

CENTRAL COUNTY FIRE DEPARTMENT STRATEGIC PLAN

 $\overline{\rm FY}\ 25/26 - \overline{\rm FY}\ 29/30$



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CHIEF'S MESSAGE

As the Fire Chief of the Central County Fire Department, I am honored to share our Strategic Plan. This document underscores our steadfast dedication to safeguarding the lives, property, and well-being of our communities while adapting to the ever-changing landscape of public safety.

Our department has earned a reputation for excellence and professionalism over the years. Yet, the complexities of today's world demand that we continue to innovate and evolve. This Strategic Plan represents the culmination of thoughtful analysis, valuable community input, and collaboration with department members, city officials, and key stakeholders. It sets a forward-looking course, guided by our vision to remain a leader in emergency services.

The priorities outlined—enhancing response times, deepening community engagement, and investing in our team—are central to ensuring we remain a top-tier agency in the region. By leveraging advanced technology, prioritizing continuous training, and fostering strong partnerships, we will build upon our foundation of excellence and exceed the expectations of those we serve.



Our mission is to deliver effective, efficient, accessible protection across all hazards by collaborating with our community to ensure safety and resilience. We are unwavering in our commitment to deliver the highest standard of service, always prioritizing the needs of our residents.

I want to express my deepest gratitude to the dedicated members of the Central County Fire Department for their courage, professionalism, and unrelenting commitment to service. With the support of our community, we will continue to strengthen our capabilities and provide the exceptional emergency services our cities and town deserve.

Thank you for your trust and partnership as we work together to build a stronger, safer future for everyone.

Sincerely,

David Pucci Fire Chief Central County Fire Department



ACKNOWLEDGMENTS

This plan would not have been possible without the contributions of our professional staff, elected leaders, municipal departments, and community partners. It is truly an honor to serve our communities.

MUNICIPAL PARTNERS



CITY OF BURLINGAME

Donna Colson Mayor

Michael Brownrigg Councilmember | Former Fire Board Member and Chair

Lisa Goldman City Manager | Former Central County Fire Department Chief Administrative Officer



CITY OF MILLBRAE

Anders Fung Mayor

Tom Williams City Manager



TOWN OF HILLSBOROUGH

Christine Krolik *Mayor*

Doug Davis City Manager | Central County Fire Department Chief Administrative Officer

Mandy Brown Assistant City Manager

Jan Cooke Finance Director | Central County Fire Department Treasurer

COMMUNITY PARTNERS

Jay Benton Former Town of Hillsborough Councilmember | Former Fire Board Member and Chair

John Kevranian City of Burlingame Business Owner

Kevin Kretsch Manager of the Hyatt Regency, Burlingame

Mark Lucchesi Retired Store Manager of Mollie Stones | Active City of Burlingame Community Member

Kevin McWhirter City of Millbrae Resident | Retired Central County Fire Department Division Chief

Kitty Mullooly Firewise Board Member | Former Town of Hillsborough Councilmember | Former Fire Board Member and Chair

Andrea Pappajohn Former Fire Board Member

Bill Reilly Emergency Services Coordinator, San Mateo County Department of Emergency Management – City of Millbrae

Bureau | Retired Central County Fire Department Fire Chief

Jean Savaree Central County Fire Department General Counsel

Mike Shaffer City of Burlingame Resident | Retired Menlo Park Fire Chief

David Weinberg Firewise Board of Directors Chair



FIRE BOARD MEMBERS

Peter Stevenson Board Chair
Sophie Cole Board Vice Chair
Desiree Thayer Board Member
Marie Chuang Board Member

STRATEGIC PLAN COMMITTEE

CHIEF OFFICERS

Chief Pucci Fire Chief

Jeff Baker Battalion Chief
Patrick Murphy Battalion Chief
Billy Vella Battalion Chief
Casey Pera Battalion Chief

