

AGENDA
EL DORADO HILLS COUNTY WATER DISTRICT
(FIRE DEPARTMENT)
BOARD OF DIRECTORS
SEVEN HUNDRED FOURTH MEETING
Thursday, February 20, 2014
6:00 p.m.
(1050 Wilson Blvd., El Dorado Hills, CA)

- I. Call to Order and Pledge of Allegiance
- II. Special Presentation
 - A. Resolution of Appreciation for retiree Jim O'Camb, Deputy Chief
 - B. Resolution of Appreciation for retiree James Davidson, Firefighter Paramedic
 - C. Resolution of Appreciation for retired Director Lou Barber
- III. 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 702nd meeting held January 16, 2014
 - B. Approve Minutes of the 703rd meeting, a special meeting, held January 23, 2014
 - C. Approve Financial Statements for January 2014
End Consent Calendar
- IV. 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.
- V. Correspondence
- VI. Attorney Items
 - A. Review and approve extension of AT&T cell site lease at Station 84
- VII. Committee Reports
 - A. Administrative Committee (Directors Durante and Hidahl)
 - 1. Review and update construction progress of Station 84
 - B. Fire Committee (Directors Durante and Winn)
 - C. Ad Hoc Committee Reports
 - 1. Report and update on annexation process with Latrobe Fire Protection District
 - A. Review and approve surveyor bids for required LAFCO maps for Latrobe Annexation
 - 2. Report from Ad Hoc Committee regarding the Commission for Collaborative Fire Departments (Directors Hidahl and Hartley)
- VIII. Operations Report
 - A. Operations Report (Receive and file)
 - B. Review and update regarding Joint Powers Authority
 - C. Review and approve updated Strategic Plan 2014-2019
 - D. Review and discuss shared labor agreement with Rescue Fire Protection District
 - E. 2013 Annual Report (Receive and file)

- IX. Fiscal Items
 - A. Review and approve Resolution 2014-05 updating signatures for Bank of America to include the new Director
 - B. Review and approve Resolution 2014-06 approving the resolution for paying and reporting employer paid member contributions for EMS/Paramedic Personnel
- X. New Business
 - A. Reorganization of Board and Committees
 - B. Review and discuss dispatch communications
- XI. Old Business
- XII. Oral Communications
 - A. Directors
 - B. Staff
- XIII. Adjournment

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

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This Board meeting is normally recorded.

EL DORADO HILLS COUNTY WATER DISTRICT

SEVEN HUNDRED SECOND MEETING OF THE BOARD OF DIRECTORS

Thursday, January 16, 2014

6:00 p.m.

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

I. CALL TO ORDER AND PLEDGE OF ALLEGIANCE

President Durante called the meeting to order at 6:00 p.m. and Chief Roberts led the Pledge of Allegiance. Directors in attendance: Durante, Hartley, Hidahl and Winn. Staff in attendance: Chief Roberts and Chief Financial Officer Bair. Counsel Cook was also in attendance.

II. CONSENT CALENDAR

A. Approve minutes of the 701st meeting held December 12, 2013

Director Hidahl stated that an email had been received asking for additional information to be included in the minutes; Director Hidahl requested that the minutes be pulled from the consent calendar and reviewed prior to approval.

B. Approve Financial Statements for December 2013

Director Hartley made a motion to approve the financial statements for December 2013, seconded by Director Hidahl and unanimously carried.

Mr. Richard Ross, resident, had raised a question as to whether the minutes had properly included direction given to Staff. CFO Bair reviewed the minutes stating that they contained the necessary action required of Staff; the Board agreed as did Mr. Ross.

Director Hidahl made a motion to approve the minutes of the 701st meeting, seconded by Director Hartley and unanimously carried.

III. ORAL COMMUNICATIONS

A. EDH Professional Firefighters – None

B. EDH Firefighters Association – President Jeff Genovese gave an update on the Association's activities.

C. Public Comments – None

IV. CORRESPONDENCE – None

V. ATTORNEY ITEMS – None

VI. COMMITTEE REPORTS

A. Administrative Committee (Directors Hidahl and Durante)

- 1. Review and update on construction progress of Station 84** – Director Hidahl reported that progress is being made and a schedule with timeline is available for review.

Richard Ross, resident, asked if there had been any impact on services since moving to the temporary Station 84 location and if there is justification for constructing a four million dollar building. He also asked what the projected overhead costs would be with the larger facility.

Chief Roberts responded there is no difference in response time as the temporary location is only 300 feet from the old location; however, the temporary location does not meet the essential emergency services standards and is not meant for 24/7 365 emergency occupation. He also said that he anticipates a savings in overhead costs associated with newer construction and the use of solar power.

The Board asked Staff to prepare a summarized report addressing Mr. Ross' questions.

- 2. Review and approve Committee recommendation for proposed selection of Project Manager/Inspector of Record contract** – Chief Roberts summarized the Request for Proposal responses that ranged from \$89,900 to \$261, 988 and presented Staff's recommendation to award the bid to FDC Consultants (Fred Russell) who has done an excellent job in the past and was also the lowest bid at \$89,900.

Richard Ross, resident, asked for an explanation as to how the Request for Proposal process for the Project Manager/Inspector of Record was approved by the Board and administered; Director Hidahl responded.

Director Hidahl made a motion to approve FDC Consultants (Fred Russell) as the Project Manager/Inspector of Record, seconded by Director Hartley and unanimously carried.

- 3. Update from Candidate Selection Committee; review and approve selection process for appointment of candidate to fill vacancy on the Board** – Director Hidahl reported that eight applications had been received and presented a suggested interview process whereby each candidate would be interviewed individually without the other candidates present. He asked that a special meeting be scheduled for the interviews and proposed a date of January 23 at

at 5:00 p.m. Candidate names were randomly drawn to establish the sequence of the interviews as follows: Wallace Fullerton, James Christian, Jason Anderson, Steven Willis, Dan Haverty, Richard Ross, John Knight and Kurt Oneto. Chief Roberts said that invitational interview letters with a time schedule will be sent to each candidate.

Richard Ross, resident, asked if the information used to make the selection will be information obtained through the resumes and interviews or other input received by the Board. Director Hidahl responded that the special meeting is a public meeting and therefore open for public comment. Counsel Cook added that any letters of recommendation would be made public record.

B. Fire Committee (Directors Durante and Winn) – Nothing to report.

C. Ad Hoc Committee Reports

- 1. A. Report on the Committee meeting with Latrobe; review and discuss initiating proceedings for the annexation of Latrobe; give direction to staff regarding next steps; set special meeting date for adoption of Resolution for initiating proceedings** - Director Hartley reported that a meeting was held as a subcommittee to review the Resolution of Annexation. Counsel Cook stated that to move forward, it would be necessary to adopt a resolution initiating annexation proceedings conditioned on the simultaneous adoption of a dissolution resolution and request of annexation by Latrobe. In addition, an application, application fee, and a Plan for Service must be prepared. Counsel Cook stated that the Resolution of Annexation will be included in the Board Packet and placed on the agenda for adoption at the Special Board meeting on January 23.

Richard Ross, resident, stated that the White Paper and amended White Paper was a subjective document without any measureable impact of consequences that the annexation on the services might have on the residents of El Dorado Hills. Wally Fullerton, resident, commented that in his past experience, annexation had no negative impact on his agency.

- B. Report from Ad Hoc Committee regarding the Commission for Collaborative Fire Departments (Directors Hidahl and Hartley)** – Director Hidahl reported that there was no meeting but there will be one scheduled in February. He also stated that although the Departments are pleased with the temporary patch for funding, there is still opinion that the funding is not enough. He also stated that the Latrobe AB8 negotiations with the County opens the door for other agencies to initiate consolidation resulting in better emergency services within the County.

VII. OPERATIONS REPORT

A. Operations Report – Received and Filed

Richard Ross, resident, stated that the Overtime and Health Cost for Retirees Categories were both at a 75 percent rate and asked if this was normal for this early in the year; CFO responded that the percentages are inflated due to early payment and will even out as the year progresses; however, the Overtime will be over budget.

B. Review and update regarding Joint Powers Authority – Director Hartley reported that the JPA had not met but will next week.

C. Review and update regarding sale of Engine 8572 – Chief Roberts stated that the Board had previously approved Engine 8572 for surplus; however, Staff would like to postpone surplus activity as there may be benefit in holding onto the engine to provide service to the Latrobe area. Chief Roberts will keep the Board apprised so the engine can be formally removed from the surplus list if necessary.

D. Review and approve updated Health Reimbursement Arrangement Plans for Employees and Retirees – CFO Bair asked the Board to approve the Health Reimbursement Arrangement Plans (HRA) for employees and retirees stating that it does not change the current provisions of the dental and vision plans; however, it formalizes the process with a document that works together with the new Affordable Care Act. She also asked that the Board authorize the Chief to sign.

Director Winn made a motion to approve the Health Reimbursement Arrangement Plans for Employees and Retirees and authorize the Chief to sign, seconded by Director Hartley and unanimously carried.

E. Review and approve donation of two Polaris Wave Runners with a trailer to the Department's Swift Water Rescue Team – Chief Roberts asked the Board to approve acceptance of a donation of two used wave runners with a trailer to enhance the emergency response efforts of the El Dorado Hills Fire Department Swift Water Rescue Team.

Director Winn made a motion to accept the donation of two Polaris Wave Runners with a trailer, seconded by Director Hartley and unanimously carried.

F. Review and approve extension of AT&T cell site lease at Station 84 – Director Winn recused herself from the discussion and left the room. Counsel Cook updated the Board on AT&T's request for an extension of their cell site lease at Station 84 and stated that the contract will be included in the Board Packet for review and approval at the Special Board meeting.

VIII. FISCAL ITEMS – Director Hidahl asked if there were any budgetary items that we are anticipating will be over budget for the calendar year. CFO Bair responded that Workers Compensation category may be over budget; Chief Roberts added that the Overtime will also be over.

IX. NEW BUSINESS

A. Reorganization of Board and Committees – Nominations were taken for new Board officers.

Director Hartley made a motion to nominate Director Winn for President, seconded by Director Hidahl and unanimously carried.

At this time, President Winn began presiding at the meeting.

Director Hidahl made a motion to nominate Director Hartley for Vice President, seconded by Director Durante and unanimously carried.

Director Durante suggested waiting to reorganize committees until the new Board member has been appointed and the Board concurred.

B. Review and establish meeting date(s) for 2014 – After discussion, it was decided to continue to hold regularly scheduled Board Meetings on the third Thursday of the month at 6:00 p.m.

