STRATEGIC PLAN:
2024-2027

Novato Fire District

Caring for, protecting, and serving our communities

Developed by Novato Fire District Strategic Planning Team

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Introduction

The Novato Fire Protection District (NFPD) contracted with Mission-Centered Solutions (MCS) to facilitate the development of a three-year strategic plan. Recognized internationally, MCS (mcsolutions.com) is a leader in working with agencies and organizations operating in high-risk environments, aiming to advance their operating culture and better serve their constituents.

The strategic planning process involved two 2-day workshops (Jan. 9-10; March 12-13). This document communicates the strategic planning team's analysis and recommendations.

During the initial strategic planning effort on January 09-10, 2024, participants defined the desired strategic vision (end state) for the next three years. They identified the key lines of effort the organization will pursue to achieve that end state. Input was subsequently solicited from the entirety of the Novato Fire Protection District.

During the March 12-13, 2024 strategic planning session, relevant feedback was incorporated as participants collaboratively created an operational plan. This plan maps out the detailed steps and processes necessary to effectively implement the strategic vision. Prior to the March 2024 planning session, NFD employees were asked to review the Organizational Priorities, 3-Year End State, and Lines of Effort. This painted the picture of what's important to the organization and what it plans on accomplishing over the next three years.

On May 30, 2024, MCS met with NFPD to finalize the operational plan with respect to Lines of Effort 5 and 6.

Background

The Novato Fire District is a separate governmental unit established on July 6, 1926, as an independent Special District of the State of California. Its mission is to provide all-risk emergency and non-emergency services to the City of Novato and the surrounding unincorporated area.

The City of Novato and surrounding unincorporated area is approximately 71 square miles with an estimated population of 65,000. A five-person Board of Directors elected by the citizens for four-year terms governs the District. The District's legal authority and responsibilities are contained in the State of California Health and Safety Code under the "Fire Protection District Law of 1987."

Presently, the District maintains five fire stations and employs 89 personnel, 68 are Safety and 21 are administrative staff members.

Over the past two decades, Novato Fire has engaged in several strategic planning efforts– the most recent being the 2018-2020 Strategic Plan. In that document, Chief Tyler articulates his vision regarding the strategic planning process, which remain relevant to this day:

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

While the timeline for that plan warranted updating in 2020, the myriad dimensions and complications brought upon all public service agencies with the coronavirus pandemic necessitated deferring renewing the plan until this time.

As part of the first planning workshop, the strategic planning team conducted a lessons-learned exercise of the 2018-2020 plan and its implementation. The specific points are listed on page 45.

Strategic Planning Approach

During the first workshop, participants were divided into three groups, with each group including representation across the organization's hierarchy and functional areas. Following an initial overview presentation, the workshop involved five primary analysis exercises that ultimately lead to the development of a draft 3-year end state (i.e., definition of success by the end of the planning period - 2027).

These five analysis areas were organized into two higher-level analysis extents. The first day involved constructing a Common Operating Picture (COP). The purpose of this step is the ensure that all participants have a shared understanding of the scope, scale, parameters, and considerations essential to developing an accurate and comprehensive plan. Using the COP as a baseline, the second day was devoted to identifying organizational priorities and developing the end state.

Each of the five analysis exercises involved participants working around a series of posters or easel pads. Each participant had equal voice and input, regardless of rank, position, or job function. By granting each team member equal input, the team leveraged the unique perspectives, experiences, worldviews, and functional expertise in developing a shared situational understanding. Second, it provided a structured means where each team member can do a "brain dump" of what they think is important to the organization. And third, it effectively and efficiently developed shared meaning across the team. At the conclusion of the COP exercises, all team members shared a common awareness and understanding of the myriad dimensions and aspects of the organization, which ultimately allowed each team member to be more effective in pursuing their specific functional responsibilities.

At the conclusion of each exercise, the outputs from the three groups were rolled-up into a single, unified assessment. The specifics of each step can be found beginning on page 26, *Analyses Used in the Developing the Novato Strategic Plan*.

Day 1: Common Operating Picture

1. **Strategic Environment:** This analysis contextualizes the Novato Fire in time and space. It involves five subcategories that challenged participants to define the tactical, operational, and strategic areas of interest or concern; key influential predictions (most likely and most dangerous) about the planning period (three years); and any important time effects.
2. **Critical Factors & PSESII Dimensions:** Over 2,500 years ago the military genius Sun Tzu wrote *The Art of War*, which describes a philosophy of leadership that is highly relevant today. In it, Sun Tzu outlines tactics and strategies and delves into the art of leading people within a chaotic environment. The Critical Factors poster utilizes Sun Tzu's philosophy and considers eight distinct blocks of situational intelligence:

1) The Knowns versus the Unknowns
2) What you Can Control versus what you Cannot Control
3) Relative Strengths versus relative Weaknesses
4) Inherent Dangers versus unique Opportunities

Simultaneously, the team considered six *non-tactical* dimensions factors affecting Novato Fire. These PSESII (pronounced Pa-Ses-cee) dimensions are at the heart of most organization's functional wellbeing. While many considerations may feel outside of scope of control for most members or the organization, they certainly effect the organization's strategic framework and by developing awareness of them, the organization can consider opportunities to impact their influence. There are six key dimensions:

1) **P**olitical
2) **S**ecurity
3) **E**conomic
4) **S**ocial
5) **I**nfrastructure
6) **I**nformation

3. **Values at Risk:** The Novato Fire mission is to "care for, protect, and serve our communities." In other words, it is in the business of preventing, responding to, and mitigating those community values that are in some way at risk. Therefore, it is essential to identify what those values are, why the threats are meaningful, and how meaningful or significant are they. This involved a high-level consideration and included those Values at Risk that have strategic implications for the organization. This is an essential step as it can influence virtually all down-stream activities, such as budgeting, hiring and promotions, training, equipment acquisition, and so forth.

Day 2: Defining Organizational Intent

4. **Strategic Priorities & Gap Analysis:** Organizational Priorities were defined based on the VaR exercise. The intent is that they provide guidance when needing to make decisions, prioritizing Lines of Effort or Objectives, and even down to prioritizing tactical actions.

   The Gap Analysis, as the name implies, is the stage of organizational planning that involves considering the gap between the current situation and the desired condition. The purpose of this effort is to address the key question: *What problem(s) are we trying to solve in our strategic plan?* Once prioritized, this information formed the basis for the 3-year End State and articulates what all efforts and resources will be working to achieve.

5. **End State and Lines of Effort**: An End State can simply be defined as the written set of required conditions that defines success in order to describe exactly the nature and scope of the leader's intent. In the case of this strategic planning endeavor, the "leader" in "Leader's Intent" represents the collective vision and intentions of the workshop participants.

