

AGENDA
EL DORADO HILLS COUNTY WATER DISTRICT
(FIRE DEPARTMENT)
BOARD OF DIRECTORS
SEVEN HUNDRED SIXTIETH MEETING
Thursday, May 18, 2017
6:00 p.m.
(1050 Wilson Blvd., El Dorado Hills, CA)

- I. Call to Order and Pledge of Allegiance
- II. Consent Calendar (All matters on the Consent Calendar are to be approved by one motion unless a Board member requests separate action on a specific item.)
 - A. Approve Minutes of the 759th Board meeting held April 20, 2017
 - B. Approve Financial Statements for April 2017

End Consent Calendar
- III. Oral Communications
 - A. EDH Professional Firefighters
 - B. EDH Firefighters Association
 - C. Latrobe Advisory Committee
 - D. Any person wishing to address the Board on any item that is not on the Agenda may do so at this time. No action may be taken on off-agenda items unless authorized by law. Comments shall be limited to three minutes per person and twenty minutes for all comments unless otherwise authorized by the Board.
- IV. Correspondence
 - A. Letter from Cal Fire Local 2881
 - B. Elections announcement
 - C. Email regarding parcel in the EDH Business Park
- V. Attorney Items
 - A. **Closed Session** Pursuant to Government Code Section 54956.9(D)(1); Conference with legal counsel regarding pending litigation; One Matter; Thomas and Helen Austin v. The County of El Dorado, et. al.; El Dorado County Superior Court Case No. 21050633
 - B. **Closed Session** pursuant to Government Code Section 54957(b); Personnel Matters, Grievance; Number of Matters: One
- VI. Committee Reports
 - A. Administrative Committee (Directors Durante and Hartley)
 1. Review and approve Vaping Policy
 2. Letter from Local 3604 El Dorado Hills Professional Firefighters Association regarding current Non-Tobacco Use Policy
 3. Review and approve Rescue shared services agreement
 - B. Finance Committee (Directors Giraudo and Winn)
 1. **Closed Session** pursuant to Government Code Section 54957.6, conference with labor negotiations; items under negotiation: Memorandum of Understanding with the El Dorado Hills Professional Firefighters; District negotiators are Directors Giraudo and Winn or designated alternate
 - C. Ad Hoc Committee Reports
 1. Strategic Planning Committee (Directors Hus and Giraudo)
 - a. Review and approve Strategic Plan 2017-2022

2. Communications Committee (Directors Durante and Winn)
 - a. Review and approve quote for feasibility study from Sacramento Regional Fire/EMS Communications Center
 3. Training Facility Committee (Directors Hartley and Durante)
 4. CSD/Fire Collaboration Committee (Directors Giraud and Durante)
 5. Station 91 Building Committee (Directors Durante and Giraud)
 6. Cameron Park CSD/EDH Fire Collaboration Committee (Directors Durante and Hartley)
- VII. Operations Report
- A. Operations Report (Receive and file)
 - B. Review and update regarding Joint Powers Authority
- VIII. Fiscal Items
- A. Review revenue and expense forecast for fiscal year 2016/17
 - B. Review and approve Resolution 2017-03 adopting the 2017-18 Preliminary Budget and set notice for public hearing as required by law
- IX. New Business
- A. Review and approve purchase of Type I Engine
- X. Old Business
- A. Receive and file memo regarding employee leaves and the associated cost
- XI. Oral Communications
- A. Directors
 - B. Staff
 - C. Schedule upcoming committee meetings
- XII. Adjournment

Note: Action may be taken on any item posted on this agenda.

This Board meeting is normally recorded.

EL DORADO HILLS COUNTY WATER DISTRICT

SEVEN HUNDRED FIFTY NINTH MEETING OF THE BOARD OF DIRECTORS

Thursday, April 20, 2017

6:00 p.m.

District Office, 1050 Wilson Boulevard, El Dorado Hills, CA 95762

I. CALL TO ORDER AND PLEDGE OF ALLEGIANCE

Director Hartley called the meeting to order at 6:00 p.m. and Captain MacKenzie led the Pledge of Allegiance. Directors in attendance: Durante, Giraud, Hartley, Hus, and Winn. Director Winn attended via teleconference. Staff in attendance: Chief Roberts and Director of Finance Braddock. Counsel Cook was also in attendance.

President Hartley requested that **Item VI-A, Item VI-B, and Item VII-A.1** be moved on the agenda before **Item III. Oral Communications** and the Board concurred.

II. CONSENT CALENDAR

- A. Approve Minutes of the 757th Board meeting held March 16, 2017
- B. Approve Minutes of the 758th Special Board meeting held April 13, 2017
- C. Approve Financial Statements for March 2017

Director Hus made a motion to approve the consent calendar, seconded by Director Hartley and unanimously carried.

III. ORAL COMMUNICATIONS

- A. EDH Professional Firefighters – None
- B. EDH Firefighters Association – None
- C. Latrobe Advisory Committee – None
- D. Public Comment – Tim White, chair of the El Dorado Hills Area Planning Advisory Committee, thanked Staff for attending their meeting and the presentation on how the Fire Department regulates new development.

IV. PRESENTATION

- A. EDH Development Snapshot – Fire Marshal Cox presented a slideshow covering current development projects in El Dorado Hills.

V. CORRESPONDENCE

- A. Letter from Cal Fire Local 2881 – No discussion.

VI. ATTORNEY ITEMS

- A. Closed Session Pursuant to Government Code Section 54956.9(D)(1); Conference with legal counsel regarding pending litigation; One Matter; Thomas and Helen Austin v. The County of El Dorado, et. al.; El Dorado County Superior Court Case No. 21050633 – No action taken.
- B. Closed Session Pursuant to Government Code Section 54956.9(d)(2); Conference with Legal Counsel Regarding Potential Exposure to Litigation;

Number of potential matters (1) – No action taken.

VII. COMMITTEE REPORTS

A. Administrative Committee (Directors Durante and Hartley) –

- 1. Closed Session pursuant to Government Code Section 54957(b)(1); Public Employee Performance Evaluation; Title: Fire Chief David Roberts – No action taken.**

B. Finance Committee (Directors Giraud and Winn)

- 1. Review and approve PARS funding strategy and recommendation for initial deposit –** Director of Finance Braddock stated that the committee reviewed the investment strategy options for the PARS account and is recommending to the Board that they select the most aggressive strategy due to the length of time and the amount of money needed to fund the OPEB liability. She added that the committee also recommended that the Board deposit one million dollars from the general fund. Director Hus asked that the deposit be made as four separate installments paid quarterly to enter the market at different times and the Board concurred. Counsel Cook asked that the vote be delayed for him to review the Board adopted Investment Policy to be sure that this Board decision is consistent with the Policy.

Tim White, citizen, asked about the cost of the investing with PARS and Director of Finance Braddock responded that the fees are higher than what PERS charges. She added that after reviewing historical trends, it appears that the returns on investment with PARS are slightly higher than PERS net of fees charged.

Item VII-B.1 was revisited after agenda **Item VIII-B**. After Counsel Cook's review of the Investment Policy, he verified that the motion is consistent with the intent of the Policy and the Board proceeded to a vote on the standing motion.

Director Hartley made a motion to approve the Capital Appreciation PARS funding strategy with an initial deposit of one million dollars deposited quarterly in \$250,000 increments, seconded by Director Winn, and unanimously carried.

C. Ad Hoc Committee Reports

- 1. Strategic Planning Committee (Directors Hus and Giraud) –** Chief Roberts reported that the Strategic Planning Committee met and the draft would be presented to the Board at the May Board meeting. Director Hus asked that the Committee meet again prior to the draft being presented to

the Board. Director Giraudo did not see a reason for an additional meeting. It was decided that the draft would be emailed to the committee members for review prior to submission to the Board.

2. **Communications Committee (Directors Durante and Winn)**
 - a. **Review and approve quote for feasibility study from Cal Fire** – Chief Roberts explained that the Department received a quote for the feasibility study from Cal Fire and is recommending approval from the Board. He added that the quote still must be approved by the JPA Board, but anticipates it will be approved without contention.

Director Durante made a motion to approve the quote for a feasibility study by Cal Fire, seconded by Director Giraudo, and unanimously carried.

3. **Training Facility Committee (Directors Hartley and Durante)** – Chief Lilienthal reported that Dennis Dong has presented a first rough draft of the site plan and Staff is reviewing that and making changes as well as looking at props, getting quotes, and developing both operational and financial plans for the potential facility. He added that the Special Use Permit expires May 7, and Staff will be asking for a one year extension at the Planning commission on April 27th.
4. **CSD/Fire Collaboration Committee (Directors Giraudo and Durante)** – Chief Roberts reported that Staff is moving forward with a collaborative IT solution with the CSD.
5. **Armament Committee (Directors Durante and Hartley)** – Item can be removed from future agendas.
6. **Station 91 Building Committee (Directors Durante and Giraudo)** – Chief Roberts reported that the exterior is nearly complete and the lease on the trailer was extended for 3 months.

VIII. OPERATIONS REPORT

- A. **Operations Report (Receive and file)**
- B. **Review and update regarding Joint Powers Authority** – No report.

IX. FISCAL ITEMS

- A. **Review revenue and expense forecast for fiscal year 2016/17** – Director of Finance stated that she plans to include a fiscal year forecast at the remaining Board meetings and the current forecast is favorable to budget.

X. NEW BUSINESS

- A. **Review and approve purchase of Type I Engine** – Continued to May Board

meeting.

- B. Review and discuss plan for Nexus study** – Counsel Cook stated that a RPF will be prepared so that as soon as the remaining necessary information is assembled, including the cost of the potential training facility, Staff can quickly move forward with the RFP and then the study.
- C. Election of Special District Representative to LAFCO and vote to adopt the policy statement** – The Board ranked Noelle Mattock number one and Holly Morrison number two in the election of Special District Representative to LAFCO.

Director Hartley made a motion to vote yes on the policy statement, seconded by Director Giraud, and unanimously carried.

- D. Inquiry from Cameron Park Community Services District regarding contract for fire and EMS services** – Chief Roberts informed the Board that Cameron Park CSD contacted Staff about getting a quote contract for services. The Board created an Ad Hoc Committee assigned to Directors Hartley and Durante.

XI. OLD BUSINESS – None

The Board adjourned to discuss Closed Session Item VI-A, Item VI-B, and Item VII-A.1 at 7:26 p.m.

The meeting reconvened at 8:25 p.m. The Board took no action during closed session.

XII. ORAL COMMUNICATIONS

- A. Directors** – Director Hus asked when the Tobacco Policy would be brought to the Board and Chief Keating responded that he hopes to bring the Vaping Policy to the May Board meeting, but the Tobacco Policy may require further discussion. Director Durante reminded the Board about the Feb Dinner on May 6th.
- B. Staff** – Chief Roberts reported about several events coming up including, Admin Professionals Day, the Honor Guard pinning, a town hall meeting, old guys breakfast, a training burn, Sober Grad Night, and Lakehills Firesafe Council BBQ.
- C. Schedule upcoming committee meetings** – The Board scheduled the Admin Committee meeting for April 27, at 9:00 a.m. and the Finance Committee meeting for May 4, at 1:00 p.m.

XIII. ADJOURNMENT

Director Durante made a motion to adjourn the meeting, seconded by Director Giraudo, and unanimously carried.

The meeting adjourned at 8:37 p.m.

Approved:

Jessica Braddock, Board Secretary

Jim Hartley, President

DRAFT

El Dorado Hills Fire Department
Revenue and Expense Summary - ALL FUNDS
For the Period Ending April 30, 2017



	FINAL Full Year Budget FY16/17	Actual April 2017	Actual YTD April 30, 2017	Variance YTD Actual to Full Year Budget	(Target 83%) YTD Actual % of Full Year Budget	Notes/Comments
Revenue						
3240 · Tax Revenue						
3260 · Secured Tax Revenue	15,164,380	5,725,557	14,671,655	(492,725)		Property taxes on target to budget.
3270 · Unsecured Tax Revenue	287,393	3,156	278,570	(8,823)		
3280 · Homeowners Tax Revenue	144,962	32,869	74,042	(70,920)		
3320 · Supplemental Tax Revenue	234,671	-	188,183	(46,488)		
3330 · Sacramento County Revenue	27,456	-	9,231	(18,225)		
3335 · Latrobe Revenue				-		
3335.2 · Latrobe Special Tax	36,840	11,850	20,247	(16,593)		
3335.3 · Latrobe Base Transfer	256,651	-	-	(256,651)		
3340 · Property Tax Administration Fee	(364,250)	-	(352,143)	12,107		
Total 3240 · Tax Revenue	15,788,103	5,773,431	14,889,785	(898,318)	94%	
3505 · Misc. Revenue, Vacant Lot	-	8,033	281	281	100%	Weed abatement revenue slightly exceeded cost in 16/17
3506 · Misc. Revenue, Fire Prev. Fees	70,000	3,684	43,161	(26,839)	62%	Timing of collection will vary
3510 · Misc. Operating Revenue						
3512 · JPA Revenue	918,537	-	777,187	(141,349)	85%	
3513 · Rental Income (Cell site)	36,000	2,100	21,000	(15,000)	58%	No progress on budgeted cell site at Sta 85
3515 · OES/Mutual Aid Reimbursement	414,000	-	559,446	145,446	135%	Will vary with timing and severity of fire season
3520 · Interest Earned	70,000	27,320	72,358	2,358	103%	Interest rates higher than anticipated in budget
3510 · Misc. Operating Revenue - Other	20,000	-	12,428	(7,572)	62%	Timing of collection will vary
Total 3510 · Misc. Operating Revenue	1,458,537	29,420	1,442,419	(16,118)	99%	
Total Operating Revenue	\$ 17,316,639	\$ 5,806,535	\$ 16,375,365	\$ (941,274)	95%	
3550 · Development Fee						
3560 · Development Fee Revenue	1,600,000	252,299	2,383,128	783,128	149%	
3561 · Development Fee Interest	-	3,423	22,624	22,624	100%	
Total 3550 · Development Fee	1,600,000	255,722	2,405,752	805,752	150%	
3570 · Proceeds from Sale of Assets	60,000	-	93,630	33,630	156%	Sale of water tender in July; Sale of E-8560 in November
Total Revenue	\$ 18,976,639	\$ 6,070,290	\$ 18,875,028	\$ (101,611)	99%	

El Dorado Hills Fire Department
Revenue and Expense Summary - ALL FUNDS
For the Period Ending April 30, 2017



	FINAL Full Year Budget FY16/17	Actual April 2017	Actual YTD April 30, 2017	Variance YTD Actual to Full Year Budget	(Target 83%) YTD Actual % of Full Year Budget	Notes/Comments
Expenditures						
6000 · Salaries & Wages						
6001 · Salaries & Wages, Fire	5,912,782	445,006	4,889,581	1,023,202	83%	
6011 · Education/Longevity Pay	495,050	34,985	381,103	113,947	77%	
6016 · Salaries & Wages, Admin/Prev	615,556	42,049	460,492	155,064	75%	
6017 · Volunteer Pay	100,000	205	69,179	30,821	69%	Elimination of volunteer program
6018 · Director Pay	18,000	1,675	12,075	5,925	67%	Fewer committee meetings than budgeted
6019 · Overtime						
6019.1 · Overtime, Operational	1,685,706	168,547	1,298,936	386,770	77%	
6019.2 · Overtime, Outside Aid	412,000	-	482,087	(70,087)	117%	Will vary with timing and severity of fire season
6019.3 · Overtime, JPA	103,397	18,439	144,501	(41,104)	140%	Several employees out on extended leave/position vacancies
Total 6019 · Overtime	2,201,102	186,986	1,925,524	275,579	87%	
6020 · P.E.R.S. Retirement	2,306,236	123,237	1,986,679	319,557	86%	Annual Lump Sum Payment of \$580k made in July
6030 · Workers Compensation	798,529	-	596,958	201,572	75%	2017 Workers' Comp rates came in favorable to budget
6031 · Life Insurance	6,224	486	4,902	1,322	79%	
6032 · P.E.R.S. Health Benefits	1,449,069	118,688	1,313,707	135,362	91%	Prepayment of May premium in Apr
6033 · Disability Insurance	16,170	1,446	13,916	2,254	86%	
6034 · Health Cost of Retirees	866,964	46,913	809,733	57,231	93%	Annual Lump Sum Payment of \$300k made in July. Also prepayment of May premium in Apr
6040 · Dental/ Vision Expense	174,840	13,100	136,538	38,302	78%	
6050 · Unemployment Insurance	14,490	(890)	14,484	6	100%	
6060 · Vacation & Sick Expense Reserve	150,000	-	(1,645)	151,645	-1%	No liability adjustments needed to date
6070 · Medicare	139,261	9,925	108,979	30,282	78%	
Total 6000 · Salaries & Wages	15,264,273	1,023,810	12,722,203	2,542,070	83%	
6100 · Clothing & Personal Supplies						
6101 · Uniform Allowance	64,850	-	58,050	6,800	90%	Semi-Annual Uniform allowance paid in July and Jan
6102 · Other Clothing & Personal Supplies	54,845	1,826	47,848	6,997	87%	
Total 6100 · Clothing & Personal Supplies	119,695	1,826	105,898	13,797	88%	

