

EL DORADO HILLS FIRE DEPARTMENT



STRATEGIC PLAN

2025-2028

BOARD ADOPTED 8/21/25

The El Dorado Hills County Water District (the “District”) was formed in July 1960 to provide water and sewer services to the community of El Dorado Hills. About three years later in June 1963, the Board of Directors realized the need for fire protection services within the District and voted to begin providing said services to the community. In 1973, the citizens of El Dorado Hills voted to have water and sewer services provided exclusively by El Dorado Irrigation District, leaving only fire protection services under the direction of the El Dorado Hills County Water District. While the District’s legal name and formation remained unchanged, it became solely known as the El Dorado Hills Fire Department. Today, the El Dorado Hills Fire Department (the “Department”) 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 78.8 square miles of response district encompassing the Communities of El Dorado Hills and Latrobe.

The Department is responsible for protecting and preserving life and property from loss and/or injury due to the impact of fire, natural disasters, accidents, and other emergency situations. This is accomplished through the daily staffing of five fire stations with twenty-one (21) highly qualified and well-trained suppression personnel. The Department provides 24/7 staffing of five (5) front-line Fire Engines, one (1) Ladder Truck, and two (2) ambulance units, ensuring it is ready to respond when called on.

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 Department utilized the CPSE methodology of a Community-Driven Strategic Planning Process to go beyond the development of a document. That methodology challenged the membership of the 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 Department 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), the Department 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 three-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 annually to ensure that your Department continues to meet the ever-changing demands of providing Emergency Services to our Community. A major cover-to-cover revision was completed in this 2025 revision of the Strategic Plan. The Department once again has updated, revised, and/or added new strategic initiatives all with the goal of increasing the quality of service your Department delivers during each emergency response or public encounter.



STRATEGIC PLAN INDEX

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

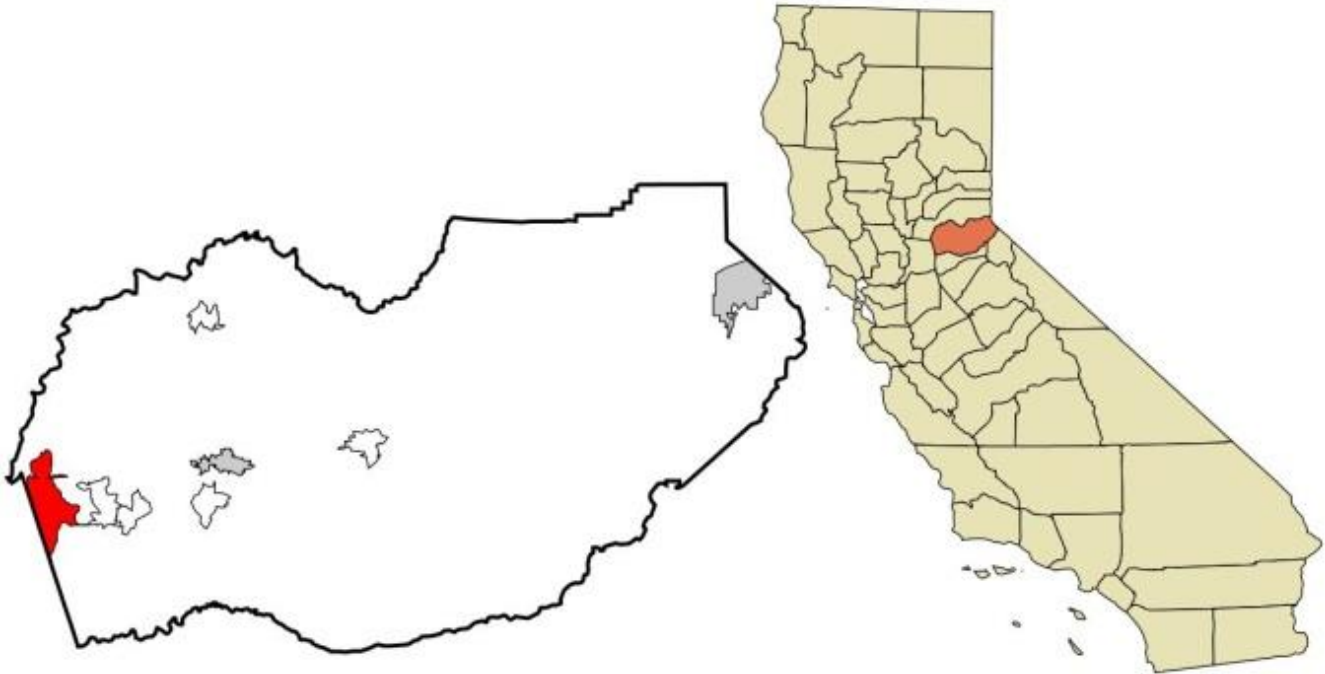
<u>Number</u>	<u>Adopted Date</u>	<u>Description</u>
2014-19	2-20-2014	Updated the status of all six goals and other important changes. Adopted by the El Dorado Hills County Water District Board of Directors.
2016-21	2-18-2016	Three of the six goals were completed and two new goals were added. Remaining three goals were updated. Adopted by the El Dorado Hills County Water District Board of Directors.
2017-22	6-15-2017	Updated/modified the current goals. Adopted by the El Dorado Hills County Water District Board of Directors.
2021	N/A	Fitch and Associates – Strategic Assessment Completed
2025	8-21-25	Major update of entire plan. Updated public and internal feedback. Updated the current initiatives, goals, objectives, and tasks. Updated the Mission Statement, Values, and Vision Statement. Adopted by the El Dorado Hills County Water District Board of Directors.

EL DORADO HILLS FIRE DEPARTMENT STRATEGIC PLAN

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I. Organizational Background



El Dorado Hills is an unincorporated census designated place (CDP) in El Dorado County, California, and within the Sacramento Metropolitan Area. The area was settled in the mid-1800's as part of the Sierra Nevada Goldfields, though its modern history dates back to the early 1960's when it began development as a master planned Community. Residential and business development has grown the area to 78.8 square miles with an estimated population of 50,000 (including the Latrobe area).

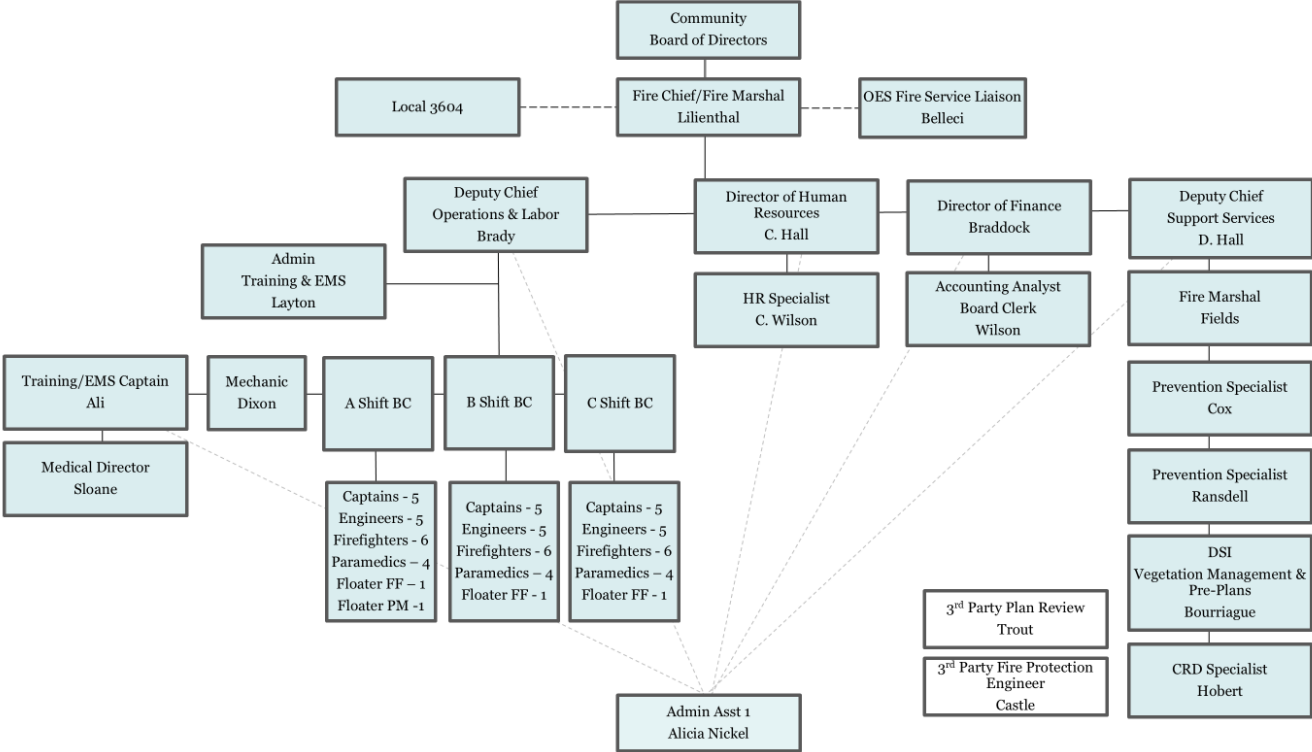
Department History

The El Dorado Hills County Water District was formed in July 1960 to provide water and sewer services to the community of El Dorado Hills. About three years later in June 1963, the Board of Directors realized the need for fire protection services within the District and voted to begin providing said services to the community. In 1973, the citizens of El Dorado Hills voted to have water and sewer services provided exclusively by El Dorado Irrigation District, leaving only fire protection services under the direction of the El Dorado Hills County Water District. While the District's legal name and formation remained unchanged, it became solely known as El Dorado Hills Fire Department. Today, El Dorado Hills Fire Department 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 78.8 square miles of response district encompassing the Communities of El Dorado Hills and Latrobe.