COMMITTEE MEMBERS

Steven Besozzi Captain Eric Caceres Firefighter

Danny Cerecedes Firefighter/Paramedic

Jasmine Del Chiaro Management Assistant

Jennifer Crims Human Resources Director

Rubina Ellam Administrative Services Manager

Dena Gunning Community Risk and Resiliency Specialist

Matt Houser Firefighter/Paramedic

Lukas Kirby Captain
Patricia Koch Fire Marshal
David Novelli Captain
Joe Perry Captain

Joe Plume Firefighter/Paramedic

Peggy Shomaker Captain
Marc Symkowick Captain

Willem Vanderwerff Firefighter/Paramedic
Wilson Yeh Account Technician











EXECUTIVE SUMMARY

The Central County Fire Department (CCFD) proudly presents its Strategic Plan for FY25/26 through FY29/30. This forward-looking blueprint is designed to guide the Department's strategic growth using a comprehensive framework to address the evolving needs of the Burlingame, Hillsborough, and Millbrae communities. This plan prioritizes operational excellence, community safety, and sustainable growth while reinforcing CCFD's role as a trusted leader in fire prevention, all-hazard emergency response, and public safety.

The plan is structured around seven core priorities, each with clearly defined objectives and actionable strategies. These priorities are aligned with the Department's vision of being an indispensable, premier provider of all hazard responses, emergency, and fire services. Key initiatives include enhancing community outreach, fostering workforce development, adopting advanced technologies, and expanding specialized training.

This Strategic Plan was developed through extensive collaboration. Contributions from firefighters, administrative staff, department leadership, and community stakeholders ensure alignment with shared values and regional priorities. Community partner surveys show strong support for CCFD's responsiveness, professionalism, and collaboration in promoting public safety.

The Department emphasizes responsible resource management, sustainable practices, transparency, and accountability. Performance metrics and regular communication are integral to tracking progress and adapting to emerging needs. Strategic initiatives include securing funding for critical infrastructure upgrades and expanding staffing to address increased service demands.

With this comprehensive roadmap, CCFD's Strategic Plan exemplifies our department's unwavering commitment to community safety, operational excellence, and innovation. By investing in its workforce, strengthening partnerships, and adopting cutting-edge solutions, CCFD is well-positioned to meet future challenges and exceed the community's expectations as a premier provider of all-hazards response and emergency services.





FIRE DEPARTMENT OVERVIEW

The Central County Fire Department proudly serves the communities of Burlingame, Hillsborough, and Millbrae. Formed in April 2004, the Central County Fire Department (CCFD) provides all-risk fire protection, emergency medical and community risk reduction services to 70,000 residents and tens of thousands of visitors each year.

With a service area of approximately 15 square miles around the San Francisco International Airport (SFO), these communities serve as a primary stopping point for SFO's 53 million-plus passengers each year. Key features include the Millbrae BART station, the largest intermodal terminal west of the Mississippi, offering a cross-platform connection to Caltrain. Additionally, the Department's jurisdiction encompasses wildland-urban interface (WUI) areas that border the San Francisco Public Utilities Commission Peninsula Watershed.

The Department serves a diverse area of single-family homes, multi-residential buildings, retail and business districts, hotels, a regional hospital, and care facilities, as well as a large industrial area. The two major highways, 101 and 280, are a vital vehicle transportation link between San Francisco and Silicon Valley.