El Dorado Hills Fire Department
Revenue and Expense Summary - ALL FUNDS
For the Period Ending April 30, 2017



	FINAL Full Year Budget FY16/17	Actual April 2017	Actual YTD April 30, 2017	Variance YTD Actual to Full Year Budget	(Target 83%) YTD Actual % of Full Year Budget	Notes/Comments
6110 · Network/Communications						
6111 · Telecommunications	67,352	3,363	43,555	23,797	65%	
6112 · Dispatch Services	120,000	-	80,840	39,160	67%	
6113 · Network/Connectivity	34,850	3,297	24,121	10,730	69%	
Total 6110 · Communications	222,202	6,660	148,515	73,687	67%	
6120 · Housekeeping	30,214	3,287	28,685	1,529	95%	
6130 · Insurance						
6131 · General Insurance	55,659	-	51,023	4,636	92%	Annual insurance premium paid in October. Favorable to budget
Total 6130 · Insurance	55,659	-	51,023	4,636	92%	
6140 · Maintenance of Equipment						
6141 · Tires	25,000	466	15,492	9,508	62%	
6142 · Parts & Supplies	21,000	-	24,409	(3,409)	116%	
6143 · Outside Work	116,053	14,422	121,045	(4,993)	104%	Overall maintenance favorable to budget
6144 · Equipment Maintenance	90,420	1,682	17,231	73,189	19%	
6145 · Radio Maintenance	20,430	-	11,885	8,545	58%	
Total 6140 · Maintenance of Equipment	272,903	16,570	190,063	82,840	70%	
6150 · Maintenance, Structures & Ground	107,566	4,069	97,578	9,988	91%	Sta 91 repairs of \$23k in March to be reimbursed by development fees
6160 · Medical Supplies						
6161 · Medical Supplies	5,500	2,709	4,687	813	85%	
Total 6160 · Medical Supplies	5,500	2,709	4,687	813	85%	
6170 · Dues and Subscriptions	11,339	542	6,901	4,438	61%	
6180 · Miscellaneous						
6181 · Miscellaneous	4,000	(795)	3,274	726	82%	
6182 · Honor Guard	1,000	263	1,500	(500)	150%	
6183 · Explorer Program	2,500	-	800	1,700	32%	
6184 · Pipes and Drums	-	-	-	-	0%	
Total 6180 · Miscellaneous	7,500	(532)	5,575	1,925	74%	Budgeted Sit-Stand converters purchased in August; Unanticipated purchase of battery backups
6190 · Office Supplies	24,599	1,201	23,450	1,149	95%	

El Dorado Hills Fire Department
Revenue and Expense Summary - ALL FUNDS
For the Period Ending April 30, 2017



	FINAL Full Year Budget FY16/17	Actual April 2017	Actual YTD April 30, 2017	Variance YTD Actual to Full Year Budget	(Target 83%) YTD Actual % of Full Year Budget	Notes/Comments
6200 · Professional Services						
6201 · Audit	10,500	-	10,250	250	98%	Annual audit fees paid in Dec. Favorable to budget.
6202 · Legal/Human Resources	138,210	1,775	88,592	49,618	64%	Timing of legal billing one month behind
6203 · Notices	3,000	-	683	2,317	23%	
6204 · Other Professional Services	214,094	5,397	131,641	82,453	61%	
6205 · Elections/Tax Administration	20,000	-	23,449	(3,449)	117%	Board elections completed in November
6206 · Public Relations	4,900	-	100	4,800	2%	
Total 6200 · Professional Services	390,704	7,172	254,715	135,990	65%	
6210 · Information Technology						
6211 · Software Licenses/Subscriptions	68,744	1,266	56,064	12,680	82%	
6212 · IT Support/Implementation	107,374	16,345	64,952	42,422	60%	
Total 6210 · Information Technology	176,118	17,611	121,016	55,103	69%	
6220 · Rents and Leases						
6221 · Facilities/Equipment Lease	17,998	515	5,580	12,418	31%	One-time fees budgeted for removal of modular/waste tank later in fiscal year Budgeted solar start date at beginning of fiscal year but not all stations in service. Offsetting cost in Electricity.
6222 · Solar Lease	65,388	5,449	41,118	24,270	63%	
Total 6220 · Rents and Leases	83,386	5,964	46,698	36,688	56%	
6230 · Small Tools and Supplies	49,850	1,189	34,694	15,156	70%	
6240 · Special Expenses						
6241 · Training	118,327	6,356	100,184	18,143	85%	
6242 · Fire Prevention	18,310	1,031	12,382	5,928	68%	
6243 · Licenses	-	-	10	(10)	100%	
6244 · Directors' Training & Travel	-	-	-	-	0%	
Total 6240 · Special Expenses	136,637	7,387	112,577	24,060	82%	
6250 · Transportation and Travel						
6251 · Fuel and Oil	70,000	6,027	42,464	27,536	61%	Cost of fuel lower than budgeted
6252 · Travel	19,000	516	19,621	(621)	103%	Offset w/ savings in Meals & Refreshments
6253 · Meals & Refreshments	21,000	1,369	14,863	6,137	71%	
Total 6250 · Transportation and Travel	110,000	7,912	76,948	33,052	70%	

El Dorado Hills Fire Department
Revenue and Expense Summary - ALL FUNDS
For the Period Ending April 30, 2017



	FINAL Full Year Budget FY16/17	Actual April 2017	Actual YTD April 30, 2017	Variance YTD Actual to Full Year Budget	(Target 83%) YTD Actual % of Full Year Budget	Notes/Comments
6260 · Utilities						
6261 · Electricity	10,200	298	15,586	(5,386)	153%	Budgeted solar start date at beginning of fiscal year but not all stations in service. Offsetting savings in Solar Lease.
6262 · Natural Gas/Propane	17,000	3,090	21,694	(4,694)	128%	Cost of Natural Gas higher than budgeted
6263 · Water/Sewer	14,000	2,004	12,799	1,201	91%	
Total 6260 · Utilities	41,200	5,392	50,079	(8,879)	122%	
Total Operating Expenditures	\$ 17,109,345	\$ 1,112,771	\$ 14,081,304	\$ 3,028,041	82%	Overall, operating expenditures are on target to budget
Operating Revenue - Operating Expenditures	\$ 207,294	\$ 4,693,764	\$ 2,294,060	\$ (2,086,766)		
6560 · Payroll Exps- PERS Prepayment	-	-	-	-	0%	
6720 · Fixed Assets	2,725,405	49,886	679,040	2,046,365	25%	Timing of budgeted purchases
Total Expenditures	\$ 19,834,750	\$ 1,162,656	\$ 14,760,344	\$ 5,074,406	74%	
Total Revenue - Total Expense	\$ (858,111)	\$ 4,907,633	\$ 4,114,684	\$ 4,972,795		

El Dorado Hills Fire Department

5/8/2017 3:50 PM

Register: 1000 · Bank of America
 From 04/01/2017 through 04/30/2017
 Sorted by: Date, Type, Number/Ref

Date	Number	Payee	Account	Memo	Payment	C	Deposit	Balance
04/01/2017	EFT	De Lage Landen Fin...	6190 · Office Supplies	Account # 988...	230.59	X		157,550.52
04/01/2017	SolarLease		6220 · Rents and Lease...	Solar Lease - S...	1,172.00	X		156,378.52
04/01/2017	SolarLease		6220 · Rents and Lease...	Solar Lease - S...	1,222.00	X		155,156.52
04/01/2017	SolarLease		6220 · Rents and Lease...	Solar Lease - S...	845.00	X		154,311.52
04/01/2017	SolarLease		6220 · Rents and Lease...	Solar Lease - S...	2,210.00	X		152,101.52
04/04/2017	EFT	ADP (FSA)	-split-		2.98	X		152,098.54
04/05/2017	EFT	U.S. Bank Telepay	2010 · Accounts Payable	Confirmation #...	28,497.72	X		123,600.82
04/06/2017	EFT	P. G. & E.	-split-		20.78	X		123,580.04
04/06/2017	20303	Absolute Secured Sh...	6190 · Office Supplies	Inv # 36761	40.00	X		123,540.04
04/06/2017	20304	Aflac	2029 · Other Payable	Inv # 693819	314.16	X		123,225.88
04/06/2017	20305	Air Exchange	6150 · Maintenance,Str...	Invoice # 40016	491.49	X		122,734.39
04/06/2017	20306	Allstar Fire Equipme...	6100 · Clothing & Pers...	Invoice # 196655	868.73	X		121,865.66
04/06/2017	20307	APPTIX Inc.	-split-	Invoice # 011117	1,108.16	X		120,757.50
04/06/2017	20308	Aramark	6200 · Professional Ser...	Inv# 792270538	74.92	X		120,682.58
04/06/2017	20309	Arnolds for Awards	6190 · Office Supplies	Inv # 77225	55.77	X		120,626.81
04/06/2017	20310	Arrow International, ...	6160 · Medical Supplie...	Invoice # 9468...	2,547.87	X		118,078.94
04/06/2017	20311	AT&T	-split-	Mar-17	282.77	X		117,796.17
04/06/2017	20312	Big O Tires	-split-		627.14	X		117,169.03
04/06/2017	20313	BLD Consulting	6210 · Information Tec...	Invoice # 1262	5,465.00	X		111,704.03
04/06/2017	20314	CA Assoc. of Profess...	6000 · Wages & Benef...	APRIL 2017	1,445.50	X		110,258.53
04/06/2017	20315	Churchll's Hardware ...	-split-	Customer Acco...	35.34	X		110,223.19
04/06/2017	20316	Core Logic	6170 · Dues and Subsc...	Inv# 81775297	137.50	X		110,085.69
04/06/2017	20317	Deal Heating & Air, ...	-split-		1,398.95	X		108,686.74
04/06/2017	20318	Dept of Forestry and ...	6240 · Special Expense...	Invoice # 141861	328.00	X		108,358.74
04/06/2017	20319	DNL Electric, Inc.	-split-	Invoice # 2826 ...	1,609.57	X		106,749.17
04/06/2017	20320	El Dorado Press	6240 · Special Expense...	Invoice # 22617	498.71	X		106,250.46
04/06/2017	20321	FlexManage	-split-	Invoice # 1455...	5,455.17	X		100,795.29
04/06/2017	20322	Folsom Diesel Work...	6140 · Maintenance of ...	Invoice # 2162	5,561.67	X		95,233.62
04/06/2017	20323	Folsom Chevrolet	6140 · Maintenance of ...	Invoice # 4205...	987.82	X		94,245.80
04/06/2017	20324	Hangtown Fire Contr...	6240 · Special Expense...	Invoice # 57538	1,997.60	X		92,248.20
04/06/2017	20325	InterState Oil Compa...	-split-		2,754.77	X		89,493.43
04/06/2017	20326	Interwest Consulting ...	6240 · Special Expense...	Invoice # 32648	365.00	X		89,128.43
04/06/2017	20327	James Davidson	6000 · Wages & Benef...		241.00	X		88,887.43
04/06/2017	20328	Justin Johnson	2029 · Other Payable	Vacation Balan...	1,313.07	X		87,574.36
04/06/2017	20329	L.N. Curtis & Sons	6100 · Clothing & Pers...	Invoice # INV8...	482.05			87,092.31
04/06/2017	20330	Machovec	6720 · Fixed Assets	Inv # 37224	12,068.00			75,024.31
04/06/2017	20331	Managed Health Net...	6200 · Professional Ser...	Invoice # PRM...	651.24	X		74,373.07
04/06/2017	20332	Mike Roppolo	6240 · Special Expense...		64.00	X		74,309.07
04/06/2017	20333	Rescue Response Ge...	-split-	Invoice # 16794	4,697.62	X		69,611.45
04/06/2017	20334	Standard Insurance Co.	6000 · Wages & Benef...	Policy # 00 359...	486.40	X		69,125.05

El Dorado Hills Fire Department

5/8/2017 3:50 PM

Register: 1000 · Bank of America
 From 04/01/2017 through 04/30/2017
 Sorted by: Date, Type, Number/Ref

Date	Number	Payee	Account	Memo	Payment	C	Deposit	Balance
04/06/2017	20335	Sundance Embroider...	6180 · Miscellaneous:6...	Invoice # SI-53...	213.13	X		68,911.92
04/06/2017	20336	Supplyworks	6120 · Housekeeping	Invoice # 3929...	77.16	X		68,834.76
04/06/2017	20337	Total Compensation ...	6200 · Professional Ser...	GASB 74/75 V...	1,890.00	X		66,944.76
04/06/2017	20338	Travis Spruitenburg	6000 · Wages & Benef...		205.00			66,739.76
04/06/2017	20339	Connie Bair	-split-		150.00	X		66,589.76
04/06/2017	20340	Brian Bresnahan	-split-		150.00			66,439.76
04/06/2017	20341	Carol Caughey	-split-		150.00	X		66,289.76
04/06/2017	20342	David Kennedy	-split-		100.00	X		66,189.76
04/06/2017	20343	John Niehues	-split-		150.00	X		66,039.76
04/06/2017	20344	Dwight Piper	-split-		150.00	X		65,889.76
04/06/2017	20345	Frederick Russell	-split-		150.00	X		65,739.76
04/06/2017	20346	Angelica Silveira	-split-		150.00	X		65,589.76
04/06/2017	20347	Greg F. Durante (Di...	-split-	Mar-17	550.00	X		65,039.76
04/06/2017	20348	Charles J. Hartley	-split-	Mar-17	345.00	X		64,694.76
04/06/2017	20349	John Giraudo	-split-	Mar-17	440.00	X		64,254.76
04/06/2017	20350	Douglas A. Hus	-split-	Mar-17	120.00	X		64,134.76
04/06/2017	20351	Barbara Winn	-split-	Mar-17	220.00	X		63,914.76
04/06/2017	20352	Chase Bank	2029 · Other Payable	Mar 2, 16, 30	625.00	X		63,289.76
04/06/2017	20353	Wells Fargo Bank	2026 · EDH Associate...	Deposit to Acct...	6,968.65	X		56,321.11
04/07/2017	EFT	ADP	6200 · Professional Ser...	PR17-3-3	324.25	X		55,996.86
04/07/2017	EFT	ADP (FSA)	-split-		70.00	X		55,926.86
04/10/2017	EFT	P. G. & E.	-split-		1,417.98	X		54,508.88
04/11/2017		Transfer from LAIF	1074 · Local Agency I...	Confirm #1494...		X	550,000.00	604,508.88
04/13/2017	EFT	P.E.R.S. Retirement	-split-	PR17-4-1	81,464.76	X		523,044.12
04/13/2017	EFT	P.E.R.S. ING	-split-	PR17-4-1	2,774.44	X		520,269.68
04/13/2017	PR17-4-1		-split-	Total Payroll T...	81,716.07	X		438,553.61
04/13/2017	PR17-4-1		1000 · Bank of Americ...	Direct Deposit	260,534.14	X		178,019.47
04/13/2017	PR17-4-1		1000 · Bank of Americ...	Payroll Checks		X		178,019.47
04/14/2017	EFT	Verizon Wireless	-split-	Mar-17	70.24	X		177,949.23
04/14/2017	EFT	ADP (FSA)	-split-		316.44	X		177,632.79
04/15/2017			6200 · Professional Ser...	Service Charge	231.52	X		177,401.27
04/15/2017	EFT	Verizon Wireless	-split-	Mar-17	2,214.78	X		175,186.49
04/17/2017	EFT	Nationwide Retireme...	-split-	PR17-4-1	20,084.57	X		155,101.92
04/17/2017	EFT	P. G. & E.	-split-		1,162.47	X		153,939.45
04/19/2017	EFT	State Board of Equali...	-split-	Q1 2017	447.20	X		153,492.25
04/20/2017	EFT	Employment Develo...	2029 · Other Payable	Account ID# 7...	1,578.69	X		151,913.56
04/20/2017	EFT	ADP (FSA)	-split-		5.00	X		151,908.56
04/20/2017	20354	A-CHECK	-split-	Inv # 59-05069...	50.50	X		151,858.06
04/20/2017	20355	Best Best & Krieger	6200 · Professional Ser...	Invoice # 792507	1,731.60	X		150,126.46
04/20/2017	20356	Bugman Pest Control	-split-	Invoice # APR...	150.00	X		149,976.46

El Dorado Hills Fire Department

5/8/2017 3:50 PM

Register: 1000 · Bank of America
 From 04/01/2017 through 04/30/2017
 Sorted by: Date, Type, Number/Ref

