



Central Fire District
of Santa Cruz County, CA

FIRE DISTRICT Strategic Plan

March 2023



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Process & Acknowledgments

To complete the task of developing a fire department strategic plan, input was solicited from the public to obtain comments, concerns, and general information from involved citizens throughout the community. The community input was conducted as an online survey and a total of 294 persons completed the entire survey. The survey instruments utilized to gather input, along with the results, are available at the District's website, CentralFireSC.org. Public input is a critical component of the strategic planning process and is necessary in order to understand the expectations of the community in regards to fire district services.

In February of 2023, Central Fire District convened a strategic planning committee comprised of District administrative and line personnel to review the community input and develop goals and objectives to carry the District through the next five years. Information gained through the public input survey, a member survey, along with internal expertise and external recommendations and guidance, was used to develop this strategic planning document.

Strategic Planning Committee

Jason Nee, Fire Chief

Chad Akin, Assistant Fire Chief

Anthony Cefaloni, Division Chief

Scott Cullen, Division Chief

Nancy Dannhauser, Finance Director

Mike DeMars, Fire Marshal

Gena Finch, HR Director

Lisa Grigg, Administrative Analyst

David Hopper, Firefighter/Paramedic

Brandon Houston, Captain

Mike Kretsch, Battalion Chief

Alec Lona, Paid Call Firefighter

Rolf Lingens, Captain

Nigel Miller, Battalion Chief

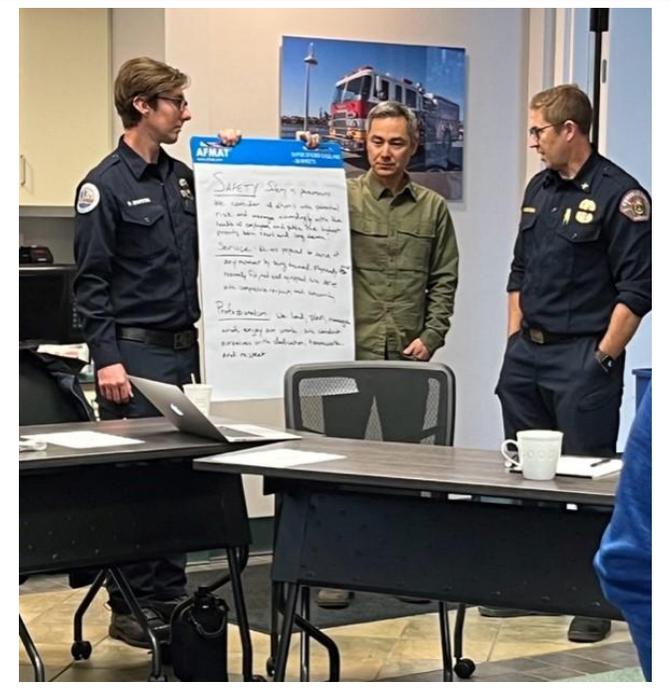
Brad Spencer, Firefighter/Paramedic

Derek Staley, Captain

Charlotte Cambridge Webb, Administrative Assistant

Amy Weisser, Administrative Analyst

Patrick Winters, Battalion Chief





Background and History

The Central Fire Protection District of Santa Cruz County was created in 1987 as a result of the consolidation of Capitola, Live Oak, and Soquel Fire Districts. In 1986, Aptos Fire District and La Selva Beach Fire District also consolidated to become the Aptos/La Selva Fire Protection District. The Aptos/La Selva Fire Protection District consolidated with Central Fire Protection District in 2021 to become Central Fire District of Santa Cruz County. The overall consolidated District provides fire suppression, water rescue, emergency medical services, hazardous materials response, fire prevention, and community risk reduction throughout Aptos, Capitola, La Selva Beach, Live Oak, Rio Del Mar, and Soquel, serving approximately 90,500 residents.

In an effort to continue the process of continuous service improvement, the Board of Directors commissioned this strategic plan to ensure the District was focused on important goals over the next five years, as identified by the citizens and the District.



Section I: ENVIRONMENTAL ASSESSMENT

Planning Methodology

Fire and other emergency services organizations are now, more than ever, finding themselves in a culture of increased expectations and limited resources. The ever-increasing service demand combined with declining revenues, in some cases, have made it critical that governing boards ensure their organizations are operating in the most effective and efficient manner possible.

