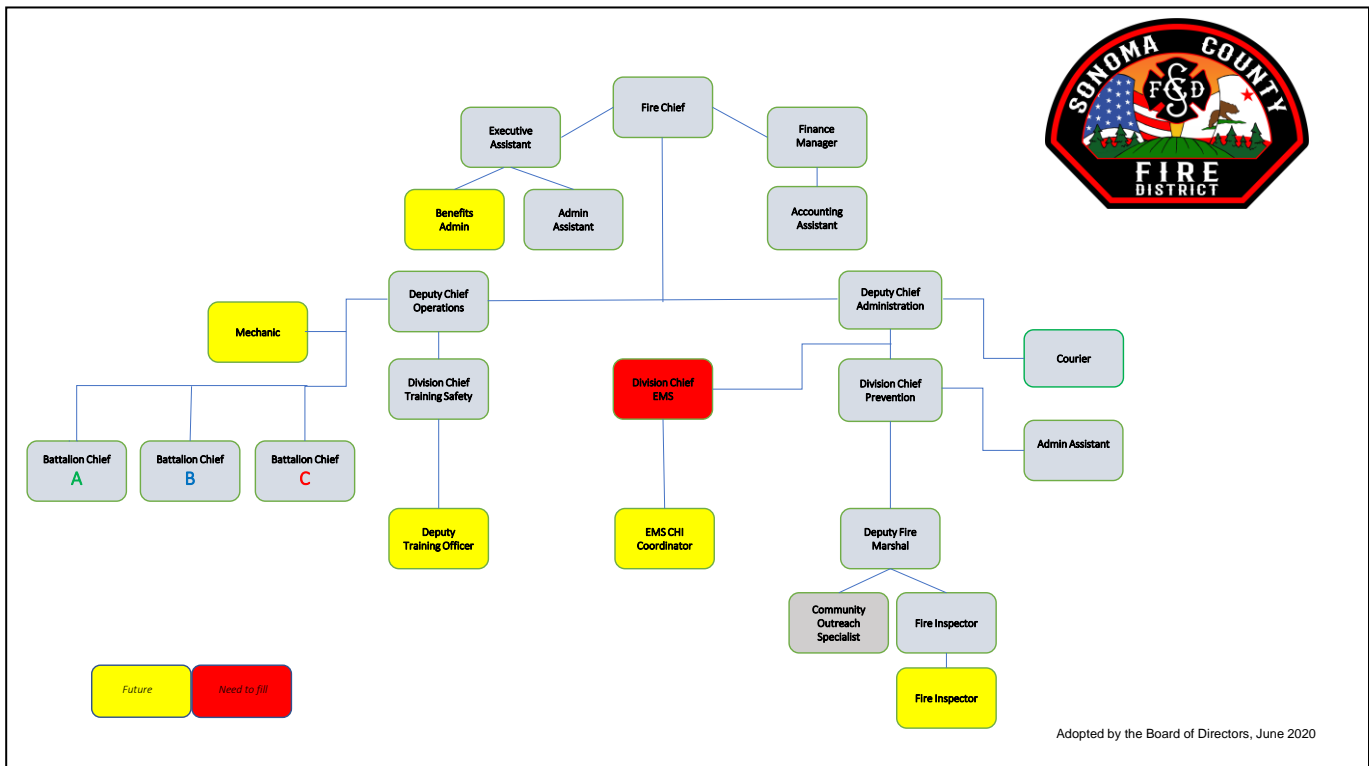
SCFD is in Northern California, near the City of Santa Rosa. Our district spans south to north from the Rohnert Park area to Memorial Bridge in Healdsburg and west to east from the Guerneville / Russian River to the Napa County Line. Map inclusive of Forestville FPD (planned for July 2021).



## Organization

SCFD's organizational chart is set up to help illustrate our organization's hierarchy and assignments. Today, our agency currently has 20 Firefighters, 7 Firefighter/Paramedics, 18 Engineers, 18 Captains that report to 3 Battalion Chiefs on three different shifts. There are two Division Chiefs – training and safety and fire prevention. Together, this structure makes up three fully staffed shifts. The Battalion Chiefs and Division Chiefs report to the Deputy Chief who reports to the Fire Chief. There are other non-emergency support functions including finance, training and safety, and administrative support.

## Organization Chart as of February 2021<sup>2</sup>



## SCFD Mission, Vision, and Guiding Principles

### **Mission Statement**

*To compassionately care for the safety of our communities and our visitors through progressive professional emergency preparedness and response.*

### **Vision Statement**

*We will position the fire district to provide fiscal sustainability while providing excellence in emergency response and community preparedness.*

### **Our Guiding Principles**

- We believe in providing the highest level of professionalism to our communities; therefore, we will remain committed to honesty and integrity.
- We believe in a positive and professional work environment; therefore, we will treat everyone with respect and honesty.
- We believe in the importance of flexibility and adaptability; therefore, we will welcome growth and change.

<sup>2</sup> Public Education Officer changed to Community Outreach Specialist

➤ We believe that honesty is essential; therefore, we will be transparent in every aspect of service.

➤ We believe being compassionate is essential; therefore, we will treat everyone with kindness.

## Our Future

Prior to, but certainly increased by the impacts of the 2017 Tubbs Fire, the fire agencies were all struggling to survive financially. Today, SCFD is on the move to improve and increase services from basic life support to advanced life support. We are bolstering a fire prevention and public outreach division, increasing employee training and safety, and researching various methods to update the fleet and infrastructure.

