

AGENDA
EL DORADO HILLS FIRE DEPARTMENT
BOARD OF DIRECTORS
SIX HUNDRED EIGHTY SIXTH MEETING
Thursday, September 20, 2012
6:00 p.m.
(1050 Wilson Blvd., El Dorado Hills, CA)

- I. Call to Order and Pledge of Allegiance

- II. Consent Calendar (All matters on the Consent Calendar are to be approved by one motion unless a Board member requests separate action on a specific item.)
 - A. Approve Minutes of the 685th meeting held August 16, 2012
 - B. Approve Financial Statements for August 2012
End Consent Calendar

- III. Oral Communications
 - A. EDH Professional Firefighters
 - B. EDH Firefighters Association
 - C. Any person wishing to address the Board on any item that is not on the Agenda may do so at this time. No action may be taken on off-agenda items unless authorized by law. Comments shall be limited to three minutes per person and twenty minutes for all comments unless otherwise authorized by the Board.

- IV. Correspondence
 - A. Letter from Richard Ross, citizen

- V. Attorney Items
 - A. **Closed Session:** Pursuant to Government Code Section 54956.9, Conference with Legal Counsel, Pending Litigation (One Matter) Merino et. al. v. El Dorado Hills County Water District

- VI. Committee Reports
 - A. Administrative Committee (Directors Barber and Hidahl)
 - 1. Review and discuss construction plans and alternatives for Station 84 (2180 Francisco Boulevard)
 - 2. Review and approve contract for services with Calpo Hom & Dong Architects
 - B. Fire Committee (Directors Durante and Winn)
 - 1. Review and discuss Tentative Final Budget
 - C. Ad Hoc Committee Reports
 - 1. Report from the Regional Operations Committee regarding contract for services with Latrobe Fire Protection District; implementation and monitoring issues; and alternative strategies (Directors Hartley and Barber)
 - 2. Report from Ad Hoc Committee regarding the League of Fire Districts (Directors Hidahl and Hartley)

- VII. Operations Report
 - A. Operations Report (Receive and file)
 - B. Review and update regarding Joint Powers Authority
 - C. Review and discuss First Responder fee adopted by the City of Folsom

- VIII. Fiscal Items
 - A. **Public Hearing:** Review and approve Resolution 2012-13 adopting the Appropriation Limits for fiscal year 2012/13
 - B. **Public Hearing:** Review and approve Resolution 2012-14, approving the Final Budget for fiscal year 2012/13 and authorize expenditures from Reserve Funds

- IX. New Business
 - A. Review and discuss Strategic Planning Report
 - B. Review and discuss timelines for Capital Improvement Plan and/or Facilities Master Plan
 - C. Review and discuss AB 2451 Work Comp benefits for firefighters
- X. Old Business
- XI. Oral Communications
 - A. Directors
 - B. Staff
- XII. Adjournment

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

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**Director Durante will be attending from Spring Hill Suites
at 3216 Plaza View Dr., Council Bluffs, IA 51501**

This Board meeting is normally recorded.

SIX HUNDRED EIGHTY FIFTH MEETING OF THE BOARD OF DIRECTORS
OF THE
EI DORADO HILLS COUNTY WATER DISTRICT

The six hundred eighty fifth meeting of the Board of Directors of the El Dorado Hills County Water District was held on Thursday, August 16, 2012 at 6:00 p.m. at the regular meeting place of the District, the District Office, 1050 Wilson Blvd., El Dorado Hills, California. Directors Barber, Hartley, Hidahl and Winn were present with President Hidahl presiding. (Director Durante was absent). Counsel Cook was also in attendance. Chief O'Camb and Chief Financial Officer Bair were present (Chief Roberts arrived later in the meeting). President Hidahl called the meeting to order at 6:01 p.m. and led the Pledge of Allegiance.

President Hidahl noted that a correction was made to the minutes of the draft minutes stating that Director Winn made the motion to approve Resolution 2012-10 and seconded by Director Durante.

Director Hartley made a motion to approve the minutes of the 684th meeting held July 19, 2012 and the financial statements for July 2012. The motion was seconded by Director Winn and unanimously carried.

Sherry Petersen, resident, stated that GASB Statement 45 requires Districts to obtain an actuarial of future costs (OPEB) and requested that this information be posted on the website for the public's information. CFO Bair commented that this information has been obtained but had not previously been posted to the website. She added that the evaluation is conducted every two years. President Hidahl directed Staff to accommodate Ms. Petersen's request.

Richard Ross, resident, brought to the Board's attention an editorial that was published in the Opinion section of the Sunday, August 12, 2012, Sacramento Bee newspaper, entitled, "*Summer giveaway must be stopped*" which speaks to the financial impact of Assembly Bill 2451 that provides death benefits for peace officers and firefighters. Mr. Ross suggested that the Board go on record by adopting a Resolution opposing the Bill. President Hidahl stated that the Board would take this under consideration, and if deemed appropriate, would ask that Staff prepare the Resolution and agendaize this matter for the next Board meeting. Director Barber added that in the meantime, Board members could express their opinions as individuals.

CFO Bair stated that the El Dorado Hills Professional Firefighters submitted a letter to the Board informing them that the Local 3604 Union is in support of the Board's proposal to rebuild Station 84.

The meeting adjourned to Closed Session at 6:09 p.m. to discuss Agenda Item V-A, Attorney Item, Conference with Legal Counsel, Pending Litigation (One Matter) Merino et al. v. El Dorado Hills County Water District.

The meeting reconvened at 6:47 p.m.

President Hidahl reported that there was no action taken in Closed Session.

Director Barber gave an update regarding the Administrative Committee's progress regarding construction plans and alternatives for Station 84. He stated that after evaluating the 12 proposals for architectural services, the Committee is recommending that the contract be awarded to Calpo, Hom and Dong Architects based on their knowledge, experience and cost factor. It was decided to defer further discussion of this topic until Chief O'Camb could return to the meeting from an emergency call.

The Fire Committee had not met and had nothing to report.

Director Barber said that the Regional Operations Committee had not met and had nothing to report; however, Counsel Cook stated he and Chief Roberts met with José Henriquez, LAFCO Executive Director, to discuss procedural issues and areas of concerns should a decision be made to assume additional territories such as Latrobe or Rescue. He added that additional research is being conducted. President Hidahl added that a public workshop on this topic may be of value in the future.

Director Hartley presented an update on the League of Fire Districts meeting stating that there appeared to be a great deal of support for the regional approach to restructuring the JPA. He also has made the recommendation to invite those that generated the Citigate Report to a meeting; President Hidahl commented that it had been previously discussed to possibly ask LAFCO to hold a public workshop since they produced the Citigate Report.

Chief O’Camb rejoined the meeting and continued the report on the construction plans for Station 84. He stated that documentation has been added to the website’s front page summarizing the discussions that led to the culmination of the Committee’s recommendation to rebuild Station 84. He stated that after review of all 12 proposals for architectural services, Calpo, Hom and Dong appeared to be the most qualified firm with the lowest fee of \$197,780.

Richard Ross, resident, commented that he felt that the Station 84 discussions and timelines were not transparent in that they were not descriptive enough to give a clear understanding as to the deficiencies of the station and cited the over use of the word “insufficient” throughout the report.

Director Hartley made a motion to approve Staff’s recommendation to select Calpo, Hom and Dong as the most qualified firm to provide architectural services and directed

the Administrative Committee to enter into contract negotiations with the intent to bring a formal contract back to the Board for approval at the September Board Meeting. The motion was seconded by Director Barber and unanimously carried.

Tom Anselmo, Union President of Local 3604, updated the Board on the Union's efforts to help alleviate some of the budgetary concerns of the JPA. He stated that by working with Chief Roberts, Chief O'Camb, CFO Bair and the BANC Committee, a pool of employees from the Volunteer and Apprentice ranks is being developed and should be ready by October 1 to fill the 15th position on a temporary basis. He further stated that this position may eventually be filled by creating our own JPA Contract employee with a much reduced pay scale and retirement and benefit package.

The Operations Report was received and filed. Chief O'Camb stated that an additional criteria has been added to the Monthly Response Time Statistic Report.

Sherry Petersen, resident, commented on the monthly statistics noting that the NFPA and CFAI discourages the use of averaging response times.

Director Hartley gave an update on the JPA.

Chief Roberts joined the meeting at this point having attended the memorial procession for fallen Marine, Staff Sgt. Skye Mote.

Chief Roberts discussed the possibility of selling Engine 8561 to the Latrobe Fire Department. President Hidahl directed Staff to get an appraisal and comparative numbers in order to determine the engine's value.

CFO Bair advised the Board that she had extended invitations to the CalPERS representative and the auditor, Robert Johnson, to attend an upcoming Board Meeting and answer questions as requested. She stated that the auditor was unavailable to attend a Board

Meeting until the November timeframe and the CalPERS actuary is available to attend the October Board Meeting. CFO Bair asked that any questions for the actuary be emailed to her so that the actuary can be better prepared to answer questions that evening. Sherry Petersen, resident, asked that the actuary provide the unfunded liability number. CFO Bair replied that she had asked the actuary for that number and it is currently 9.5 million dollars based on 2011 information. The number changes as the investment earning's portfolio changes.

Chief Roberts asked that the Board adopt a resolution opposing the newly implemented State Responsibility Area (SRA) fees stating that these fees will impose an unfair tax burden on its constituents without providing additional fire services.

Richard Ross, resident, asked why there had not been any communication in making the public aware of these proposed fees so that the public could have taken a proactive approach to oppose them. Chief Roberts stated that this topic has been discussed at previous Board meetings and added that the Fire Chiefs Association and the Professional Firefighters have been working to oppose the bill and had thought it was defeated. Richard Ross asked for the Board minutes that included these discussions and President Hidahl responded that they would be provided to him.

Director Hartley made a motion to adopt Resolution 2012-11 opposing the Fire Prevention Fee adopted by the State of California by Assembly Bill X1 29. The motion was seconded by Director Winn and unanimously carried. (Roll Call: Ayes: All; Noes: None.)

A discussion was held as to determine the best way to communicate to the public the District's opposition and what citizens can do to oppose it. In addition to using the website as a communication tool, President Hidahl requested that an Ad Hoc Committee of Directors Hartley and Winn draft a "Letter to the Editor" conveying the Board's opposition to the SRA

fees and that Staff send the draft Press Release, as presented, to the local papers and the Sacramento Bee. President Hidahl gave Staff direction to send the Resolution to the governor, legislators, and other officials as appropriate.

Counsel Cook discussed the Conflict of Interest Code stating that it is required to be reviewed on a bi-annual basis and that no changes need to be made at this time; Staff feels that it covers the needs of this District and is recommending the Board approve the Conflict of Interest Code without changes.

Director Barber made a motion to approve Resolution 2012-12 adopting the Conflict of Interest Code without changes. The motion was seconded by Director Hartley and unanimously carried. Roll Call: (Ayes: All; Noes: None.)

Chief Roberts reported that the Strategic Plans have been printed and will arrive shortly; they will be mailed to all internal and external participants. Presentation of the Strategic Plan will be agendaized for the next Board Meeting.

Chief Roberts suggested that the Board assign a committee to begin work on the Capital Improvement Plan and/or Five Year Plan. CFO Bair stated that she and Counsel Cook would like to begin a Request for Proposal process to develop a Facilities Master Plan. President Hidahl assigned the Admin Committee to facilitate these efforts with Staff.

The Board expressed their appreciation for their representation of the Department in bringing fallen Marine, Sgt. Sky Mote, home in a memorial procession from McCellan to Green Valley Mortuary. Director Hartley asked that tonight's meeting be adjourned in memory of Sgt. Mote.

Director Winn asked that all members of the Board and Department volunteer time toward the Association's efforts of the upcoming Wine, Cheese and Brew Festival.

President Hidahl complimented Staff on their efforts in the successful formation of the Lakehills Fire Safe Council.

Chief Roberts recognized the efforts of the crews who quickly responded to two recent fires on Lakehills and Santa Cruz Court. He specifically recognized Chief O’Camb for the excellent job he did as Incident Commander. In addition, Chief Roberts presented Chief O’Camb with a Chief’s Coin in recognition of his selfless service to others stating that twice a year, Chief O’Camb uses his vacation to travel to Mexico and build homes for disadvantaged people.

Chief O’Camb gave a wildland fire update complimenting the outstanding efforts of the crews.

Director Hartley made a motion to adjourn the meeting in memory of fallen Marine, Staff Sgt. Skye Mote, seconded by Director Winn and unanimously carried.

The meeting adjourned at 8:33 p.m.

