

AGENDA  
EL DORADO HILLS COUNTY WATER DISTRICT  
(FIRE DEPARTMENT)  
BOARD OF DIRECTORS  
SEVEN HUNDRED SIXTY SECOND MEETING  
Thursday, June 15, 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 760th Board meeting held May 18, 2017
  - B. Approve Minutes of the 761st Board meeting held June 5, 2017
  - C. Approve Financial Statements for May 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. Presentation
  - A. Water rescue training turned low angle rope rescue event
- V. Correspondence
- VI. Attorney Items
- VII. Committee Reports
  - A. Administrative Committee (Directors Durante and Hartley)
  - 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)
    3. Training Facility Committee (Directors Hartley and Durante)
    4. CSD/Fire Collaboration Committee (Directors Giraudo and Durante)
    5. Station 91 Building Committee (Directors Durante and Giraudo)
    6. Cameron Park CSD/EDH Fire Collaboration Committee (Directors Durante and Hartley)

- VIII. Operations Report
  - A. Operations Report (Receive and file)
  - B. Review and update regarding Joint Powers Authority
- IX. Fiscal Items
  - A. Review revenue and expense forecast for fiscal year 2016/17
  - B. Approve Resolution 2017-19 for paying and reporting the value of Employer Paid Member Contributions (EPMC) to CalPERS for First Level Safety (Fire) Employees
  - C. Approve Resolution 2017-20 for paying and reporting the value of Employer Paid Member Contributions (EPMC) to CalPERS for Second Level Safety (Fire) Employees
  - D. Approve Resolution 2017-21 for paying and reporting the value of Employer Paid Member Contributions (EPMC) to CalPERS for First Level Miscellaneous Employees
  - E. Approve Resolution 2017-22 for paying and reporting the value of Employer Paid Member Contributions (EPMC) to CalPERS for Second Level Miscellaneous Employees
- X. New Business
- XI. Old Business
- XII. Oral Communications
  - A. Directors
  - B. Staff
  - C. Schedule upcoming committee meetings
- XIII. Adjournment

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

*Director Jim Hartley will be attending via teleconference from  
116 Boalsburg Pike  
Le Mont, PA 16851*

***This Board meeting is normally recorded.***

# EL DORADO HILLS COUNTY WATER DISTRICT

## SEVEN HUNDRED SIXTIETH MEETING OF THE BOARD OF DIRECTORS

---

Thursday, May 18, 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 Chief Keating led the Pledge of Allegiance. Directors in attendance: Durante, Giraudo, Hartley, and Hus. Director Winn was absent. Staff in attendance: Chief Keating and Director of Finance Braddock. Counsel Cook was also in attendance.

### II. CONSENT CALENDAR

A. Approve Minutes of the 759th Board meeting held April 20, 2017

B. Approve Financial Statements for April 2017

*Director Durante made a motion to approve the consent calendar, seconded by Director Giraudo and unanimously carried.*

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

### III. ORAL COMMUNICATIONS

A. EDH Professional Firefighters – None

B. EDH Firefighters Association – None

C. Latrobe Advisory Committee – None

D. Public Comment – Lisa Mason, member of public and employee, spoke about a variety of workplace concerns.

**The Board adjourned to discuss Closed Session Item V-A, Item V-B, and Item VI-B.1 at 6:08 p.m.**

The meeting reconvened at 6:52 p.m. The Board took no action during closed session. Counsel Cook stated that the lack of commentary from the Board in open session regarding the public comment does not indicate a lack of concern. He added that the Board takes these allegations very seriously and they are the subject of an ongoing investigation.

### IV. CORRESPONDENCE

A. Letter from Cal Fire Local 2881 – Chief Keating Stated that the Department received a second public records request from CalFire Local 2881 and has responded.

B. Elections announcement

C. Email regarding parcel in the EDH Business Park – Chief Keating reported

that the committee met regarding an email requesting information about purchasing a parcel in the business park from the District. He added that the District is required to offer it to the CSD and then plans to bring it to the Board to potentially surplus that property and sell it.

Fred Allen, citizen and representative of ClearBags, expressed his company's interest in purchasing the property and stated that they will await the response from the CSD and the Board's decision.

**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) –**

**Review and approve Vaping Policy** – Chief Keating reported that the new vaping policy would prohibit employees from vaping on duty, in uniform and in or on Department property.

Richard Ross, citizen, supported the policy stating that from strictly an image perspective, the general public will not be able to tell the difference between vaping tobacco verses oils.

*Director Hus made a motion to approve the Vaping Policy, seconded by Director Hartley, and unanimously carried.*

- 1. Letter from Local 3604 El Dorado Hills Professional Firefighters Association regarding current Non-Tobacco Use Policy** – Chief Keating stated that the Union sent a letter asking to revise the Non-Tobacco Use Policy and reported that he is working with legal counsel on a response to that request.
- 2. Review and approve Rescue shared services agreement** – Chief Keating presented the updated Rescue shared services agreement to the Board and President Hartley stated that the committee reviewed and is recommending approval of the contract.

*Director Hartley made a motion to approve the Rescue shared services*

*agreement, seconded by Director Durante, and unanimously carried.*

**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 – No report.**

**C. Ad Hoc Committee Reports**

1. **Strategic Planning Committee (Directors Hus and Giraudo) –**

- a. **Review and approve Strategic Plan 2017-2022** – Director Hus expressed that he would prefer that the strategic plan incorporated financial and operations issues and stated that, in his opinion, it does not give a true vision for the department.

Richard Ross, citizen, asked that the draft of this document be posted on the website for public review prior to approving the document.

The item was deferred to the July meeting and Staff was asked to post the draft on the website.

Director Durante asked that Director Hus' concerns about the document be addressed in future strategic plan documents.

2. **Communications Committee (Directors Durante and Winn)**

- a. **Review and approve quote for feasibility study from Sacramento Regional Fire/EMS Communications Center** – Chief Keating reported that the quote from Sacramento Regional Fire/EMS Communications Center came in at \$11,275 and is recommending approval to move forward with the feasibility study.

*Director Durante made a motion to approve the quote for the feasibility study from Sacramento Regional Fire/EMS Communications Center in the amount of \$11, 275, seconded by Director Hartley, and unanimously carried.*

3. **Training Facility Committee (Directors Hartley and Durante) – No Report.**
4. **CSD/Fire Collaboration Committee (Directors Giraudo and Durante) – No report.**

5. **Station 91 Building Committee (Directors Durante and Giraudo)** – Chief Keating reported that the exterior is nearly complete and the project is still under budget, but he would like to schedule a meeting soon to review the budget.
6. **Cameron Park CSD/EDH Fire Collaboration Committee (Directors Durante and Hartley)** – Chief Keating stated that he and Chief Roberts met with the Cameron Park CSD to discuss a potential shared service agreement and are waiting to hear back if they would like to move forward with the discussion.

## VII. OPERATIONS REPORT

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

## VIII. FISCAL ITEMS

- A. **Review revenue and expense forecast for fiscal year 2016/17** – Director of Finance Braddock stated that the only significant change in the forecast was that the engine purchase was moved to fiscal year 17-18, bringing this year's revenue verses expenditures close to break-even.
- B. **Review and approve Resolution 2017-03 adopting the 2017-18 Preliminary Budget and set notice for public hearing as required by law** – Director of Finance Braddock reported that the 2017-18 Preliminary Budget was included in the packet and briefly summarized the highlights. Chief Keating added that staff made significant cuts in the operating portion of the budget to help prepare for the potential financial difficulties in the future. Director Hus expressed his concerns about continuing to draw from reserves given the trend of declining reserve balances over the last several years.

*Director Giraudo made a motion to approve Resolution 2017-03 adopting the 2017-18 Preliminary Budget and set notice for public hearing as required by law, seconded by Director Hus, and unanimously carried (Roll call: Ayes:4; Noes:0)*

## IX. NEW BUSINESS

- A. **Review and approve purchase of Type I Engine** – Chief Keating reported that all the necessary documents are available in the packet and have been reviewed by Counsel Cook to purchase a new Type I Engine. He stated that the current engine is beyond its useful life at 21 years old. If the Board approves the purchase, Chief Keating informed the Board that they will need to decide between the payment on delivery or prepayment option (which includes a 5% discount on the total cost). Counsel Cook recommended the more conservative approach of payment on delivery.

*Director Durante made a motion to approve purchase of Type I Engine with the payment on delivery option, seconded by Director Giraudo, and unanimously carried.*

**X. OLD BUSINESS**

- A. Receive and file memo regarding employee leaves and the associated cost –** Director of Finance Braddock stated that she worked with Counsel Sheston to provide a memo as requested by Director Hus regarding employee leaves. Director Hus observed that it does not appear that there is an evident problem to be addressed, but would like to see this topic discussed as part of future MOU negotiations.

**XI. ORAL COMMUNICATIONS**

- A. Directors –** Director Hus thanked staff for their participation in supporting Clarksville Day. Director Hartley thanked staff for presenting a quality budget and strategic plan.
- B. Staff –** Chief Keating thanked Director Durante and staff for their work on the February Dinner event and informed the Board of Captain Chris Storz' retirement. He added that as a result of the retirement, Mike MacKenzie, Jeff Cummins and Don Lorence were promoted. Chief Keating also stated that Dave Brady, Jake Baldwin, and Chris Sickenberger would be recognized at the National EMS appreciation week event on May 23.
- C. Schedule upcoming committee meetings –** The Board would like to schedule a Special Board meeting for the first week of June.

**XII. ADJOURNMENT**

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

The meeting adjourned at 8:15 p.m.

Approved:

---

Jim Hartley, President

---

Jessica Braddock, Board Secretary

# EL DORADO HILLS COUNTY WATER DISTRICT

## SEVEN HUNDRED SIXTY FIRST MEETING OF THE BOARD OF DIRECTORS

Thursday, June 5, 2017

2:00 p.m.

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

### I. CALL TO ORDER AND PLEDGE OF ALLEGIANCE

President Hartley called the meeting to order at 2:02 p.m. Directors in attendance: Durante, Giraudo, Hartley, Hus and Winn. Director Winn attended via teleconference. Staff in attendance: Chief Roberts and Director of Finance Braddock.

President Hartley requested that **Item III-A** be moved on the agenda before **Item IV. Adjournment** and the Board concurred.

### II. ORAL COMMUNICATIONS – None

### III. COMMITTEE REPORTS

#### A. 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 pertaining to wages and benefits, minimum staffing levels, job classifications, term; District negotiators are Directors Winn and Giraudo**
2. **Review and Approve the Side-Letter of Agreement amending the Memorandum of Understanding between the El Dorado Hills Professional Firefighters Association and the El Dorado Hills County Water District**

#### B. Ad Hoc Committee Reports

1. **Training Facility Committee (Directors Hartley and Durante)**
  - a. **Review and discuss Training Facility Site Plan** – Chief Lilienthal presented the current proposed site plan for the training facility and some general projections of ongoing operational costs. He asked that the Board approve the site plans so that the architect can proceed with the design.

*Director Giraudo made a motion to approve the training facility site plan, seconded by Director Durante, and unanimously carried.*

**The Board adjourned to discuss Closed Session III-A.1 at 2:38 p.m.**

The meeting reconvened at 4:28 p.m. The Board took no action during closed session.



**IV. ADJOURNMENT**

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

The meeting adjourned at 4:30 p.m.

