

WS-1 Fire Protection Service Goals and Objectives

Date: **2/25/2023**

Organizational Topics by District Service Divisions	Guiding Principle & Goals	Short Term Objective (FY 23/34)	Mid-term Objective (next 5 years)	Long-term Objective (6 years and beyond)
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Administration, Management & Finance Functions

1. Board of Directors	Maintain an active and involved Board of Directors that represent the District's Service Zones and constituent residents and businesses	Appoint new Board Members to replace retiring Member and consider options for expanding Board and broadening geographic representation	Pursue Board 'districts' to assure representation of all portions of the District	Expand Board to 7 members in coordination with further reorganization and consolidation efforts
2. Budget Procedures & Protocols	Design and adopt Operating Budget format, procedures, and controls consistent with GFOA standards and State reporting requirements			
3. Grant Writing & Administration	Continue seeking grant funding from available sources and assure effective and efficient administration of grant funding requirements and financial controls			
4. Public Outreach & Engagement	Building on prior and ongoing efforts continue support and cooperation with COPEs and other community-based organizations including collaborate on CWPP implementation project planning, action plans, and environmental review, and other neighborhood-based emergency preparedness and response			
5. Grant Project Administration & Management	Develop and implement contract-based Grant Project administration to augment District staff efforts			
6. Special Parcel Tax Districts & Administration	Evaluate potential for additional Service Zone special taxes or Districtwide special tax and assure timely administration and financial controls			

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7. Service Charges & Fees	Establish a comprehensive schedule of service charges and update annually to reflect inflationary cost increases and new services and implement a fee-for-service enterprise model for projects			
8. Creation and use of 'Planning Units' with Service Zones as needed to plan, organize, and execute vegetation management and other fire risk reduction projects, e.g., STZ #1 and the project forming west of Lake Sonoma	Develop a program for planning, permitting, completing, and maintaining vegetation management on large private land holdings funded by multi-year contracts			
Other?				

Firefighting Services & EMS Functions

1. Staffing Level by Position	Expand staffing levels as needed to provide or improve service levels as permitted by funding available			
2. Staff Training Levels by Position	Require and incentivize staff training as needed to enhance service levels and efficiency			
3. Staff Compensation	Maintain compensation as required to support the 'hybrid' model of paid firefighter positions, volunteers, non-firefighter specialists and interns			
4. EMS/Ambulance Service	Sustain local (Region 6) control of EMS and ambulance services and improve service levels as permitted by funding available.			

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5.	Structural Fire Response	Maintain existing service levels (response time and personnel and equipment delivery) and improve as permitted by funding available			
6.	Wildland Fire Suppression	Enhance provision of wildfire response and suppression in LRAs and in SRAs supplementing and supporting for CalFire operations in emergency wildfire events			
	Other?				

Fire Prevention Service Functions

1.	Public Information & Assistance	Expand fire prevention public information and assistance in cooperation with COPEs and other community-based organizations			
2.	Fire Marshal Inspection Services	In cooperation with other fire agencies in Region 6 expand fire prevention inspection services to reduce fire hazards and 'igniter' risks			
3.	Ord. 13a Administration (Defensible Space Regulations)	Expand capacity to conduct Ordinance 13A inspections via Contract with Sonoma County and local service charges as may be needed to supplement contract fees			
4.	Building Plan Check (Fire Code Compliance)	In cooperation with other fire agencies in Region 6 establish local building permitting and inspection capacity via contract with Sonoma County			

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5. Hazardous Material Control & Abatement	Cooperate with County hazardous materials response to identify and minimize risks within the District and assure timely and effective response to hazardous materials exposures			
Other?				

Vegetation Management Services

1. Fuels Crew Staffing by Position	Expand Fuels Crew to meet service demands for completing and maintaining vegetation management projects			
2. Inter-Agency (and inter-county) Coordination	Expand formal cooperation with other firefighting agencies in Region 6 and in adjoining county's to develop strategies for reducing wildfire risks			
3. CWPP Action Plans & Planning Unit Projects	Implement Countywide CWPP and other existing CWPPs through development and completion of area or project-specific action plans and the 'planning unit' approach funded by private landowner contract-based recurring funding supplemented with grants and other available funding			
4. Project Planning & Environmental Review	Expand and formalize capacity for vegetation management project planning and environmental review based on existing practices and resources and expanded to achieve Region-scale wildfire risk reduction			

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6. Landowner and Private Industry Outreach	Expand outreach to large private landowners and related industries (agriculture, timber, geothermal, and tourism) toward design, funding, and implementing comprehensive landscape-scale vegetation management and other wildfire risk reduction efforts 'planning unit' model projects			
Other?				