C. Review and approve Resolution of Appreciation 2014-01 for Director Lou Barber – A Resolution of Appreciation 2014-01 was presented for past Director Lou Barber for approval.

Director Durante made a motion to approve Resolution of Appreciation 2014-01 for Director Lou Barber, seconded by Director Hartley and unanimously carried. (Roll Call: Ayes: All; Noes: None.)

A Resolution of Appreciation 2014-02 was presented for Retired Deputy Chief Jim O'Camb for approval.

Director Durante made a motion to approve Resolution of Appreciation 2014-02 for Retired Deputy Chief Jim O'Camb, seconded by Director Hidahl and unanimously carried. (Roll Call: Ayes: All; Noes: None.)

A Resolution of Appreciation 2014-03 was presented for Retired Firefighter/
Paramedic James Davidson for approval.

*Director Hidahl made a motion to approve Resolution of Appreciation 2014-03 for
Retired Firefighter/Paramedic James Davidson for approval, seconded by Director
Durante and unanimously carried. (Roll Call: Ayes: All; Noes: None.)*

X. OLD BUSINESS - President Durante encouraged Board members to attend the
upcoming Annual February Dinner on February 8.

XI. ORAL COMMUNICATIONS

A. Directors – President Winn expressed the Board’s appreciation to past President
Durante for his hard work and dedicated efforts while serving as President.

B. Staff – None

XII. ADJOURNMENT

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

The meeting adjourned at 7:43 p.m.

Approved:

Connie Bair, Board Secretary

Barbara Winn, President

EL DORADO HILLS COUNTY WATER DISTRICT

SEVEN HUNDRED THIRD MEETING OF THE BOARD OF DIRECTORS

**Special Board Meeting
Thursday, January 23, 2014**

5:00 p.m.

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

I. CALL TO ORDER AND PLEDGE OF ALLEGIANCE

President Winn called the meeting to order at 5:00 p.m. and Director Durante led the Pledge of Allegiance. Directors in attendance: Durante, Hartley, Hidahl and Winn. Staff in attendance: Chief Roberts and Chief Financial Officer Bair. Counsel Cook was also in attendance.

II. BOARD VACANCY

A. Interview applicants for Board Vacancy – Eight candidates had submitted applications for the Board vacancy terminating in November 2014; Mr. Dan Haverty withdrew his application prior to this meeting. The Board had previously drawn names establishing the following order for the interview schedule: Wallace Fullerton; Jim Christian; Jason Anderson; Steven Willis; Richard Ross; John Knight; and Kurt Oneto. The Board had suggested that in courtesy and fairness to the process, it would be appreciated if the applicant being interviewed be the only applicant to remain in the room.

Director Durante explained to each candidate how the interview would be conducted giving each candidate two minutes for an opening statement and an opportunity to answer eight questions with each Director asking two questions. The candidate would be given one minute to answer each question and two minutes for closing comments. President Durante used a stop watch and kept all interviews within the allotted time frames. The questions were read follows: 1) If selected, how would you balance the interests of the community, volunteers and paid staff? 2) El Dorado Hills Fire is currently considering consolidations/annexations with other local west slope agencies. What are your thoughts or position on this? 3) What would you like to see changed within the Fire Department and/or Board (if anything)? 4) Have you ever attended an El Dorado Hills Fire Department Board Meeting, an El Dorado Hills CSD Board Meeting, an El Dorado County Board of Supervisors' meeting or a similarly elected Board meeting? If so, which ones and what were your overall impressions? 5) What do you feel are the top three issues that may face the District in the next five years and how would you prioritize them? 6) What is your understanding of the El Dorado County Ambulance System and what improvements would you recommend? 7) Why do you seek to join the El Dorado Hills Fire Department Board of Directors? 8) Will you seek re-election in November?

After all candidates were interviewed, the Board thanked the candidates and commented on how fortunate they were to have had an excellent group of candidates to choose from. Public comment was taken. Mr. Bob Luca, resident, encouraged the Board to appoint Mr. Richard Ross for the Board vacancy.

B. Appoint applicant to fill Board Vacancy for unexpired term

After discussion, Director Hidahl made a motion to appoint Wallace Fullerton to the Board of Directors to fill the Board vacancy for the unexpired term, seconded by Director Hartley. Director Hartley made a second motion to appoint Steve Willis to the Board of Directors to fill the Board vacancy for the unexpired term, seconded by Director Hidahl. Director Durante made a motion to close nominations, seconded by Director Hartley. Director Hidahl withdrew his second to the motion and Director Hartley withdrew the motion. A vote was taken to appoint Wallace Fullerton to the Board and carried unanimously. (Roll Call: Ayes: All; Noes: None.)

Director Hidahl encouraged the candidates to run in the next Board election.

C. Swear in new Board Member – Wallace Fullerton was sworn in by Board Secretary Connie Bair and congratulated by the Board and Staff.

A break was taken from 7:00 p.m. to 7:05 p.m.

III. COMMITTEE REPORTS

A. Ad Hoc Committee Reports

- 1. Report on the Committee meeting with Latrobe; review and discuss initiating proceedings for the annexation of Latrobe; give direction to Staff regarding next steps** – Chief Roberts presented the revised Plan for Service stating that the Latrobe Fire Board and Staff, LAFCO and Captain Anselmo who is a member of the Committee had already reviewed it; any changes that Latrobe had requested had been incorporated in the plan. He also summarized the Inter-District Memorandum summarizing the thorough study of the Latrobe Fire District Budget including request for the AB8 adjustment; the preliminary budget estimates a deficit of staffing Latrobe per the Plan for Service of \$66,485 per year.

Richard Ross, resident; Tom Anselmo, Ad Hoc Committee member; Jose Henriques, LAFCO Executive Officer; and Ron Mikulaco, Board of Supervisor made public comment.

2. Review and approve Resolution 2014-04 initiating proceedings for the annexation of territory (Latrobe District)

Director Hartley made a motion to approve Resolution 2014-04 initiating proceedings for the annexation of territory (Latrobe District, seconded by Director Fullerton. Counsel Cook clarified that the description in paragraph A and attachment A are being modified to include the entire spere. A vote was taken and the motion carried. (Roll Call: Ayes: (4); Noes: (1) Durante).

Director Durante made a comment that he is not against annexation but does not feel that there is adequate economic information available to make a decision.

IV. ATTORNEY ITEMS

- A. Review and approve extension of AT&T cell site lease at Station 84** – Counsel Cook asked that this be moved to the February Board meeting at which time he will bring back final documents.

V. ORAL COMMUNICATIONS

- A. Directors** – Director Hartley thanked the Board, Union, Staff, Volunteers and Public Members for their contributions toward the annexation effort. President Winn thanked the Board candidates for their time and interest.
- B. Staff** – Chief Roberts added his appreciation to the Board for their support on the Latrobe annexation efforts and welcomed Director Fullerton to the Board.

VI. ADJOURNMENT

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

The meeting adjourned at 8:02 p.m.

Approved:

Connie Bair, Board Secretary

Barbara Winn, President

El Dorado Hills Fire Department Revenue and Expense Summary January 2014

	Final Budget Fiscal Year 2013-2014	Actual Revenue Collected January 2014	Actual Revenue Collected YTD January 31 2014	Unrealized Revenues More Revenue than Expected	% of Revenue Collected
Revenue					
3240 • Tax Revenue					
3260 • Secured Tax Revenue	11,719,201		6,094,267.84	5,624,933.16	52.00%
3270 • Unsecured Tax Revenue	254,894		265,765.37	(10,871.37)	104.27%
3280 • Homeowners Tax Revenue	133,602		67,291.57	66,310.43	50.37%
3320 • Supplemental Tax Revenue	0		24,144.31	(24,144.31)	100.00%
3330 • Sacramento County Revenue	10,000		4,499.89	5,500.11	45.00%
Total 3240 • Tax Revenue	12,117,697	* See Note	6,455,968.98	5,661,728.02	53.28%
3510 • Misc. Operating Revenue					
3511 • Contributions/Prev Fees	20,000	2,295.00	10,407.61	9,592.39	52.04%
3512 • JPA Revenue	995,000	20,000.00	419,522.34	575,477.66	42.16%
3513 • Rental Income (Cell site)	21,960	3,748.30	14,979.16	6,980.84	68.21%
3514 • Grant Revenue	0	0.00		0.00	0.00%
3515 • OES/Mutual Aid Reimbursement	250,000	13,077.26	206,839.68	43,160.32	82.74%
3520 • Interest Earned	80,000	0.00	12,564.65	67,435.35	15.71%
3510 • Misc. Operating Revenue - Other	93,040	13,350.00	53,518.49	39,521.51	57.52%
Total 3510 • Misc. Operating Revenue	1,460,000	52,470.56	717,831.93	742,168.07	49.17%
3550 • Development Fee					
3560 • Development Fee Revenue	575,000		391,645.00	183,355.00	68.11%
3561 • Development Fee Interest	0		1,078.59	(1,078.59)	100.00%
Total 3550 • Development Fee	575,000	* See Note	392,723.59	182,276.41	68.30%
Total Revenue	14,152,697		7,566,524.50	6,586,172.50	
- Transfers (Board Authorized)					
Transfer from Capital Res/Sale of Assets	805,900			805,900.00	0.00%
Transfer from General Reserve Fund	3,826,945			3,826,945.00	0.00%
Total Transfers	4,632,845		0.00	4,632,845.00	0.00%
Total Revenue and Transfers	18,785,542	52,470.56	7,566,524.50	11,219,017.50	40.28%

Notes: Tax Revenue for current month is not available. County Admin fee is \$235,247.

Tax Revenue collected/received in January and April.