   The planned (or desired) end state becomes the goal line that all resources within the organization—from the board president to the newest rookie—should be working in alignment to get across. It may not mean that everything in the organization is functioning perfectly, but rather it is a benchmark that indicates a significant achievement in the strategic plan.

   Once the End State was defined, participants next defined the Lines of Effort (LOEs) necessary to pursue the end state. The LOEs break down the end state into "major muscle groups" that encompassed within the end state.

Days 3 & 4 (second workshop): Building out 90-day LOE Success Conditions

During both days 3 & 4, the following seven Lines of Effort (LOEs – pg 12) were discussed to determine the ways to actualize and achieve the desired 3-year end state. For each of the LOEs, the workshop participants were divided into two groups and rotated through each of the LOEs. Subsequent to each LOE discussion the entirety of workshop participants were briefed on each groups' work and offered an opportunity to comment and edit LOE courses of action.

For each LOE, the following key elements were developed by the sub-working group and agreed upon by the workshop participants in its entirety (See pages 12 -29): **Analysis Team; Essential Tasks; Purpose; 90-day End State** ; and **90-day Success Conditions.** The courses of action and tasks for each line are intended to be accomplished with the 90-day period, once initiated. ***MCS recommends a quarterly project management review schedule after September 30, 2024, to ensure there is regular progress on each of the LOEs in furtherance of the 3 Year End State*.**

*At the beginning of day #3, there was substantive discussion with regard to LOE #4 Compensation, Benefits & Work-life balance.; 4.1 - **Honest and transparent negotiations have been completed for all groups that lead to competitive salaries and benefits that keep pace with property taxes and inflation.** The term 'property taxes' was added as the preponderance of funding is derived from tax revenue. There is currently no mechanism in place to make compensation and benefits adjustments based solely on inflation alone.

Next Steps

NFPD will establish a project management review process to ensure there is progress made towards task completion and meeting success conditions during each 90 period. For ease of review, MCS has included an abbreviated checklist for each of the LOEs (See pages #12-29).

Novato Fire Strategic Planning Team

Anthony Bargiacchi, Captain

Mario Bernardini, Captain

Jenn Crayne, ASM

Kyle Dague, Battalion Chief

Bill Davis, Board Director

John Dicochea, Deputy Fire Chief

Gretchen Felciano, HR Manager

Shane Francisco, Board Director

Scott Freedman, Battalion Chief

Lauren Galli, Fire Prevention Specialist

Ricky Godoy, Engineer

Bruce Goines, Board Director

Mike Hadfield, Board Director

Ryan Hamilton, Engineer

Mark Larroque, FF/paramedic

Azar Mashintchian, IT Manager

Eric Mesenburg, Battalion Chief

Greg Meyer, FF/paramedic

Lynne Osgood, Fire Marshal

Dan Peters, Battalion Chief EMS

Nicole Scott, FF/paramedic

Lj Silverman, Board President

Barrett Smith, Battalion Chief Training

Mike Taul, Captain

Bill Tyler, Fire Chief

Joe Valenti, Finance Director

Shannon Wager, EMS Billing Analyst

Jeff Whittet, Battalion Chief Dir. of Organizational Resources

Colleen Walraven, Contract Manager

Kelley Penney & Grace Walraven, Admin Assistants

Sarah Labberton & Dan Russo, MWPA Vegetation Manager & WMS

MCS Facilitators:

Don Whittemore

Craig Fair

Mission, Vision, and Guiding Principles

The following Mission, Vision, and Values were defined/validated during the 2018-2020 strategic planning effort. The current strategic planning team revalidated the District's Mission and Guiding Principles. However, the team agreed that the Vision needed to be updated to reflect contemporary conditions. Moreover, the team agreed that a set of operational values needed to be added to the District's guiding doctrine. Both the need to recraft the Vision as well as the need to adopt a District operating value set are addressed in this plan (Line of Effort #3).

Mission

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

Vision

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

Guiding Principles

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

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

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

We will foster and sustain the trust of our communities and each other, while also protecting that confidence through our attitude, conduct, and actions.

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

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

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

We will be sensitive to the changing needs of our communities.

Novato Fire District Organizational Priorities

The planning team identified the following six organizational strategic priorities for the next three years:

1. Safety and wellbeing of the citizens, property, and communities the District serves
2. Employee health and wellbeing, job satisfaction, morale, engagement, and work-life balance
3. Public trust and reputation of NFD
4. Stability and sustainability of District funding
5. NFD critical infrastructure (facilities, apparatus, equipment, IT)
6. Critical community infrastructure (e.g., Stafford Lake, Sanitation/Sewer, NMWD, PGE, MWPA, Comm Networks, Highways 101 and 37)

Novato Fire District 3-Year End State

The team developed the following draft end state for the planning period:

The NFD has developed and implemented a service model that reflects current and anticipated call volume, ensuring all incidents are handled without imposing undue strain on personnel and resources. An organizational staffing analysis has been completed across all job families, including operations, administration, and MWPA. The entirety of the workforce is unified and a culture of mutual respect and trust prevails. A formal succession plan, which includes an established mentorship program that ensures smooth transitions and staffing continuity within the District, has been developed and implemented.

Honest and transparent negotiations have been completed for all groups that lead to competitive salaries and benefits that keep pace with property taxes and inflation. Staffing levels have been restored to 100%, eliminating the need for mandatory overtime/call-backs in all but extreme circumstances. Administrative positions have been promptly filled, with candidates filling their roles within three months from their application date. Through optimal staffing and support programs, the District emphasizes and encourages all District employees to maintain a proper work-life balance.

The NFD Vision has been rewritten to reflect current and expected conditions and the District has adopted an operational value set that articulates and influences desired attitudes and behaviors. Representative examples of these desired behaviors have been written for each functional position throughout the entirety of the organization.

The mission and purpose of MWPA work has been clearly defined and shared with all employees. The demands of the program on regular District administrative and operational staff were identified and plans to mitigate those impacts were implemented.

Finally, all shifts and administrative personnel consistently follow the same Standard Operating Procedures (SOPs), ensuring uniformity in verbiage, strategy, and tactics. The career development guide has been updated with accurate job descriptions and the administrative onboarding process has been defined and streamlined. Seamless integration of software and IT components and programs has further enhanced the overall efficiency and efficacy of the Novato Fire District.

Lines of Effort

To make progress toward achieving the desired 3-year end state, the following seven lines of effort (LOEs) were identified.