Approved:

John Hidahl, President

Connie Bair, Board Secretary

El Dorado Hills Fire Department Revenue and Expense Summary August 2012

	Prelim. Budget Fiscal Year 2012-2013	Actual Revenue Collected August 2012	Actual Revenue Collected YTD August 31 2012	Unrealized Revenues More Revenue than Expected	% of Revenue Collected
Revenue					
3240 - Tax Revenue					
3260 - Secured Tax Revenue	11,740,392			11,740,392.00	0.00%
3270 - Unsecured Tax Revenue	0			0.00	0.00%
3280 - Homeowners Tax Revenue	0			0.00	0.00%
3320 - Supplemental Tax Revenue	15,000			15,000.00	0.00%
3330 - Sacramento County Revenue	10,000			10,000.00	0.00%
Total 3240 - Tax Revenue	11,765,392	* See Note	0.00	11,765,392.00	0.00%
3510 - Misc. Operating Revenue					
3511 - Contributions/Prev Fees	20,000	5,805.30	7,768.42	12,231.58	38.84%
3512 - JPA Revenue	1,078,454	0.00		1,078,454.00	0.00%
3513 - Rental Income (Cell site)	20,000	1,808.51	5,425.53	14,574.47	27.13%
3514 - Grant Revenue	0	0.00		0.00	0.00%
3515 - OES/Mutual Aid Reimbursement	250,000	0.00		250,000.00	0.00%
3520 - Interest Earned	100,000	0.00		100,000.00	0.00%
3510 - Misc. Operating Revenue - Other	95,000	5,995.04	36,176.29	58,823.71	38.08%
Total 3510 - Misc. Operating Revenue	1,563,454	13,608.85	49,370.24	1,514,083.76	3.16%
3550 - Development Fee					
3560 - Development Fee Revenue	300,000			300,000.00	0.00%
3561 - Development Fee Interest	0			0.00	0.00%
Total 3550 - Development Fee	300,000	* See Note	0.00	300,000.00	0.00%
Total Revenue	13,628,846		49,370.24	13,579,475.76	
- Transfers (Board Authorized)					
Transfer from Capital Reserve Fund	1,346,659		0.00	1,346,659.00	0.00%
Transfer from General Reserve Fund	100,000			100,000.00	0.00%
Total Transfers	1,446,659		0.00	1,446,659.00	0.00%
Total Revenue and Transfers	15,075,505	13,608.85	49,370.24	15,026,134.76	0.33%

Notes: Tax Revenue for current month is not available.

Tax Revenue collected/received in January and April. (Property Tax Admin Fee taken from Secured Property Tax.)

El Dorado Hills Fire Department Revenue and Expense Summary August 2012

	Prelim. Budget Fiscal Year 2012-2013	Actual Expended August 2012	Actual Expended YTD August 31 2012	Remaining Balance Available	% of Budget Expended
Expense					
6000 · Salaries & Wages					
6001 · Salaries & Wages, Fire	5,053,313	386,432.74	772,865.48	4,280,447.52	15.29%
6011 · Education Pay	386,400	29,215.35	58,084.55	328,315.45	15.03%
6016 · Salaries & Wages, Clerical/Misc	436,456	32,664.36	66,042.66	370,413.34	15.13%
6017 · Volunteer Pay	75,000	0.00	0.00	75,000.00	0.00%
6018 · Director Pay	14,800	0.00	1,000.00	13,800.00	6.76%
6019 · Overtime					
6019.1 · Overtime, Operational	1,065,000	158,351.21	271,167.67	793,832.33	25.46%
6019.2 · Overtime, Outside Aid	250,000	0.00	0.00	250,000.00	0.00%
6019.3 · Overtime, JPA	120,000	0.00	0.00	120,000.00	0.00%
Total 6019 · Overtime	1,435,000	158,351.21	271,167.67	1,163,832.33	18.90%
6020 · P.E.R.S. Retirement					
6031 · Life Insurance	5,458	425.60	836.00	4,622.00	15.32%
6032 · P.E.R.S. Health Benefits	975,776	79,722.77	159,533.01	816,242.99	16.35%
6033 · Disability Insurance	12,168	975.00	1,950.00	10,218.00	16.03%
6034 · Health Cost of Retirees	787,900	20,887.14	541,797.20	246,102.80	68.77%
6040 · Dental/Vision Expense	139,960	12,908.00	21,282.00	118,678.00	15.21%
6050 · Unemployment Insurance	16,933	0.00	27.84	16,905.16	0.16%
6060 · Vacation & Sick Expense Reserve	90,000	0.00	0.00	90,000.00	0.00%
6070 · Medicare	108,012	8,355.03	16,236.09	91,775.91	15.03%
Total 6000 · Salaries & Wages	11,597,748	881,034.44	2,214,969.69	9,382,778.31	19.10%
6100 · Clothing & Personal Supplies					
6100 · Clothing & Personal Supplies	88,400	583.18	13,246.95	75,153.05	14.99%
6110 · Communications					
6111 · Business Phones	61,200	3,841.44	6,888.58	54,311.42	11.26%
6112 · Dispatch Services	16,200	0.00	3,427.38	12,772.62	21.16%
Total 6110 · Communications	77,400	3,841.44	10,315.96	67,084.04	13.33%

El Dorado Hills Fire Department Revenue and Expense Summary August 2012

	Prelim. Budget Fiscal Year 2012-2013	Actual Expended August 2012	Actual Expended YTD August 31 2012	Remaining Balance Available	% of Budget Expended
6120 · Housekeeping	24,360	1,015.89	1,015.89	23,344.11	4.17%
6130 · Insurance					
6131 · General Insurance	51,000	0.00	0.00	51,000.00	0.00%
6132 · Workers Compensation	415,162	32,401.50	64,803.00	350,359.00	15.61%
Total 6130 · Insurance	<u>466,162</u>	<u>32,401.50</u>	<u>64,803.00</u>	<u>401,359.00</u>	<u>13.90%</u>
6140 · Maintenance of Equipment					
6141 · Tires	14,000	2,038.69	2,237.03	11,762.97	15.98%
6142 · Parts & Supplies	10,000	292.65	292.65	9,707.35	2.93%
6143 · Outside Work	100,500	7,561.96	9,670.87	90,829.13	9.62%
6144 · Equipment Maintenance	75,400	7,311.76	7,907.01	67,492.99	10.49%
6145 · Radio Maintenance	5,000	0.00	257.40	4,742.60	5.15%
Total 6140 · Maintenance of Equipment	<u>204,900</u>	<u>17,205.06</u>	<u>20,364.96</u>	<u>184,535.04</u>	<u>9.94%</u>
6150 · Maintenance, Structures & Ground	35,800	2,197.88	7,060.24	28,739.76	19.72%
6160 · Medical Supplies					
6161 · Medical Supplies	1,000	0.00	0.00	1,000.00	0.00%
Total 6160 · Medical Supplies	<u>1,000</u>	<u>0.00</u>	<u>0.00</u>	<u>1,000.00</u>	<u>0.00%</u>
6170 · Dues and Subscriptions	7,255	1,172.16	4,272.06	2,982.94	58.88%
6180 · Miscellaneous					
6181 · Miscellaneous	6,000	0.00	0.00	6,000.00	0.00%
6182 · Honor Guard	3,000	0.00	0.00	3,000.00	0.00%
6183 · Explorer Program	1,000	0.00	0.00	1,000.00	0.00%
6183 · Pipes and Drums	3,000	0.00	0.00	3,000.00	0.00%
Total 6180 · Miscellaneous	<u>13,000</u>	<u>0.00</u>	<u>0.00</u>	<u>13,000.00</u>	<u>0.00%</u>
6190 · Office Supplies	21,800	425.54	545.22	21,254.78	2.50%

El Dorado Hills Fire Department Revenue and Expense Summary August 2012

	Prelim. Budget Fiscal Year 2012-2013	Actual Expended August 2012	Actual Expended YTD August 31 2012	Remaining Balance Available	% of Budget Expended
6200 · Professional Services					
6201 · Audit	10,500	0.00	0.00	10,500.00	0.00%
6202 · Legal	120,000	2,847.44	2,847.44	117,152.56	2.37%
6203 · Notices	3,500	0.00	0.00	3,500.00	0.00%
6204 · Misc.	186,100	11,206.29	25,565.32	160,534.68	13.74%
6205 · Elections/Tax Administration	20,000	0.00	0.00	20,000.00	0.00%
Total 6200 · Professional Services	340,100	14,053.73	28,412.76	311,687.24	8.35%
6230 · Small Tools and Supplies	41,200	3,297.98	3,661.12	37,538.88	8.89%
6240 · Special Expenses					
6241 · Training	57,750	1,080.00	7,575.00	50,175.00	13.12%
6242 · Fire Prevention	16,300	0.00	0.00	16,300.00	0.00%
6243 · Licenses	1,000	0.00	0.00	1,000.00	0.00%
6244 · Directors' Training & Travel	3,000	0.00	0.00	3,000.00	0.00%
Total 6240 · Special Expenses	78,050	1,080.00	7,575.00	70,475.00	9.71%
6250 · Transportation and Travel					
6251 · Fuel and Oil	75,000	7,480.04	9,342.27	65,657.73	12.46%
6252 · Travel	18,000	392.35	392.35	17,607.65	2.18%
6253 · Meals & Refreshments	22,000	595.03	625.03	21,374.97	2.84%
Total 6250 · Transportation and Travel	115,000	8,467.42	10,359.65	104,640.35	9.01%
6260 · Utilities					
6261 · Electricity	60,000	6,448.45	6,448.45	53,551.55	10.75%
6262 · Natural Gas/Propane	27,000	278.14	278.14	26,721.86	1.03%
6263 · Water/Sewer	11,000	2,496.45	2,496.45	8,503.55	22.70%
Total 6260 · Utilities	98,000	9,223.04	9,223.04	88,776.96	9.41%
6720 · Fixed Assets	1,865,330	0.00	0.00	1,865,330.00	0.00%
6999 · Contingencies	0	0.00	0.00	0.00	0.00%
Total Budget and Expenses	15,075,505	975,999.26	2,395,825.54	12,679,679.46	15.89%
Net Revenue/Expenses Over/Short +/-	0		(2,346,455.30)		

El Dorado Hills Fire Department

9/18/2012 10:38 AM

Register: 1000 · Bank of America

From 08/01/2012 through 08/31/2012

Sorted by: Date, Type, Number/Ref

<u>Date</u>	<u>Number</u>	<u>Payee</u>	<u>Account</u>	<u>Memo</u>	<u>Payment</u>	<u>C</u>	<u>Deposit</u>	<u>Balance</u>
08/01/2012	EFT	ADP (FSA)	2032 · FSA-Medical C...		10.00	X		677,127.42
08/01/2012	15550	CA Assoc. of Profess...	6000 · Salaries & Wag...		975.00	X		676,152.42
08/01/2012	15551	Managed Health Net...	6200 · Professional Ser...		751.40	X		675,401.02
08/01/2012	15552	Standard Insurance Co.	6000 · Salaries & Wag...	Life Insurance	425.60	X		674,975.42
08/02/2012	EFT	ADP (FSA)	2032 · FSA-Medical C...		8.10	X		674,967.32
08/03/2012	EFT	P.E.R.S. Health	-split-	Health Benefits...	100,609.91	X		574,357.41
08/03/2012	EFT	ADP	6200 · Professional Ser...		244.75	X		574,112.66
08/06/2012	EFT	ADP (FSA)	2032 · FSA-Medical C...		80.00	X		574,032.66
08/08/2012		Transfer from LAIF	1074 · Local Agency I...	Confirm #1369...			X 300,000.00	874,032.66
08/08/2012	15553	California State Disb...	2029 · Other Payable		666.92	X		873,365.74
08/08/2012	15554	Wells Fargo Bank	2026 · EDH Associate...	Payroll Deducti...	1,689.30	X		871,676.44
08/08/2012	15555	Dale Jankowski	6000 · Salaries & Wag...	Dental	865.00	X		870,811.44
08/08/2012	15556	David Kennedy	6000 · Salaries & Wag...		310.00	X		870,501.44
08/08/2012	15557	Dwight Piper	6000 · Salaries & Wag...		150.00	X		870,351.44
08/08/2012	15558	Dennis Planje	6000 · Salaries & Wag...		150.00	X		870,201.44
08/08/2012	15559	Frederick Russell	6000 · Salaries & Wag...		150.00	X		870,051.44
08/08/2012	15560	Todd Bichel	6100 · Clothing & Pers...		300.00	X		869,751.44
08/08/2012	15561	A-CHECK	6200 · Professional Ser...		57.00	X		869,694.44
08/08/2012	15562	Absolute Secured Sh...	6190 · Office Supplies		35.00	X		869,659.44
08/08/2012	15563	All Clean Commerci...	6150 · Maintenance,Str...		688.00	X		868,971.44
08/08/2012	15564	Air Exchange	6150 · Maintenance,Str...		210.00	X		868,761.44
08/08/2012	15565	Allstar Fire Equipme...	6230 · Small Tools and...		2,359.50	X		866,401.94
08/08/2012	15566	APPTIX Inc.	-split-		1,129.02	X		865,272.92
08/08/2012	15567	Aramark	6100 · Clothing & Pers...	Rags	85.09	X		865,187.83
08/08/2012	15568	AT&T (CALNET 2)	-split-		565.93	X		864,621.90
08/08/2012	15569	Betz Landscaping, Inc	2015 · Weed Abateme...		10,342.00	X		854,279.90
08/08/2012	15570	Burkett's	6190 · Office Supplies		171.54	X		854,108.36
08/08/2012	15571	Cambridge Hardware	6230 · Small Tools and...		13.93	X		854,094.43
08/08/2012	15572	Cooperative Personn...	2010 · Accounts Payable		10,185.00	X		843,909.43
08/08/2012	15573	Doug Veerkamp	-split-		649.55	X		843,259.88
08/08/2012	15574	Diano	-split-		2,699.05	X		840,560.83
08/08/2012	15575	East Bay Tire Co.	6140 · Maintenance of ...		2,038.69	X		838,522.14
08/08/2012	15576	El Dorado Hills Firef...	2010 · Accounts Payable		30,010.00	X		808,512.14
08/08/2012	15577	El Dorado Disposal S...	-split-	Garbage	598.43	X		807,913.71
08/08/2012	15578	Fire Districts Associa...	6170 · Dues and Subsc...		550.00	X		807,363.71
08/08/2012	15579	FYI Telecommunicat...	6140 · Maintenance of ...		145.00	X		807,218.71
08/08/2012	15580	FORTIS Telecom	6110 · Communication...		747.00	X		806,471.71
08/08/2012	15581	Gary Pertle	2010 · Accounts Payable		600.00	X		805,871.71
08/08/2012	15582	Gold Country Hardw...	1110 · Accounts Recei...		55.29	X		805,816.42
08/08/2012	15583	Harrold Ford Inc.	-split-		3,540.32	X		802,276.10

