



2012-2017 Strategic Plan



Executive Summary

Introduction

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 50 square miles of El Dorado Hills, California. 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.

This Strategic Plan, with its foundation based in Community and membership input, 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.

Objective

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 four "Critical Issues" and five "Service Gaps". This information provided the planning team with the foundation for the establishment of the six Strategic Initiatives and their related goals and objectives as outlined in this comprehensive five year plan. Furthermore, in an effort to work toward self-improvement, the Department is pursuing accreditation through the Commission on Fire Accreditation International (CFAI).

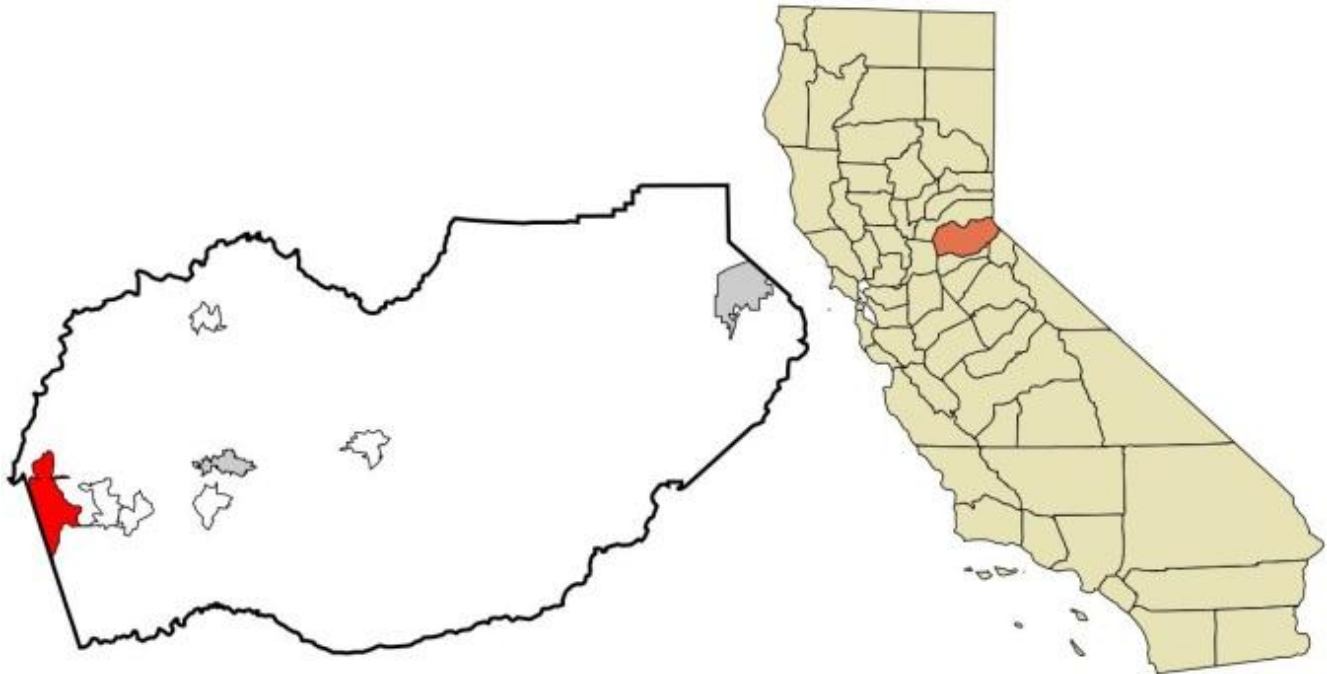


EL DORADO HILLS FIRE DEPARTMENT STRATEGIC PLAN

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I. Organizational Background