With this in mind, Central Fire District made the decision to conduct and create a strategic plan that included critical input from the public.

Environmental Scan

In order to properly formulate strategic initiatives, the strategic planning committee had to evaluate the external and internal organizational environment. The planning committee combined the feedback with its collective knowledge of the organization and the internal and external factors that influence the outcome of the organization's services. The analysis of the organization's strengths, weaknesses, opportunities, and threats (SWOT) provided the committee with a basis for formulating the strategic initiatives resulting from this process.

The Process

- Review organizational background
- Define services provided to the community
- Establish community service priorities
- Identify community expectations
- Identify community concerns
- Identify aspects of the organization the community views positively
- Develop a vision for the future
- Develop a mission statement
- Establish the organization's guiding principles
- Perform an environmental scan utilizing external (customer) and internal (staff) feedback
- Assess organizational strengths and weaknesses
- Identify opportunities and potential threats to the organization
- Identify gaps in performance
- Establish organizational strategic initiatives (mission specific goals)
- Identify the objectives that support the strategic initiatives
- Identify implementation (critical) tasks for each objective
- Define service outcomes in the form of performance measures and targets

Community Stakeholders

As part of the overall strategic planning process, Central Fire District (CFD) solicited input from the public through online surveys, beginning in early February 2023. The survey instrument contained 14 questions regarding residency/business ownership status, contact with CFD, satisfaction with service, expectations of the department, overall rating of the department, concerns, response times, partnerships, and a prioritization of services provided by the District.

Community Survey Results

In total, 294 persons responded to the survey, representing a 0.3 percent respondent rate. Of the respondents, 94.0 percent identified as being a resident of the District, 3.0 percent identified as being a public safety partner of the District, 2.0 percent identified as being a business owner in the District, and 1.0 percent responded as "other."

To the question as to the prioritization of services provided, emergency medical services, fire suppression, and wildland firefighting were the top priorities. Other prioritized services included water rescue, emergency management, technical rescue, hazardous materials response, and community risk reduction.

To the question as to what were the desired qualities of District personnel, the response of "highly trained" was the highest, followed by "prompt arrival," "friendly, courteous, and professional," and "involved in the local community." Regarding response times, 56.0 percent stated that responses should be under six minutes while another 20.0 percent believed up to eight minutes was acceptable.

Overall satisfaction in the services provided by the District was at 61.0 percent being "very satisfied" and 26.0 percent being "satisfied." The complete document containing survey results is available in the Master Plan November 2022 on the District's website, CentralFireSC.org.

Mission, Vision, & Values

Mission

The mission statement of an organization should clearly define the major services that are provided to the community. It focuses district members on what is truly important to the organization. The mission statement should be understood by all Central Fire District personnel and posted prominently throughout the organization's facilities. Each employee should commit the mission to memory. The strategic planning committee adopted the following mission statement:

The mission of Central Fire District of Santa Cruz County is to preserve quality of life for the citizens and visitors of the communities we serve by protecting lives, property, and the environment through emergency response, community risk reduction, and education.

Vision

In addition to knowing who they are, all successful organizations need to define where they expect to be in the future. The District's vision provides members with a view of the future that can be shared, a clear sense of direction, a mobilization of energy, and a sense of being engaged in something important. Vision statements will provide the members of Central Fire District with a direction of how things can be and a sense of organizational pride and purpose. The strategic planning committee adopted the following vision:

It is the Vision of Central Fire District of Santa Cruz County to:

- Position the fire district securely (operationally, financially, and politically) through and beyond economic uncertainty while creating a resilient, predictable, and sustainable future.*
- Be a leader in the fire service, respected for our excellence in service delivery, our dedication to the community, and our commitment to our personnel.*
- Provide exemplary customer service, be fiscally responsible, and support a regional approach to collaboration and progressive innovation.*

Values

Value statements define what the organization considers to be appropriate and inappropriate behaviors. Fundamental guiding principles identify the organization's culture and belief system. These principles provide a foundation in an environment that is always changing. The strategic planning committee adopted the following value statements:

- *SAFETY: We value safety as a priority in all our actions and take appropriate steps to maintain and improve the well-being of the community and our personnel.*
- *SERVICE: We value service by being prepared to serve with respect and compassion at any moment with knowledgeable and committed personnel.*
- *PROFESSIONALISM: We value professionalism through our readiness, leadership, and work ethic to provide the highest standards of service with dedication, teamwork, and respect.*

With the completion of its mission, vision, and values statements, the strategic planning committee established the organization's foundation for strategic planning. We strongly recommend that every member empower themselves with these elements as they are the basis for the accomplishment of the organization's goals, objectives, and day-to-day tasks.