## Budget

### Philosophy and Best Practices

SCFD's annual budget is one of the most important policy and directive documents the district produces. It provides a financial plan and a framework for the entire district's operations. Developing and managing a budget is how we successfully allocate, track, and plan fiscal spending and long-term financial forecasting. SCFD budgeting process



is driven by its mission; *We will position the fire district to provide fiscal sustainability while providing excellence in emergency response and community preparedness.*

SCFD's annual budget is crafted following standards created by the Government Account Standards Board (GASB). GASB is an independent, non-political organization founded to promote clear, consistent, transparent, and comparable financial reporting for state and local governments.

The GASB's mission is achieved through an open and independent process that encourages broad participation from all stakeholders and objectively considers and analyzes all their views. The SCFD preliminary budget is adopted prior to July 1<sup>st</sup> each year and provides control of revenues and expenses including appropriations (budgeted expenses) on a line item basis and the means of financing those items (budgeted revenues). Monthly reports are generated on expense activity that assist district managers to monitor activities and programs. These financial reports are also reviewed by the Board of Directors at their monthly meeting to assure budgetary compliance. The budget is posted on the district website as it is a public document. On a quarterly basis, the budget committee (appointed by the Board of Directors) reviews the budget progress. SCFD is audited annually by an outside accounting firm for proper fiscal practices and procedures. As a recipient of federal, state, and county financial funding, the SCFD ensures adequate control structures are in place which comply with applicable laws and regulations related



to those programs. The budget supports the operations of 9 fire stations (6 staffed full time), initial attack engines, a ladder truck, one advanced life support ambulance, command chief officer, rescue, and other support staff and equipment.

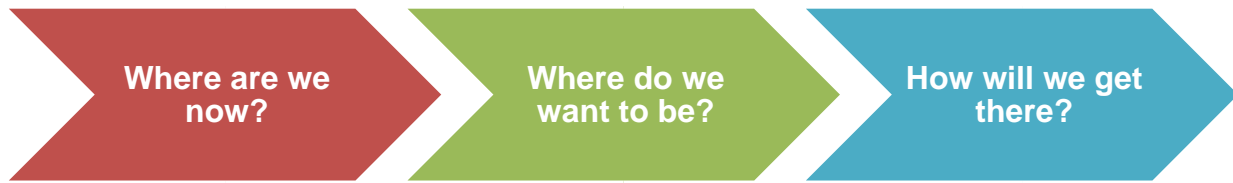
Five Year Outlook<sup>3</sup>

**Sonoma County Fire District  
5 Year Financial Projections at Fiscal Year 2020-2021 Final Budget Adoption**

|   | 2020-21<br>Projection | 2021-22<br>Projection* | 2022-23<br>Projection* | 2023-24<br>Projection* | 2024-25<br>Projection* |
|---|-----------------------|------------------------|------------------------|------------------------|------------------------|
| Total 10 · Taxes                        | \$14,313,200          | \$14,885,728           | \$15,481,157           | \$16,100,403           | \$16,744,420           |
| Total 17 · Use of Money/Property        | \$53,500              | \$53,500               | \$53,500               | \$53,500               | \$53,500               |
| Total 20 · Intergovernmental Revenues   | \$2,669,629           | \$1,947,800            | \$2,041,600            | \$2,100,034            | \$2,100,034            |
| Total 30 · Charges for Services         | \$980,000             | \$980,000              | \$980,000              | \$980,000              | \$980,000              |
| Total 40 · Miscellaneous Revenues       | \$932,420             | \$1,006,517            | \$1,081,096            | \$1,156,166            | \$1,156,166            |
| <b>Total Revenue</b>                    | <b>\$18,948,749</b>   | <b>\$18,873,545</b>    | <b>\$19,637,353</b>    | <b>\$20,390,103</b>    | <b>\$21,034,120</b>    |
| Total 50 · Salaries/Employment Benefits | \$15,591,314          | \$15,958,488           | \$16,437,243           | \$16,930,360           | \$17,438,271           |
| Total 60 · Services/Supplies            | \$2,559,607           | \$2,195,806            | \$2,261,680            | \$2,329,531            | \$2,399,417            |
| Total 75 · Long Term Debt               | \$203,248             | \$318,437              | \$318,437              | \$318,437              | \$318,437              |
| Total 85 · Capital Assets               | \$2,096,726           | \$350,000              | \$350,000              | \$350,000              | \$350,000              |
| <b>Total Expenditures</b>               | <b>\$20,450,895</b>   | <b>\$18,822,731</b>    | <b>\$19,367,360</b>    | <b>\$19,928,328</b>    | <b>\$20,506,124</b>    |
| <b>OPERATING SURPLUS / (DEFICIT)</b>    | <b>\$(1,502,146)</b>  | <b>\$50,814</b>        | <b>\$269,993</b>       | <b>\$461,776</b>       | <b>\$527,995</b>       |

<sup>3</sup> Budget forecast fluctuates with the state of the economy.

## Strategic Planning Process



When developing a strategic plan, SCFD needed to look at where it is now, where it wants to be, and how it will get there.

### Where are we now?

We completed the reorganizations of Windsor, Rincon Valley, Bennett Valley, and Russian River Fire Protection Districts, and the Mountain Volunteer Fire Company into a new district - the Sonoma County Fire District. In doing so, we maintained services that otherwise would not have been able to survive in the long term due to funding challenges. In the past year, we have increased staffing on the engines, added new administration staff, and consolidated all operations and procedures of the former agencies.