1. Service Model & Delivery
2. Staffing & Professional Development
3. Vision, Values & Expectations
4. Compensation, Benefits & Work-life Balance
5. MWPA
6. Documents & Doctrine
7. IT Infrastructure

LOE 1: Service Model & Delivery

1.1 - The NFD has developed and implemented a service model that reflects current and anticipated call volume, ensuring all incidents are handled without imposing undue strain on personnel and resources.

Analysis Team	**Action officer:** **Dep Chief Dicochea** Risk Reduction: Fire Marshal Lynne Osgood EMS B/C: Dan Peters Contracts: Collen Walraven Association: Mark Larroque
Essential Tasks	❑ Complete SOC analysis for last year with data from June 2023 to 2024 ❑ Identify contractors and enter into contract, determine scope, cost, timeframe, and initiate assessment/survey/analysis ❑ Seek board approval if cost exceed 50k ❑ Review and assess current best practices relative to prevention fee schedule for implementation over the next 12 months
Purpose **(in order to…)**	Gather situation awareness to inform decision-making and form objectives
End State **(<u>90 Days from Start</u>)**	Adequate situation awareness necessary to inform the service model delivery analysis and the next 90-day review period has been collected.
Success Conditions **(<u>90 Days from Start</u>)**	❑ Analysis of the call volume data ❑ Analysis of the number of ambulance calls and effects of AVL ❑ Analysis of community risk reduction (i.e., causes, demographics, etc.) ❑ Analysis of ambulance 'wall time' ❑ Analysis of zone coverage relative to engine 62 down-staffing ❑ Analysis of assisted living impacts ❑ Assess risk of heat map/fuel modeling (year #3 of 10) ❑ Study of non-mandated occupancies requiring annual inspections ❑ Refresh SOCs with 2023 data (every 6 months)

LOE 2: Staffing & Professional Development

2.1 - An organizational staffing analysis has been completed across all job families, including operations, administration, and MWPA.

Analysis Team	**Action Officer: Gretchen Felciano (HR)** **Labor Group Reps: TBD**
Essential Tasks	❑ ID working group that represents all positions. ❑ Pull on contracts, MOUs, & agreements ❑ ID all positions (including those that have been decommissioned). ❑ Coordinate meetings with team. ❑ Assign tasks, establish deadlines, and report-outs.
Purpose **(in order to…)**	Identify all of the jobs, every position, needed positions/ vacancies/moth-balled and identify areas where "job-creep" is occurring and what the creep involves.
End State **(90 Days from Start)**	A Staffing & Professional Development working group has been established that includes representation from NFCOA, NPFA, NSAS, MWPA funded positions, reserve firefighters, and all individual employment agreements. Gaps in CDG have been identified. Have a completed list what jobs need to be updated.
Success Conditions **(90 Days from Start)**	❑ Identify all of the jobs, every position, needed positions/ vacancies/ moth balled. ❑ Identify areas where "job-creep" is occurring and what the creep involves.

LOE 2: Staffing & Professional Development

2.2 - The entirety of the workforce is unified, and a culture of mutual respect and trust prevails.

Analysis Team	**Action Officer: Jenn Crayne** **Contracts: Colleen Walraven** **Labor Group Reps: TBD**
Essential Tasks	❑ ID external survey company. ❑ Define the categories and types of questions (what is the end state of the survey). ❑ Work with consultant to define draft questions and have team review/edit/approve. ❑ Have labor group/chiefs draft letter sent to all members advising them of the survey (purpose & end state). ❑ Define distribution levels, etc.
Purpose **(in order to…)**	Assess the current culture of NFD
End State **(90 Days from Start)**	The survey has been developed, mailed, and results compiled. The contractor has provided a final report. Action officer has distributed the final report to the specified audience.
Success Conditions **(90-Days from Start)**	❑ Anonymous survey that assesses District unity, mutual respect and trust has been completed by all District members. ❑ Identify "hotspots" and commonalities related to trust, respect and disunity. ❑ Research work/life balance needs and expectations

LOE 2: Staffing & Professional Development

2.3 - A formal succession plan (across all positions), which includes an established mentorship program that ensures smooth transitions and staffing continuity within the District, has been developed and implemented.

Analysis Team	**Action Officer: Dep Chief Dicochea** **HR Manager: Gretchen Felciano** **Admin Services Manager: Jenn Crayne** **Labor Group Reps: TBD**
Essential Tasks	❑ Identify and prioritize NFD positions that need succession planning. ❑ Define research parameters/comparable (positions, size, budget, risk factors, etc.). ❑ Reach out for relevant succession plans. ❑ Develop a standard template that all succession plans will adhere to. ❑ Assign individuals within each job/function to develop succession planning standards and timeframes.
Purpose **(in order to…)**	Establish baseline information and capacities necessary to begin developing position/function-specific succession plans.
End State **(90 Days from Start)**	The team is ready to begin developing position and function-specific succession plan.
Success Conditions **(90 Days from Start)**	❑ Identify and prioritize the positions and functions that require succession planning. Research, identify, and collect best practices, processes, ideal pathways (CDG), and KSAs relative to each position and function.

LOE 2: Staffing & Professional Development

2.4 - Staffing levels have been restored to 100%, eliminating the need for mandatory overtime/call-backs in all but extreme circumstances.

Analysis Team	**Action Officer: Mark Larroque (NPFA)** **D/C: John Dicochea** **HR Manager: Gretchen Felciano** **NFCOA Rep: TBD** **NSAS Rep: TBD**
Essential Tasks	❑ Coordinate and communicate with LOE 1 - Service Delivery. ❑ Research other comparable agencies for Best Practices. ❑ Develop a list of existing and projected vacancies. ❑ Assess any limitations posed by existing agreements/policies. ❑ Research possible broad root causes of mandatory overtime (e.g., workers comp, constant staffing, leave policies & usage, cultural shift).
Purpose **(in order to…)**	Determine the scope of the staffing shortage problem and gather data essential to developing possible solutions.
End State **(90 Days from Start)**	The team is ready to develop recommendations to remedy staffing shortfall issues.
Success Conditions **(90Days from Start)**	❑ Identify broad root causes of mandatory overtime (e.g., workers comp, constant staffing, leave policies & usage, cultural shift). ❑ Assess existing vacancies and critical staffing shortfalls. Define current and projected vacancies (e.g., retirements, etc.).

LOE 2: Staffing & Professional Development

2.5 - Administrative positions have been promptly filled, with candidates filling their roles within three months from their application date.

