



City of  
Mountain View  
Fire Department



# Five Year Strategic Plan

FISCAL YEAR 2018-2023

*Mountain View Fire Department  
California*

The Mountain View Fire Department exists to save lives and property, protect the environment, and minimize the risk of fire and natural disaster by translating service requests into action, and investing in education, training and prevention.

We are a progressive fire department that treats everyone with respect and dignity and applies best practices in innovative emergency response, fire prevention, training, environmental protection and public education.





# City of Mountain View Fire Department



## TABLE OF CONTENTS



# City of Mountain View Fire Department



## ORGANIZATIONAL VALUES

### INTEGRITY

Maintain the highest ethical standards. Act with sincerity, honesty and openness. Earn the trust and respect of others.

### DEDICATION

Provide high-quality service to our citizens. Be responsive and innovative, make things happen. Demonstrate pride and loyalty to our organization.

### CARING

Deliver services with courtesy and sensitivity. Treat others with dignity and respect. Be concerned about the individual's welfare.

### FISCAL RESPONSIBILITY

Manage resources effectively. Control expenditures within budget constraints. Focus on results.

### POSITIVE WORK ENVIRONMENT

Enjoy your work. Be able to laugh. Keep a sense of humor.

### TEAMWORK

Work together to solve problems. Seek out other opinions. Strive for unity.





# City of Mountain View Fire Department



## **Guiding Statements**

### **Our VISION**

A progressive fire department that treats everyone with respect and dignity and applies best practices in innovative emergency response, fire prevention, training, environmental protection and public education.

### **Our MISSION**

The Mountain View Fire Department exists to save lives and property, protect the environment and minimize the risk of fire and natural disaster by investing in education, training and prevention.

### **ORGANIZATIONAL VALUES**

#### **CARING**

Deliver services with courtesy and sensitivity. Treat others with dignity and respect. Be concerned about the individual's welfare.

#### **INTEGRITY**

Maintain the highest ethical standards. Act with sincerity, honesty and openness. Earn the trust and respect of others.

#### **DEDICATION**

Commitment to the profession and provide high quality service to our citizens, by demonstrating pride and loyalty to our organization.

#### **FISCAL RESPONSIBILITY**

Manage resources effectively. Control expenditures within budget constraints. Focus on results.

#### **POSITIVE WORK ENVIRONMENT**

Enjoy your work. Be able to laugh. Keep a sense of humor.

#### **TEAMWORK**

Work together to solve problems. Seek out others' opinions. Strive for unity.



# City of Mountain View Fire Department



## MESSAGE FROM THE FIRE CHIEF

We are pleased to present the Mountain View Fire Department *Strategic Plan 2018-2023*. This plan, represents the first time in our history where the City of Mountain View Fire Department documents our future goals in an organized and consistent manner with the intent to guide us into the next decade as we serve our community and provide for the safety of our employees. Historically, the City has had a vision in investing significant resources into delivering quality emergency response services to our community. Our strategic plan will continue with such vision, however, in a precise and systematic methodology serving as our guiding principals.

The Strategic Plan establishes three focus areas:

- 1. Operations**
- 2. Prevention/Community Involvement/OES**
- 3. Infrastructure Facilities and Equipment**

Each focus area has established “goals”. These goals are broken down into:

- 1. Short Term** (3 to 5 years),
- 2. Medium Term** (5 to 10 years) and
- 3. Long Term** (10 plus years).

Each focus area group met and established their goals based on an evaluation of our core services compared to known best practices and following modern techniques and efficiency. The Strategic Plan is in alignment with our City’s and Fire Department’s Core Values, Mission and Vision. Through the involvement of our members and City Staff, we will be able to successfully follow this plan.

Best Regards,

Juan Diaz  
Fire Chief



# City of Mountain View Fire Department



## ORGANIZATIONAL BACKGROUND

The Mountain View Fire Department was formed on April 1, 1874, when fifty of the town's civic-minded men sat around a pot-bellied stove and a cracker barrel in Rogers & Rogers Department Store and formed the first organized fire brigade for Mountain View. They called it "Mountain View Station Hook & Ladder Co. No. 1."

In the spring of 1928, the citizens living on the outskirts of Mountain View wanted fire protection also. They had an election to create a new fire district. On July 11, 1928 the city council passed a resolution to create the Fremont Fire District.