El Dorado Hills Fire Department

9/18/2012 10:38 AM

Register: 1000 · Bank of America

From 08/01/2012 through 08/31/2012

Sorted by: Date, Type, Number/Ref

<u>Date</u>	<u>Number</u>	<u>Payee</u>	<u>Account</u>	<u>Memo</u>	<u>Payment</u>	<u>C</u>	<u>Deposit</u>	<u>Balance</u>
08/08/2012	15584	Hefner, Stark & Mar...	2010 · Accounts Payable	Legal Services	4,674.00	X		797,602.10
08/08/2012	15585	InterState Oil Compa...	-split-		5,451.68	X		792,150.42
08/08/2012	15586	Lehr Auto Electric, Inc	-split-		1,932.46	X		790,217.96
08/08/2012	15587	L.N. Curtis & Sons	-split-		7,472.73	X		782,745.23
08/08/2012	15588	Public Retirement Jo...	6240 · Special Expense...		190.00	X		782,555.23
08/08/2012	15589	P. G. & E.	-split-	Sta 84, 85, 86, 87	6,726.59	X		775,828.64
08/08/2012	15590	Raleys	6120 · Housekeeping		7.49	X		775,821.15
08/08/2012	15591	Reibes Auto Parts	-split-		272.55	X		775,548.60
08/08/2012	15592	The Sacramento Bee	6170 · Dues and Subsc...		228.16	X		775,320.44
08/08/2012	15593	Dept. of Forestry & ...	6230 · Small Tools and...		151.44	X		775,169.00
08/08/2012	15594	State Compensation ...	6130 · Insurance:6132 ...	Workers Comp	32,401.50	X		742,767.50
08/08/2012	15595	Trace Analytics, Inc.	6140 · Maintenance of ...		10.00	X		742,757.50
08/08/2012	15596	UPS Store	-split-		73.01	X		742,684.49
08/08/2012	15597	Vital Networks, Inc.	6200 · Professional Ser...		1,750.00	X		740,934.49
08/09/2012	EFT	P.E.R.S. Retirement	-split-	PR-12-8-1 ...	80,038.07	X		660,896.42
08/09/2012	EFT	P.E.R.S. Retirement (...)	6000 · Salaries & Wag...	PR-12-8-1 ...	4,304.87	X		656,591.55
08/09/2012	EFT	ING	2023 · Accrued Retire...	PR12-8-1	8,582.68	X		648,008.87
08/09/2012	EFT	ING (Loans)	2023 · Accrued Retire...	PR12-8-1L	2,814.20	X		645,194.67
08/09/2012	EFT	ADP (FSA)	2031 · FSA-Dependent...		852.46	X		644,342.21
08/09/2012	PR12-8-1	Payroll - Taxes	2021 · Federal Tax Wit...	Taxes	70,367.33	X		573,974.88
08/09/2012	PR12-8-1	Payroll - Direct Depo...	2021 · Federal Tax Wit...	Direct Deposit	209,787.85	X		364,187.03
08/10/2012	EFT	ADP	6200 · Professional Ser...		19.80	X		364,167.23
08/13/2012	EFT	U.S. Bank	-split-		6,125.07	X		358,042.16
08/13/2012	EFT	ADP (FSA)	2032 · FSA-Medical C...		15.00	X		358,027.16
08/14/2012	EFT	Nationwide Retireme...	2023 · Accrued Retire...		6,371.84	X		351,655.32
08/14/2012	EFT	ADP (FSA)	2032 · FSA-Medical C...		5.00	X		351,650.32
08/15/2012		Bank Charges	6190 · Office Supplies	Bank Charges	98.63	X		351,551.69
08/16/2012		Deposit	-split-	Deposit		X	9,083.21	360,634.90
08/17/2012	EFT	ADP	6200 · Professional Ser...		244.75	X		360,390.15
08/20/2012	EFT	ADP (FSA)	2032 · FSA-Medical C...		75.79	X		360,314.36
08/21/2012		Transfer from LAIF	1074 · Local Agency I...	Confirm #1370...		X	300,000.00	660,314.36
08/22/2012	EFT	ADP (FSA)	2032 · FSA-Medical C...		49.99	X		660,264.37
08/23/2012	EFT	ADP (FSA)	2031 · FSA-Dependent...		244.46	X		660,019.91
08/23/2012	15598	Sacramento Fire Buff...	6200 · Professional Ser...	Rewrite	500.00	X		659,519.91
08/23/2012	15599	California State Disb...	2029 · Other Payable		666.92	X		658,852.99
08/23/2012	15600	Wells Fargo Bank	2026 · EDH Associate...	Payroll Deducti...	1,689.30	X		657,163.69
08/23/2012	15601	El Dorado Hills Firef...	2029 · Other Payable		450.00			656,713.69
08/23/2012	15602	Air Exchange	6150 · Maintenance,Str...		701.11	X		656,012.58
08/23/2012	15603	A T & T Wireless	6110 · Communication...	Cell Phones	351.59	X		655,660.99
08/23/2012	15604	Best Best & Krieger	6200 · Professional Ser...		2,847.44	X		652,813.55

El Dorado Hills Fire Department

9/18/2012 10:38 AM

Register: 1000 · Bank of America
 From 08/01/2012 through 08/31/2012
 Sorted by: Date, Type, Number/Ref

<u>Date</u>	<u>Number</u>	<u>Payee</u>	<u>Account</u>	<u>Memo</u>	<u>Payment</u>	<u>C</u>	<u>Deposit</u>	<u>Balance</u>
08/23/2012	15605	Big O Tires	6140 · Maintenance of ...		265.88	X		652,547.67
08/23/2012	15606	Center for Public Saf...	6200 · Professional Ser...		4,834.00	X		647,713.67
08/23/2012	15607	Comcast	6110 · Communication...		122.41	X		647,591.26
08/23/2012	15608	EDC Information Ser...	6200 · Professional Ser...		24.00			647,567.26
08/23/2012	15609	Doug Veerkamp	6140 · Maintenance of ...		1,144.07	X		646,423.19
08/23/2012	15610	El Dorado County Fi...	6170 · Dues and Subsc...		125.00			646,298.19
08/23/2012	15611	El Dorado Irrigation ...	-split-	Water/Sewer	2,496.45	X		643,801.74
08/23/2012	15612	Fit Guard	6140 · Maintenance of ...		400.00	X		643,401.74
08/23/2012	15613	Gary Pertle	6150 · Maintenance,Str...		175.00	X		643,226.74
08/23/2012	15614	InterState Oil Compa...	6250 · Transportation a...		2,006.09	X		641,220.65
08/23/2012	15615	Business Card	-split-	Auth Rep	697.39	X		640,523.26
08/23/2012	15616	Oracle America, Inc.	6200 · Professional Ser...		1,000.00	X		639,523.26
08/23/2012	15617	Sam's Club	-split-		827.21	X		638,696.05
08/23/2012	15618	Sign & Banner Expre...	6240 · Special Expense...		58.99	X		638,637.06
08/23/2012	15619	Signal Service	6200 · Professional Ser...		114.00	X		638,523.06
08/23/2012	15620	Verizon Wireless	-split-		2,054.51	X		636,468.55
08/23/2012	15621	Village Life	6170 · Dues and Subsc...		20.00	X		636,448.55
08/23/2012	15622	Aaron Albillar	6150 · Maintenance,Str...		300.00	X		636,148.55
08/23/2012	15623	West-Mark	6140 · Maintenance of ...		19.68	X		636,128.87
08/23/2012	PR12-8-2	Payroll - Taxes	2021 · Federal Tax Wit...	Taxes	72,339.98	X		563,788.89
08/23/2012	PR12-8-2	Payroll - Direct Depo...	2021 · Federal Tax Wit...	Direct Deposit	213,676.66	X		350,112.23
08/24/2012	EFT	ING	2023 · Accrued Retire...	PR12-8-2	8,582.68	X		341,529.55
08/24/2012	EFT	ING (Loans)	2023 · Accrued Retire...	PR12-8-2L	2,814.20	X		338,715.35
08/27/2012		Deposit	2015 · Weed Abateme...	Deposit		X	260.00	338,975.35
08/27/2012	EFT	Nationwide Retireme...	2023 · Accrued Retire...		6,371.84	X		332,603.51
08/27/2012	EFT	P.E.R.S. Retirement	-split-	PR-12-8-2 ...	79,489.67	X		253,113.84
08/27/2012	EFT	P.E.R.S. Retirement (...)	6000 · Salaries & Wag...	PR-12-8-2 ...	4,304.87	X		248,808.97
08/28/2012	EFT	ADP (FSA)	2032 · FSA-Medical C...		37.70	X		248,771.27
08/29/2012	EFT	ADP (FSA)	-split-		410.00	X		248,361.27
08/30/2012		Deposit	-split-	Deposit		X	9,911.29	258,272.56
08/30/2012		Deposit	-split-	Deposit		X	1,203.30	259,475.86
08/30/2012	EFT	ADP (FSA)	2032 · FSA-Medical C...		30.00	X		259,445.86
08/31/2012	EFT	ADP	6200 · Professional Ser...		244.75	X		259,201.11
08/31/2012	EFT	ADP (FSA Service C...	6200 · Professional Ser...		80.00	X		259,121.11

Dear Chief Roberts and Board President Hidahl;

September 11, 2012

I request you and the board place on its September 20 agenda a discussion of the long-term pension and retiree health liabilities costs. Further I request these liabilities details be plainly and routinely published. This is important given the recent years reductions to reserves and Chief Roberts comments to the Villagelife newspaper in March 2011: "El Dorado Hills residents benefit from some of the highest service levels anywhere in the country. Most communities would be thrilled with even half of the level of service we provide... This service level has not been accomplished by accident, and we have managed to accomplish this while funding 100 percent of our future liabilities, and at the same time, maintaining a very respectable reserve of cash in the bank."

At that time given available district fiscal data I might have agreed. What I now observe is that the personnel benefit liabilities of the department are hard to track. Now, I believe you overstated both the fiscal situation and our service benefits. I believe Rescue and Latrobe would be thrill with our services. However, communities similar to EDH have similar services at less cost.

Last November I publicly asked why the single \$1,090,000 PERS pension payment was not categorized as a personnel benefit when paid in 2010-11. That payment used reserves to eliminate a liability of the department. That was in addition to the \$2,000,000 annual payment for pensions obligations.

More district pension liability is separately identified in the *Financial Statement and Independent Auditors Report ending 6/30/2011*. This liability arises from pension funding not covered by the PERS investment fund assets that according to PERS were \$3.5 billion short in late 2011. The 'Unfunded Liability' ultimately affects the district's costs. The district's relevant Fund pools are under funded at 65% levels. Further, the district's *Actuarial Analysis of Retiree Medical Benefits, as of 7/1/2011* separately identifies another liability of \$5.3 million for current and future retiree medical benefits. This in addition to the \$763,000 annual payment and the prior \$2 million advance payment to the state OPED TRUST. Neither the pension or health benefit liabilities are found on the annual fiscal statements of the district and appear in esoteric documents.

Governmental Accounting Standard Board (GSAB) 45 requires local governments to publicly disclose the future costs of paying for post-employment benefits other than pensions for current retirees and employees. In the spirit of GASB 45, the district should publish all benefit costs so the public can understand obligations incurred. These liabilities like a personal mortgage, give proper perspective to the district's fiscal health.

The specific obligations need to be understandably published. These multi-million dollar liabilities arise from board policies benefiting immediate staff first. Also, the liabilities are not fixed. As our retiree pool increases and are replaced by new staff both groups will inflate total pension and health benefit costs. The promises of unsustainable benefits will ultimately negatively impact staff and the department's integrity. Like Stockton, we the district taxpayers, will bear the ultimate burden in someway.

Thank you for your prompt attention.