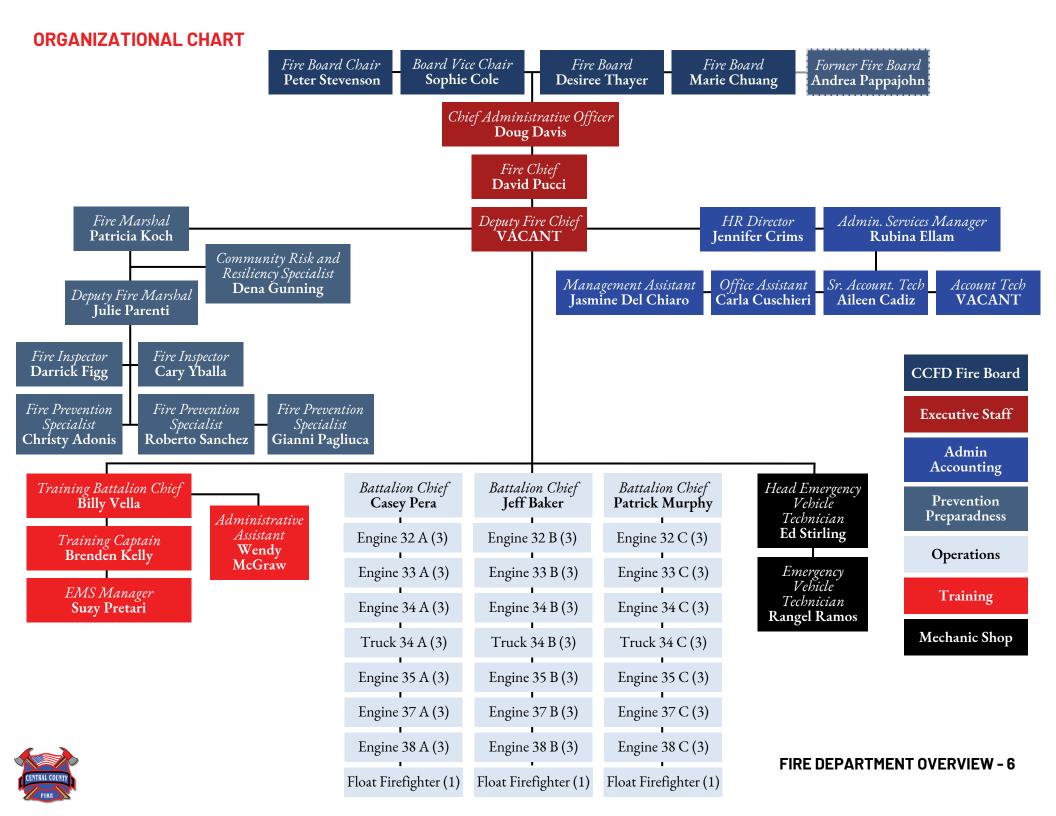
The top-ranking officer of the Department is the Fire Chief, supported by a command staff that includes a Deputy Chief, Fire Marshal, Battalion Chiefs, Human Resources Director, and Administrative Services Manager. The Department has six strategically located and professionally staffed fire stations, in addition to an administrative headquarters and training facility. The daily staffing consists of six engine companies, one ladder truck, and one Battalion Chief, providing 24-hour coverage every day. The Department maintains a State of California Type I heavy rescue Urban Search & Rescue (USAR) unit that is cross-staffed daily in addition to a Type 6 wildland unit. Many of the Special Operations trained personnel are members of California Urban Search and Rescue Task Force 3.

CCFD's Fire Prevention Division is comprised of a Fire Marshal, Deputy Fire Marshal, two fire inspectors, three fire prevention specialists, and a Community Risk and Resiliency Specialist. The Prevention Division manages several significant community risk reduction initiatives including vegetation and hazard abatement programs, plan reviews, comprehensive code enforcement activities, and fire investigations. They also produce and deliver numerous programs throughout the community intended to promote and teach fire safety and emergency preparedness.

The Department is also supported by a team of administrative staff, account technicians, and emergency vehicle technicians.

CCFD personnel are highly trained, highly motivated, and prepared to answer the needs of the community under routine and emergency conditions. The Department continually strives to exceed the expectations of those it serves.