Revenue and Expenditures should be 58%

Date prepared: 2/12/2014

El Dorado Hills Fire Department Revenue and Expense Summary January 2014

	Prelim Budget Fiscal Year 2013-2014	Actual Expended January 2014	Actual Expended YTD January 31 2014	Remaining Balance Available	% of Budget Expended
Expense					
6000 • Salaries & Wages					
6001 • Salaries & Wages, Fire	5,069,205	367,507.74	2,824,535.59	2,244,669.41	55.72%
6011 • Education Pay	372,900	26,206.94	210,229.47	162,670.53	56.38%
6016 • Salaries & Wages, Clerical/Misc	403,083	28,942.05	208,469.58	194,613.42	51.72%
6017 • Volunteer Pay	75,000	19,615.00	19,615.00	55,385.00	26.15%
6018 • Director Pay	14,800	0.00	6,500.00	8,300.00	43.92%
6019 • Overtime					
6019.1 • Overtime, Operational	1,185,000	115,492.01	766,246.33	418,753.67	64.66%
6019.2 • Overtime, Outside Aid	250,000	0.00	174,908.15	75,091.85	69.96%
6019.3 • Overtime, JPA	100,000	2,784.00	124,224.12	(24,224.12)	124.22%
Total 6019 • Overtime	1,535,000	118,276.01	1,065,378.60	469,621.40	69.41%
6020 • P.E.R.S. Retirement	2,079,987	153,462.40	1,154,850.58	925,136.42	55.52%
6031 • Life Insurance	5,746	425.60	2,918.40	2,827.60	50.79%
6032 • P.E.R.S. Health Benefits	1,086,537	91,121.22	590,867.64	495,669.36	54.38%
6033 • Disability Insurance	12,870	1,014.00	6,747.00	6,123.00	52.42%
6034 • Health Cost of Retirees	750,000	28,924.93	529,156.58	220,843.42	70.55%
6040 • Dental/Vision Expense	147,460	9,983.00	66,290.00	81,170.00	44.96%
6050 • Unemployment Insurance	15,994	11,686.73	12,485.93	3,508.07	78.07%
6060 • Vacation & Sick Expense Reserve	125,000	0.00	35,317.95	89,682.05	28.25%
6070 • Medicare	105,968	7,795.66	62,155.87	43,812.13	58.66%
Total 6000 • Salaries & Wages	11,799,550	864,961.28	6,795,518.19	5,004,031.81	57.59%
6100 • Clothing & Personal Supplies	92,300	13,083.24	28,134.66	64,165.34	30.48%
6110 • Communications					
6111 • Business Phones	57,200	4,158.83	25,745.24	31,454.76	45.01%
6112 • Dispatch Services	18,000	0.00	0.00	18,000.00	0.00%
Total 6110 • Communications	75,200	4,158.83	25,745.24	49,454.76	34.24%

El Dorado Hills Fire Department

Revenue and Expense Summary

January 2014

	Prelim Budget Fiscal Year 2013-2014	Actual Expended January 2014	Actual Expended YTD January 31 2014	Remaining Balance Available	% of Budget Expended
6120 • Housekeeping	21,360	2,291.76	11,918.05	9,441.95	55.80%
6130 • Insurance					
6131 • General Insurance (Annual)	51,000	0.00	46,417.00	4,583.00	91.01%
6132 • Workers Compensation	519,898	92,258.27	320,735.90	199,162.10	61.69%
Total 6130 • Insurance	<u>570,898</u>	<u>92,258.27</u>	<u>367,152.90</u>	<u>203,745.10</u>	<u>64.31%</u>
6140 • Maintenance of Equipment					
6141 • Tires	14,000	0.00	5,458.95	8,541.05	38.99%
6142 • Parts & Supplies	10,000	904.19	7,150.61	2,849.39	71.51%
6143 • Outside Work	100,500	1,187.82	29,339.32	71,160.68	29.19%
6144 • Equipment Maintenance	120,845	10,682.95	56,918.21	63,926.79	47.10%
6145 • Radio Maintenance	5,000	297.71	945.45	4,054.55	18.91%
Total 6140 • Maintenance of Equipment	<u>250,345</u>	<u>13,072.67</u>	<u>99,812.54</u>	<u>150,532.46</u>	<u>39.87%</u>
6150 • Maintenance, Structures & Ground	55,300	3,790.04	28,969.10	26,330.90	52.39%
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	7,355	150.00	5,368.23	1,986.77	72.99%
6180 • Miscellaneous					
6181 • Miscellaneous	8,700	0.00	1,772.48	6,927.52	20.37%
6182 • Honor Guard	3,000	0.00	17.31	2,982.69	0.58%
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>15,700</u>	<u>0.00</u>	<u>1,789.79</u>	<u>13,910.21</u>	<u>11.40%</u>
6190 • Office Supplies	20,350	930.48	8,004.32	12,345.68	39.33%

El Dorado Hills Fire Department

Revenue and Expense Summary

January 2014

	Prelim Budget Fiscal Year 2013-2014	Actual Expended January 2014	Actual Expended YTD January 31 2014	Remaining Balance Available	% of Budget Expended
6200 • Professional Services					
6201 • Audit	10,500	0.00	9,500.00	1,000.00	90.48%
6202 • Legal	120,000	10,779.60	56,744.49	63,255.51	47.29%
6203 • Notices	3,500	60.00	990.05	2,509.95	28.29%
6204 • Misc.	239,440	21,589.34	79,569.64	159,870.36	33.23%
6205 • Elections/Tax Administration	1,000	0.00	0.00	1,000.00	0.00%
Total 6200 • Professional Services	374,440	32,428.94	146,804.18	227,635.82	39.21%
6220 • Rents and Leases - Buildings	104,744	8,765.98	69,795.11	34,948.89	66.63%
6230 • Small Tools and Supplies	46,900	839.57	14,777.28	32,122.72	31.51%
6240 • Special Expenses					
6241 • Training	69,750	4,998.52	25,700.85	44,049.15	36.85%
6242 • Fire Prevention	14,250	2,646.37	8,765.60	5,484.40	61.51%
6243 • Licenses	1,000	7.00	7.00	993.00	0.70%
6244 • Directors' Training & Travel	3,000	0.00	0.00	3,000.00	0.00%
Total 6240 • Special Expenses	88,000	7,651.89	34,473.45	53,526.55	39.17%
6250 • Transportation and Travel					
6251 • Fuel and Oil	75,000	5,424.35	46,983.34	28,016.66	62.64%
6252 • Travel	15,000	903.00	5,717.68	9,282.32	38.12%
6253 • Meals & Refreshments	18,000	2,010.98	8,978.34	9,021.66	49.88%
Total 6250 • Transportation and Travel	108,000	8,338.33	61,679.36	46,320.64	57.11%
6260 • Utilities					
6261 • Electricity	60,000	3,762.31	30,869.25	29,130.75	51.45%
6262 • Natural Gas/Propane	27,000	2,030.01	4,273.52	22,726.48	15.83%
6263 • Water/Sewer	14,000	0.00	7,656.83	6,343.17	54.69%
Total 6260 • Utilities	101,000	5,792.32	42,799.60	58,200.40	42.38%
6720 • Fixed Assets	5,053,100	4,935.26	584,796.32	4,468,303.68	11.57%
6999 • Contingencies	0	0.00	0.00	0.00	0.00%
Total Budget and Expenses	18,785,542	1,063,448.86	8,327,538.32	10,458,003.68	44.33%
Net Revenue/Expenses Over/Short +/-	0		(761,013.82)		

El Dorado Hills Fire Department Revenue and Expense Summary December 2013 (Adj YTD)

	Final Budget Fiscal Year 2013-2014	Actual Revenue Collected December 2013	Actual Revenue Collected YTD December 31 2013	Unrealized Revenues More Revenue than Expected	% of Revenue Collected
Revenue					
3240 - Tax Revenue					
3260 - Secured Tax Revenue	11,719,201		6,094,267.84	5,624,933.16	52.00%
3270 - Unsecured Tax Revenue	254,894		265,765.37	(10,871.37)	104.27%
3280 - Homeowners Tax Revenue	133,602		67,291.57	66,310.43	50.37%
3320 - Supplemental Tax Revenue	0		24,144.31	(24,144.31)	100.00%
3330 - Sacramento County Revenue	10,000			10,000.00	0.00%
Total 3240 - Tax Revenue	12,117,697	* See Note	6,451,469.09	5,666,227.91	53.24%
3510 - Misc. Operating Revenue					
3511 - Contributions/Prev Fees	20,000	1,976.14	8,112.61	11,887.39	40.56%
3512 - JPA Revenue	995,000	0.00	399,522.34	595,477.66	40.15%
3513 - Rental Income (Cell site)	21,960	1,871.81	11,230.86	10,729.14	51.14%
3514 - Grant Revenue	0	0.00		0.00	0.00%
3515 - OES/Mutual Aid Reimbursement	250,000	0.00	5,019.59	244,980.41	2.01%
3520 - Interest Earned	80,000	0.00	12,564.65	67,435.35	15.71%
3510 - Misc. Operating Revenue - Other	93,040	2,912.63	40,168.49	52,871.51	43.17%
Total 3510 - Misc. Operating Revenue	1,460,000	6,760.58	476,618.54	983,381.46	32.65%
3550 - Development Fee					
3560 - Development Fee Revenue	575,000		391,645.00	183,355.00	68.11%
3561 - Development Fee Interest	0		1,078.59	(1,078.59)	100.00%
Total 3550 - Development Fee	575,000	* See Note	392,723.59	182,276.41	68.30%
Total Revenue	14,152,697		7,320,811.22	6,831,885.78	
- Transfers (Board Authorized)					
Transfer from Capital Res/Sale of Assets	805,900			805,900.00	0.00%
Transfer from General Reserve Fund	3,826,945			3,826,945.00	0.00%
Total Transfers	4,632,845		0.00	4,632,845.00	0.00%
Total Revenue and Transfers	18,785,542	6,760.58	7,320,811.22	11,464,730.78	38.97%

Notes: Tax Revenue for current month is not available. County Admin fee is \$235,247.

Tax Revenue collected/received in January and April.