Richard Ross





EL DORADO HILLS FIRE DEPARTMENT

MONTHLY ACTIVITY REPORT

August 2012



*"Your Safety,
Our Commitment"*

ALARM STATISTICS

181	Calls for the Month 2012
221	Calls for the Month 2011
1553	Total "2012 Year to Date"
1512	Total "2011 Year to Date"
96.48%	Medic Unit Response, 10 Minute
96.98%	Medic Unit Response, 11 Minutes

*50 consecutive months in compliance.



EL DORADO HILLS FIRE DEPARTMENT



*"Your Safety,
Our Commitment"*

Monthly Response Time Statistics

<u>Jan-2012</u>	<u>6 min</u>	<u>7 min</u>	<u>8 min</u>	<u>Average</u>	<u>July-2012</u>	<u>6 min</u>	<u>7 min</u>	<u>8 min</u>	<u>Average</u>
Station 84	70%	90%	95%		Station 84	77%	77%	77%	05:40
Station 85	83%	93%	95%		Station 85	76%	92%	100%	05:04
Station 86	77%	85%	92%		Station 86	60%	80%	93%	06:53
Station 87	67%	81%	90%		Station 87	93%	100%	100%	05:10
<u>Feb-2012</u>					<u>Aug-2012</u>				
Station 84	83%	90%	98%		Station 84	86%	95%	95%	04:43
Station 85	70%	93%	100%		Station 85	94%	100%	100%	04:43
Station 86	70%	90%	95%		Station 86	80%	93%	93%	06:07
Station 87	73%	80%	100%		Station 87	73%	93%	100%	05:33
<u>Mar-2012</u>					<u>Sept-2012</u>				
Station 84	93%	93%	93%		Station 84				
Station 85	63%	76%	92%		Station 85				
Station 86	60%	85%	95%		Station 86				
Station 87	71%	86%	96%		Station 87				
<u>April-2012</u>					<u>Oct-2012</u>				
Station 84	87%	90%	97%		Station 84				
Station 85	77%	94%	97%		Station 85				
Station 86	71%	82%	94%		Station 86				
Station 87	73%	86%	95%		Station 87				
<u>May-2012</u>					<u>Nov-2012</u>				
Station 84	86%	93%	97%		Station 84				
Station 85	70%	85%	94%		Station 85				
Station 86	64%	86%	86%		Station 86				
Station 87	79%	93%	100%		Station 87				
<u>June-2012</u>					<u>Dec-2011</u>				
Station 84	77%	83%	94%		Station 84	82%	91%	91%	
Station 85	66%	88%	94%		Station 85	81%	95%	100%	
Station 86	63%	75%	88%		Station 86	73%	82%	100%	
Station 87	85%	92%	92%		Station 87	38%	68%	88%	

Note: The target of a 6 minute response time to 90% of code 3 emergency calls (a lights and sirens, 911 emergency) was adopted by past administrations and Board of Directors based on NFPA 1710 guidelines. The NFPA 1710 sets these guidelines based on statistics that both fires and critical medical emergencies have the best outcome if contact is made within this time frame. Fire stations were strategically located throughout the District with this target in mind. It is important to note that there are several factors that can affect the 6 minute response target such as having to put on safety gear, responding to calls during the night or not being in quarters at the time of the call.



EL DORADO HILLS FIRE DEPARTMENT



*"Your Safety,
Our Commitment"*

Latrobe Response by Month

<u>January-2012</u>	7	<u>July-2012</u>	8
<u>February- 2012</u>	1	<u>August-2012</u>	3
<u>March- 2012</u>	1	<u>September-2012</u>	
<u>April- 2012</u>	3	<u>October-2012</u>	
<u>May- 2012</u>	4	<u>November-2012</u>	
<u>June- 2012</u>	5	<u>December- 2012</u>	

- Contract with Latrobe Fire Department to provide service to all code 3 emergency calls 24/7 started March, 2012



**El Dorado County
Emergency Services Authority**

F Y I

Board of Directors Meeting

Wednesday – September 19, 2012, 9:00 a.m.

El Dorado County OES Conference Room, 330 Fair Lane, Placerville, CA 95667

AGENDA

- | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| 1. Call to Order/Roll Call/Introductions | Schwab |
| 2. Approval of Agenda | Schwab |
| 3. Public Comments - Public comments will be received on each agenda item as it is called. The public may address matters not on the agenda at this time. Individual comments will be limited to three (3) minutes. The Board reserves the right to waive said rules by a majority vote. | Schwab |
| 4. Consent Calendar | Schwab |
| 4.1 Approval of JPA Board Minutes of August 15, 2012 | |
| 4.2 Approval of August 2012 Bills | |
| 4.3 Receive Medical Response Statistics and Monthly Mutual Aid from August 2012 | |
| 5. Correspondence | |
| 6. Reports | |
| 6.1 Report from JPA Systems Management Committee Meeting of August 22, 2012 | Schwab |
| 6.2 Report/Recommendation from combined Finance and JPA Board Workshop of September 18, 2012 | Hackett |
| 7. Fiscal Items | Hackett |
| 7.1 Audit Update | |
| 7.2 Review Revenue & Expenditures for July/August 2012 | |
| 7.3 Review/Approve FY 12-13 Budget Balancing Measures | |
| 8. Old Business | Hackett |
| 8.1 Report on Marshall Grand Opening from September 15, 2012 from 10:00 am – 2:00 pm | |
| 8.2 Discuss/Approve Reimbursement of Educational Expenses Policy | |
| 8.3 Review/Approve Resolution for Deferred Comp Plan (no added cost to JPA) | |
| 9. New Business | |
| 9.1 ALS Engine Response Fee | Keating |
| 10. Director Items | Schwab |
| 11. Adjournment | Schwab |

*****Next meeting: 9:00 a.m. on Wednesday – October 24, 2012 - El Dorado County OES Conf. Room, 330 Fair Lane*****

All Board Meetings are recorded:

The Board Packet may be reviewed at the JPA Office located at 480 Locust Road, Diamond Springs, CA 95619

Note: The Board of Directors may elect to take action on any item included on this agenda.



**El Dorado County
Emergency Services Authority**

F Y I

Special Combined Finance and JPA Board Workshop
Tuesday, September 18, 2012 – 9:00 a.m.
DS/ED Fire Station #49, Classroom, 501 Main Street, Diamond Springs, CA

AGENDA

1. Discuss/Recommend Budget Balancing Measures Hackett

2. Adjournment Hackett



El Dorado County
Emergency Services Authority

Item 4.1

FYI

Board of Directors Meeting

Wednesday, August 15, 2012, 9:00 a.m.

El Dorado County OES Conference Room, 330 Fair Lane, Placerville, CA 95667

MINUTES

- 1. **Call to Order/Roll Call/Introductions - 0955** Schwab
Chief Lacher/El Dorado County Fire; Chief Gill/Pioneer Fire; Chief Schwab/ Georgetown Fire; Chief Roberts/El Dorado Hills Fire; Chief Davis/Mosquito Fire; Chief Combs/Diamond Springs and Director Hackett/JPA. Guests: Director Hartley/EDH, Director Barbara Wynn/EDH Fire Board and Forte Rep, Supervisor Elect Ron Mikalako, Chiefs Hardy, Sanders, Huffman, Erik Peterson (retired Chief,) Rich Todd/EMSA, Jose Henriquez/LAFCO, and Tom Zarback /EDH Union Rep.
- 2. **Approval of Agenda** Schwab
Motion to approve Agenda by Chief Gill with Systems Report given by Schwab; seconded by Davis and motion carries unanimously.
- 3. **Public Comments** Schwab
 Public comments will be received on each agenda item as it is called. The public may address matters not on the agenda at this time. Individual comments will be limited to three (3) minutes. The Board reserves the right to waive said rules by a majority vote.
none
- 4. **Consent Calendar** Schwab
 - 4.1 Approval of JPA Board Minutes of July 18, 2012
 - 4.2 Receive/File Systems Management Committee Minutes of July 25, 2012
 - 4.3 Receive/File Finance Committee Meeting Minutes of August 1, 2012
 - 4.4 Approval of July 2012 Bills
 - 4.5 Receive Medical Response Statistics from July 2012 and Monthly Mutual Aid*Motion to approve Consent Calendar by Gill; seconded by Roberts and motion carries unanimously.*
- 5. **Correspondence** Hackett
5.1 LAFCO *The JPA is in receipt of a letter regarding request of annexation of Shingle Springs Rancheria to provide water service by EID. There is no impact to ad valorem and no action needed.*
- 6. **Reports**
 - 6.1 Report from JPA Systems Management Committee Meeting of July 25, 2012 Hardy
Schwab reported on All State SAREX coming up Sept 7 – 9th. Educational Expense Policy will be agendized for September as the TOs did not have a quorum. Interfacility transfers are moving forward with Dr. Brazzel regarding Card 33.
 - 6.2 Executive Director Report Hackett
Director reported on EPCR meeting yesterday and continued missing EPCR tags - patterns and preventions being identified to narrow the number of missing tags that continue to occur. Medics must properly submit and close and reconcile daily. MAC meeting hasn't been as well attended as last year. Barbara Winn is the new IPCR Account Rep.
- 7. **Fiscal Items**
 - 7.1 Audit Update Hackett
Data was collected and reported to county on payroll audit of each provider in preparation to demonstrate to CPA, Lori Walker that sound practices are in place. We will continue auditing payroll for the next 3 pay cycles until county is satisfied with the JPA reporting.
 - 7.2 Review Revenue Expenditure of FY 11/12
Director Hackett thanked Chief Keating for developing the Revenue and Expenditure spreadsheet that will list each Class 3000 and 4000 to capture immediate real time figures and will be reported monthly. 2.25% of collected dollars is paid to County Administrative Fees, basic transport is \$1,100 for ALS to show-up on scene, and \$460 is the Medicare reimbursement rate. It's against the law to refuse treatment/transport; however patient may refuse treatment/transport.

7.3 Review/Approve FY 12/13 Revenue Generating and Cost Reduction Plan

Director Hackett discussed revenue and costs. Since 1996 parcel tax is typically \$25 per parcel and has remained around 1.5 mil. Commercial parcels are determined by Risk factor and usage codes. Districts are attempting to use of extra-help pools of employees to reduce costs. It was mentioned that the JPA could create its own MOU as vacancies occur it would eventually generate monies instead of dealing with multiple MOUs at each district. If a medic unit is taken out of the system the Board of Supervisors should be notified. \$600,000 dollars in savings is projected with a reduction in service. Extra help pools and Class 40 cuts have been put into place, but it doesn't produce the kind of savings that need to be implemented now - cannot continue to spend in the red.

- Visit Assessor's Office for parcel fees and potential revenue
- Service Reduction by cutting Medic 26 needs to be clearly identified.
- Initiate a meeting with Board of Supervisors to discuss reduction in service with Hackett, Roberts and Lacher.

8. Old Business

Hackett

8.1 Marshall Grand Opening coverage on September 15, 2012 10:00 am – 2:00 pm

El Dorado County will dedicate an Ambulance and Engine for the Event.

8.2 Remount Update

First remount expected to be completed in September.

9. New Business

Hackett

9.1 Review/Approve Forte Contract

Forte Contract covers 12 iPad Licenses; however Forte will donate 10 iPad Licenses to continue services as-is to maintain relationship with El Dorado County.

The contract should be revised to add language clarification to read upon cancellation of contract a pro-rated service rate will be adjusted – see page 4 of 17 under cancellation.

Motion to approve IPCR/Forte Contract upon additional verbiage to clarify a proration of service upon cancellation by Roberts; seconded by Lacher and motion carries unanimously.

9.2 Review/Approve surplus of 2003 Ford Ambulance VIN# 1FDXF47PX3ED67403 – Patient Compartment to be used for New Remount (Request Form)

This will be the third surplus for the remount project. Motion to surplus by Gill; seconded by Roberts and motion carries unanimously.

9.3 Review/Approve 457(b) Deferred Retirement Compensation Plan (no additional cost to the JPA)

This Compensation Plan will come out of the employee salary only. Motion to approve EDC JPA staff to explore 457(b) by Gill; seconded by Roberts and motion carries unanimously.

9.4 Review/Approve determination of litigation in lawsuit against Ford Motor Company

Medic 26 has had multiple issues and Folsom Lake Ford has exhausted their efforts – Lemon Law Claim was submitted but Ford Motor Co. denied. Director seeking motion to consult with an Attorney. Roberts motion to pursue attorney not to exceed \$3000; seconded by Lacher and motion carries unanimously.

9.5 ALS Engine Response Fee (Keating)

Keating is not present and Item will be itemized for next month.

10. Director Items

Schwab

Cameron Park:

Diamond Springs/El Dorado:

El Dorado County:

El Dorado Hills:

Garden Valley:

Georgetown: Medic 61 is at 69,000 miles and causing uneven tire wear.

Latrobe:

Mosquito: Chief Davis interested in Combi Tubes if anyone has them available

Pioneer:

Rescue:

11. Adjournment – 1140 hours

Schwab

Motioned to adjourn by Lacher; seconded by Roberts and motion carries unanimously.