A new headquarters station was completed in 1953 at Villa and Franklin Streets. This station replaced the station "Firehouse at Waterworks" which was dedicated in 1924. Our newest "Headquarters Station" on Shoreline Blvd. dedicated in 1995 has the 1953 fire bell mounted out front on the sign. This fire bell was brought back from Oakland in 1905 by Jake Mockbee to be used as the City's first alarm bell.

Fire Station 2 at Cuesta and Grant was dedicated January 1, 1959. Fire Station 3 at Rengstorff and Montecito was opened on September 1961. Fire Station 4 on Whisman Road opened on March 1968. Fire Station 5 is our newest station, houses the only fire pole in the City and it was dedicated on December 15, 2011

The volunteer firefighters in Mountain View were disbanded in 1964. Today, Mountain View has a fully paid professional fire department with 82.5 employees. The department became an ALS support provider in 1998 by having a paramedic in all engine companies. In 2017 the department placed a paramedic on the truck and rescue making MVFD 100% ALS. Today, Mountain View provides services to over 80,000 residents and 40,000 visitors daily serving 12 square miles. MVFD is rated as a Class 1 Fire Department by the Insurance Service Office.

The department is divided into three divisions. Fire and Environmental Protection Division, Fire Suppression and Office of Emergency Services. The focus of the Mountain View Fire Department Fire Prevention and Environmental Division is to prevent fires and injuries, and limit the affects of fires and accidents. Our goals are achieved through education, engineering, and code enforcement. Guiding our efforts is a common sense approach, recognizing economic factors, and the needs and desires of the community.

The primary goal of the fire department is to protect life, property and the environment. The division is staffed with well-trained personnel and teams with diverse and highly specialized skill sets to meet the wide ranging demands of the City. Because our firefighters are often the first responders to people in need, firefighters provide many other valuable services to the community in addition to fire suppression, including emergency medical treatment, technical rescue services and response to hazardous material releases. The Office of Emergency Services strives (OES) to ensure the residents and visitors of Mountain View are prepared for any significant disasters in our city. OES manages our Community Response Team (CERT). CERT members are prepared to help themselves, their families and neighbors in the event of a disaster.



# City of Mountain View Fire Department



## **EMERGENCY OPERATIONS SECTION PRIORITIES AND GOALS**

The Operations Section of the department primary focus is to prepare personnel to mitigate all emergencies. As an “All Risk” fire department, it is paramount for the organization to focus on recruitment, training, continuous improvement and retraining the best firefighters.

The Operations Priorities as determined by the Strategic Committee are:

**Fire Ground Tactics**

**Fire Apparatus**

**Apparatus Tools and Equipment**

**Hazmat Program**

**EMS ALS**

**Technical Rescue**

**Canine Program**

**Acting Positions**

**Type 6 Engine and OES Engine**

**Wildland Response Program**

**Tiller Program**



# City of Mountain View Fire Department



## OPERATIONS SECTION

### Fire Ground Tactics

#### Strengths-

- Written down/ Common Format
- Studied by personnel
- Used in Pre-fires/ Company Training

#### Weakness-

- Some/Several are dated
- Resistance to change
- Don't always follow current dispatch level
- Increased level of Auto Aid- other agencies unfamiliar

#### Opportunity-

- Operations Committee- reviewing / rewriting
- Familiarization between Auto Aid agencies
- Standardize Tactics countywide

#### Threats-

- Resistance to change
- Hazard of following fads

1. **Short Term** (3 to 5 years): The Department will continue to increase fire ground operational effectiveness by supporting the Operation Committee and training.
2. **Medium Term** (5 to 10 years): Continue with the transition to Lexipol policies and update all operational policies. Work with surrounding agencies to update mutual aid and auto aid plans.
3. **Long Term** (10 plus years): Conduct an organizational assessment on all aspects of fire ground tactics.





# City of Mountain View Fire Department



## OPERATIONS SECTION

### Apparatus Future

#### Strengths-

- Planned Replacement of fleet at one time
- Budgeted
- Committee Approach
- Researched
- Specs and Customized

#### Weakness-

- Long Process
- Length of service life of fleet
- In house maintain depletion
- MOC staff turn over

#### Opportunities-

- Customized purpose driven design
- Push need for Fire Mechanic at MOC (Succession plan for Fire Mechanic)
- Preplan length of process for next purchase

#### Threats-

- Budget
- Internal and External Political Climate

1. **Short Term** (3 to 5 years): The Department will establish an apparatus committee to work on the next generation of fire apparatus.
2. **Medium Term** (5 to 10 years): Finalize apparatus specifications and submit for purchase.
3. **Long Term** (10 plus years): Continue to explore the ongoing evaluation of apparatus to ensure the emergency needs of the city are being met.