Adjusted for JPA/OES Reim for OT and other expenses/Development Fee Collected

Revenue and Expenditures should be 50%

Date prepared: 2/12/2014

**El Dorado Hills Fire Department
Revenue and Expense Summary
December 2013 (Adj YTD)**

	Prelim Budget Fiscal Year 2013-2014	Actual Expended December 2013	Actual Expended YTD December 31 2013	Remaining Balance Available	% of Budget Expended
Expense					
6000 - Salaries & Wages					
6001 - Salaries & Wages, Fire	5,069,205	379,903.74	2,457,027.85	2,612,177.15	48.47%
6011 - Education Pay	372,900	28,128.47	184,022.53	188,877.47	49.35%
6016 - Salaries & Wages, Clerical/Misc	403,083	32,983.85	179,527.53	223,555.47	44.54%
6017 - Volunteer Pay	75,000	0.00	0.00	75,000.00	0.00%
6018 - Director Pay	14,800	1,200.00	6,500.00	8,300.00	43.92%
6019 - Overtime					
6019.1 - Overtime, Operational	1,185,000	146,053.50	650,754.32	534,245.68	54.92%
6019.2 - Overtime, Outside Aid	250,000	0.00	174,908.15	75,091.85	69.96%
6019.3 - Overtime, JPA	100,000	2,264.00	121,440.12	(21,440.12)	121.44%
Total 6019 - Overtime	1,535,000	148,317.50	947,102.59	587,897.41	61.70%
6020 - P.E.R.S. Retirement	2,079,987	239,993.66	1,001,388.18	1,078,598.82	48.14%
6031 - Life Insurance	5,746	440.80	2,492.80	3,253.20	43.38%
6032 - P.E.R.S. Health Benefits	1,086,537	85,464.58	499,746.42	586,790.58	45.99%
6033 - Disability Insurance	12,870	955.50	5,733.00	7,137.00	44.55%
6034 - Health Cost of Retirees	750,000	28,068.50	500,231.65	249,768.35	66.70%
6040 - Dental/Vision Expense	147,460	8,158.00	56,307.00	91,153.00	38.19%
6050 - Unemployment Insurance	15,994	54.13	799.20	15,194.80	5.00%
6060 - Vacation & Sick Expense Reserve	125,000	20,812.88	35,317.95	89,682.05	28.25%
6070 - Medicare	105,968	8,520.97	54,360.21	51,607.79	51.30%
Total 6000 - Salaries & Wages	11,799,550	983,002.58	5,930,556.91	5,868,993.09	50.26%
6100 - Clothing & Personal Supplies	92,300	520.26	15,051.42	77,248.58	16.31%
6110 - Communications					
6111 - Business Phones	57,200	6,487.47	21,586.41	35,613.59	37.74%
6112 - Dispatch Services	18,000	0.00	0.00	18,000.00	0.00%
Total 6110 - Communications	75,200	6,487.47	21,586.41	53,613.59	28.71%

**El Dorado Hills Fire Department
Revenue and Expense Summary
December 2013 (Adj YTD)**

	Prelim Budget Fiscal Year 2013-2014	Actual Expended December 2013	Actual Expended YTD December 31 2013	Remaining Balance Available	% of Budget Expended
6120 • Housekeeping	21,360	2,158.64	9,626.29	11,733.71	45.07%
6130 • Insurance					
6131 • General Insurance (Annual)	51,000	357.00	46,417.00	4,583.00	91.01%
6132 • Workers Compensation	519,898	41,617.75	228,477.63	291,420.37	43.95%
Total 6130 • Insurance	<u>570,898</u>	<u>41,974.75</u>	<u>274,894.63</u>	<u>296,003.37</u>	<u>48.15%</u>
6140 • Maintenance of Equipment					
6141 • Tires	14,000	1,519.23	5,458.95	8,541.05	38.99%
6142 • Parts & Supplies	10,000	1,568.19	6,246.42	3,753.58	62.46%
6143 • Outside Work	100,500	9,473.39	28,151.50	72,348.50	28.01%
6144 • Equipment Maintenance	120,845	6,458.10	46,235.26	74,609.74	38.26%
6145 • Radio Maintenance	5,000	0.00	647.74	4,352.26	12.96%
Total 6140 • Maintenance of Equipment	<u>250,345</u>	<u>19,018.91</u>	<u>86,739.87</u>	<u>163,605.13</u>	<u>34.65%</u>
6150 • Maintenance, Structures & Ground	55,300	578.80	25,159.71	30,140.29	45.50%
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	7,355	70.00	5,218.23	2,136.77	70.95%
6180 • Miscellaneous					
6181 • Miscellaneous	8,700	571.75	1,772.48	6,927.52	20.37%
6182 • Honor Guard	3,000	6.56	17.31	2,982.69	0.58%
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>15,700</u>	<u>578.31</u>	<u>1,789.79</u>	<u>13,910.21</u>	<u>11.40%</u>
6190 • Office Supplies	20,350	687.49	7,074.29	13,275.71	34.76%

**El Dorado Hills Fire Department
Revenue and Expense Summary
December 2013 (Adj YTD)**

	Prelim Budget Fiscal Year 2013-2014	Actual Expended December 2013	Actual Expended YTD December 31 2013	Remaining Balance Available	% of Budget Expended
6200 - Professional Services					
6201 - Audit	10,500	9,500.00	9,500.00	1,000.00	90.48%
6202 - Legal	120,000	9,709.48	45,964.89	74,035.11	38.30%
6203 - Notices	3,500	41.30	930.05	2,569.95	26.57%
6204 - Misc.	239,440	12,600.32	57,980.30	181,459.70	24.22%
6205 - Elections/Tax Administration	1,000	0.00	0.00	1,000.00	0.00%
Total 6200 - Professional Services	374,440	31,851.10	114,375.24	260,064.76	30.55%
6220 - Rents and Leases - Buildings	104,744	8,765.98	61,029.13	43,714.87	58.27%
6230 - Small Tools and Supplies	46,900	6,338.94	13,957.06	32,942.94	29.76%
6240 - Special Expenses					
6241 - Training	69,750	2,800.67	20,702.33	49,047.67	29.68%
6242 - Fire Prevention	14,250	(348.05)	6,119.23	8,130.77	42.94%
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	88,000	2,452.62	26,821.56	61,178.44	30.48%
6250 - Transportation and Travel					
6251 - Fuel and Oil	75,000	5,178.82	41,558.99	33,441.01	55.41%
6252 - Travel	15,000	2,649.05	4,814.68	10,185.32	32.10%
6253 - Meals & Refreshments	18,000	1,569.76	6,967.36	11,032.64	38.71%
Total 6250 - Transportation and Travel	108,000	9,397.63	53,341.03	54,658.97	49.39%
6260 - Utilities					
6261 - Electricity	60,000	3,829.43	27,106.94	32,893.06	45.18%
6262 - Natural Gas/Propane	27,000	420.44	2,243.51	24,756.49	8.31%
6263 - Water/Sewer	14,000	2,192.20	7,656.83	6,343.17	54.69%
Total 6260 - Utilities	101,000	6,442.07	37,007.28	63,992.72	36.64%
6720 - Fixed Assets	5,053,100	34,637.19	579,861.06	4,473,238.94	11.48%
6999 - Contingencies	0	0.00	0.00	0.00	0.00%
Total Budget and Expenses	18,785,542	1,154,962.74	7,264,089.91	11,521,452.09	38.67%
Net Revenue/Expenses Over/Short +/-	0		56,721.31		

El Dorado Hills Fire Department

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From 01/01/2014 through 01/31/2014

Sorted by: Date, Type, Number/Ref

Date	Number	Payee	Account	Memo	Payment	C	Deposit	Balance
01/03/2014	EFT	P.E.R.S. Health	-split-	Health Benefits...	120,273.59	X		394,400.13
01/03/2014	EFT	ADP	6200 · Professional Ser...		260.93	X		394,139.20
01/07/2014	EFT	ADP (FSA)	-split-		510.43	X		393,628.77
01/08/2014		Transfer from LAIF	1074 · Local Agency I...	Confirm #1419...		X	500,000.00	893,628.77
01/09/2014		Transfer from County	1071 · General Fund B...			X	6,300,000.00	7,193,628.77
01/09/2014		Transfer to LAIF	1074 · Local Agency I...	Confirm #1419...	6,300,000.00	X		893,628.77
01/09/2014	EFT	Nationwide Retireme...	-split-		12,417.14	X		881,211.63
01/09/2014	EFT	P.E.R.S. ING	-split-	PR14-1-1 Conf...	6,100.66	X		875,110.97
01/09/2014	EFT	U.S. Bank	-split-		11,494.85	X		863,616.12
01/09/2014	16847	David Kennedy	6000 · Salaries & Wag...		100.00	X		863,516.12
01/09/2014	16848	James O'Camb	6000 · Salaries & Wag...		561.00	X		862,955.12
01/09/2014	16849	Dwight Piper	6000 · Salaries & Wag...		150.00	X		862,805.12
01/09/2014	16850	Dennis Planje	6000 · Salaries & Wag...		150.00	X		862,655.12
01/09/2014	16851	Frederick Russell	6000 · Salaries & Wag...		150.00	X		862,505.12
01/09/2014	16852	Angelica Silveira	6000 · Salaries & Wag...		150.00	X		862,355.12
01/09/2014	16853	Brian K Veerkamp	6000 · Salaries & Wag...		180.00	X		862,175.12
01/09/2014	16854	Teresa Karnow	2029 · Other Payable	For 1-9-14 Pay...	1,615.38	X		860,559.74
01/09/2014	16855	California State Disb...	-split-	For 1-9-14 Pay...	666.92	X		859,892.82
01/09/2014	16856	Wells Fargo Bank	2026 · EDH Associate...	Payroll Deducti...	1,799.85	X		858,092.97
01/09/2014	16857	CA Assoc. of Profess...	6000 · Salaries & Wag...		1,014.00	X		857,078.97
01/09/2014	16858	Managed Health Net...	6200 · Professional Ser...		751.40	X		856,327.57
01/09/2014	16859	Standard Insurance Co.	6000 · Salaries & Wag...	Life Insurance	425.60	X		855,901.97
01/09/2014	16860	A-CHECK	6200 · Professional Ser...		232.25	X		855,669.72
01/09/2014	16861	APPTIX Inc.	6200 · Professional Ser...		1,216.75	X		854,452.97
01/09/2014	16862	A T & T	-split-	UVERSE TV ...	185.56	X		854,267.41
01/09/2014	16863	AT&T (CALNET 2)	-split-		594.14	X		853,673.27
01/09/2014	16864	Carbon Copy, Inc	-split-		141.51	X		853,531.76
01/09/2014	16865	Phillip Wesson	6100 · Clothing & Pers...		50.00	X		853,481.76
01/09/2014	16866	Bugman Pest Control	-split-		235.00	X		853,246.76
01/09/2014	16867	Burkett's	-split-		573.91	X		852,672.85
01/09/2014	16868	Cambridge Hardware	6150 · Maintenance,Str...		24.45	X		852,648.40
01/09/2014	16869	Conforti Plumbing Inc.	6150 · Maintenance,Str...		1,645.00	X		851,003.40
01/09/2014	16870	Cooperative Personn...	6200 · Professional Ser...		5,454.00	X		845,549.40
01/09/2014	16871	Costco	-split-		1,102.05	X		844,447.35
01/09/2014	16872	Diono	6240 · Special Expense...		2,392.27	X		842,055.08
01/09/2014	16873	DMV Renewal	6240 · Special Expense...		7.00	X		842,048.08
01/09/2014	16874	El Dorado Hills Rota...	6170 · Dues and Subsc...		75.00	X		841,973.08
01/09/2014	16875	El Dorado Disposal S...	-split-	Garbage	547.27	X		841,425.81
01/09/2014	16876	Harrold Ford Inc.	-split-	VOID:		X		841,425.81
01/09/2014	16877	InterState Oil Compa...	-split-		6,439.95	X		834,985.86