El Dorado County
Emergency Services Authority

Item 4.1

FYI

Board of Directors Meeting

Wednesday, July 18, 2012, 9:00 a.m.

El Dorado County OES Conference Room, 330 Fair Lane, Placerville, CA 95667

MINUTES

1. Call to Order/Roll Call/Introductions -0902

Schwab

Chief Lacher/El Dorado County Fire; Chief Gill/Pioneer Fire; Chief Keating/Rescue Fire; Chief Schwab/Georgetown Fire; Asst. Chief Bement/Garden Valley; Chief Roberts/El Dorado Hills Fire; BC Dave Teter/Cameron Park Fire; Chief Davis/Mosquito Fire; Chief Combs/Diamond Springs and Director Hackett/JPA. Guests: Director Hartley and Barbara Wynn/El Dorado Hills, Huffman, Cima, Tyler

2. Approval of Agenda

Schwab

Motion to approve Agenda by Gill; seconded by Roberts and motion carries unanimously.

3. Public Comments

Schwab

Public comments will be received on each agenda item as it is called. The public may address matters not on the agenda at this time. Individual comments will be limited to three (3) minutes. The Board reserves the right to waive said rules by a majority vote.

none

4. Consent Calendar

Schwab

4.1 Approval of JPA Board Minutes of June 20, 2012

4.2 Approval of Systems Management Committee Minutes of June 27, 2012

4.3 Approval of June 2012 Bills

Motion to approve Consent Calendar by Gill; seconded by Keating and motion carries unanimously.

5. Correspondence

Hackett

none

6. Reports

6.1 Review/Discuss Medical Response Statistics for June 2012

Hackett

Director Hackett reported consistent Response Times and in the future this report will be listed under the consent calendar. Any questions by the board will be addressed and can be viewed on the website.

6.2 Report from JPA Systems Management Committee Meeting of June 20, 2012

Hardy

- *Chief Hardy reported Medic 26 is now out of service and in the process of Lemon Law Claim.*
- *Reimbursement for Educational Expenses Policy is being addressed with the Training Committee and will report back to Systems and the JPA Board in August.*
- *EPCR Program and CAD Integration was addressed – Forte is testing and using M-85 to work on glitches. A Policy has been put into place to require Medics to review reports before submission of patient care reports.*
- *Missing tags could be from software failure, operator error, internet connections, or other. This is important information to capture for patient records as well as for billing and revenue.*
- *Hackett has a meeting with Forte tomorrow – 7/18/12. Our contract is up in September and he would like to see a performance based contract with timelines that are enforceable.*
- *Essential issues – CAD Integration, readable attachments such as hospital face sheets, and accurately completed PCRs.*

Discussion points:

- *Diamond is in the process of drafting an annual contract with skilled nursing facility to cap costs of transfers.*

6.3 Executive Director Report

Hackett

- *The Lemon Law Claim on M-26 was declined. Sub-committees will follow-up on how to proceed.*
- *Remount should be complete in August and the second remount will begin thereafter.*
- *\$3000 GRV Claim for Reimbursement of Education will be added to FY-12/13 Budget.*
- *Possible Lawsuit regarding Lemon Law - Advised to add Lemon Law Item to August Agenda closed session and discuss options.*

7. Fiscal Items

7.2 Audit Update

Hackett

Director Hackett reported County's request to put controls in place for payroll overtime and created JPA Accountability Policy. A meeting was held between the JPA, Larry Klaus, and Lori Walker/CPA with El Dorado County. It was determined that Timecards, Loan Labor and Telestaff Reports must be reviewed over a 28 day pay-period from every district and reported back to El Dorado County for accuracy. Upon approval of internal audit satisfaction a sampling will be appropriate thereafter.

7.3 Report from Special Joint JPA Board/SSMC Meeting of July 17, 2012

Hackett

The final recommendation was to put control caps in place on Class 30 for a \$500,000 savings across the board. Agendize item for August to vote on control caps under New Business.

8. Old Business

9. New Business

10. Director Items

Schwab

Cameron Park: none

Diamond Springs/El Dorado: Injured Employee is back and district is fully staffed.

El Dorado County: none

El Dorado Hills: none

Garden Valley: Grant will help with Staffing for two years

Georgetown: One employee is still out for surgery, but coverage is ok - 90% done with testing for open vacancy. They will maintain a list, but the position will not be filled because of budget constraints.

Latrobe: n/a

Mosquito: none

Pioneer: none

Rescue: none

11. Adjournment – 1011 hours

Schwab

Motioned to adjourn by Roberts; seconded by Davis and Motion carries unanimously.

DATE: May 11, 2012
TO: Mayor and City Council Members
FROM: Fire Department
SUBJECT: **ORDINANCE NO. 1164 - AN ORDINANCE OF THE CITY OF FOLSOM AMENDING CHAPTER 3.25 (EMERGENCY TRANSPORTATION SERVICE CHARGES) OF TITLE 3 (REVENUE AND FINANCE) OF THE FOLSOM MUNICIPAL CODE TO INCLUDE A FIRST RESPONDER PARAMEDIC SERVICE FEE (INTRODUCTION/FIRST READING)**

BACKGROUND / ISSUE

The Fire Department currently provides a paramedicine based level of pre-hospital Emergency Medical Service (EMS) for sick and injured persons throughout all areas of the City. Paramedicine, also known as Advanced Life Support (ALS), is the totality of the roles and responsibilities of field based paramedics and represent the highest level of pre-hospital emergency medical service provided by non-physicians. The Fire Department provides this service level through its three engine companies, one ladder-truck company and two ground ambulances deployed in the field on a daily basis.

Operating costs to maintain the Fire Department's current level of services are funded through a combination of City General Fund and program revenues associated with Emergency Transportation Service charges. The current service charges are intended to recover the costs associated with the operation of the ground ambulance program and related supplies. The Fire Department proposes to amend the definition of an Emergency Transportation Service charge and related service fees originating in FMC §3.25 to include program and supply costs connected to its "First Responder" Paramedic level engine and truck companies.

POLICY / RULE

Folsom Municipal Code - 3.25.020 Service Charges. The fees for emergency ground ambulance transportation services shall be established by resolution of the City Council (Ord. 524 § 1, 1984). The City, as the designated Emergency Medical Service (EMS) provider in the City of Folsom, may charge for emergency ground ambulance services and supplies used in providing such services.

ANALYSIS

The Fire Department is an "all risk" service provider capable of responding to and mitigating fire, rescue and EMS related emergencies. City General Fund revenues support the deployment of fire protection and emergency medical response services from the Department's four

operating fire stations on a continuous basis. The Department projects that it will respond to 5,850 calls for service in both the City and surrounding communities in FY11-12. This is an increase of approximately 5% in total calls for service from the prior fiscal year.

All costs associated with maintaining ALS service level response capabilities for the first responder paramedic companies are currently underwritten by the City General Fund. Staff is recommending that direct costs associated with the response to EMS incidents by Fire Department engine and truck companies be reimbursed by the patient or their insurance company. This change would apply to all EMS incidents that occur in the City. The service fee would also be applied to the approximately 300 EMS related incidents the Fire Department responds to annually in other cities and unincorporated areas of Sacramento County.

A First Responder Paramedic Service fee is established in several communities throughout California. The fee is often applied for costs associated with providing paramedics on engine and truck companies that are often on scene and providing patient care prior to the arrival of a public or private provider ambulance. The fee is typically intended to recover the direct operational costs associated with providing Paramedicine level EMS within a municipality.

The following table is a sampling of communities from throughout Northern California that currently assesses a First Responder Fee for pre-hospital EMS services:

Northern California First Responder Cost Comparison Survey

Agency	First Responder Fee with Patient Transport	First Responder Fee without Patient Transport
County of Alameda Fire Department	\$0	\$433.39
Novato Fire Protection District	\$325.00	\$425.16
Town of Corte Madera	\$0	\$325.16
El Dorado County Ambulance JPA	\$0	\$317.00
Sacramento Metropolitan Fire District	\$275.58	\$275.58
City of Folsom (Proposed)	\$225.00	\$225.00
City of Sacramento	\$0	\$96.00

A fee study was completed by the Fire Department to determine the direct costs associated with responding to an incident for patient evaluation, treatment and loading for transport by an ALS first responder fire company with three personnel. The following analysis details the current direct costs incurred by the City to provide ALS service levels with its First Responder Paramedic companies:

- Fuel Surcharge - \$4
- Paramedicine supplies and equipment costs - \$36
- Personnel costs - \$185**

** Total employee compensation, mean average per hour of Captain, Engineer, and Firefighter-Paramedic position classifications.

FINANCIAL IMPACT

The current costs for ALS services provided by Fire Department first responders average \$225 per hour. Staff analysis using current EMS call volume and patient payment history trends in the City project up to an additional \$250,000 in program revenues associated with the adoption of this ordinance starting in FY12-13.

Staff is recommending that a resolution establishing a service fee of \$225 per EMS patient be presented to the City Council in conjunction with second reading of the ordinance. Staff recommends that the new fee schedule become effective on July 12, 2012.

ENVIRONMENTAL ANALYSIS

Staff has determined that this project is categorically exempt from CEQA requirements under Section 15061 (b)(3) "Review for Exemption."

ATTACHMENT

1. Ordinance No. 1164 – An Ordinance of the City of Folsom Amending Chapter 3.25 (Emergency Transportation Service Charges) of Title 3 (Revenue and Finance) of the Folsom Municipal Code to Include a First Responder Paramedic Service Fee

RECOMMENDATION / CITY COUNCIL ACTION

The Fire Department recommends that the City Council pass and adopt Ordinance No. 1164 – An Ordinance of the City of Folsom Amending Chapter 3.25 (Emergency Transportation Services Charges) of Title 3 (Revenue and Finance) of the Folsom Municipal Code to Include a First Responder Paramedic Service Fee (Introduction/First Reading)

Submitted,



Ronald A. Phillips, FIRE CHIEF

ORDINANCE NO. 1164

AN ORDINANCE OF THE CITY OF FOLSOM
AMENDING CHAPTER 3.25 (EMERGENCY TRANSPORTATION SERVICE
CHARGES) OF TITLE 3 (REVENUE AND FINANCE)
OF THE FOLSOM MUNICIPAL CODE TO INCLUDE
A FIRST RESPONDER PARAMEDIC SERVICE FEE

The City Council of the City of Folsom does hereby ordain as follows:

SECTION 1 PURPOSE

The purpose of this ordinance is to amend Chapter 3.25 to include a first responder paramedic service fee to Title 3 of the Folsom Municipal Code.

SECTION 2

Chapter 3.25 of the Folsom Municipal Code is amended to read as follows:

“3.25.010 Definition.

As used in this code, emergency transportation services charges include the charges levied by the city for provision of emergency or medical transportation service, including a first responder paramedic service fee for provision of emergency medical first responder paramedic services whether the patient is transported or not.

3.25.020 Service charges and fees.

The fees for emergency transportation services and first responder paramedic services shall be established by resolution of the city council.”

SECTION 3

Except as set forth in this ordinance, all other provisions of the Folsom Municipal Code shall remain in full force and effect.

SECTION 4 SEVERABILITY

If any section, subsection, sentence, clause, or phrase in this Ordinance or any part thereof is for any reason held to be unconstitutional, invalid, or ineffective by any court of competent jurisdiction, such decision shall not affect the validity or effectiveness of the remaining portions of this Ordinance or any part thereof. The City Council declares that it would have passed each section irrespective of the fact that any one or more section, subsection, sentence, clause, or phrase be declared unconstitutional, invalid, or ineffective.

SECTION 5 EFFECTIVE DATE

This ordinance shall become effective thirty (30) days from and after its passage and adoption, provided it is published in full or in summary within twenty (20) days after its adoption in a newspaper of general circulation in the City.

This ordinance was introduced and the title thereof read at the regular meeting of the City Council on May 22, 2012 and the second reading occurred at the regular meeting of the City Council on June 12, 2012.

On a motion by Council Member _____ seconded by Council Member _____, the foregoing ordinance was passed and adopted by the City Council of the City of Folsom, State of California, this 12th day of June 2012, by the following roll-call vote:

AYES: Council Member(s):
NOES: Council Member(s):
ABSENT: Council Member(s):
ABSTAIN: Council Member(s):

Kerri M. Howell, MAYOR

ATTEST:

Christa Saunders, CITY CLERK

ORDINANCE NO. 1164

AN ORDINANCE OF THE CITY OF FOLSOM
AMENDING CHAPTER 3.25 (EMERGENCY TRANSPORTATION SERVICE
CHARGES) OF TITLE 3 (REVENUE AND FINANCE)
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On a motion by Council Member _____ seconded by Council Member _____, the foregoing ordinance was passed and adopted by the City Council of the City of Folsom, State of California, this 12th day of June 2012, by the following roll-call vote:

AYES: Council Member(s):
NOES: Council Member(s):
ABSENT: Council Member(s):
ABSTAIN: Council Member(s):

Kerri M. Howell, MAYOR

ATTEST:

Christa Saunders, CITY CLERK

DATE: June 20, 2012
TO: Mayor and City Council Members
FROM: Fire Department
RE: **RESOLUTION NO. 9016 - A RESOLUTION ADOPTING A FEE SCHEDULE FOR FIRST RESPONDER PARAMEDIC SERVICES**

BACKGROUND / ISSUE

On June 12, 2012 Ordinance No. 1164 was approved by the City Council to amend Chapter 3.25 to include a first responder paramedic service fee to Title 3 of the Folsom Municipal Code. This resolution is for the associated fee schedule as it relates to first responder paramedic services.