SWOT Analysis

The process of conducting a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis involves identification of both internal and external factors facing the organization. Strengths and weaknesses are generally thought of as internal factors within the control of the organization while opportunities and threats (or challenges) are more typically external factors that, while outside the immediate control of the organization, can be addressed through improved communications and processes.

Strengths

The identification of organizational strengths is the first step in the environmental scan. The strengths of an organization identify its capability of providing the services requested by constituents. The organization needs to make certain that its strengths are consistent with the issues it faces. Programs that do not match organizational strengths or the primary function of the District should be reviewed to evaluate the rate of return on precious staff time. The strategic planning committee identified the following strengths for Central Fire District:

Strengths

*Equipment/Apparatus/Tools/PPE
 Highly Trained Personnel
 Financial Stability
 Response Times
 Labor/Management Relationships
 Salary and Benefits
 Diverse Experience in the
 Workforce
 Career Path from PCF to Full-Time
 Shop/Fleet
 Training
 Internal HR/Finance
 Engaged Command Staff
 Open to Change*

*Health and Wellness Committee
 Collaborative Attitudes
 Digital Policies and Procedures
 Technology
 Logistics
 Family Culture
 Special District
 Size Relative to County
 Focus on Safety
 Professional Attitudes
 Positive Public Perception
 Cohesive Work Environment and
 Culture
 Specialty Teams*

Top Strengths

*Training
 Leadership
 Work Environment
 Health and Wellness
 Culture*

Weaknesses

Once strengths of the organization have been identified, the next step in the environmental scan is to identify organizational weaknesses. Weaknesses within an organization can hinder the ability of the agency to deliver services at the expected level. Although agencies tend to place negativity on any internal weaknesses, identification of these areas can lead the organization through a process of continuous improvement. The strategic planning committee identified the following weakness for Central Fire District:

Weaknesses

*Diversity, Refection of Community
Internal Communications
Loss of Institutional Knowledge
Standardized Equipment
Swift Water Rescue
EMS Transport
Employee Engagement
Disaster Preparedness
Risk Assessment
Staffing
Policies and Procedures
Isolation / Narrow Perspective
Injuries / Workers' Compensation
Cost of Living*

*Upper Level Succession Planning
Facilities
Station Locations
Fire Fuel Mitigation Programs
Community Outreach
Cultural Development
Inability to Change
Training Facility
Battalion Span of Control
Duplication of Efforts
Increasing Demand
Radio Infrastructure
Recruitment
Stress-Related Issues*

Top Weaknesses

*Lack of Diversity
Lack of Upper Level Succession Planning
Internal Communications
Facilities*

Opportunities

Opportunities available to the organization can be multiple and varied. Most organizations fail to see the full benefit of external opportunities and, therefore, fail to reap the potential benefits. Being able to identify potential opportunities to assist the organization in achieving goals and objectives is a critical element in the process of strategic planning. The strategic planning committee identified the following potential opportunities available to Central Fire District:

Opportunities

<i>Consolidations/Mergers</i>	<i>Grant Funding</i>
<i>Leverage Properties</i>	<i>Community Fundraising</i>
<i>Long-Term Lease</i>	<i>Benefit Assessments</i>
<i>Threat and Hazard Identification</i>	<i>Risk Assessment</i>
<i>CalOES Classes</i>	<i>High School/College Recruitment</i>
<i>Fire Wise/Fire Safe Council</i>	<i>Joint Projects with Law Enforcement</i>
<i>Regional Technical Rescue</i>	<i>Regional Apparatus Purchases</i>
<i>EMS Transports</i>	<i>Capital Facilities Plan</i>
<i>County / State Communications System</i>	<i>Alternative Funding Streams</i>
<i>External Training</i>	<i>Community Support</i>
<i>Public Engagement</i>	<i>Solar / Wind</i>
<i>Political Support</i>	<i>Community Risk Reduction</i>
<i>Countywide Standardization</i>	<i>Technology</i>
<i>Succession Planning</i>	