Analysis Team	**Action Officer: Gretchen Felciano (HR)** **Admin Services Manager: Jenn Crayne** **Recruitment & Retention Committee Reps: TBD**
Essential Tasks	❑ Identify barriers, friction points, etc. that slow down hiring process. ❑ Research other Dept that are using outside recruiter and gain lessons learned/BPs.
Purpose **(in order to…)**	Increase speed to employment start date.
End State **(90 Days from Start)**	A list of recommendations concerning ways to increase recruiting and hiring efficiencies has been submitted to leadership.
Success Conditions **(90 Days from Start)**	❑ Opportunities to increase efficiencies with recruitment, hiring, and onboarding have been researched identified.

LOE 3: Vision, Values, & Expectations

3.1 - The NFD Vision has been rewritten to reflect current and expected conditions and the District has adopted an operational value set that articulates and influences desired attitudes and behaviors.

Analysis Team	**Action Officer: Barrett Smith** **Admin Services Manager: Jenn Crayne** **Fire Chief: Bill Tyler** **BOD Member: TBD** **Labor Reps: TBD**
Essential Tasks	❑ Form a working team/group ❑ Develop a process to meet Success Conditions ❑ Facilitate gap analysis (see success conditions)
Purpose **(in order to…)**	Begin to define a process to assess current culture/values and understand ways in which culture/values can be enhanced within NFD
End State **(90 Days from Start)**	The team has been assembled, processes have been identified, and the team is ready to begin exploring opportunities to craft vision and values.
Success Conditions **(90 Days from Start)**	❑ Develop a vision/values working group. ❑ Conduct gap analysis re existing vision, culture, values, guiding principles, and firefighter code of ethics (deficiencies & opportunities). ❑ Begin identifying ways to institutionalize & hold people accountable to District mission, vision, & values (principles). ❑ Target - values statement that is articulated at point of hire and sets expectations]

LOE 3: Vision, Values, & Expectations

3.2 - Representative examples of these desired behaviors have been written for each functional position throughout the entirety of the organization.

Analysis Team	**Action Officer:** ***TBD***
Essential Tasks	❑ Form a working team/group ❑ Develop a process to meet Success Conditions ❑ Facilitate gap analysis (see Success Conditions)
Purpose **(in order to…)**	Begin to define a process to assess current culture/values and understand ways in which culture/values can be enhanced within NFD
End State **(Sep 30, 2024)**	The team has been assembled, processes have been identified, and the team is ready to begin exploring opportunities to craft vision and values.
Success Conditions **(Sep 30, 2024)**	❑ ON HOLD – *Dependent on completing LOE 2.1 first.*

LOE 4: Compensation, Benefits, & Work-Life Balance

4.1 - Honest and transparent negotiations have been completed for all groups that lead to competitive salaries and benefits that keep pace with property taxes and inflation.

Analysis Team	**Action Officer: Joe Valenti & Bill Tyler** Labor Reps: Lauren Galli, Mark Larroque, Kyle Dague BOD Rep: Bruce Goines
Essential Tasks	❑ Establish/draft a joint labor management communication, and communication vehicles/opportunities, to the workforce to include the details of the line of effort and timeline; a definition of organizational financial health (to be defined); i.e. reserves; and where we want to be aspirational, that being on the higher end of the top 25% comparable (total compensation). ❑ Establish team to define and determine which variable to be used; cost of living and CPI
Purpose **(in order to…)**	To promote unity between labor and management as a preceptor to the negotiation process
End State **(90 Days from Start)**	Collaborative approach to cost of living/CPI analysis/comparable/tax base revenue. Establish healthy, functional joint labor management relationship
Success Conditions **(90 Days from Start)**	❑ Initiate comprehensive analysis of compensation packages over a geographic area and similar departments/districts (TBD) ❑ Initiate analysis of property tax valuation over X # years ❑ Establish timeline for negotiation (all contracts except MWPA funded positions) ❑ Initiate analysis of variables related to cost of living (approx. 8-9 variables - TBD) ❑ Initiate open and transparent communication to workforce regarding LOE#4, budgetary consideration/efforts/ constraints, etc.

LOE 4: Compensation, Benefits, & Work-Life Balance

4.2 - Improve the work-life balance of the workforce

Analysis Team	**Action Officer: BC Dan Peters**
Essential Tasks	❑ Create Health and Wellness team ❑ Develop survey for workforce ❑ Initial communication to the workforce regarding the initiative and what to expect
Purpose **(in order to…)**	Identify the work-life balance needs of the district
End State **(90 Days from Start)**	Identify team and components of the survey
Success Conditions **(90 Days from Start)**	❑ Create Health and Wellness team ❑ Develop survey for workforce ❑ Initial communication to the workforce regarding the initiative and what to expect

LOE 5: MWPA

5.1 - The mission and purpose of MWPA work has been clearly defined and shared with all employees.

Analysis Team	**Action Officer: Lynne Osgood** **MWPA Vegetation Manager: Sarah Labberton** **MWPA WMS Manager: Yvette Blount** **B/C from Days or Shift: TBD**
Essential Tasks	❑ Identify education opportunities ❑ Survey material and questions ❑ Structured interactions with foundational information and materials (i.e. focus groups)
Purpose **(in order to…)**	○ Increase transparency/visibility among the workforce ○ Create and understanding that MWPA and NFPD are one and the same; dispel misperceptions
End State **(<u>90 Days from Start</u>)**	Develop an understanding an increased awareness and baseline understanding between NFPD operations and MWPA as a funding source
Success Conditions **(<u>90 Days from Start</u>)**	❑ Survey workforce to gain their understanding/ perceptions regarding the scope of MWPA ❑ Standard/on-going process for Transparency regarding MWPA, i.e. funding/budgeting; i.e. (Communication through Focus groups)

LOE 5: MWPA

5.2 - The demands of the MWPA program on regular District administrative and operational staff were identified and plans to mitigate those impacts were implemented.

Analysis Team	**Action Officer: Lynne Osgood** **Contracts: Colleen Walraven**
Essential Tasks	❑ Critical pathway analysis ❑ ID consultants ❑ Incorporate 5.1 tasks to inform 5.2 tasks ❑ Conduct survey and analyze results
Purpose **(in order to…)**	Increase transparency/visibility among the workforce; create and understanding that MWPA and NFPD are one and the same; dispel misperceptions.
End State **(90 Days from Start)**	Mission area overlap and scope, and employees who do that work are identified. Analysis and delineation of the MWPA workload process and NFPD baseline responsibilities/work, and scope of the data collection has been identified and collected.
Success Conditions **(90 Days from Start)**	❑ ID areas of mission area overlap and scope ❑ ID employees who do that work ❑ Analysis and delineation of the MWPA workload process ❑ NFPD baseline responsibilities/work ❑ Determine scope of the data collection.