Approved:

---

Jessica Braddock, Board Secretary

---

Jim Hartley, President

**El Dorado Hills Fire Department**  
**Revenue and Expense Summary - ALL FUNDS**  
For the Period Ending May 31, 2017



	FINAL Full Year Budget FY16/17	Actual May 2017	Actual YTD May 31, 2017	Variance YTD Actual to Full Year Budget	(Target 92%) YTD Actual % of Full Year Budget	Notes/Comments
<b>Revenue</b>						
3240 · Tax Revenue						
3260 · Secured Tax Revenue	15,164,380	123,060	14,794,714	(369,666)		Property taxes on target to budget.
3270 · Unsecured Tax Revenue	287,393	2,596	281,166	(6,227)		
3280 · Homeowners Tax Revenue	144,962	51,830	125,872	(19,090)		
3320 · Supplemental Tax Revenue	234,671	53,591	241,774	7,103		
3330 · Sacramento County Revenue	27,456	6,940	16,171	(11,284)		
3335 · Latrobe Revenue				-		
3335.2 · Latrobe Special Tax	36,840	-	20,247	(16,593)		
3335.3 · Latrobe Base Transfer	256,651	-	-	(256,651)		
3340 · Property Tax Administration Fee	(364,250)	-	(352,143)	12,107		
<b>Total 3240 · Tax Revenue</b>	<b>15,788,103</b>	<b>238,017</b>	<b>15,127,801</b>	<b>(660,301)</b>	<b>96%</b>	
3505 · Misc. Revenue, Vacant Lot	-	435	716	716	100%	
3506 · Misc. Revenue, Fire Prev. Fees	70,000	3,300	46,461	(23,539)	66%	Timing of collection will vary
3510 · Misc. Operating Revenue						
3512 · JPA Revenue	918,537	-	777,187	(141,349)	85%	Q4 Invoice not yet billed
3513 · Rental Income (Cell site)	36,000	2,100	23,100	(12,900)	64%	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	107	72,464	2,464	104%	Interest rates higher than anticipated in budget
3510 · Misc. Operating Revenue - Other	20,000	1,309	13,738	(6,262)	69%	Timing of collection will vary
<b>Total 3510 · Misc. Operating Revenue</b>	<b>1,458,537</b>	<b>3,516</b>	<b>1,445,935</b>	<b>(12,601)</b>	<b>99%</b>	
<b>Total Operating Revenue</b>	<b>\$ 17,316,639</b>	<b>\$ 244,833</b>	<b>\$ 16,620,197</b>	<b>\$ (696,442)</b>	<b>96%</b>	
3550 · Development Fee						
3560 · Development Fee Revenue	1,600,000	244,134	2,627,262	1,027,262	164%	
3561 · Development Fee Interest	-	3,995	26,619	26,619	100%	
<b>Total 3550 · Development Fee</b>	<b>1,600,000</b>	<b>248,128</b>	<b>2,653,881</b>	<b>1,053,881</b>	<b>166%</b>	
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
<b>Total Revenue</b>	<b>\$ 18,976,639</b>	<b>\$ 493,396</b>	<b>\$ 19,368,424</b>	<b>\$ 391,785</b>	<b>102%</b>	

**El Dorado Hills Fire Department**  
**Revenue and Expense Summary - ALL FUNDS**  
For the Period Ending May 31, 2017



	FINAL Full Year Budget FY16/17	Actual May 2017	Actual YTD May 31, 2017	Variance YTD Actual to Full Year Budget	(Target 92%) YTD Actual % of Full Year Budget	Notes/Comments
<b>Expenditures</b>						
6000 · Salaries & Wages						
6001 · Salaries & Wages, Fire	5,912,782	441,381	5,330,961	581,821	90%	
6011 · Education/Longevity Pay	495,050	35,004	416,107	78,943	84%	
6016 · Salaries & Wages, Admin/Prev	615,556	44,624	505,116	110,440	82%	
6017 · Volunteer Pay	100,000	-	69,179	30,821	69%	Elimination of volunteer program
6018 · Director Pay	18,000	1,680	13,755	4,245	76%	Fewer committee meetings than budgeted
6019 · Overtime						
6019.1 · Overtime, Operational	1,685,706	194,011	1,492,947	192,758	89%	
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	9,551	154,052	(50,655)	149%	Several employees out on extended leave/position vacancies
Total 6019 · Overtime	2,201,102	203,562	2,129,086	72,017	97%	
6020 · P.E.R.S. Retirement	2,306,236	121,751	2,108,430	197,805	91%	
6030 · Workers Compensation	798,529	112,348	709,306	89,223	89%	
6031 · Life Insurance	6,224	486	5,388	836	87%	
6032 · P.E.R.S. Health Benefits	1,449,069	117,303	1,431,009	18,060	99%	Prepayment of Jun premium in May
6033 · Disability Insurance	16,170	1,372	15,288	882	95%	
6034 · Health Cost of Retirees	866,964	46,913	856,646	10,318	99%	Prepayment of Jun premium in May
6040 · Dental/Vision Expense	174,840	7,829	144,367	30,473	83%	
6050 · Unemployment Insurance	14,490	-	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	10,140	119,119	20,142	86%	
Total 6000 · Salaries & Wages	15,264,273	1,144,393	13,866,596	1,397,677	91%	
6100 · Clothing & Personal Supplies						
6101 · Uniform Allowance	64,850	500	58,550	6,300	90%	Semi-Annual Uniform allowance paid in July and Jan
6102 · Other Clothing & Personal Supplies	54,845	13,687	61,535	(6,690)	112%	Rescue Gear Purchased that was not budgeted.
Total 6100 · Clothing & Personal Supplies	119,695	14,187	120,085	(390)	100%	

**El Dorado Hills Fire Department**  
**Revenue and Expense Summary - ALL FUNDS**  
For the Period Ending May 31, 2017



	FINAL Full Year Budget FY16/17	Actual May 2017	Actual YTD May 31, 2017	Variance YTD Actual to Full Year Budget	(Target 92%) YTD Actual % of Full Year Budget	Notes/Comments
<b>6110 · Network/Communications</b>						
6111 · Telecommunications	67,352	3,456	47,010	20,342	70%	AT&T CalNet 3 favorable to budget; less VOIP system maintenance than budgeted Dispatch Services less than budgeted
6112 · Dispatch Services	120,000	-	80,840	39,160	67%	
6113 · Network/Connectivity	34,850	3,405	27,525	7,325	79%	
<b>Total 6110 · Communications</b>	<b>222,202</b>	<b>6,860</b>	<b>155,376</b>	<b>66,826</b>	<b>70%</b>	
<b>6120 · Housekeeping</b>	<b>30,214</b>	<b>2,720</b>	<b>31,406</b>	<b>(1,192)</b>	<b>104%</b>	
<b>6130 · Insurance</b>						
6131 · General Insurance	55,659	-	51,023	4,636	92%	Annual insurance premium paid in October. Favorable to budget
<b>Total 6130 · Insurance</b>	<b>55,659</b>	<b>-</b>	<b>51,023</b>	<b>4,636</b>	<b>92%</b>	
<b>6140 · Maintenance of Equipment</b>						
6141 · Tires	25,000	-	15,492	9,508	62%	Overall maintenance favorable to budget
6142 · Parts & Supplies	21,000	523	24,932	(3,932)	119%	
6143 · Outside Work	116,053	9,811	130,857	(14,804)	113%	
6144 · Equipment Maintenance	90,420	2,235	19,466	70,954	22%	
6145 · Radio Maintenance	20,430	433	12,318	8,112	60%	
<b>Total 6140 · Maintenance of Equipment</b>	<b>272,903</b>	<b>13,003</b>	<b>203,066</b>	<b>69,837</b>	<b>74%</b>	
<b>6150 · Maintenance, Structures &amp; Ground</b>	<b>107,566</b>	<b>70,942</b>	<b>168,520</b>	<b>(60,954)</b>	<b>157%</b>	Portion of Sta 91 repairs of \$83k to be reclassified to Fixed Assets
<b>6160 · Medical Supplies</b>						
6161 · Medical Supplies	5,500	238	4,925	575	90%	
<b>Total 6160 · Medical Supplies</b>	<b>5,500</b>	<b>238</b>	<b>4,925</b>	<b>575</b>	<b>90%</b>	
<b>6170 · Dues and Subscriptions</b>	<b>11,339</b>	<b>829</b>	<b>7,730</b>	<b>3,609</b>	<b>68%</b>	
<b>6180 · Miscellaneous</b>						
6181 · Miscellaneous	4,000	581	3,855	145	96%	Honor Guard Training for 2 employees
6182 · Honor Guard	1,000	1,060	2,561	(1,561)	256%	
6183 · Explorer Program	2,500	-	800	1,700	32%	
6184 · Pipes and Drums	-	-	-	-	0%	
<b>Total 6180 · Miscellaneous</b>	<b>7,500</b>	<b>1,641</b>	<b>7,217</b>	<b>283</b>	<b>96%</b>	
<b>6190 · Office Supplies</b>	<b>24,599</b>	<b>2,544</b>	<b>25,994</b>	<b>(1,395)</b>	<b>106%</b>	Budgeted Sit-Stand converters purchased in August; Unanticipated purchase of battery backups

**El Dorado Hills Fire Department**  
**Revenue and Expense Summary - ALL FUNDS**  
For the Period Ending May 31, 2017



	FINAL Full Year Budget FY16/17	Actual May 2017	Actual YTD May 31, 2017	Variance YTD Actual to Full Year Budget	(Target 92%) YTD Actual % of Full Year Budget	Notes/Comments
<b>6200 · Professional Services</b>						
6201 · Audit	10,500	-	10,250	250	98%	Annual audit fees paid in Dec. Favorable to budget.
6202 · Legal/Human Resources	138,210	18,886	107,478	30,732	78%	Timing of legal billing one month behind
6203 · Notices	3,000	-	683	2,317	23%	
6204 · Other Professional Services	214,094	1,781	133,654	80,440	62%	Delay in timing of Nexus Study (\$20k); Medical Evals favorable (\$10k)
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%	
<b>Total 6200 · Professional Services</b>	<b>390,704</b>	<b>20,668</b>	<b>275,614</b>	<b>115,091</b>	<b>71%</b>	
<b>6210 · Information Technology</b>						
6211 · Software Licenses/Subscriptions	68,744	2,253	58,317	10,427	85%	
6212 · IT Support/Implementation	107,374	6,309	71,261	36,114	66%	Lower cost of server upgrade than budgeted; Lower IT consulting than budgeted
<b>Total 6210 · Information Technology</b>	<b>176,118</b>	<b>8,562</b>	<b>129,578</b>	<b>46,541</b>	<b>74%</b>	
<b>6220 · Rents and Leases</b>						
6221 · Facilities/Equipment Lease	17,998	540	6,120	11,877	34%	One-time fees budgeted for removal of modular/waste tank
6222 · Solar Lease	65,388	5,449	46,567	18,821	71%	Budgeted solar start date at beginning of fiscal year but not all stations in service. Offsetting cost in Electricity.
<b>Total 6220 · Rents and Leases</b>	<b>83,386</b>	<b>5,989</b>	<b>52,687</b>	<b>30,698</b>	<b>63%</b>	
<b>6230 · Small Tools and Supplies</b>	<b>49,850</b>	<b>31,168</b>	<b>65,862</b>	<b>(16,012)</b>	<b>132%</b>	Rope Rescue Equipment purchases that was not budgeted. Offset w/ savings in Maintenance
<b>6240 · Special Expenses</b>						
6241 · Training	118,327	7,472	107,656	10,671	91%	
6242 · Fire Prevention	18,310	792	13,175	5,135	72%	
6243 · Licenses	-	-	10	(10)	100%	
6244 · Directors' Training & Travel	-	-	-	-	0%	
<b>Total 6240 · Special Expenses</b>	<b>136,637</b>	<b>8,264</b>	<b>120,841</b>	<b>15,796</b>	<b>88%</b>	
<b>6250 · Transportation and Travel</b>						
6251 · Fuel and Oil	70,000	4,217	46,681	23,319	67%	Cost of fuel lower than budgeted
6252 · Travel	19,000	464	20,085	(1,085)	106%	Offset w/ savings in Meals & Refreshments
6253 · Meals & Refreshments	21,000	1,866	16,729	4,271	80%	
<b>Total 6250 · Transportation and Travel</b>	<b>110,000</b>	<b>6,547</b>	<b>83,495</b>	<b>26,505</b>	<b>76%</b>	