### Where do we want to be?

We want to be the leaders in fire and EMS services, providing fiscal sustainable emergency and fire prevention services. We want to be poised and ready or even ahead of what might come our way specific to our industry, but also local, state-wide, and international events. We are positioning SCFD to increase its services to district-wide advanced life support.

### How will we get there?

- Strategic objectives: Our strategic goals and objectives are continuous and designed to keep us connected to our mission.
- Strategy: Our strategy is to utilize our organization's strengths with opportunities that will add value to our service delivery system. We are building a system that provides excellence in all aspects of service delivery.
- Execution: In executing our strategic plan, we will need to show commitment, flexibility, and steadfastness in achieving our goals. It's critical that we are a very strong team assuring each member of the team succeeds. We will be extraordinarily focused on community service as our primary customer focused goal.

**Strengths, Weaknesses, Opportunity, and Threat Analysis**  
**(SWOT)**

A SWOT analysis is a strategic planning technique used to help organizations identify strengths, weaknesses, opportunities, and threats as it relates to the agency. SWOT is a tool for evaluating the strategic position of the organization.

| <b>Strengths</b><br>Aspects of service delivery in which we excel   | <b>Weakness</b><br>Aspects of service delivery which we identified as important, but may not excel   |
|---|--|
| We are in the lead<br>Station 1, 3, 8 good condition<br>Our staff is "all in"<br>Open minded management team (ALS, as an example)<br>Politically - good standing<br>Town of Windsor Relations<br>SoCo BOS Relations<br>Tribe relations (Graton, Lytton)   | Airport<br>Station 2, 4, 5, 6, 9 poor to very poor condition<br>Readiness to become ALS<br>Challenges hiring ALS<br>Funding better, but challenge<br>Aging fleet <sup>4</sup>  |
| <b>Opportunities</b><br>A discernment and a gauge of the changing demographics, favorable economic and social trends, opportunities to improve  | <b>Threats</b><br>Obstacles we may face in accomplishing our core mission  |
| ALS provider<br>ALS chief position<br>COPE and CERT synergy<br>We are in the lead / strong leadership<br>We can lead this<br>Solid Board of Directors<br>Measure G<br>Standards of cover<br>Labor management relations<br>Cal-JAC membership<br>Special Operations Task Force 4<br>Grants and other funding<br>Casino contract opening<br>Airport | Sonoma County Fire District vs. the County of Sonoma (confusion)<br>Special Operations Task Force 4 (readiness) <sup>5</sup><br>Airport<br>Unknowns<br>Going too fast<br>Keeping pace<br>Growing too slow<br>Bigger "target" when you are leading<br>Large SRA<br>RR floods – we now "own it"<br>No Plan B for Measure G<br>Tribe relations – If not careful, could damage relations<br>Infrastructure very weak Station <sup>6</sup> 2, 4, 5, 7, 9<br>Politics – Current Board of Directors won't be there in the future<br>COVID |

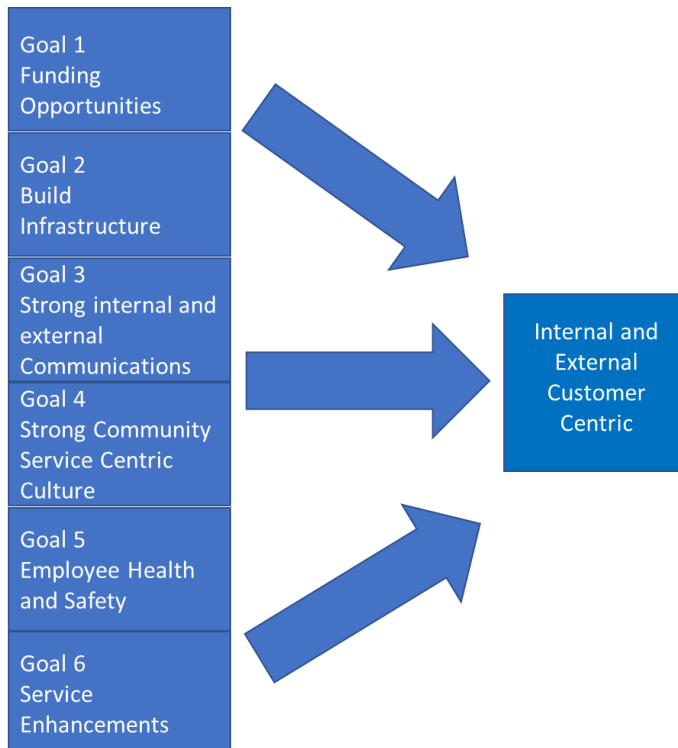
<sup>4</sup> Apparatus Inventory and Assessment Report – Robert Johnson In Progress

<sup>6</sup> Facilities Condition Assessment Report – Kitchel Inc. 2018

**Specific, Measurable Achievable, Relevant Time-based Goal Process (SMART)**



SCFD has created six *Strategic Goals* designed to address key issues identified during the strategic planning process and action items that provide a method and path for achieving those goals. Because we are an agency in transition, a seventh goal (“Other”) captures both goals in progress as well as “immediate need” objectives. The process used to create the goals were specific to the organization based on the SWOT, written in specific, measurable, achievable, relevant to the current environment, and time-based process (SMART).