Date	Number	Payee	Account	Memo	Payment	C	Deposit	Balance
04/20/2017	20357	California Family Fit...	-split-	Invoice # 1602...	304.97	X		149,671.49
04/20/2017	20358	CALPO/HOM/MAC...	6720 · Fixed Assets	Invoice # 1-CH...	33,120.00			116,551.49
04/20/2017	20359	Caltronics Business ...	-split-	Inv # 2237148	266.11	X		116,285.38
04/20/2017	20360	Capital Building Mai...	6120 · Housekeeping	Invoice # 9172	650.00	X		115,635.38
04/20/2017	20361	Doug Veerkamp	6140 · Maintenance of ...	Invoice # 324270	1,463.54	X		114,171.84
04/20/2017	20362	Ferrell Gas	6260 · Utilities:6262 · ...	Invoice # 1096...	566.54	X		113,605.30
04/20/2017	20363	FlexManage	-split-	Invoice # 1462...	5,440.00	X		108,165.30
04/20/2017	20364	Folsom Diesel Work...	6140 · Maintenance of ...	Invoice # 2231	5,344.49	X		102,820.81
04/20/2017	20365	InterState Oil Compa...	-split-		3,272.46	X		99,548.35
04/20/2017	20366	Interwest Consulting ...	6240 · Special Expense...	Invoice # 32785	167.50	X		99,380.85
04/20/2017	20367	Kaiser Foundation H...	-split-	Account # 320...	1,958.00	X		97,422.85
04/20/2017	20368	Rescue Training Insti...	6190 · Office Supplies	Invoice # 7841	54.63	X		97,368.22
04/20/2017	20369	Rotary	-split-	April 2017	385.00	X		96,983.22
04/20/2017	20370	SymbolArts	6180 · Miscellaneous:6...		50.00	X		96,933.22
04/20/2017	20371	West Coast Frame/C...	6140 · Maintenance of ...	Invoice # 48102	678.94	X		96,254.28
04/21/2017		Deposit	6000 · Wages & Benef...	Deposit		X	889.90	97,144.18
04/21/2017	EFT	ADP (FSA Service C...	6200 · Professional Ser...	Mar-2017	93.58	X		97,050.60
04/21/2017	EFT	ADP	6200 · Professional Ser...	PR17-4-1	327.44	X		96,723.16
04/21/2017	EFT	ADP (FSA)	-split-		180.00	X		96,543.16
04/23/2017	EFT	Verizon Wireless	-split-	Mar-17	739.99	X		95,803.17
04/24/2017	EFT	P. G. & E.	-split-		219.78	X		95,583.39
04/24/2017	EFT	ADP (FSA)	-split-		15.00	X		95,568.39
04/25/2017	EFT	ADP (FSA)	-split-		135.00	X		95,433.39
04/26/2017		Transfer from LAIF	1074 · Local Agency I...	Confirm #1497...		X	650,000.00	745,433.39
04/26/2017		Deposit	1110 · Accounts Recei...	Deposit		X	38,999.54	784,432.93
04/26/2017	EFT	Modular Space Corp...	-split-	4/27-5/26/17	514.93	X		783,918.00
04/27/2017		Transfer from County	1071 · General Fund B...	Deposit		X	6,727,322.00	7,511,240.00
04/27/2017	EFT	P.E.R.S. ING	-split-	PR17-4-2	2,774.44	X		7,508,465.56
04/27/2017	EFT	P.E.R.S. Retirement	-split-	PR17-4-2/RBF	79,664.16	X		7,428,801.40
04/27/2017	EFT	P.E.R.S. Health	-split-	May-17	165,600.86	X		7,263,200.54
04/27/2017	EFT	ADP (FSA)	-split-		46.70	X		7,263,153.84
04/27/2017	PR17-4-2		-split-	Total Payroll T...	72,922.73	X		7,190,231.11
04/27/2017	PR17-4-2		1000 · Bank of Americ...	Direct Deposit	231,613.40	X		6,958,617.71
04/27/2017	PR17-4-2		1000 · Bank of Americ...	Payroll Checks		X		6,958,617.71
04/28/2017		Deposit	-split-	Deposit		X	6,472.93	6,965,090.64
04/28/2017	EFT	ADP (FSA)	-split-		382.31			6,964,708.33



CAL FIRE LOCAL 2881

IAFF • AFL-CIO

Representing the Professional Firefighters of CAL FIRE

April 21, 2017

Jim Hartley, President
Board of Directors
El Dorado Hills Fire Department
1050 Wilson Blvd.
El Dorado Hills CA 95762

Re: Public Records Act Request

Dear President Hartley:

On April 13, 2017 I sent you a request for public records in which I requested “all communications between or among El Dorado Hills Fire Department (“EDHFD”) Chief Dave Roberts and Mr. Michael MacKenzie which concern or mention the Cameron Park Fire District. (Copy enclosed.)

On April 19, 2017, I received a response from El Dorado Hills Fire Chief, Dave Roberts, containing 6 documents, which Chief Roberts characterized as “all records in our possession” that were responsive to my request. He further stated that no records were being withheld.

While I appreciate the prompt reply, I am concerned about its obvious lack of completeness. Cal Fire Local 2881 is aware of an email that was recently sent from Mr. MacKenzie to CAL FIRE Chief Brian Estes on March 31, 2017. Chief Roberts was included in that message as a “cc,” but he did not produce it in response to our PRA request.

Given the shortcomings of EDHFD’s first response, I feel it necessary to submit this additional, revised request. I have expanded the scope of the request in the hopes that this time it will result in the production of all relevant documents.



You are hereby directed to produce to the undersigned for in section and copying the following documents, records and/or writings:

All communications, of any type, which concern or mention the Cameron Park Fire District and/or Cameron Park Community Services District and which were sent or received by either Chief Roberts or Mr. MacKenzie between October 1, 2016 and April 13, 2017.

As required by *City of San Jose v. Superior Court of Santa Clara County (Ted Smith)* (Mar. 2, 2017) 389 P.3d 848, please also include communications contained on personal computers, personal mobile devices, and personal smart phones of public employees where those communications are responsive to this request.

As stated in my original request, the term “communications” should be interpreted broadly to include all emails, text messages, memos, letters, mail, facsimiles, pictures, audio recordings, or any other form of contact for which there exists a record.

I hope that the expanded scope of this request will help to ensure that we receive all of the relevant documents.

This request is made pursuant to the California Public Records Act and Article 1, Section 3(b) of the California Constitution. We are not seeking disclosure of any confidential information or information that is exempt from production pursuant to the Public Records Act. Thus, you may redact any information that would be exempt from disclosure under the Public Records Act.

For any record you are withholding in whole or part, please:

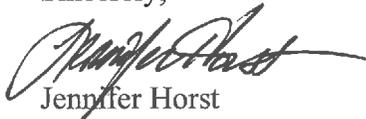
- 1) List the record’s date, time, author(s), recipient(s), any title or reference identifier, and general subject matter, together with any and all purported statutory or other bases for your withholding.
- 2) For any statute or other authority you are relying on as a basis for withholding any records, or any portions thereof, please explain why your withholding is supported by the narrowest available construction of the statute or other authority you rely upon.
- 3) If you are withholding records for any other reason, please explain your purported basis for such withholding in the context of the command of Article I, Section 3(b) (2) that the terms “records” (as used in the Public Records Act) and “writings” [as used in Article I, Section 3(b)] “shall be broadly construed” in order to “further the people’s right of access.”

If you find any portion of this request unclear or uncertain, please contact the undersigned at the address above, by email at jhorst@L2881.org, or by telephone at (916) 277-9887

As required by Government Code Section 6253(c), please respond within ten (10) calendar days of your receipt of this letter. Please either produce all requested documents, records, and/or writings within ten (10) calendar days of your receipt of this letter, or expressly and specifically commit to production within a specified reasonable period of time as required by the Public Records Act.

Thank you for your assistance with this matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Jennifer Horst", written in a cursive style.

Jennifer Horst
Staff Counsel



CAL FIRE LOCAL 2881 IAFF • AFL-CIO

Representing the Professional Firefighters of CAL FIRE

April 13, 2017

El Dorado Hills Fire Department
Attn: Public Records Act Requests
1050 Wilson Blvd.
El Dorado Hills, CA 95762

RE: Request for Records Under the Public Records Act

To Whom It May Concern:

This letter is a request for information under both the California Public Records Act ("CPRA"). Pursuant to Article I, Section 3(b) of the California Constitution and the California Public Records Act (Government Code section 6250 et seq.) and the duty to furnish, you are hereby directed to produce to the undersigned for inspection and copying the following documents, records and/or writings:

All communications between or among El Dorado Hills Fire Department Chief Dave Roberts and Mr. Michael MacKenzie which concern or mention the Cameron Park Fire District, and which have been sent or received between October 1, 2016 and April 13, 2017. The term "communications" should be interpreted broadly to include all emails, text messages, memos, letters, mail, facsimiles, pictures, audio recordings, or any other form of contact for which there exists a record.

This request is not seeking disclosure of any confidential information or information that is exempt from production pursuant to the Public Records Act. Thus, you may redact any information that would be exempt from disclosure under the Public Records Act.

For any record you are withholding in whole or part, please:

- 1) List the record's date, time, author(s), recipient(s), any title or reference identifier, and general subject matter, together with any and all purported statutory or other bases for your withholding.



El Dorado Hills Fire Department

RE: Request for Records Under the Public Records Act

April 13, 2017

Page 2

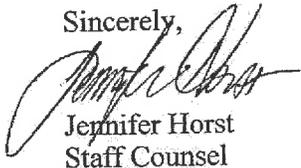
- 2) For any statute or other authority you are relying on as a basis for withholding any records, or any portions thereof, please explain why your withholding is supported by the narrowest available construction of the statute or other authority you rely upon.
- 3) If you are withholding records for any other reason, please explain your purported basis for such withholding in the context of the command of Article I, Section 3(b) (2) that the terms "records" (as used in the Public Records Act) and "writings" [as used in Article I, Section 3(b)] "shall be broadly construed" in order to "further the people's right of access."

If you find any portion of this request unclear or uncertain, please contact the undersigned at the address above, by email at jhorst@L2881.org, or by telephone at (916) 277-9887

As required by Government Code Section 6253(c), please respond within ten (10) calendar days of your receipt of this letter. Please either produce all requested documents, records, and/or writings within ten (10) calendar days of your receipt of this letter, or expressly and specifically commit to production within a specified reasonable period of time as required by the Public Records Act.

Thank you for your assistance with this matter.

Sincerely,



Jennifer Horst
Staff Counsel



El Dorado County Fire Safe Council

P.O. Box 1011
Diamond Springs, CA 95619

Phone: (530) 647-1700

Email: board@edcfiresafe.org

Website: edcfiresafe.org

"Public and Private Partners Working Together to Protect People, Homes, and Natural Resources"

4.27.17

Announcement

In accordance with the EDCFSC Bylaws and as initiated at Tuesday's April 2017 Board meeting, Board and Officer elections will be held at the Board of Directors meeting in June.

This year's Nominating Committee is headed by the Vice Chairperson (Steve Willis) as required and includes Maureen Julian, Bruce Dickson and Heather Campbell.

At our May meeting, the Nominating Committee shall present to the full board a slate of individuals to be considered for election to the Board of Directors for the 2017-19 term.

At our June meeting, election of the Board of Directors will take place including the election of Officers for the fiscal year 2017-18.

Officer positions to be elected:

- Chairperson
- Vice Chairperson
- Treasurer
- Secretary
- Parliamentarian

We have a very dynamic, active organization and this outreach process goes beyond current board members and associate council's. The need for broader involvement and participation is constant as it brings with it new ideas, experience and energy. If you are currently on the Board, consider what Officer position you would like to volunteer for or what position you would accept if nominated? If you are not currently on the Board, consider joining and representing your community council as we would like to see all associate councils represented on the Board.

Think about your personal interests and capabilities and volunteer. Reach out to friends, neighbors and associates that you believe can enhance our efforts and offer them for nomination where together, we can further our mission; *"Public and Private Partners Working Together to Protect People, Homes and Natural Resources"*.

Feel free to discuss your interests and direct any questions you may have to the committee member of your choice and then send your offer to volunteer or nomination to Steve Willis.

Thank You

Steve Willis
EDC Fire Safe Council
916-933-3238
scwillis@comcast.net

From: Fred
Sent: Tuesday, May 9, 2017 2:11 PM
To: Jessica Braddock <jbraddock@edhfire.com>
Subject: Property in the El Dorado Hills Business Park

Hello Jessica,

I am the Property Acquisitions Manager for ClearBags, and am interested in purchasing some property in the EDH Business Park that the El Dorado County Water District currently owns. it is parcel #117-210-19

(the property is 5.79 acres on the East side of the fire department). We are in the process of purchasing the 3 acre property next to it.

If you are not the correct person for this request, could you direct me the right way? ClearBags is a 25 million dollar a year packaging distributor that has 80 employees in El Dorado Hills and 200 more in Tennessee. Our corporate headquarters is located in the business park, but we are growing out of our space.

We would like to keep our business in your county. Thank you for your time and help regarding this matter.

My contact is:
Fred

--
Fred

(Personal contact information was removed for privacy purposes)

Vaping/Electronic Cigarette Policy

Summary:

Staff was tasked to develop a policy addressing Vaping/Electronic cigarette devices.

Utilizing the new Lexipol Policy program, the proposed policy restricts the use of Vaping/Electronic Cigarette devices by on-duty employees, employees in uniform (both on or off duty), and employees engaged in the performance of any official duty/function on behalf of the District.

The policy also now restricts *any* individual from using a tobacco product or Vaping/Electronic cigarettes inside any District facility or vehicle. This restriction includes both employees and non-employees.

The policy has been reviewed by counsel as to form. Union leadership has participated in the Administrative Committee meetings and were given the opportunity to provide input on the recommend changes. Several of their recommendations were incorporated into the policy but they have elected not to support the policy.

The Union did request that the Board of Directors review the current “Non-Tobacco Use” policy. The Administrative Committee met with a representative of the Union to discuss potential changes to the current “Non-Tobacco Use” policy.

Fiscal Impact:

Not to exceed \$700.00 for appropriate signs.

Recommendation:

Staff recommends approval of the Vaping/Electronic Cigarette Policy.

Vaping Devices/Electronic Cigarettes

1022.1 PURPOSE AND SCOPE

State **MODIFIED**

To protect and enhance indoor air quality and contribute to the health and well-being of all employees and visitors, the El Dorado Hills Fire Department limits the use of Vaping Devices/Electronic Cigarettes as outlined in this policy.

1022.2 DEFINITIONS

Agency Content

Electronic Cigarette – An electronic device that delivers vapor for inhalation, including hookah pens, vape pipes, and electronic hookahs. An electronic cigarette does not include any product approved by the United States Drug Administration for sale as a drug or medical device.

Vape or Vaping – Using and Electronic Cigarette in the following ways: (1) through inhalation or exhalation of vapor from Electronic Cigarette; or (2) by holding or otherwise activating an Electronic Cigarette such that any vapor is being emitted from it.

1022.3 POLICY APPLICABLE TO ALL MEMBERS AND TO ALL VISITORS TO DISTRICT PROPERTY

State **MODIFIED**

The use of Vaping Devices/Electronic Cigarettes, is not permitted while on department owned or leased property including: office, department vehicle or fire apparatus, fire station, training facility or any other public building.

The use of Vaping Devices/Electronic Cigarettes shall not be permitted by any member of the El Dorado Hills Fire Department while on duty, in uniform (on or off duty), or while in the performance of any official duties on behalf of the El Dorado Hills Fire Department.

El Dorado Hills Fire Department

Vaping Devices/Electronic Cigarettes

1022.4 PROCEDURE

Agency Content

Fire Department employees may be subject to discipline for violation of this policy.

Appropriate signage will be placed at each station stating that the Fire Department is a Smoke/Tobacco Free facility.



EL DORADO HILLS PROFESSIONAL FIREFIGHTERS

April 11, 2017

El Dorado Hills Fire Department
Board of Directors
Jim Hartley, President
1050 Wilson Blvd
El Dorado Hills, CA 95762

President Hartley,

At the last El Dorado Hills Professional Firefighters meeting on March 14th, 2017, the Union body voted not to support the addition of vaping/e-cigarettes to the tobacco policy. However, it was decided that now is perhaps an appropriate time to meet and confer with the intent of reformatting the entire tobacco policy that may include vaping/e-cigarettes.

We would appreciate further discussion on the matter. Thank you for your consideration.

Mike MacKenzie, President
El Dorado Hills Professional Firefighters

Shared Services Agreement with Rescue FPD

Summary:

As you know we have been working in a shared services agreement with Rescue FPD for the past four years. That agreement is up for renewal in June of this year.

EDHFD believes that this collaboration has been very beneficial to both agencies, as well as the Communities we serve by providing greater depth, better internal/external customer service, better company training opportunities, and greater efficiencies both in Administration and on the Fire Ground.

Fiscal Impact:

The fiscal impact

Cost of Shared Services Contract; \$32,000.00 Annually

- Paid to Rescue FPD for Full Time Deputy Chief of Administration Keating working in EDH
- If this position was filled traditionally it would cost more than \$180,000 annually.

Recommendation:

We fully recommend renewing the Shared Services Agreement for an additional term with the opener clause related to the timing of Chief Keating's retirement.

SHARED SERVICES AGREEMENT

This SHARED SERVICES AGREEMENT (“Agreement”) is made effective as of July 1, 2017, by and between EL DORADO HILLS COUNTY WATER DISTRICT d/b/a El Dorado Hills Fire Department (“EDHFD”) and the RESCUE FIRE PROTECTION DISTRICT (“RESCUE”) (collectively, “the Parties”).