# City of Mountain View Fire Department



## OPERATIONS SECTION

### Apparatus Tools and Equipment

#### Strengths-

- Standard through fleet
- Purchased for our methods
- Well cared for
- Officer assigned to program to maintain

#### Weakness-

- Capital outlay process
- Limited room for expansion

#### Opportunities-

- Reevaluate space requirement during replacement of the fleet
- Capital outlay process

#### Threats-

- Budget
- Ageing equipment
- Ongoing maintenance

1. **Short Term** (3 to 5 years): The Department will evaluate yearly all of our tools and submit for those that need replacement during capital outlay process.
2. **Medium Term** (5 to 10 years): Develop a tool and equipment replacement schedule.
3. **Long Term** (10 plus years): Replacement of all outdated tools and equipment.



# City of Mountain View Fire Department



## OPERATIONS SECTION

### Hazmat Program: HazMat Typing

#### Strength

- Currently Two Type II Teams
- In (ROSS) for state team / resource
- Set equipment, staffing and training levels
- Road map for training and equipment needs

#### Weakness

- Some equipment N/A to MTV (But might be need on state or in county response)

#### Opportunities

- Increases training ( becoming more proficient),
- Local and regional training opportunities,
- Interagency participation on regional teams
- Interagency training for monthly drills in county

#### Threats

- Budget
- Training requirements
- Membership participation
- Available time for proficiency

1. **Short Term** (3 to 5 years): Participate in local and regional training events. Determine tools and equipment needed on going. Continue to provide training and education to all department members.
2. **Medium Term** (5 to 10 years): Develop a tool and equipment replacement schedule.
3. **Long Term** (10 plus years): Replacement of all outdated tools and equipment.



# City of Mountain View Fire Department



## OPERATIONS SECTION

### Hazmat Program: HazMat Training

#### Strength

- Provides members with ongoing C.E's to meet state requirements
- Provides training for members to become competent in operational skills
- Knowledgeable in house instructors

#### Weakness

- Limited time in month to participate
- Lack of exposure to new industry standards (conferences, ongoing training, etc....)
- May not be at latest and greatest industry level

#### Opportunities

- Urban shield
- Regional training
- In house training
- Personnel attending ongoing training
- County monthly training

#### Threats

- Budget
- Training requirements for instructors
- Membership participation
- Available time for proficiency

1. **Short Term** (3 to 5 years): Participate in local and regional training events. Budget funding to send members to regional training. Determine tools and equipment needed on going. Continue to provide training and education to all department members.
2. **Medium Term** (5 to 10 years): Evaluate the program and its services
3. **Long Term** (10 plus years): Replacement of all outdated tools and equipment.



# City of Mountain View Fire Department



## OPERATIONS SECTION

### HazMat Tactics

#### Strength

- Currently generic
- Provides initial template for incident stabilization

#### Weakness

- Currently generic
- Relies heavily on qualified personnel after initial action steps, or actions

#### Opportunities

- Possibility of development of HM Manual
- Opportunity to interact with other agencies to develop best practices manual
- Opportunity for more involvement on tactics and strategy from non-qualified personnel

#### Threats

- Membership participation
- Available time to complete

1. **Short Term** (3 to 5 years): Develop a Hazmat Manual. Interact with other agencies, no need to reinvent the wheel approach. Prioritize this program with all other programs in the department.
2. **Medium Term** (5 to 10 years): Continue to evaluate manual on a yearly basis
3. **Long Term** (10 plus years): Revisit the program and its needs.



# City of Mountain View Fire Department



## OPERATIONS SECTION

### HazMat Manual

#### Strength

- If developed would establish SOP for MTV HM team
- If developed Could provide safe operating guidelines for company officers for low frequency high risk calls
- If developed Could incorporate best practices for industry

#### Weakness

- Currently do not have HM manual
- If developed could become outdated if not periodically updated

#### Opportunities

- HM committee might be currently developing
- Could look at other departments for template for HM manual and customize to fit MTV HM team

#### Threats

- Membership participation
- Time to develop new manual

1. **Short Term** (3 to 5 years): Develop a Hazmat Manual. Interact with other agencies, no need to reinvent the wheel approach. Prioritize this program with all other programs in the department.
2. **Medium Term** (5 to 10 years): Continue to evaluate program through the hazmat committee and monthly meetings. Continue to solicit and recruit members for the program.
3. **Long Term** (10 plus years): Revisit the program and its needs.