El Dorado Hills Fire Department

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Sorted by: Date, Type, Number/Ref

Date	Number	Payee	Account	Memo	Payment	C	Deposit	Balance
01/09/2014	16878	Interwest Consulting ...	6200 · Professional Ser...		3,735.00	X		831,250.86
01/09/2014	16879	Telestaff	6140 · Maintenance of ...	Kronos	4,103.28	X		827,147.58
01/09/2014	16880	Motorola Solutions Inc	6140 · Maintenance of ...		158.34	X		826,989.24
01/09/2014	16881	Mountain Democrat	6200 · Professional Ser...		60.00	X		826,929.24
01/09/2014	16882	My Fleet Center	6140 · Maintenance of ...		40.96	X		826,888.28
01/09/2014	16883	P. G. & E.	-split-	Sta 84, 85, 86, 87	5,792.32	X		821,095.96
01/09/2014	16884	Reibes Auto Parts	-split-		838.12	X		820,257.84
01/09/2014	16885	Raleys	-split-		68.70	X		820,189.14
01/09/2014	16886	State Compensation ...	6130 · Insurance:6132 ...	Workers Comp	40,316.02	X		779,873.12
01/09/2014	16887	Tempest	6230 · Small Tools and...		12.23	X		779,860.89
01/09/2014	16888	XMR Fire Consulting	6200 · Professional Ser...		120.00	X		779,740.89
01/09/2014	16889	Verizon Wireless	-split-		1,485.13	X		778,255.76
01/09/2014	PR14-1-1	Payroll - Taxes	2021 · Federal Tax Wit...	Taxes	65,373.58	X		712,882.18
01/09/2014	PR14-1-1	Payroll - Direct Depo...	2021 · Federal Tax Wit...	Direct Deposit	181,933.08	X		530,949.10
01/09/2014	PR14-1-1	Payroll - Checks	2021 · Federal Tax Wit...	Niehues - CK#...	3,872.05	X		527,077.05
01/14/2014	EFT	P.E.R.S. Retirement	-split-	Conf# 1000385...	78,330.94	X		448,746.11
01/14/2014	EFT	P.E.R.S. Retirement (...)	6000 · Salaries & Wag...	Conf# 1000385...	3,432.64	X		445,313.47
01/14/2014	EFT	P.E.R.S. Retirement (...)	-split-	Conf# 1000385...	1,673.86	X		443,639.61
01/15/2014		Bank Charges	6190 · Office Supplies	Bank Charges	116.72	X		443,522.89
01/15/2014	EFT	ADP (FSA)	2032 · FSA-Medical C...		15.00	X		443,507.89
01/16/2014	EFT	ADP (FSA)	2032 · FSA-Medical C...		15.00	X		443,492.89
01/17/2014	EFT	ADP	6200 · Professional Ser...		258.52	X		443,234.37
01/20/2014	EFT	ADP (FSA)	2032 · FSA-Medical C...		200.00	X		443,034.37
01/22/2014		Transfer from LAIF	1074 · Local Agency I...	Confirm #1422...		X	500,000.00	943,034.37
01/22/2014		Deposit	-split-	Deposit		X	38,700.50	981,734.87
01/22/2014		Deposit	-split-	Deposit		X	1,955.00	983,689.87
01/22/2014	EFT	Business Card	-split-	Auth Rep Conf...	357.11	X		983,332.76
01/23/2014	EFT	P.E.R.S. ING	-split-	PR14-1-2 Conf...	6,662.77	X		976,669.99
01/23/2014	EFT	ADP (FSA)	2032 · FSA-Medical C...		48.69	X		976,621.30
01/23/2014	PR14-1-2	Payroll - Taxes	2021 · Federal Tax Wit...	Taxes	67,602.96	X		909,018.34
01/23/2014	PR14-1-2	Payroll - Direct Depo...	2021 · Federal Tax Wit...	Direct Deposit	193,162.71	X		715,855.63
01/24/2014	EFT	ADP (FSA Service C...	6200 · Professional Ser...		82.80	X		715,772.83
01/24/2014	EFT	Nationwide Retireme...	-split-		12,317.14	X		703,455.69
01/24/2014	EFT	Employment Develo...	2029 · Other Payable	Conf#1-958-53...	541.88	X		702,913.81
01/24/2014	16890	Teresa Karnow	2029 · Other Payable	For 1-23-14 Pa...	1,615.38	X		701,298.43
01/24/2014	16891	California State Disb...	-split-	For 1-23-14 Pa...	666.92	X		700,631.51
01/24/2014	16892	Chase Bank	2029 · Other Payable	Pipes & Drums	450.00	X		700,181.51
01/24/2014	16893	Wells Fargo Bank	2026 · EDH Associate...	Payroll Deducti...	1,799.85	X		698,381.66
01/24/2014	16894	DC Management, LLC	6220 · Rents and Lease...		8,686.48	X		689,695.18
01/24/2014	16895	Aflac	-split-		125.08	X		689,570.10

El Dorado Hills Fire Department

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Sorted by: Date, Type, Number/Ref

Date	Number	Payee	Account	Memo	Payment	C	Deposit	Balance
01/24/2014	16896	Aramark	6100 · Clothing & Pers...	Rags	159.00	X		689,411.10
01/24/2014	16897	Arnolds for Awards	-split-		554.32	X		688,856.78
01/24/2014	16898	A T & T	-split-	UVERSE TV ...	185.56	X		688,671.22
01/24/2014	16899	A T & T Wireless	6110 · Communication...	Cell Phones	283.55	X		688,387.67
01/24/2014	16900	Best Best & Krieger	6200 · Professional Ser...		3,484.00	X		684,903.67
01/24/2014	16901	Blue Ribbon Personn...	-split-		3,102.33	X		681,801.34
01/24/2014	16902	Cal Fire	3510 · Misc. Operating...		969.40	X		680,831.94
01/24/2014	16903	Carbon Copy, Inc	-split-		98.76	X		680,733.18
01/24/2014	16904	Doug Veerkamp	6140 · Maintenance of ...		2,240.00	X		678,493.18
01/24/2014	16905	EDH Fireman's Assoc.	6000 · Salaries & Wag...		19,615.00			658,878.18
01/24/2014	16906	El Dorado Hills Rota...	6170 · Dues and Subsc...		75.00	X		658,803.18
01/24/2014	16907	Fit Guard	6140 · Maintenance of ...		300.00	X		658,503.18
01/24/2014	16908	Hefner, Stark & Mar...	6200 · Professional Ser...	Legal Services	7,295.60	X		651,207.58
01/24/2014	16909	Interwest Consulting ...	6200 · Professional Ser...		2,625.00	X		648,582.58
01/24/2014	16910	Marshall Medical Ce...	6200 · Professional Ser...		1,044.00	X		647,538.58
01/24/2014	16911	Motorola Solutions Inc	-split-		139.37	X		647,399.21
01/24/2014	16912	Norcal Janitorial Sup...	6120 · Housekeeping		824.74			646,574.47
01/24/2014	16913	Project Leadership A...	-split-		8,607.13	X		637,967.34
01/24/2014	16914	Sam's Club	-split-		784.35	X		637,182.99
01/24/2014	16915	Solon Fire Control	6140 · Maintenance of ...		109.40	X		637,073.59
01/24/2014	16916	State Compensation ...	6130 · Insurance:6132 ...	Workers Comp	51,942.25	X		585,131.34
01/24/2014	16917	State Board of Equali...	6250 · Transportation a...		330.90	X		584,800.44
01/24/2014	16918	Verizon Wireless - 1	6110 · Communication...		816.16	X		583,984.28
01/26/2014		ADP (FSA)	2032 · FSA-Medical C...		15.00	X		583,969.28
01/27/2014	EFT	P.E.R.S. Retirement	-split-	Conf# 1000389...	83,005.14	X		500,964.14
01/27/2014	EFT	P.E.R.S. Retirement (...)	6000 · Salaries & Wag...	Conf# 1000389...	3,437.57	X		497,526.57
01/27/2014	EFT	P.E.R.S. Retirement (...)	-split-	Conf# 1000389...	1,737.80	X		495,788.77
01/28/2014	EFT	ADP (FSA)	2032 · FSA-Medical C...		20.00	X		495,768.77
01/30/2014		Deposit	-split-	Deposit		X	106,307.50	602,076.27
01/30/2014	EFT	ADP (FSA)	2032 · FSA-Medical C...		34.00	X		602,042.27
01/30/2014	16919	El Dorado LAFCO	6200 · Professional Ser...		5,000.00			597,042.27
01/31/2014	EFT	ADP	6200 · Professional Ser...		256.11	X		596,786.16



El Dorado Hills Professional Firefighters
IAFF, Local 3604

Barbara Winn, President
El Dorado Hills Fire Department BOD
1050 Wilson Blvd.
El Dorado Hills, CA 95762

February 11, 2014

CC: Dave Roberts, Fire Chief

President Winn,

This letter is to inform you that at the last membership meeting, on February 11, 2014, a motion was made and carried, stating that the El Dorado Hills Professional Firefighters, Local 3604, demand that a third party complete a Comprehensive Fiscal Analysis of the Latrobe Annexation with a deadline prior to final LAFCO approval.

Sincerely,

A handwritten signature in black ink, appearing to read 'Matt Beckett', with a long horizontal line extending to the right.

Matt Beckett
President Local 3604

Matt Eckhardt
Vice-President Local 3604

A handwritten signature in black ink, appearing to read 'Matt Eckhardt', written in a cursive style.

From: John Moalli <jmoalli@exponent.com>
Sent: Wednesday, February 12, 2014 9:38 AM
To: John Moalli
Subject: CCFD Meeting Feb 10, 2014
Attachments: CCFD Feb 2014.pdf

CCFD Members-

Our meeting on Monday night was productive, and we had valuable input from Jose Henriquez, the EO at LAFCO. We had significant discussion surrounding the attached presentation, and as you will note after you review it, we are gearing up to move forward with Phase 2. To that end, we need data from all districts to help us achieve our goal of developing a permanent and sustainable solution for fire service in the county.

First, when we gave our presentation to the BOS in September, some concern was expressed that giving us the patch funding would cause districts to become lazy and not to continue to apply for grants and other alternative sources of funding. Before we go back to the BOS in March, we would like to know which districts have applied for new grants or extensions of their existing ones. Please forward this data to myself or Mark Spaugh as soon as you can.