RECITALS

WHEREAS, EDHFD and RESCUE have had a long-standing relationship; and

WHEREAS, EDHFD is continuing to restructure some of its internal and management operations to streamline the organization and achieve various cost-savings, and as a result of that exercise and attrition, has a need for certain senior-level management support activities and occasional extra administrative support; and

WHEREAS, RESCUE believes it could benefit from some of the “Depth of Organization” training and other support services EDHFD provides to its own personnel; and

WHEREAS, the two agencies agree that they can work cooperatively to meet one another’s needs in these areas at reasonable costs to either Party, and have been doing so for several months; and

WHEREAS, the Parties’ current relationship has been working well and the Parties desire to expand and maximize their sharing of personnel resources;

NOW, THEREFORE, the Parties hereby agree to share various services between them as follows:

AGREEMENT

1. TERM.

The term of this Agreement shall commence on July 1, 2017, and terminate at 5:00p.m. on June 30, 2020, unless terminated sooner by either Party pursuant to Section 7.

2. SERVICES PROVIDED BY EDHFD TO RESCUE

A. EDHFD personnel would provide services to RESCUE personnel as follows:

1. Providing Fire Chief services. The EDHFD Fire Chief will, in addition to regular duties for EDHFD, provide Fire Chief services for RESCUE, including but not limited to general administration and oversight, budget administration, personnel management and supervision, and similar related activities described more fully in the attached Rescue Fire Chief job

description (**Exhibit A**), which is incorporated into this Agreement by reference. Performance of all such duties shall be in accordance with the requirements and expectations of statutory law, applicable RESCUE rules and regulations, the direction and priorities provided by the RESCUE Board of Directors, and the customary duties and standards of a Fire Chief in California.

2. Providing 24/7/365 Chief Officer coverage through the on-duty Battalion Chief, including daily operational support;
3. Providing training services: (a) to ensure compliance with applicable federal and state regulations, and (b) including RESCUE personnel in EDHFD's on-going "Shift Training" and "Target Solutions" programs;
4. Providing support as-needed to RESCUE's fire prevention bureau; and
5. Providing human resources support, including but not limited to "TeleStaff" automated staffing services, coordinated testing and promotional exams, and apparatus maintenance support.

B. The services outlined in this Section will be directed and assigned by EDHFD Fire Chief Roberts, with the approval of the RESCUE Board of Directors.

3. SUPPORT SERVICES PROVIDED BY RESCUE

A. The RESCUE Fire Chief will, in addition to regular duties for RESCUE, provide Deputy Chief services for EDHFD, as described more in the attached EDHFD Deputy Chief job description (**Exhibit B**), which is incorporated into this Agreement by reference. Performance of all such duties shall be in accordance with the requirements and expectations of statutory law, applicable EDHFD rules and regulations, the direction and priorities provided by the EDHFD Fire Chief. Representative duties include but are not limited to:

1. Assisting EDHFD's personnel in the completion of the Commission of Fire Accreditation International Fire & Emergency Service Self-Assessment Process, including the "Standards of Cover" document;
2. Serving as JPA Systems Status Representative and as County Operations Representative;
3. Processing and approving accounts payable and other bills submitted to EDHFD;
4. With assistance from EDHFD's current administrative support staff, overseeing of apparatus and equipment maintenance;

5. Overseeing and managing annual physicals;
 6. Processing incident report requests from the public;⁷
 7. Tracking and maintaining OES/Strike Team and Cover Engine billing records; and
 8. In supplement to other EDHFD Chief Officers, and in conjunction with the existing mutual aid agreement between the two agencies, providing backup Emergency Response Chief Coverage.
- B. With respect to all the services outlined in this Section, the RESCUE Fire Chief will report to and be directed by the EDHFD Fire Chief.
- C. In addition, on an “as requested” basis, RESCUE shall provide EDHFD with administrative assistant support services (“Administrative Support”), including but not limited to the job functions listed in **Exhibit C**. Administrative Support shall be provided to EDHFD by RESCUE’s Administrative Assistant, and such services shall be provided in accordance with applicable EDHFD rules and regulations, as well as the direction and priorities provided by the EDHFD Fire Chief or designee. The frequency and duration of Administrative Support provided by RESCUE to EDHFD under this Agreement shall be in the sole discretion of the EDHFD Fire Chief or designee.

4. CONSIDERATION

- A. The Parties expressly acknowledge that the value of shared services (i.e. EDHFD’s Fire Chief services and RESCUE’s Deputy Chief services) substantially overlap and offset. However, given the greater needs of EDHFD as a larger agency, more management support will be provided by RESCUE than by EDHFD. Therefore, EDHFD shall pay RESCUE the gross sum of thirty-two thousand dollars (\$32,000.00) per fiscal year for the Deputy Chief services provided by RESCUE under this Agreement. Payment shall be made in two equal payments made on July 1 and January 2 for each of the operative years of this Agreement.
- B. EDHFD shall pay RESCUE in the gross amount of fifteen dollars (\$15.00) per hour for the Administrative Support services provided by RESCUE under this Agreement. RESCUE shall invoice EDFHD once per month for such services, and EDHFD shall pay such invoices within thirty (30) days of receipt. Any disputes over accuracy of the invoiced amounts shall be raised within fifteen (15) days of receipt of the invoice.
- C. Both Parties agree to meet and discuss the terms of this agreement when Chief Thomas Keating gives the Rescue FPD Board notice of his official retirement date. For potential planning purposes only, and not as a material term binding either party, the parties acknowledge that notice of retirement is anticipated in December 2018 with retirement from service projected for May 2019.

5. PARTIES EXCLUSIVELY MAINTAIN RESPECTIVE EMPLOYEES

- A. EDHFD employees providing services to RESCUE under this Agreement shall remain solely employees of EDHFD and shall have no claim to wages, benefits, pensions, civil service or any other rights provided by RESCUE to RESCUE's own employees.
- B. RESCUE employees providing services to EDHFD under this Agreement shall remain solely employees of RESCUE and shall have no claim to wages, benefits, pensions, civil service or any other rights provided by EDHFD to EDHFD's own employees.
- C. EDHFD and RESCUE shall each secure and maintain workers' compensation insurance that will cover (i) its own employees who may provide services under this Agreement, as well as (ii) the other Party's employees who are providing services under this Agreement. EDHFD will indemnify and hold RESCUE harmless from and against claims by EDHFD employees injured while performing services for RESCUE. RESCUE will indemnify and hold EDHFD harmless from and against all such claims by RESCUE employees injured while performing services for EDHFD.
- D. Both Parties expressly agree that neither have, nor are assuming, any liability for the payment of wages or any other compensation or benefits to the other Party's employees performing services pursuant to this Agreement, nor shall either Party be liable for compensation to the other Party's employees for injury or sickness arising out of performance of services pursuant to this Agreement. All such liabilities are the exclusive responsibility of the Party employing such employees. EDHFD will indemnify and hold RESCUE harmless from and against claims by EDHFD employees. RESCUE will indemnify and hold EDHFD harmless from and against all such claims by RESCUE employees.
- E. Each Party shall be solely responsible for any and all labor discussions and negotiations with its own employees or their bargaining representative required by law (e.g. Gov't Code sections 3500 *et seq.*) or by each agency's ordinances, policies, or agreements. EDHFD agrees to indemnify and hold RESCUE harmless from and against any unfair labor practice charges or similar claims by RESCUE employees or their bargaining representative. RESCUE agrees to indemnify and hold EDHFD harmless from and against any unfair labor practice charges or similar claims by EDHFD employees or their bargaining representative.

6. INSURANCE

EDHFD and RESCUE shall each maintain insurance in the form and amounts prescribed below. Each agency's own individual coverage shall be primary as to claims arising out of activities performed by its own personnel.

- A. Commercial General Liability insurance, occurrence form, with the limits of not less than \$1 million each occurrence. The general aggregate limit shall be not less than \$2 million. The fire damage component of such insurance shall be not less than \$100,000.
- B. Automobile Liability insurance, occurrence form, with a limit of not less than \$1 million each occurrence. Such insurance shall include coverage for owned, hired, and non-owned automobiles.
- C. Workers Compensation in at least the minimum statutory limits.
- D. General provisions for all insurance shall include the other Party, as well as its elected and appointed officials, employees, and agents, as additional insureds with respect to this Agreement and the performance of services in this Agreement. Additional insured status under this provision shall be limited to each Party's obligation to indemnify the other as described in this Agreement.

No changes in insurance affecting the requirements above may be made without the written approval of all Parties.

7. TERMINATION OF AGREEMENT

- A. Either Party may unilaterally terminate this Agreement for any reason upon 30 days' written notice delivered by hand-delivery or by overnight delivery service allowing for package tracking (e.g. Federal Express, Golden State Overnight, etc.) The notice shall be effective as of the date of delivery.
- B. Notice of Termination shall be delivered either to the Party's Chairperson of its Board of Directors or to its Clerk of the Board.
- C. When notice of termination of this Agreement is given, unless otherwise agreed to in writing by the Parties, any then-current payment due under the Agreement shall be prorated, and any amount due shall be paid on the termination date. If a Party has overpaid, as of the date notice of termination is given, the other Party shall reimburse the amount of overpayment on the termination date.

8. INDEMNIFICATION

- A. RESCUE shall indemnify and hold harmless EDHFD, and its directors, officers, managers, employees, agents, contractors, successors and assigns, from and against any and all liability and loss including reimbursements of all costs and expenses created by a claim, including, but not limited to, costs to defend, administrative costs, judgments, awards or settlements resulting from (i) RESCUE's performance of its obligations hereunder, (ii) any actions or conduct of RESCUE, its agents or its employees, including, but not limited to, those that are the basis of a charge of retaliation, discrimination, harassment, wrongful termination, or other employment-

related causes of action.

- B. EDHFD shall indemnify and hold harmless RESCUE, and its directors, officers, managers, employees, agents, contractors, successors and assigns, from and against any and all liability and loss including reimbursements of all costs and expenses created by a claim, including, but not limited to, costs to defend, administrative costs, judgments, awards or settlements resulting from (i) EDHFD's performance of its obligations hereunder, (ii) any actions or conduct of EDHFD, its agents or its employees, including, but not limited to, those that are the basis of a charge of retaliation, discrimination, harassment, wrongful termination, or other employment-related causes of action.
- C. In addition, each Party agrees to defend, indemnify, and save the other Party harmless from any and all claims arising out of said Party's employees' intentional or negligent acts, errors, omissions or willful misconduct while performing pursuant to this Agreement, but only in proportion to and to the extent such liability, loss, expense, attorneys' fees, or claims for injury or damages are caused by or result from the negligent or intentional acts or omissions of said Party, its officers, employees, or agents.
- D. Each Party hereby agrees to defend itself from any claim, action or proceeding arising out of the concurrent acts or omissions of its employees. In such cases, each Party agrees to retain its own legal counsel, bear its own defense costs, and waive its right to seek reimbursement of such costs.
- E. Notwithstanding the above, where a trial verdict or arbitration award allocates or determines the comparative fault of the Parties, the Parties may seek reimbursement and/or reallocation of defense costs, settlement payments, judgments and awards, consistent with the verdict's or award's allocation or determination of comparative fault.
- F. For purposes of this section, the terms "employee" or "employees" shall refer to and include employees, officers, agents, representatives, subcontractors or volunteers. Notwithstanding the foregoing, no employee, officer, agent, representative, subcontractor or volunteer of any Party to this Agreement shall be considered an "employee" of any other Party to this Agreement for purposes of indemnification.
- G. The provisions listed under this Section shall survive termination of this Agreement. Both parties agree to notify each other immediately upon assertion or possible assertion of any and all such claims and to cooperate with one another in the investigation and defense of said claims. With specific regard to the aforementioned duty to cooperate, time is of the essence. Both parties acknowledge and agree that the failure to notify the other Party of any claim shall be deemed hereunder a material breach of this Agreement.

9. NO ASSIGNMENT

Any assignment or transfer of rights and/or obligations of any conditions, in whole or in part, of this Agreement by either Party hereto without the express written consent of the other Party shall be null and void.

10. MISCELLANEOUS

- A. Force Majeure. Neither Party shall be liable if the performance of any part or all of this contract is prevented, delayed, hindered or otherwise made impracticable or impossible by reason of any strike, flood, riot, fire, explosion, war, act of God, sabotage, accident or any other casualty or cause beyond either Party's control, and which cannot be overcome by reasonable diligence and without unusual expense.
- B. Construction and Enforcement. This Agreement shall be construed and enforced in accordance with the laws of the State of California. The article and paragraph headings are used solely for convenience, and shall not be deemed to limit the subject of the articles and paragraphs or be considered in their interpretation. This Agreement may be executed in several counterparts, each of which shall be deemed an original.
- C. Entire Agreement. This Agreement shall constitute the full and complete Agreement between the parties hereto. This Agreement supersedes all prior negotiations, representations or agreements, if any.
- D. Amendments. This Agreement may be modified in writing and signed by both parties.
- E. Invalidity of Provisions of this Agreement. If, for any reason, any provision hereof shall be determined to be invalid or unenforceable, the validity and effect of the other provisions shall not be affected.
- F. No Waiver. No waiver of any provision of this Agreement shall be deemed or shall constitute a waiver of any other provision. Nor shall such waiver constitute a continuing waiver unless otherwise expressed.
- G. Negotiated Agreement. The provisions of this Agreement are the product of negotiation among all parties and shall not be construed as having been prepared by one Party or another. Each Party to this Agreement understands its right to seek independent counsel and advice regarding the terms of this Agreement prior to execution of the Agreement.
- H. No Third-Party Beneficiary. This Agreement is only for the benefit of the Parties as municipal or corporate entities and shall not be construed as or deemed to

operate as an agreement for the benefit of any third party or parties, and no third party or parties shall have any right of action or obtain any right to benefits or position of any kind for any reason whatsoever.

I. Authorized Signatures. Each Party represents and warrants that the signatories to this agreement are legally authorized to sign and enter into this Agreement on behalf of the parties.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the date first written above.

Dated: _____

EL DORADO HILLS COUNTY WATER DISTRICT d/b/a El Dorado Hills Fire Department

By: _____

Name: _____

Its: _____

Dated: _____

RESCUE FIRE PROTECTION DISTRICT

By: _____

Name: _____

Its: _____

Facilitated by



Center for
Public Safety
Excellence

STRATEGIC PLAN

2017 - 2022



EXECUTIVE SUMMARY

The El Dorado Hills Fire Department (EDHFD) provides fire suppression, emergency medical services, special and technical rescue, hazardous materials mitigation, fire prevention, public education, disaster preparedness, and support to many Community based programs within the nearly 112 square miles of response district encompassing the Communities of El Dorado Hills, Rescue, and Latrobe. EDHFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus contracted with the Center for Public Safety Excellence (CPSE) to compose a Community-Driven Strategic Plan which will guide our Department into a successful future.

Strategic Planning is a process that involves the statement of an organization's most important goals, the implementation of plans to achieve them, the assessment of progress, and the continual revision and update of objectives, resources, and schedules. The CPSE and EDHFD utilized the Community-Driven Strategic Planning Process to go beyond the development of a document. It challenged the membership of the Fire Department to critically examine paradigms, values, philosophies, beliefs and desires, and compelled individuals to work in the best interest of the Department as a whole and the Community it serves. Furthermore, it provided the membership with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the external and internal stakeholders' groups performed an outstanding job in committing to this important project.

Utilizing this Community-Driven Strategic Planning Process, which incorporated multiple evaluative tools including a S.W.O.T. Analysis (Strengths, Weaknesses, Opportunities, Threats), EDHFD was able to identify several "Critical Issues" and "Service Gaps". This information provided the planning team with the foundation for the establishment of the Strategic Initiatives and their related goals and objectives as outlined in this comprehensive five-year plan.

This Strategic Plan, with its foundation based in Community and membership input, continually revisits the Department's pillars (Mission, Values, and Vision) and sets forth a continuous improvement plan that offers a road map for a justifiable and sustainable future. This document and each of its goals are updated constantly, and revisited annually to ensure that your Fire Department continues to meet the ever changing demands of providing Emergency Services to our Community. In this revision (2017), we have once again updated, revised, and/or added new strategic initiatives all with the goal of increasing the quality of service we deliver during each emergency response or public encounter.



STRATEGIC PLAN INDEX

The El Dorado Hills Fire Department Strategic Plan was originated on August 29, 2012. It was adopted by the El Dorado Hills Board of Directors on April 18, 2013.

<u>Number</u>	<u>Adopted Date</u>	<u>Description</u>
2014-19	2-20-2014	Updated the status of all six goals and other important changes. Adopted by the El Dorado Hills County Water District Board of Directors.
2016-21	2-18-2016	Three of the six goals were completed and two new goals were added. Remaining three goals were updated. Adopted by the by the El Dorado Hills County Water District Board of Directors.
2017-22		Updated/modified the current goals. Adopted by the El Dorado Hills County Water District Board of Directors.

EL DORADO HILLS FIRE DEPARTMENT STRATEGIC PLAN

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I. Organizational Background



El Dorado Hills is an unincorporated census designated place (CDP) in El Dorado County, California, and within the Sacramento Metropolitan Area. The area was settled in the mid-1800's as part of the Sierra Nevada Goldfields, though its modern history dates back to the early 1960's when it began development as a master planned Community. Residential and business development has grown the area to 78.8 square miles with an estimated population of 46,500 (including the Latrobe area).