# City of Mountain View Fire Department



## OPERATIONS SECTION

### HazMat Department Wide Training

#### Strength

- Currently HM training offered to department member based on seniority
- Ensures systematic approach to compensated membership on team
- Practice currently ensure members going through training are not on probation, and have available time to focus on HM training

#### Weakness

- Limited number of people offered training on yearly basis
- Trains small group to qualified level

#### Opportunities

- Hosting in house training to train majority of members to HM tech level
- Develop in house instructors to teach program material
- Grants
- Regional team participation
- Partner with other agencies to develop low cost training programs

#### Threats

- Budget
- Membership participation
- C.E. Requirements for instructors

1. **Short Term** (3 to 5 years): Provide Hazmat Tech and Specialist classes.

2. **Medium Term** (5 to 10 years): Continue to evaluate program through the hazmat committee and monthly meetings. Continue to solicit and recruit members for the program.

3. **Long Term** (10 plus years): Revisit the program and its needs.



# City of Mountain View Fire Department



## OPERATIONS SECTION

### ALS First Responder Program

#### Strength:

- ALS engine program for last 18 years
- Current operating procedures
- Increased level of service to community
- Positioning of resources for low response times
- Ability to deploy in un-safe environments – provide ALS care immediately
- Familiarity with districts (local knowledge)
- Triage the need for ambulance transport (early cancellation)
- Can provide ALS care internally

#### Weakness:

- Demand of need for ongoing training
- Newer medics with limited experience
- Limited ALS contacts
- Limited time with patient and hospital staff due to limited transport time
- Revenue limited to County contract
- Reduced fire coverage for duration of EMS event
- Requires large investment to maintain ALS level

#### Opportunities:

- Mentoring opportunities for senior medic
- Opportunities for mid generation of medic to become involved
- Base revenue on measurable factors? i.e. interventions performed, ambulance cancellations etc.
- Incorporating more ALS providers into Special Ops – CSR, HM, RS, TR, SW
- Provide ALS service during transport (if County is BLS ambulance provider only) – Billing?

#### Threats:

- Budget/Funding
- Degradation of skills
- Membership involvement
- County EMS/Private provider assuming ALS services
- Greater liability due to more serious interventions

1. **Short Term** (3 to 5 years):

2. **Medium Term** (5 to 10 years):

3. **Long Term** (10 plus years):





# City of Mountain View Fire Department



## OPERATIONS SECTION

### ALS First Responder Program

#### Ambulance Transport

##### Strength:

- Source of revenue
- Allows for greater patient contact time, potentially improving patient outcome
- Increase in skill levels
- Allows for MTV to keep care and maintain responsibility for care throughout the call
- Meets the needs for majority of 911 system users (EMS)
- Strengthens our position as a service provider

##### Weakness:

- Need to increase staffing and fleet
- New program that requires large startup cost and time investment
- Being diverted around the County as needed
- Requires increased oversight
- Requires billing services/record keeping
- Increased liability
- Increased training requirements

##### Opportunities:

- Dependent on state laws
- Possible county chiefs taking over transport
- Large revenue source
- Other counties have started pilot programs – precedence

##### Threats:

- Budget
- Staffing needs
- MOU
- Private providers/County EMS providing services

1. Short Term (3 to 5 years):

2. Medium Term (5 to 10 years):

3. Long Term (10 plus years):



# City of Mountain View Fire Department



## OPERATIONS SECTION

### ALS First Responder Program

### CQI /Training

#### Strength:

- Provides improvement opportunities,
- Required by state / county /GO's
- Department personnel involved with revamping QI system
- Involved with County's QIC – expectations provided
- Access to ImageTrend tools
- PCRs are electronic – makes QI easier
- Crews expect monthly EMS training, time is supported by Department
- Access to training tools/equipment

#### Weakness:

- Not full time position
- Had trouble filling position in past with interested people
- Still waiting for ImageTrend QI module/tools
- Personnel engaged with QI are not working on this full time
- No clinical coordinator of higher medical authority
- Knowledge being taught is limited to Paramedic/EMT level