FINANCIAL OVERVIEW OF THE DEPARTMENT BUDGET

The Central County Fire Department is dedicated to safeguarding lives, property, and the environment through proactive mitigation, preparedness, response, and recovery efforts. In 2023, the Department responded to over 9,000 service calls, operating from six fire stations with 22 personnel on duty daily. With an allocated budget of \$36,995,930 million for 2024, the Department is strategically preparing to address the challenges posed by the growth and evolving needs of the communities.

DEPARTMENT STAFFING



TOTAL STAFF: 91

MANAGEMENT: 9

OPERATIONS: 67 - CAPTAINS, FIREFIGHTERS, &

PARAMEDICS

ADMINISTRATIVE STAFF: 15 - INCLUDING FIRE PREVENTION

FACILITIES & APPARATUS



FIRE STATIONS: 6

ENGINES: 6

LADDER TRUCK: 1

SPECIALIZED UNITS: 1 - HEAVY RESCUE UNIT

(STAFFED AS NEEDED)

2024 BUDGET/POPULATION



TOTAL BUDGET: \$36,995,930

BUDGETED POSITIONS: 91

TOTAL POPULATION

COVERED: 70,000 (APPROXIMATELY)

FIREFIGHTERS

PER 1,000: **0.95**

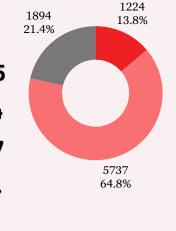
2024 INCIDENT VOLUME

TOTAL CALLS: **8,855**

FIRES/EXPLOSIONS: 1.224

EMS: **5.737**

OTHER: 1,894





ASSESSMENT OF APPARATUS LIFECYCLE

1-5 YEARS



6-10 YEARS



11-15 YEARS



16-20 YEARS



21-25 YEARS







The National Fire Protection Association (NFPA) recommends a service life of 10 to 15 years for most fire apparatus.

The Central County Fire Department currently operates a fleet of 14 fire apparatus, 1 special Heavy Rescue unit and 8 command vehicles. Several factors contribute to the depreciation and reduced lifespan of fire apparatus, including mileage, routine wear and tear, frequent or prolonged out-of-service periods, reliance on outdated or custom parts, absence of modern safety features, and wear on critical components such as water pumps or aerial ladders.

Neglecting to replace aging apparatus can result in significant maintenance and repair expenses, higher fuel consumption, compromised firefighter safety, and ultimately diminished public service due to unreliable or unavailable equipment.





OUR MISSION, VISION & VALUES

MISSION STATEMENT

We deliver effective, efficient, accessible protection across all hazards by collaborating with our community to ensure safety and resilience.

VISION STATEMENT

We aspire to set new standards in emergency services, exceeding community expectations with integrity, innovation, and a commitment to safety and quality of life.

OUR VALUES





STRATEGIC PLANNING METHODOLOGY

The Central County Fire Department's Strategic Plan was developed through a comprehensive, community-driven process that gathered valuable insights from the Department staff and the community. This inclusive approach incorporated diverse perspectives and employed best practices for gathering input. Strategies included face-to-face and virtual interviews and anonymous surveys open to all residents and Fire Department employees. The collected feedback was aggregated and analyzed using a Strengths, Weaknesses, Opportunities, and Threats (SWOT) framework, ensuring the Strategic Plan is forward-thinking and responsive to future challenges and opportunities.

Following this extensive engagement, Fire Department leadership convened for a two-day retreat to synthesize the collected information and insights. During this retreat, department leaders, staff, and strategic planning facilitators collaborated to shape goals, objectives, and strategies that address the operational needs of the Fire Department while aligning with the community's safety expectations.

