



## FIRE STATION LOCATION

The two Larkspur stations are strategically positioned to provide timely service to the citizens in all areas of the community. There is no need to consider future alternate sites for service deployment as current facilities enable emergency equipment to respond to all areas of Larkspur well within national recognized response time standards. Through regionalization, there could be future opportunity to add or modify the equipment housed in each of Larkspur's stations.

## 5 POINT STRATEGIC TARGET ASSESSMENT

1. Regional Platform Expansion. Continue to foster existing shared service relationships and look for opportunities to expand existing agreements and forge new relationships.
  - a. Seek out opportunities to share one administrator among two or more agencies.
  - b. Continue to share battalion chiefs on a regional level.
  - c. Consider sharing prevention bureau staff among multiple agencies.
  - d. Look for opportunities to share admin (support) staff on a regional level.
  - e. Continue to look upon full-scale consolidation of services with neighboring agencies in order to manage costs and expand service delivery to our citizens
  - f. Continue to fine-tune the regional EMS component to maximize on resources and to deliver the highest quality services in the fastest time possible.
2. Equipment Replacement. The agency will need to begin preparing for the replacement of the following fire apparatus:
  - a. 1996 Pierce Quantum Fire Engine. Anticipated replacement year: 2016.
  - b. 1998 International Harvester Type III Wildland Engine. Anticipated replacement year: Past Due.
  - c. 2000 Staff Vehicle. Anticipated replacement year: Past Due.
  - d. 2001 Utility Pick Up Truck. Anticipated replacement year: Past Due.
3. Facility Renovation - Downtown Fire Station
  - a. ADA compliance retrofit.
  - b. Seismic retrofit.
  - c. Engine Bay Door widening project.
  - d. Exterior paint and water damage repair.
  - e. Kitchen remodel.
  - f. Fire sprinkler retrofit.
4. Facility Renovation - Greenbrae Station
  - a. Exterior hardscape settlement repair.
  - b. Water leak repair.
  - c. Exterior balcony repair.
5. Maintenance of Response Routes
  - a. Vegetation Management of right of way areas - overhead and roadside.
  - b. Maintenance of roadway striping to maintain egress width.
  - c. Roadways and bridges maintained structurally to accommodate fire apparatus.

## 10 POINT CORE SERVICE SUMMARY

1. Personnel Management. *Recognizing that the human resource component is the foundation to providing emergency response services to our citizens.*
  - a. Payroll/Attendance/Finance
  - b. Scheduling
  - c. Assurance of 24/7 minimum staffing
  - d. Worker's Compensation
  - e. Performance appraisal
  - f. Human Resource records management
2. Employee Training and Development through CMTC. *Ensuring that our staff receives the highest levels of training for their own personal safety, to achieve high performance levels, and to ensure that we comply with all applicable mandates pertaining to fire service emergency deployment.*
  - a. All aspects of applicable emergency ground training
  - b. Federal, State mandate compliance
  - c. EMT/Paramedic certification compliance
  - d. Equipment and systems training
  - e. Training records management
3. Fleet Management. *Ensuring that our fire vehicles are safe, mechanically sound and ready for immediate utilization.*
  - a. Safety systems
  - b. Mechanical systems
  - c. On board emergency equipment/warning equipment
  - d. Daily/Weekly inspections
  - e. Quarterly maintenance
  - f. Repairs, replacement and records management
  - g. Effective record keeping
4. Equipment Management. *To assure that all safety and emergency equipment is ready to be utilized.*
  - a. Daily, weekly, quarterly maintenance and records management
  - b. Inventory
  - c. Repairs, replacement
  - d. Regular training and orientation
5. Facility Management. *Keeping the fire station facilities maintained for the multiple purposes that they are utilized for – vehicle storage, equipment storage, administrative office, meeting room and firefighter living quarters.*
  - a. Building and structure maintenance
  - b. Systems technology – hardware and software, and record keeping management
  - c. Office and living area management
  - d. Maintenance of radio systems and emergency notification systems
  - e. Repairs and replacement of equipment, systems, furnishings
6. Emergency Response and Record Keeping. *Items 1 through 5 make up the foundation for effective emergency response, the primary focus of the fire department mission. The primary emergency response types include structural fires, vegetation fires, vehicle fires, transportation emergencies and patient extrication, all forms of medical emergencies, hazardous material and equipment emergencies, storm and swift water rescue emergencies.*