Second, the BOS also would like to know what we are doing to work together. Because many of us work together on a regular basis, any additional input that you can provide that shows you are collaborating in some fashion with another district will be helpful.

Third, as part of Phase 2, we will be determining exactly what it costs to run districts in the county with the level of service we would like to provide. To that end, we will be relying on published standards (see the attached presentation) to determine the classification of a district (rural, suburban, urban) based on population density, the amount of personnel needed to be dispatched to an incident, and the requisite response time. We are working with LAFCO to create a population density based map so that districts will know which category they fall into. For each category, we also need to establish what the base level of equipment, apparatus and personnel will be.

To assist with this effort, we are asking for your input on what type of equipment and how many staff we will need for each model. We gave an example for a rural district in the presentation; we would like feedback on this model in addition to populating the urban and suburban models. At this point, we are just trying to build the foundation, so we are not yet considering administrative personnel or any kind of salary or benefits; we simply want to know what kind of equipment and people it will take to deliver the service. Please provide your input to Mark Spaugh or myself prior to the next CCFD meeting.

Finally, we recognize that Phase 2 is not going to be easy, and we will all need to work together. To that end, we will need participation from all districts, and hope that more of you will attend the next meeting.

Thank you,

John

CCFD Meeting

February 10, 2014

Pollock Pines, CA

Agenda

- Charter
- Patch status
- Phase 2 - moving ahead

FIRE ADVISORY GROUP CHARTER

Find a permanent solution for sustainable fire funding throughout all El Dorado County fire districts.

THE PATCH

District	Request 2014	Request 2015	Comment
Fallen Leaf	\$125,000	\$125,000	Fire Boat & 4x4 Engine
Garden Valley	\$99,385	\$479,451	Funding for staff
Georgetown	\$300,000		Funding for Water Tender & staff
Latrobe	\$30,000	\$30,000	Funding for staff
Mosquito	\$68,000	\$68,000	Funding for staff
Pioneer	\$150,000	\$75,000	Staff + tender 13/14, staff 14/15
Rescue	\$70,000	\$70,000	Funding for staff

2-Year Total = \$1,689,836

Approved by BOS September 24, 2013

Patch Status

- Resolution status
 - Most districts in place
 - Lake Valley this week
- BOS update in March

Phase 2 – Permanent Solution

- What does it cost to run a district?
 - Dependent on location
- We need to be uniform across the county
 - Base assumptions on national standards

Demand Zone Response Matrix

Center for Public Safety Excellence

Demand Zone	Demographics (People/sq.mi)	Minimum Staff to Respond	Response Time (minutes)	Meets Objective (%)
Urban	1000 or more	15	9	90
Suburban	500-1000	10	10	80
Rural	500 or less	6	14	80
Remote	Travel distance more than 8 miles	4	Depends on distance	90

Staffing and Apparatus Models

Rural Model – Apparatus Example

- Type 1 Engine
- Type 3 Engine
- Water Tender
- Utility Vehicle
- Support Vehicle

Rural Model – Personnel Example

- What does it take to meet the response time?
- 2 personnel 24/7 ?
 - Apprentices
 - Volunteers

Phase 2 – Permanent Solution

- All districts should provide input on what they believe the apparatus and personnel models for their type of district should be
- We would like to have this input prior to our next meeting

Discussion



EL DORADO HILLS FIRE DEPARTMENT

MONTHLY ACTIVITY REPORT

January 2014



*"Your Safety,
Our Commitment"*

ALARM STATISTICS

240	Calls January 2014
213	Calls January 2013
240	Total "2014 Year to Date"
213	Total "2013" Year to Date"
90%	Unit Response, 10 Minutes (before exception reports)
92%	Medic Unit Response, 11 Minutes (before exception reports)

*66 consecutive months in compliance.



EL DORADO HILLS FIRE DEPARTMENT



*"Your Safety,
Our Commitment"*

Monthly Response Time Statistics

<u>Jan- 2014</u>	<u>6 min</u>	<u>7 min</u>	<u>8 min</u>	<u>Average</u>	<u>July-2013</u>	<u>6 min</u>	<u>7 min</u>	<u>8 min</u>	<u>Average</u>
Station 84	88%	94%	91%	05:08	Station 84	70%	81%	89%	06:03
Station 85	77%	95%	95%	05:10	Station 85	85%	100%	100%	05:05
Station 86	71%	100%	71%	06:41	Station 86	55%	73%	82%	06:36
Station 87	84%	80%	88%	05:45	Station 87	80%	100%	100%	04:36
<u>Feb-2013</u>					<u>Aug-2013</u>				
Station 84	100%	100%	100%	04:08	Station 84	74%	96%	96%	05:19
Station 85	95%	95%	100%	05:10	Station 85	97%	100%	100%	04:31
Station 86	75%	91%	100%	06:40	Station 86	50%	50%	70%	07:10
Station 87	76%	91%	91%	05:18	Station 87	76%	84%	88%	05:28
<u>Mar-2013</u>					<u>Sept-2013</u>				
Station 84	68%	77%	87%	06:05	Station 84	81%	75%	93%	05:54
Station 85	87%	93%	93%	04:50	Station 85	84%	100%	92%	06:04
Station 86	78%	100%	100%	06:05	Station 86	88%	72%	72%	06:52
Station 87	71%	88%	100%	05:38	Station 87	65%	100%	95%	04:55
<u>April-2013</u>					<u>Oct -2013</u>				
Station 84	73%	80%	87%	05:56	Station 84	85%	92%	92%	05:30
Station 85	92%	92%	96%	05:01	Station 85	71%	71%	83%	06:12
Station 86	93%	93%	100%	05:18	Station 86	75%	94%	100%	04:37
Station 87	86%	90%	93%	05:45	Station 87	85%	100%	100%	05:26
<u>May-2013</u>					<u>Nov-2013</u>				
Station 84	69%	81%	100%	06:32	Station 84	96%	96%	100%	04:11
Station 85	67%	76%	81%	06:40	Station 85	76%	87%	84%	06:10
Station 86	80%	93%	100%	06:22	Station 86	67%	100%	67%	06:36
Station 87	83%	88%	92%	05:37	Station 87	80%	80%	95%	05:59
<u>June-2013</u>					<u>Dec-2013</u>				
Station 84	95%	100%	100%		Station 84	84%	92%	88%	05:54
Station 85	75%	88%	100%		Station 85	80%	75%	75%	05:30
Station 86	50%	100%	100%		Station 86	66%	83%	88%	06:25
Station 87	92%	96%	100%		Station 87	80%	84%	84%	05:38

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 -2014</u>	Total-1 1 - EMS	<u>July -2014</u>	Total -
<u>February - 2014</u>	Total -	<u>August -2014</u>	Total-
<u>March - 2013</u>	Total -	<u>September -2014</u>	Total -
<u>April - 2014</u>	Total -	<u>October -201</u>	Total -
<u>May - 2014</u>	Total -	<u>November -2014</u>	Total -
<u>June - 2014</u>	Total -	<u>December - 2014</u>	Total -

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



EL DORADO HILLS FIRE DEPARTMENT

QUARTERLY PREVENTION REPORT

OCT TO DECEMBER 2013

“YOUR SAFETY ... OUR COMMITMENT”

Public Education

- Fire station tours (28)
- Public education activities (9)

Juvenile Fire Setter Program

- No juveniles have been counseled during this quarter.

Fire Investigations

- There was one fire investigation on November 21, 2013 in Rescue. This was a tractor that was burned.
- The fire from November 2012 on Reem Court is still receiving legal attention from the parties.

Buckle Up Baby

- Buckle Up Baby Program (16 installations)

Vacant Lot Program

- Program complete for 2013
- Looking at revising this program in 2014

Hazard Reduction Program

- Program complete for 2013

Fire Safe Council

- Lakehills Fire Safe Council has achieved Firewise Status!

Smoke Alarm Give-a-way

- This event was held on October 26, 2013, in Four Seasons area for the benefit and safety of our seniors.
- We installed 8 smoke detectors, 52 batteries and 36 carbon monoxide detectors.
- We assisted 74 residents this year.
- We received the thank you letter below.

The Four Seasons Civic League
c/o
Four Seasons Lodge
3186 Four Seasons Drive
El Dorado Hills CA 95762
4scivicleague@sbcglobal.net

Directors:
John Raslear
Ellen Morrisette
John Frey
June Yocca
Jerry Kallan

Date: October 30, 2013

EL Dorado Hills Fire Department
1050 Wilson Blvd
EDH, Ca 95762

Attention: Dion Nugent Site Coordinator- EDH Fire, Stephanie Parish – Adm.
Assistant & Volunteers

Dear Stephanie/ Dion & Volunteers,

The residents of the Four Seasons Community are very grateful for your safety outreach to our seniors. Most of our residents cannot climb a ladder to make the necessary battery changes and many homes do not have a CO detector.

Our residents quickly signed up for this service and 74 residents were waiting at their doors for your wonderful volunteers. They were very impressed by the young members of your team .

We hope that you can make this safety outreach an annual event.

Thank you for keeping us prepared and safe.