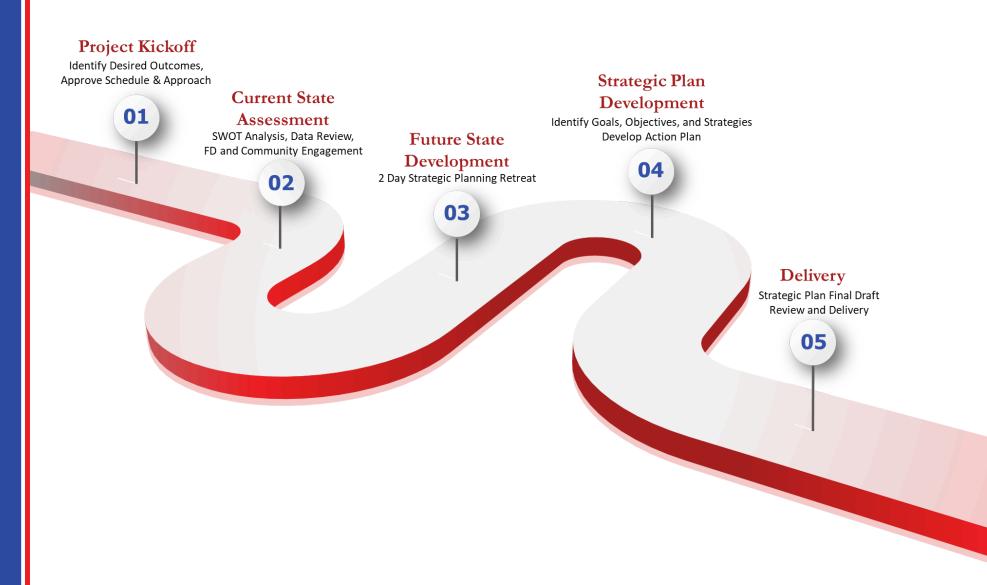
The resulting Strategic Plan meets and exceeds the high standards of the International Association of Firefighters (IAFF) and the Center for Public Safety Excellence (CPSE). This achievement underscores the Department's unwavering commitment to fostering a culture of excellence and accountability. By aligning with these rigorous standards, the Strategic Plan ensures a thorough evaluation of both internal operations and external community needs.

Moreover, the plan is designed as a dynamic and adaptable framework, capable of evolving alongside the shifting priorities of public safety and the community's diverse needs. Through continuous stakeholder engagement and regular updates, the Strategic Plan is a vital tool for guiding the Department's efforts in enhancing public safety and promoting the overall well-being of its communities.



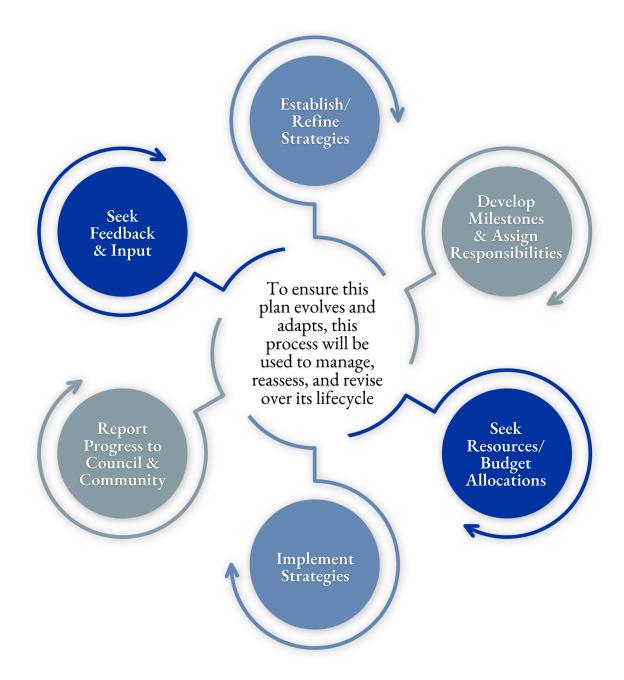


PROJECT LIFECYCLE





ONGOING STRATEGIC PLAN MANAGEMENT





SWOT ANALYSIS

OBJECTIVE

The SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is a critical component of the Central County Fire Department's (CCFD) Five-Year Strategic Plan. It aims to evaluate internal and external factors influencing operational efficiency, community engagement, and strategic growth. This analysis highlights areas of strength and opportunity for enhancing service delivery while addressing weaknesses and threats to ensure continuous improvement in public safety, operational readiness, and community trust.