The Fire Department currently provides a paramedicine based level of pre-hospital Emergency Medical Service (EMS) for sick and injured persons throughout all areas of the City. Paramedicine, also known as Advanced Life Support (ALS), is the totality of the roles and responsibilities of field based paramedics and represent the highest level of pre-hospital emergency medical service provided by non-physicians. The Fire Department provides this service level through its three engine companies, one ladder-truck company and two ground ambulances deployed in the field on a daily basis.

Operating costs to maintain the Fire Department's current level of service is funded through a combination of City General Fund and program revenues associated with Emergency Transportation Service charges. The current service charges are intended to recover the costs associated with the operation of the ground ambulance program and related supplies.

POLICY / RULE

Folsom Municipal Code – 3.25.020 Service Charges. The fees for first responder paramedic services shall be established by resolution of the City Council.

ANALYSIS

The Fire Department is an "all risk" service provider capable of responding to and mitigating fire, rescue and EMS related emergencies. City General Fund revenues support the deployment of fire protection and emergency medical response services from the Department's four operating fire stations on a continuous basis. The Department projects that it will respond to 3,500 EMS calls for service in both the City and surrounding communities in FY11-12. This is an increase of approximately 5% in total calls for service from the prior fiscal year.

All costs associated with maintaining ALS service level response capabilities for the first responder paramedic companies are currently underwritten by the City General Fund. Staff is recommending that direct costs associated with the response to EMS incidents by Fire Department engine and truck companies be reimbursed by the patient or their insurance company. This change would apply to all EMS incidents that occur in the City. The service fee would also be applied to the approximately 300 EMS related incidents the Fire Department responds to annually in other cities and unincorporated areas of Sacramento County.

A First Responder Paramedic Service fee is established in several communities throughout California. The fee is often applied for costs associated with providing paramedics on engine and truck companies that are frequently on scene and providing patient care prior to the arrival of a public or private provider ambulance. The fee would be applied whenever a person is medically evaluated and treated by paramedics on a first responder unit. It would not be applied when a person declines medical evaluation or treatment by paramedics.

The following table is a sampling of communities from throughout Northern California that currently assesses a First Responder Fee for pre-hospital EMS services:

Northern California First Responder Cost Comparison Survey

Agency	First Responder Fee with Patient Transport	First Responder Fee without Patient Transport
County of Alameda Fire Department	\$0	\$433.39
Novato Fire Protection District	\$325.00	\$425.16
Town of Corte Madera	\$0	\$325.16
El Dorado County Ambulance JPA	\$0	\$317.00
Sacramento Metropolitan Fire District	\$275.58	\$275.58
City of Folsom (Proposed)	\$225.00	\$225.00
City of Sacramento	\$0	\$96.00

A fee study was completed by the Fire Department to determine the direct costs associated with responding to an incident for patient evaluation, treatment and loading for transport by an ALS first responder fire company with three personnel. The following analysis details the current direct costs incurred by the City to provide ALS service levels with its First Responder Paramedic companies:

- Fuel Surcharge - \$4
- Paramedicine supplies and equipment costs - \$36
- Personnel costs - \$185**

** Total employee compensation, mean average per hour of Captain, Engineer, and Firefighter-Paramedic position classifications.

FINANCIAL IMPACT

The current costs for ALS services provided by Fire Department first responders average \$225 per patient. Staff analysis using current EMS call volume and patient payment history trends in the City project up to an additional \$250,000 in program revenues in FY12-13. Staff recommends that the new fee schedule become effective on July 15, 2012.

ENVIRONMENTAL ANALYSIS

Staff has determined that this project is categorically exempt from CEQA requirements under Section 15061 (b) (3) "Review for Exemption."

ATTACHMENTS

1. Resolution No. 9016 - A Resolution Adopting a New Fee Schedule for First Responder Paramedic Services

RECOMMENDATION/CITY COUNCIL ACTION

The Fire Department recommends that the City Council pass and approve Resolution Number 9016 - A Resolution Adopting a New Fee Schedule for First Responder Paramedic Services.

Respectfully submitted,

Ronald A. Phillips, FIRE CHIEF

RESOLUTION NO. 9016

**A RESOLUTION ADOPTING A NEW FEE SCHEDULE FOR FIRST RESPONDER
PARAMEDIC SERVICES**

WHEREAS; the Fire Department provides emergency first responder paramedic services to the residents of the City of Folsom, and,

WHEREAS; the Fire Department provides emergency first responder paramedic services to neighboring communities through its membership in the Sacramento Regional Fire Emergency Communication Center Joint Powers Authority; and,

WHEREAS; it is necessary for the City to establish emergency first responder paramedic service fees to recover costs for the operations of the medical services provided to the citizens of Folsom and others in need of medical treatment; and,

WHEREAS; pursuant to Folsom Municipal Code - 3.25.020, fees for first responder paramedic services shall be established by Resolution of the City Council;

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Folsom that the attached new fee schedule is adopted for first responder paramedic services provided by the Fire Department effective July 15, 2012.

PASSED AND ADOPTED by the City Council of the City of Folsom this 26th day of June, 2012, by the following roll call vote:

AYES: Council Members:

NOES: Council Members:

ABSTAIN: Council Members:

ABSENT: Council Members:

Kerri M. Howell, MAYOR

ATTEST:

Christa Saunders, CITY CLERK

**CITY OF FOLSOM
FIRST RESPONDER PARAMEDIC SERVICE
FEE SCHEDULE**

	FIRST RESPONDER PARAMEDIC SERVICE FEE	FEE SCHEDULE (Effective 07-15-12)
A.	Within Corporate City limits	\$225.00
B.	Outside Corporate City limits	\$225.00

EL DORADO HILLS COUNTY WATER DISTRICT

RESOLUTION NO. 2012-13

**RESOLUTION ADOPTING THE APPROPRIATION LIMITS FOR THE
2012-2013 FISCAL YEAR**

WHEREAS, the Board of Directors conducted a hearing on the appropriation limitation for the El Dorado Hills County Water District on Thursday, September 20, 2012; and,

WHEREAS, the hearing was advertised and noticed as required by law; and,

WHEREAS, the Board received testimony and other evidence regarding the appropriation limitation to be established for the El Dorado Hills County Water District.

NOW, THEREFORE, IT IS HEREBY RESOLVED by the Board of Directors of the El Dorado Hills County Water District, that the El Dorado Hills County Water District appropriation limit for the 2012-2013 fiscal year, as described in Article XIII B of the State Constitution and implemented by Chapter 1205, Statutes of 1980 is the sum of \$24,732,433 computed as follows, $\$24,732,433 \times 1.0979 = \$27,153,738$.

The foregoing resolution was passed and adopted by the Board of Directors of the El Dorado Hills County Water District at a meeting of said Board held on the 20th day of September, 2012 by the following vote:

AYES:
NOES:
ABSENT:

ATTEST:

Connie L. Bair, Board Secretary

John Hidahl, President

Agenda Item IX-C

CURRENT BILL STATUS

MEASURE : A.B. No. 2451
AUTHOR(S) : John A. Pérez (Coauthor: Senator Vargas).
TOPIC : Workers' compensation: firefighters.
+LAST AMENDED DATE : 08/20/2012

TYPE OF BILL :
Active
Non-Urgency
Non-Appropriations
Majority Vote Required
Non-State-Mandated Local Program
Non-Fiscal
Non-Tax Levy

LAST HIST. ACT. DATE: 09/11/2012
LAST HIST. ACTION : Enrolled and presented to the Governor at 12:30 p.m.
COMM. LOCATION : SEN LABOR AND INDUSTRIAL RELATIONS
COMM. ACTION DATE : 06/27/2012
COMM. ACTION : Do pass.
COMM. VOTE SUMMARY : Ayes: 05 Noes: 00PASS

TITLE : An act to amend Section 5406 of the Labor Code, relating to workers' compensation.

AB 2451

Version: Enrolled
Author: Perez J

BILL NUMBER: AB 2451 ENROLLED

BILL TEXT

PASSED THE SENATE AUGUST 23, 2012

PASSED THE ASSEMBLY AUGUST 28, 2012

AMENDED IN SENATE AUGUST 20, 2012

AMENDED IN ASSEMBLY APRIL 19, 2012

INTRODUCED BY Assembly Member John A. Perez

(Coauthor: Senator Vargas)

FEBRUARY 24, 2012

An act to amend Section 5406 of the Labor Code, relating to workers' compensation.

LEGISLATIVE COUNSEL'S DIGEST

AB 2451, John A. Perez. Workers' compensation: firefighters.

Existing law specifies the time period within which various proceedings may be commenced under provisions of law relating to workers' compensation. With certain exceptions, a proceeding to collect death benefits is required to be commenced within one year from the date of death or, in some cases, from the last furnishing of benefits. However, no proceedings may be commenced more than 240 weeks from the date of injury.

This bill would provide that certain proceedings related to the collection of death benefits of firefighters and peace officers may be commenced within, but no later than, 480 weeks from the date of injury, and in no event more than one year after the date of death, if specified criteria are met.

THE PEOPLE OF THE STATE OF CALIFORNIA DO ENACT AS FOLLOWS:

SECTION 1. Section 5406 of the Labor Code is amended to read:

5406. (a) Except as provided in Section 5406.5 or 5406.6, the period within which may be commenced proceedings for the collection of the benefits provided by Article 4 (commencing with Section 4700) of Chapter 2 of Part 2 is one year from any of the following:

(1) The date of death where death occurs within one year from date of injury.

(2) The date of last furnishing of any benefits under Chapter 2 (commencing with Section 4550) of Part 2 if death occurs more than one year from the date of injury.

(3) The date of death, if death occurs more than one year after the date of injury and compensation benefits have been furnished.

(b) Except as provided in subdivision (c), proceedings under subdivision (a) shall not be commenced more than one year after the date of death, nor more than 240 weeks from the date of injury.

(c) (1) Proceedings described in subdivision (a) may be commenced within, but no later than, 480 weeks from the date of injury, and in no event more than one year after the date of death, if all of the following criteria are met:

(A) The proceedings are brought for the collection of benefits by, or on behalf of, a person who was a dependent on the date of death. The extent of dependency shall be determined in accordance of the facts as they existed at the time of death of the employee.

(B) The injury causing death is one of the following:

(i) An injury as defined in Section 3212.1 to a person described in Section 3212.1.

(ii) An injury as defined in Section 3212.6 to a person described in Section 3212.6.

(iii) An injury as defined in Section 3212.8 to a person described in Section 3212.8.

(C) The date of injury is during the person's active service in applicable capacities described in Section 3212.1, 3212.6, or 3212.8.

(2) This subdivision shall not apply to claims for the collection of benefits pursuant to Article 4 (commencing with Section 4700) of Chapter 2 of Part 2 that have already been adjudicated, or otherwise finalized, or for which the commencement period lapsed on or before December 31, 2012.

THE SACRAMENTO BEE sacbee.com

Editorial: Governor has one choice: Veto AB 2451

Published Friday, Sep. 07, 2012

To win over voters who are undecided about his tax increase measure, Proposition 30, Gov. Jerry Brown must first convince them that the state is prepared to use the money in a prudent fashion.

The pension reform measure lawmakers approved last week helps him make that case. But he could take a step backward if he signs a bill on his desk to enhance death benefits for public safety officers.

The pension reforms are not nearly as robust as the governor initially proposed. But in an interview with The Bee's editorial board on Thursday, Brown called them "positive," and "a real step." And he signaled that more fixes may be coming. "There is more to do so that we can get it into the constitution and get some independent members onto the (California Public Employees' Retirement) board ... I am strongly committed to doing that."

Voters need to hold him to that commitment.

Of course, it does no good to roll back excessive pension benefits approved in the past if the governor is unwilling to hold the line on future excessive benefits for public employees. To hold the line on spending, Gov. Brown will have to say "no" to the same labor allies he needs to help get his tax increase measure passed.

Assembly Bill 2451 is a real-world test of the governor's commitment to fiscal discipline. Like this editorial board, he respects the risks that police officers and firefighters face on the job and the hardships their families endure. But the bill on his desk, sponsored by powerful police and firefighter unions and authored by Assembly Speaker John A. Pérez, goes too far in expanding death benefits that are already generous – imposing new costs on state and local governments. It doubles the statute of limitations on job-related death benefits for firefighters, police officers and prison guards. Democrats and Republicans approved the bill despite strong opposition from cities and counties that complain they can't afford new obligations at a time when they are laying off police and firefighters because of budget troubles.

Signing this bill would send the wrong message to state voters weighing Proposition 30.

In our meeting with him, the governor refused to say how he would handle AB 2451 and other bills on his desk. However, he suggested he would be highly attentive to how voters might react to his bill signings.