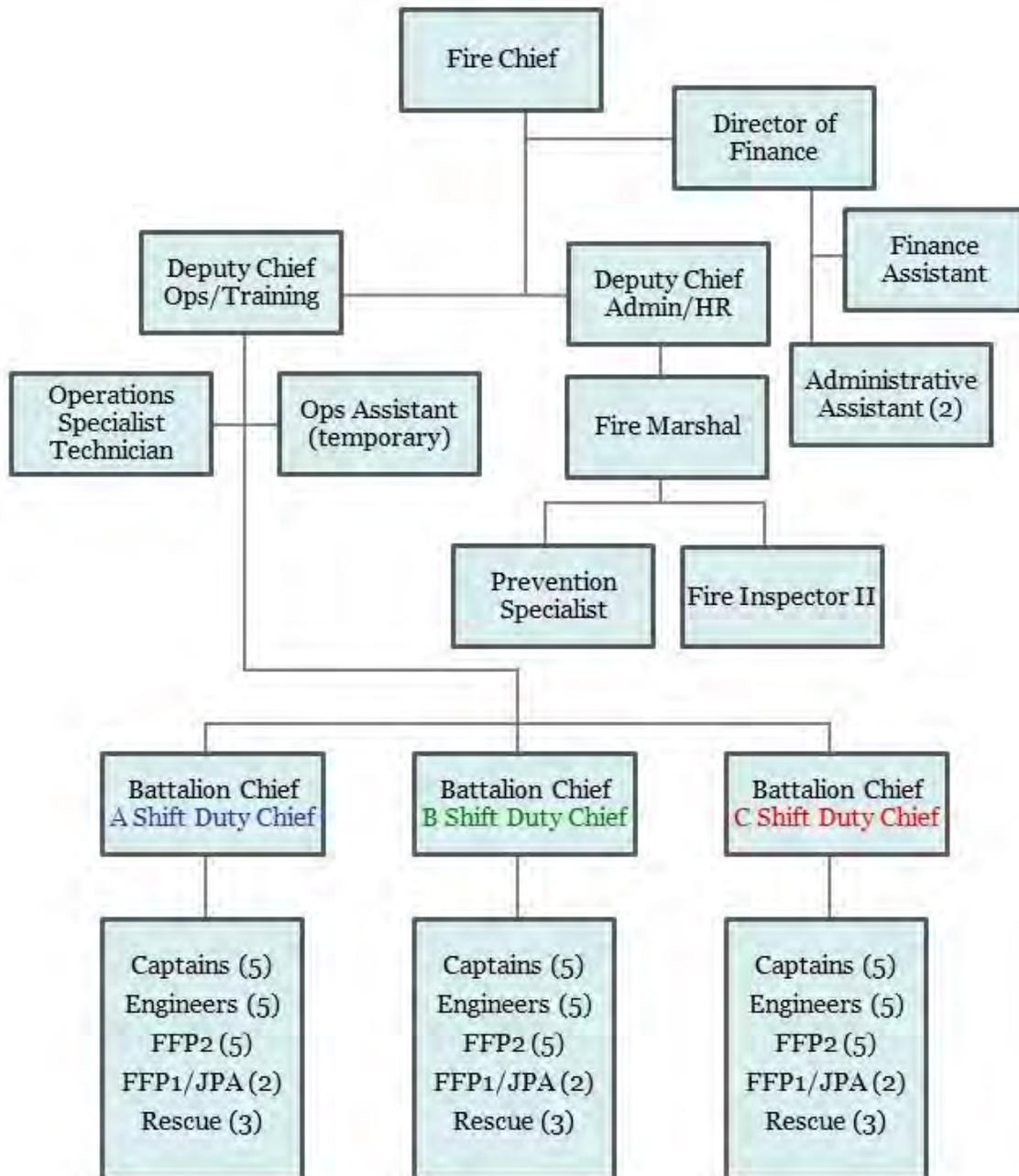
In addition to the above protection area, El Dorado Hills Fire Department has a shared service agreement with Rescue Fire Protection District which includes an area of approximately 33.4 square miles with an estimated population of 2,500. This equates to a total of 112.2 square miles and a population of 49,000 protected by the El Dorado Hills Fire Department.

Department History

In 1963, the Fire Department was established under the El Dorado Hills County Water District, though the Fire Department is now governed by the County Water District Board. Currently, the ISO rating for the El Dorado Hills Fire Department is 3/8. EDHFD serves the Community from five stations (one housing the administration offices) with ten engines, one air/light support unit, two water tenders, one patrol, one ladder truck, one medic unit and one medic unit in reserve. Though the agency initially began with all volunteers, it is now staffed with 67 paid personnel. Looking ahead, the EDHFD allowed room for growth in its administration offices and has plans for a training facility complete with classrooms, a training tower, and various firefighting props.

Organizational Structure

Current Staffing Plan Organization Chart (2017)



Revised by swright 051217

II. Definition of a Community-Driven Strategic Plan

The fire service has entered into a very competitive evolutionary cycle. Public demands continue to increase, while dollars and other resources continue to shrink. These trends place increased pressure on the modern fire service manager, policymakers, and staff to develop ways to be more effective and efficient. In many cases, the public is demanding the accomplishment of specific goals, objectives, and services with fewer resources. To work more efficiently with available resources, organizations must establish their direction based on constructive efforts while eliminating programs that do not serve the Community.

To ensure that Community needs were incorporated, the Community-Driven Strategic Planning process was used to develop the EDHFD Strategic Plan. Businesses employ this type of process to identify market trends, allowing the service provider to focus resources while reducing risk and wasted effort.

What is a Strategic Plan?

It is a living management tool that:

- Provides short-term direction
- Builds a shared vision
- Sets goals and objectives
- Optimizes use of resources

“What we have to do today is to be ready for an uncertain tomorrow.”

Peter F. Drucker,
Professor of Social Science
and Management

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. The planning process should be flexible and dynamic, with new information from Community members, like-providers, and life changes factored in appropriately.

Community-Driven Strategic Planning creates a platform for a wide range of beginnings. The approach comes to life by being shared, debated, and implemented in the context of organizational realities.

Successful organizations, from government agencies to Fortune 500 companies, have recognized that attaining Community focus is essential. Aware of this necessity, public safety agencies must strategically plan how they will deliver high-quality products and services to the public through better, faster, and less expensive programs.

Once their strategic goals are established, agency leaders must establish performance measures, for which they are fully accountable, to assess and ensure that their departments and agencies are indeed delivering on the promises made in their strategic plans. Goodstein, Nolan, & Pfeiffer define Strategic Planning as

a continuous and systematic process

where the guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.¹

The U.S. Federal Consortium Benchmarking Study Team goes on to explain that to fully understand strategic planning, it is necessary to look at a few key words in the strategic planning definition:

- **continuous** refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan;
- **systematic** recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own;
- **process** recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than production of a document (e.g., a strategic plan);
- **guiding members** identifies not only senior unit executives, but also employees. (It also considers stakeholders and customers who may not make these decisions, but who affect the decisions being made.);
- **procedures and operations** means the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and
- **how success is to be measured** recognizes that strategic planning must use appropriate measures to determine if the organization has achieved success.

Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.

¹ Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*

Where Does the Community Fit into the Strategic Planning Process?

For many successful organizations, the voice of the Community drives their operations and charts the course for their future. A "community-driven organization" is defined as one that

*maintains a focus on the needs and expectations, both spoken and unspoken,
of customers, both present and future,
in the creation and/or improvement of the product or service provided.²*

Again, it will be useful to use the U.S. Federal Consortium Benchmarking Study Team's definitions of the specific terms used in the above definition:

- **focus** means that the organization actively seeks to examine its products, services, and processes through the eyes of the customer;
- **needs and expectations** means that customers' preferences and requirements, as well as their standards for performance, timeliness, and cost, are all input to the planning for the products and services of the organization;
- **spoken and unspoken** means that not only must the expressed needs and expectations of the customers be listened to, but also that information developed independently "about" customers and their preferences, standards, and industry will be used as input to the organizational planning; and
- **present and future** recognizes that customers drive planning and operations, both to serve current customers and those who will be customers in the future.

Performance Assessment

Implied within every stage of the planning process is the ability to determine progress made toward the goals or targets set. This assessment ability is a monitoring function that simply tracks activities. It may be as simple as a "to do list," or as complicated as a plan of action with milestones and performance measures. Also implied within the planning process is the ability to measure effectiveness of the actions taken in the conduct of the organization's business.

² Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*

The Community–Driven Strategic Planning Process Outline

The specific steps of the process are as follows:

1. Define the programs provided to the Community.
2. Establish the Community’s service program priorities.
3. Establish the Community’s expectations of the organization.
4. Identify any concerns the Community may have about the organization.
5. Identify the aspects of the organization that the Community views positively.
6. Revise the Mission Statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
7. Revise the values of the organization’s membership.
8. Identify the strengths of the organization.
9. Identify any weaknesses of the organization.
10. Identify areas of opportunity for the organization.
11. Identify potential threats to the organization.
12. Identify the organization’s critical issues.
13. Identify the organization’s service gaps.
14. Determine strategic initiatives for organizational improvement.
15. Establish realistic goals and objectives for each initiative.
16. Identify implementation tasks for the accomplishment of each objective.
17. Determine the vision of the future.
18. Develop organizational and Community commitment to accomplishing the plan.

III. Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges the EDHFD’s External and Internal Stakeholders for their participation and input into the Community-Driven Strategic Planning Process. The CPSE also recognizes Fire Chief Dave Roberts for his leadership and commitment to this process.

Development of the EDHFD’s Strategic Plan took place in May 2012, during which time representatives from the CPSE and the EDHFD held an open meeting where members of the public, or external stakeholders, were invited. Input received from the meeting revolved around Community expectations, concerns, and other comments about the agency. The agency and the CPSE expresses a special “thank you” to Community members who contributed to the creation of this strategic plan as it was truly a team effort. Those present at this meeting were as follows:

Table 1: El Dorado Hills Fire Department External Stakeholders

<i>Vicki Barber</i>	<i>Don Barnett</i>	<i>Brenda Baxter</i>	<i>Todd Brown</i>
<i>Natalie Buerki</i>	<i>James Christian</i>	<i>Gary Costamagna</i>	<i>Eileen Crawford</i>
<i>Rick Deubel</i>	<i>Bill Dillard</i>	<i>Jeff England</i>	<i>Greg Ferrero</i>
<i>Mindy Graham</i>	<i>Yvonne Griffin</i>	<i>Trena Henderson</i>	<i>Kathy Holliman</i>
<i>Andrea Howard</i>	<i>Chief Tom Keating</i>	<i>David Kennedy</i>	<i>Janet Kenneweg</i>
<i>Jennie Klann</i>	<i>John Knight</i>	<i>Kent Malonson</i>	<i>Amy Markert</i>
<i>Jamey Morgan</i>	<i>Dick Parsons</i>	<i>DJ Peterson</i>	<i>Chief Ron Phillips</i>
<i>Jim Purcell</i>	<i>Mike Roberts</i>	<i>Craig Root</i>	<i>Dick Ross</i>
<i>Richard Todd</i>	<i>Julie Tupps</i>	<i>Barb Van Fleet</i>	<i>Bill Vandergrift</i>
<i>Terry Wallace</i>	<i>Steve Wehr</i>	<i>Kathy Witherow</i>	<i>Kathy Zastrow</i>



IV. Community Group Findings

A key element of the EDHFD's organizational philosophy is having a high level of commitment to the Community, as well as recognizing the importance of Community satisfaction. Therefore, the agency asked representatives from their Community to participate in a meeting which would focus on their needs and expectations of the agency. Discussion centered not only on the present service programs provided but also on priorities for the future.

Community Priorities

In order to dedicate time, energy, and resources on services most desired by its Community, the EDHFD needs to understand what the customers consider to be their priorities. The External Stakeholders were asked to prioritize the programs offered by the agency through a process of direct comparison.

Table 2: Community Service Program Priorities of the El Dorado Hills Fire Department

PROGRAM	RANKING	SCORE
Fire Suppression	1	249
Emergency Medical Services	2	229
Technical Rescue	3	160
Hazardous Materials Mitigation	4	122
Fire Prevention	5	119
Fire Investigation	6	88
Domestic Preparedness Planning and Response	7	72
Public Fire / EMS Safety Education	8	53

External stakeholders conducting a work session



Community Expectations

Understanding what the Community expects of its fire and emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the Community needs. In certain areas, education on the level of service that is already available may be all that is needed. Following are the expectations of the Community's External Stakeholders:

**Table 3: Community Expectations of the El Dorado Hills Fire Department
(verbatim, in priority order)**

1.	Quick emergency response.
2.	Highly trained and skilled employees.
3.	Professional demeanor.
4.	Prompt response to requests from the community.
5.	Be outfitted and provided the best equipment to get the job done.
6.	Use public funds judiciously.
7.	Provide great customer service 24/7.
8.	Knowledgeable.
9.	Community involvement.
10.	Competent.
11.	Absolute integrity from all employees.
12.	Humane concern and treatment of customers.
13.	Excellence in facilities and staff.
14.	Maintain open lines of communication (values, performance) between administration, personnel and citizens.
15.	Maintain a balanced budget.
16.	Maintain professional quality.
17.	Work with other agencies within the community.
18.	Feedback on anticipated building issues.
19.	Be passionate and care about serving the community.
20.	Maintain growth with the community.
21.	Friendly, concerned and caring staff.
22.	Support the "Every 15 Minutes" program at Oak Ridge High School every other year, as is done now.
23.	That ALS paramedic service will be delivered in an effective and efficient manner within 6 minutes of calling 9-1-1.
24.	Positive relationships with the community.
25.	That there will be 2 firefighters in full fire suppression gear coming through my front door with a charged hose line within 8 minutes of calling 9-1-1.
26.	Know what you're doing in an emergency.
27.	Well maintained equipment.
28.	The department should carry out business in a transparent manner.
29.	Participate in the EDH community town hall meetings annually on under-age drinking for safe, healthy and drug free youth.
30.	Work toward preparing for future challenges in a cooperative way.
31.	Be helpful with building plan reviews and development issues.

32.	Be well prepared – physically, emotionally and professionally.
33.	Reflect the diversity of the community.
34.	Be a county-wide player.
35.	Take control of emergencies at hand.
36.	Take all measures to protect the public’s safety with a sharp eye on costs to do so.
37.	Protect and serve.
38.	Positive role models for children.
39.	Provide feedback to the community to assist in raising positive outcomes.
40.	Always serve despite hardships of the job.
41.	Provide notification on changes to regulations.
42.	Be well managed and governed.
43.	Have low fees for services.
44.	Provide quick and thorough investigations.
45.	Establish new building codes to add locks on master bedroom medicine cabinets or drawers to prevent access to youth.
46.	Be a voice of reason for greater good in the community.
47.	Provide CPR training to community groups.
48.	That I will not see our Fire Department, firefighters or Board of Directors in a negative manner in any media.
49.	Good neighbor with other community stakeholders.
50.	Working as a team.
51.	In touch with the community’s needs and expectations.
52.	Leaders in the community.
53.	That the Fire Department will actively initiate measurable progress on the training facility.
54.	Establish new county building codes to add locks to liquor cabinets to prevent access to youth.
55.	Maintain effective working relationships with all emergency agencies.
56.	Make the community feel safe.
57.	Investigation, arrest and conviction of arsonists.
58.	Education of the public.
59.	That the Fire Department members will influence community candidates for Board positions working together with staff, line and volunteers for the best mission and value of the department.

Areas of Community Concern

The Community–Driven Strategic Planning Process would be incomplete without an expression from the community regarding concerns about the agency. Some areas of concern may in fact be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information or incorrect information.

Table 4: Areas of Community Concern of the El Dorado Hills Fire Department

• That any Board can sell Fire Department training grounds for profit and disregard vision.
• That we do not have a small infrared camera for every position on the emergency vehicles (engine/truck/medic).
• That the overtime numbers would not sell the public. Offer new people jobs if needed, even on part time / zero benefit if necessary.
• That the Fire Department is subject to brown outs or reduced staffing.
• That the Fire Department is not producing revenue in creative ways.
• Long-term financial commitments.
• Public education (students included) is declining due to budget cuts - is there any way to "save" this - even though fire suppression is obviously their #1 priority?
• Work together and in as professional a manner as possible with community.
• Work together and in as professional a manner as possible with allied agencies.
• Internal issues becoming of greater importance than the needs of the community.
• Affordability.
• My concern is that the Memorandum of Understanding creates rules that inflate annual income.
• Firefighters actually work very few hours but make very high wages. Stop paying for sleepy time.
• I am concerned that the union will wrest control of the fire board by endorsing union-friendly candidates in a district where no one else endorses other candidates that advocate tightening the fiscal ship.
• Frequency of training for fire responders on the importance of <u>immediately contacting</u> investigators in any situation where arson is suspected and/or any other crime is suspected in connection with the fire.
• Community awareness of what the Fire Department does and how they spend their money.
• That within the department there is mutual respect of each other.
• Keep a higher profile in the community.
• Dwindling budgets.
• Political environment.
• Over-staffed rigs - why do 8 people respond to minor medical aids?
• Salaries and retirement seem to be high; much higher than our own salaries and retirement.
• Seems to have been some destructive in-fighting between personnel, leadership and the board in the past. Not a healthy scenario. - Overall I feel this team supports the community in many ways - they are quick to jump in and help whenever asked - they perform their primary services very well. I have the utmost faith, confidence and admiration for this department.
• I do not have facts but I have a sense that some board members may have self-serving motivations - there should be a way to ensure that those elected are qualified to serve.