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Organizational Structure

Org Chart 2025



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 Department’s External and Internal Stakeholders for their participation and input into the Community–Driven Strategic Planning Process.

Development of the original Strategic Plan took place in May 2012, during which time representatives from the CPSE and the Department held an open meeting where members of the public, or external stakeholders, were invited. On May 27, 2025, the Department held another open meeting where the public once again was invited to share their feedback. Input received from the meeting revolved around Community expectations, concerns, and other comments about the Department. The Department expresses a special “thank you” to Community members who contributed to the creation of this strategic plan as it was truly a team effort.

In 2025, the Department also leveraged technology to provide the public an easy opportunity to provide feedback by responding to a survey. The information collected during the survey process was helpful to the Department in revising the Strategic Plan.

2025 External Stakeholders that participated are as follows:

Table 1: El Dorado Hills Fire Department External Stakeholders

Anonymous	Check Beckman	Dennis Planje
Anonymous	Esther Beckman	Luis Parrilla
Anonymous	John Davey	Mike Roppolo
Anonymous	Michele Durkin	Corde Wagner
Anonymous	Rusty Everett	Steve Willis
Pierce Ackerman	Dennis Ferguson	
Lori Alireza	Larry Fry	
Tom Anselmo	Jeff Genovese	
Brad Ballenger	John Knight	
Jim Bayless	Alexis Moore	

IV. Community Group Findings

A key element of the Department’s organizational philosophy is having a high level of commitment to the Community, as well as recognizing the importance of Community satisfaction. Therefore, the Department asked representatives from the Community to participate in a meeting which would focus on their needs and expectations of the Department. 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

Lowest Score is Highest Priority

PROGRAM	RANKING	SCORE
Emergency Medical Services	1	85
Fire Suppression	2	93
Emergency Preparedness	3	94
Fire Prevention	4	99
Customer Service	5	103
Wildfire Preparedness	6	113
Fire Investigation	7	120
Water Rescue	8	129
Public Education	9	132
Technical Rescue	10	141

Community Expectations

Understanding what the Community expects of its Department 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 responses)**

1.	Show up.
2.	I would like to see our EDHFD continue the professional service they provide to the community. My expectations of the men & women of EDHFD they continue to be trained for any emergency situation that may arise and respond accordingly.
3.	Fix the mess of the past leadership.
4.	Provide high qualified customer service with respect and integrity.
5.	The ability to respond effectively to any fire, medical emergency, and rescue in an acceptable response time with well trained personnel capable of effectively managing the situation. Having accountability and good stewardship to the residents of EDH by providing excellent service and respecting tax dollars.
6.	To be prepared to mitigate any problem that should arise from the El Dorado Hills/ Latrobe residents and have a positive presence in the community.
7.	To serve with integrity.
8.	I expect more because our district has more resources fiscally and otherwise we have a state of the art training facility that even Sacramento City Fire Department doesn't have, and we have a much smaller footprint and population. I want Excellence for the fire department. I know we can achieve that. A community newsletter or bulletin will be a way to start and more transparency in regards to funds and budget and what you're doing to serve all of us in the community that are paying for this service with our tax dollars.
9.	To supply the highest level of emergency services possible to the customer. To have a prevention bureau that works with the public to achieve the goals of the code. To be prepared for a catastrophic wildland event.
10.	Planning for fire prevention and public safety, and community education on fire prevention.
11.	Respond quickly and professionally when called upon.
12.	Fast response if fire or medical emergency.
13.	To have all the hydrants ready to use and evacuation plans in place.
14.	To be efficient with tax payers money and responsive when needed.
15.	To protect the community and provide emergency services.
16.	Keep abreast of and mitigate (or have the County mitigate) overgrowth and undergrowth, particularly in open spaces where there are many bushes and tangled scrub oaks.

17. For unincorporated EDH, EDHFD serves as the main agency representative for the community, much more than EDHCSD, Chamber, others seem to be capable. The expectation is that this needs to continue.
18. Continue same high level of service.
19. That they train rigorously to keep up to date on their life saving skills and to train on any new skills available so they can be readily available for any and all situations when called out.
20. "Good customer service.
21. Trained personnel.
22. Staffing levels to meet mission.
23. Community involvement."
24. Response when it is needed.
25. Support affiliated Fire Safe Councils that serve EDH residents (i.e. Bass Lake Hills).
26. Partner with existing Fire Safe Councils.
27. Develop a plan to implement Zone Zero.

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

<ul style="list-style-type: none"> • Some area like Lake Forest area are neglected.
<ul style="list-style-type: none"> • Right now my concern is the building going on in our community. Like any community we continue to grow, but along with growth comes the need for public service such as fire, law enforcement, water, electric, etc. Right now the EDHFD has five fire stations serving EDH and the outskirts into Latrobe. We are fortunate we do not have major disasters, but depending on weather incidents do come up. My point is EDHFD will need to add one or two more stations to serve the needs of our community. Of course this will come at a cost and where do we put the stations? I feel confident though our EDHFD is aware of this and already planning for the future.
<ul style="list-style-type: none"> • Resources availability with population growth.
<ul style="list-style-type: none"> • I have concerns of the possibility of annexation with CPCSD and the fact that they don't have the tax base to pay their share for services as EDH taxpayers.
<ul style="list-style-type: none"> • Budget, Community relations, and overload of programs and projects.
<ul style="list-style-type: none"> • Loss of community touches and involvement with community.
<ul style="list-style-type: none"> • See above- primarily the fiscal transparency as the grand jury report indicated malfeasance and egregious conduct with tax dollars funds allocation that seems to be criminal in fact very disappointing.
<ul style="list-style-type: none"> • The future of the department 5 to 10 years from now.
<ul style="list-style-type: none"> • Response times as the community grows, along with adequate funding and staffing.
<ul style="list-style-type: none"> • Personnel costs, including retirement and benefits, are a problem for public agencies in general. I imagine consolidations/mergers would help stretch staffing resources.
<ul style="list-style-type: none"> • Wildland Fire if resources are spread elsewhere.
<ul style="list-style-type: none"> • That there is enough staff ready in case of a widespread emergency.
<ul style="list-style-type: none"> • Spending. We have lots of top of the line equipment and seem to constantly be upgrading.
<ul style="list-style-type: none"> • That you are not properly staffed to stay on top of the overgrowth in open spaces and ensure that County resources address these sources of fuel.
<ul style="list-style-type: none"> • Recent ventures into areas of code approval taken over from the County seem to not have been successful. This along with past/recent inquiries into merger/consolidation with Rescue & Cameron Park departments leaves some wonder if EDHFD has a true and vetted vision/mission for the future.
<ul style="list-style-type: none"> • None at this time.
<ul style="list-style-type: none"> • Establishment of great customer service.
<ul style="list-style-type: none"> • Long term financial health, control spending.

<ul style="list-style-type: none"> • Fire Prevention division leadership, capability and process. Executive leadership by the Chief and the BOD to act plan and act with fiscal discipline in financial planning and budget execution. JPA solvency and leadership is a continued concern.
<ul style="list-style-type: none"> • Experience drawdown with future retirements coming, Prevention department needs help.
<ul style="list-style-type: none"> • Relationship with business community.
<ul style="list-style-type: none"> • School programs have decreased.
<ul style="list-style-type: none"> • Countywide relationships need to be maintained.

Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the Community’s view on the Department’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

<ul style="list-style-type: none"> • Fully Staffed and professional.
<ul style="list-style-type: none"> • Quick response time, customer service, up to the date training standards, up to the date equipment standards, excellent medical services, and good public relations with the community EDHFD serves.
<ul style="list-style-type: none"> • It’s history of Service.
<ul style="list-style-type: none"> • Leadership personnel that have been put in place.
<ul style="list-style-type: none"> • Customer service and community outreach.
<ul style="list-style-type: none"> • Training facility to train firefighters to their job.
<ul style="list-style-type: none"> • Highly qualified personnel that responds well to fire related calls and medical emergencies. Excellent training for personnel and an extraordinary training facility. A excellent relationship with the EDH community.
<ul style="list-style-type: none"> • Staffing, Training, Customer service.
<ul style="list-style-type: none"> • Ability to interact with the public
<ul style="list-style-type: none"> • Fiscal lots of \$ resources.
<ul style="list-style-type: none"> • Great personnel, fire stations and training center, Fire apparatus.
<ul style="list-style-type: none"> • Community Focus, commitment to fire safety, and public safety.
<ul style="list-style-type: none"> • Responsiveness, customer-service attitude, politeness, knowledge.
<ul style="list-style-type: none"> • Incredibly quick response to rattlesnakes and water pipes that burst!!!
<ul style="list-style-type: none"> • Fast response time and friendly staff.
<ul style="list-style-type: none"> • Manpower and locations.
<ul style="list-style-type: none"> • Locally based, serves EDH.
<ul style="list-style-type: none"> • Enforcement of defensible space requirements.
<ul style="list-style-type: none"> • Organization, Management & Funding Stability.

• Do job well; professional; quick to respond.
• The expertise in their training.
• Great personnel. Top line equipment and facilities.
• Service to the community is top notch.
• The capabilities to provide superior services. The ability to sustain rule 1. An involved community.
• Commitment to the quality delivery of services to the community, personnel who care and perform medical and fire suppression duties with professionalism and expedience.
• Department has the respect of the community.
• Community has access to use the Station 85 Conference Room.
• Department partners with EDSO in the Fire Liaison Position.

Other Thoughts and Comments

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

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

• I have been a resident of EDH for almost ten years. I’m also a EDHFD CERT member. Every time I have had contact with our fire staff personnel it has always been positive as a resident and CERT member. The staff is always professional, accommodating, and willing to answer questions pertaining to training or general question about how the fire department operates.
• Just excited about the next few years with the leadership that has been put in place.
• I want to compliment EDH Fire for striving to be an outstanding department and for seeking feedback from the community they serve.
• 2025 is a fresh start. New Fire Chief and New Board. A chance to analyze the department. To start over with what you need to have, what is a nice to have and what do you not need.
• A chance to really look at why the Department is there in the first place.
• A chance to build back the community respect and the El Dorado Hills Fire Department reputations of being one of the Best Fire Departments in California.
• The only recipe I have ever see work is through transparency, respect and true collaborations with The Administration, The Unions and the Board.
• The good news is you have the right pieces in place to make this happen.
• Overall still the best department I could have ever worked for.
• EDHFD is a great Department. Strive to be better every day.
• I like what I see with the recent changes.
• The department over the last 5 years has systematically eroded its brand in the community under the leadership of Chief Johnson and the BOD. Fiscal discipline and restraint were lost, spending was reckless on pet projects and fire prevention eroded the trust and goodwill of the community. I am confident in the new Chief and BOD to

take action to rebuild community trust and goodwill and put the department back where it was for the previous 50 years. The ICON of the community.

- New chief is awesome.

V. *Internal Stakeholder Group Findings*

The initial internal stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the Department’s approach to Community-Driven Strategic Planning, with focus on the Department Mission, Values, Core Programs and Support Services, as well as the Department 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. In 2025, a combination of a survey and internal meetings were used to gather internal group feedback.

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

Anonymous -24	Mathew Eckhardt	Mike Lovinger	Tom Zarback
Rob Austerman	Ryan Hathaway	Jason Smith (87B)	A Shift Meeting
Ryan Bennett	Chris Landry	Clint Vogan	B Shift Meeting
Ty Dennis	Stephanie Layton	Dave Ward	C Shift Meeting
OG EDH	Don Lorence	Brenton Warren and Crew (Sommercamp, Van Dalen, Edelman)	Admin Meeting

Internal Stakeholder Group – Original Strategic Plan



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?

In 2025, a work group of the Department's Internal Stakeholders met to review the existing Mission and collectively agreed to the following new Mission Statement:

Table 8: El Dorado Hills Fire Department's Mission

New as of 2025

Our mission is to protect lives and property with fast, reliable emergency response and outstanding customer service. We are committed to supporting our community with care, professionalism, and trust.

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. In 2025, Internal Department Stakeholders agreed to retain two of the prior core values of integrity and service. The Internal Stakeholders added a new core value of professionalism.

Table 9: El Dorado Hills Fire Department's Values

NEW 2025

Integrity
Service
Professionalism

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 Department are well guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

VIII. Programs and Services

The Department 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: Top Core Programs (Priority Order)

• (1) Fire Suppression – 39	• (6) HazMat - 26
• (1) EMS - 39	• (7) Auto/Mutual Aid - 24
• (2) Emergency Communications – 35	• (8) CRCR - 23
• (3) Customer Service - 33	• (9) Fire Investigation -22
• (3) Training - 33	• (9) Board of Directors – 22
• (4) Emergency Preparedness - 31	• (9) Administration - 22
• (5) Technical Rescue - 29	

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

Table 11: Support Services (Alphabetical Order)

• Arson Taskforce	• HR
• CalPERS	• IT
• CERT	• JPA
• Chaplain Services	• Legal Counsel
• CHP	• Media Relations
• EDH Firefighters Foundation	• OES
• EDSO	• OWPR
• EID	• Peer Support
• Explorers	• PGE
• Facility Maintenance	• Pipes and Drums
• Fire Chiefs Association	• Public Education
• Fire Safe Council	• Red Cross
• Honor Guard	

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 Department 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 Department as follows:

Table 12: El Dorado Hills Fire Department Strengths

Service (suppression side), EMS, Wildland, the people!	Financial Stability.
The personnel. We have been led blindly for the past few years. Yet we continue to show up. We continue to work and promote an atmosphere of positivity. We care!	Implementation or new training programs, new admin staff, long term stability.
Finance planning, health and wellness, incident response and taking care of Miss Smith.	Personnel, knowledge, and training.
Financially Stable, knowledgeable and capable personnel, strong community relationship history.	People. We have a group of people who truly care about the organization.
The desire and motivation to be students of our craft. We have very motivated people. We care about the community and strive to be excellent in our jobs.	Family atmosphere.
Professionalism, attention to details, customer service.	The biggest strength of EDH right now is that all three key players; the board, the administration and the union have a productive and respectful relationship.
Customer service and Operational response.	Our people.
Customer service focus continues to be a strength. Apparatus maintenance and	We are extremely fortunate with our facilities, apparatus and working

replacement program has greatly improved. Level of training has improved(technical). PIO position is top notch.	conditions. Our wellness program and training/FTC have been very positive the last few years.
Our department employees. Our ability to mitigate the daily emergency operation incidents.	Personnel, Training program, Customer service.
We have some great people with passion and drive. We also have a generous budget.	Customer service.
Customer Service Focus, Financially Solvent.	I feel like we excel in customer service and competency overall. We are well rounded as a whole and in EMS, fire fighting and technical rescue which is great but because of our size it is hard to be really good at one aspect like other larger departments. Eg. Being assigned full time to a Truck or Rescue.
Chief Lilienthal and Chief Brady as a team. Much damage to our reputation and fiscal responsibility has occurred over the last 6 years. We believe they can fix it.	Our employees. Our financial stability. Our community.
The focus on customer service.	Unity. High level of customer service. Great community.
Customer Service, well trained employees, family oriented.	Customer service.
Cares for the customers and the employees.	<ul style="list-style-type: none"> - We have a great bond and "family" oriented perspective. We genuinely care for the community, each other and the department. - We have a strong desire to become better each day. - We are provided with the tools, education and time to be successful.
We live in a beautiful community, we have a great people that work hard, we are so fortunate to have the financial resources to operate.	Community involvement/programs. Good relationship between Chiefs/administration and operations staff.
Customer service, paying for classes, succession planning, personnel involvement.	The new leadership, dedicated crews, training center, apparatus, and equipment.

<p>Customer Service - Quality and commitment of staff - Honor Guard - Santa Run.</p>	<p>We are staffed with well-trained, experienced firefighters and paramedics who are committed to providing high-quality emergency services. We place strong emphasis on community engagement. We are fortunate to be equipped with modern equipment and apparatus. Our stations are well distributed and able to provide quick response times. Overall, our employees truly care about the department's reputation and community relationships.</p>
<p>Good employees, nice stations, good equipment, training facility.</p>	

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

CRCR and community relations, lack of common sense.	Lack of Internal Focus, No Strategic Plan, CRCR Community Relations.
We haven't had a vision. For years we have been moving in too many directions without purpose. Our prevention department has killed our community reputation.	Holding personnel to higher fire ground standards.
SOG's, apparatus, training documents/intranet outdated .	Communication to internal and external customers/employees (this is improving under the new Chief but areas for improvement still exist).
Department efforts and focuses are pulled in many different directions, sometimes conflicting. Quickly changing Programs, Systems, and/or Methods often times with poor roll out/training attributing to their failure or poor performance. Lack of adherence to policy or outdate policies/SOGs.	The organization has beaten down people over the years. We have good people who are willing to work if they are given the power to make decisions and accomplish tasks.
Teamwork: "blue on blue" crime is still a serious problem. We spend much more time tearing each other down and looking at deficiencies than seeing each other for the positive aspects. One of our weaknesses is also one of our strengths. Our desire to be good at our job comes as the price of each other. We will fight and claw for things without considering positive motivation and supporting each other. We still put on the "face" here. Looking good on the outside while things rot inside.	Too many policies.

