

CENTRAL FIRE DISTRICT OF SANTA CRUZ COUNTY



2017-2018 Organizational Goals

**Steven M. Hall
Fire Chief**

Proudly Serving Live Oak, Capitola, and Soquel



I am very pleased to present the Central Fire District of Santa Cruz County's goals for fiscal year 2017-2018. These goals – six months in the making – are a collaborative compilation of ideas borne organizational-wide. Each Division – Operations, Administration, Fleet Services, Fire Prevention, and, our Board of Directors brainstormed on what we believe to be the priorities for this coming year. The ideas put forth were determined to be the most important for not only developing a progressive, professional organization, but to also enhance our abilities in delivering the most effective and efficient emergency services to our communities.

The Central Fire District is an all-risk emergency response and community service organization proudly serving Live Oak, Capitola, and Soquel. The Fire District's primary purpose is to ensure the citizens within our communities have a safe place to live and work, as well as those visiting or traveling through. This is accomplished through timely responses to those in need – from suppressing fires to extricating victims from vehicle accidents; performing open-ocean rescues to providing advanced life support; from preventing injury and property damage associated with fire, to mitigating hazardous materials incidents; from partnering with our allied agencies during storms or other natural emergencies, to better preparing those within our communities – learning how to help themselves in the event of a major disaster or catastrophe.

Throughout this coming year, and beyond, your Fire Department will be actively pursuing enhanced service levels in which we can *better* serve the members of our community. This will be accomplished through productive teamwork, open and honest communication, and a participative decision-making approach throughout our organization, as well as with our external stakeholders.

Respectfully Submitted,

Steven M. Hall

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Fire Chief



Goal 1		Update Career Development Tracks	
Objective 1A:		Identify Position Requirements/Recommendations for Battalion Chief	
Purpose:	To evaluate our existing requirements for the position of Battalion Chief, and update accordingly based on requirements set forth by State Fire Training, as well as recommendations obtained through industry “best practices”.		
Time Frame:	September 15 th 2017		
Critical Tasks:	<ul style="list-style-type: none"> • Review SFT course requirements • Identify recommended standards as per NFPA-1021 (Standard for Fire Officer Professional Qualifications) • Identify recommended standards as per NFPA-1026 (Standard for Incident Management Personnel Professional Qualifications) • Compare recommendations to CTL policy, and/or personnel guidelines • Update job description to reflect revised requirements • Establish reciprocity with existing personnel based on former position requirements and career track 		

Objective 1B:		Identify Position Requirements/Recommendations for Captain	
Purpose:	To review, evaluate, and update current requirements for the Captain’s position – State Fire Training has recently added, changed, and/or deleted many of the existing courses that had been required for Company Officer certification.		
Time Frame:	September 15 th 2017		



Critical Tasks:	<ul style="list-style-type: none"> • Review SFT course requirements • Identify recommended standards as per NFPA-1021 (Standard for Fire Officer Professional Qualifications) • Compare recommendations to CTL policy, and/or personnel guidelines • Update job description to reflect revised requirements • Establish reciprocity with existing personnel based on former position requirements and career track
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Objective 1C:	Identify Position Requirements/Recommendations for Firefighter/Paid-Call FF
Purpose:	To update existing requirements for entry-level and Paid-Call Firefighters based on expanded duties (all-risk), training mandates, and industry “best practices”.
Time Frame:	October 15 th 2017
Critical Tasks:	<ul style="list-style-type: none"> • Review SFT course requirements • Identify recommended standards as per NFPA-1001 (Standard for Fire Fighter Professional Qualifications) • Identify recommended standards as per NFPA-1051 (Standard for Wildland Firefighter Professional Qualifications) • Identify recommended standards as per NFPA-1002 (Standard for Fire Apparatus Driver/Operator Professional Qualifications) • Compare recommendations to CTL policy, and/or personnel guidelines • Update job description to reflect revised requirements • Establish reciprocity with existing personnel based on former position requirements and career track