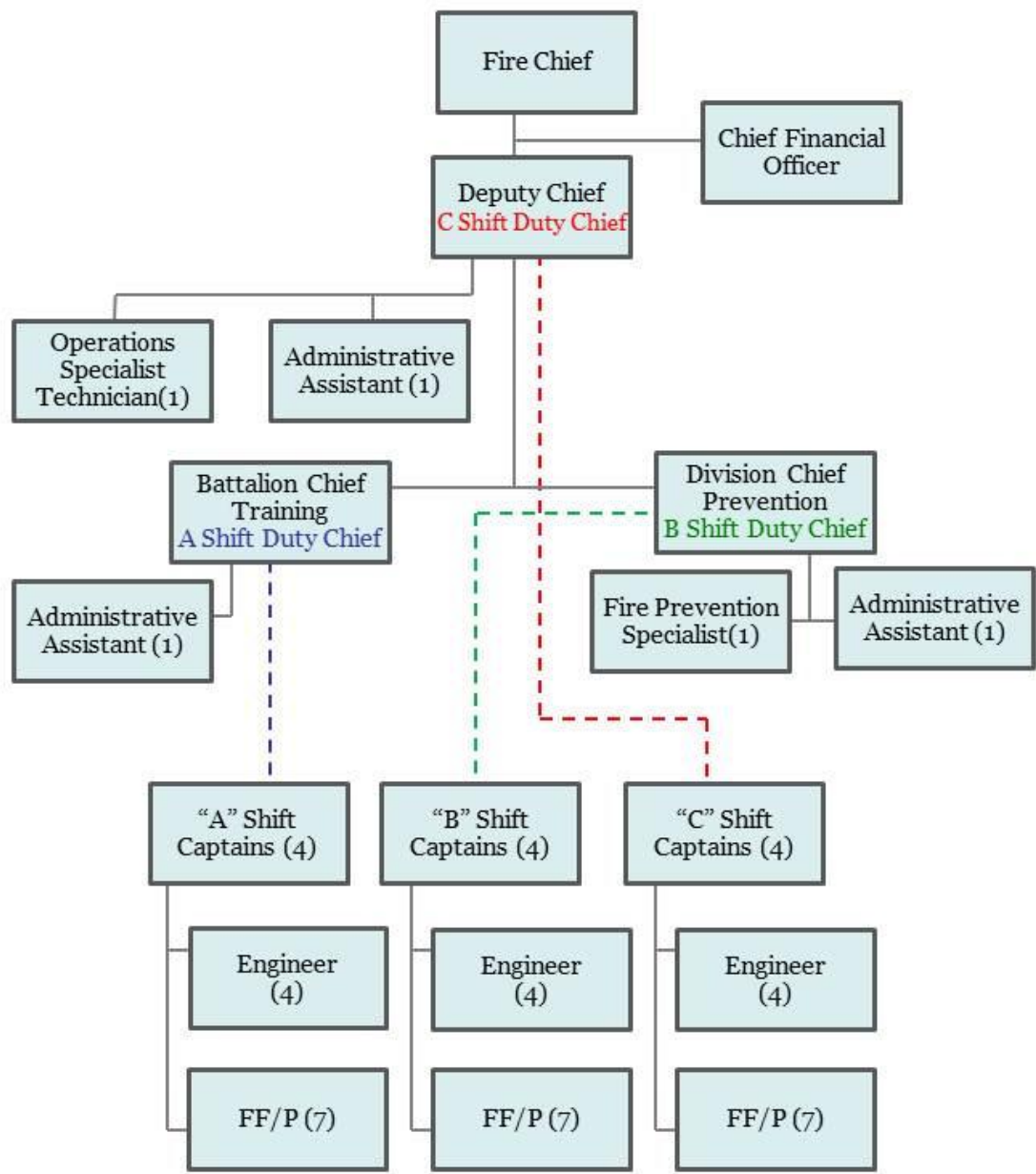
El Dorado Hills is an unincorporated census designated place (CDP) in El Dorado County, California, and within the Sacramento Metropolitan Area. The area was settled in the mid-1800s as part of the Sierra Nevada Goldfields, though it's modern history dates back to the early 1960s when it began development as a master planned Community. Residential and business development has grown the area to 48.6 square miles with a 2010 population of 42,108.

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. Today, the ISO rated 3/8 EDHFD serves the Community from four stations (one housing the administration offices) with ten engines, one air/light support unit, one water tender, one medic unit, and one ladder truck. Though the agency initially began with all volunteers, it is now staffed with 54 paid personnel and 27 volunteers. Looking ahead, the EDHFD allowed room for growth in its administration offices and has plans for a training facility, complete with classrooms, training tower, and various firefighting props.

Organizational Structure

Current Staffing Plan
Organization Chart
(2012)



Revised by kramer 08/29/12

II. Definition of a Community-Driven Strategic Plan

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

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

What is a Strategic Plan?