Fleet maintenance as it pertains to the ambulances. Long standing issues are put aside to long to the point that it becomes a detriment to pt care and crew safety.	CRCR has been the biggest weakness for a while. Chief is actively working on making CRCR a more productive and positive department.
CRCR division customer service, implementation of operational objectives.	Promotional Testing.
Succession planning for management positions. Recent CRRD public relations and ongoing community perception. Target hazard pre-planning. Recruitment for entry level and lateral FF. Ability to mentor/educate, young/new employees regarding culture and expectations. Accountability by Captains/BC/Deputy OPS.	Task level operational proficiency.
Fiscal spending past 5 years with previous Chief. Training in a majority of the categories on the list. CRCR community communication/relations.	CRCR relationship with our customers and over lack of constancy in many aspects.
We have some lazy, bitter people that like to poke holes in any and every attempt to improve.	Most recently I think our weakness would be the strain on local business relationships however, it looks like we're heading in the right direction.
Administratively heavy for the size of dept. Focus and weight should be more on OPs.	Losing our customer service centrism.
Number one weakness has been our prevention and CCRD program. They have destroyed our relationship with the customer and the business community. We never had consistent complaints like we do now.	Succession planning. Medic unit staffing.
Strained relationships with the business community and the CRCR. Poor implementation of El Dorado County EMSA policies and protocol updates.	<ul style="list-style-type: none"> - We are policy driven. - Our Captains do not have the autonomy of middle management. - Death by Committee. Implementing change takes months/years. For example: the minuteman 2.5" We completed the training almost two years ago and little movement has occurred.
Talking bad about one another, taking care of internal stakeholders.	Succession planning, previous administration's lack of transparency and community outrage in regards to inspections etc.

Succession planning.	Lack of accountability! The acceptance of mediocrity.
Weakness is when you get lackadaisical.	El Dorado Hills is undergoing significant growth, both commercially and residentially. This could pose challenges as we anticipate a number of retirements in the coming years, making it crucial to have qualified individuals ready to fill those positions. Additionally, we are situated in a region with a high wildfire risk, and our community could be severely impacted if multiple large-scale fires occur in the area. Clearer and more proactive communication could enhance community trust and collaboration.
Wasting money, focused training, lack of proper roll outs for new equipment, holding personnel to a higher standard.	Community Relations – Training.
Loss of leadership in the next 3 years. Not ready for it.	

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

New Board and administration and the new direction of EDH first and rein in our spending.	Hire laterals, continue to have a strong financial outlook.
Cameron Park or rescue addition, marble valley expansion.	With a new Fire Chief, we have the ability to focus more on internal agendas and rebuild trust with the community.
Improved working relationships with other municipalities i.e. EDSO, State Parks, CHP, PG&E, DOT, El Dorado Transit. etc. in order to improve service delivery at the incident level.	Promotional advancement, department growth.
Teamwork, coming together: We have so much here. Good pay, benefits, resources. Yet the stress level of all is extremely high. You can see it in everyone. We have an opportunity now to take a deep breath and start methodically in a positive direction without straining all.	Community relationships, CRCR and suppression personnel relationships, succession planning.
Growing community and we have line staff that are committed to the success of EDHFD. The opportunity for advancement and involvement is great.	Money can solve issues. It also creates some.
New apparatus and equipment for all stations. Internal training opportunities (example: truck academy, EMS classes/training).	I think some crew level business inspections would benefit the boots on the ground.
Improve community relations and inter-agency cooperation. Multi-agency trainings at FTC. Planning for recruitments and academies with upcoming large need. Have Captains/BC's and OPS at all quarterly probationary evaluations(all ranks).	CRCR relationship repair with community.
Reconnect with our Community/Business partners through CRCR. Prepare for mass hiring and training in the organization.	To continue to be a great customer service oriented district that is growing into a professional fire

<p>Career development for preparation of the near future retirements.</p>	<p>department that takes pride in training and job related skills.</p>
<p>With a new chief, we have an opportunity for a fresh start and to tackle some of the lingering issues.</p>	<p>I believe we have an opportunity to grow as an organization as we already have. I think we have an opportunity to be one of the best agencies around with our new leadership and direction.</p>
<p>Growth through strong fiscal sustainability, increase in station building, increasing availability of staffed companies.</p>	<p>We should be more professional both in and out of the station. Uniforms have become non-uniform and we have a sloppy look at times. Not a popular opinion but we need to look more professional. The hoodie look doesn't do it for me.</p>
<p>Chief Lilienthal and Chief Brady get it. They get us. They get the community. They have the knowledge and the DESIRE to turn things around. We have the opportunity to trust them.</p>	<p>So many. The department has always supported opportunities for its employees. Water rescue. Rescue rig. USAR.</p>
<p>More utilization of the Fire Training Center for live fire exercises.</p>	<p>The trainings that are made available to us.</p>
<p>To rebuild the internal and external relationships that have been shattered over last 6 years.</p>	<p>EDHFD has great opportunities! Opportunities for promotion, special assignments, skills, work locations, education etc...</p>
<p>Promotional.</p>	<p>Lots of promotional opportunities, program opportunities, future training/academy opportunities.</p>
<p>Community engagement, events like pancake breakfast, bbq open houses, senior living facilities slip, trip and fall training. Fire Extinguisher training for businesses, get out in the community and have positive interactions. CERT team needs to be used more so they feel part of our department and community.</p>	<p>The department offers incredible opportunities for career advancement and training.</p>
<p>Taking a well funded, capable department to higher standard by focusing on training and holding people accountable to that new standard.</p>	<p>We have the opportunity to strengthen community engagement by offering more educational programs, fire safety workshops, and disaster preparedness seminars. We could capitalize on the opportunity to build a more robust list of qualified firefighters, paramedics, and support</p>

	<p>staff through targeted recruitment and training programs. This would ensure that as the community grows and current personnel retire, there are skilled individuals ready to step into leadership and operational roles. We can partner more closely with local businesses to implement workplace safety plans, emergency response protocols, and fire prevention measures, which would contribute to a safer overall community and promote cooperation between the fire department and local businesses. Every interaction our employees and department have with the community is an opportunity.</p>
Rebuild trust with community - Training focus internal.	

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

We are behind on hiring/succession and will likely lose several Paramedics due to lack of foresight and opportunities elsewhere.	Continuing bad habits of poorly trained personnel and wasting money.
Lack of preparedness for the future. Our EMS.	Finances long term – Cityhood.
Urban wildland, EV operations with no training.	Downturn in economy, exodus of leadership.
Risk of losing our connection with the community we serve. Losing our reputation for customer service. Not meeting the expectations of the community we serve.	Wildfire Risk, continued bad reputation with community CRCR.

Individuals' motivation for personal gain and benefit. Not getting back into positive relationship with the community.	Single role program.
Over spending.	Succession planning, wildfire, business and community perception of CRCR and Fire Department as a whole.
Inadequate building pre-plans, emergency preparedness planning for wildland urban interface areas in the district.	We are our biggest threat.
Apathy and lack of professionalism across the agency.	Having our business community turn against us. Potential city hood.
Mass Retirement, Lack of career development, Poor community relations through CRCR.	the single role program as a whole.
Continued deterioration of our reputation (looking at you CRCR).	Having a good board of directors as we seem to now is extremely important . Anyone I've talked to that ended up with a board vs. fire had a huge hit on the agency and morale.
A significant wind event with prime fire weather conditions. Overwhelming of EDHFD resources. Economic downturn with growth revenue loss/budget cuts.	Succession planning but it's looking better.
Our greatest threat is board members who have further aspirations and make decisions based on what they think is politically correct. We need board members who care about EDH and who will ask legitimate questions, not softballs. Chief Lilienthal and Chief Brady would welcome this because they can justify their actions based on what the community needs...not on ego or "empire building". They actually care...refreshing, huh?	Future staffing. Whole new admin in a few short years. Medic unit staffing.
Not growing the fire department as our community population grows.	- Attrition!!! - Succession Planning!! - Intranet (policies, SOG's, Performance Standards) Wrong, out dated and contradicting documents reduce morale. It hinders training, performance and job satisfaction. Also, the fact that this is known and it has not changed, adds another layer of potential morale issues.

	- Staffing. Our staffing is not successful. This topic is extremely complex, however, I think we need a completely new staffing format.
Succession Planning, Cameron Park Annex.	Disgruntled community members, potential recession induced budget restraints, possible recruitment/retention issues.
Hiring from within.	City hood, Recruitment, Single Role Program, Retirements in the next. 5-10 years.
Losing community support due to our rapport with business partners and community members.	Increasing wildfire risks, population growth creating increased demand, increased competition for funding, changing public expectations, public perception and trust.