Objective 1D:	Identify Position Requirements/Recommendations for Admin./Prev./Fleet
Purpose:	To evaluate existing requirements for Administration, Prevention-Community Risk Reduction, and Fleet Services personnel, utilizing recognized standards, industry “best practices,” and position-specific certification tracks.
Time Frame:	December 31 st 2017
Critical Tasks:	<ul style="list-style-type: none"> • Establish career track for each position based on comparable requirements • Identify comparable positions • Evaluate recommended position certifications/qualifications • Identify recommended standards as per NFPA-1031 (Standard for Professional Qualifications for Fire Inspector and Plans Examiner) • Identify recommended standards as per NFPA-1035 (Standard for Professional Qualifications for Public Fire and Life Safety Educator) • Identify recommended standards as per NFPA-1037 (Standard for Professional Qualifications for Fire Marshal) • Identify recommended standards as per NFPA-1033 (Standard for Professional Qualifications for Fire Investigator) • Identify recommended standards as per NFPA-1071 (Standard for Emergency Vehicle Technician Professional Qualifications) • Compare recommendations to CTL policy, and/or personnel guidelines • Update job description to reflect revised requirements • Establish reciprocity with existing personnel based on former position requirements



Goal 2		Improve External Communications	
Objective 2A:		Increase District Website Usage	
Purpose:	To ensure external (and internal) stakeholders can access the most up-to-date information relating to the Central Fire District, including incidents, events, fiscal/organizational transparency, and emergency preparedness for our citizens – before, during, and after significant events		
Time Frame:	June 31 st 2018		
Critical Tasks:	<ul style="list-style-type: none"> • Identify customer needs/wants • Update/refresh content regularly • Identify recognition factors (excellence awards) • Evaluate effectiveness 		

Objective 2B:		Develop Community Newsletter	
Purpose:	To inform the members of our communities on what’s happening in the Central Fire District; to keep our customers updated on what their fire department is doing – who we are, significant events, emergency preparedness, financial stewardship, transparent government, and more.		
Time Frame:	December 31 st 2017		
Critical Tasks:	<ul style="list-style-type: none"> • Identify demographic priorities • Create format/content • Analyze costs/cost impact • Develop delivery methodology 		



Objective 2C:	Develop Social Media Platform
Purpose:	To improve communication with our external stakeholders by providing an additional method(s) to disseminate critical information before, during, and after an emergency, disaster, or catastrophe; to build relationships with our communities – creating trust, credibility, and partnership opportunities.
Time Frame:	March 31 st 2018
Critical Tasks:	<ul style="list-style-type: none"> • Identify value-added platforms • Provide staff training for development/up-keep • Develop appropriate policy and procedures • Create marketing campaign • Monitor performance

Objective 2D:	Implement a formal Public Information Officer (PIO) program
Purpose:	To provide a conduit with the general public and the media -- ensuring correct and factual information is given to the public and news media in a timely and impartial manner.
Time Frame:	June 31 st 2018
Critical Tasks:	<ul style="list-style-type: none"> • Determine training needs - required and recommended courses • Identify recommended standards as per NFPA-1035 (Standard for Professional Qualifications for Public Fire and Life Safety Educator) • Identify/assign personnel • Develop policies and procedures • Engage with outside sources



Goal 3		Develop an Effective Work Force	
Objective 3A:		Conduct Needs Assessment (staffing levels, succession planning)	
Purpose:	To address current and future gaps in staffing levels (organizational-wide), and, develop our current personnel’s knowledge, skills, and abilities in preparation for advancement/promotional opportunities.		
Time Frame:	December 31 st 2017		
Critical Tasks:	<ul style="list-style-type: none"> • Identify short and long term staffing needs • Analyze alternative staffing models • Conduct cost analysis • Develop plan to address areas of opportunity 		
Objective 3B:		Improve Workforce Training (District-Wide)	
Purpose:	To build an effective training program for all personnel; to develop/enhance required skill-sets by aligning the learning objectives with the objectives (mission) of the District.		
Time Frame:	March 31 st 2018		
Critical Tasks:	<ul style="list-style-type: none"> • Identify training deficiencies • Develop/implement training plan/annual calendar • Conduct cost analysis 		
Objective 3C:		Redefine Fire Prevention Bureau	
Purpose:	To evaluate Central’s existing Fire Prevention Bureau’s roles and responsibilities; to develop a Community Risk Reduction (CRR) program, coordinating emergency operations with prevention and mitigation measures.		