<ul style="list-style-type: none"> • Does the department have sufficient personnel for outreach to our schools - especially elementary and middle schools?
<ul style="list-style-type: none"> • Is there sufficient personnel to patrol the district for possible fire issues, i.e. abandoned vehicles and weed abatement?
<ul style="list-style-type: none"> • Not enough emphasis and support for the volunteer program.
<ul style="list-style-type: none"> • Employees who seem to lack the vision of the organization.
<ul style="list-style-type: none"> • The regulatory environment in California is constantly increasing and becoming more onerous. Be mindful at the local level of the implications of regulatory actions and their effects on business.
<ul style="list-style-type: none"> • Very strongly influenced by a <u>firefighter</u> culture to exclusion of other ideas.
<ul style="list-style-type: none"> • Very strongly influenced by <u>historical</u> firefighting views.
<ul style="list-style-type: none"> • Medical services role is overshadowed by firefighting imagery.
<ul style="list-style-type: none"> • Fiscal obligations into future will <u>constrain</u> availability of services.
<ul style="list-style-type: none"> • The allocation of <u>salary</u> and <u>benefits</u> exceeds the needed norm not because it is needed, but because there is/was enough money to pay them.
<ul style="list-style-type: none"> • I do not know or understand how the department is funded. I have seen collection sites with firefighters and "boots."
<ul style="list-style-type: none"> • Do you have any type of volunteer program for individuals not trained in firefighting/EMT services?
<ul style="list-style-type: none"> • Enforcement of clearing combustible weeds on vacant lots.
<ul style="list-style-type: none"> • Unnecessary levels of upper management. Station staffing should take priority over multiple layers of management.
<ul style="list-style-type: none"> • May need a better P.R. plan so the public appreciates the services provided as well as the preparedness provided by having a Fire Department even though the number of responses are relatively low.
<ul style="list-style-type: none"> • I'd like to see the district assume more responsibility given low call volumes. Suggestions: landscaping, senior feeding, trash collection, teacher assistant (in schools).
<ul style="list-style-type: none"> • They cannot know every business and owner - perhaps keep contact info updated in Knox box with keys.
<ul style="list-style-type: none"> • Budgets / expenditures / shrinking budgets / services delivered.
<ul style="list-style-type: none"> • El Dorado Hills proper is like a city but is treated as a Fire Zone - can this be changed to two zones?
<ul style="list-style-type: none"> • Drawing appropriate personnel to positions.
<ul style="list-style-type: none"> • Are we prepared for terrorist actions?
<ul style="list-style-type: none"> • Ability to change with the times and satisfy community expectations.
<ul style="list-style-type: none"> • Teamwork with CAL FIRE - EDH seems territorial and unwilling to share resources.
<ul style="list-style-type: none"> • Firefighters very visible at community events - do not see Chief Dave that often.
<ul style="list-style-type: none"> • HHW facility at Bass Lake is not well known - needs more public awareness.
<ul style="list-style-type: none"> • Closing of stations.
<ul style="list-style-type: none"> • Response times.
<ul style="list-style-type: none"> • Manpower downsizing.
<ul style="list-style-type: none"> • Loss of programs.
<ul style="list-style-type: none"> • Costs for service does not appear to be sustainable under current and future economic times.
<ul style="list-style-type: none"> • Firefighters are perceived by the community as being entitled and privileged.
<ul style="list-style-type: none"> • Community services need to be balanced against the costs required to provide them.

<ul style="list-style-type: none"> • Overall the department serves the community beyond expectations. They are not a busy department but go out of their way to provide great service. Only concern is that a lack of experience from line personnel may delay actions in an emergency. This is a result of the environment they work in.
<ul style="list-style-type: none"> • I think it is important for the Fire Department to interact with the community whenever possible, whether it is public events or training, etc. I'm not really aware of how much this is already happening.
<ul style="list-style-type: none"> • Salary and benefits.
<ul style="list-style-type: none"> • Union / management relationships.
<ul style="list-style-type: none"> • Continued education of firefighters.
<ul style="list-style-type: none"> • Staffing.
<ul style="list-style-type: none"> • Benefits (retirement).
<ul style="list-style-type: none"> • Public participation (great pancake breakfasts).
<ul style="list-style-type: none"> • Budget.
<ul style="list-style-type: none"> • Funding sources.
<ul style="list-style-type: none"> • Salary.
<ul style="list-style-type: none"> • Not viewing the countywide system and how they can support the system.
<ul style="list-style-type: none"> • Weak governance.
<ul style="list-style-type: none"> • Excluding other agencies and districts.
<ul style="list-style-type: none"> • Not listening to outside and inside criticisms. Being defensive.
<ul style="list-style-type: none"> • Poor financial management.

Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the Community's view on the agency's strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses.

Table 5: Positive Community Comments about the El Dorado Hills Fire Department

• Excellent customer service.
• Very quick to respond to non-emergency inquiries.
• Well-maintained equipment and facilities which contributes to public safety.
• EDH Fire has worked well with El Dorado County in response to discretionary projects and has cooperated with the other department agencies.
• EDH Fire works well with the other fire agencies in developing consistent standards for development within the community and resolving issues/concerns with the codes.
• Great job supporting "Every 15 Minutes" program at high schools.
• Paramedic support appears to be working well.
• Community input is an excellent strategy for planning.
• EDH Fire Department is always visible at community events such as CSD summer concerts.
• I've only seen firefighters with a positive attitude.
• Enhances image of EDH community as very professional.
• Conveys community interest in good public service.
• Provides excellent " <u>one-to-one</u> " people relationships.
• Availability of chief and fire marshal have always been outstanding. They respond to client calls (non-emergency) in a timely fashion and show a real willingness to work with the community. The administration department is outstanding to work with. Communicate freely and openly. Keep it up.
• Attitude and morale are improving.
• Organizational pride with most employees.
• Community involvement.
• Respectful.
• Willingness to help out and go above and beyond.
• We in Four Seasons are pleased with the department's response times and the officer's professionalism!
• Continue to provide outstanding EMT services.
• Although we have not personally needed an Fire Department responses, they seem to be very responsive to calls and I have heard only positive comments about their quick responsiveness.
• I appreciate how visible they are in the community and supportive of local non-profits and events.
• Outstanding customer service at all levels.
• Professional staff.
• Top-notch facilities and apparatus.
• Help individual residents with <u>whatever</u> is needed, i.e. keys locked in cars / change batteries in smoke alarms / rattlesnake abatement (but you should kill them :))

• Firefighters are around and about the community. Good visual presence at community events.
• Always assist community groups/agencies when approached.
• Very active in local events and prevention.
• Santa run is a great event.
• Friendly and supportive.
• Great department!
• Community friendly representatives from the Fire Department.
• The department seems to really work well with other agencies within the county.
• It is a very efficient, well-run organization, as it should be, given what it costs.
• I think the EDHFD has tremendous goodwill within the community.
• Fire Department is professional and courteous.
• Responsive to community needs.
• Involved in community.
• Visible in community.
• Partnership with local emergency response organizations.
• Solicitation of this info to provide the requisite level of service to the community.
• Professional
• Good relationships with CHP and community.
• Response to community in non-emergency situations is outstanding!
• Availability in non-emergency situations - always make time to discuss community concerns/needs.
• Extremely professional, well-managed agency.
• Committed to the community.
• Work in partnership with the local fire agencies.
• Quick response time and knowledge on how to shut the fire system down and get it back up right away.
• Very professional.
• Well trained.
• Plenty of paramedics!
• Excellent facilities!
• Community engagement very positive.
• Support for other agencies high.
• Transparency in governance.
• Attitude of receptiveness and ease of access.
• The Fire Department works well with the local school districts.
• Response to needs.
• Communicates well within community members.
• Supports positive opportunities for our youth.
• Great Santa parade.
• Exceptional customer service to senior community.
• Respond very quickly to emergency calls.
• Personnel are very professional and well-trained.
• Personnel are thorough and skilled; they instill confidence.
• Personnel are friendly and reassuring which promotes calmness.

• Personnel communicate well - both listening and providing information.
• With any past interaction with the EDHFD, I've found the responders to be professional, knowledgeable and accessible for follow-up if needed.
• The people in the organization are outstanding and a pleasure to work with.
• The customer service provided is outstanding.
• Excellent leadership in our community.
• Very helpful (rapid response) on build plans.
• Respond quickly to requested feedback on build modifications.
• Very responsive to customer needs.
• Professional - from the chief to the firefighters.
• Involved in the community.
• Visibility at community events.
• Willingness to deal with non-fire, non-medical situations – example: deal with rattlesnakes.
• <u>Every fireman</u> from EDH Fire is <u>always</u> nice and professional.
• In business inspections, F.D. is accommodating.
• Image seems untarnished.
• Ability to integrate community is appreciated.
• People's feeling of "safe" is high.
• They are available for questions.
• They assist in education for businesses.
• They give quick feedback of areas that need improvement in a building / staff.
• I feel my commercial building and home are well cared for. Thank you!

Other Thoughts and Comments

The Community was asked to share any other comments they had about EDHFD or its services. The following written comments were received:

Table 6: External Stakeholders' Other Comments about the El Dorado Hills Fire Department

• Great people, high visibility and all are professionals in potentially life threatening situations. Thank you.
• Excellent process - good luck on the strategic plan.
• Share the results with the community.
• Thank you!
• Thanks for inviting me to participate!
• I appreciate the opportunity to be part of a self-study.
• Always a pleasure to work with EDH Fire staff and crews.
• Love the pancake breakfast.
• Great exercise. I look forward to seeing the finished product.
• The relationship the EDH Fire Department has built with the community is to be commended.
• Regularly observe ladder truck at supermarket. Always wonder why - seems like utilization of resources could be better. Understand policy - keep crew together but from public perception, seems like poor use of money and equipment.
• Overall, I'm very proud of my Fire Department.
• Keep up the good work!
• The residents of EDH are fortunate to have EDH Fire protecting them. The service provided is phenomenal.
• As the son of a 25 year veteran of the fire services, this department exceeds my expectations!
• EDH has reached a turning point as to economic future of the community. The practices and trends of the past, that presently reach into the future <u>will</u> affect providing the quality of <u>services</u> we have come to expect; but will be asked to pay more to retain, while excesses cannot be summarily ended.
• Thanks for inviting us!
• It is always a pleasure working with the representatives of EDH Fire.

External stakeholders conducting a work session



V. Internal Stakeholder Group Findings

The internal stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the agency’s approach to Community-Driven Strategic Planning, with focus on the EDHFD’s Mission, Values, Core Programs and Support Services, as well as the agency's perceived Strengths, Weaknesses, Opportunities, and Threats. The work sessions generated a high level of interest and participation by the broad agency representation in attendance, as named and pictured below.

Table 7: El Dorado Hills Fire Department’s Internal Stakeholders

<i>Tom Anselmo</i>	<i>Matt Beckett</i>	<i>Matt Belleci</i>	<i>Dave Brady</i>
<i>Josh Couch</i>	<i>Kristin Cramer</i>	<i>Matt Eckhardt</i>	<i>Jill Engelmann</i>
<i>Mike Gygax</i>	<i>Jim Hartley</i>	<i>Russ Hasemeier</i>	<i>John Hidahl</i>
<i>Jeno Inzerillo</i>	<i>Rob Karnow</i>	<i>Chris Landry</i>	<i>John Niehues</i>
<i>Dion Nugent</i>	<i>Jim O’Camb</i>	<i>Allan Orr</i>	<i>Lisa Perillo</i>
<i>Dave Roberts</i>	<i>Kyle Roberts</i>		

Internal Stakeholder Group



VI. Mission

The purpose of the Mission is to answer the questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

A work group of the EDHFD's Internal Stakeholders met to review the existing Mission and collectively agreed to the following.

Table 8: El Dorado Hills Fire Department's Mission

We, the El Dorado Hills Fire Department, exist to serve and protect the Community through emergency management.

Internal stakeholders conducting a work session



VII. Values

Establishing values and associated statements embraced by all members of an organization is extremely important. They recognize those features and considerations that make up the personality of the organization. EDHFD Internal Stakeholders agreed to retain the existing core values terms with some supporting statement modifications.

Table 9: El Dorado Hills Fire Department's Values Statements

Integrity
Service
Excellence

The Mission and Values are the foundation of this agency. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up the EDHFD are well guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

Internal stakeholders conducting a work session



VIII. Programs and Services

The EDHFD Internal Stakeholders identified the following core programs provided to the Community, as well as the services that enable the agency to deliver those programs.

Core Program: a primary, fundamental service that the Department is responsible for providing.

Table 10: Core Programs

• Fire Suppression	• Emergency Medical Services
• Fire Prevention/Fire Investigation	• Rescue – Basic and Technical
• Public Fire/EMS Safety Education	• Hazardous Materials Mitigation
• Community Outreach	• Volunteer Program
• Domestic Preparedness Planning and Response	

Support Service: a secondary service that supports the deliverance of a Core Program.

Table 11: Support Services

• Information Technology	• Volunteer Program
• Human Resources	• Auxiliary Organization
• Training	• Administration
• Physical asset maintenance	• EDH Firefighters Foundation
• IAFF Local 3604	• Explorer Program
• Apprentices	• EDH Firefighters’ Association
• Board of Directors	• Legal Counsel
• Emergency Communications	• Joint Powers Agreement
• County Services	• DOT
• Emergency Medical Services Association	• CALEMA
• Auto/Mutual Aid Agencies	• CALPERS
• Media	• CHP
• Chaplain Services	• EDSO
• CISD Team	• Honor Guard
• Red Cross	• El Dorado Irrigation
• PG&E	• County Fire Chiefs Association
• League Boards	• Arson Task Force
• Pipes and Drums	• Fire Safe Council

IX. S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an agency candidly identify its positive and less-than-desirable attributes. The EDHFD participated in this activity to record their strengths and weaknesses, as well as the possible opportunities and potential threats.

Strengths

It is important for any organization to identify its strengths in order to assure that it is capable of providing the services requested by the Community and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary Community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time. Through a consensus process, the Internal Stakeholders identified the strengths of the EDHFD as follows:

Table 12: El Dorado Hills Fire Department Strengths

Culture	Assets
Work environment	Equipment quality
Special District status	Facilities
Financial reserves	People
Pay and benefits	Leadership
Internal communications	Volunteer and Apprentice Programs
High technical competency	Teamwork
Internal relationships	High integrity
Desire to serve	Managing members performance
Willingness to change	Synergistic energy
Wellness Program – People/Facilities	Agile
Interest in strategic planning	Diversified experience
Honor Guard	Memory of where we came from
Community involvement	Policy change direction
Less threat = increased ability to have job confidence	Rankless Department regarding ideas, suggestions, strategies
Pride	Education – Firefighter empowerment
Program support	Training – opportunity investment in our people
Budget and Negotiations Committee	Customer service
Explorer Post 8500	B.O.D. good rapport/relationships
Auxiliary Program	Union/Admin relationships
No debt	

Weaknesses

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization's overall concerns, it is unusual for organizations to be able to identify and deal with these issues effectively on their own.

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the Internal Stakeholders as weaknesses:

Table 13: El Dorado Hills Fire Department Weaknesses

Information technology transitions	Ineffective public relations
Not enough Administration and support staff	Accountability to consistent performance standards
Pre-employment standards	Inconsistent standardized training
Station 84	Succession Plans in transition
OPS Manual / Policies in transition	Budget and program needs vs. wants
Pre-plans outdated	Weak relationship with County Supervisors
Not specialized (truck, medic, swift water)	Budget constraint
Over committed to many programs with less people	Conflict at times between Department groups – fractionalization
Not self-sufficient with Haz-Mat mitigation	Inability to let go – get over the past
Community hazard and risk analysis is needed	Lack of appreciation
Ineffective use of committees at times	Train the Trainer – we never bring classes back
Lack of focused training based upon job class	Lack of internal communications
Lack of humility	Some take on too much – others not enough
Lack of personnel accountability	Training facility plan
Lack of contemporary probationary standards	Excess inventory

Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The Internal Stakeholders identified the following potential opportunities:

Table 14: El Dorado Hills Fire Department Opportunities

Annexation/Consolidation	Fire Service Accreditation
Regional Joint Operations (swift water, hazmat)	Community support
Grant opportunities	Future community development
Community education – disaster preparedness and service delivery model	Training facility (outside involvement, i.e. colleges)
Continued leadership education	External technologies
Utilize collected customer feedback	Revenue streams and options
Increase services by need i.e. treat and release	Relationship building
Joint purchasing	Dispatch alternatives
Tiered response deployment	Local businesses
Cost sharing	Current cost of construction

Threats

To draw strength and gain full benefit of any opportunity, the threats to the organization, with their new risks and challenges, must also be identified in the strategic planning process. By recognizing possible threats, an organization can greatly reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the Internal Stakeholders were as follows:

Table 15: El Dorado Hills Fire Department Threats

Reduced revenue	Negative media reports	Forced consolidation
Negative public perception	Loss of ERAF	Terror threat
Adjacent agencies collapse	Future Boards – Sups, EDH, etc.	EDC JPA \$
IT Security	Continued economic decline	Arson
City incorporation	Issues with PERS/Benefits	Aid to Fire
Natural disaster	Media scandal	Dispatch Center
Regulations – unfunded mandates		
Increased threats–construction, fuel type, business changes, foreclosures		
Politics threatening mission accomplishment		
Outside agency expansion, take-over, services		
Inequity in mutual and automatic aid response		

X. Critical Issues and Service Gaps

After reviewing the EDHFD’s core programs and support services, and identifying the internal strengths and weaknesses along with external opportunities and threats, the Internal Stakeholders identified their primary critical issues and service gaps. These provide the foundation for the establishment of goals and objectives in order to meet the future vision of the EDHFD.