X. Critical Issues and Service Gaps

After reviewing the Department’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 Department.

Table 16: Critical Issues and Service Gaps

Succession Planning	Training
Infrastructure	Business Community Relationship

XI. Strategic Initiatives

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

Table 18: Strategic Initiatives

Training/Succession Planning	Community Relations/ Customer Service
CRCR Improvements	Health and Wellness
Emergency Response/ Special Operations	Disaster Preparedness/ Wildfire Risk Reduction
Fiscal Sustainability/ Business Operations	Communications/ Technology

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 Department. In order to achieve the mission of the Department, 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 Department 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 Department 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 Department. By following these goals and objectives carefully, the Department can be directed into its desired future while having reduced the obstacles and distractions along the way.

Goal Status

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

Goal	Began	Completed	Summary
Goal 1: Training/Succession Planning	8/2025		New in 2025
Goal 2: CRCR Improvements	8/2025		New in 2025
Goal 3: Emergency Response/ Special Operations	8/2025		New in 2025
Goal 4: Fiscal Sustainability/ Business Operations	8/2025		New in 2025
Goal 5: Community Relations/ Customer Service	8/2025		New in 2025
Goal 6: Health and Wellness	8/2025		New in 2025
Goal 7: Disaster Preparedness/ Wildfire Risk Reduction	8/2025		New in 2025
Goal 8: Communications/ Technology	8/2025		New in 2025

Goal 1

Training/Succession Planning



GOAL 1

STARTED 8/2025

“Ensure an efficient and effective workforce to ensure long term staffing and training needs are met.”

Committee: Mike Lilienthal, Dave Brady, Mark Ali, Chris Landry, Ryan Hathaway, Antonio Moreno, Cora Hall, Christina Wilson, and Stephanie Layton

Objective 1A: Identify and prioritize current training programs.

Objective 1B: Update all pre and post promotion Task books for all ranks.

Objective 1C: Identify current and future workforce needs.

Objective 1D: Identify staffing needs in Training.

Objective 1E: Develop and implement a multi-year Succession Plan.

Objective 1F: Develop a plan for phase 2 of the Training Center.

Objective 1G: Develop a plan for Paramedic to Firefighter transition.

Objective 1H: Evaluate and develop a plan to deliver comprehensive EMS training for all personnel.

Objective 1I: Evaluate effectiveness of changes annually.

Objective 1A	Identify and prioritize current training programs	
	Timeframe	8-12 Months
	Critical Tasks	<ul style="list-style-type: none"> List all current training programs Prioritize programs in order of most to least critical
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1B	Update all pre and post promotion Task books for all ranks.	
	Timeframe	12-36 Months
	Critical Tasks	<ul style="list-style-type: none"> Review and update all pre-promotion task books Review and update all post-promotion task books
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1C	Identify current and future workforce needs.	
	Timeframe	3-6 Months
	Critical Tasks	<ul style="list-style-type: none"> Review potential for retirements in next three years Identify future workforce needs This information will be placed into the Succession Plan
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1D	Identify staffing needs in Training.	
	Timeframe	3-6 Months
	Critical Tasks	<ul style="list-style-type: none"> Review current staffing level in Training Develop and budget for a plan to add a Division Chief of Training/EMS to the Training Division Review need for an EMS focused position
	Funding	Capital Costs: n/a (using existing vehicles for this position) Personnel Costs: \$350,000 annual salary for a Division Chief Consumable Costs: n/a Contract Services Costs: n/a

Objective 1E	Develop and implement a multi-year Succession Plan.	
	Timeframe	3 Months and Ongoing
	Critical Tasks	<ul style="list-style-type: none"> Develop a multi-year Succession Plan to meet future needs Implement plan components and training/classes
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1F	Develop a plan for phase 2 of the Training Center.	
	Timeframe	36-48 Months
	Critical Tasks	<ul style="list-style-type: none"> • Develop a plan for Phase 2 of the Training Center • Implement this plan as funds allow
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1G	Develop a plan for Paramedic to Firefighter transition.	
	Timeframe	12 Months
	Critical Tasks	<ul style="list-style-type: none"> • Develop a Paramedic to Firefighter transition plan • Consider mirroring this plan to ECF Fire for efficiency in implementation
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

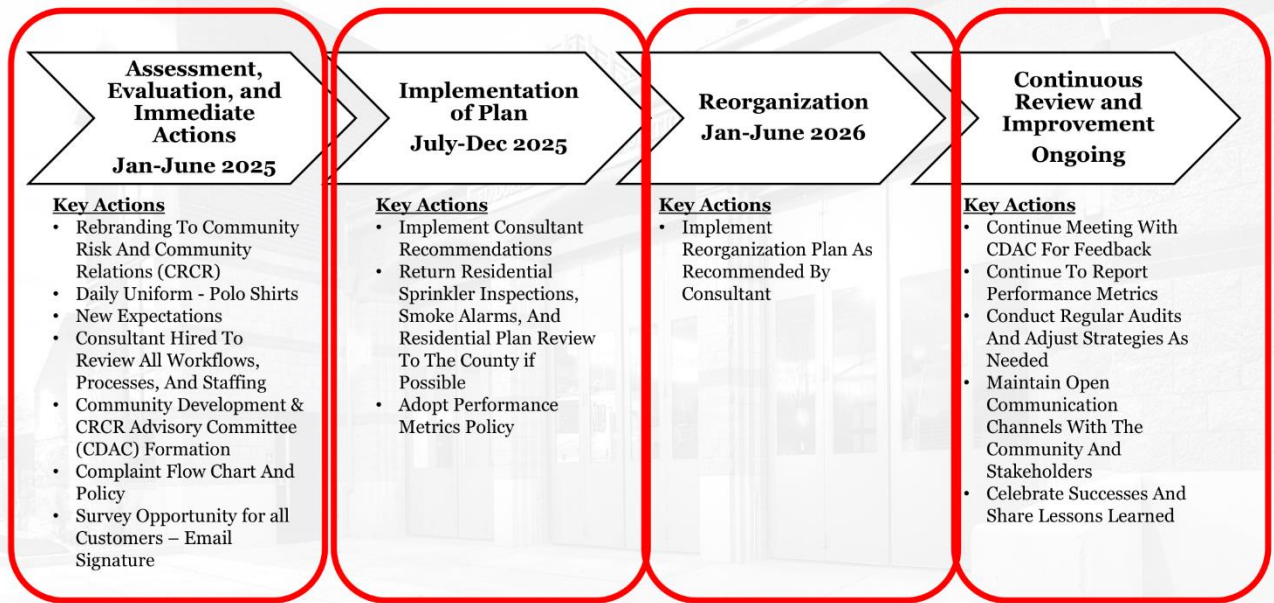
Objective 1H	Evaluate and develop a plan to deliver comprehensive EMS training for all personnel.	
	Timeframe	12 Months
	Critical Tasks	<ul style="list-style-type: none"> • Review current EMS Training Program • Develop a plan for future EMS Training • Review Medical Director position • Review CQI Program and improve • Implement the plan
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 11	Evaluate effectiveness of changes annually.	
	Timeframe	12 Months and Ongoing
	Critical Tasks	<ul style="list-style-type: none"> • Evaluate effectiveness of changes annually at a Strategic Planning meeting.
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Goal 2

CRCR Improvements

CRCR - FOUR PHASE APPROACH



GOAL 2

STARTED 8/2025

“Ensure CRCR meets the needs of our community in an efficient, safe, and balanced manner.”

Committee: Michael Lilienthal, Dustin Hall, Chrishana Fields, Marshal Cox, Casey Ransdell, Alex Bourriague, and Leslie Hobert

Objective 1A: Identify and prioritize current CRCR programs.

Objective 1B: Implement vegetation management programs and WUI risk reduction.

Objective 1C: Adopt new Fire Code while ensuring a realistic, reasonable, and safe approach.

Objective 1D: Use quantitative data to measure monthly workload and performance of CRCR.

Objective 1E: Complete all state mandated inspections.

Objective 1F: Improve customer service experience.

Objective 1G: Develop and implement performance metrics.

Objective 1H: Evaluate CRCR staffing and organizational structure to meet Department long term needs.

Objective 1I: Evaluate effectiveness of changes annually.