Time Frame:	June 31 st 2018
Critical Tasks:	<ul style="list-style-type: none"> • Review, analyze, and define scope • Identify similar, desirable model structure and components • Identify technological efficiencies • Create streamlined workflow practices

Objective 3D:	Redefine Fleet Services Division
Purpose:	To evaluate existing practices; to develop a business plan to address current and future fleet/equipment needs, capitol planning, engineering, procurement, enhancing client and vendor relationships, and training requirements/recommendations.
Time Frame:	March 31 st 2018
Critical Tasks:	<ul style="list-style-type: none"> • Evaluate current organizational structure • Identify workload (current/future) • Create streamlined workflow practices • Identify recommended standards as per NFPA-1071 (Standard for Emergency Vehicle Technician Professional Qualifications) • Develop comprehensive training program

Goal 4	Explore New Service Delivery Opportunities
Objective 4A:	Establish Marine Safety Division
Purpose:	To build a cohesive program utilizing the knowledge, skills, and abilities of Central's Rescue Swimmers in partnership with the City of Capitola's lifeguards; to develop a lifeguard / junior lifeguard program; to explore cooperative services with allied / neighboring jurisdictions.



Time Frame:	March 31 st 2018
Critical Tasks:	<ul style="list-style-type: none"> • Identify program elements • Determine Staffing models • Create comprehensive training program • Conduct cost analysis • Develop policies and procedures

Objective 4B:	Identify Alternative Service Delivery Options
Purpose:	To improve Central’s response capabilities utilizing alternative staffing models and rapid responses vehicles (RRV’s); to evaluate geographical and demographic needs for specialized resources.
Time Frame:	June 31 st 2018
Critical Tasks:	<ul style="list-style-type: none"> • Conduct needs assessment • Evaluate recommendations from Standards of Coverage (SOC) analysis • Determine staffing / equipment needs • Evaluate county/regional opportunities • Conduct cost analysis

Objective 4C:	Develop Emergency Preparedness / Emergency Management Program
Purpose:	To establish a comprehensive all-hazards preparedness program for Central’s employees; to update pre-incident plans, district-wide; to establish a plan for Continuity of Operations (COOP) and Continuity of Government (COG).
Time Frame:	June 31 st 2018



Critical Tasks:	<ul style="list-style-type: none"> • Conduct needs / risk assessment • Identify internal/external vulnerabilities • Update family reunification plan • Evaluate/update existing plans, policies, procedures • Develop educational platform (community outreach) • Upgrade Department Operations Center (DOC) • Develop comprehensive training platform – position specific • Conduct Emergency Management (EM) training, testing, and exercises
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Goal 5	Redefine Program Management
Objective 5A:	Evaluate Existing Operational Programs
Purpose:	To determine effectiveness of existing processes; to identify value-added programs; to develop program subject-matter experts (SME)
Time Frame:	March 31 st 2018
Critical Tasks:	<ul style="list-style-type: none"> • Conduct needs assessment • Identify gaps • Develop program-specific training platforms • Conduct cost analysis

Objective 5B:	Establish Health & Safety Program
Purpose:	To identify, evaluate, and prevent workplace hazards; to update Central’s injury-illness prevention program (IIPP); to reduce the risk of cancer for our employees.
Time Frame:	December 31 st 2017



Critical Tasks:

- Identify available resources
- Develop community partnerships
- Develop prevention strategies
- Provide comprehensive educational materials
- Conduct in-depth risk-reduction training
- Identify grant opportunities