LOE 6: Documents & Doctrine

6.1 - All shifts and personnel consistently follow the same Standard Operating Procedures (SOPs), ensuring uniformity in verbiage, strategy, and tactics.

Analysis Team	**Action Officer: Mike Taul** **Capt. Training: Mario Bernardini** **Acting B/C: Marc Tedeschi**
Essential Tasks	❑ Identify and assemble group (ops) to explore the issues. ❑ Identify inconsistencies in the application of SOPs (e.g., fire attack group supe & objectives of fire attack.) ❑ Identify training and development gaps that contribute to the problem. [Target - training is aligned to resolve any discrepancies]
Purpose **(in order to…)**	Make progress towards standardizing operations across all shifts.
End State **(<u>90 Days from Start</u>)**	Group is prepared to develop a training plan that would address gaps, inconsistencies, and shortfalls.
Success Conditions **(90-Day)**	❑ Group (ops) has been assembled to explore the issues. ❑ Inconsistencies in the application of SOPs (e.g., fire attack group supe & objectives of fire attack.) have been identified. ❑ Training and development gaps that contribute to the problem have been identified.

LOE 6: Documents & Doctrine

6.2 - The career development guide has been updated with accurate job descriptions.

Analysis Team	**Action Officers: Jennifer Crayne & Gretchen Felciano**
Essential Tasks	Operations ❑ ID any deficiencies in the current career development guide (2019 current version). (6.2.1) ❑ Research Best Practices (BP) for career development guide formatting/ organization. (6.2.2) ❑ Develop a standardized and consistent template for the CDG for review. (6.2.3) Administration ❑ ID jobs not in career development guide; review existing guide (6.2.1) ❑ ID by division positions missing (6.2.2) ❑ Of the positions listed which need to be updated (6.2.3) ❑ Feedback on what needs to be revised (6.2.4) ❑ Review org chart (6.2.5) ❑ Onboarding - review current process and develop draft onboarding process. (6.2.6)
Purpose **(in order to…)**	OPS: Know what portions of the current career development guide need to be updated and/or created. ADMIN: Include admin positions and MWPA positions into career development guide provide and provide standardization and greater depth with regard to onboarding process.
End State **(90 Days from Start)**	OPS: The group is prepared to make recommendations to leadership regarding the new CDG format, structure, and end state. ADMIN: Forms will be updated to fillable PDFs and old forms purged. Renumbering forms to be organized by division. Standardized template with a single server location. OPS and ADMIN: Review position guides, identifying and prioritizing critical tasks and procedures, and developing calendar; (to be shared with supervisors at end of 90 days).

	OPS and ADMIN: Generate list of underground rules and route appropriately.
Success Conditions (90-Day)	Operations ❑ ID Deficiencies in the current career development guide (2019 current version) identified. (6.2.1) ❑ Research best practices for career development guide formatting/ organization (6.2.2) ❑ Standardized and consistent template for the CDG for review developed. (6.2.3) Administration ❑ Jobs not in dev guide identified; existing guide reviewed. (6.2.1) ❑ Missing division positions: of the positions listed which need to be updated (6.2.2) ❑ Feedback received on what needs to be revised (6.2.4) ❑ Org chart reviewed (6.2.5) ❑ Onboarding - current process reviewed and draft onboarding process developed. (6.2.6)

LOE 6: Documents & Doctrine

6.3 - The administrative onboarding process has been defined and streamlined.

Analysis Team	**Action Officer: Jennifer Crayne & Gretchen Felciano**
Essential Tasks	❑ Evaluate all aspects of the onboarding process, to include new hires as well as promotions (6.3.1) ❑ Develop an "ideal" onboarding timeline for new hires and promotions. (6.3.2) ❑ Identify systems, processes and tools (e.g., checklists) that contribute towards efficiency and consistency. (6.3.3)
Purpose **(in order to…)**	Identify opportunities to increase efficiencies and consistencies in hiring and speed to onboarding.
End State **(90 Days from Start)**	Onboarding process recommendations have been submitted to leadership for review and approval.
Success Conditions **(90-Day)**	❑ Evaluate all aspects of the onboarding process, to include new hires as well as promotions (6.3.1) ❑ Develop an "ideal" onboarding timeline for new hires and promotions. (6.3.2)

LOE 6: Documents & Doctrine

6.4 - All administrative personnel follow the same Standard Operating Procedures (SOPs), ensuring uniformity in verbiage, strategy, and tactics.

Analysis Team	**Action Officers: Jennifer Crayne & Gretchen Felciano** **Admin Assistant: Grace Walraven** **Admin Assistant Kelley Penney**
Essential Tasks	❑ Utilization of existing contractors (6.4.1) ❑ Review position guides, identifying and prioritizing critical tasks and procedures, and developing calendar; (to be shared with supervisors at end of 90 days). (6.4.2) ❑ Admin forms will be updated to fillable PDFs and old forms purged. Renumbering forms to be organized by division. Standardized template with a single server location. (6.4.3) ❑ Underground rules and route appropriately generated. (6.4.4)
Purpose **(in order to…)**	Continuity of standards Clear and consistent understanding/transparency Avoid inconsistencies in the future
End State **(<u>90 Days from Start</u>)**	Existing contractors have been identified and tasked. Position guides have reviewed, critical tasks and procedures were identified and prioritized, and calendar developed; (to be shared with supervisors at end of 90 days). Admin forms are updated to fillable PDFs and old forms purged. Renumbering forms were organized by division and standardized template created with a single server location. List of underground rules and route appropriately.
Success Conditions **(90-Day)**	❑ Utilization of existing contractors (6.4.1) ❑ Position guides reviewed, critical tasks and procedures identified and prioritized, and calendar developed; (to be shared with supervisors at end of 90 days). (6.4.2) ❑ Admin forms will be updated to fillable PDFs and old forms purged. Renumbering forms to be organized by division. Standardized template with a single server location. (6.4.3) ❑ Generate list of underground rules and route appropriately. (6.4.4)

LOE 7: Infrastructure

7.1 - Seamless integration of software and IT components and programs has further enhanced the overall efficiency and efficacy of the Novato Fire District.

Analysis Team	**Action Officer: Azar Mashintchian** **IT Staff: TBD**
Essential Tasks	❑ Look at current environment. ❑ Develop and prioritize list of needed upgrades, replacement, and new systems for the next three years. ❑ Identify training gap.
Purpose **(in order to…)**	Establish a baseline IT infrastructure needs and opportunities assessment.
End State **(90 Days from Start)**	A list of all systems that includes current status, upgrade needs, and relative priorities has been drafted. An IT training gap analysis and draft end state has been written.
Success Conditions **(90 Days from Start)**	❑ Conducted an IT systems infrastructure assessment (i.e., problem identification efforts).