Very truly yours,
John Raslear
Chairman, Four Seasons Civic League



EL DORADO HILLS FIRE DEPARTMENT

MONTHLY TRAINING REPORT

October-December 2013

TRAINING HOURS

Category	Hours
Paid Training	2,637
Wellness Training (All)	1,247
Volunteer Training	175
TOTAL	4,059

SIGNIFICANT TRAINING

- Station 84 ventilation training (included actual cutting of the roof of station 84)
- Ladder drills
- Fresno symposium
- S270
- Hazmat IC
- Multi company drills restricted access packs
- Truck drills for rescue
- Fire simulators
- New Battalion Chief Orientation and Training

EL DORADO HILLS FIRE DEPARTMENT DEVELOPMENT ACTIVITY REPORT

Oct -December 2013

Project	Location	Type	Size	Process	Const. Date	Status
Black Stone Villas	Black Stone	Multi-Family	19 bldgs,112 condos	Planning Approved	Unknown	Co. Planning Process
Blackstone W, X, V	Blackstone	Residential	204 homes	Planning	Unknown	Co. Planning Process
Carson Creek Corporate Center	Bus. Park	Commercial	99,900, 2 bldgs	In process	2011-12	Grading complete
Carson Creek Unit 2	Carson Crossing	Residential	634 homes and two multi-family dwellings	Planning Approved	Unknown	Co. Planning
Central El Dorado Hills	Pedegral, Station 85 South to Highway 50	Residential		Planning	Unknown	Specific Plan Draft 2
Diamonte	Malcom Dixon Rd	Residential	8 parcels	Planning	Unknown	Co. Planning Process
Dixon Ranch	Green Valley Rd	Residential	605 (Revised Dec. 2012)	Planning/EIR	Unknown	Co. Planning Process
El Dorado Hills Apartments	Town Center (empty field)	Residential/Parking Garage	5 story parking garage 4 story apartment	FIL	Unknown	Unknown
El Dorado Hills Body Shop	Town Center/Rossmore Lane	Commercial	1 Bldg – Approx. 14500 square feet	Planning Comments	Unknown	Co. Planning Process
El Dorado Hills Retirement	Town Center West	Residential Care	130 units	Planning	Unknown	Co. Planning Process
El Dorado Springs 23	White Rock Across 4 Seasons	Residential	52 lots	FIL	Unknown	Co. Planning Process
Francisco/ Green Valley	Francisco/ Green Valley	Commercial	3 buildings 32,000	Resubmitting to Planning	Unknown	Co. Planning Process
Golden State Flow Measurement	Golden Foothill Pkwy	Commercial	10,920	Plan Review Complete	2011-12	Construction Pending
Green Valley Convenience Center	Sophia/Green Valley Rd.	Commercial	Fuel Station, convenience store, fast food, car wash	Planning	Unknown	Co. Planning - Comments
Green Valley Nursery	Green Valley/Shadowfax	Commerical	Nursery	Board of Supervisors	Unknown	Board of Supervisors
La Cresta Woods	Wilson/Lago Vista	Residential	24 lots	FIL	Unknown	Planning

EL DORADO HILLS FIRE DEPARTMENT DEVELOPMENT ACTIVITY REPORT

Oct -December 2013

Lakehills Verizon Cell Tower	Lakehills Church	Cell Tower	Cell Tower	Construction	Unknown	Construction
Lakehills ATT Cell Tower	Lakehills Church	Cell Tower	Cell Tower	Planning	Unknown	Planning Comments
Lesarra	Valley View	Residential/ Multi Family	7 Buildings	Framing	Unknown	Under Construction
Lime Rock Valley	South East Marble Valley Area	Residential	740 acres 800 Res. Lots	Planning	Unknown	Specific Plan Draft 2
Marble Valley	South Bass Lake	Residential/Commercial	2341 acres 3236 Res. Lots, plus commercial	Planning	Unknown	Specific Plan Draft 2
No Name = APN 115-040-16	North of Hawk View off Bass Lake	Residential Lots	114 lots	FIL Letter	Unknown	Planning
Pedegral	Below Ridgeview	Residential	unknown	Planning	Unknown	NOP
Porter	Golden Foothill Pkwy	Commercial	6,075	One building complete. 2 nd building unknown	2011-12	Under construction
Promontory Lot H Unit 1 & 2	Beatty	Residential		Final Map 11/5/13	11/5/13	BOS - final
Promontory Village 8 APN 124-400-01	Promontory	Residential Lots	63 lots	Planning TAC	Unknown	TAC on 9/30/13
Ridgeview Village Unit 9	Beatty	Residential	49 lots	Planning	Unknown	Planning Commission
Ridgeview West Unit 4 APN 120-700-07	Via Barlogio at Via Trevisio	Residential Lots	20 lots	FIL Letter	Unknown	Planning
Promontory Lot D1	Sophia/Alexandria	Residential	63 lots	Planning	Unknown	TAC on 9/23/13
Rancho Dorado Subdivision	West Dead End of Wilson/Folsom Boundary	Residential	302 lots	FIL Letter	Unknown	Planning
Serrano J 5/6	Bass lake Rd	Residential	120 homes	Revision	Unknown	Revised Co. Planning. Comments
Serrano K 6	Greenview	Residential	74 homes	complete	2012	Construction in process
Serrano K1/K2	Greenview	Residential Lots	50 lots	Final Map 11/5/13	11/5/13	BOS - final
Serrano K-5	Green view	Residential	151 homes	Board of Sup Final Map 12/3/13	12/3/13	At Board of Sups
Serrano Village A-14	Russi Ranch	Residential	54 lots	Planning	Unknown	Co. Planning Process
Serrano Village C-2	Country Club Dr	Residential	50 lots	Planning	Unknown	Co. Planning Process

Serrano Village D1	Meadow Wood	Residential	65 Lots	Planning	Unknown	Co. Planning Process
Serrano Village J Lot H	Serrano/Bass Lake	Residential Lots	75 lots	FIL Letter	Unknown	Planning
Serrano Westside	Near Raley's /Serrano Parkway	Residential	unknown	Planning	Unknown	NOP
Sienna Ridge Road Realignment	Serrano Parkway and Bass Lake	Road Realignment	N/A	Velum signed	Unknown	Planning
Town Center West	Latrobe and White Rock Road	Commercial	Unknown	Planning	Unknown	Co. Planning Process
Valley View Sports Park	Blackstone	Park		Plan Review	Spring 2014	Plan Review
Watermark La Reserve	Salmon Falls	Residential	4 homes	Planning	Unknown	Co. Planning Process
West Valley Unit 3B		Residential		Map Revision	Unknown	Co. Planning Process
West Valley 5B Unit 1	Blackstone	Residential		Final Map 11/5/13	11/5/13	BOS - final
West Valley Lot 6 & 7	Blackstone	Residential		Final Map 12/2013	12/2013	Co. Planning
Wilson Estates	Malcolm Dixon	Residential	58 homes	BOS – DENIED 10/2013	Unknown	Co. Planning Process
Windsor Point Park	Francisco/Schooner	Park	1.5 acres	Approved	2-4 months	CEQA Review



DRAFT



Strategic Plan

2014 - 2019

Facilitated by



Center for
Public Safety
Excellence

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).



STRATEGIC PLAN INDEX

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

<u>Number</u>	<u>Adopted Date</u>	<u>Description</u>
2014-19		Updated the status of all six goals and other important changes – adopted by the El Dorado Hills County Water District Board of Directors.

EL DORADO HILLS FIRE DEPARTMENT STRATEGIC PLAN

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I. Organizational Background

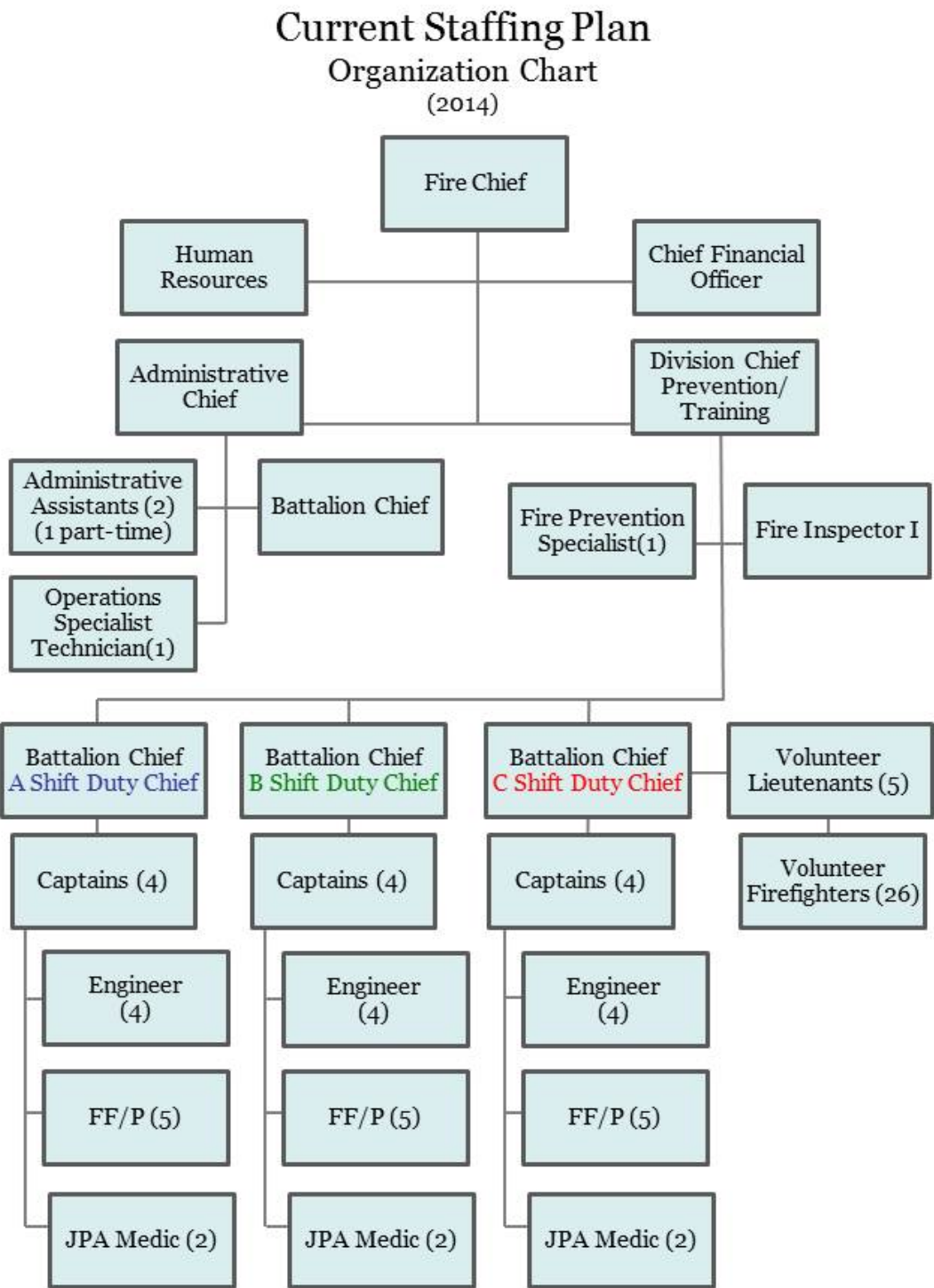


El Dorado Hills is an unincorporated census designated place (CDP) in El Dorado County, California, and within the Sacramento Metropolitan Area. The area was settled in the mid-1800s as part of the Sierra Nevada Goldfields, though its modern history dates back to the early 1960s when it began development as a master planned Community. Residential and business development has grown the area to 48.6 square miles with a 2013 estimated population of 44,163 (housing units times 3).