**El Dorado Hills Fire Department**  
**Revenue and Expense Summary - ALL FUNDS**  
For the Period Ending May 31, 2017



	FINAL Full Year Budget FY16/17	Actual May 2017	Actual YTD May 31, 2017	Variance YTD Actual to Full Year Budget	(Target 92%) YTD Actual % of Full Year Budget	Notes/Comments
6260 · Utilities						
6261 · Electricity	10,200	283	15,869	(5,669)	156%	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	1,178	22,872	(5,872)	135%	Cost of Natural Gas higher than budgeted
6263 · Water/Sewer	14,000	-	12,799	1,201	91%	
Total 6260 · Utilities	41,200	1,461	51,540	(10,340)	125%	
Total Operating Expenditures	\$ 17,109,345	\$ 1,340,018	\$ 15,421,554	\$ 1,687,791	90%	Overall, operating expenditures are slightly favorable to budget
Operating Revenue - Operating Expenditures	\$ 207,294	\$ (1,095,185)	\$ 1,198,644	\$ (991,349)		
6560 · Payroll Exps- PERS Prepayment	-	-	-	-	0%	
6720 · Fixed Assets	2,725,405	44,641	723,681	2,001,724	27%	Timing of budgeted purchases (Engine, Training Facility Design)
Total Expenditures	\$ 19,834,750	\$ 1,384,658	\$ 16,145,235	\$ 3,689,515	81%	
Total Revenue - Total Expense	\$ (858,111)	\$ (891,262)	\$ 3,223,189	\$ 4,081,300		

# El Dorado Hills Fire Department

6/8/2017 11:18 AM

Register: 1000 · Bank of America

From 05/01/2017 through 05/31/2017

Sorted by: Date, Type, Number/Ref

Date	Number	Payee	Account	Memo	Payment	C	Deposit	Balance
05/01/2017		Deposit	3506 · Misc. Revenue, ...	Paypal Transfer		X	2,829.77	6,967,538.10
05/01/2017	EFT	Nationwide Retireme...	-split-	PR17-4-2	20,284.57	X		6,947,253.53
05/01/2017	EFT	De Lage Landen Fin...	6190 · Office Supplies	Account # 988...	230.59	X		6,947,022.94
05/01/2017	EFT	ADP (FSA)	-split-		10.00	X		6,947,012.94
05/01/2017	SolarLease		6220 · Rents and Lease...	Solar Lease - S...	1,172.00	X		6,945,840.94
05/01/2017	SolarLease		6220 · Rents and Lease...	Solar Lease - S...	1,222.00	X		6,944,618.94
05/01/2017	SolarLease		6220 · Rents and Lease...	Solar Lease - S...	845.00	X		6,943,773.94
05/01/2017	SolarLease		6220 · Rents and Lease...	Solar Lease - S...	2,210.00	X		6,941,563.94
05/02/2017	EFT	Transfer to LAIF	1074 · Local Agency I...	Confirm #1498...	6,750,000.00	X		191,563.94
05/02/2017	EFT	Modular Space Corp...	-split-	4/25-5/24/17	12.74	X		191,551.20
05/02/2017	EFT	El Dorado Disposal S...	-split-	4/1/17 - 4/30/17	724.10	X		190,827.10
05/02/2017	StateFund		6000 · Wages & Benef...	Monthly WC L...	56,174.17	X		134,652.93
05/03/2017	EFT	ADP (FSA)	-split-		400.00	X		134,252.93
05/04/2017	EFT	ADP (FSA)	-split-		407.99	X		133,844.94
05/04/2017	20372	7th Dimension, LLC	-split-	Invoice # 170302	3,395.88	X		130,449.06
05/04/2017	20373	A-CHECK	6200 · Professional Ser...	Inv # 59-05110...	22.50	X		130,426.56
05/04/2017	20374	Absolute Secured Sh...	6190 · Office Supplies	Inv # 36970	40.00	X		130,386.56
05/04/2017	20375	Active911	6210 · Information Tec...	Purchase Order...	1,125.00	X		129,261.56
05/04/2017	20376	Aflac	2029 · Other Payable	Inv # 122618	209.44	X		129,052.12
05/04/2017	20377	Arnolds for Awards	6190 · Office Supplies	Inv # 77561	372.65	X		128,679.47
05/04/2017	20378	AT&T	-split-	Apr-17	280.29	X		128,399.18
05/04/2017	20379	Best Best & Krieger	6200 · Professional Ser...	Invoice # 793946	899.50	X		127,499.68
05/04/2017	20380	CA Assoc. of Profess...	6000 · Wages & Benef...	MAY 2017	1,372.00	X		126,127.68
05/04/2017	20381	Cascade Fire Equipm...	6230 · Small Tools and...	Invoice # 081553	439.68	X		125,688.00
05/04/2017	20382	Core Logic	6170 · Dues and Subsc...	Inv# 81785464	137.50	X		125,550.50
05/04/2017	20383	Cummins Pacific Sac...	6140 · Maintenance of ...	Invoice # 023-...	56.29	X		125,494.21
05/04/2017	20384	Deal Heating & Air, ...	-split-	Invoice # 1112...	825.00	X		124,669.21
05/04/2017	20385	Doug Veerkamp	-split-	Invoice # 3243...	8,595.71	X		116,073.50
05/04/2017	20386	Draeger Safety, Inc.	6140 · Maintenance of ...	Invoice # 9199...	581.00	X		115,492.50
05/04/2017	20387	EverGreen Turf and ...	6150 · Maintenance,Str...	Invoice # 41668	1,302.67	X		114,189.83
05/04/2017	20388	Folsom Diesel Work...	-split-	Invoice # 2288 ...	5,907.15	X		108,282.68
05/04/2017	20389	Hefner, Stark & Mar...	6200 · Professional Ser...	Stmt # 352	7,035.20	X		101,247.48
05/04/2017	20390	Interwest Consulting ...	-split-		547.50	X		100,699.98
05/04/2017	20391	FireCom	-split-	Invoice # 1880...	432.99	X		100,266.99
05/04/2017	20392	Jorgensen Company	6140 · Maintenance of ...	Invoice # 5660...	45.00	X		100,221.99
05/04/2017	20393	The Knox Company	6140 · Maintenance of ...	Invoice # INV0...	206.97	X		100,015.02
05/04/2017	20394	Kronos	6210 · Information Tec...	Invoice # 1117...	270.00	X		99,745.02
05/04/2017	20395	L.N. Curtis & Sons	-split-		18,900.70	X		80,844.32
05/04/2017	20396	Managed Health Net...	6200 · Professional Ser...	Invoice # PRM...	651.24	X		80,193.08
05/04/2017	20397	Mountain Democrat	6170 · Dues and Subsc...		308.88	X		79,884.20

## El Dorado Hills Fire Department

6/8/2017 11:18 AM

Register: 1000 · Bank of America

From 05/01/2017 through 05/31/2017

Sorted by: Date, Type, Number/Ref

Date	Number	Payee	Account	Memo	Payment	C	Deposit	Balance
05/04/2017	20398	MES - California	6100 · Clothing & Pers...	Invoice # IN11...	391.22	X		79,492.98
05/04/2017	20399	National Garage Doo...	6150 · Maintenance,Str...	Inv # 33943	7,563.98	X		71,929.00
05/04/2017	20400	Standard Insurance Co.	6000 · Wages & Benef...	Policy # 00 359...	486.40	X		71,442.60
05/04/2017	20401	The Driving Company	6240 · Special Expense...	Invoice # 17-51	5,120.00	X		66,322.60
05/04/2017	20402	West Coast Frame/C...	6140 · Maintenance of ...	Invoice # 48205	5,823.75	X		60,498.85
05/04/2017	20403	Wing Inflatables, Inc.	6720 · Fixed Assets	Invoice # 3995	19,165.70	X		41,333.15
05/04/2017	20404	Zoll Medical Corpor...	6720 · Fixed Assets	Invoice # 2510...	451.25	X		40,881.90
05/04/2017	20405	Connie Bair	-split-		150.00	X		40,731.90
05/04/2017	20406	Brian Bresnahan	-split-		150.00			40,581.90
05/04/2017	20407	Carol Caughey	-split-		150.00	X		40,431.90
05/04/2017	20408	David Kennedy	-split-		100.00	X		40,331.90
05/04/2017	20409	John Niehues	-split-		150.00	X		40,181.90
05/04/2017	20410	Dwight Piper	-split-		150.00	X		40,031.90
05/04/2017	20411	Frederick Russell	-split-		150.00	X		39,881.90
05/04/2017	20412	Angelica Silveira	-split-		150.00	X		39,731.90
05/04/2017	20413	Greg F. Durante (Di...	-split-	Apr-17	315.00	X		39,416.90
05/04/2017	20414	Charles J. Hartley	-split-	Apr-17	525.00	X		38,891.90
05/04/2017	20415	John Giraudo	-split-	Apr-17	315.00	X		38,576.90
05/04/2017	20416	Douglas A. Hus	-split-	Apr-17	210.00	X		38,366.90
05/04/2017	20417	Barbara Winn	-split-	Apr-17	315.00	X		38,051.90
05/04/2017	20418	Chase Bank	2029 · Other Payable	Apr 13, 27	400.00	X		37,651.90
05/04/2017	20419	Wells Fargo Bank	2026 · EDH Associate...	Deposit to Acct...	4,522.70	X		33,129.20
05/05/2017	EFT	ADP	6200 · Professional Ser...	PR17-4-2	321.06	X		32,808.14
05/05/2017	EFT	U.S. Bank Telepay	2010 · Accounts Payable	Confirmation #...	13,617.70	X		19,190.44
05/05/2017	EFT	ADP (FSA)	-split-		273.92	X		18,916.52
05/08/2017	EFT	P. G. & E.	-split-		31.70	X		18,884.82
05/09/2017		Transfer from LAIF	1074 · Local Agency I...	Confirm #1498...		X	500,000.00	518,884.82
05/11/2017	EFT	Nationwide Retireme...	-split-	PR17-5-1	20,509.57	X		498,375.25
05/11/2017	EFT	P.E.R.S. Retirement	-split-	PR17-5-1	81,230.20	X		417,145.05
05/11/2017	EFT	P.E.R.S. ING	-split-	PR17-5-1	2,774.44	X		414,370.61
05/11/2017	EFT	ADP (FSA)	-split-		419.42	X		413,951.19
05/11/2017	PR17-5-1		-split-	Total Payroll T...	89,568.78	X		324,382.41
05/11/2017	PR17-5-1		1000 · Bank of Americ...	Direct Deposit	259,043.38	X		65,339.03
05/11/2017	PR17-5-1		1000 · Bank of Americ...	Payroll Checks		X		65,339.03
05/15/2017			6200 · Professional Ser...	Service Charge	163.19	X		65,175.84
05/15/2017	EFT	Verizon Wireless	-split-	Apr-17	2,399.86	X		62,775.98
05/15/2017	EFT	P. G. & E.	-split-		1,249.80	X		61,526.18
05/15/2017	20420	Void	6999 · Uncategorized ...			X		61,526.18
05/16/2017		Deposit	-split-	Deposit		X	267,148.93	328,675.11
05/16/2017		Deposit	1110 · Accounts Recei...	Deposit		X	185,038.77	513,713.88