It is a living management tool that:

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

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

Peter F. Drucker,
Professor of Social Science
and Management

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

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

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

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

a continuous and systematic process

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

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

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

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

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

Where Does the Community Fit into the Strategic Planning Process?

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

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

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

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

Performance Assessment

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

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

The Community–Driven Strategic Planning Process Outline

The specific steps of the process are as follows:

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

III. Process and Acknowledgements

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

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

Table 1: El Dorado Hills Fire Department External Stakeholders

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



IV. Community Group Findings

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

Community Priorities

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

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

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

External stakeholders conducting a work session



Community Expectations

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

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

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

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

Areas of Community Concern

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

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

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

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

Positive Community Feedback

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

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

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

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

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

Other Thoughts and Comments

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

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

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

External stakeholders conducting a work session



V. Internal Stakeholder Group Findings

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

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

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

Internal Stakeholder Group



VI. Mission

The purpose of the Mission is to answer the questions:

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

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

Table 8: El Dorado Hills Fire Department's Mission

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

Internal stakeholders conducting a work session



VII. Values

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

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

Integrity
Service
Excellence

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

Internal stakeholders conducting a work session



VIII. Programs and Services

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

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

Table 10: Core Programs

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

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

Table 11: Support Services

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

IX. S.W.O.T. Analysis

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

Strengths

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

Table 12: El Dorado Hills Fire Department Strengths

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

Weaknesses

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

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

Table 13: El Dorado Hills Fire Department Weaknesses

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

Opportunities

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

Table 14: El Dorado Hills Fire Department Opportunities

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

Threats

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

Table 15: El Dorado Hills Fire Department Threats

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

X. Critical Issues and Service Gaps

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

Table 16: Critical Issues

COMMUNICATIONS	CUSTOMER SERVICES
TRAINING	PLANNING

Table 17: Service Gaps

DISPATCH	TRAINING
JPA	WORKFORCE
INTERAGENCY RELATIONS	

XI. Strategic Initiatives

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

Table 18: Strategic Initiatives

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

XII. Goals and Objectives

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

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

***“If you don’t keep score,
you’re only practicing.”***

Vince Lombardi,
American Football Coach and Motivator

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 1

Community Relations



GOAL 1: Improve Community relations in order to exceed customer expectations.

Committee: Tom Anselmo Dave Brady
Lead: Mike Gygax

Objective 1A	Evaluate customer service programs and available resources.	
	Timeframe	3 Months
	Critical Tasks	<ul style="list-style-type: none"> • Develop a list of current programs to include a cost and benefit analysis for each program. • Determine value in relation to Community needs. • Analyze results.
	Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 1B	Develop plan.	
	Timeframe	2 Months
	Critical Tasks	<ul style="list-style-type: none"> • Adjust programs as required. • Identify required resources. • Assign programs.
	Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 1C	Evaluate and re-assess.	
	Timeframe	3 Months (1 year post implementation)
	Critical Tasks	<ul style="list-style-type: none"> • Conduct internal survey. • Conduct external survey. • Adjust as necessary.
	Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 1D	Evaluate the current perception of the Fire Department.	
	Timeframe	2 Months
	Critical Tasks	<ul style="list-style-type: none"> • Develop survey. • Conduct survey. • Evaluate results.
	Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 1E	Develop plan to address perception and awareness.	
	Timeframe	3 Months
	Critical Tasks	<ul style="list-style-type: none"> • Create messages. • Determine message delivery model. • Implement.
	Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 1F	Evaluate and re-assess public perception.	
	Timeframe	3 Months (1 year post implementation)
	Critical Tasks	<ul style="list-style-type: none"> • Conduct survey. • Determine gaps and opportunities. • Adjust programs.
	Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Goal 2

Workforce



GOAL 2: Ensure an efficient and effective workforce to better support our mission.