Objective 1A	Identify and prioritize current CRCR programs.	
	Timeframe	6-12 Months
	Critical Tasks	<ul style="list-style-type: none"> Review all CRCR programs Prioritize programs Evaluate the workflow of all programs Make changes to program workflow as needed
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1B	Implement vegetation management programs.	
	Timeframe	6 Months and Annually
	Critical Tasks	<ul style="list-style-type: none"> Implement DSI program Implement Unimproved parcels (Vacant Lot) program Use engine crews and CERT team to assist with inspections
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours

	Consumable Costs: n/a Contract Services Costs: n/a
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Objective 1C	Adopt new Fire Code while ensuring a realistic, reasonable, and safe approach.	
	Timeframe	9-12 Months
	Critical Tasks	<ul style="list-style-type: none"> • Review adoption of 2025 Fire Code process • Recommend changes unique for El Dorado Hills Fire Department that are practical and reasonable • <u>Remove</u> overregulation from our code during adoption • Draft new ordinance for 2025 Fire Code Adoption • Process Fire Code Adoption and ensure it is fully implemented
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1D	Use quantative data to measure monthly workload and performance of CRCR.	
	Timeframe	3-6 Months and Ongoing
	Critical Tasks	<ul style="list-style-type: none"> • Develop a list of quantative data to collect monthly for CRCR Division performance • Report this data monthly at the Board of Directors Meeting
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1E	Complete all state mandated inspections.	
	Timeframe	12 Months and Annually
	Critical Tasks	<ul style="list-style-type: none"> • Review list of State Mandated Inspections • Assign inspections to CRCR Staff • Report compliance annually to the Board of Directors
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1F	Improve customer service experience.	
	Timeframe	3 Months and Ongoing
	Critical Tasks	<ul style="list-style-type: none"> • Implement survey on all emails for continuous customer service feedback • Call back all customers within one business day on all communications • Investigate all complaints received and evaluate for solutions to processes or personnel issues • Participate in PR meetings with Department's PR Committee • Participate in Rotary, Chamber, APAC, and other customer facing meetings
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1G	Develop and implement performance metrics.	
	Timeframe	6-12 Months and Ongoing
	Critical Tasks	<ul style="list-style-type: none"> • Develop performance metrics for CRCR • Review performance against metrics • Seek changes in process to meet performance metrics
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1H	Evaluate CRCR staffing and organizational structure to meet Department long term needs.	
	Timeframe	3-12 Months
	Critical Tasks	<ul style="list-style-type: none"> • Review CRCR Division staffing • Ensure Fire Suppression qualified leadership is in place • Reorganize the leadership level of CRCR if needed to ensure Fire Suppression qualified leadership if needed • Review residency requirements of Deputy Chief and Fire Marshall position
	Funding	Capital Costs: n/a

		Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a
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Objective 11	Evaluate effectiveness of changes annually.	
	Timeframe	12 Months and Ongoing
	Critical Tasks	<ul style="list-style-type: none"> • Evaluate effectiveness of changes annually at a Strategic Planning meeting.
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Goal 3

Emergency Response/ Special Operations



GOAL 3

STARTED 8/2025

“Ensure emergency response and special operations programs are meeting the needs of our community’s risks and challenges.”

Committee: Dave Brady, Battalion Chiefs, Captains, and Operations staff

Objective 1A: Identify and prioritize current emergency response and special operations programs.

Objective 1B: Evaluate and recommend improvements to the HazMat Program.

Objective 1C: Evaluate and recommend improvements to the Water Rescue Program.

Objective 1D: Evaluate and recommend improvements to the Active Shooter Training Program.

Objective 1E: Evaluate and recommend improvements to the Truck Program.

Objective 1F: Evaluate and recommend improvements to other Technical Rescue Programs.

Objective 1G: Develop and implement response time performance standards.

Objective 1H: Evaluate and Recommend changes to our Response Matrix in the dispatch CAD.

Objective 1I: Evaluate effectiveness of changes annually.

Objective 1A	Identify and prioritize current emergency response and special operations programs.	
	Timeframe	6-12 Months
	Critical Tasks	<ul style="list-style-type: none"> • Identify all emergency response and special operations programs • Prioritize emergency response and special operations programs
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1B	Evaluate and recommend improvements to the HazMat Program.	
	Timeframe	18 Months
	Critical Tasks	<ul style="list-style-type: none"> • Review HazMat Program • Develop goals for Program • Recommend program improvements • Implement program improvements
	Funding	Capital Costs: n/a

	Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a
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Objective 1C	Evaluate and recommend improvements to the Water Rescue Program.	
	Timeframe	3-12 Months
	Critical Tasks	<ul style="list-style-type: none"> • Review Water Rescue Program • Develop goals for Program • Recommend program improvements • Implement program improvements • Train all personnel on Boat 84 Operations
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1D	Evaluate and recommend improvements to the Active Shooter Training Program.	
	Timeframe	18 Months
	Critical Tasks	<ul style="list-style-type: none"> • Review Active Shooter Program • Develop goals for Program • Recommend program improvements • Implement program improvements
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1E	Evaluate and recommend improvements to the Truck Program.	
	Timeframe	18 Months
	Critical Tasks	<ul style="list-style-type: none"> • Review Truck Program • Develop goals for Program • Recommend program improvements • Implement program improvements
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1F	Evaluate and recommend improvements to other Technical Rescue Programs.	
	Timeframe	24 Months
	Critical Tasks	<ul style="list-style-type: none"> • Review Technical Rescue Program • Develop goals for Program • Recommend program improvements • Implement program improvements
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1G	Develop and implement response time performance standards.	
	Timeframe	12 Months
	Critical Tasks	<ul style="list-style-type: none"> • Develop response time performance standards • Bring standards to Board of Directors for formal adoption • Report monthly to the Board of Directors
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1H	Evaluate and Recommend changes to our Response Matrix in the dispatch CAD.	
	Timeframe	9 Months
	Critical Tasks	<ul style="list-style-type: none"> • Review current response matrix for calls in EDH • Recommend changes • Implement changes
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

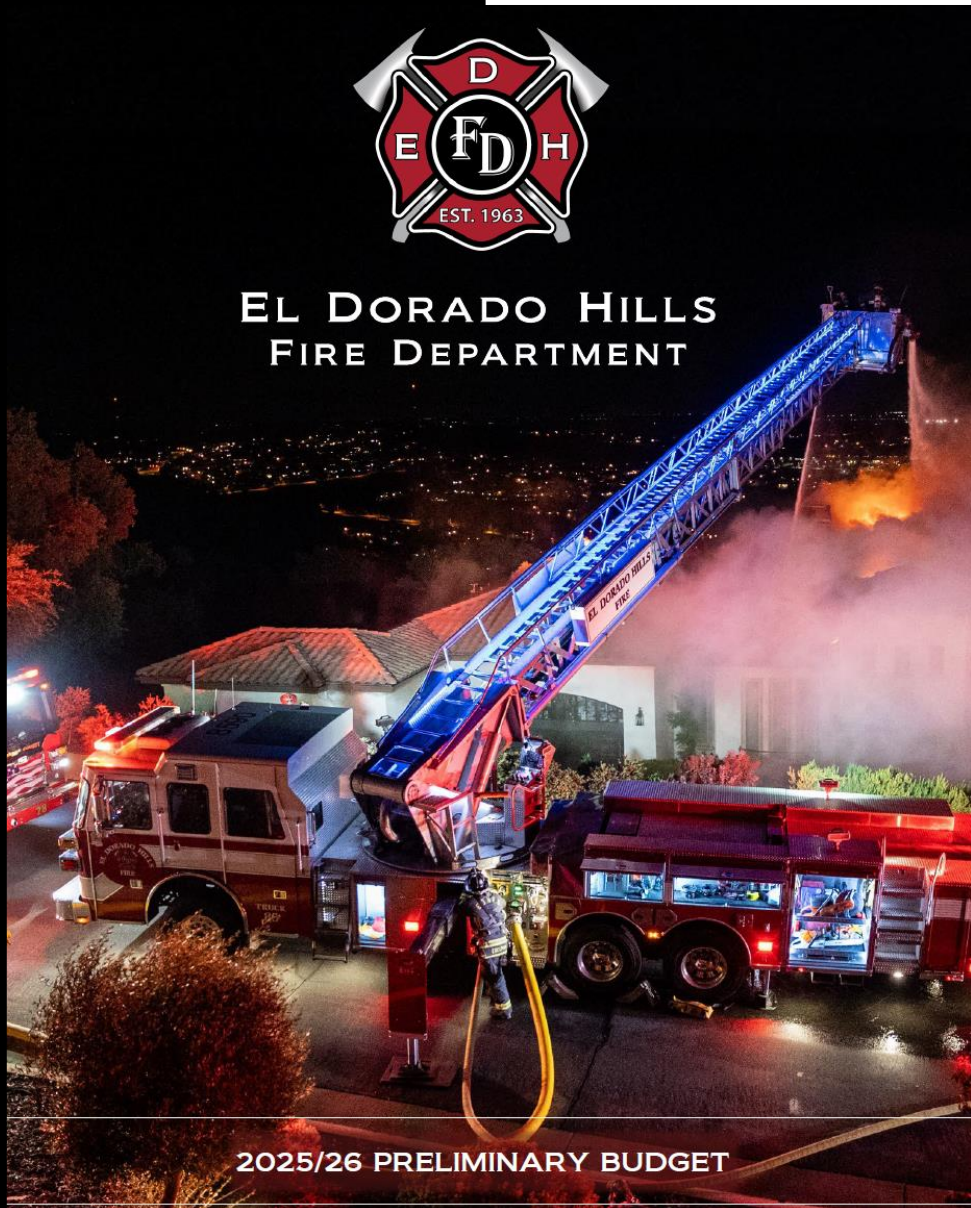
Objective 11	Evaluate effectiveness of changes annually.	
	Timeframe	12 Months and Ongoing
	Critical Tasks	<ul style="list-style-type: none"> • Evaluate effectiveness of changes annually at a Strategic Planning meeting.
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Goal 4

Fiscal Sustainability/ Business Operations



EL DORADO HILLS
FIRE DEPARTMENT



2025/26 PRELIMINARY BUDGET

GOAL 4

STARTED 8/2025

“Ensure fiscal sustainability for current and future success. Ensure business practices are efficient and effective to meet Department needs.”