## El Dorado Hills Fire Department

6/8/2017 11:18 AM

Register: 1000 · Bank of America

From 05/01/2017 through 05/31/2017

Sorted by: Date, Type, Number/Ref

Date	Number	Payee	Account	Memo	Payment	C	Deposit	Balance
05/16/2017	EFT	ADP (FSA)	-split-		145.00	X		513,568.88
05/17/2017	EFT	ADP (FSA)	-split-		20.00	X		513,548.88
05/18/2017	20421	APPTIX Inc.	-split-	Invoice # 011156	1,108.16	X		512,440.72
05/18/2017	20422	Aramark	-split-	Inv # 635287551	74.92	X		512,365.80
05/18/2017	20423	Best Best & Krieger	6200 · Professional Ser...	Invoice # 795146	2,745.60	X		509,620.20
05/18/2017	20424	California Family Fit...	6200 · Professional Ser...	Invoice # 1505...	174.98	X		509,445.22
05/18/2017	20425	CSDA	-split-		760.00	X		508,685.22
05/18/2017	20426	Capital Building Mai...	-split-	Invoice # 9204 ...	1,427.20	X		507,258.02
05/18/2017	20427	CALPO/HOM/MAC...	6720 · Fixed Assets	Invoice # 2-CH...	14,300.00	X		492,958.02
05/18/2017	20428	Caltronics Business ...	-split-	Inv # 2257048	211.93	X		492,746.09
05/18/2017	20429	Core Logic	6170 · Dues and Subsc...	Inv# 81799938	137.50	X		492,608.59
05/18/2017	20430	CrewBoss	6100 · Clothing & Pers...	Invoice # 0101...	5,684.79	X		486,923.80
05/18/2017	20431	D Martel Plumbing	6150 · Maintenance,Str...	Invoice # 9434...	450.00			486,473.80
05/18/2017	20432	El Dorado Hills Busi...	-split-		3,389.08	X		483,084.72
05/18/2017	20433	FedEx	-split-	Invoice # 5-79...	22.77	X		483,061.95
05/18/2017	20434	FlexManage	-split-	Invoice # 1471...	5,440.00	X		477,621.95
05/18/2017	20435	Hefner, Stark & Mar...	6200 · Professional Ser...	Stmt # 353	8,183.50	X		469,438.45
05/18/2017	20436	InterState Oil Compa...	-split-		4,217.38	X		465,221.07
05/18/2017	20437	Interwest Consulting ...	6240 · Special Expense...	Invoice # 33541	235.00	X		464,986.07
05/18/2017	20438	L.N. Curtis & Sons	-split-		25,076.13	X		439,909.94
05/18/2017	20439	MES - California	-split-		531.67	X		439,378.27
05/18/2017	20440	Rotary	-split-	May 2017	225.00			439,153.27
05/18/2017	20441	Suds Car Wash, Inc.	6200 · Professional Ser...	Mar-17	28.34	X		439,124.93
05/18/2017	20442	Sweet Septic Inc.	6150 · Maintenance,Str...	Invoice # 19588	420.00	X		438,704.93
05/18/2017	20443	UPS Store	6190 · Office Supplies		948.47	X		437,756.46
05/18/2017	20444	West Coast Restorati...	6150 · Maintenance,Str...	Inv #14694	60,269.43	X		377,487.03
05/19/2017	ACH	Deposit	3240 · Tax Revenue:33...	Deposit		X	6,940.08	384,427.11
05/19/2017	EFT	ADP	6200 · Professional Ser...	PR17-5-1	321.06	X		384,106.05
05/19/2017	EFT	ADP (FSA Service C...	6200 · Professional Ser...		162.24	X		383,943.81
05/19/2017	EFT	ADP (FSA Service C...	6200 · Professional Ser...	Apr-17	93.58	X		383,850.23
05/22/2017	EFT	P. G. & E.	-split-		179.24	X		383,670.99
05/24/2017		Transfer from LAIF	1074 · Local Agency I...	Confirm #1499...		X	250,000.00	633,670.99
05/24/2017	EFT	Verizon Wireless	-split-	Apr-17	737.67	X		632,933.32
05/24/2017	EFT	P.E.R.S. ING	-split-	PR17-5-2	2,774.44	X		630,158.88
05/24/2017	EFT	P.E.R.S. Health	-split-	Jun-17	164,215.45	X		465,943.43
05/24/2017	EFT	P.E.R.S. Retirement	-split-	PR17-5-2	78,323.78	X		387,619.65
05/25/2017		Deposit	3510 · Misc. Operating...	Deposit		X	1,309.49	388,929.14
05/25/2017	EFT	Nationwide Retireme...	-split-	PR17-5-2	20,509.57	X		368,419.57
05/25/2017	EFT	ADP (FSA)	-split-		328.61	X		368,090.96
05/25/2017	PR17-5-2		-split-	Total Payroll T...	71,616.05	X		296,474.91

# El Dorado Hills Fire Department

6/8/2017 11:18 AM

Register: 1000 · Bank of America

From 05/01/2017 through 05/31/2017

Sorted by: Date, Type, Number/Ref

Date	Number	Payee	Account	Memo	Payment	C	Deposit	Balance
05/25/2017	PR17-5-2		1000 · Bank of Americ...	Direct Deposit	231,521.67	X		64,953.24
05/25/2017	PR17-5-2		1000 · Bank of Americ...	Payroll Checks		X		64,953.24
05/26/2017	EFT	Modular Space Corp...	-split-	5/25-6/24/17	527.67	X		64,425.57
05/26/2017	EFT	ADP (FSA)	-split-		15.00	X		64,410.57
05/31/2017	EFT	State Compensation ...	6000 · Wages & Benef...	Policy # 11048...	56,174.17	X		8,236.40



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.

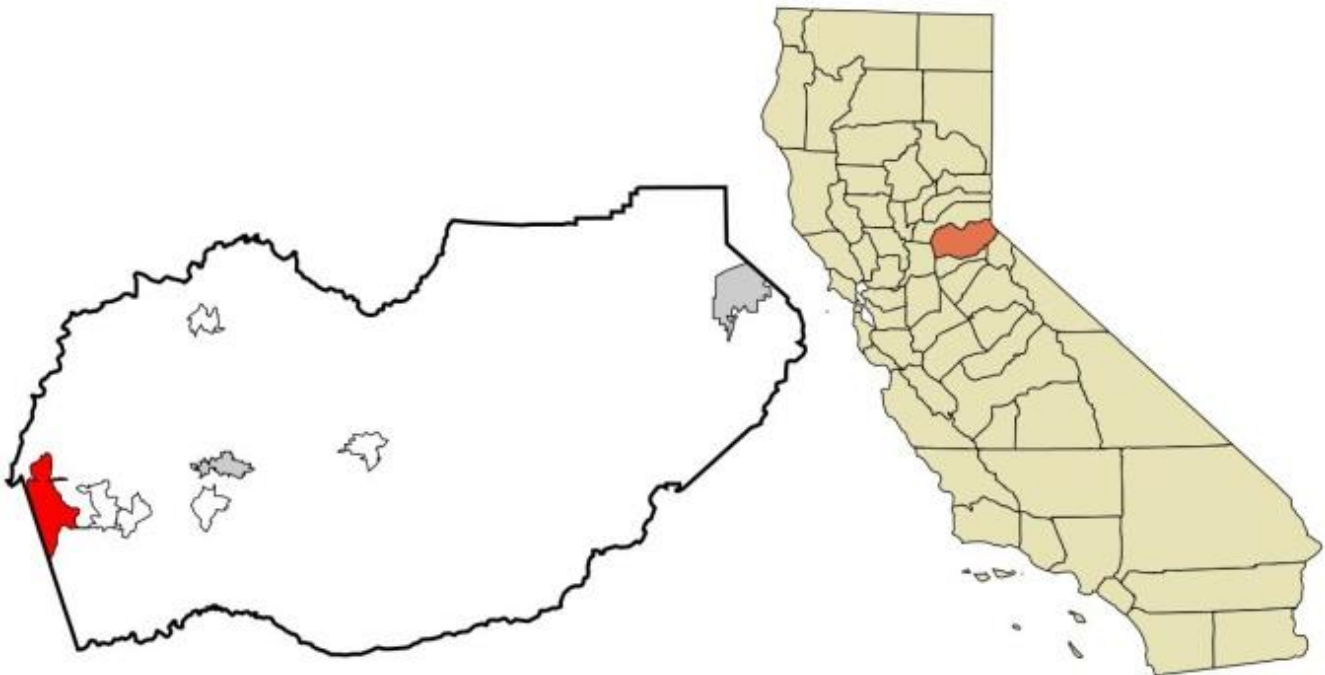
<u>Number</u>	<u>Adopted Date</u>	<u>Description</u>
2014-19	2-20-2014	Updated the status of all six goals and other important changes. Adopted by the El Dorado Hills County Water District Board of Directors.
2016-21	2-18-2016	Three of the six goals were completed and two new goals were added. Remaining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

## TABLE OF CONTENTS

I.	Organizational Background.....	1
II.	Definition of a Community-Driven Strategic Plan .....	3
III.	Process and Acknowledgements.....	7
IV.	Community Group Findings .....	8
V.	Internal Stakeholder Group Findings.....	18
VI.	Mission .....	19
VII.	Values.....	20
VIII.	Programs and Services .....	21
IX.	S.W.O.T. Analysis.....	22
X.	Critical Issues and Service Gaps .....	25
XI.	Strategic Initiatives .....	25
XII.	Goals and Objectives.....	26
XIII.	Vision .....	51
XIV.	Performance Measurement.....	52
XV.	The Success of the Strategic Plan .....	53
XVI.	Glossary of Terms and Acronyms.....	54
XVII.	Works Cited.....	56