Committee:	Lisa Perillo	Tom Zarback
Leads:	Kasey Owens	Jill Engelmann

Objective 2A	Identify and prioritize current operational programs.	
	Timeframe	1 Month
	Critical Tasks	<ul style="list-style-type: none"> • Develop a list of current internal programs. • Develop a cost/benefit/need/staffing analysis for each program. • Prioritize programs based upon analysis.
	Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 2B	Develop distribution plan.	
	Timeframe	1 Month
	Critical Tasks	<ul style="list-style-type: none"> • Identify current lead person for each program. • Assign adequate resources for each program. • Finalize operational program chart.
	Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 2C	Implement plan.	
	Timeframe	3 Months
	Critical Tasks	<ul style="list-style-type: none"> • Distribute and post the operational program chart with descriptions to all personnel. • Incorporate program assignments into annual evaluation process. • Evaluate plan effectiveness.
	Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 2D	Identify current and future workforce needs.	
	Timeframe	3 Months
	Critical Tasks	<ul style="list-style-type: none"> • Verify the current organization chart. • Collect and analyze data. • Identify gaps now, and in the future.
	Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

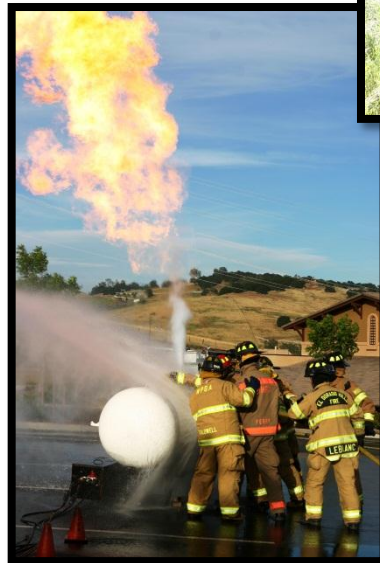
Objective 2E	Develop a plan to address identified needs.	
	Timeframe	2 Months
	Critical Tasks	<ul style="list-style-type: none"> • Evaluate alternatives to address identified gaps. • Collect input from internal stakeholders for buy-in. • Select most viable alternative(s). • Prepare outline for implementation of plan.
	Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 2F	Implement plan.	
	Timeframe	3 – 6 Months
	Critical Tasks	<ul style="list-style-type: none"> • Schedule planning phases. • Conduct training/hiring/re-organization based upon resource needs. • Verify assumptions.
	Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 2G	Identify current and future workforce needs.	
	Timeframe	1 Month, on-going annually
	Critical Tasks	<ul style="list-style-type: none"> • Verify the current organization chart. • Collect and analyze data. • Identify gaps now, and in the future.
	Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Goal 3

Training Program



GOAL 3: To improve and maintain an effective Training Program.

Committee:	Matt Belleci Rob Karnow	Chris Landry	John Niehues
Lead:	Matt Eckhardt		

Objective 3A	Evaluate the current Training Program and its current shortfalls.	
	Timeframe	3 Months
	Critical Tasks	<ul style="list-style-type: none"> • Poll the Department for shortfalls/improvements of the current training program. • Research/compare with other training programs. • Assess Community needs based upon the risk assessment. • Assess needs vs. wants on training grounds. • Assess current and past promotional academies. • Evaluate testing processes.
	Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 3B	Develop a comprehensive Training Program.	
	Timeframe	12 Months
	Critical Tasks	<ul style="list-style-type: none"> • Develop critical call review. • Evaluate and develop Department wide minimum performance standards. • Develop and provide a probationary packet for promotions; arrange mentors for new hires and promotions. • Set minimum qualifications requirements for new hires. • Focus advanced training based on Community risk assessment and rank. • Develop a succession training packet.
	Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 3C	Implement new training objectives.	
	Timeframe	12 Months
	Critical Tasks	<ul style="list-style-type: none"> • Make the data accessible to all in target solutions. • Develop and implement a beta test. • Implement train-the-trainer. • Implement critical call review. • Training for all employees on implementation.
	Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 3D	Reassess the effectiveness of the Training Program and implement changes as needed.	
	Timeframe	12 Months and on-going
	Critical Tasks	<ul style="list-style-type: none"> • Poll the employees for the effectiveness of the implementation. • Test our employees to new standards. • Re-assess current and future training needs based upon bullets 1 and 2, and implement. • On-going assessment and implementation.
	Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Goal 4

Emergency Communications



GOAL 4: Evaluate and improve Emergency Communications.

Committee:	Mike MacKenzie Jim O'Camb	David Merino	Antonio Moreno
Lead:	Dave Brady		

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

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

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

Objective 4D	Develop plan to improve all aspects of emergency communications.	
	Timeframe	6 Months
	Critical Tasks	<ul style="list-style-type: none"> • Assign personnel and responsibilities. • Research and acquire funding. • Testing/QA/peer review of alternatives. • Solicit input and cooperation from neighboring agencies. • Select course of action.
	Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 4E	Implement plan.	
	Timeframe	3 Months
	Critical Tasks	<ul style="list-style-type: none"> • Coordination with affected agencies. • Train personnel on new/updated equipment and procedures. • Execute.
	Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

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

Goal 5

Inter-Agency Relationships



GOAL 5: Enhance Inter-agency relationships and communications to better serve our mission.