INTRODUCTION

In a dynamic public safety environment, fire departments like CCFD must adapt to evolving risks, increasing service demands, and community expectations. As a trusted agency, CCFD conducted a thorough SWOT analysis informed by survey data, employee feedback, and stakeholder interviews. This inclusive approach underscores the Department's commitment to leveraging its strengths, addressing challenges, and pursuing opportunities to remain an innovative leader in fire and emergency services.

This analysis provides actionable insights to guide CCFD in its mission to deliver effective, efficient, accessible protection across all hazards by collaborating with our community to ensure safety and resilience.





SWOT ANALYSIS

- Professionalism and Courtesy: The Department earned high scores for professionalism and courtesy, fostering strong community trust.
- Responsiveness: CCFD demonstrates reliability in addressing community needs and emergencies.
- Interagency Collaboration: Strong partnerships with city services enhance community safety and preparedness.
- Public Engagement: Community outreach programs, such as CERT, fire safety education, and visible participation in local events, were well-received.
- Safety and Preparedness: Community confidence in emergency readiness was reflected in survey scores.
- Work Environment: Employee satisfaction and morale are positive, with scores indicating support for personnel safety and well-being.



STRENGTHS

- Training and Career Development: Limited opportunities for advancement and training programs scored below expectations, indicating the need for investment in dynamic and specialized training.
- Infrastructure and Equipment: Aging facilities and apparatus scored poorly, with outdated living quarters and insufficient resources highlighted as operational
- Internal Communication: Gaps between shifts and leadership affecting alignment and efficiency.
- Diversity in Leadership and Representation: Lack of representation for Millbrae on the Fire Board limits equitable decision-making and resource allocation.
- Work-Life Balance: Room for improvement in providing a healthier balance for personnel.



${f WEAKNESSES}$



- Community Education Expansion: Increasing outreach, preparedness programs, and fire mitigation programs including fire extinguisher demonstrations, CPR training, wildland-urban interface education, and seasonal safety reports.
- Regional Collaboration: Enhanced partnerships with neighboring departments to improve resource sharing, response times, and operational efficiency.
- Modernization: Leveraging technology for dispatch systems, pre-fire planning, and specialized rescue capabilities (e.g., USAR, water rescue).
- Diverse Recruitment: Engaging candidates from varied backgrounds to improve cultural competency and reflect the community's demographics.
- Funding and Grants: Pursuit of federal and state grants and other funding sources to support facility upgrades, equipment modernization, and expanded programs.



- Increasing Service Demands: Population growth and industrial development strain existing resources and staffing.
- Wildfire and Climate Risks: Wildland-urban interface areas present ongoing hazards.
- Financial Sustainability: Reliance on expiring grants (e.g., SAFER) and rising costs pose longterm budgetary challenges.
- Retention and Recruitment: Competitive pressures and limited career pathways hinder workforce
- Aging Infrastructure: Delays in facility and equipment updates may impact safety and operational readiness.



SWOT RECOMMENDATIONS						
Leverage Strengths	Utilize strong community trust and interagency collaboration to expand safety initiatives and enhance public engagement.					
Address Weaknesses	Invest in leadership development, communication systems, and infrastructure modernization to improve efficiency and morale.					
Capitalize on Opportunities	Increase community involvement through education programs and modernize operations with advanced technologies.					
Mitigate Threats	Develop strategic funding plans, prioritize disaster preparedness, and implement targeted retention strategies.					

CONCLUSION

The Central County Fire Department's commitment to excellence is evident in its high community trust, robust partnerships, and proactive service delivery. By addressing identified challenges and leveraging opportunities, CCFD can continue to grow as a trusted and innovative leader in public safety. Investments in personnel, infrastructure, and technology will ensure the Department meets future demands and enhances its reputation as a model fire service organization.