## 2020 to 2023 Goals

| <b>Goal 1 -- Seek All Funding Opportunities</b>  |  |                     |                            |                 |
|--|--|---------------------|----------------------------|-----------------|
| <i>Objective -- Secure long-term sustainable funding -- funding that provides an alternative funding stream to reliance on property tax.</i> |  |                     |                            |                 |
|  | <i>Action Items</i>  | <i>Lead</i>         | <i>Timeframe</i>           | <i>Priority</i> |
| 1.1  | Seek consolidation and annexation opportunities that may assist in service delivery and long-term sustainable funding.<br><br>Position SCFD for an ambulance contract<br><br><i>Anticipated Funding Needs: \$300,000<sup>7</sup></i> | Heine<br><br>Heine  | On-going                   | A               |
| 1.2  | Pursue relative grant opportunities.<br><br><i>Anticipated Funding Needs: \$0</i>  | Bolduc              | On-going                   | B               |
| 1.3  | Update and/or establish fee for service schedules<br><ul style="list-style-type: none"> <li>■ Fire Prevention Fee</li> <li>■ Ambulance Fee</li> <li>■ Developer Impact Fee</li> </ul><br><i>Anticipated Funding Needs: \$125,000</i> | Bolduc              | April<br>April<br>December | A               |
| 1.4  | Renegotiate casino contracts as necessary.<br><br><i>Anticipated Funding Needs: \$0</i>  | Dunn                |                            | B               |
| 1.5  | Maximize reimbursements.<br><br>Fire Management Assistance Grant Program (FMAG)<br>California Office of Emergency Services (CAL-OES) <sup>8</sup><br>Insurance reimbursements<br><br><i>Anticipated Funding Needs: \$0</i>           | Bolduc<br><br>Busch |                            | A               |
| 1.6  | Maximize finance strategies.<br><br><i>Anticipated Funding Needs: \$0</i>  | Bolduc              |                            | A               |
| 1.7  | Maximize Cal-JAC <sup>9</sup><br><br><i>Anticipated Funding Needs: \$15,000</i>  | Busch<br>Dunn       |                            | A               |
| 1.8  | Maximize fundraising opportunities to support items not purchased via general fund. Align foundations to be one and unified.   | Lemelin             |                            | C               |

<sup>7</sup> Consultant fees

<sup>8</sup> When an area is declared a state of emergency and responses provided to other jurisdictions



|     |  |        |  |   |
|-----|--|--------|--|---|
|     | Consolidate volunteer associations.<br><i>Anticipated Funding Needs: \$0</i>                   |        |  |   |
| 1.9 | ID Funding sources and capital improvement plan (CIP)<br><i>Anticipated Funding Needs: \$0</i> | Bolduc |  | B |

| <b>Goal 2 – Invest in Infrastructure and Equipment</b>   |  |   |                                 |                   |
|--|--|---|---------------------------------|-------------------|
| <i>Objective – Plan for and provide modern, safe, and functional facilities and apparatus.</i> |  |   |                                 |                   |
|  | <i>Action Items</i>  | <i>Lead</i>   | <i>Timeframe</i>                | <i>Priority</i>   |
| 2.1  | <p>Develop an administration office space plan, short- and long-term solutions addressing growth and productivity.</p> <p>Increase ring-down capabilities (crew call system).</p> <p><i>Anticipated Funding Needs: *\$225,000</i></p>  | Washington  | August                          | A                 |
| 2.2  | <p>Implement a facility committee</p> <p>Using 2018 Facilities study and 2020 Standards of Cover Study, make recommendation for ST and LT building needs.</p> <p>Develop a master facility update plan for BODs.</p> <p><i>Anticipated Funding Needs:</i></p>  | <p>Gustafson</p> <p>Busch</p> <p>Gustafson</p>            | <p>January</p> <p>September</p> | <p>B</p> <p>B</p> |
| 2.3  | <p>Implement an apparatus and equipment committee</p> <p>Address deferred apparatus purchase program.</p> <p>Using 2020 Standards of Cover Study, make recommendation, adopt a fleet upgrade and replacement schedule.</p> <p>Each year, consider one type I, III, or VI<sup>10</sup> Engines.</p> <p>Update fleet vehicles (prevention, training officer and deputy chief)</p> <p><i>Anticipated Funding Needs:</i></p> | <p>Johnson</p> <p>Busch</p> <p>Johnson</p> <p>Johnson</p> |                                 |                   |
| 2.4  | <p>Address deferred technology program.</p> <p><i>Anticipated Funding Needs:</i></p>   | Washington  |                                 |                   |

| <b>Goal 3 – Build Strong Internal and External Communications</b>   |   |  |   |                 |
|---|---|--|---|-----------------|
| <i>Objective – Create and implement a communications plan for internal and external communications, information sharing, and transparency</i> |   |  |   |                 |
|   | <i>Action Items</i>   | <i>Lead</i>  | <i>Timeframe</i>                                | <i>Priority</i> |
| 3.1   | Set up an annual managers retreat.<br>A chance for the executive team to change their environment, review the performance of SCFD, and analyze trends (SWOTs) that may be affecting them.<br><br><i>Anticipated Funding Needs: \$8000</i>   | Gustafson  | January   | High            |
| 3.2   | Schedule 1 staff meeting each month with admin team.<br>Review meeting formats make improvements.<br>All—hands meetings<br><br><i>Anticipated Funding Needs: None</i>   | Gustafson<br><br>Busch   | January<br>April<br>July<br>November<br>As need | High            |
| 3.3   | Video Conferencing<br>Adopt video conferencing platforms for training, morning shift informational pass on, emergencies, etc.<br><br><i>Anticipated Funding Needs: None</i>   | Gustafson  | January   | Medium          |
| 3.4   | Social Media<br>Engage Streamline Inc. for social media compliance.<br><br>Post routine items of interest, public education, public safety notices on social media (uplifting, informational item in and within the SCFD, etc.)<br><br>Recruitments<br><br><i>Anticipated Funding Needs: \$4000</i> | Foreman<br>Flowers<br><br><br>Busch,<br>Washington,<br>Gustafson |   |                 |
| 3.5   | Alerting<br>Engage Nixle for community outreach, mass and/or localized information sharing, disaster, and evacuations assistance.<br><br>Increase training on Nixle.<br><br><i>Anticipated Funding Needs: \$6000</i>  | Heine<br>Foreman<br><br>Foreman                                  |   |                 |
| 3.6   | Strong presence community events, public education opportunities public safety fairs, etc.  | Foreman  |   |                 |