Top Opportunities

- Alternative Funding Streams*
- Regionalization*
- Succession Planning*
- High School/College Recruitment*
- Technology*

Threats

Like external opportunities, threats or challenges can be varied based on a number of environmental factors such as population, demographics, socio-economic issues, etc. The process of identifying organizational challenges allows the agency to address those issues and take the appropriate action to mitigate the effects upon the organization. The strategic planning committee identified the following potential threats facing Central Fire District:

Threats (no priorities identified)

*Climate Change
Funding/Recession
Social Media
Litigation
Natural Disasters
Military/Global Conflict
Limited Real Estate*

*Societal Change
Public Perception Changes
Workforce Competition
Industry Traditions
Increasing Service Demand
Supply Chain Issues
Lack of External Partner Cooperation*

Definition of Terms

There are six main components to a strategic plan: Initiatives, Goals, Objectives, Critical Tasks, and Outcomes or Performance Indicators. For purposes of this strategic plan, they are defined as follows:

- **Goal:** The largest overarching element of a strategic plan, an initiative is a broad enterprise where the District may have multiple areas of focus. A goal is usually defined as specific, measurable, action-oriented, realistic, and time-sensitive.
- **Objective:** A smaller component of, and subordinate, to a goal. If all objectives under a goal are accomplished, the goal will have been accomplished.
- **Critical Task:** The smallest component of a strategic plan, critical tasks are the immediate (within 90 days) action steps needed to meet an objective or a goal. Not all goals or objectives have critical tasks.
- **Outcome Statement:** The description of a desired result of a goal or objective once accomplished.
- **Performance Metric:** The description of measurable improvement of an objective once accomplished.

Section II: STRATEGIC PLAN

Strategic Plan

The planning process, after dealing with establishing the mission, vision, and values (guiding principles) of the organization and assessing the environment within which it is operating, turns its focus to the establishment of goals and objectives. Realistic goals were formulated, and specific objectives developed to support the successful completion of those goals. Strategic goals and objectives provide the organization and its members with clear direction.

Strategic goals and objectives are management tools that should be updated on an ongoing basis to identify accomplishments and to note changes within the organization and the community. Strategic goals and objectives, as well as performance measures, become the focus of the organization's efforts. By following these goals and objectives carefully, the organization is given structure and guidance, reducing obstacles and distractions, and facilitating smooth transitions.

The strategic planning committee set priorities for the accomplishment of specific goals and objectives. The goals are listed in a descending order of priority. When evaluating progress toward accomplishing the goals, timelines may need to be adjusted to reflect changes in the organization's needs, environment, and resources.

GOAL 1: DEVELOP A LONG-TERM FACILITIES PLAN

1A: Complete a Standards of Cover	
Lead: Fire Chief Timeline: Completed	Critical Tasks: .
1B: Complete a current facilities assessment	
Lead: Fire Chief Timeline: Completed	Critical Tasks: .
1C: Work with architectural firm and realtor to plan and design facility and locate appropriate property	
Lead: Fire Chief Timeline: End 2023	Critical Tasks: <ul style="list-style-type: none"> • Develop Request for Qualifications (RFQ) for architectural firm. • Execute contract with selected firm. • Complete facility design plan. • Engage realtor to locate appropriate property.
1D: Develop plan to secure financing/funding	
Lead: Fire Chief / BOD / Finance Director Timeline: End 2025	Critical Tasks: <ul style="list-style-type: none"> • Investigate potential bonds. • Investigate potential loans. • Investigate potential proposition needs.
1E: Develop plan to purchase appropriate property	
Lead: Fire Chief / BOD Timeline: End 2025	Critical Tasks: <ul style="list-style-type: none"> • Determine location. • Determine availability of property. • Enter into a contract to purchase property.
1F: Plan for building of station/stations	
Lead: Division Chief Timeline: End 2025	Critical Tasks: <ul style="list-style-type: none"> • Develop request for qualifications with construction firms. • Execute contract with selected firm.