#### Opportunities:

- Possible role expansion for training Captain
- Career development for line medic
- Development of QI system – provides training topics
- Outsourcing EMS training
- Sending personnel to conferences, greater awareness/training knowledge

#### Threats:

- Budget
- Staffing needs
- Qualification to hold position
- Non-compliance with County/State requirements

1. **Short Term** (3 to 5 years):

2. **Medium Term** (5 to 10 years):

3. **Long Term** (10 plus years):



# City of Mountain View Fire Department



## OPERATIONS SECTION

### ALS First Responder Program

#### Community Paramedicine

##### Strength:

- Opportunity to increase market share, and funding
- Improve long-term patient outcome
- Partnerships with local hospitals
- Improving personnel skills/knowledge
- MVFD has locations/stations/apparatus for mobile
- Already have connections with ECH
- Proximity to discharge population/patients undergoing long-term care

##### Weakness:

- Requires greater clinical oversight
- Requires medical control and personnel with higher clinical certifications
- Initial cost
- Requires large public awareness program

##### Opportunities:

- Unknown, LAFD has program
- Home visits post discharge from ECH

##### Threats:

- Uncertain program in political climate – defunding of ACA
- Budget, funding sources
- Staffing
- MOU
- County regulations prohibiting FDs

1. **Short Term** (3 to 5 years):

2. **Medium Term** (5 to 10 years):

3. **Long Term** (10 plus years):



# City of Mountain View Fire Department



## OPERATIONS SECTION

### ALS First Responder Program

### CPR/AED Training of the Community

#### Strength:

- Fire stations located throughout the community
- Personnel with direct experience (just need certification)
- Support from County EMS
- Teaching opportunities for personnel

#### Weakness:

- New program to develop
- Maintenance of instructors

#### Opportunities:

- Have instructors for internal CPR training
- Give community valuable lifesaving skill
- Improve patient outcomes
- Good public relations tool

#### Threats:

- Budget to train people
- Personnel needed to be willing to be trained
- Private providers cheaper (?)

1. **Short Term** (3 to 5 years):

2. **Medium Term** (5 to 10 years):

3. **Long Term** (10 plus years):



# City of Mountain View Fire Department



## OPERATIONS SECTION

### ALS First Responder Program

#### Staffing Levels (Current number of medics)

##### Strength:

- Current accepted level of numbers by 1965
- Maintains a minimum of ALS Engines
- Easier program to manage (smaller)
- Allows for periodic ALS Truck/Rescue
- More call experience per Medic (vs higher staffing)

##### Weakness:

- Not able to meet staffing needs during peak times
- Lack of extra personnel to allow for career development of members
- Restricts operational/staffing flexibility
- Training topics have to cater to wide skill level (EMT-PM)
- Inadequate for critical calls if Co EMS is delayed

##### Opportunities:

- To increase ALS staffing to help meet demands of peak levels
- Ability to provide for career development
- Allows for more ALS resources on scene of critical calls

##### Threats:

- Budget
- Qualified pool of people to hire
- Training

1. **Short Term** (3 to 5 years):

2. **Medium Term** (5 to 10 years):

3. **Long Term** (10 plus years):



# City of Mountain View Fire Department



## OPERATIONS SECTION

### ALS First Responder Program

#### Captain Paramedic

##### Strength:

- Captains able to assist if situation requires immediate assistance
- Provide for mentorship, and back up for newer medics
- Allows for keeping depth and breadth of knowledge of seasoned medics
- Allows for pool of back up medic, for shortages
- Allows to keep personnel with high level of training in pool of medics (SWAT medics)

##### Weakness:

- Increase demand on captain ranks
- Cause issue with forcing / staffing recall of captains
- Limited opportunities for on-going call experience
- More required training for re-cert/update training

##### Opportunities:

- Sending Captains as Single Resource PMs

##### Threats:

- Budget
- MOU issues
- CE training
- Maintenance of skills

1. **Short Term** (3 to 5 years):

2. **Medium Term** (5 to 10 years):

3. **Long Term** (10 plus years):