|      |  |            |  |  |
|------|--|------------|--|--|
|      | <i>Anticipated Funding Needs:</i>  |            |  |  |
| 3.7  | <p>Strong representation at Town Council, Sonoma County Board of Supervisors.</p> <p>Strong representation at professional affiliated and trade groups (Fire Prevention Officers Association, Chief Officers Association, etc.).</p> <p><i>Anticipated Funding Needs: \$10,000</i></p> | Heine      |  |  |
| 3.8  | <p>Develop an internal decision-making model that addressed more complex issues facing the SCFD. Develop a “close the loop” culture<sup>11</sup></p> <p><i>Anticipated Funding Needs:</i></p>  | Heine      |  |  |
| 3.9  | <p>Implement a monthly internal newsletter. Include employee recognitions</p>  | Washington |  |  |
| 3.10 | <p>Create a “gossip and rumor” policy.</p> <p><i>Anticipated Funding Needs:</i></p>  | Elson      |  |  |

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<sup>11</sup> While hard to measure, the management team wanted a placeholder and reminder if its desire to “close the loop on items, keep items from being unresolved.

| <b>Goal 4 – Invest in the Team for a Strong Community Centric Culture</b>                |   |             |                  |                 |
|--|---|-------------|------------------|-----------------|
| <i>Objective – Invest in culture that is community focused (internally and external)</i> |   |             |                  |                 |
|  | <i>Action Items</i>   | <i>Lead</i> | <i>Timeframe</i> | <i>Priority</i> |
| 4.1  | Create a “mission moment” (employee recognition program)<br><br><i>Anticipated Funding Needs:</i>   | Washington  |                  |                 |
| 4.2  | Create a system that supports each other’s success.<br><br><i>Anticipated Funding Needs:</i>  |             |                  |                 |
| 4.3  | Create a system for embracing the brand and a measurements tool for morale/culture, accountably, and recognitions.<br><br><i>Anticipated Funding Needs:</i> |             |                  |                 |
| 4.4  | Update tasks and projects lists<br><br><i>Anticipated Funding Needs:</i>  | Busch       |                  |                 |
| 4.6  | Update employee review system<br><br><i>Anticipated Funding Needs:</i>  | Gustafson   |                  |                 |
| 4.7  | Develop an employee succession plan<br><br><i>Anticipated Funding Needs:</i>  | Dunn        |                  |                 |



| <b>Goal 5 -- Employee Health and Safety</b>  |   |             |                  |                 |
|--|---|-------------|------------------|-----------------|
| <i>Objective -- Invest in Employee health and safety by providing superb training, education, physicals, equipment, safe facilities, etc. (NFPA compliant physical exams, Implementation of behavioral health programs, enhance Training Division personnel and programs, ensure facility employee safety, provide safe and efficient equipment and apparatus)</i> |   |             |                  |                 |
|  | <i>Action Items</i>   | <i>Lead</i> | <i>Timeframe</i> | <i>Priority</i> |
| 5.1  | Mirror or adopt IAFF health and safety program.<br><br><i>Anticipated Funding Needs:</i>  | Dunn        |                  |                 |
| 5.2  | Identify mission critical training and education programs<br><br><i>Anticipated Funding Needs:</i>  | Dunn        |                  |                 |
| 5.3  | Implement comprehensive employee health and wellness initiative <ul style="list-style-type: none"> <li>■ Annual NFPA compliant health exams</li> <li>■ Behavior health training and support services</li> <li>■ Improve physical training and equipment</li> </ul><br><i>Anticipated Funding Needs:</i> | Dunn        |                  |                 |
| 5.4  | Implement a scene officer dedicated to safety.<br><br><i>Anticipated Funding Needs:</i>   | Gustafson   |                  |                 |
| 5.5  | Increase station security.<br><br><i>Anticipated Funding Needs: \$9000</i>  | Gustafson   |                  |                 |

| <b>Goal 6 – Service <i>Delivery Enhancements</i></b>   |  |             |                  |                 |
|--|--|-------------|------------------|-----------------|
| <i>Objective – Review and invest in opportunities to provide enhanced services to the communities.</i> |  |             |                  |                 |
|  | <i>Action Items</i>  | <i>Lead</i> | <i>Timeframe</i> | <i>Priority</i> |
| 6.1  | <p>Increase in services.</p> <p>Pursue Ambulance Contract with the County of Sonoma</p> <p>Enhance EMS services to the communities served by Station 2 (Larkfield)</p> <ul style="list-style-type: none"> <li>■ BLS to ALS Engine Company</li> </ul> <p>Enhance EMS services to the communities served by Station 8 (Bennett Valley)</p> <ul style="list-style-type: none"> <li>■ BLS to ALS Engine Company</li> </ul> <p>Enhance EMS services to the communities served by Station 9 (Guerneville)</p> <ul style="list-style-type: none"> <li>■ 5-person staffing – One ALS engine, one engine</li> </ul> <p>Maintain 3 person engines Station 1, 3, and 4 (Windsor west, Windsor East, and Bellevue respectively)</p> <p>ALS Priority (March 2021):</p> <p>Priority 1 –<br/>Station #9<br/>Station #7 (Forestville)</p> <p>Priority 2 –<br/>Station #6<br/>Station #2</p> <p>Priority 3 –<br/>Station #1<br/>Station #3</p> <p>Priority 4 –<br/>Two “hire over”</p> <p>Position the entire SCD towards providing advanced life support (ALS)</p> <p>Develop ASC Training</p> | Heine       |                  |                 |