GOAL 2: DEVELOP A DISTRICT-WIDE SUCCESSION PLAN

2A: Develop/revise position task books for all positions	
<p>Lead: Training Division</p> <p>Timeline: 12-18 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Identify all current task books and determine any additional needed. • Align job descriptions during task book development. • Review and validate task books at position level. • Ensure task books are reviewed and approved at the Division/Manager level.
2B: Develop mentorship program for all positions	
<p>Lead: Training Division</p> <p>Timeline: 12 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Develop mentorship expectations. • Identify mentors. • Provide mentorship training.
2C: Provide cross-training at all appropriate positions	
<p>Lead: Assistant Chief</p> <p>Timeline: 12-18 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Identify gaps and which positions are able to cross-train. • Develop plan to expose / train and build depth within the organization. • Implement plan
2D: Enhance recruitment with a focus on diversity	
<p>Lead: Human Resources</p> <p>Timeline: 12-24 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Define diversity and acknowledge and overcome own biases. • Provide early outreach and education to groups that are currently under-represented. • Identify financial assistance opportunities for candidates in need. • Include diversity consideration in our current ranks and recruitment processes. • Review and evaluate after each recruitment process.
2E: Set clear expectations for all employees	
<p>Lead: Division Heads</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Identify common expectations for all employees. • Develop specific expectations for all positions and incorporate Tenzinga. • Provide training to supervisors and employees. • Review periodically with each employee. • Review expectations periodically and adjust as necessary.

GOAL 3: IMPROVE INTERNAL COMMUNICATIONS

3A: Identify existing breakdowns in communications	
Lead: DC of Operations Timeline: End August 2023	Critical Tasks: <ul style="list-style-type: none"> • Create a matrix of communication sequences. • Identify critical information that requires dissemination. • Identify proper outlets for urgent, non-urgent, and basic information. • Review and reassess as necessary.
3B: Evaluate available technological solutions	
Lead: DC of Operations Timeline: End September 2023	Critical Tasks: <ul style="list-style-type: none"> • Research other agencies' methods of sharing information. • Conduct online research for solutions. • Contact private sector technology providers and evaluate their systems. • Review and reassess as necessary.
3C: Foster a culture of information sharing and transparency	
Lead: Fire Chief Timeline: End 2023	Critical Tasks: <ul style="list-style-type: none"> • Ensure information is shared between divisions. • Ensure open interactions up and down the ranks. • Ensure inclusivity between divisions / ranks <ul style="list-style-type: none"> ○ Coffee with the Chief ○ Station visits, etc.

GOAL 4: IMPROVE OVERALL DEPARTMENT SAFETY

4A: Improve and ensure employee safety	
<p>Lead: Training Division</p> <p>Timeline: End June 2025</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Form committee with division stakeholders. • Write division-specific policies. • Write district-wide policies. • Implement Illness and Injury Policy and Procedure (IIPP).
4B: Develop Incident Safety Officer (ISO) program	
<p>Lead: DC of Operations</p> <p>Timeline: End June 2024</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Establish ISO roles and expectations in coordination with the Safety Committee and DC of Operations. • Establish job descriptions with training requirements for ISOs. • Develop labor / management agreement. • Implement standardization on incident scenes. • Review and reassess for effectiveness.
4C: Review facility health and wellness issues	
<p>Lead: DC of Support Services</p> <p>Timeline: End June 2025</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Identify and evaluate industry standards and opportunities. • Assess current facilities for necessary modifications. • Develop implementation plan and budget for upgrades. • Purchase, implement, and upgrade as necessary. • Review and reassess as necessary <ul style="list-style-type: none"> ◦ Follow the Planning “P” for acquisition and tracking of equipment

GOAL 5: ACHIEVE ACCREDITATION

5A: Select accreditation manager and team	
Lead: Fire Chief Timeline: End December 2024	Critical Tasks: <ul style="list-style-type: none"> Appoint accreditation manager and team.
5B: Register agency	
Lead: Accreditation Manager Timeline: 3 years	Critical Tasks: <ul style="list-style-type: none"> Collect data (Community Risk Management, Standards of Cover, Strategic Plan, Self-Assessment).
5C: Applicant agency	
Lead: Accreditation Manager Timeline: 18 months	Critical Tasks: <ul style="list-style-type: none"> Data completion.
5D: Candidate agency	
Lead: Accreditation Manager Timeline: TBD	Critical Tasks: <ul style="list-style-type: none"> Peer Assessment.
5E: CPSE hearings	
Lead: Accreditation Manager Timeline: TBD	Critical Tasks: <ul style="list-style-type: none"> Attend the CPSE hearings.