# ***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).

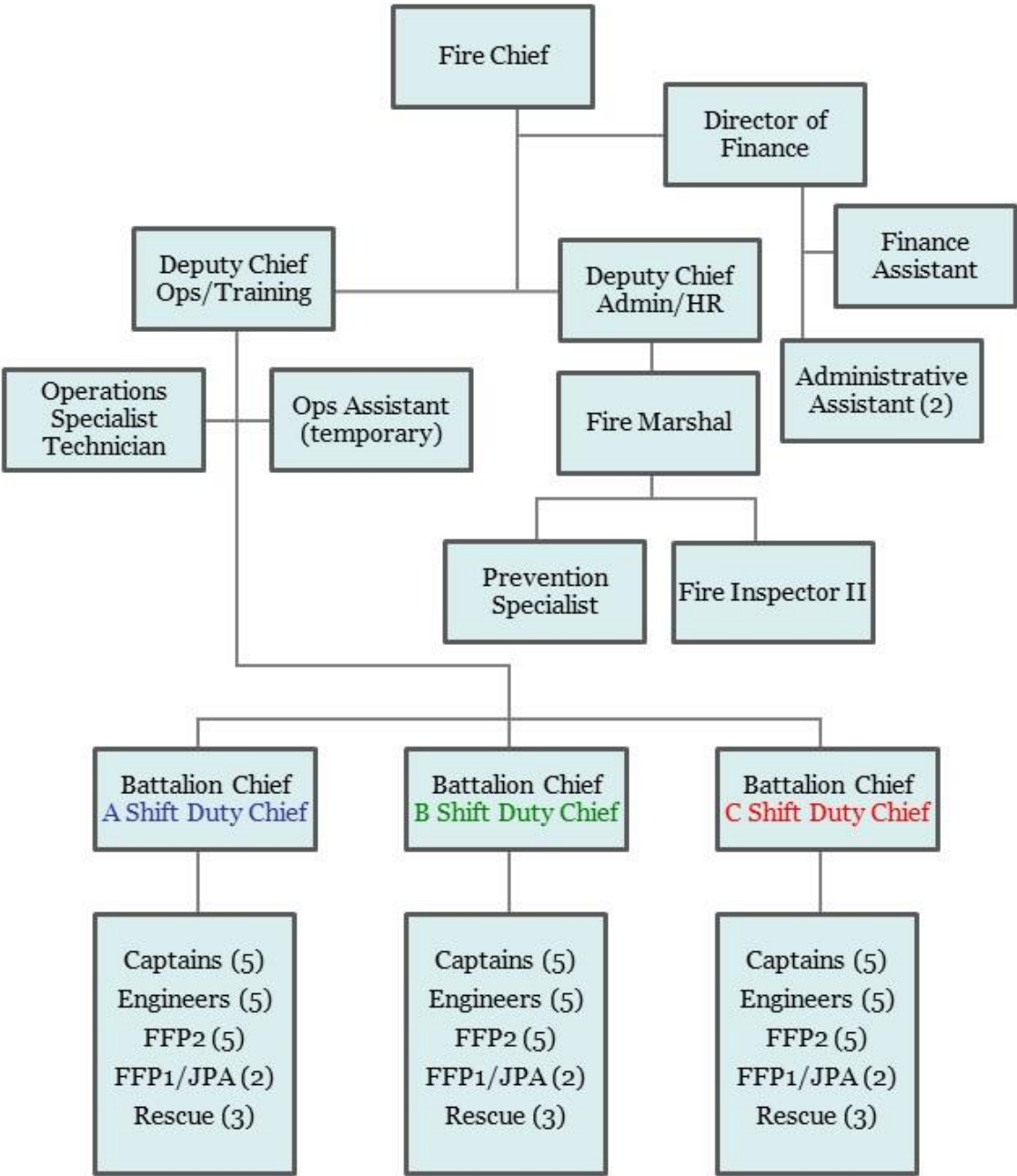
In addition to the above protection area, El Dorado Hills Fire Department has a shared service agreement with Rescue Fire Protection District which includes an area of approximately 33.4 square miles with an estimated population of 2,500. This equates to a total of 112.2 square miles and a population 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.<sup>1</sup>*

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.

---

<sup>1</sup> 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.<sup>2</sup>*

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.

---

<sup>2</sup> 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**

<b>PROGRAM</b>	<b>RANKING</b>	<b>SCORE</b>
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.

• Does the department have sufficient personnel for outreach to our schools - especially elementary and middle schools?
• Is there sufficient personnel to patrol the district for possible fire issues, i.e. abandoned vehicles and weed abatement?
• Not enough emphasis and support for the volunteer program.
• Employees who seem to lack the vision of the organization.
• 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.
• Very strongly influenced by a <u>firefighter</u> culture to exclusion of other ideas.
• Very strongly influenced by <u>historical</u> firefighting views.
• Medical services role is overshadowed by firefighting imagery.
• Fiscal obligations into future will <u>constrain</u> availability of services.
• 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.
• I do not know or understand how the department is funded. I have seen collection sites with firefighters and "boots."
• Do you have any type of volunteer program for individuals not trained in firefighting/EMT services?
• Enforcement of clearing combustible weeds on vacant lots.
• Unnecessary levels of upper management. Station staffing should take priority over multiple layers of management.
• 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.
• I'd like to see the district assume more responsibility given low call volumes. Suggestions: landscaping, senior feeding, trash collection, teacher assistant (in schools).
• They cannot know every business and owner - perhaps keep contact info updated in Knox box with keys.
• Budgets / expenditures / shrinking budgets / services delivered.
• El Dorado Hills proper is like a city but is treated as a Fire Zone - can this be changed to two zones?
• Drawing appropriate personnel to positions.
• Are we prepared for terrorist actions?
• Ability to change with the times and satisfy community expectations.
• Teamwork with CAL FIRE - EDH seems territorial and unwilling to share resources.
• Firefighters very visible at community events - do not see Chief Dave that often.
• HHW facility at Bass Lake is not well known - needs more public awareness.
• Closing of stations.
• Response times.
• Manpower downsizing.
• Loss of programs.
• Costs for service does not appear to be sustainable under current and future economic times.
• Firefighters are perceived by the community as being entitled and privileged.
• Community services need to be balanced against the costs required to provide them.

<ul style="list-style-type: none"> <li>• 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.</li> </ul>
<ul style="list-style-type: none"> <li>• 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.</li> </ul>
<ul style="list-style-type: none"> <li>• Salary and benefits.</li> </ul>
<ul style="list-style-type: none"> <li>• Union / management relationships.</li> </ul>
<ul style="list-style-type: none"> <li>• Continued education of firefighters.</li> </ul>
<ul style="list-style-type: none"> <li>• Staffing.</li> </ul>
<ul style="list-style-type: none"> <li>• Benefits (retirement).</li> </ul>
<ul style="list-style-type: none"> <li>• Public participation (great pancake breakfasts).</li> </ul>
<ul style="list-style-type: none"> <li>• Budget.</li> </ul>
<ul style="list-style-type: none"> <li>• Funding sources.</li> </ul>
<ul style="list-style-type: none"> <li>• Salary.</li> </ul>
<ul style="list-style-type: none"> <li>• Not viewing the countywide system and how they can support the system.</li> </ul>
<ul style="list-style-type: none"> <li>• Weak governance.</li> </ul>
<ul style="list-style-type: none"> <li>• Excluding other agencies and districts.</li> </ul>
<ul style="list-style-type: none"> <li>• Not listening to outside and inside criticisms. Being defensive.</li> </ul>
<ul style="list-style-type: none"> <li>• Poor financial management.</li> </ul>

## 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**

<b>Integrity</b>
<b>Service</b>
<b>Excellence</b>

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**

<b>COMMUNICATIONS</b>	<b>CUSTOMER SERVICES</b>
<b>TRAINING</b>	<b>PLANNING</b>

**Table 17: Service Gaps**

<b>DISPATCH</b>	<b>TRAINING</b>
<b>JPA</b>	<b>WORKFORCE</b>
<b>INTERAGENCY RELATIONS</b>	

## ***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**

<b>TRAINING</b>	<b>EMERGENCY COMMUNICATIONS</b>
<b>WORKFORCE PLANNING</b>	<b>COMMUNITY RELATIONS</b>
<b>EXTERNAL SYSTEMS RELATIONS</b>	<b>INTERNATIONAL ACCREDITATION</b>

## ***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.

<b>Goal</b>	<b>Began</b>	<b>Completed</b>	<b>Summary</b>
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:

<b>Program</b>	<b>Outcome</b>	<b>Program</b>	<b>Outcome</b>	<b>Program</b>	<b>Outcome</b>
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.**

<b>Committee:</b>	Matt Eckhardt	Mike Lilienthal
<b>Lead:</b>	Dave Brady	

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

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

<b>Objective 3C</b>	<b>Implement the Special Operations Training Programs and begin to construct the Training Facility for Special Operations and General Training.</b>	
	<b>Timeframe</b>	12 Months
	<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Implement a HazMat Program.</li> <li>• Implement a Water Rescue Program.</li> <li>• Implement an Active Shooter Training Program.</li> <li>• Implement a Technical Rescue minimum training level.</li> <li>• Implement a Truck Program.</li> <li>• Begin construction on the Training Facility.</li> <li>• Training for all employees on implementation.</li> </ul>
	<b>Funding</b>	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

<b>Objective 3D</b>	<b>Assess the effectiveness of the Special Operations Training Programs.</b>	
	<b>Timeframe</b>	January 2018, on-going
	<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Evaluate the HazMat Program.</li> <li>• Evaluate the Water Rescue Program.</li> <li>• Evaluate the Active Shooter Training Program.</li> <li>• Evaluate the Technical Rescue minimum training level.</li> <li>• Evaluate the Truck Program.</li> <li>• Evaluate the progress on the constructions of the Training Facility.</li> <li>• Gain Board approval for construction of the Department Training Center.</li> </ul>
	<b>Funding Estimate</b>	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



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

<b>Objective 3F</b>	<b>Reassess the effectiveness of the Training Program and Department Training Facility.</b>	
	<b>Timeframe</b>	On-going
	<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Poll the employees for the effectiveness of the Training Program.</li> <li>• Test our employees to new standards.</li> <li>• Re-assess current and future training needs.</li> <li>• On-going assessment.</li> </ul>
	<b>Funding Estimate</b>	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	<b>Evaluate Emergency Communications Center delivery.</b>	
	<b>Timeframe</b>	6 Months
	<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Evaluate current performance.</li> <li>• Compare alternatives.</li> <li>• Evaluate departmental needs based upon the Community risk assessment.</li> </ul>
	<b>Funding</b>	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

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

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

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

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

<b>Objective 4F</b>	<b>Evaluate and re-assess</b>	
	<b>Timeframe</b>	On-going
	<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Input from stakeholders.</li> <li>• Adjust as required.</li> <li>• Revisit with technology.</li> </ul>
	<b>Funding Estimate</b>	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"> <li>• Hold an external stakeholder meeting where Community members provide feedback on program priorities, service expectations, departmental concerns and strengths perceived about the Fire Department.</li> <li>• 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.</li> <li>• Determine a work plan for the accomplishment of each goal and implement the plan.</li> <li>• Annually evaluate objectives accomplished with the plan.</li> <li>• Report annual plan progress to internal and external stakeholders.</li> </ul>
	Funding Estimate	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: \$15,000

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

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

Objective 6D	<b>Re-Evaluate Accreditation Goal.</b>	
	<b>Timeframe</b>	Spring 2019 During Strategic Plan Update
	<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Determine value of International Accreditation. <ul style="list-style-type: none"> <li>• If value, effort, and expense is justified, continue to objective 6E, 6F &amp; 6G.</li> <li>• 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.</li> </ul> </li> </ul>
	<b>Funding Estimate</b>	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

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

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

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

<b>Committee:</b>	Joel Warman	Todd Bichel
<b>Lead:</b>	Robyn MacKenzie	

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

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

<b>Objective 7C</b>	<b>Implement the plan.</b>	
	<b>Timeframe</b>	October 2018
	<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Solidify contract with the County.</li> <li>• Hire additional personnel.</li> <li>• Secure a medic unit.</li> <li>• Implement new medic into CAD with specific area of responsibility (EDH).</li> </ul>
	<b>Funding</b>	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