# City of Mountain View Fire Department



## OPERATIONS SECTION

### ALS First Responder Program

#### Hiring Practices (ALS only)

#### EMS coordinator

#### Strength:

- In past has provided strong teaching and mentoring to our medics/EMTs
- We have a history of having that position (easier to justify)
- Other departments have this position (easier to justify)
- Someone with clinical knowledge to provide reliable answers/follow-up

#### Weakness:

- In the past had not provided strong teaching and mentoring to our medics/EMTs
- Individual position was removed from budget
- Large workload, multi-faceted position – hard to find qualified applicants

#### Opportunities:

- Training Captain
- Combining services with outside agencies/providers
- Contracting with local hospitals

#### Threats:

- Budget,
- Other demands of training captain role

1. **Short Term** (3 to 5 years):

2. **Medium Term** (5 to 10 years):

3. **Long Term** (10 plus years):



# City of Mountain View Fire Department



## OPERATIONS SECTION

### Technical Rescue:

#### Typing

#### Strength:

- Standard system,
- Allows for team to be state/ county resource,
- Know standards to be meet ,
- Provides operation template,
- Helps provide template to meet demand of all risk department for Technical Rescue area

#### Weakness:

- New program ( covering all areas)
- Deployment models issues

#### Opportunities:

- Regional team involvement,
- Career development,
- Delivery of a needed community resource to meet all risk goals
- Possible community buy in and support
- Operation readiness for area needs to meet all risk demands

#### Threats:

- Budget,
- Training demands,
- Operational stretch,
- Maintenance or degradation of equipment,
- Training and maintenance of skills demands on personnel

1. **Short Term** (3 to 5 years):

2. **Medium Term** (5 to 10 years):

3. **Long Term** (10 plus years):





# City of Mountain View Fire Department



## OPERATIONS SECTION

### Technical Rescue:

### High Angle

### Strength:

- Currently Cannot go over edge,
- We do it for pancake breakfast,
- Qualified personnel

### Weakness:

- G.O. stating we can't go over edge,
- maintenance & training demands

### Opportunities:

- Training,
- Career development,
- Meet community need

### Threats:

- G.O. issue,
- Budget,
- Training demands,
- Operational stretch,
- Maintenance or degradation of equipment,
- Training and maintenance of skills demands on personnel

1. **Short Term** (3 to 5 years):

2. **Medium Term** (5 to 10 years):

3. **Long Term** (10 plus years):



# City of Mountain View Fire Department



## OPERATIONS SECTION

### Technical Rescue:

### Trench Rescue

### Strength:

- All risk department,
- Meets growing community needs,
- Majority of department is trained to awareness,

### Weakness:

- High risk low frequency,
- Lack of training to operational level,

### Opportunities:

- Training,
- Career development,
- Meet community need,
- Regional teams,
- In-house instructors

### Threats:

- Budget,
- Training demands,
- Operational stretch,
- Maintenance or degradation of equipment,
- Training and maintenance of skills demands on personnel

1. **Short Term** (3 to 5 years):

2. **Medium Term** (5 to 10 years):

3. **Long Term** (10 plus years):



# City of Mountain View Fire Department



## OPERATIONS SECTION

### Technical Rescue:

### Confined Space

### Strength:

- All risk department,
- Meets growing community needs,
- Majority of department is trained to awareness,

### Weakness:

- High risk low frequency,
- Lack of training to operational level

### Opportunities:

- Training,
- Career development,
- Meet community need,
- Regional teams,
- In-house instructors

### Threats:

- Budget,
- Training demands,
- Operational stretch,
- Maintenance or degradation of equipment,
- Training and maintenance of skills demands on personnel

1. **Short Term** (3 to 5 years):

2. **Medium Term** (5 to 10 years):

3. **Long Term** (10 plus years):



# City of Mountain View Fire Department



## OPERATIONS SECTION

### Technical Rescue:

#### Collapsed Structure

#### Strength:

- All risk department,
- Meets growing community needs,

#### Weakness:

- High risk low frequency,
- Lack of training to operational level

#### Opportunities:

- Training,
- Career development,
- Meet community need,
- Regional teams,
- In-house instructors

#### Threats:

- Budget,
- Training demands,
- Operational stretch,
- Maintenance or degradation of equipment,
- Training and maintenance of skills demands on personnel