|     |  |                    |  |  |
|-----|--|--------------------|--|--|
|     | Hired six paramedics June 2021<br><br><i>Anticipated Funding Needs:</i>  |                    |  |  |
| 6.2 | Build a robust fire prevention division – Enhance community risk programs<br><br><ul style="list-style-type: none"> <li>■ Purchase FireHouse software</li> <li>■ Create the positions of Fire Inspector; hire fire inspector(s)</li> <li>■ Create the position of Administrative Assistant assigned to fire prevention; hire Administrative Assistant for fire prevention.</li> <li>■ Begin fire inspection program.</li> <li>■ Provide seasonal weed abatement program, defensible space education and complaint resolution services.</li> </ul><br><i>Anticipated Funding Needs:</i> | Foreman            |  |  |
| 6.3 | Strategic placement of fire stations and specialized equipment (see goal No. 2)<br><br><i>Anticipated Funding Needs:</i>   | Gustafson          |  |  |
| 6.4 | Disaster preparedness / Public Orientation<br><br><i>Anticipated Funding Needs:</i>  | Foreman<br>Bisordi |  |  |

## Record of Achievement's (checkmarks)

| Goal | Achievements   |
|------|--|
| 1.1  | <p>Completed Mountain VFD, Bennett Valley FPD, Rincon Valley FPD, Windsor FPD, and Russian River FPD mergers.</p> <p>Forestville LAFCO Annexation complete, will join July 2021<br/>All done, Forestville becomes Station #7 July 2021</p> <p>Hired AP Triton for EMS consulting services May 2020<br/>AP Triton had first stakeholder meeting June 2020<br/>Several communications and meetings with B FPD, FPD, and others</p> <p>Via LAFCO and joint resolutions, began the work to consolidation Forestville FPD into the district.</p> <p>Successful ambulance RFQ (May 2021)</p> <p>Seeking all COVID / FEMA and other disaster reimbursements</p> |
| 1.2  | <p>Pursued and awarded \$5000 for discretionary spending (purchased Kincade Fire Challenge Coins for all employees) November 2020</p> <p>Pursued and awarded? Grant for digital public safety sign</p> <p>Pursued commutations grant (Radios) December 2020</p> <p>Pursued homeland safety grant for Station 5 generators.</p> <p>Pursued Bio Marin Grant, Fire House Subs Grant, Cal Fire 50/50 matching grant (Lemelin)</p> <p>Awarded PG and E / CalFire joint grant for communications (\$20,000 for radios)</p>   |
| 1.3  | <p>Completed Fire Prevention Fee study effective July 2020</p> <p>Completed Ambulance Fee study effective July 2020</p> <p>Implemented fees, August 2020</p> <p>Completed nexus study, with updates, February 2021</p> <p>Impact Fee approved by Board of Supervisors, March 23, 2021</p> <p>Work on measure B</p>   |
| 1.4  | <p>Percentage of the Graton Tribe funds dedicated to fire and EMS were re-negotiated to the district commensurate to services provided and signed agreement for long-term funding strategy, June 2020</p>  |
| 1.5  | <p>Applied for and received insurance reimbursement for smoke damage (\$50K)</p> <p>Applied for Kincade FMAG and OES May 2021</p>  |
| 1.6  | <p>Updated all fiscal process / policy.</p> <p>Re-negotiated medical supply contract.</p> <p>2122 Budget Workshop – all chiefs and Local workshop in a budget workshop May 2021</p> <p>Preliminary budget to the board on time and under budget<br/>June 2021</p>  |

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| 1.7 | Used CAL-JAC list for firefighter paramedic hiring process (eliminating SCFD from conducting its own testing)   |
| 1.8 | Used donated funds for employee recognition coins December 2020<br>Donated funds from the Mountain Foundation for fuel trailer, station furnishings, and equipment for a new Type VI  |
| 1.9 | Collaborative budgeting process April, May, June, July 2020   |
| 1.0 | Completed preliminary budget and presentation for BOD, approved June 2021 (lots of work)  |
| 2.1 | Station 1: Replaced Station 1 Roof November 2019<br>Station 4: Temporary building (purchase), 2021<br>Station 5: Temporary building (lease), 2019<br>Station 8: Septic update January, new roof, 2021<br>Station 9: Added dorm rooms January 2020<br>Updated Plans to increase use of office spaced proposed, out for bid June 2020<br>Completed office expansion project October 2020          |
| 2.2 | A facilities committee created consisting of two Chiefs, two Board of Directors, two suppression, and one administrative<br><br>Facilities committee met and prioritized high level station replacement needs<br><br>Moved crew from old station #4 to temp building.<br>Temp station #5<br>Replaced roof station #6<br><br>Updated on station 1<br>Updated septic station 8                    |
| 2.3 | Added State OES Type I engine to the fleet (also O-33)<br>An apparatus and equipment committee was created, conducted staff survey, ordered new Type I<br>Specifications was created for a Type VI engine<br>Type VI engine ordered<br>Specifications was crated for a Type I engine<br>Added 1 command vehicle<br>Added 2 Fire Prevention inspection vehicles<br><br>Type 1 Ordered (May 2021) |
| 2.4 | Recoup F42 FEMA FC33 costs (strike team reimbursements) for Walbridge, Glass fires  |
|     |   |
| 3.1 | A manager's retreat was held in January 2020<br>Planning a smaller (COVID) retreated<br>Agency SWOT, goals, teambuilding  |
| 3.2 | All hands (via TEAMS) meetings [at this point, three]   |
| 3.3 | Internal video conferencing system (TEAMS) was set up for all stations, all administration work stations.<br>Public video conferencing system (ZOOM) was set up for all public meetings (Board meetings, as an example)   |