Analysis Used in Developing the Novato Strategic Plan

This section describes the analysis steps the Novato Strategic Planning Team used as the basis of the plan.

Strategic Environment

Tactical Area of Operations	District Boundaries
Operational Area of Interest	Marin/North Bay Counties (16) California (12) Mutual/Auto Aid Agreements (7) Regional team participation (0)
Strategic Area of Concern	Federal (13) National (12) State of California (9) Federal programs/grants (3) County (1) Other states (0)

Environment	• Aging Population (10) • Homeless (7) • Lack of staffing (5) • Housing density (4) • NFPD aging (3) • EMP (2) • City financial state (2) • Supper chain issues (2) • Mandates (1) • Natural disaster–critical infrastructure loss (1) • Fire Behavior (1) • Cyber-attacks (1) • CIKR (1) • Fentanyl/Meth (1) • WUI-WX (1) • Employee proximity (1) • Lack of available candidates (1) • Drought (0) • Will (0) • Mission tempo (0) • Natural disaster (0) • Wildland fire (0) • Aging infrastructure (0) • Public confidence (0) • Cybersecurity (0) • Economy (0) • WUI building increase (0) • Cybersecurity (0)
Predictions: **Most Likely**	• Staffing uncertainty (10) • Political unrest (5) • Continued staffing shortage (3) • Mass veteran retirement (3) • Ambulance revenue decrease (1) • Financial uncertainty (1) • Increased call volume (1)
Most Dangerous	• Potential global conflicts (6) • Political unrest (4) • Mass retirement–no backfill (4) • Large wildfire/incident with large loss of property/life (3) • AI, ransomware (3) • Firefighter line of duty death or suicide (0)

Time Effects	Strategic Plan Timeframe: 3 years Near-term Success Conditions: 90 days 3-4 years financial glimpse (12) Retirement month (11) Large incident/wildland fire (4) Political unrest (3) FF/Death (2) 5-7 years (2) Board elections (0) Annual budget cycle-first quarter calendar year (0)

Critical Factors

(Listed order of significance as determined by the planning team)

Unknowns	Knowns
• Leadership changes (10) • Number of employees on workers' compensation (9) • Revenue/economy (6) • Cyberattack (5) • Financial crisis (5) • Possible recession (5) • Natural disaster (5) • Firefighter death LODD/Suicide (4) • Cyber extent of effects (4) • Legislation (3) • Large disaster (Fire/Flood/Civil Unrest) (2) • Changes to NFPA, fire code (0) • Dispatch failures (0)	• Forecasted retirements (13) • Turnover (13) • Staffing retirements (12) • Negotiation (MOU'S) (11) • New dispatch-timing (6) • Apparatus replacement (5) • Cyberattack (5) • Aging facilities/replacement (5) • Less interest in fire service (3) • Fire season (3) • Difficulty in getting home insurance in WUI (3) • Workers' compensation (1) • Population growth (1)

Can't Control	Can Control
• Quality of applicant (9) • Turnover (9) • Economy (8) • Negotiations (8) • Cyberattack (7) • Workers' compensation timing and how long off (5) • Cyber timing/extent (4) • Cost of living (4) • Retirements (3) • Revenue: Property tax, billing; Grants, fees, billing (3) • Scope of disaster (2) • Natural disaster (2) • Zone adjustment (Nursing homes) (2) • Drawdown (Firefighters go home sick/injured) (1) • Firefighter suicide timing/circumstances (1) • Population growth (0) • Available candidate pool (0)	• Salaries and benefits (14) • Negotiations (8) • Track possible dates-salary and benefits (5) • Recruiting efforts (5) • Policy review and revision (4) • D-space around homes (4) • Personal perspective (4) • Cyber security presentation program (3) • Revenue: Property tax, billing; Grants, fees, billing (3) • Training and preparation, mitigation, fire-based dispatch (3) • Approval of diagnostics and preventable actions (2) • BH Program (1)

Weaknesses	Strengths

• Long hiring process (11)
• Poor communication and delayed treatment (8)
• Economy (8)
• Workers' comp (8)
• Outdated policies (6)
• Available candidate pool (6)
• Negotiations (5)
  ○ When morale is down, less applicants (1)
  ○ When morale is huge, recruit/retain (0)
• Culture of risk acceptance (5)
• Cost of living (4)
• Cultural buy-in (3)
• Limited involvement with county agencies (3)
• Retirements (3)
• Ingress and egress (2)
• Zone adjustments (Nursing homes) (2)
• Drawdown (Firefighters go home sick/injured) (1)
• Revenue-don't have to share money (0)
• Population growth (0)
• Fire code can't keep up with technology (0)
• Personal responsibility (0)
	• Public education and outreach (13)
	• ALS transport services (7)
	• Personal responsibility (6)
	• Negotiations: (5)
	  ○ When morale is down, less applicants (1)
	  ○ When morale is huge, recruit/retain (0)
	• MWPA funded program (4)
	• Customer satisfaction (4)
	• External relationships with adjacent agencies (3)
	• Turnover-Physical health (3)
	• Cultural buy-in (3)
	• Dispatch control (2)
	• Policy changes, EQ changes (1)
	• Revenue-don't have to share money (0)
	• Population growth (0)
	• Incident management tools (Tablet Command) (0)

Dangers	Opportunities

• Cyberattack (14)
• Loss of institutional knowledge (10)
• Low applicant pool (10)
• Turnover: Loss of expertise, danger on calls, can't keep up hiring (7)
• Inability to attract qualified candidates (6)
• Workers' compensation extended absence (6)
• Too outdated working conditions, salaries, benefits (4)
• Negotiations (4)
• Finance sustainability (2)
• Recruit/retain (10)
• Revenue (2)
• Natural disaster (3)
• FF suicide LODD (2)
• Dispatch costs (1)
• Population growth (0)
  ○ Call volume up
  ○ Revenue
• Ingress and egress (0)
• Shut down office-steal money (0)
	• Succession planning (9)
	• Telecommunicating (accommodating new generation) (8)
	• Improve scheduling (MBO, calendars) (5)
	• Alternative staffing models (5)
	• Turnover-promotion + new ideas (5)
	• Expand recruitment efforts (4)
	• Workers' compensation advocate position (4)
	• Negotiations (4)
	• Finance sustainability (2)
	• Recruit/retain (10)
	• Revenue (2)
	• Pinpoint areas of improvement (3)
	• Dispatch control (1)
	• Make something good out of it (0)
	• MWPA programs outreach (0)
	• Population growth (0)
	  ○ Call volume up
	  ○ Revenue up