Table 16: Critical Issues

COMMUNICATIONS	CUSTOMER SERVICES
TRAINING	PLANNING

Table 17: Service Gaps

DISPATCH	TRAINING
JPA	WORKFORCE
INTERAGENCY RELATIONS	

XI. Strategic Initiatives

Having reviewed the agency’s critical issues and service gaps, the following strategic initiatives were identified to guide the agency in establishing the goals and objectives.

Table 18: Strategic Initiatives

TRAINING	EMERGENCY COMMUNICATIONS
WORKFORCE PLANNING	COMMUNITY RELATIONS
EXTERNAL SYSTEMS RELATIONS	INTERNATIONAL ACCREDITATION

XII. Goals and Objectives

The Community-Driven Strategic Planning Process, to this point, has dealt with establishing the Mission, Values, S.W.O.T., Critical Issues and Service Gaps of the EDHFD. In order to achieve the mission of the EDHFD, realistic goals and objectives must be established to enhance strengths, address identified weaknesses, provide individual members with clear direction, and address the concerns of the Community. The internal stakeholders met for several hours to complete this critical phase of the planning process.

The internal stakeholders set timelines for completion of objectives supporting the goals. Leadership of the EDHFD should establish work groups to meet periodically to review progress toward these goals and objectives and adjust timelines as needs and the environment change. Once the work groups are established and have had the opportunity to meet and review the goals and objectives, they should report back to EDHFD leadership with a plan on how the goals are to be achieved.

As goals and objectives are management tools, they should be updated on an on-going basis to identify what has been accomplished and to note changes within the organization and the Community. The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

The goals and objectives should now become the focus of the efforts of the agency. By following these goals and objectives carefully, the agency can be directed into its desired future while having reduced the obstacles and distractions along the way.

Goal Status

Annually the Strategic Plan Committee meets to discuss this document and the status of the current Goals. As we complete Goals, we evaluate the needs and suggestions from the community and the internal stakeholders to establish new Strategic Initiatives. Below is the synopsis of these Goals.

Goal	Began	Completed	Summary
Goal 1: Community Relations	08/2012	02/2015	Completed. Adopted new Goal 7: Patient Transport
Goal 2: Workforce	08/2012	01/2016	Completed.
Goal 3: Special Operations	08/2012	In progress	Title changed from Training Program at 4/13/17 meeting
Goal 4: Emergency Communications	08/2012	In progress	
Goal 5: Inter-Agency Relationships	08/2012	02/2015	Completed. Adopted Goal 8: Volunteer Program.
Goal 6: International Accreditation	08/2012	In progress	
Goal 7: Patient Transport	02/2015	In progress	
Goal 8: Internship/Community Volunteer in Support	02/2015	In progress	Title changed from Volunteer Support at 4/13/17 meeting.

Following are the current Goals that are still in progress and summaries of the completed Goals.

Goal 1

Community Relations



GOAL 1

COMPLETED 2/15/2015

“Improve Community relations in order to exceed customer expectations.”

Committee: Mike Gygax and Tom Anselmo

Objective 1A: Evaluate customer service programs and available resources.

Objective 1B: Develop plan.

Objective 1C: Evaluate and re-assess.

Objective 1D: Evaluate the current perception of the Fire Department.

Objective 1E: Develop plan to address perception and awareness.

Objective 1F: Evaluate and re-assess public perception.

Summary

During the annual Strategic Plan meeting in February 2015, GOAL 1 was addressed. Michael Gygax, Lead of Goal 1, summarized that a total of 41 programs were critiqued and evaluated. The internal and external customers were polled to determine which programs were valued and which were considered excess. Based on the programs impact on the internal members and the value of the program to the community, most programs were kept, however a few were removed. Service gaps were identified during this process and a new program was added to fulfill those areas of need. As with all goals, these programs and their value to the Community and Organization will be monitored and adjusted as necessary. The programs that were critiqued are listed below along with the added and eliminated programs:

Program	Outcome	Program	Outcome	Program	Outcome
Bicycle Helmets	Removed	Firefighter for a Day	Continue	Sober Grad Night	Continue
Buckle Up Baby	Continue	High School Scholarships	Continue	Static Displays	Continue
Burn Institute	Removed	Honor Guard	Continue	Station Tours	Continue
Career Days	Removed	Household Hazardous Waste	Continue	Toys for Tots	Continue
Chaplain	Continue	Junior Fire Setters	Continue	ReadyMan	Removed
Community Clean Up Day	Continue	Junior Firefighter	Continue	R.O.P.	Continue
Community Room Usage	Continue	Life Guard Training	Removed	Rotary/Chamber Affiliate	Continue
Community Service Workers	Continue	Life Jacket Loaner	Continue	Santa Run	Continue
EDC Fair Fire Safe Council	Removed	Pancake Breakfast	Removed	Senior Luncheon	Continue
CPR	Continue	Pipes and Drums	Continue	Trading Cards	Continue
Dinner at Firehouse	Continue	PR/Social Media	Added	Uniforms/T-Shirts	Removed
Every 15 Minutes	Continue	Safe Place	Continue	Wine & Cheese	Removed
Explorers	Continue	Safe Surrender	Continue		
Fire Extinguisher Training	Removed	School Tours	Continue		
Fire Prevention Month	Continue	Smoke Detector Give Away	Continue		

Goal 2

Workforce



GOAL 2

COMPLETED 1/10/2016

“Ensure an efficient and effective workforce to better support our mission.”

Committee: Jill Engelmann, Brian Bresnahan and Tom Anselmo

Objective 2A: Identify and prioritize current operational programs.

Objective 2B: Develop distribution plan.

Objective 2C: Implement plan.

Objective 2D: Identify current and future workforce needs.

Objective 2E: Develop a plan to address identified needs.

Objective 2F: Implement plan.

Objective 2G: Identify current and future workforce needs.

Summary

When we began working on this Goal and its individual objectives, the desired outcome that the team agreed on was to 1) Fill the gaps in Administration and Line that were restricting us from providing the necessary support to the overall organization and our customers, and 2) Position the organization for future success and a smooth transition as key retirements occur by having personnel, with the proper training and experience, ready to step into the critical positions. The Workforce Committee spent many hours developing an overall plan that would fill the gaps and place people in the appropriate positions to insure that the Department has the leadership necessary for future success.

With the Board of Director approval of the submitted plan in late 2015, we made many organizational changes to the El Dorado Hills Fire Department which culminated in the completion of this goal and its objectives. The approved re-structuring of Administrative staff created a new Operation Deputy Chief position, filled one position for an Operation Assistant, created a new Non-Safety Fire Marshal position, and reassigned one Administrative Assistant to Finance. We moved forward with hiring five firefighters, and Station 91 was staffed with an Engineer along with the already assigned Captain to insure two-person coverage, 10 hours a day, 7 days a week. The future plan for Station 91 is to be staffed with a Captain and Engineer 24/7/365 by June 2016.

By making these changes, it greatly expanded EDHFD's administrative and operational capabilities, filled the identified gaps and weaknesses, and allows EDHFD to better serve the internal and external customers. As with all goals, this will now be constantly monitored and adjusted to meet the future demands of our Community and our Organization.

Thank you to the Strategic Planning Team, the Organization, and the Community for their help in identifying the threats and weaknesses that our organizational structure faced and for the many hours spent in developing the restructure plan to mitigate them.

Goal 3

Special Operations



GOAL 3: To enhance service to the community and build upon the Department member’s current level of training by establishing a Special Operations Program and constructing a Training Facility.

Committee:	Matt Eckhardt	Mike Lilienthal
Lead:	Dave Brady	

Objective 3A	Evaluate the Current Special Operations Training Levels and Evaluate the Training Facility Design to Accomplish Special Operations and General Training.	
	Timeframe	3 Months
	Critical Tasks	<ul style="list-style-type: none"> • Evaluate Special Operations risk as measured and described in the Citygate Standards of Cover report. • Assess Community needs based upon the risk assessment. • Research/compare with other Department’s Special Operations training programs. • Consider State Mandates for Special Operations Training levels (such as AB1598 – Active Shooter Training Mandate) • Ensure that the minimum props are included in the current Architectural Plan Design for the Training Facility to accomplish Special Operations Training.
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 3B	Develop a comprehensive list of Special Operations Programs to implement.	
	Timeframe	12 Months
	Critical Tasks	<ul style="list-style-type: none"> • Develop a list of Special Operations programs needed to meet the identified risk. • Develop a HazMat Program. • Develop a Water Rescue Program. • Develop an Active Shooter Training Program. • Develop a Technical Rescue minimum training level. • Develop a Truck Program.
	Funding	Capital Costs: Some Equipment Needed Personnel Costs: Normal Staff Hours and Training Class Costs Consumable Costs: n/a Contract Services Costs: n/a

Objective 3C	Implement the Special Operations Training Programs and begin to construct the Training Facility for Special Operations and General Training.	
	Timeframe	12 Months
	Critical Tasks	<ul style="list-style-type: none"> • Implement a HazMat Program. • Implement a Water Rescue Program. • Implement an Active Shooter Training Program. • Implement a Technical Rescue minimum training level. • Implement a Truck Program. • Begin construction on the Training Facility. • Training for all employees on implementation.
Funding	Capital Costs: Training Facility and some equipment Personnel Costs: Normal Staff Hours and Training Class Costs Consumable Costs: n/a Contract Services Costs: n/a	

Objective 3D	Assess the effectiveness of the Special Operations Training Programs.	
	Timeframe	January 2018, on-going
	Critical Tasks	<ul style="list-style-type: none"> • Evaluate the HazMat Program. • Evaluate the Water Rescue Program. • Evaluate the Active Shooter Training Program. • Evaluate the Technical Rescue minimum training level. • Evaluate the Truck Program. • Evaluate the progress on the constructions of the Training Facility. • Gain Board approval for construction of the Department Training Center.
Funding Estimate	Capital Costs: Training Facility and some equipment Personnel Costs: Normal Staff Hours and Training Class Costs Consumable Costs: n/a Contract Services Costs: n/a	

Objective 3E	Implement the Training Facility plan.	
	Timeframe	2017-2019
	Critical Tasks	<ul style="list-style-type: none"> • Go out to bid and select a contractor to build the Department Training Center based on the Architectural Plans. • Once a builder is selected, begin construction on the Training Facility. • Implement Department Training Facility plan. • Reassess the training program changes.
	Funding Estimate	Capital Costs: \$7 million Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 3F	Reassess the effectiveness of the Training Program and Department Training Facility.	
	Timeframe	On-going
	Critical Tasks	<ul style="list-style-type: none"> • Poll the employees for the effectiveness of the Training Program. • Test our employees to new standards. • Re-assess current and future training needs. • On-going assessment.
	Funding Estimate	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Goal 4

Emergency Communications



GOAL 4: Evaluate and improve Emergency Communications.

Committee: Dave Roberts	Joel Warman
Lead: Mike MacKenzie	

Objective 4A	Evaluate Emergency Communications Center delivery.	
	Timeframe	6 Months
	Critical Tasks	<ul style="list-style-type: none"> Evaluate current performance. Compare alternatives. Evaluate departmental needs based upon the Community risk assessment.
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 4B	Evaluate mobile communication capability.	
	Timeframe	6 Months
	Critical Tasks	<ul style="list-style-type: none"> Evaluate current performance. Compare alternatives. Evaluate departmental needs based upon the Community risk assessment.
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 4C	Evaluate incident communication.	
	Timeframe	6 Months
	Critical Tasks	<ul style="list-style-type: none"> Evaluate current performance. Compare alternatives. Evaluate departmental needs based upon the Community risk assessment.
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 4D	Develop plan to improve all aspects of emergency communications.	
	Timeframe	In process – estimated completion July 2017
	Critical Tasks	<ul style="list-style-type: none"> • Contract external study. • Assign personnel and responsibilities. • Research funding. • Select course of action. • Present to Board of Directors for approval.
	Funding Estimate	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 4E	Implement plan.	
	Timeframe	January 2018
	Critical Tasks	<ul style="list-style-type: none"> • Acquire budget funding. • Coordination with affected agencies. • Train personnel on new/updated equipment and procedures. • Execute.
	Funding Estimate	Capital Costs: \$1 million Personnel Costs: \$70,000 Consumable Costs: n/a Contract Services Costs: \$150,000

Objective 4F	Evaluate and re-assess	
	Timeframe	On-going
	Critical Tasks	<ul style="list-style-type: none"> • Input from stakeholders. • Adjust as required. • Revisit with technology.
	Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs: \$150,000

Goal 5

Inter-Agency Relationships



GOAL 5

COMPLETED 2/15/2015

“Enhance Inter-agency relationships and communications to better serve our mission.”

Committee: Dave Roberts and Jim Christian

Objective 5A: Identify all relationships between El Dorado Hills Fire and surrounding agencies.

Objective 5B: Define attributes for positive relationships.

Objective 5C: Create the Inter-agency Relationship and Communications Plan.

Objective 5D: Implement the Inter-agency Relationship and Communications Plan.

Objective 5E: Evaluate the effectiveness of the Inter-agency Relationship and Communications Plan.

Summary

During the annual Strategic Plan meeting in February 2015, GOAL 5 was addressed. The Lead of this Goal, Dave Roberts, summarized that during the last couple of years, EDHFD's Inter-agency relationships were evaluated and defined as either a positive relationship or a relationship in need of work. With these gaps identified, a plan was put in place to meet with the various agencies and determine how to increase the positive communication on both ends.

With efforts made to build trust and respect, our Inter-agency relationships have improved considerably. Since 2012 El Dorado Hills Fire Department has strengthened its relationships across the County and with neighboring jurisdictions. El Dorado Hills Fire Department's relationship with the City of Folsom and its Fire Department protected our 200-acre area of responsibility in Sacramento County as Folsom annexed that area away from Sacramento County. The agreement with Folsom allows us to maintain that area in perpetuity protecting our significant ERAF exemption. Many other relationships have been strengthened as well, some examples of which include the successful annexation of Latrobe Fire Protection District in 2014; the very successful shared services agreement with Rescue Fire Protection District; the respect and positive relationship with El Dorado County Representatives; an excellent relationship with Community organizations such as the Senior Center, El Dorado Hills Community Services District, El Dorado Hills Chamber, El Dorado Hills Rotary, and our many Schools and Businesses throughout our District. The team concluded that this Goal was completed and can be placed in the monitor and maintain phase.

Political agendas, egos and emotions will always challenge organizations with conflict, but it remains our goal to have the moral courage to rise above these issues and identify the right thing to do for the Communities we protect. When it comes to Public Safety, we cannot be slowed or redirected from the target because of emotion. When calm heads and facts prevail, we all benefit from those decisions.

Thank you to all of the people that assisted with identifying the challenges we faced and for their moral courage to work through the issues.

Goal 6

International
Accreditation



GOAL 6: Prepare for, pursue, achieve and maintain international accreditation.

