



## MEMORANDUM REPORT

Meeting Date:           October 20, 2020

TO:                        Los Altos Hills County Fire District Commission

CC:                        General Manager Logan  
                               Captain Gluhan  
                               Special Projects Consultant Henricks

PREPARED BY:       Facilitator Marcie Scott, Municipal Resource Group (MRG)

SUBJECT:                **Consideration of Revised Goals & Objectives for  
 Successor Strategic Plan 2020-2022**

### **Background:**

The Commission initiated development in March 2020 of a Successor Strategic Plan to guide District decisions and actions for the next two years. COVID-19 required modification to the approach for strategic planning. The existing Strategic Plan 2015-2020 has informed modification of the District's organization structure to support the development and management of programming, such as reducing hazardous fuel (vegetation), educating residents on measures to protect their homes and families from fire, and general emergency preparedness. The Forward-Looking Community Resiliency Chart (Attachment A) illustrates the District's current programs.

The Commission and public participated in a review and discussion of components of the Successor Strategic Plan at two community meetings on August 6 and 13, a Regular Commission meeting on September 15<sup>th</sup> and a Special Commission Meeting on October 1<sup>st</sup>. The following week, over 135 District residents provided public comment to the Santa Clara County Board of Supervisors about their desire to maintain programs and services provided by the District, specifically recognizing the value of local knowledge and proximity of the Commission members to critical issues facing residents.

Review of recent public and stakeholder input identified the following key areas as critical priorities for the District:

- Integrated hazardous fuel reduction
- Hydrant placement and repair, hydrant fireflow
- Continue building regional relationships to find solutions to shared challenges
- Continue providing resources for residents: programs to help create defensible space, Home Ignition Zone Surveys, brush chipping and debris removal, education and

preparedness programs, warning systems and communication tools, strengthening LAH CERT volunteer capacity, and training in coordination with the Emergency Communications Committee and HAM operators

### **Revised Goals & Objectives for Commission Consideration**

Before you tonight is review of proposed Goals & Objectives. The Successor Strategic Plan builds upon current programs, with specific objectives to enhance current programming, identify outreach opportunities, and leverage technology to advance the District's mission within the guidelines established by the County Management Audit recommendations. A revised table of proposed Goals & Objectives is attached to this Memorandum (Attachment B).

Following discussion and edits to the Goals & Objectives, the Successor Strategic Plan will be prepared with the final version of Goals & Objectives. An additional Special Commission meeting may be scheduled on Tuesday, October 27<sup>th</sup> at 7:00 pm if the Commission wishes. Otherwise the complete Successor Strategic Plan 2020-2022 will be placed on the agenda for review and adoption at the next Regular Commission meeting on November 17, 2020.

#### **Attachments:**

- (A) Forward-Looking Community Resiliency Chart
- (B) Revised Goals & Objectives dated 10/20/20

**Forward-Looking Community Resiliency**  
 Built on Fire Science & LAHCFD-CWPP Annex 4 and Addendum  
 Guided by Strategic Plan 2015 – 2020 – Resourced by FY Budget

**LEGEND**  
 \*Indicates programs are delivered in collaboration with partner agencies  
Underlined text indicates a clickable link

**LAHCFD Board of Commissioners**

**Prevention and Protection\***

**Integrated Hazardous Fuel Reduction Program (IHFR)**

**Emergency Access Roads\***  
 Development with partner agencies

**Community Outreach & Education (COE) and Communication**

- \*[CERT/Volunteers](#)
- Educational Videos
- \*[ARK & Supply Containers](#)
- \*[Neighborhood Evacuation Workshops & Drills](#)
- \*[Volunteer Recruitment](#)
- \*[Preparedness](#)
- \*[Resiliency & Skill Development](#)
- [Website & Social Media Channels](#)
- [Website & Social Media Channels](#)

**Public Alert & Warning**

- Early detection devices
- Early warning devices
- [Website & Social Media Channels](#)
- \*[HAM radio](#)

**Hydrants, Valves, & Laterals**

- Hydrant Flow / Pipeline Resiliency
- No program in queue
- Hydrant Repair, Maintenance, and Management

**\*Evacuation/Relocation**

- Temporary Refuge Areas

**Vegetation Management Hazardous Fuel Reduction**

- [Home Ignition Zone \(HIZ\):](#)  
Removal of hazardous fuel; Property hygiene
- [Brush Chipping & Debris Removal](#)
- [Monthly Yard Waste Drop-off](#)
- Annual Goat Grazing
- Residential- and Neighborhood-focused IHFR
- [FireWise Community; Neighborhood Networks](#)

**Fire Fuel Mitigation Shaded Fuel Breaks**

- Page Mill Road Project Phase 1
- TBD Project Phase 2

**General Manager**

**Organizational Functions to Support District Programs**

- Operations
- Data Collection & Integration (GIS)
- Analysts
- Finance
- Legal
- Risk Management
- Emergency Services Manager
- District Clerk
- PIO
- Consultants