Committee: Michael Lilienthal, Dave Brady, Dustin Hall, Jessica Braddock, Cora Hall, Amber Wilson, and Christina Wilson

Objective 1A: Strengthen long-term financial planning and forecasting.

Objective 1B: Optimize revenue generation and cost efficiency.

Objective 1C: Develop an efficient procurement and expense reporting process.

Objective 1D: Develop a process to ensure an updated policy manual.

Objective 1E: Update intranet documents.

Objective 1F: Refresh Rules and Regulations and Board Policy Manual.

Objective 1G: Develop a multi-year Capital Improvement Plan.

Objective 1H: Evaluate effectiveness of current negotiations process for all employees.

Objective 1I: Improve and streamline business processes.

Objective 1J: Evaluate effectiveness of changes annually.

Objective 1A	Strengthen long-term financial planning and forecasting.	
	Timeframe	12-24 Months
	Critical Tasks	<ul style="list-style-type: none"> Evaluate current process for financial planning Recommend changes to financial planning Evaluate current Forecast Recommend changes to Forecast methodology Implement changes
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: \$4,000

Objective 1B	Optimize revenue generation and cost efficiency.	
	Timeframe	36-48 Months
	Critical Tasks	<ul style="list-style-type: none"> Review options for revenue generation Review First Responder Fee option Review options for greater cost efficiency Revise and update fee schedule Implement changes recommended
	Funding	Capital Costs: n/a

		Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a
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Objective 1C	Develop an efficient procurement and expense reporting process.	
	Timeframe	12-18 Months
	Critical Tasks	<ul style="list-style-type: none"> Review procurement and expense reporting systems Select a new system Implement new system to include detailed training of staff Review effectiveness of changes
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: \$10,000

Objective 1D	Develop a process to ensure an updated policy manual.	
	Timeframe	18-24 Months
	Critical Tasks	<ul style="list-style-type: none"> Review current Department Policy Manual Complete a cover-to-cover review for updates Review policy manual
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1E	Update intranet documents.	
	Timeframe	6-9 Months
	Critical Tasks	<ul style="list-style-type: none"> Review current intranet documents Update documents with current information Annually review intranet documents for accuracy
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1F	Refresh Rules and Regulations and Board Policy Manual.	
	Timeframe	18-24 Months
	Critical Tasks	<ul style="list-style-type: none"> • Review and update Rules and Regulations • Update residency requirements in Rules and Regulations for Executive level positions • Review and update Board Policy Manual and Bylaws
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1G	Develop a multi-year Capital Improvement Plan.	
	Timeframe	18-24 Months
	Critical Tasks	<ul style="list-style-type: none"> • Review current Capital Improvement Plan • Review plan • Adopt plan at Board of Directors
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1H	Evaluate effectiveness of current negotiations process for all employees.	
	Timeframe	3-6 Months
	Critical Tasks	<ul style="list-style-type: none"> • Review current negotiations process with Board of Directors • Review current “employee groups” and agreements • Review benefit of Employment Contracts for Deputy Chief and Fire Marshall position • Recommend and implement changes
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1I	Improve and streamline business processes.	
	Timeframe	12-18 Months
	Critical Tasks	<ul style="list-style-type: none"> • Review and improve onboarding and offboarding checklists. • Review and improve current process to manage open enrollment/qualifying event changes. • Implement a formal personnel action form for any changes that impact an employee’s pay profile. • Adopt and Maintain a Centralized Database for Personnel Records (including actives and retirees). • Implement a Fixed Asset Management/Tracking System • Develop checklists for all business processes for better continuity between Divisions
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1J	Evaluate effectiveness of changes annually.	
	Timeframe	12 Months and Ongoing
	Critical Tasks	<ul style="list-style-type: none"> • Evaluate effectiveness of changes annually at a Strategic Planning meeting.
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Goal 5

Community Relations/ Customer Service



GOAL 5

STARTED 8/2025

“Strengthen community and customer relationships.”

Committee: Michael Lilienthal, Senior Staff, Admin Staff, CRCR Staff, all Line Staff.

Objective 1A: Evaluate current community/customer service programs and reestablish priorities of each program.

Objective 1B: Refresh Santa Run program including a new Santa Sleigh.

Objective 1C: Develop a Transparency Initiative for all governance processes.

Objective 1D: Implement new website designed to enhance the customer experience.

Objective 1E: Support career development plans for long-term recruitment goals.

Objective 1F: Strengthen external relationships with other County Departments.

Objective 1G: Evaluate effectiveness of changes annually.

Objective 1A	Evaluate current community/customer service programs and reestablish priorities of each program.	
	Timeframe	12 Months
	Critical Tasks	<ul style="list-style-type: none"> List all community/customer service programs currently used Recommend new or alterations to the programs Evaluate the need to fund any additional programs
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1B	Refresh Santa Run program including a new Santa Sleigh.	
	Timeframe	6 Months
	Critical Tasks	<ul style="list-style-type: none"> Review Santa Run Program Recommend changes Refresh Santa Truck and Sleigh
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: \$10,000 Contract Services Costs: n/a

Objective 1C	Develop a Transparency Initiative for all governance processes.	
	Timeframe	24-36 Months
	Critical Tasks	<ul style="list-style-type: none"> • Review all transparency materials on website • Recommend changes • Review Board Transparency practices • Recommend changes
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1D	Implement new website designed to enhance customer experience.	
	Timeframe	3 Months
	Critical Tasks	<ul style="list-style-type: none"> • Review website upgrade and recommend enhancements • Implement new website
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1E	Support career development plans for long-term recruitment goals.	
	Timeframe	3 Months and Ongoing
	Critical Tasks	<ul style="list-style-type: none"> • Draft memo for implementation of Career Development Plans • Ensure completion of a Plan for all employees • Support Career Development Plans with budget
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1F	Strengthen external relationships with other County Departments.	
	Timeframe	12-18 Months
	Critical Tasks	<ul style="list-style-type: none"> • Review current relationships with other Departments in the County • Recommend enhancements to build relationships
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1G	Evaluate effectiveness of changes annually.	
	Timeframe	12 Months and Ongoing
	Critical Tasks	<ul style="list-style-type: none"> • Evaluate effectiveness of changes annually at a Strategic Planning meeting.
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Goal 6

Health and Wellness



GOAL 6

STARTED 8/2025

“Ensure employees are supported with extensive health and wellness programs.”

Committee: Michael Lilienthal, Senior Staff, Wellness Committee.

Objective 1A: Evaluate current health and wellness programs and reestablish priorities of each program.

Objective 1B: Evaluate the CISD program effectiveness and recommend changes.

Objective 1C: Evaluate the Peer Support program effectiveness and recommend changes.

Objective 1D: Evaluate the workout facilities and recommend enhancements.

Objective 1E: Evaluate our cancer reduction efforts and recommend changes.

Objective 1F: Reestablish the Safety Committee with expanded efforts to reduce safety issues

Objective 1G: Evaluate the annual medical testing process and recommend changes.

Objective 1H: Evaluate effectiveness of changes annually.

Objective 1A	Evaluate current health and wellness programs and reestablish priorities of each program.	
	Timeframe	12 Months
	Critical Tasks	<ul style="list-style-type: none"> Review current health and wellness programs Establish priorities for each program Recommend changes as needed
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1B	Evaluate the CISD program effectiveness and recommend changes.	
	Timeframe	12-18 Months
	Critical Tasks	<ul style="list-style-type: none"> Review current CISD programs Establish priorities for each program Recommend changes as needed
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1C	Evaluate the Peer Support program effectiveness and recommend changes.	
	Timeframe	12-18 Months
	Critical Tasks	<ul style="list-style-type: none"> • Review current Peer Support programs • Establish priorities for each program • Recommend changes as needed
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1D	Evaluate the workout facilities and recommend enhancements.	
	Timeframe	12 Months
	Critical Tasks	<ul style="list-style-type: none"> • Review each stations workout room • Recommend enhancements for each station
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: TBD Contract Services Costs: n/a

Objective 1E	Evaluate our cancer reduction efforts and recommend changes.	
	Timeframe	12-18 Months
	Critical Tasks	<ul style="list-style-type: none"> • Review each program currently used for cancer reduction • Recommend changes and new programs to consider • Request funding for changes
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: \$50,000 annually

Objective 1F	Reestablish the Safety Committee with expanded efforts to reduce safety issues	
	Timeframe	3 Months
	Critical Tasks	<ul style="list-style-type: none"> • Revive the Safety Committee with new membership • Assign leadership to Deputy Chief CRCR • Establish meeting schedule

Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a
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Objective 1G	Evaluate the annual medical testing process and recommend changes.	
Timeframe	12-18 Months	
Critical Tasks	<ul style="list-style-type: none"> • Review current annual medical testing process • Recommend changes to the process 	
Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a	

Objective 1H	Evaluate effectiveness of changes annually.	
Timeframe	12 Months and Ongoing	
Critical Tasks	<ul style="list-style-type: none"> • Evaluate effectiveness of changes annually at a Strategic Planning meeting. 	
Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a	

Goal 7

Disaster Preparedness/ Wildfire Risk Reduction



GOAL 7

STARTED 8/2025

“Focus a formal effort on disaster preparedness and wildfire risk reduction programs.”