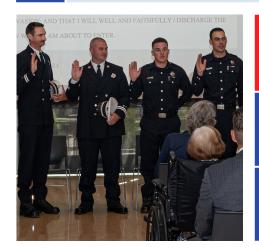


GOALS AND OBJECTIVES

GOAL 1 PREPARE PERSONNEL TO RESPOND TO ALL HAZARDS

- Improve deployment and resource allocation to balance workloads with availability for response
- 1.2 Clearly define O.O.S. criteria to maximize responses
- Define CCFD specialty programs to make sure the agency is not overextended for viability and efficiency including the USAR program
- 1.4 Decrease turnout times
- 1.5 Define the EOC and the training needs





GOAL 2 FOSTER EMPLOYEE RECRUITMENT, RETENTION & WELL-BEING

- Enhance employee retention and well-being with supportive, focused programs, incentives, and recruitment
- Evaluate PEPRA, RHS, FSA accounts, and employee benefit offerings



GOAL 3 STRENGTHEN COMMUNITY ENGAGEMENT AND PUBLIC EDUCATION

- Build comprehensive community education and awareness networks
- 3.2 Establish youth and high school programs
 - Evaluate opportunities to provide CPR, First
- Aid, and preparedness content via in-person events and social media











GOAL 4 FACILITATE TRAINING AND PROFESSIONAL DEVELOPMENT

- 4.1 Assess organizational training needs
- Create a mentorship program for all levels of the organization



GOAL 5 UPGRADE APPARATUS AND EQUIPMENT

- Establish replacement schedule based on industry standards
- Ensure fleet readiness by preparing all frontline and reserve apparatus to achieve the highest levels of service





GOAL 6 MODERNIZE AND EXPAND FIRE DEPARTMENT FACILITIES

Develop a sustainable facility expansion and modernization plan

GOAL 7 OPTIMIZE COMMUNICATION STRATEGIES

- Establish and refine continuous processes for improvement and feedback
- Establish systems for routine internal and external communications







STRATEGIC PLAN TIMELINE

	FY 24/25 FY 25/26 FY 26/27				FY 27/28			FY 28/29		FY 29/30	
	Q3 – Q4	Q1 – Q2	Q3 – Q4	Q1 – Q2	Q3 – Q4	Q1 – Q2	Q3 – Q4	Q1 – Q2	Q3 – Q4	Q1 – Q2	Q3 – Q4
Goal 1: Prepare Personnel to Respond to All Hazards	1.2 Clean	arly define ine CCFD s ng the USA ecrease tur	O.O.S. crit specialty pi R program	eria to max rograms to า	imize respo	onses			oility for res		ency
Goal 2: Foster Employee Recruitment, Retention & Well-Being		recruitmen	t		and well-baccounts, a	_		•	rograms, in	centives ar	nd
Goal 3: Strengthen Community Engagement and Public Education	3.2 Establi	sh youth a	nd high scl	hool progra					ent via in-pe	erson event	s and
Goal 4: Facilitate Training and Professional Development	4.2 Cre	ate a mento			ional traini levels of th		tion				
Goal 5: Upgrade Apparatus and Equipment					sed on indu			s to achiev	e the highe	est levels o	f service
Goal 6: Modernize and Expand Fire Department Facilities	6.1 Deve	op a susta	inable faci	lity expans	ion and mo	dernizatior	plan				
Goal 7: Optimize Communication Strategies					cesses for al and exte	-		dback			

This timeline is a visual representation of all goals and objectives over the course of the five-year planning horizon. However, this plan is designed to be flexible and to evolve over time as the Department responds to changing circumstances and considers new priorities. All timelines are estimates and dependent on available resources.



CENTRAL COUNTY FIRE DEPARTMENT STRATEGIC PLAN