**1. Short Term** (3 to 5 years):

**2. Medium Term** (5 to 10 years):

**3. Long Term** (10 plus years):



# City of Mountain View Fire Department



## OPERATIONS SECTION

### Technical Rescue:

### Water Rescue

### Strength:

- All risk department,
- Meets growing community needs

### Weakness:

- High risk low frequency,
- Lack of training to operational level

### Opportunities:

- Training,
- Career development,
- Meet community need,
- Regional teams,
- In-house instructors

### Threats:

- Budget,
- Training demands,
- Operational stretch,
- Maintenance or degradation of equipment,
- Training and maintenance of skills demands on personnel

**1. Short Term** (3 to 5 years):

**2. Medium Term** (5 to 10 years):

**3. Long Term** (10 plus years):



# City of Mountain View Fire Department



## OPERATIONS SECTION

### Technical Rescue:

### Initial US&R Training (for line personnel)

### Strength:

- All risk department,
- Meets growing community needs,

### Weakness:

- membership participation,
- inconsistent standard between shift
- High risk low frequency,
- Lack of training to operational level

### Opportunities

- Training,
- Career development,
- Meet community need,
- Regional teams,
- In-house instructors

### Threats:

- Budget,
- Training demands,
- Operational stretch,
- Maintenance or degradation of equipment,
- Training and maintenance of skills demands on personnel

1. **Short Term** (3 to 5 years):

2. **Medium Term** (5 to 10 years):

3. **Long Term** (10 plus years):



# City of Mountain View Fire Department



## OPERATIONS SECTION

### Technical Rescue: Ongoing training

#### Strength:

- All risk department,
- Reinforce initial learning / training,
- Tailor to community needs ( specific pre plan),
- Increase interaction with other fire departments,
- Meets growing community needs,
- Training calendar,
- Meet current minimums

#### Weakness:

- Operational stretch,
- Available time,
- Lack of initial training in all aspects of Technical Rescue,
- Membership participation,
- Inconsistent standard between shift

#### Opportunities:

- Training,
- Career development,
- Meet community need,
- Reginal teams,
- In-house instructors
- Increase interaction with other Fire departments,
- Tailor to community needs,

#### Threats:

- Available time,
- Budget,
- Training demands,
- Operational stretch,
- Maintenance or degradation of equipment,
- Training and maintenance of skills demands on personnel

1. **Short Term** (3 to 5 years):

2. **Medium Term** (5 to 10 years):

3. **Long Term** (10 plus years):



# City of Mountain View Fire Department



## OPERATIONS SECTION

### Equipment Needs

#### Strength:

- Trailer,
- Small Cache between truck and rescue,

#### Weakness:

- Current inventory does not meet any standard,
- Incomplete typing ( have a little of everything),
- Spread over three rigs,
- No Lumber Cache ( with no procedure to get lumber in emergency)

#### Opportunities:

- potential one time budget buy in,
- Re fleet opportunity to standardize or improve equipment layout,

#### Threats:

- Budget,
- Training demands,
- Maintenance or degradation of equipment,
- Training and maintenance of skills demands on personnel

1. **Short Term** (3 to 5 years):

2. **Medium Term** (5 to 10 years):

3. **Long Term** (10 plus years):





# City of Mountain View Fire Department



## OPERATIONS SECTION

### Equipment Needs

#### Strength:

- Trailer,
- Small Cache between truck and rescue,

#### Weakness:

- Current inventory does not meet any standard,
- Incomplete typing ( have a little of everything),
- Spread over three rigs,
- No Lumber Cache ( with no procedure to get lumber in emergency)

#### Opportunities:

- potential one time budget buy in,
- Re fleet opportunity to standardize or improve equipment layout,

#### Threats:

- Budget,
- Training demands,
- Maintenance or degradation of equipment,
- Training and maintenance of skills demands on personnel

1. **Short Term** (3 to 5 years):

2. **Medium Term** (5 to 10 years):

3. **Long Term** (10 plus years):



# City of Mountain View Fire Department



## OPERATIONS SECTION

### Logistics / Storage

#### Strength:

- Trailer,
- Space for trailers,

#### Weakness:

Lack of space at station one

#### Opportunities:

Dirt lot behind one,  
Possible permanent building for Cache,  
Potential storage solutions at station four

#### Threats:

Ongoing maintenance budget,  
Membership participation  
Initial Budget,  
Training demands,  
Operational stretch,  
Maintenance or degradation of equipment

1. **Short Term** (3 to 5 years):

2. **Medium Term** (5 to 10 years):

3. **Long Term** (10 plus years):