PSESII Dimensions

(Listed order of significance as determined by the planning team)

Political	• Staffing/retirements (15) • Firefighter drawdown (12) • Cyberattack (8) • Home insurance WUI (8) • Cyber: Bad press (6) • Turnover-internal politics/public relations (6) • Neg.: Pressure/public/fellow agencies/internal implications (+/- 3) • Revenue: Community support/lack of support (2) • Large disaster (2) • LODD/FFS (2) • Dispatch (2) • Workers' compensation (1) • Population growth: Expansion/Coverage area/Standards of cover (1) • Legislation (1)
Security	• Staffing/retirements (14) • Cyberattack (14) • Retirement (9) • Turnover-Promotional security/ inexperienced (7) • Lack of qualified interested applicants (5) • Home insurance WUI (5) • Revenue (4) • Firefighter down staffing (4) • Workers' compensation (3) • Neg.: Fin. sustain up/down, retirement/retention (3) • Large disaster (1) • LODD/FFS (1) • Dispatch (1)

Economic	• Staffing/retirements (14) • Cyberattack (6) • Salaries and benefits (6) • Retirement (6) • Neg. financial Δ's (5) • Cyber: Time/money to fix (5) • Possible recession (5) • Large disaster (3) • +Pepra/-Classic; Larger incidents/loss of infrastructure (3) • Home insurance WUI (3) • Cost of living (3) • Revenue (2) • Workers' compensation (2) • LODD/FFS (1) • Dispatch (1) • Population growth: Call volume (1)
Social	• Staffing/retirements (14) • Neg. morale changes, cultural buy in (12) • Work-life balance (10) • Cyberattack (7) • Aging (7) • Cyber: Service to public/interrelations (6) • Cost of living (5) • Large disaster (3) • LODD/FFS (3) • Revenue: Lifestyle Changes (3) • Dispatch (1) • Workers' compensation (1) • Organizational embarrassment-continuation of established programs/norms (0)

Infrastructure	• Cyberattack (19) • Staffing/retirements (11) • Apparatus and equipment replacement (7) • Large disaster (6) • Loss of job knowledge (5) • Evacuation egress/ingress (4) • Dispatch (4) • Aging facilities (3) • Workers' compensation (3) • Revenue: less spending/budget deficit staffing (2) • Natural disaster: coverage (2) • Population growth: staffing (2) • LODD/FFS (1) • Neg. culture changes/buy in (1)
Information	• Public information (12) • Incident management (11) • Cyberattack (8) • Staffing/retirements (7) • Cyber: Protected information (7) • National disaster: Information exchange (5) • Dispatch (5) • LODD/FFS (4) • Neg. transparency (4) • Large disaster (2) • Outreach to public (0) • Workers' compensation (0)

Key Questions/Key Assumptions

(Not in any order of priority or significance)

Key Questions	Key Assumptions
• Will tax base remain same or change? • Will we have enough staff to increase our service model? • Will we be able to find candidates that are highly qualified? • Will there be incentives for people to promote? (Provided?) • Will members meet the cybersecurity insurance requirements? • When/how many retiring?? • What have we done to protect against cyberattacks? • Are our workers' compensation numbers high? • Can we measure via surveys? • What is economic projection 2-3 years? • What is the city's growth projection? • Is there a sense of trust? • How can we measure if there is trust? • How do we measure financial stability? • Do we have the bandwidth to complete the strategic plan? • How can we extract each employee's concerns? • Why low interest in Fire Service? • Are employees interested in promoting?	• Be able to fill vacancies • Adequate revenue to continue • People will want to promote (Capt/Co) • People will follow IT protocols • Staffing/service model won't change • Assumed static/calm situation, steady revenue • Slow/steady growth $ • Lots of retirements • Cyber attack • Workers' compensation high numbers • Assume continued hiring challenges • Members will stay full career • There is a sense of trust • We are financially stable • We have the organizational capacity to implement this plan • Full staffing will improve morale

Strategic Values at Risk

VAR	Description	Jurisdiction	Probability	Consequence	Mit Efforts	Priority
Citizens	• 65K residents • Businesses • Infrastructure • Operational area • State of CA • Safety & wellbeing - people & property	NFD	High	High: • Injuries, death • Property losses and property values (tax base) • Loss of Public Trust • Fatalities • Financial	• Adequate Staffing • Common Vision/consensus (FireWise, Zone Maven, Social Media) • Public education • Branding/marketing • High standards of service, codes/ordinances • Community outreach • *Contant decision points*	**1**
Employees	• Employees (100; sworn & non-sworn) • Morale, engagement, mental health, job satisfaction, work-life balance • Institutional knowledge	NFD	High	High: • Behavioral Health • Retirements • Vacancies • Turnover • Loss of buy-in • Breakdown of team dynamics • Morale issues • Vacancies • Injuries, w/c claims	• Contract Negotiations • Staffing • Equipment/facilities • Good strategic plan • BHAP • Salary/benefits • Work-life balance • Relationships (internal) • Training • Succession planning • Career development/promotions • Mental health/wellness programs	**2**

Revenue/ Budget	• Health of local economy • Funding revenue for the district • Inflation • Family struggles	• Local economy • Global economy • NFD (fiscal mgmt.)	Med	High: • Budget cuts • Service levels • Staffing • Morale • Equipment funding • Facilities • IT/Security	• Impact fees, taxes, bonds • Fee schedule • Reserves • MOUs • Budget • Economic responsibility • Budgeting • Accountability • EMS billing • Grants • Drop Program	**3**
Critical Infrastructure (Community)	• Stafford Lake • Sanitation/ Sewer • NMWD • PGE • MWPA • Comm Networks • Hwy 101, 37	• Local • County • State • Federal • Private • Cell providers • MERA • Repeaters	High	High: • Loss of life • Loss of utilities • Loss of Comms/disruption of services • Loss of trust • Loss of essential services (water, sanitation, etc.)	• Preplans • Emergency prep • MWPA (fire breaks) • EOC, Shelters • Back-up, high band	**5**
NFD Infrastructure	• Buildings • Apparatus • Equipment • IT Servers - cloud-based)	NFD	Med	High: • Safety (e.g., MVAs) • Maintenance programs • Capital improvements • Equipment funding • Facilities • IT/Security	• Training • Maintenance programs • Pre-plans • Apparatus replacement schedule • IT Servers • Radius	**4**