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| 3.4  | <p>Increased Facebook “likes” to 7500</p> <p>Increased Instagram followers to 30058</p> <p>Increase Nixle users to 60,000</p> <p>Routinely use SM for public awareness</p> <p>Updated website several times to include job postings, board packets, and to be up to date</p> <p>Contracting with vendor to be sure we are in compliance</p>  |
| 3.5  | <p>Increased Nixle use to include Russian River area</p>   |
| 3.6  | <p>Coffee with the firefighter’s program (all)</p> <p>Fire prevention week open house (all)</p> <p>Bucket Brigade Blood Drive (first place)</p> <p>Presented Kincade Presentation to Rotary (Heine/Gustafson)</p> <p>Presented Kincade Presentation to Green Belt Alliance (Gustafson)</p> <p>Attended / participated in homeless town hall on behalf of Linda Hopkins (Foreman)</p> <p>Attended dozens of COVID drive by birthday parties</p> |
| 3.7  | <p>Chiefs serves as President of the Sonoma County Fire Chiefs Association.</p> <p>Chief and staff developing strong connections with Supervisor Fire Ad Hoc Member, CAO, and CAO analyst</p>  |
| 3.8  | <p>Created a rough draft decision making model</p> <p>Used new model for III problems</p>  |
| 3.9  |  |
| 3.10 |  |
| 3.11 |  |
| 4.1  | <p>Updated volunteer policy and procedures (Elson, Nob 19, 2020)</p>   |
| 4.2  | <p>Place holder – successful contract negotiations (strong labor/management relations)</p>   |
| 4.3  | <p>Virtual Ribbon Cutting Station 9 (July 2020)</p>  |
| 4.4  | <p>An updated employee task and project list was created March 2020</p>  |
| 4.5  |  |
| 4.0  | <p>Completed L1401 negotiations – very good collaboration and teaming to build a good contract for labor</p>   |
| 4.7  | <p>Filled Finance Assistant position (new job – new job description, hiring process, office space, training, and task book, etc.)</p>  |
| 5.1  | <p>Researched and created a CPP (Employee COVID-19 Prevention Program)</p>   |
| 5.2  | <p>Ambulance Training – all firefighters</p> <p>Cross training, all employees (SCFD / RRFPD)</p> <p>Utilization of property donated to FD for ventilation training</p> <p>COVID restrictions</p> <p>Truck academy</p> <p>Brooks Road Training House</p>  |
| 5.3  | <p>Outlined a plan for a comprehensive NFPA compliant medical exams, 2021</p> <p>Outlined plan for institutionalizing employee behavior health initiatives</p> <p>Fitness equipment updated and replaced at stations</p>   |

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| 5.4 | <p>Created a Duty Chief assignment. He/she is on call for greater alarms and as needed. He/she primary role on calls will be to assist the incident commander and safety</p> <p>Created a FP duty assignment. He/she is on call for callouts as requested by the incident commander.</p>   |
| 5.5 | <p>Updated user security codes to update every 90-days</p> <p>Added CVCC camera to Station 5 server room</p> <p>Installed CVCC camera to Station 1 lobby / front door</p> <p>Installed CVCC camera to Station 1 back parking lot, apparatus bays and rear of building</p>  |
| 6.1 | <p>Station 3 (Larkfield) and 8 (Bennett Valley) are now 3-0 staffed</p> <p>A second Deputy Chief hired (operations)</p> <p>Served as branch director, task force leader, logistics manager, agency rep, etc. on Walbridge Fire and Glass Fire</p> <p>Hired two Paramedics, out for hire 9 more</p> <p>Hired six Paramedics June 2021</p> <p>Academy 20-1</p>   |
| 6.2 | <p>Promoted Fire Marshal</p> <p>Promoted Deputy Fire Marshal (agencies first ever fire inspector)</p> <p>Hired a fire prevention assistant</p> <p>Hired Fire Inspector (agencies first ever fire inspector)</p> <p>Updated website for fire prevention complaints (streamline)</p> <p>Updated fee schedule for reimbursements</p> <p>Adopted the 2019 Fire Code (agencies first time adopting the fire code)</p> <p>Increase use SM for community updates and education</p> <p>Ordered fire prevention vehicles</p> <p>Board approves public education officer</p> <p>Initiated Firehouse Software program (inspection tablets, training, testing)</p> <p>Staff did CQI (hot wash) from Fire Season 2020... Lots of good information</p> <p>Staff updated emergency recall policy</p> <p>Staff updated strike team policy</p> <p>RFQ process, March 2021</p> |
| 6.3 | Office remodel – station 1 (better utilization of space)   |
| 6.4 | <p>Working with Windsor PD on evacuation maps (ultimately, zone maps for entire SCFD)</p> <p>Working with Town of Windsor and County on SoCoAlert training</p>   |
| 6.5 | Provided a presentation to the Greenbelt alliance (Webinar)  |

### Other Goals

Tablet Command being implemented.  
County All-call Policy (by region, pre-designated staging areas, etc.).