"I am very aware that more benefits at a time we are trying to convince people we are dealing with our budget will carry a very heavy burden from my point of view," he said. "I am going to be more fiscally prudent than I normally am and I am extremely wary of spending money in any domain in life."

By that standard, the governor has little choice. He needs to pull out his veto pen and reject AB 2451.

THE SACRAMENTO BEE

OPINION

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EDITORIALS | Views of the editorial board

Summer giveaway must be stopped

DEATH BENEFIT BOOST COSTLY TO STATE, CITIES

Sen. Darrell Steinberg, the president pro tem of the California Senate, says his bill limiting Assembly Bill 2451, Speaker John A. Perez's multimillion-dollar benefit giveaway to certain police and firefighter unions.

Mr. Steinberg wrote a letter last fall, which we exposed and blasted on Wednesday, marking the most irresponsible measure of the current session, but it awaits final action on the Senate floor. Despite its high cost, there still are no plans to hold a hearing on this bill in a Senate fiscal committee.

Why not? A spokesman for Perez says amendments are being prepared to soften its financial impact. Yet for now, it remains a fiscal time bomb. Lobbyists for cities and counties say there are no changes contemplated that could eliminate the considerable economic hardships this bill places on already struggling local governments.

The measure, pushed for public safety employee unions, eliminates the 4-year statute or limitations on work-related death benefits for peace officers and firefighters with the of diseases presumed by law to be job related, including cancer and heart attacks. That would allow a widow, child, grandchild or other relatives of a firefighter, peace officer or other peace officer to file for death benefits worth a quarter million dollars at minimum, even if their loved one passed away from cancer a decade or two after leaving public service.

If there were no survivors, the state would still

for that benefit, with the money to be paid in the uninsured employer benefit fund. The age of the deceased police officer or firefighter would not matter. Nor would it matter how long they may have been retired, before they died or whether they had even filed a workers' compensation claim.

This extraordinary benefit — typically worth between \$250,000 and \$500,000 — creates an open-ended liability to all local government representatives and the Assembly Insurance Committee analysts say it likely to cost state and local governments hundreds of millions of dollars.

Concerning the fiscal pain the bill would inflict on cities and counties, it's just shocking and disheartening that only four legislators voted against the bill on the Assembly floor, all Republicans — Tom Darity of Twin Peaks, Shannon Grove of Bakersfield, Alan Mason of Costa Mesa and Chris Norby of Colton.

That a bill this irresponsible could barrel through both houses of the Legislature with little scrutiny demonstrates the enormous power of state firefighter and police unions. Public safety unions contribute substantial sums of money to political campaigns. But beyond union money, police and firefighter employments can be crucial at election time. Lawmakers are especially fearful of police and firefighter unions endorsing their opponents and launching independent expenditure campaigns against them.



Sen. Darrell Steinberg (left), Assembly Speaker John A. Perez (center) and Senate President Pro Tem Darrell Steinberg (right).

The Legislature's leaders, Senate President Pro Tem Darrell Steinberg (left), Assembly Speaker John A. Perez (center) and Senate President Pro Tem Darrell Steinberg (right).

In ordinary times, this bill would be a gross overreach, yet with so many wildfires, counties and the state facing economic peril, it's a tempting outrage. Even the Democratic speaker would, in his own speech, assemble and that the Republican leader, Assemblywoman Connie Conway of Tulare, would vote for it makes it a bipartisan outrage. It's a sorry indication of how legislative leaders are out of touch with the common burdens that their constituents — including yours — are confronting.

This bill has only one vote and the governor's signature away from becoming law.

Although it may still reach the governor's desk, there's a chance it could be stopped if enough people send a strong message to legislative leaders.

Contact legislative leaders

- Senate President Pro Tem Darrell Steinberg, 8 Sacramento, (916) 651-4006, senator.steinberg@senate.ca.gov
- Assembly Speaker John A. Perez, 1214 S. Los Angeles, (916) 319-2026, spkper@assembly.ca.gov
- Senate Minority Leader Ed Huff, R-Davis, 1114 Fair, (916) 651-4024, senator.huff@senate.ca.gov
- Assembly Minority Leader Connie Conway, 8 Tulare, (916) 319-2031, assemblymember.conway@assembly.ca.gov



El Dorado Hills Fire Department

August 22, 2012

FYI

This letter was also sent to the attached distribution list.

Governor Jerry Brown
c/o State Capitol, Suite 1173
Sacramento, CA 95814

Dear Governor Brown:

As you may be aware, the Fire Districts Association of California (FDAC) and the El Dorado County Fire Chiefs Association have actively opposed Assembly Bill x1 29 establishing an annual fee for fire prevention services on property within the State Responsibility Area (SRA) in the amount of \$150 per habitable structure. This letter is to inform you that the Board of Directors of the El Dorado County Water District (Fire Department) adamantly opposes this bill as stated in the attached Resolution 2012-11.

The El Dorado Hills Fire Department responds to all fire and emergency incidents within the District mostly without the aid of the California Department of Forestry and Fire Protection (CAL FIRE), the state's wildland firefighting agency. In addition, the El Dorado Hills Fire Department conducts all prevention activities at schools and public events without the aid of CAL FIRE.

Since CAL FIRE provides no additional fire services to our constituents, we believe that this bill imposes undue financial burden upon them and that **this fee represents double taxation** without additional benefit. It is our strong position that **this bill is unconstitutional** and, therefore, request an immediate repeal of this fee.

Sincerely,

EL DORADO COUNTY WATER DISTRICT (FIRE DEPARTMENT)

John Hidahl, President
Board of Directors

JH:ss

Attachment

**EL DORADO HILLS COUNTY WATER DISTRICT
BOARD OF DIRECTORS**

RESOLUTION 2012-11

**A RESOLUTION OPPOSING THE FIRE PREVENTION FEE ADOPTED BY
THE STATE OF CALIFORNIA BY ASSEMBLY BILL X1 29**

WHEREAS, the El Dorado Hills County Water District (El Dorado Hills Fire Department) is organized under the provisions of the County Water District Act and provides fire and emergency medical service to the community of El Dorado Hills; and

WHEREAS, the State of California signed into law Assembly Bill x1 29 on July 7, 2011, establishing an annual fee to pay for the fire prevention services on property within the State Responsibility Area; and

WHEREAS, the fire prevention fee applies to owners of habitable structures on property located within the State Responsibility Area in an amount of one hundred fifty dollars (\$150) per habitable structure; and

WHEREAS, the El Dorado Hills Fire Department responds to all fire and emergency incidents within the District mostly without the aid of the Cal Fire; and

WHEREAS, the El Dorado Hills Fire Department conducts prevention activities at schools and public events within the District without the aid of the Cal Fire.

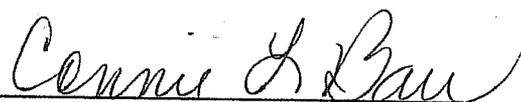
NOW, THEREFORE, BE IT RESOLVED by the Board of Directors that this fee represents double taxation of its community members without any additional benefit and further believes that it is unconstitutional and requests an immediate repeal of this fee.

The foregoing Resolution was passed and adopted by the Board of Directors of the El Dorado Hills County Water District at a meeting of said Board held on August 16, 2012, by the following vote:

Ayes: Barber, Hartley, Hidahl, Winn
Noes: None
Absent: Durante


John Hidahl, President

Attest:


Connie L. Bair, Board Secretary

Wesley Chesbro
Assemblymember
c/o State Capitol, Room 2141
Sacramento, CA 95814

Richard Pan
Assemblymember
c/o State Capitol, Room 4164
Sacramento, CA 95814

Fiona Ma
Assemblymember
c/o State Capitol, Room 3173
Sacramento, CA 95814

Susan Bonilla
Assemblymember
c/o State Capitol, Room 2188
Sacramento, CA 95814

Roger Dickinson
Assemblymember
c/o State Capitol, Room 3126
Sacramento, CA 95814

Mariko Yamada
Assemblymember
c/o State Capitol, Room 5160
Sacramento, CA 95814

Jared Huffman
Assemblymember
c/o State Capitol, Room 3120
Sacramento, CA 95814

Tom Ammiano
Assemblymember
c/o State Capitol, Room 4005
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Nancy Skinner
Assemblymember
c/o State Capitol, Room 4126
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Joan Buchanan
Assemblymember
c/o State Capitol, Room 2148
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Sandre Swanson
Assemblymember
c/o State Capitol, Room 6012
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Cathleen Galgiani
Assemblymember
c/o State Capitol, Room 5155
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Mary Hayashi
Assemblymember
c/o State Capitol, Room 3013
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Jerry Hill
Assemblymember
c/o State Capitol, Room 3160
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Bob Wieckowski
Assemblymember
c/o State Capitol, Room 4162
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Richard Gordon
Assemblymember
c/o State Capitol, Room 5175
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Paul Fong
Assemblymember
c/o State Capitol, Room 5135
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Nora Campos
Assemblymember
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Jim Beall
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c/o State Capitol, Room 5016
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William Monning
Assemblymember
c/o State Capitol, Room 6005
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Luis Alejo
Assemblymember
c/o State Capitol, Room 2137
Sacramento, CA 95814

Henry Perea
Assemblymember
c/o State Capitol, Room 4112
Sacramento, CA 95814

Das Williams
Assemblymember
c/o State Capitol, Room 6011
Sacramento, CA 95814

Felipe Fuentes
Assemblymember
c/o State Capitol, Room 2114
Sacramento, CA 95814

Bob Blumenfield
Assemblymember
c/o State Capitol, Room 6026
Sacramento, CA 95814

Julia Brownley
Assemblymember
c/o State Capitol, Room 2163
Sacramento, CA 95814

Mike Feuer
Assemblymember
c/o State Capitol, Room 2013
Sacramento, CA 95814

Mike Gatto
Assemblymember
c/o State Capitol, Room 4140
Sacramento, CA 95814

Anthony Portantino
Assemblymember
c/o State Capitol, Room 2003
Sacramento, CA 95814

Gilbert Cedillo
Assemblymember
c/o State Capitol, Room 5119
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Holly Mitchell
Assemblymember
c/o State Capitol, Room 2176
Sacramento, CA 95814

Mike Davis
Assemblymember
c/o State Capitol, Room 2160
Sacramento, CA 95814

Mike Eng
Assemblymember
c/o State Capitol, Room 4016
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Ricardo Lara
Assemblymember
c/o State Capitol, Room 2179
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Steven Bradford
Assemblymember
c/o State Capitol, Room 5136
Sacramento, CA 95814

Isadore Hall III
Assemblymember
c/o State Capitol, Room 3123
Sacramento, CA 95814

Betsey Butler
Assemblymember
c/o State Capitol, Room 3132
Sacramento, CA 95814

Bonnie Lowenthal
Assemblymember
c/o State Capitol, Room 3152
Sacramento, CA 95814

Warren Furutani
Assemblymember
c/o State Capitol, Room 6025
Sacramento, CA 95814

Tony Mendoza
Assemblymember
c/o State Capitol, Room 2196
Sacramento, CA 95814

Roger Hernandez
Assemblymember
c/o State Capitol, Room 5150
Sacramento, CA 95814

Charles Calderon
Assemblymember
c/o State Capitol, Room 319
Sacramento, CA 95814

Norma Torres
Assemblymember
c/o State Capitol, Room 4167
Sacramento, CA 95814

Wilmer Amina Carter
Assemblymember
c/o State Capitol, Room 2136
Sacramento, CA 95814

Jose Solorio
Assemblymember
c/o State Capitol, Room 3146
Sacramento, CA 95814

Toni Atkins
Assemblymember
c/o State Capitol, Room 4146
Sacramento, CA 95814

Marty Block
Assemblymember
c/o State Capitol, Room 3091
Sacramento, CA 95814

Ben Hueso
Assemblymember
c/o State Capitol, Room 5144
Sacramento, CA 95814

V. Manuel Perez
Assemblymember
c/o State Capitol, Room 4117
Sacramento, CA 95814

Michael Allen
Assemblymember
c/o State Capitol, Room 5158
Sacramento, CA 95814

Alyson Huber
Assemblymember
State Capitol, Room
2117Sacramento, CA 95814

John A. Perez
Assembly Speaker
California State Assembly
State Capitol Building
Sacramento, CA 95814

Assemblymember Beth Gaines
4th Assembly District
State Capitol, Room 4009
Sacramento, CA 95814

Senator Darrell Steinberg
Capitol Office
State Capitol, Room 205
Sacramento, CA 95814

Senator Ted Gaines
State Capitol, Room 3056
Sacramento, CA 95814

Ms. Janet Barentson
Chief Deputy Director
Dept. of Forestry & Fire Protection
PO Box 944246
Sacramento, CA 94244

Ken Pimlott
Cal Fire Director
Dept. of Forestry & Fire Protection
PO Box 944246
Sacramento, CA 94244

Tonya Hoover
State Fire Marshal
Dept. of Forestry & Fire Protection
PO Box 944246
Sacramento, CA 94244

Mr. George Runner
Member – District II
State Board of Equalization
PO Box 942879
Sacramento, CA 94279

Taxpayers' Rights Advocate
State Board of Equalization
450 N Street, MIC 70
Sacramento, CA 94279-0070

JOHN & JOAN POIMIROO

FYI

September 6, 2012

Fire Prevention Fee Service Center
P.O. Box 2254
Suisun City, CA 94585

SEP 10 2012

To Whom It May Concern,

Re: CA Fire Prevention Fee

We protest the application of the CA Fire Prevention Fee to our residence at 1448 Crocker Dr. in El Dorado Hills, which receives fire protection from the El Dorado Hills Fire Department.