- a. Equipment and staffing readiness
  - b. Assurance of rapid safe response to all types of emergency events
  - c. Safe driving practices
  - d. Ensure the ability to operate at all types of emergency events, both local and regional
  - e. Manage mutual aid, automatic aid and boundary drop programs
  - f. Report writing and incident records management
  - g. Post incident analysis
  - h. Fire investigation cause and origin
7. Fire Prevention Programs. *The primary objective of fire prevention is to prevent the fire before it occurs, or, to minimize the impact of fire and the harm it can have on our citizens through education.*
- a. Fire inspection – certificate of occupancy compliance
  - b. Plan check and construction inspection – built in fire protection equipment
  - c. Public education – safety programs at schools, daycare, convalescent, institutional and other facilities
  - d. Public education at annual or regional events
  - e. Website information management
8. Disaster Preparedness. *Recognizing that the citizenry will have to be self-sustainable after a major disaster, thus providing the key instruction that will enable our citizens to take care of themselves for at least 72 hours post event.*
- a. Deploy GET READY
  - b. Deploy CERT (Citizen Emergency Response Training)
  - c. Oversee CEAC (Community Emergency Advisory Committee)
  - d. Oversee OES, City Disaster Plan, and EOC components
  - e. Support the volunteer component and historical preservation
9. Participate in regional partnerships. *No Marin Fire Agency is stand-alone. Regional cooperation and the active participation in regional programs is key to providing streamlined, coordinated and effective emergency response to the citizens of Marin County.*
- a. Marin Fire Chief’s Association
  - b. Marin Operation’s Chief’s Association
  - c. Marin Training Officer’s Association
  - d. Marin Fire Prevention Officer’s Association
  - e. Marin Fire Investigation Unit
  - f. Central Marin Training Consortium
  - g. Marin Urban Search and Rescue unit
  - h. Shared Service and Operational Sharing Agreements
  - i. Regional response team affiliations
10. Administration of Ross Valley Paramedic Authority. *A joint powers authority consisting of 8 Ross Valley Communities providing advanced life support ambulance transportation and related paramedical support services.*
- a. Fire Chief volunteers as executive officer

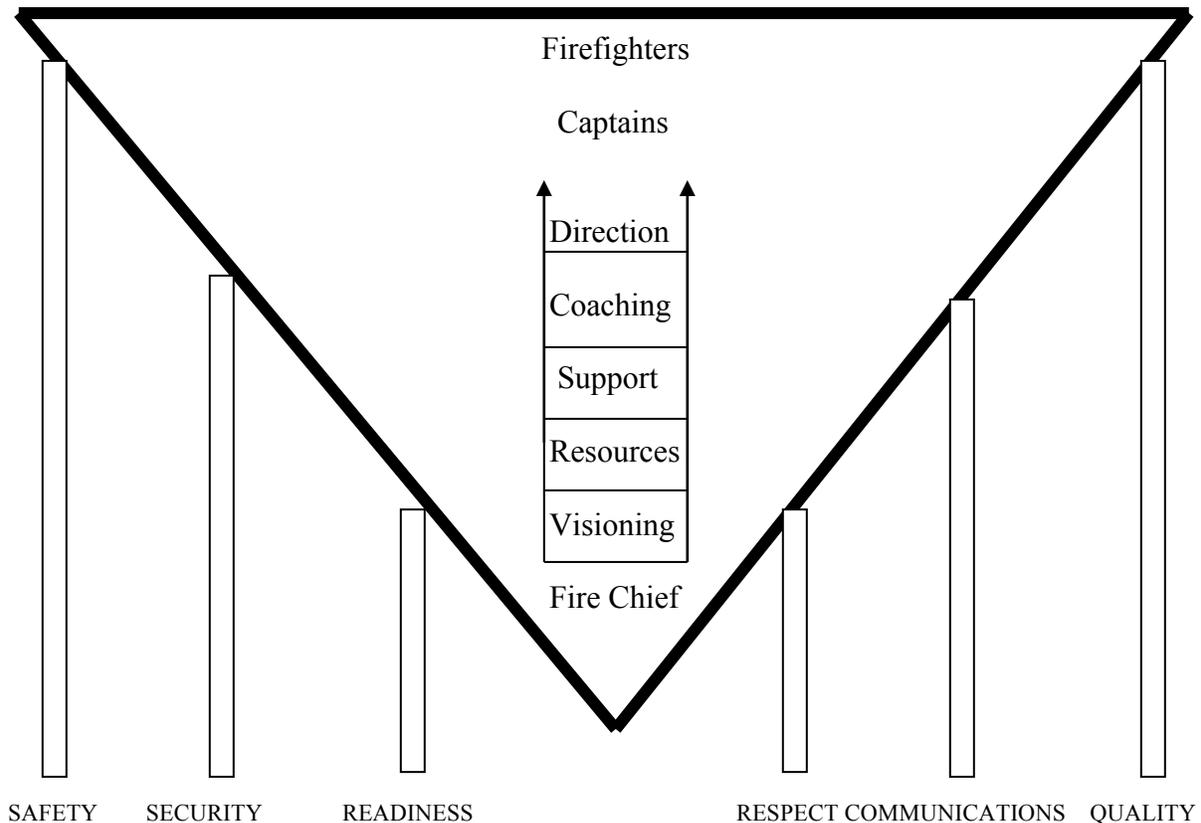
## ORGANIZATIONAL PLAYBOOK

The *Playbook* (not included with this document) is a guide consisting of 22 essential elements intended to help reinforce our cultural norms and maintain the consistency and integrity of our organization. By using the Playbook as a resource, members can help ensure that our behavior and performance stays at or above the norm or acceptable standard. Utilization of the Playbook can help increase the overall wellbeing of the organization.

The Organizational Playbook is intended to help staff remember the important human based attributes that, if followed, can make the organization thrive both for our employees and our citizens.

## Larkspur Fire Department

### Inverted Management Pyramid with Organizational Pillars



## CONCLUSION

The Larkspur Fire Department consists of an outstanding group of highly trained, experienced and capable employees who work extremely well together and who are dedicated to serving our citizens and safeguarding our community. The staff is committed on a 24/7 basis to upholding the agency mission statement: *We help people*