<b>Objective 7D</b>	<b>Evaluate and reassess.</b>	
	<b>Timeframe</b>	Quarterly (on-going)
	<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Re-evaluate statistical information to insure Medic unit placement is effective.</li> <li>• Re-evaluate financials to insure additional medic unit is financially feasible.</li> </ul>
	<b>Funding Estimate</b>	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.**

<b>Committee:</b>	Mike Lilienthal Dave Brady	Dave Roberts Christina Burroughs	Mike Lilienthal
<b>Leads:</b>	Russ Hasemeier		

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

<b>Objective 8B</b>	<b>Recruit/Hire Participants.</b>	
	<b>Timeframe</b>	2 Months
	<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Write and distribute letter of interest and explanation for each program.</li> <li>• Open application period and receive applications.</li> <li>• Schedule interviews for prospective Interns or move current Volunteers directly to Intern roll.</li> <li>• Hire participants.</li> <li>• Establish lists of participants in CVIS, including contact information.</li> </ul>
	<b>Funding Estimate</b>	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

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

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

<b>Objective 8E</b>	<b>Evaluate and reassess.</b>	
	<b>Timeframe</b>	On-going
	<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Re-evaluate the Intern program for functionality.</li> <li>• Re-evaluate the CVIS program for functionality and effectiveness.</li> <li>• Ongoing assessment.</li> </ul>
	<b>Funding Estimate</b>	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.”<sup>3</sup> 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.<sup>4</sup>

### **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.

---

<sup>3</sup> Collins Good to Great and the Social Sectors. Boulder, 2009

<sup>4</sup> 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.<sup>5</sup>

---

<sup>5</sup> 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:

<b>Accreditation</b>	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.
<b>CPR</b>	Cardiopulmonary Resuscitation
<b>Customer(s)</b>	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.
<b>Efficiency</b>	A performance indication where inputs are measured per unit of output (or vice versa).
<b>Environment</b>	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.
<b>Input</b>	A performance indication where the value of resources are used to produce an output.
<b>Mission</b>	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.
<b>NFPA</b>	National Fire Protection Association
<b>Outcome</b>	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
<b>Output</b>	A performance indication where a quality or number of units produced is identified.
<b>Performance Measure</b>	A specific measurable result for each goal and/or program that indicates achievement.
<b>QA/QC</b>	Quality Assurance / Quality Control
<b>Stakeholder</b>	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.



<b>Strategic Goal</b>	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.
<b>Strategic Management</b>	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.
<b>Strategic Objective</b>	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
<b>Strategic Plan</b>	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.
<b>Strategic Planning</b>	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.
<b>Strategy</b>	A description of how a strategic objective will be achieved; a possibility; a plan or methodology for achieving a goal.
<b>Vision</b>	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***

- Bryson, J. M. (2004). *Strategic Planning for Public and Nonprofit Organizations* (3rd Ed.). San Francisco: Jossey-Bass.
- Collins, J. (2009). *Good to Great and the Social Sectors*. Boulder: Jim Collins.
- Commission on Fire Accreditation International. (2009). *Fire & Emergency Service Self-Assessment Manual*. (8<sup>th</sup> Ed.)
- Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*. Retrieved April 25, 2009, from GovInfo: <http://govinfo.library.unt.edu/npr/library/papers/benchmark/customer.html>
- Griffin, R. W. (2008). *Fundamentals of Management* (Fifth Ed.). Boston, MA: Houghton Mifflin Company.
- Sorkin, Ferris, & Hudak. (1984). *Strategies for Cities and Counties*. Public Technology.
- Wheeland, C. M. (2004). *Empowering the Vision – Community-Wide Strategic Planning in Rock Hill, South Carolina*. Lanham, MD: University Press of America.



# **EL DORADO HILLS FIRE DEPARTMENT**

## **MONTHLY ACTIVITY REPORT**

**MAY 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 – MAY 2017	Total Number of Responses –2017	Total Number of Responses – MAY 2016	Total Number of Responses –2016
84	64	328	75	274
85	69	312	71	260
86	52	214	39	150
87	78	292	49	239
91	4	27	4	22
92	2	8	1	10
Mutual Aid	72	335	66	320
Transfer	15	88	16	88
<b>TOTALS</b>	<b>356</b>	<b>1604</b>	<b>321</b>	<b>1363</b>

85.06% Medic Unit Response, 10 Minutes (before exception reports)

87.74% 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.

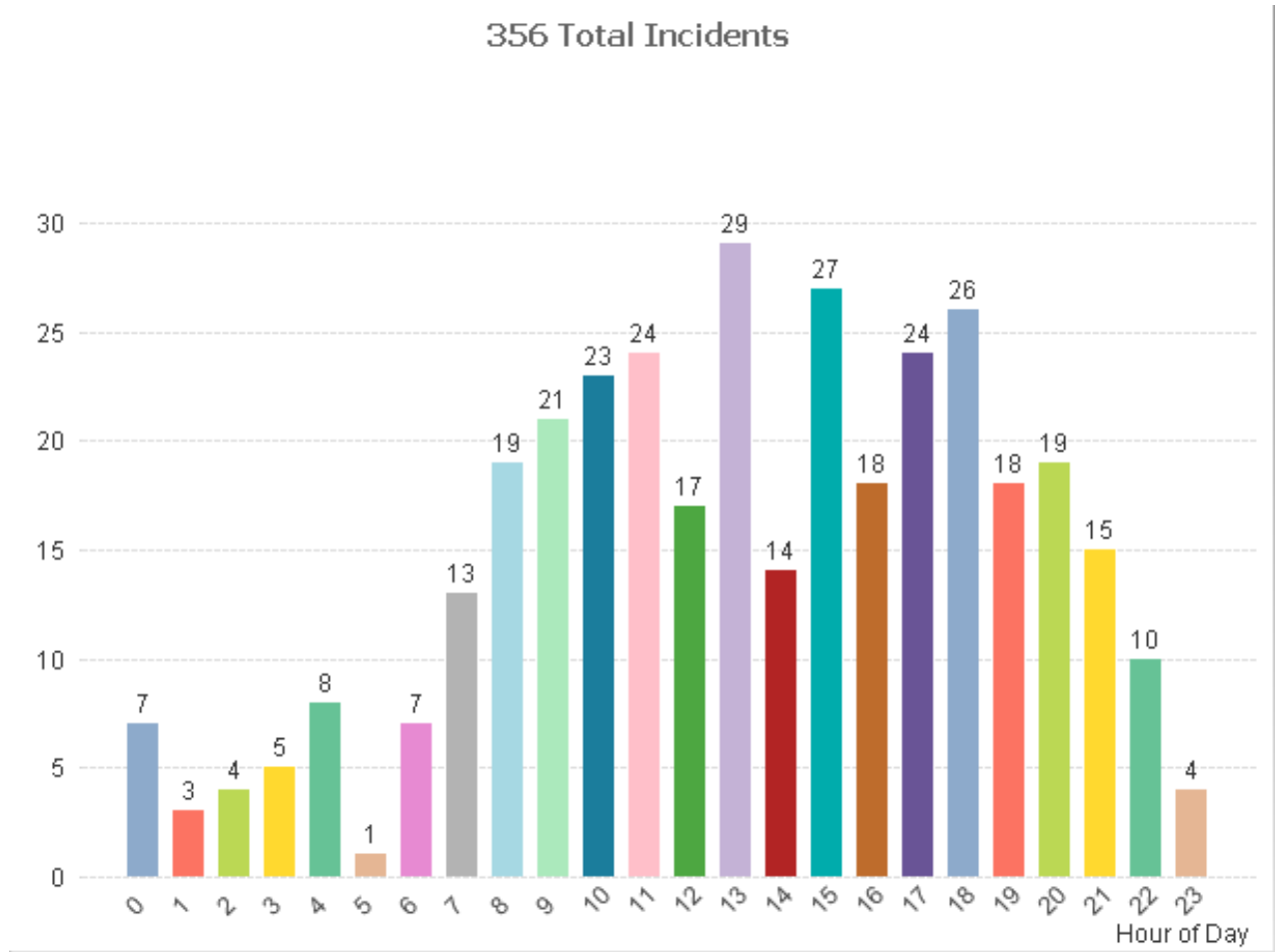
	<b>Camino Call Handling Report</b>	<b>EDH Fire Call Handling Report</b>
Incidents Dispatched Under 60 Seconds	Unable – Report No Longer Exists in Crystal	46% (162 of 351)
Incidents Dispatched Under 90 Seconds	Unable – Report No Longer Exists in Crystal	73% (255 of 351)
	Report – Crystal – JPA Report – 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:

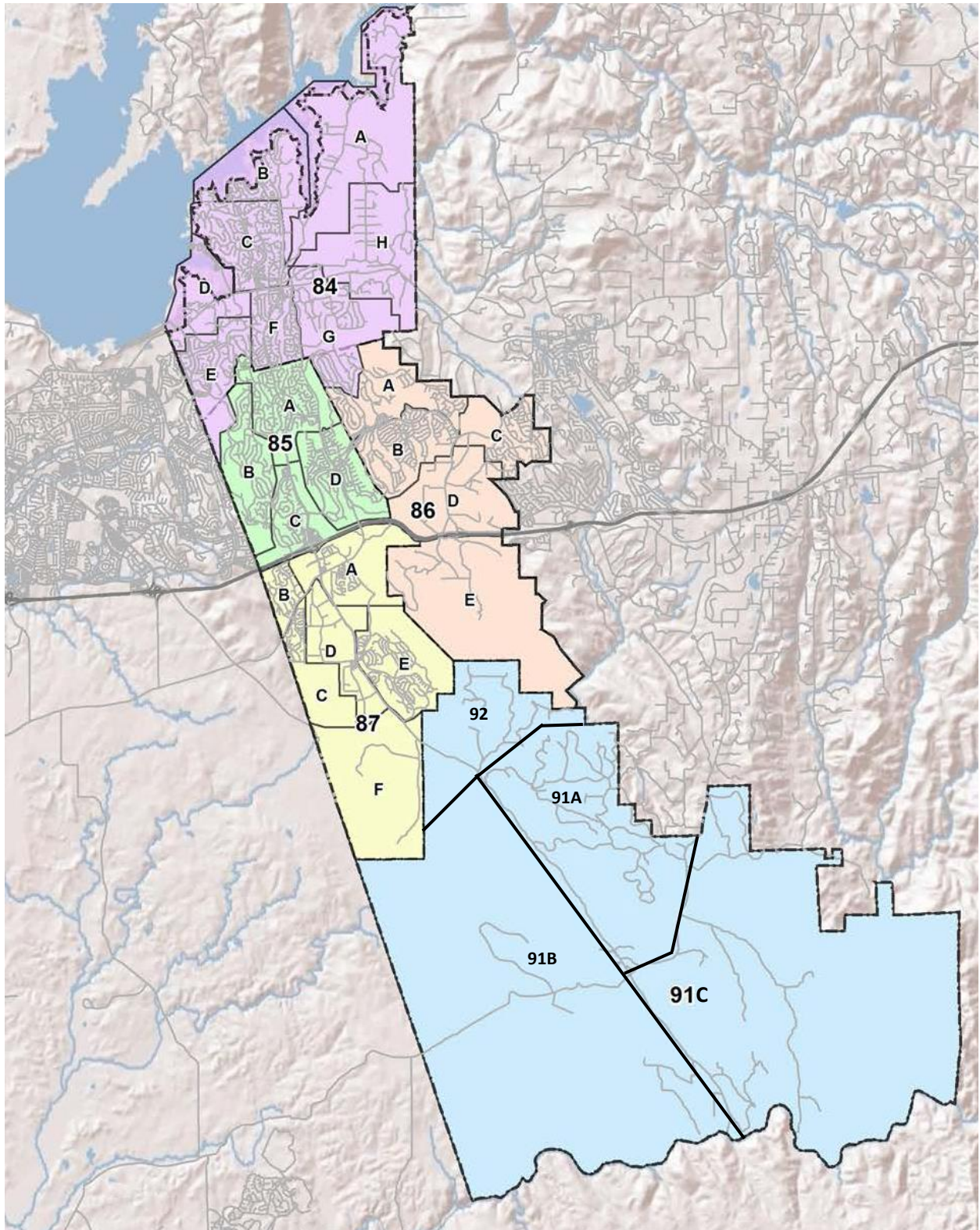
- Deployment Measure 2 - Turnout Time
- Deployment Measure 3 - Travel Time
- Deployment Measure 4 - Total Response Time
- Deployment Measure 5 - Effective Response Force (Fire/Rescue Large Emergency)