Committee: Dave Roberts	Tom Keating
Lead: Russ Hasemeier	

Objective 6A	Prepare a Community-Driven Strategic plan.	
	Timeframe	3 months and on-going
	Critical Tasks	<ul style="list-style-type: none"> • Hold an external stakeholder meeting where Community members provide feedback on program priorities, service expectations, departmental concerns and strengths perceived about the Fire Department. • Provide internal stakeholder work sessions to evaluate and update, if necessary, the mission, vision and values, determine internal strengths and weaknesses, external opportunities and threats, establish critical issues and service gaps, and determine goals and objectives to achieve over five years. • Determine a work plan for the accomplishment of each goal and implement the plan. • Annually evaluate objectives accomplished with the plan. • Report annual plan progress to internal and external stakeholders.
	Funding Estimate	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: \$15,000

Objective 6B	Conduct a Community hazards and risk assessment, and publish a Community Risk and Standards of Cover document.	
	Timeframe	In progress – estimated completion June 2016
	Critical Tasks	<ul style="list-style-type: none"> • Receive customized instruction on hazards and risk assessment and standards of cover document preparation. • Perform Community hazards and risk assessment. • Evaluate historical Community emergency response performance and coverage. • Establish benchmark and baseline emergency response performance objectives. • Establish and publish Standards of Cover. • Maintain and annually update the Standards of Cover document.
Funding Estimate	Capital Costs: n/a Personnel Costs: Normal Staff Hours + \$6000 Consumable Costs: n/a Contract Services Costs: \$75,000	

Objective 6C	Mirror Core Competency Requirements for Accreditation.	
	Timeframe	In Progress - Complete by Spring 2019
	Critical Tasks	<ul style="list-style-type: none"> • Review Core Competencies required for Accreditation • Align current EDHFD processes to Core Competencies • Develop/Update process/procedures as needed to meet Core Competencies
Funding Estimate	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a	

Objective 6D	Re-Evaluate Accreditation Goal.	
	Timeframe	Spring 2019 During Strategic Plan Update
	Critical Tasks	<ul style="list-style-type: none"> • Staff, Line and Board review core competencies compliance and previous work (Community Risk Assessment, Standards of Cover, Strategic Plan) to determine if final steps required for accreditation is achievable and worth the extra expense. • Determine value of International Accreditation. <ul style="list-style-type: none"> • If value, effort, and expense is justified, continue to objective 6E, 6F & 6G. • If organization decides against moving forward with Accreditation, develop internal measures to ensure Continuous Improvement in Service Delivery is met by constantly monitoring and meeting Core Competencies.
Funding Estimate	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a	

Objective 6E	Conduct and document a self-assessment appraisal of the Department utilizing the CPSE/CFAI Fire and Emergency Services Self-Assessment Manual criteria.	
	Timeframe	TBD
	Critical Tasks	<ul style="list-style-type: none"> • Receive customized instruction on writing a CFAI self-assessment manual. • Post self-assessment manual category and criterion writing to the CPSE Technical Advisor SharePoint site for review and comment. • Upon document review completion, host a self-assessment site study for CPSE Technical Advisor review and report. • Upon receipt of CPSE Self-Assessment Site Study Report, evaluate observations and recommendations to determine readiness for “Candidate Agency” status. • Implement necessary adjustments as required for CFAI Candidate Agency status.
Funding Estimate	Capital Costs: n/a Personnel Costs: Normal Staff Hours + \$6000 Consumable Costs: n/a Contract Services Costs: \$11,500	

Objective 6F	Achieve agency accreditation by the Commission on Fire Accreditation International.	
	Timeframe	TBD
	Critical Tasks	<ul style="list-style-type: none"> • Apply for “Candidate Agency” status with the Commission on Fire Accreditation International. • Prepare for CFAI Peer Assessor Team visit. • Upload Strategic Plan, Standards of Cover and Self-Assessment Categories and Criterion for review and comment by CFAI Peer Team. • Host CFAI Peer Team site visit for accreditation review. • Receive CFAI Peer Team recommendation to CFAI for Accredited status. • Receive an Accredited status vote in the CFAI hearings, achieving International Accreditation.
	Funding Estimate	Capital Costs: n/a Personnel Costs: Normal Staff Hours + \$6000 Consumable Costs: n/a Contract Services Costs: \$11,500

Objective 6G	Maintain agency accreditation with the Commission on Fire Accreditation International.	
	Timeframe	TBD
	Critical Tasks	<ul style="list-style-type: none"> • Submit required Annual Compliance Reports. • Attend regularly scheduled CFAI “Dayroom Discussion” web-meetings to ensure continued education on the CFAI model. • Participate in the accreditation process by providing “peer assessors” for external agency review and identification of possible best practices. • Participate in the annual CPSE Excellence Conference for continued education and networking with other accreditation teams and accredited agencies. • Submit Annual Compliance Reports as required by CFAI policies. • Establish succession development of internal accreditation team in preparation for next accreditation cycle.
	Funding Estimate	Capital Costs: n/a Personnel Costs: Normal Staff Hours + \$6000 Consumable Costs: n/a Contract Services Costs: \$25,000

Goal 7

Patient Transport



GOAL 7: Evaluate and improve the Patient Transport system.

Committee:	Joel Warman Todd Bichel
Lead:	Robyn MacKenzie

Objective 7A	Evaluate the current program and available resources.	
	Timeframe	January 2018
	Critical Tasks	<ul style="list-style-type: none"> • Obtain current statistical data regarding medic unit response times, call location and peak call volume. • Identify areas needing improvement. • Perform a financial analysis on current medic unit contract. • Research ordinance relating to “201 Rights”. • Evaluate effectiveness of Systems Status.
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 7B	Develop a plan.	
	Timeframe	March 2018
	Critical Tasks	<ul style="list-style-type: none"> • Research Grants/Funding. • Analyze the data. • Identify required resources. • Select best location for an additional Medic Unit . • Coordinate contractual agreement with County/JPA.
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 7C	Implement the plan.	
	Timeframe	October 2018
	Critical Tasks	<ul style="list-style-type: none"> • Solidify contract with the County. • Hire additional personnel. • Secure a medic unit. • Implement new medic into CAD with specific area of responsibility (EDH).
	Funding	Capital Costs: Potentially \$150,000 for a new medic unit however acquiring a medic unit from the JPA may be negotiable (further research required) Personnel Costs: 6 staff members consistent with current MOU Consumable Costs: n/a Contract Services Costs: n/a

Objective 7D	Evaluate and reassess.	
	Timeframe	Quarterly (on-going)
	Critical Tasks	<ul style="list-style-type: none"> • Re-evaluate statistical information to insure Medic unit placement is effective. • Re-evaluate financials to insure additional medic unit is financially feasible.
	Funding Estimate	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Goal 8

Internship & Community Volunteer in Support



GOAL 8: Transition Volunteer Program to two separate programs: Intern Program and Community Volunteer in Support (CVIS) Program.

Committee:	Mike Lilienthal Dave Brady	Dave Roberts Christina Burroughs	Mike Lilienthal
Leads:	Russ Hasemeier		

Objective 8A	Develop Program Overview Documents for Each Program.	
	Timeframe	1 Month
	Critical Tasks	<ul style="list-style-type: none"> • Create an Overview document for each program. • Obtain approval for initiation of programs.
	Funding Estimate	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 8B	Recruit/Hire Participants.	
	Timeframe	2 Months
	Critical Tasks	<ul style="list-style-type: none"> • Write and distribute letter of interest and explanation for each program. • Open application period and receive applications. • Schedule interviews for prospective Interns or move current Volunteers directly to Intern roll. • Hire participants. • Establish lists of participants in CVIS, including contact information.
	Funding Estimate	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: Costs for safety gear, if not available in cache. Costs for basic CVIS uniforms. (Polo shirts) Contract Services Costs: n/a

Objective 8C	Schedule and provide Orientation Meetings.	
	Timeframe	3 Months
	Critical Tasks	<ul style="list-style-type: none"> • Orientation meeting for CVIS scheduled for May 23rd, 6PM. • Orientation for existing volunteers to be completed during interviews. • Orientation and pre-employment process for new hires TBD.
	Funding Estimate	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 8D	Implement Program Operations.	
	Timeframe	4 Months
	Critical Tasks	<ul style="list-style-type: none"> • Assign Intern to specific station and shifts. • Schedule regular meetings for CVIS program. • Integrate CVIS functions with other groups (ie. Firefighters Association).
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 8E	Evaluate and reassess.	
	Timeframe	On-going
	Critical Tasks	<ul style="list-style-type: none"> • Re-evaluate the Intern program for functionality. • Re-evaluate the CVIS program for functionality and effectiveness. • Ongoing assessment.
	Funding Estimate	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

XIII. Vision

On the final day of the process, the CPSE presented EDHFD a revised vision of where the agency will be in the future. This vision provides a target of excellence that the organization will strive toward and provide a basis for its goals and objectives.

Table 19: El Dorado Hills Fire Department’s Vision

The vision of the El Dorado Hills Fire Department, by year 2019, is that the Department will pursue, attain and retain international accreditation and be recognized as an agency that provides the delivery of quality, professional emergency services to our Community, meeting and exceeding industry best practices. Through the pursuit and achievement of our goals, we will demonstrate continuous improvement in enhancing the services that our Community trusts us to provide.

In honoring our Community’s trust, and with capable administrative support, we will be well trained and properly equipped to deliver all departmental programs and services promptly and efficiently. Through enhanced communication initiatives internally, and through expanded and improved Community outreach externally, we will connect respectfully with all stakeholders. We recognize both the importance and our interdependence with other agencies for the successful accomplishment of our mission and therefore, we will take action to foster improvement in our external systems relations.

With a comprehensive workforce planning initiative, and with enhanced and improved employee training programs, we will invest in our greatest organizational assets, to ensure that our workforce is appropriately staffed and professionally developed to most effectively accomplish our mission.

Through these efforts, we shall be viewed as an emergency services agency that clearly values integrity, service and excellence as a culture central to our success. Our Community’s expectations will be met or exceeded by holding one another accountable for carrying out our mission, living our values, and ensuring that this vision becomes reality.

XIV. Performance Measurement

“Managing for Results”

As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Collins states, “What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor.”³ They must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes. It has been stated that:

... successful strategic planning requires continual review of actual accomplishments in comparison with the plan...periodic or continuous environmental scanning to assure that unforeseen developments do not sabotage the adopted plan or that emerging opportunities are not overlooked.⁴

Why Measure Performance?

It has been said that:

- *If you don't measure the results of your plan, you can't tell success from failure.*
- *If you can't see success, you can't reward it.*
- *If you can't reward success, you're probably rewarding failure.*
- *If you can't see success, you can't learn from it.*
- *If you can't recognize failure, you can't correct it.*
- *If you can demonstrate results, you can win public support.*

Reinventing Government
David Osborn and Ted Gaebler

In order to establish that the EDHFD's Strategic Plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as “Managing for Results,” will be utilized, which is based upon the following:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

³ Collins Good to Great and the Social Sectors. Boulder, 2009

⁴ Sorkin, Ferris and Hudak. Strategies for Cities and Counties. Public Technology, 1984.

A “family of measures” that is typically utilized to indicate and measure performance includes the following:

- **Inputs:** Value of resource used to produce an output.
- **Outputs:** Quantity or number of units produced which are activity-oriented and measurable.
- **Efficiency:** Inputs used per output (or outputs per input).
- **Service Quality:** The degree to which customers are satisfied with a program or how accurately or timely a service is provided.
- **Outcome:** Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Outcome focuses on the ultimate “why” of providing a service.

XV. The Success of the Strategic Plan

The EDHFD has approached its desire to develop and implement a Strategic Plan by asking for and receiving input from the Community and members of the agency during the development stage of the planning process. The agency utilized professional guidance and the Community-Driven Strategic Planning Process to compile this document. The success of the EDHFD’s Strategic Plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, membership of the agency, and the Community at-large.

“No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point.”

Good to Great and the Social Sectors
Jim Collins

Provided the Community-Driven Strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify internal and external stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.⁵

⁵ Matthews (2005). *Strategic Planning and Management for Library Managers*

XVI. Glossary of Terms and Acronyms

For the purposes of the Community-Driven Strategic Planning, the following terms and acronyms have the meanings set forth below:

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
CPR	Cardiopulmonary Resuscitation
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
Input	A performance indication where the value of resources are used to produce an output.
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
NFPA	National Fire Protection Association
Outcome	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
Performance Measure	A specific measurable result for each goal and/or program that indicates achievement.
QA/QC	Quality Assurance / Quality Control
Stakeholder	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.

Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim; the final result of action. Something to accomplish in assisting the agency to move forward.
Strategic Management	An integrated systems approach for leading and managing in a changing world by building consensus of the leadership group, both in shared vision of the desired future and a clarified mission for the organization, and by gaining support and participation of the people in the organization to identify specific changes that must be made, implementing them, and assessing organizational performance.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished and that provides the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved; a possibility; a plan or methodology for achieving a goal.
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

XVII. Works Cited

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Feasibility Study – Sacramento Regional Fire/EMS Communications Center

As one of our most important and ongoing Strategic Plan Initiatives we continue to move forward with Goal Four (4) Emergency Communications. We are currently working on Objective 4D – Develop Plan to Improve All Aspects of Emergency Communication. In this objective, we are tasked with contracting for an external study, and assigning the appropriate personnel to assist with this effort.

During the April Board Meeting the Board approved one of these studies with the current provider (Cal Fire Camino ECC) for a total of \$8,295.00. The other half of this study was a comprehensive comparison related to a potential switch in dispatch providers to Sacramento Regional Fire/EMS Communication Center (SRFECC). That cost was not available for the April Board meeting as it is a much more in depth process to completely switch dispatch providers.

The proposal from SRFECC was provided to EDHFD Administration on May 1st 2017. It is for a very comprehensive study related to a full switch-over from Cal Fire Camino ECC to SRFECC, and included studies on CAD, GIS, Radio Infrastructure, Network Capabilities, and Dispatch. The proposal included costs related to reimbursement of SRFECC staff time. See attached proposal.

Fiscal Impact:

Feasibility Study from Cal Fire Camino ECC	\$8295.00	Approved in April
Feasibility Study from SRFECC	\$11,275.90	
Total Feasibility Study Costs	\$19,570.90	

NOTE: Total budgeted amount for these studies already approved on the 16/17 budget was \$20,000.00

Recommendation:

Staff is recommending the approval of the second part of this communications feasibility study in the amount of \$11,275.90 to the SRFECC for a total amount for this project not to exceed the budgeted max of \$20K.

El Dorado Hills Feasibility Study- FTE Impacts to SRFECC (Estimate Only)

<u>CAD</u>		<u>Network</u>	
Question Development:	\$ 256.64	Question Development:	\$ 424.24
Site Visit:	\$ 657.28	Site Visit:	\$ 848.48
After Action Report:	\$ 256.64	After Action Report:	\$ 424.24
Total	\$ 1,170.56	Total	\$ 1,696.96
<u>GIS</u>		<u>Dispatch</u>	
Question Development:	\$ 329.76	Question Development:	\$ 415.68
Site Visit:	\$ 659.52	Site Visit:	\$ 831.36
After Action Report:	\$ 329.76	After Action Report:	\$ 415.68
Total	\$ 1,319.04	Total	\$ 1,662.72
<u>Radio</u>		<u>Administrative Cost</u>	
Question Development:	\$ 387.04	CMD Staff Review-Amb/Med Director Impacts:	\$ 2,033.60
Site Visit:	\$ 774.08	Center Car To EDH Fire HQ:	\$ 43.46
After Action Report:	\$ 387.04	Center Car to Camino Dispatch:	\$ 43.78
Total	\$ 1,548.16	Scheduling and Documentation:	\$ 164.88
		Legal Review of Emergency Medical Impacts:	\$ 560.00
		Compile Feasibility Report:	\$ 989.28
		Total FTE Impacts	\$ 11,275.90

DRAFT



EL DORADO HILLS FIRE DEPARTMENT

MONTHLY ACTIVITY REPORT APRIL 2017

“YOUR SAFETY ... OUR COMMITMENT”

The Board of Directors is considering adopting performance measurement goals to direct fire crew planning and to monitor the operation of the Department. These measures of time are designed to deliver outcomes that will save patients medically salvageable upon arrival and to keep small fires from becoming more serious. Such measures and goals provide the Department a foundation upon which future deployment decisions are based.

These deployment measurements include:

- DM 1 – 911 Call Handling Time
- DM 2 – Turnout Time
- DM 3 – Travel Time
- DM 4 – Total Response Time
- DM 5 – Effective Response Force Time

*All times are collected using a combination of Active 911 and Crystal Reports. The times are provided with the best accuracy possible given the limitations of technology in our system. The current system does not allow for accurate data collection.

ALARM STATISTICS

Response District	Total Number of Responses – APRIL 2017	Total Number of Responses –2017	Total Number of Responses – APRIL 2016	Total Number of Responses –2016
84	70	266	50	199
85	61	248	57	189
86	48	165	23	111
87	52	217	52	190
91	3	23	7	18
92	1	5	2	9
Mutual Aid	59	266	48	254
Transfer	12	77	19	72
TOTALS	306	1268	258	1042

87.25% Medic Unit Response, 10 Minutes (before exception reports)

92.03% Medic Unit Response, 11 Minutes (before exception reports)

Report: Queries – Incident – NFIRS Incident – Incident By District (Summary) Note: Run all Districts on 1 page (manually add subdistricts)

Crystal: Emergency Response Summary-Medic Unit Response Time-El Dorado

Deployment Measure 1 - 911 Call Handling Time

- 90 Seconds 90% of the time

Note: Call Handling Times are reported by CalFire Camino and shown below. El Dorado Hills Fire Department also tracks Call Handling Times listed below. There is a discrepancy in the Call Handling Time reports. This discrepancy demonstrates the technology lag that exists in the system.

	Camino Call Handling Report	EDH Fire Call Handling Report
Incidents Dispatched Under 60 Seconds	Unable – Report No Longer Exists in Crystal	35% (108 of 306)
Incidents Dispatched Under 90 Seconds	Unable – Report No Longer Exists in Crystal	64% (197 of 306)
	Report – Crystal – JPA Report – Call Processing Report – Filter by EDH Jurisdiction and Dates	Report – Firehouse Analytics – Filter by Dates

The following Deployment Measures are unable to be reported/tracked as required by the Deployment Measures due to technology issues with our current system and software limitations:

- Deployment Measure 2 - Turnout Time
- Deployment Measure 3 - Travel Time
- Deployment Measure 4 - Total Response Time
- Deployment Measure 5 - Effective Response Force (Fire/Rescue Large Emergency)

INCIDENTS BY HOUR OF DAY

JANUARY 1, 2017 THROUGH APRIL 30, 2017

306 Total Incidents