Committee:	Jim Christian	Mike Roppolo	Dave Ward
Lead:	Dave Roberts		

Objective 5A	Identify all relationships between El Dorado Hills Fire and surrounding agencies.	
	Timeframe	2 Months
	Critical Tasks	<ul style="list-style-type: none"> • Create and categorize the list of agencies that EDHFD interacts with. • Collect data on interactions with agencies by survey. • Analyze the data. • Select identified target agencies.
	Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 5B	Define attributes for positive relationships.	
	Timeframe	1 Month
	Critical Tasks	<ul style="list-style-type: none"> • Explore the reasons why the relationship is positive or negative. • Establish the attributes list; positive and negative. • Define critical attributes for a successful relationship.
	Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 5C	Create the Inter-agency relationship and Communications Plan.	
	Timeframe	3 Months
	Critical Tasks	<ul style="list-style-type: none"> • Prepare outline for steps necessary to complete the plan. • Share the outline internally and solicit input. • Schedule and host Inter-agency Relationship Communications (IRC) workshop. • Finalize the plan.
	Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 5D	Implement the Inter-agency Relationship and Communications Plan.	
	Timeframe	2 Months
	Critical Tasks	<ul style="list-style-type: none"> • Contact agency representatives and schedule focus group meetings. • Determine facilitator for the focus group meetings. • Create detailed agenda and supporting documents. • Host IRC Focus group meetings. Conduct post analysis for every meeting.
	Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Objective 5E	Evaluate the effectiveness of the Inter-agency Relationship and Communications Plan.	
	Timeframe	4 Months
	Critical Tasks	<ul style="list-style-type: none"> • Create IRC evaluation survey. • Distribute IRC survey to external agencies. • Conduct internal relationship assessment. • Analyze data. • Make any changes necessary based upon the results of the evaluation data.
	Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

Goal 6

International Accreditation



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

Committee: Russ Hasemeier

Lead: Dave Roberts

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

Objective 6B	Conduct a Community hazards and risk assessment, and publish a Community Risk and Standards of Cover document.	
	Timeframe	6 – 12 months
	Critical Tasks	<ul style="list-style-type: none"> • Receive customized instruction on hazard and risk assessment, and standards of cover document preparation. • Perform Community hazards and risk assessment. • Evaluate historical Community emergency response performance and coverage. • Establish benchmark and baseline emergency response performance objectives. • Establish and publish Standards of Cover. • Maintain, and annually update the Standards of Cover document.
	Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

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

Objective 6D	Achieve agency accreditation by the Commission on Fire Accreditation International.	
	Timeframe	4 months
	Critical Tasks	<ul style="list-style-type: none"> • Apply for “Candidate Agency” status with the Commission on Fire Accreditation International. • Prepare for CFAI Peer Assessor Team visit. • Upload Strategic Plan, Standards of Cover and Self-Assessment Categories and Criterion for review and comment by CFAI Peer Team. • Host CFAI Peer Team site visit for accreditation review. • Receive CFAI Peer Team recommendation to CFAI for Accredited status. • Receive an Accredited status vote in the CFAI hearings, achieving International Accreditation.
	Funding Estimate	Capital Costs: Personnel Costs: Consumable Costs: Contract Services Costs:

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

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 is that, by year 2017, 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 communications initiatives internally, and through expanded and improved Community outreach externally, we will connect respectfully with all stakeholders. We recognize both the importance and our interdependence with other agencies for the successful accomplishment of our mission and therefore, we will take action to foster improvement in our external systems relations.

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

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

XIV. Performance Measurement

“Managing for Results”

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

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

Why Measure Performance?

It has been said that:

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

Reinventing Government
David Osborn and Ted Gaebler

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

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

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

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

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

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

XV. The Success of the Strategic Plan

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

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

Good to Great and the Social Sectors
Jim Collins

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

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

XVI. Glossary of Terms and Acronyms

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

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

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

XVII. Works Cited

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