GOAL 6: EVALUATE AND IMPROVE DISASTER PREPAREDNESS AND RESILIENCY

6A: Conduct a community risk analysis	
Lead: Assistant Chief Timeline: End December 2023	Critical Tasks: <ul style="list-style-type: none"> • Assess federal, state, and county resources. • Research historic county disasters. • Engage community for assessment.
6B: Determine available resources	
Lead: Assistant Chief Timeline: End December 2024	Critical Tasks: <ul style="list-style-type: none"> • Evaluate funding to meet current resources. • Review and update current disaster plan.
6C: Determine and close identified gaps in current capabilities	
Lead: Assistant Chief Timeline: Ongoing	Critical Tasks: <ul style="list-style-type: none"> • Implement resources as determined.

GOAL 7: DEVELOP AND IMPLEMENT COMPREHENSIVE POLICIES, PROCEDURES, AND GUIDELINES

7A: Review/access current and needed policies, procedures, and guidelines	
<p>Lead: Assistant Chief / HR</p> <p>Timeline: 1 year</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> Assess all current policies, procedures, and guidelines. Evaluate to determine needed changes / additions. Assign policy / procedure / guideline as appropriate.
7B: Update and re-write policies, procedures, and guidelines as needed	
<p>Lead: Division Lead (assignee)</p> <p>Timeline: 5 policies / procedures / guidelines per month</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> Research / review industry standards and best practices. Write / update as needed.
7C: Approve drafts and finalize updated / rewritten policies, procedures, and guidelines	
<p>Lead: Assistant Chief / HR</p> <p>Timeline: 5 policies / procedures / guidelines per month</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> Review drafts / edits to identify any potential conflicts with MOUs, etc. Finalize edits / accept changes. Establish timeline for review. Evaluate need for implementation.
7D: Implement updated / rewritten policies, procedures, and guidelines	
<p>Lead: Assistant Chief w/ Labor groups</p> <p>Timeline: 5 policies / procedures / guidelines per month</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> Implement updated / rewritten policy / procedure / guideline. Ensure acknowledgement. Establish committee of stakeholders.
7E: Evaluate updated / rewritten policies, procedures, and guidelines for effectiveness	
<p>Lead: Committee</p> <p>Timeline: Scheduled</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> Review upcoming policy / procedure / guideline review dates. Meet to review and discuss changes. Establish next review dates.

GOAL 8: ENHANCE EMERGENCY RESPONSE

8A: Ensure staffing meets community needs	
Lead: DC of Operations Timeline: May 2023 to May 2024	Critical Tasks: <ul style="list-style-type: none"> • Evaluate current staffing to meet community needs. • Evaluate current funds and opportunities to increase staffing. • Implement staffing changes as determined. • Assess and review.
8B: Ensure training meets community needs	
Lead: Training Division Timeline: December 2023 to May 2024	Critical Tasks: <ul style="list-style-type: none"> • Evaluate current training to meet community needs. • Evaluate training facilities. • Improve learning environment. • Assess and review.
8C: Ensure equipment meets current and future needs in the communities we serve	
Lead: DC of Operations / Training Division Timeline: January 2024 to March 2024	Critical Tasks: <ul style="list-style-type: none"> • Evaluate current equipment and apparatus to meet current and future community needs. • Evaluate technologies – public / private.

GOAL 9: CREATE A COMMUNITY RISK REDUCTION PLAN

9A: Community Risk Assessment (CRA)	
<p>Lead: Fire Marshal</p> <p>Timeline: 1 year</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Evaluate funding needs. • Acquire software to assist with identifying community risks. • Establish goals and objectives for risk reduction.
9B: Public Education	
<p>Lead: Fire Marshal</p> <p>Timeline: 3 years</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Develop and fill Fire Prevention Specialist position. • Adopt and implement NFPA's Learn Not to Burn curriculum. • Re-start and support Community CPR program. • Improve relationship with CERT.
9C: Engine Company Participation	
<p>Lead: Captain Specialist, FP</p> <p>Timeline: 1 year</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Identify existing building hazards. • Establish and update building preplans. • Refer life hazards to inspectors for code enforcement. • Integrate software between divisions. • Improve communication between CRR and Operations.
9D: Wildland Urban Interface Hazard Mitigation	
<p>Lead: Captain Specialist, FP</p> <p>Timeline: 1 year</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Home defense software acquisition. • Fill and train Defensible Space Inspectors. • Increase home inspections. • Increase Firewise participation. • Assist homeowners with fuel reduction. • Attend more community events.