# INCIDENTS BY HOUR OF DAY

## JANUARY 1, 2017 THROUGH MAY 31, 2017







**El Dorado Hills Fire Department**  
**Revenue and Expense Forecast - ALL FUNDS**  
For the Fiscal Year Ending June 30, 2017



	FINAL Full Year Budget FY16/17	Full Year Forecast June 30, 2017	Variance Full Year Forecast to Budget	Variance %	Notes/Comments
<b>Revenue</b>					
3240 · Tax Revenue					
3260 · Secured Tax Revenue	15,164,380	15,164,380	-	0%	
3270 · Unsecured Tax Revenue	287,393	287,393	-	0%	
3280 · Homeowners Tax Revenue	144,962	125,872	(19,090)	-13%	
3320 · Supplemental Tax Revenue	234,671	251,774	17,103	7%	
3330 · Sacramento County Revenue	27,456	16,171	(11,284)	-41%	Assessed value of land decreased significantly in 2016/17
3335 · Latrobe Revenue					
3335.2 · Latrobe Special Tax	36,840	36,840	-	0%	
3335.3 · Latrobe Base Transfer	256,651	-	(256,651)	-100%	Dispute w/ County
3340 · Property Tax Administration Fee	(364,250)	(352,143)	12,107	-3%	Fee came in slightly favorable to budget
<b>Total 3240 · Tax Revenue</b>	<b>15,788,103</b>	<b>15,530,286</b>	<b>(257,816)</b>	<b>-2%</b>	
3505 · Misc. Revenue, Vacant Lot	-	716	716	0%	
3506 · Misc. Revenue, Fire Prev. Fees	70,000	51,461	(18,539)	-26%	
3510 · Misc. Operating Revenue					
3512 · JPA Revenue	918,537	987,187	68,651	7%	OT higher than budget - offset w/ expense below
3513 · Rental Income (Cell site)	36,000	25,200	(10,800)	-30%	2nd cell site did not come to fruition
3515 · OES/Mutual Aid Reimbursement	414,000	585,713	171,713	41%	Severe fire season - offset w/ OT below
3520 · Interest Earned	70,000	97,464	27,464	39%	Interest rates higher than budget
3510 · Misc. Operating Revenue - Other	20,000	21,738	1,738	9%	
<b>Total 3510 · Misc. Operating Revenue</b>	<b>1,458,537</b>	<b>1,717,302</b>	<b>258,765</b>	<b>18%</b>	
<b>Total Operating Revenue</b>	<b>\$ 17,316,639</b>	<b>\$ 17,299,049</b>	<b>\$ (17,590)</b>	<b>0%</b>	
3570 · Proceeds from Sale of Assets	60,000	93,630	33,630	56%	Sale of E-8560 not budgeted - also other small surplus sales
<b>Total Revenue</b>	<b>\$ 17,376,639</b>	<b>\$ 17,393,395</b>	<b>\$ 16,756</b>	<b>0%</b>	

**El Dorado Hills Fire Department**  
**Revenue and Expense Forecast - ALL FUNDS**  
For the Fiscal Year Ending June 30, 2017



**Expenditures**

6000 · Salaries & Wages

	FINAL Full Year Budget FY16/17	Full Year Forecast June 30, 2017	Variance Full Year Forecast to Budget	Variance %	Notes/Comments
6001 · Salaries & Wages, Fire	5,912,782	5,815,594	97,188	2%	
6011 · Education/Longevity Pay	495,050	453,935	41,115	8%	Timing of Chief Officer Certs for Chiefs
6016 · Salaries & Wages, Admin/Prev	615,556	551,036	64,520	10%	More hours budgeted for part-time admins than utilized. Timing of step increases.
6017 · Volunteer Pay	100,000	69,179	30,821	31%	Suspension of volunteer program
6018 · Director Pay	18,000	15,005	2,995	17%	Fewer committee meetings than budgeted.
6019 · Overtime		-			
6019.1 · Overtime, Operational	1,685,706	1,642,947	42,758	3%	Fewer OT hours worked than budgeted for constant staffing
6019.2 · Overtime, Outside Aid	412,000	482,087	(70,087)	-17%	Severe fire season - offset w/ revenue above
6019.3 · Overtime, JPA	103,397	169,052	(65,655)	-63%	Several employees out on extended leave/position vacancies
Total 6019 · Overtime	2,201,102	2,294,086	(92,983)	-4%	
6020 · P.E.R.S. Retirement	2,306,236	2,268,430	37,805	2%	
6030 · Workers Compensation	798,529	765,481	33,048	4%	Favorable 2017 Calendar Year premium
6031 · Life Insurance	6,224	5,875	349	6%	
6032 · P.E.R.S. Health Benefits	1,449,069	1,431,009	18,060	1%	
6033 · Disability Insurance	16,170	16,685	(515)	-3%	
6034 · Health Cost of Retirees	866,964	856,646	10,318	1%	
6040 · Dental/Vision Expense	174,840	165,728	9,112	5%	
6050 · Unemployment Insurance	14,490	14,484	6	0%	
6060 · Vacation & Sick Expense Reserve	150,000	(0)	150,000	100%	No liability adjustments expected
6070 · Medicare	139,261	129,948	9,313	7%	
Total 6000 · Salaries & Wages	15,264,273	14,853,120	411,153	3%	

**El Dorado Hills Fire Department**  
**Revenue and Expense Forecast - ALL FUNDS**  
For the Fiscal Year Ending June 30, 2017



	FINAL Full Year Budget FY16/17	Full Year Forecast June 30, 2017	Variance Full Year Forecast to Budget	Variance %	Notes/Comments
<b>6100 · Clothing &amp; Personal Supplies</b>					
6101 · Uniform Allowance	64,850	58,550	6,300	10%	Fewer Class A Reimbursements than budgeted
6102 · Other Clothing & Personal Supplies	54,845	64,535	(9,690)	-18%	Rescue Gear Purchased
<b>Total 6100 · Clothing &amp; Personal Supplies</b>	<b>119,695</b>	<b>123,085</b>	<b>(3,390)</b>	<b>-3%</b>	
<b>6110 · Network/Communications</b>					
6111 · Telecommunications	67,352	51,284	16,068	24%	AT&T CalNet 3 favorable to budget; less VOIP system maintenance than budgeted Dispatch Services less than budgeted
6112 · Dispatch Services	120,000	89,840	30,160	25%	
6113 · Network/Connectivity	34,850	30,825	4,025	12%	
<b>Total 6110 · Communications</b>	<b>222,202</b>	<b>171,949</b>	<b>50,253</b>	<b>23%</b>	
<b>6120 · Housekeeping</b>	<b>30,214</b>	<b>34,261</b>	<b>(4,047)</b>	<b>-13%</b>	
<b>6130 · Insurance</b>					
6131 · General Insurance	55,659	51,023	4,636	8%	
<b>Total 6130 · Insurance</b>	<b>55,659</b>	<b>51,023</b>	<b>4,636</b>	<b>8%</b>	
<b>6140 · Maintenance of Equipment</b>					
6141 · Tires	25,000	16,900	8,100	32%	
6142 · Parts & Supplies	21,000	27,199	(6,199)	-30%	
6143 · Outside Work	116,053	142,753	(26,700)	-23%	
6144 · Equipment Maintenance	90,420	23,466	66,954	74%	
6145 · Radio Maintenance	20,430	13,438	6,992	34%	
<b>Total 6140 · Maintenance of Equipment</b>	<b>272,903</b>	<b>223,757</b>	<b>49,146</b>	<b>18%</b>	Apparatus/Equipment Maintenance unpredictable
<b>6150 · Maintenance, Structures &amp; Ground</b>	<b>107,566</b>	<b>108,520</b>	<b>(954)</b>	<b>-1%</b>	
<b>6160 · Medical Supplies</b>					
6161 · Medical Supplies	5,500	5,500	-	0%	
<b>Total 6160 · Medical Supplies</b>	<b>5,500</b>	<b>5,500</b>	<b>-</b>	<b>0%</b>	
<b>6170 · Dues and Subscriptions</b>	<b>11,339</b>	<b>10,230</b>	<b>1,109</b>	<b>10%</b>	



**El Dorado Hills Fire Department**  
**Revenue and Expense Forecast - ALL FUNDS**  
For the Fiscal Year Ending June 30, 2017



	FINAL Full Year Budget FY16/17	Full Year Forecast June 30, 2017	Variance Full Year Forecast to Budget	Variance %	Notes/Comments
<b>6180 · Miscellaneous</b>		-			
6181 · Miscellaneous	4,000	3,855	145	4%	
6182 · Honor Guard	1,000	2,561	(1,561)	-156%	
6183 · Explorer Program	2,500	2,000	500	20%	
6184 · Pipes and Drums	-	-	-	0%	
<b>Total 6180 · Miscellaneous</b>	<b>7,500</b>	<b>8,417</b>	<b>(917)</b>	<b>-12%</b>	
<b>6190 · Office Supplies</b>	<b>24,599</b>	<b>28,494</b>	<b>(3,895)</b>	<b>-16%</b>	
<b>6200 · Professional Services</b>					
6201 · Audit	10,500	10,750	(250)	-2%	
6202 · Legal/Human Resources	138,210	127,249	10,961	8%	
6203 · Notices	3,000	983	2,017	67%	
6204 · Other Professional Services	214,094	153,654	60,440	28%	Delay in timing of Nexus Study (\$20k); Medical Evals favorable (\$10k)
6205 · Elections/Tax Administration	20,000	23,449	(3,449)	-17%	
6206 · Public Relations	4,900	100	4,800	98%	
<b>Total 6200 · Professional Services</b>	<b>390,704</b>	<b>316,184</b>	<b>74,520</b>	<b>19%</b>	
<b>6210 · Information Technology</b>					
6211 · Software Licenses/Subscriptions	68,744	63,317	5,427	8%	
6212 · IT Support/Implementation	107,374	81,739	25,635	24%	Lower cost of server upgrade than budgeted; Lower IT consulting than budgeted
<b>Total 6210 · Information Technology</b>	<b>176,118</b>	<b>145,056</b>	<b>31,062</b>	<b>18%</b>	
<b>6220 · Rents and Leases</b>					
6221 · Facilities/Equipment Lease	17,998	17,998	-	0%	
6222 · Solar Lease	65,388	52,016	13,372	20%	Solar lease started later in fiscal year than budgeted
<b>Total 6220 · Rents and Leases</b>	<b>83,386</b>	<b>70,014</b>	<b>13,372</b>	<b>16%</b>	
<b>6230 · Small Tools and Supplies</b>	<b>49,850</b>	<b>69,862</b>	<b>(20,012)</b>	<b>-40%</b>	Rope Rescue Equipment purchased