Committee: Dustin Hall, CRCR Staff, and all personnel.

Objective 1A: Evaluate current disaster preparedness and wildfire risk reduction programs and reestablish priorities of each program.

Objective 1B: Adopt a phased in zone zero implementation strategy.

Objective 1C: Conduct Town Halls annually focused on disaster preparedness and wildfire risk reduction.

Objective 1D: Strengthen defensible space inspection programs.

Objective 1E: Support all Fire Safe Councils and HOA’s.

Objective 1F: Develop wildfire pre-attack plans for operational use in all target hazard areas.

Objective 1G: Develop a Department COG and COOP Plans.

Objective 1H: Evaluate effectiveness of changes annually.

Objective 1A	Evaluate current disaster preparedness and wildfire risk reduction programs and reestablish priorities of each program.	
	Timeframe	12-18 Months
	Critical Tasks	<ul style="list-style-type: none"> • Review all disaster preparedness and wildfire risk reduction programs • Establish priorities for each program • Recommend new programs
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1B	Adopt a phased in zone zero implementation strategy.	
	Timeframe	12-36 Months
	Critical Tasks	<ul style="list-style-type: none"> • Monitor state wide changes to zone zero • Prepare an EDH implementation strategy for zone zero • Implement new strategy
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a

	Contract Services Costs: n/a
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Objective 1C	Conduct Town Halls annually focused on disaster preparedness and wildfire risk reduction.	
	Timeframe	12 Months and Ongoing
	Critical Tasks	<ul style="list-style-type: none"> • Complete annual Town Halls focused on disaster preparedness and wildfire risk reduction
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1D	Strengthen defensible space inspection programs.	
	Timeframe	12 Months
	Critical Tasks	<ul style="list-style-type: none"> • Evaluate current defensible space inspection programs • Seek engine company assistance in inspections • Recommend other changes to program and implement
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1E	Support all Fire Safe Councils and HOA's.	
	Timeframe	12-18 Months and Ongoing
	Critical Tasks	<ul style="list-style-type: none"> • Establish relationships with all Fire Safe Councils and HOA's • Seek easy method to email updates and critical communications to members of each Fire Safe Council and HOA • Attend all Fire Safe Council Board meetings (local and County)
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

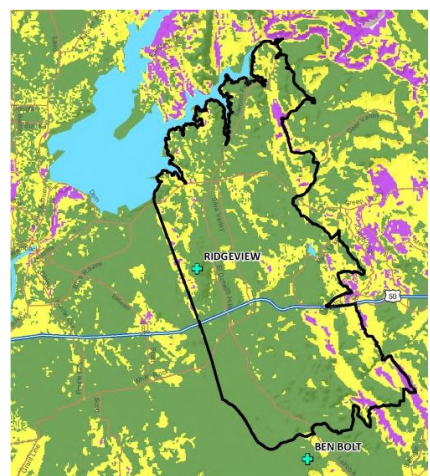
Objective 1F	Develop wildfire pre-attack plans for operational use in all target hazard areas.	
	Timeframe	24-36 Months
	Critical Tasks	<ul style="list-style-type: none"> • Develop wildfire pre-attack plans for target hazards in EDH • Distribute plans to all employees • Complete training exercises on these new plans (TTX)
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1G	Develop a Department COG and COOP Plans.	
	Timeframe	24-36 Months
	Critical Tasks	<ul style="list-style-type: none"> • Develop a COG plan for EDH Fire • Develop a COOP plan for EDH Fire
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1H	Evaluate effectiveness of changes annually.	
	Timeframe	12 Months and Ongoing
	Critical Tasks	<ul style="list-style-type: none"> • Evaluate effectiveness of changes annually at a Strategic Planning meeting.
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Goal 8

Communications/ Technology



GOAL 8

STARTED 8/2025

“Ensure communications and technology solutions are in place to optimize efficiency.”

Committee: Michael Lilienthal, Senior Staff, and all personnel.

Objective 1A: Evaluate communications and technology programs and reestablish priorities of each program.

Objective 1B: Develop a plan for a countywide coordinated radio system upgrades.

Objective 1C: Evaluate, select, and implement a new station altering system.

Objective 1D: Develop a multi-year Technology Improvement Plan.

Objective 1E: Review all financial, human resources, and business software programs for effectiveness.

Objective 1F: Revise file storage system for electronic files to ensure long term continuity.

Objective 1G: Enhance current Zoom rooms with new technology.

Objective 1H: Evaluate effectiveness of changes annually.

Objective 1A	Evaluate communications and technology programs and reestablish priorities of each program.	
	Timeframe	12 Months
	Critical Tasks	<ul style="list-style-type: none"> • Review and evaluate all communications and technology programs • Establish priorities for each program • Recommend changes
	Funding	Capital Costs: Unknown Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: Unknown

Objective 1B	Develop a plan for a countywide coordinated radio system upgrades.	
	Timeframe	24-36 Months
	Critical Tasks	<ul style="list-style-type: none"> • Seek interest in a committee to evaluate the County radio system • Include all stakeholders in this process • Review current system • Recommend changes • Seek grant to fund upgrades
	Funding	Capital Costs: TBD Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: Unknown

Objective 1C	Evaluate, select, and implement a new station altering system.	
	Timeframe	12-18 Months
	Critical Tasks	<ul style="list-style-type: none"> • Review available alerting systems • Select a preferred alerting system • Develop RFP to purchase system • Implement new system
	Funding	Capital Costs: \$1,000,000 Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: Unknown

Objective 1D	Develop a multi-year Technology Improvement Plan.	
	Timeframe	18-24 Months
	Critical Tasks	<ul style="list-style-type: none"> • Review all technology programs • Develop a multi-year Technology Improvement Plan • Implement plan
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1E	Review all financial, human resources, and business software programs for effectiveness.	
	Timeframe	18-24 Months
	Critical Tasks	<ul style="list-style-type: none"> • Review all currently used financial, HR, and business software programs • Develop recommendations for changes • Seek budget funding for changes • Seek to streamline and consolidate programs where possible
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1F	Revise file storage system for electronic files to ensure long term continuity.	
	Timeframe	18-24 Months
	Critical Tasks	<ul style="list-style-type: none"> • Review current methods for file storage for all staff • Recommend changes to electronic file storage • Consider succession planning in file storage plan • Implement changes
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1G	Enhance current Zoom rooms with new technology.	
	Timeframe	6-8 Months
	Critical Tasks	<ul style="list-style-type: none"> • Complete RFP process for new zoom room at 85's • Select vendor • Implement new system
	Funding	Capital Costs: \$200,000 Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1H	Evaluate effectiveness of changes annually.	
	Timeframe	12 Months and Ongoing
	Critical Tasks	<ul style="list-style-type: none"> • Evaluate effectiveness of changes annually at a Strategic Planning meeting.
	Funding	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

XIII. Vision

In 2025, the Department revised its 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

El Dorado Hills Fire Department Vision Statement

To be a trusted, forward-thinking fire department that places the well-being of our community and employees at the heart of everything we do. We are committed to delivering exceptional service through compassion, customer focus, and operational preparedness. By proactively addressing succession planning and investing in high-quality training and leadership development, we ensure readiness for today’s challenges and tomorrow’s opportunities.

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 Department'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 Department has approached its desire to develop and implement a Strategic Plan by asking for and receiving input from the Community and members of the Department during the development stage of the planning process. The Department utilized professional guidance and the Community-Driven Strategic Planning Process to compile this document. The success of the Department’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 Department 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.
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 Department.
Input	A performance indication where the value of resources are used to produce an output.
Mission	An enduring statement of purpose; the Department's reason for existence. Describes what the Department 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 Department.

Strategic Goal	A broad target that defines how the Department will carry out its mission over a specific period of time. An aim; the final result of action. Something to accomplish in assisting the Department 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 Department, and by gaining support and participation of the people in the Department 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 Department 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 the Department 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 the Department would like to be in the future.

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