### **Review Periods and Strategic Plan Refresh**

The Fire Chief presents updates regarding the strategic planning once a month at the Board of Directors regular scheduled meeting under the Chiefs Report item. The strategic plan is updated by the management staff annually.

### **Conclusion**

This Strategic Plan has created a framework that will guide SCFD's policies and operations for the next three years. This plan will ensure that SCFD continues to provide high quality and reliable service to the communities we serve while at the same time ensuring the effective use of our resources and funds.

## Appendix

### Glossary of Terms

|                    |  |
|--------------------|--|
| ALS                | Advance Life Support (Paramedics)  |
| Battalion Chief    | Typically, 3 <sup>rd</sup> in command – oversees daily operations of the 9 stations  |
| BLS                | Basic Life Support (EMT)   |
| BOD                | Board of Directors   |
| BOS                | Board of Supervisor  |
| CAL-JAC            | California Joint Apprentice Commission   |
| CCTV               | Close Circuit Television (security system)   |
| CERT               | Community Emergency Response Team program educates volunteers about disasters and form teams on how to mitigate impacts of disasters   |
| COPE               | Citizens Organized to Prepare for Emergencies program organizes blocks or other groups of people to prepare for disasters  |
| CPP                | COVID-19 Prevention Program  |
| Deputy Chief       | Typically, 2 <sup>nd</sup> in command – oversees overall district operations   |
| Division Chief     | Typical 3 <sup>rd</sup> in command – oversees a division such as EMS, Fire Prevention (Fire Marshal) and Training)   |
| EMS                | Emergency Medical Services   |
| EOA                | Exclusive Operating Area (applied to EMS/ALS provider coverage area)   |
| EOC                | Emergency Operations Center  |
| F-42               | Office of emergency services day-to-day record for const reimbursements  |
| FEMA               | The Federal Emergency Management Agency is a function of the United States Department of Homeland Security. The agency's primary purpose is to coordinate the response to a disaster that has occurred in the United States and that overwhelms the resources of local and state authorities.  |
| FEMA Task Force 4  | Task Force 4 is the California Urban Search and Rescue Team out of Oakland CA. We provide a rescue K9 and other technically trained USAR personnel   |
| Fire Chief         | Typically, the Fire Chief is the CEO and CFO of a fire district  |
| FireHouse software | FireHouse Software is an on-line fire department management program ranging from inventory, training records, fire prevention inspections, etc.  |
| FMAG               | Fire Management Assistance Grant (FMAG) program provides a 75 percent Federal cost share and the State pays the remaining 25 percent for actual cost of a disaster   |
| FP                 | Fire Prevention  |
| GASB               | Government Account Standards Board (GASB)  |
| ICS                | Incident Command System / Emergency Management Command and Control Process   |
| Impact Fees        | A fee applied to developers for development within the district  |
| LAFCO              | The Local Agency Formation Commission (LAFCO) was created by State law in 1963 to regulate the boundaries of cities and special districts. To <b>encourage</b> the orderly formation of local government agencies and promote the efficient provision of public services; To <b>preserve</b> agricultural land and open-space resources; To <b>promote</b> orderly growth and discourage urban sprawl. |
| Nixle              | Nixle is a company that offers notification services for local police departments, county emergency management offices, municipal governments, and their agencies. The Nixle service allows government agencies to send messages to residents via phone, email, and web. Information is delivered almost instantly.  |
| OES                | Office of Emergency Service  |
| OES Engine         | Office of Emergency Service Engine assigned to the district  |
| OES WT             | Office of Emergency Service Water Tender assigned to the district  |
| SCFD               | Sonoma County Fire District  |
| SM                 | Social Media   |
| SMART              | Specific, measurable, achievable, relevant, time-bound goals   |

|                 |   |
|-----------------|---|
| SOC             | Standard of Cover – measuring call statistics and applied industry trends to plan for fire stations, staffing, and equipment  |
| STS             | Sonoma County Airport   |
| SWOT            | An exercise recognizing an organizations strength, weaknesses, opportunities, threats   |
| TEAMS           | TEAMS is the Districts primary Video Conferencing Program   |
| Type I Engine   | Required to have not less than 300 gallons of water (our agency engines carry 500 gallons or more) and be able to pump 1500 gallons per minute.   |
| Type III Engine | Required to have a minimum of 500 gallons of water and be able to pump 150 gallons per minute. Traditionally shorter and nimbler for off road operations. Typically built on a standard medium duty truck and chassis |
| Type VI Engine  | Required to have a minimum of 150 gallons of water and be able to pump 50 gallons per minute although can be much larger. Typically built on a standard on a light duty truck and chassis.                            |



L to R: Dana McKnight (Business Consultant), Matt Gustafson (Deputy Chief), Kathy Washington (Executive Assistant), Robert Johnson (Battalion Chief A-Shift), Mark Heine (Fire Chief), Cyndi Foreman (Fire Marshal), Mark Dunn (Training Officer), Ron Busch (Deputy Chief), Mike Elson (Battalion Chief B-Shift), Terri Bolduc (Finance Manager), Jeff Lemelin (Volunteer Battalion Chief)