**El Dorado Hills Fire Department**  
**Revenue and Expense Forecast - ALL FUNDS**  
For the Fiscal Year Ending June 30, 2017



	FINAL Full Year Budget FY16/17	Full Year Forecast June 30, 2017	Variance Full Year Forecast to Budget	Variance %	Notes/Comments
<b>6240 · Special Expenses</b>		-			
6241 · Training	118,327	112,656	5,671	5%	
6242 · Fire Prevention	18,310	14,373	3,937	22%	
6243 · Licenses	-	10	(10)	0%	
6244 · Directors' Training & Travel	-	-	-	0%	
<b>Total 6240 · Special Expenses</b>	<b>136,637</b>	<b>127,039</b>	<b>9,598</b>	<b>7%</b>	
<b>6250 · Transportation and Travel</b>					
6251 · Fuel and Oil	70,000	53,925	16,075	23%	Fuel prices favorable to budget
6252 · Travel	19,000	21,085	(2,085)	-11%	
6253 · Meals & Refreshments	21,000	18,250	2,750	13%	
<b>Total 6250 · Transportation and Travel</b>	<b>110,000</b>	<b>93,259</b>	<b>16,741</b>	<b>15%</b>	
<b>6260 · Utilities</b>					
6261 · Electricity	10,200	16,119	(5,919)	-58%	Solar lease started later in fiscal year than anticipated - offset with solar savings above
6262 · Natural Gas/Propane	17,000	24,372	(7,372)	-43%	Higer rates/usage than budgeted
6263 · Water/Sewer	14,000	15,299	(1,299)	-9%	
<b>Total 6260 · Utilities</b>	<b>41,200</b>	<b>55,790</b>	<b>(14,590)</b>	<b>-35%</b>	
<b>Total Operating Expenditures</b>	<b>\$ 17,109,345</b>	<b>\$ 16,495,560</b>	<b>\$ 613,785</b>	<b>4%</b>	
<b>Operating Revenue - Operating Expenditures</b>	<b>\$ 207,294</b>	<b>\$ 803,489</b>	<b>\$ (596,195)</b>	<b>-288%</b>	
6560 · Payroll Exps- PERS Prepayment	-	-	-	0%	
6720 · Fixed Assets	1,587,905	923,681	664,224	42%	Delay in timing of Type 1 engine purchase
<b>Total Expenditures</b>	<b>\$ 18,697,250</b>	<b>\$ 17,419,241</b>	<b>\$ 1,278,009</b>	<b>7%</b>	
<b>Total Revenue - Total Expenditures</b>	<b>\$ (1,320,611)</b>	<b>\$ (25,845)</b>	<b>\$ 1,294,766</b>		



**EL DORADO HILLS COUNTY WATER DISTRICT**  
**RESOLUTION 2017-19**  
**RESOLUTION FOR PAYING AND REPORTING THE VALUE OF**  
**EMPLOYER PAID MEMBER CONTRIBUTIONS**  
**FIRST LEVEL SAFETY (FIRE) EMPLOYEES**

WHEREAS, the governing body of the El Dorado Hills County Water District has the authority to implement Government Code Section 20636(c) (4) pursuant to Section 20691;

WHEREAS, the governing body of the El Dorado Hills County Water District has a written labor policy or agreement which specifically provides for the normal member contributions to be paid by the employer, and reported as additional compensation;

WHEREAS, one of the steps in the procedures to implement Section 20691 is the adoption by the governing body of the El Dorado Hills County Water District of a Resolution to commence paying and reporting the value of said Employer Paid Member Contributions (EPMC);

WHEREAS, the governing body of the El Dorado Hills County Water District has identified the following conditions for the purpose of its election to pay EPMC;

- **This benefit shall apply to all employees of Safety – Fire First Level membership category.**
- **This benefit shall consist of paying 9% of the normal contributions as EPMC, and reporting the same percent (value) of compensation earnable\*\* {excluding Government Code Section 20636(c)(4)} as additional compensation.**
- **The effective date of this Resolution shall be June 15, 2017.**

**NOW, THEREFORE,** BE IT RESOLVED that the governing body of the El Dorado Hills County Water District elects to pay and report the value of EPMC, as set forth above.

**PASSED AND ADOPTED** by the Board of the El Dorado Hills County Water District this 15<sup>th</sup> day of June, 2017, by the following vote:

**AYES:**

**NOES:**

**ABSENT:**

BY:

---

Charles J. Hartley, Board President

ATTEST:

---

Jessica Braddock, Board Secretary

\* Note: Payment of EPMC and reporting the value of EPMC on compensation earnable is on pay rate and special compensation except special compensation delineated in Government Code Section 20636(c)(4) which is the monetary value of EPMC on compensation earnable.

**EL DORADO HILLS COUNTY WATER DISTRICT**

**RESOLUTION 2017-20**

**RESOLUTION FOR PAYING AND REPORTING THE VALUE OF  
EMPLOYER PAID MEMBER CONTRIBUTIONS  
SECOND LEVEL SAFETY (FIRE) EMPLOYEES**

WHEREAS, the governing body of the El Dorado Hills County Water District has the authority to implement Government Code Section 20636(c) (4) pursuant to Section 20691;

WHEREAS, the governing body of the El Dorado Hills County Water District has a written labor policy or agreement which specifically provides for the normal member contributions to be paid by the employer, and reported as additional compensation;

WHEREAS, one of the steps in the procedures to implement Section 20691 is the adoption by the governing body of the El Dorado Hills County Water District of a Resolution to commence paying and reporting the value of said Employer Paid Member Contributions (EPMC);

WHEREAS, the governing body of the El Dorado Hills County Water District has identified the following conditions for the purpose of its election to pay EPMC;

- **This benefit shall apply to all employees of Safety – Fire Second Level membership category.**
- **This benefit shall consist of paying 9% of the normal contributions as EPMC, and reporting the same percent (value) of compensation earnable\*\* {excluding Government Code Section 20636(c)(4)} as additional compensation.**
- **The effective date of this Resolution shall be June 15, 2017.**

**NOW, THEREFORE,** BE IT RESOLVED that the governing body of the El Dorado Hills County Water District elects to pay and report the value of EPMC, as set forth above.

**PASSED AND ADOPTED** by the Board of the El Dorado Hills County Water District this 15<sup>th</sup> day of June, 2017, by the following vote:

**AYES:**

**NOES:**

**ABSENT:**

BY:

---

Charles J. Hartley, Board President

ATTEST:

---

Jessica Braddock, Board Secretary

\* Note: Payment of EPMC and reporting the value of EPMC on compensation earnable is on pay rate and special compensation except special compensation delineated in Government Code Section 20636(c)(4) which is the monetary value of EPMC on compensation earnable.

**EL DORADO HILLS COUNTY WATER DISTRICT**

**RESOLUTION 2017-21**

**RESOLUTION FOR PAYING AND REPORTING THE VALUE OF  
EMPLOYER PAID MEMBER CONTRIBUTIONS  
FIRST LEVEL MISCELLANEOUS EMPLOYEES**

WHEREAS, the governing body of the El Dorado Hills County Water District has the authority to implement Government Code Section 20636(c) (4) pursuant to Section 20691;

WHEREAS, the governing body of the El Dorado Hills County Water District has a written labor policy or agreement which specifically provides for the normal member contributions to be paid by the employer, and reported as additional compensation;

WHEREAS, one of the steps in the procedures to implement Section 20691 is the adoption by the governing body of the El Dorado Hills County Water District of a Resolution to commence paying and reporting the value of said Employer Paid Member Contributions (EPMC);

WHEREAS, the governing body of the El Dorado Hills County Water District has identified the following conditions for the purpose of its election to pay EPMC;

- **This benefit shall apply to all employees of Miscellaneous First Level membership category.**
- **This benefit shall consist of paying 8% of the normal contributions as EPMC, and reporting the same percent (value) of compensation earnable\*\* {excluding Government Code Section 20636(c)(4)} as additional compensation.**
- **The effective date of this Resolution shall be June 15, 2017.**

**NOW, THEREFORE,** BE IT RESOLVED that the governing body of the El Dorado Hills County Water District elects to pay and report the value of EPMC, as set forth above.

**PASSED AND ADOPTED** by the Board of the El Dorado Hills County Water District this 15<sup>th</sup> day of June, 2017, by the following vote:

**AYES:**

**NOES:**

**ABSENT:**

BY:

---

Charles J. Hartley, Board President

ATTEST:

---

Jessica Braddock, Board Secretary

\* Note: Payment of EPMC and reporting the value of EPMC on compensation earnable is on pay rate and special compensation except special compensation delineated in Government Code Section 20636(c)(4) which is the monetary value of EPMC on compensation earnable.



**EL DORADO HILLS COUNTY WATER DISTRICT**  
**RESOLUTION 2017-22**  
**RESOLUTION FOR PAYING AND REPORTING THE VALUE OF**  
**EMPLOYER PAID MEMBER CONTRIBUTIONS**  
**SECOND LEVEL MISCELLANEOUS EMPLOYEES**

WHEREAS, the governing body of the El Dorado Hills County Water District has the authority to implement Government Code Section 20636(c) (4) pursuant to Section 20691;

WHEREAS, the governing body of the El Dorado Hills County Water District has a written labor policy or agreement which specifically provides for the normal member contributions to be paid by the employer, and reported as additional compensation;

WHEREAS, one of the steps in the procedures to implement Section 20691 is the adoption by the governing body of the El Dorado Hills County Water District of a Resolution to commence paying and reporting the value of said Employer Paid Member Contributions (EPMC);

WHEREAS, the governing body of the El Dorado Hills County Water District has identified the following conditions for the purpose of its election to pay EPMC;

- **This benefit shall apply to all employees of Miscellaneous Second Level membership category.**
- **This benefit shall consist of paying 7% of the normal contributions as EPMC, and reporting the same percent (value) of compensation earnable\*\* {excluding Government Code Section 20636(c)(4)} as additional compensation.**
- **The effective date of this Resolution shall be June 15, 2017.**

**NOW, THEREFORE,** BE IT RESOLVED that the governing body of the El Dorado Hills County Water District elects to pay and report the value of EPMC, as set forth above.

**PASSED AND ADOPTED** by the Board of the El Dorado Hills County Water District this 15<sup>th</sup> day of June, 2017, by the following vote:

**AYES:**

**NOES:**

**ABSENT:**

BY:

---

Charles J. Hartley, Board President

ATTEST:

---

Jessica Braddock, Board Secretary

\* Note: Payment of EPMC and reporting the value of EPMC on compensation earnable is on pay rate and special compensation except special compensation delineated in Government Code Section 20636(c)(4) which is the monetary value of EPMC on compensation earnable.