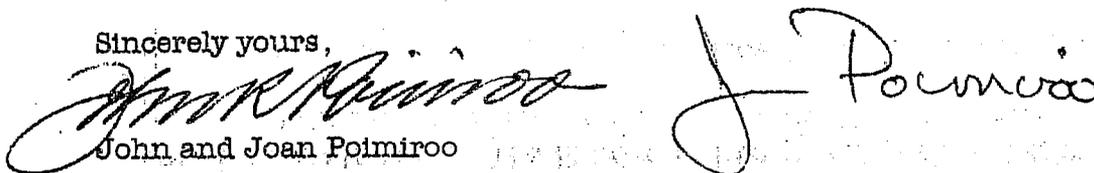
Ours is a suburban, not rural area. This is a residential community with wide, paved streets, formal landscaping, extensive irrigation systems, street fire hydrants and a professional community fire station operated by the El Dorado Hills Fire Department is just blocks away. Our neighborhood's fire system infrastructure is no different than in any other suburban residential neighborhood.

In our neighborhood, wild grasses on common areas are cleared each year by our homeowners association which also enforces strict weed and debris removal standards on private lots, requiring that downed wood be removed and that all native grasses be mowed by Memorial Day or owners face automatic and onerous fines that can amount to several thousand dollars.

Singling out our suburban neighborhood to be included in this fee to pay for fire prevention in rural areas while receiving no additional fire protection in return, is unfair taxation. The El Dorado Hills Fire Department agrees and has protested the implementation of this unfair tax on El Dorado Hills.

I ask that you rescind your intent to bill us for this inappropriately applied tax.

Sincerely yours,


John and Joan Poimiroo

cc:

Governor Jerry Brown

Senator Ted Gaines

Assemblymember Alyson Huber

Chief Ken Pimlott, Cal Fire

Chief Dave Roberts, El Dorado Hills Fire Department

1448 CROCKER DRIVE # EL DORADO HILLS, CA 95762-3789
(916) 933-3414 T # (916) 933-5406 F # JOHN POIMIROO.COM

Received 3/16/12

We wanted to say thank
you for responding to our
call last Friday night. It was
very scary to see our 2 yr old
choking / not breathing and
your super fast response &
support is very much appreciated

THANKS

NAME REMOVED FOR PRIVACY

Cott



2012-2017 Strategic Plan



Executive Summary

Introduction

The El Dorado Hills Fire Department (EDHFD) provides fire suppression, emergency medical services, special and technical rescue, hazardous materials mitigation, fire prevention, public education, disaster preparedness, and support to many Community based programs within the nearly 50 square miles of El Dorado Hills, California. EDHFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus contracted with the Center for Public Safety Excellence (CPSE) to compose a Community-Driven Strategic Plan which will guide our Department into a successful future.

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

This Strategic Plan, with its foundation based in Community and membership input, revisits the Department's pillars (Mission, Values, and Vision) and sets forth a continuous improvement plan that offers a road map for a justifiable and sustainable future.

Objective

Utilizing this Community-Driven Strategic Planning Process, which incorporated multiple evaluative tools including a S.W.O.T Analysis (Strengths, Weaknesses, Opportunities, Threats), EDHFD was able to identify four "Critical Issues" and five "Service Gaps". This information provided the planning team with the foundation for the establishment of the six Strategic Initiatives and their related goals and objectives as outlined in this comprehensive five year plan. Furthermore, in an effort to work toward self-improvement, the Department is pursuing accreditation through the Commission on Fire Accreditation International (CFAI).



EL DORADO HILLS FIRE DEPARTMENT STRATEGIC PLAN

TABLE OF CONTENTS

I.	Organizational Background.....	1
II.	Definition of a Community-Driven Strategic Plan	3
III.	Process and Acknowledgements.....	7
IV.	Community Group Findings	8
V.	Internal Stakeholder Group Findings.....	18
VI.	Mission	19
VII.	Values.....	20
VIII.	Programs and Services	21
IX.	S.W.O.T. Analysis.....	22
X.	Critical Issues and Service Gaps	25
XI.	Strategic Initiatives	25
XII.	Goals and Objectives.....	26
XIII.	Vision	46
XIV.	Performance Measurement.....	47
XV.	The Success of the Strategic Plan	48
XVI.	Glossary of Terms and Acronyms	49
XVII.	Works Cited.....	51

I. Organizational Background



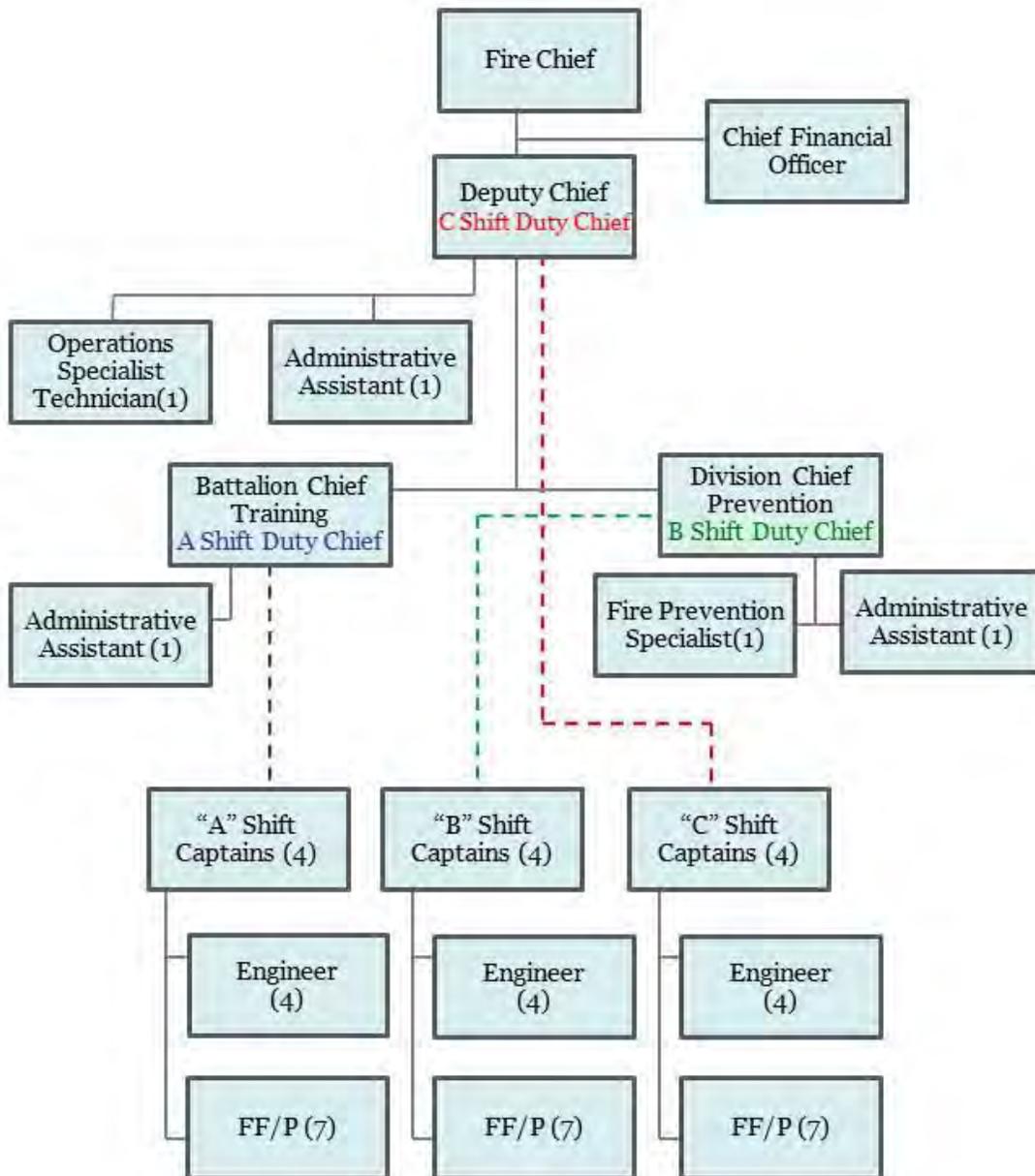
El Dorado Hills is an unincorporated census designated place (CDP) in El Dorado County, California, and within the Sacramento Metropolitan Area. The area was settled in the mid-1800s as part of the Sierra Nevada Goldfields, though it's modern history dates back to the early 1960s when it began development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

Department History

In 1963, the Fire Department was established under the El Dorado Hills County Water District, though the Fire Department is now governed by the County Water District Board. Today, the ISO rated 3/8 EDHFD serves the Community from four stations (one housing the administration offices) with ten engines, one air/light support unit, one water tender, one medic unit, and one ladder truck. Though the agency initially began with all volunteers, it is now staffed with 54 paid personnel and 27 volunteers. Looking ahead, the EDHFD allowed room for growth in its administration offices and has plans for a training facility, complete with classrooms, training tower, and various firefighting props.

Organizational Structure

Current Staffing Plan Organization Chart (2012)



Revised by kramer08/29/12

II. Definition of a Community-Driven Strategic Plan

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

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

What is a Strategic Plan?

It is a living management tool that:

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

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

Peter F. Drucker,
Professor of Social Science
and Management

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

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

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

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

a continuous and systematic process

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

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

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

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

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

Where Does the Community Fit into the Strategic Planning Process?

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

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

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

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

Performance Assessment

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

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

The Community–Driven Strategic Planning Process Outline

The specific steps of the process are as follows:

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

III. Process and Acknowledgements

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

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

Table 1: El Dorado Hills Fire Department External Stakeholders

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



IV. Community Group Findings

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

Community Priorities

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

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

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

External stakeholders conducting a work session



Community Expectations

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

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

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

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

Areas of Community Concern

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

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

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

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

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

Positive Community Feedback

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

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

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

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

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

Other Thoughts and Comments

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

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

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

External stakeholders conducting a work session



V. Internal Stakeholder Group Findings

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

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

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

Internal Stakeholder Group



VI. Mission

The purpose of the Mission is to answer the questions:

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

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

Table 8: El Dorado Hills Fire Department's Mission

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

Internal stakeholders conducting a work session



VII. Values

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

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

Integrity
Service
Excellence

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

Internal stakeholders conducting a work session



VIII. *Programs and Services*

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

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

Table 10: Core Programs

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

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

Table 11: Support Services

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

IX. S.W.O.T. Analysis

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

Strengths

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

Table 12: El Dorado Hills Fire Department Strengths

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

Weaknesses

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

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

Table 13: El Dorado Hills Fire Department Weaknesses

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

Opportunities

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

Table 14: El Dorado Hills Fire Department Opportunities

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

Threats

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

Table 15: El Dorado Hills Fire Department Threats

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

X. Critical Issues and Service Gaps

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

Table 16: Critical Issues

COMMUNICATIONS	CUSTOMER SERVICES
TRAINING	PLANNING

Table 17: Service Gaps

DISPATCH	TRAINING
JPA	WORKFORCE
INTERAGENCY RELATIONS	

XI. Strategic Initiatives

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

Table 18: Strategic Initiatives

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

XII. Goals and Objectives

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

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

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

Vince Lombardi,
American Football Coach and Motivator

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

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



Goal 1

Community Relations



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

Committee:	Tom Anselmo	Dave Brady
Lead:	Mike Gygax	

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

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

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

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

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

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

Goal 2

Workforce



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

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

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

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

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

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

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

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

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

Goal 3

Training Program



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

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

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

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

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

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

Goal 4

Emergency Communications



GOAL 4: Evaluate and improve Emergency Communications.

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

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

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

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

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

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

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

Goal 5

Inter-Agency Relationships



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

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

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

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

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

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

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

Goal 6

International Accreditation



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

Committee: Russ Hasemeier
Lead: Dave Roberts

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

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

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

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

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

XIII. Vision

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

Table 19: El Dorado Hills Fire Department's Vision

The vision of the El Dorado Hills Fire Department is that, by year 2017, the Department will pursue, attain and retain international accreditation and be recognized as an agency that provides the delivery of quality, professional emergency services to our Community, meeting and exceeding industry best practices. Through the pursuit and achievement of our goals, we will demonstrate continuous improvement in enhancing the services that our Community trusts us to provide.

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

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

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

XIV. Performance Measurement

“Managing for Results”

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

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

Why Measure Performance?

It has been said that:

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

Reinventing Government
David Osborn and Ted Gaebler

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

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

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

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

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

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

XV. The Success of the Strategic Plan

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

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

Good to Great and the Social Sectors
Jim Collins

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

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

XVI. Glossary of Terms and Acronyms

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

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

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

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