Public Trust/ Reputation of NFD	Public confidence in NFD ability to carry out mission	• NFD • Other agencies	Med	Med	• Transparency • Communications • Alignment throughout organization • Accountability • Outreach, marketing, pub-ed events	**6**
Key Business Infrastructure	BioMarin, Costco, Sutter, Top 10 employers	• City of Novato • Marin County	Major fire = High Other disasters = Med/Low	• Loss of revenue • Loss of services • Bankruptcy	• Business continuity plans • Preplans • Prevention	**7**

Gap Analysis

Strategic Priorities
1. Safety & wellbeing of the citizens, property, and community the District serves
2. Employee job satisfaction, health and wellbeing, morale, engagement, and work-life balance
3. Public trust and reputation of NFD.
4. Stability and sustainability of District funding
5. NFD critical infrastructure (facilities, apparatus, equipment, IT)
6. Community critical infrastructure (Stafford Lake, Sanitation/Sewer, MWPA, NMWD, PGE, Comm Network, Hwy 101 and 37)

Current or Potential Conditions (Disorder)	3-Year Desired Conditions (Acceptable Order)
Work-life balance, inadequate staffing, mandatory OT, increased workload	An organizational staffing analysis has been completed (operational/administrative/MWPA) (15)
Leadership/succession planning shortfall	Written succession plan with an established mentorship program (12)
Lack of trust, district not adhering to negotiated benefits	Honest and transparent negotiations have been completed for all groups (12)
Labor–management relations	Trust restored/relationships rebuilt (11)
Pay and benefits not keeping up with inflation	Salary and benefits keep pace with inflation increase to both to keep up (11)
Salaries–Not keeping up with inflation	Salaries/benefits made commensurate with inflation (9)
Perception of MWPA workload has eclipsed operational and administrative priorities of the district	MWPA work is properly siloed and managed (there is no spillover) (9)
Lack of succession planning	Clearly defined and implemented succession plan (bench depth) (8)
Divide between admin staff and floor personnel	One unified, respectful workforce (8)

Current or Potential Conditions (Disorder)	3-Year Desired Conditions (Acceptable Order)
Unbalanced work-life balance	True work-life balance with programs and staffing in place to provide for success (6)
Inconsistent operational application of SOPs	All shifts/personnel using same SOPs, verbiage, strategies/tactics (5)
Slow hiring process for administrative positions	Positions filled and candidate on the job within three months from application date (4)
Admin-floor disconnect	Structured integration plan of all roles in the district (4)
Poor communications internally and externally	Excellent internal and external communications with stakeholders (3)
Unrealistic expectations, culture of over performing, exceeding employees' bandwidth, lack of support	The career development guide has been updated with realistic job descriptions, admin onboarding process has been defined and streamlined (3)
Increased reliance on mutual aid allowances	Increase in service model (3)
Staffing/retention/mando	Staffing restored to 100%, no mando, enough OT (3)
Lack of IT systems communicating and integrating with one another	Seamless integration of software/IT components/programs (3)
Service level is strained due to steady increase in call volume. Unit hour utilization is approaching threshold for needed change in response model	All incidents can be handled without straining resources and personnel (3)
Outdated policies	A clear plan completed to keep policies up to date (2)
Financial projections are limited to one year	Comprehensive 3-year plan has been completed (1)
Facilities are in needs of strategic plan	We have created an infrastructure committee that completed a 3-year plan (1)
Health risks, exposures, behavior, workers' compensation	Continued health screenings to industry standard/improved workers' compensation process (1)
Delivery of service changes	Service model meets community/service needs (1)
IT security compliance/Wi-Fi/cell/CPU/Internet	Significant increase of IT compliance and delivery of services (1)

Current or Potential Conditions (Disorder)	3-Year Desired Conditions (Acceptable Order)
Aging policies/upgrades	Completing an assessment of facilities and stalled improvement plan (1)
Communications: Dispatch/radios/cell/service coverage	Transition to new dispatch/radios successfully completed (1)
Dirty! stations apparatus, equipment=toxic exposure	Clean! stations, apparatus, equipment=nontoxic (0)

Near & Dear List

A near and dear list considers those aspects of the current program that are essential to maintain or enhance and have contributed significantly to the success of the program to date. This list is developed to ensure that during the strategic plan development process, these processes, characteristics, and considerations are not overlooked or omitted or omitted.

(Not in any order of priority or significance)

- Support foundation programs (26)
- Continue Fire Service culture (26)
- Closed feedback loop with honesty (26)
- Appreciation and recognition (26)
- Work-life balance (26)
- Not expecting members to check emails/calls on vacation
- Mentorship-prioritizing (26)
- Re-evaluate our software systems and processes (26)
- Adequate staffing (26)
- Communication (26)
- Easy and open
- Distribution of Info (26)
- Accountability (26)
- Leadership development/secession (26)
  - Formal>Mentorship
  - Informal>Mentorship
- High-level service delivery (26)
- Training (26)
- Salary and benefits (26)
- Great coworkers (26)
- Stability of benefits-MOU (26)
- Tradition/history (26)
- Retention (26)
- Simplicity-Streamline Bureaucratic Hoops (26)
- Open door policy? (26)
- Mental health (employees) (26)
- Engagement (26)
- Professionalism (26)
- Physical health (26)
- EMS billing (26)
- Financial sustainability (25)
- MWPA (24)
- Community engagement (24)

- Eating meals together as group → People/relations (24)
- Efficiency (23)
  - Training/onboarding/hiring, etc.
- Empowering Engine Co. to “do right thing” (20)
- Reduce scheduling conflicts (18)
- Comfortable stations (16)
- Transparency in communications (0)
  - Provide expectations
- Specific deliverables and accountability (0)

2018–2020 Strategic Plan Lessons Learned

This exercise identified the lessons learned from developing and implementing the 2018-2020 strategic planning efforts. It included two areas of consideration: 1) those aspects that this team should **Sustain** in the development of the 2024-2027 planning effort and 2) those areas where the team could take things to the **Next Level.**

Sustain	Next Level
Health, wellness, behavioral health (Goal #2)	Communicate plan, status Goals and accomplish more broadly Continue trajectory
Facilities (quality)	Update core documents
Personal/professional development	Tech training
Succession planning (Informal)	Formalize
Apparatus replacement	Update app replacement plan Tech
Training facilities	Continued improvement • Sta 62 – Facility Master Plan Map out sustainable future Improve reputation • + retention • + diversity – reflect the community
#5 + 1.3 from SP	Explore other SVL models • + boot practice Goals, DBT, metrics of Marin County wildfire prevention Community outreach – marketing Identify priorities!