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 57 paid personnel and 32 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



Revised by kramer 01/22/2014

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 "one-to-one" people relationships.
• Availability of chief and fire marshal have always been outstanding. They respond to client calls (non-emergency) in a timely fashion and show a real willingness to work with the community. The administration department is outstanding to work with. Communicate freely and openly. Keep it up.
• Attitude and morale are improving.
• Organizational pride with most employees.
• Community involvement.
• Respectful.
• Willingness to help out and go above and beyond.
• We in Four Seasons are pleased with the department's response times and the officer's professionalism!
• Continue to provide outstanding EMT services.
• Although we have not personally needed an Fire Department responses, they seem to be very responsive to calls and I have heard only positive comments about their quick responsiveness.
• I appreciate how visible they are in the community and supportive of local non-profits and events.
• Outstanding customer service at all levels.
• Professional staff.
• Top-notch facilities and apparatus.
• Help individual residents with <u>whatever</u> is needed, i.e. keys locked in cars / change batteries in smoke alarms / rattlesnake abatement (but you should kill them :))

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

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

Other Thoughts and Comments

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

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

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

External stakeholders conducting a work session



V. Internal Stakeholder Group Findings

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

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

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

Internal Stakeholder Group



VI. Mission

The purpose of the Mission is to answer the questions:

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

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

Table 8: El Dorado Hills Fire Department's Mission

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

Internal stakeholders conducting a work session



VII. Values

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

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

Integrity
Service
Excellence

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

Internal stakeholders conducting a work session



VIII. Programs and Services

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

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

Table 10: Core Programs

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

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

Table 11: Support Services

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

IX. S.W.O.T. Analysis

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

Strengths

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

Table 12: El Dorado Hills Fire Department Strengths

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

Weaknesses

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

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

Table 13: El Dorado Hills Fire Department Weaknesses

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

Opportunities

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

Table 14: El Dorado Hills Fire Department Opportunities

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

Threats

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

Table 15: El Dorado Hills Fire Department Threats

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

X. Critical Issues and Service Gaps

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

Table 16: Critical Issues

COMMUNICATIONS	CUSTOMER SERVICES
TRAINING	PLANNING

Table 17: Service Gaps

DISPATCH	TRAINING
JPA	WORKFORCE
INTERAGENCY RELATIONS	

XI. Strategic Initiatives

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

Table 18: Strategic Initiatives

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

XII. Goals and Objectives

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

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

***“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

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	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

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	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

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	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1D	Evaluate the current perception of the Fire Department.	
	Timeframe	June 1, 2014
	Critical Tasks	<ul style="list-style-type: none"> • Develop survey. • Conduct survey. • Evaluate results.
	Funding Estimate	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1E	Develop plan to address perception and awareness.	
	Timeframe	January 16, 2015
	Critical Tasks	<ul style="list-style-type: none"> • Create messages. • Determine message delivery model. • Implement.
	Funding Estimate	Capital Costs: \$500.00 for mailing Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 1F	Evaluate and re-assess public perception.	
	Timeframe	January 15, 2016, on-going annually
	Critical Tasks	<ul style="list-style-type: none"> • Consider surveying a new group of external representatives. • Conduct survey. • Determine gaps and opportunities. • Adjust programs.
	Funding Estimate	Capital Costs: \$500.00 for mailing Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Goal 2

Workforce



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

Committee:	Tom Zarback	Mark Ali	Tom Anselmo	Lisa Perillo
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	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

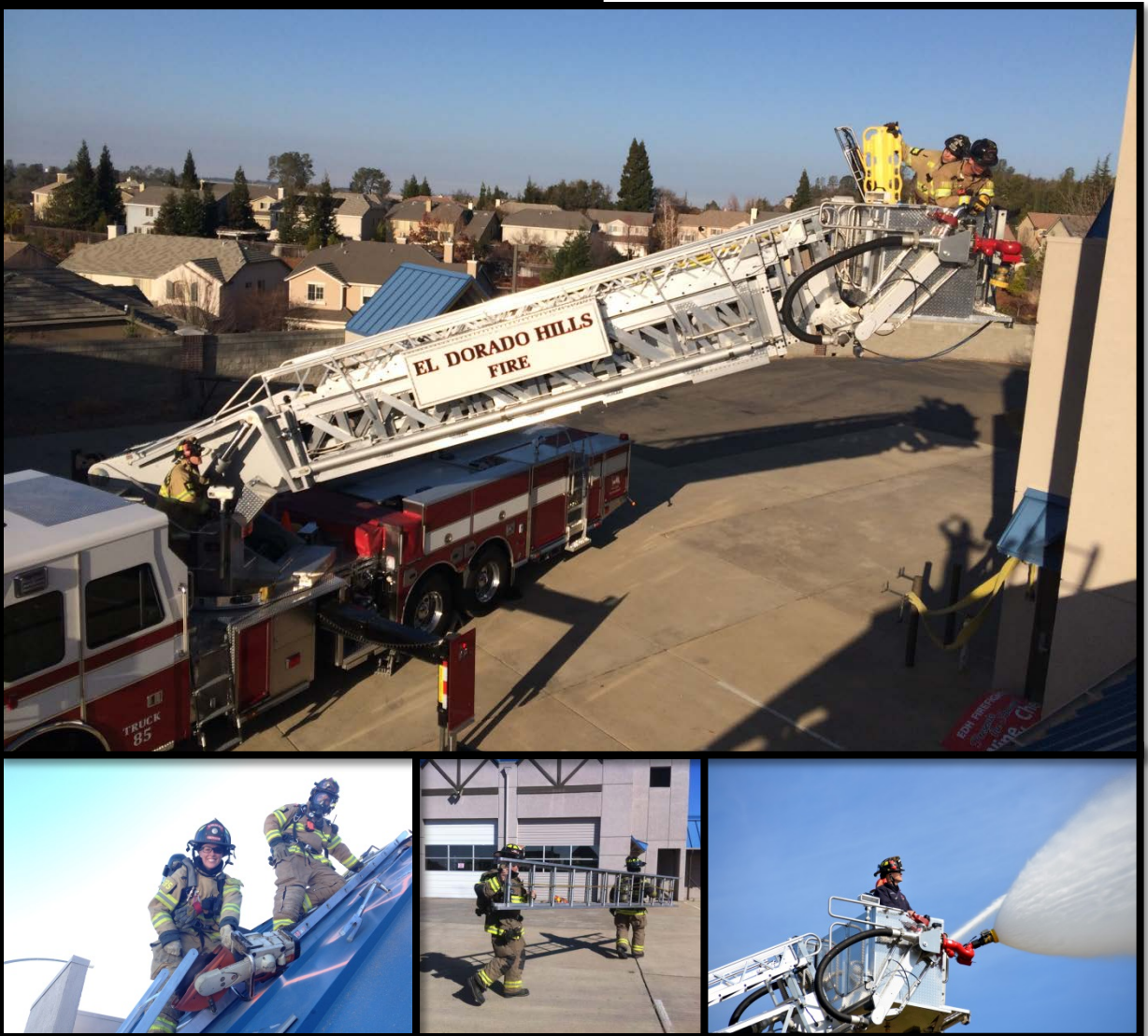
Objective 2E	Develop a plan to address identified needs.	
	Timeframe	2 Months
	Critical Tasks	<ul style="list-style-type: none"> • Evaluate alternatives to address identified gaps. • Collect input from internal stakeholders for buy-in. • Select most viable alternative(s). • Prepare outline for implementation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

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	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 2G	Identify current and future workforce needs.	
	Timeframe	July 18, 2014, 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: TBD Personnel Costs: TBD Consumable Costs: TBD Contract Services Costs: TBD

Goal 3

Training Program



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

Committee: Mark Ali Dave Brady
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	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

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	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

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	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 3D	Reassess the effectiveness of the Training Program and implement changes as needed.	
	Timeframe	December 5, 2014, 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. • Re-assess promotional and testing processes. Forward conclusions to Hiring and Promotions Committee. • On-going assessment and implementation.
	Funding Estimate	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Goal 4

Emergency Communications



GOAL 4: Evaluate and improve Emergency Communications.

Committee: Mike MacKenzie

Lead: David Merino

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

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

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

Objective 4D	Develop plan to improve all aspects of emergency communications.	
	Timeframe	February 21, 2014
	Critical Tasks	<ul style="list-style-type: none"> • Assign personnel and responsibilities. • Research funding. • Testing/QA/peer review of alternatives. • Solicit input and cooperation from neighboring agencies. • Select course of action. • Coordination with affected agencies.
	Funding Estimate	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 4E	Implement plan.	
	Timeframe	July 2015
	Critical Tasks	<ul style="list-style-type: none"> • Acquire funding. • Coordination with affected agencies. • Train personnel on new/updated equipment and procedures. • Execute.
	Funding Estimate	Capital Costs: \$3.5 million over 10 years Personnel Costs: \$70,000 Consumable Costs: n/a Contract Services Costs: \$150,000

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

Goal 5

Inter-Agency Relationships



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

Committee: Jim Christian

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	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

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	Capital Costs: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 5C	Create the Inter-agency relationship and Communications Plan.	
	Timeframe	August 29, 2014
	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: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 5D	Implement the Inter-agency Relationship and Communications Plan.	
	Timeframe	November 7, 2014
	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: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Objective 5E	Evaluate the effectiveness of the Inter-agency Relationship and Communications Plan.	
	Timeframe	July 17, 2015
	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: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: n/a

Goal 6

International
Accreditation



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

Committee:	Brian Bresnahan John Niehues	Russ Hasemeier	Tom Keating
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: n/a Personnel Costs: Normal Staff Hours Consumable Costs: n/a Contract Services Costs: \$15,000

Objective 6B	Conduct a Community hazards and risk assessment, and publish a Community Risk and Standards of Cover document.	
	Timeframe	May 26, 2014
	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: n/a Personnel Costs: Normal Staff Hours + \$6000 Consumable Costs: n/a Contract Services Costs: \$11,500

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	May 26, 2014
	Critical Tasks	<ul style="list-style-type: none"> • Receive customized instruction on writing a CFAI self-assessment manual. • Post self-assessment manual category and criterion writing to the CPSE Technical Advisor SharePoint site for review and comment. • Upon document review completion, host a self-assessment site study for CPSE Technical Advisor review and report. • Upon receipt of CPSE Self-Assessment Site Study Report, evaluate observations and recommendations to determine readiness for "Candidate Agency" status. • Implement necessary adjustments as required for CFAI Candidate Agency status.
	Funding Estimate	Capital Costs: n/a Personnel Costs: Normal Staff Hours + \$6000 Consumable Costs: n/a Contract Services Costs: \$11,500

Objective 6D	Achieve agency accreditation by the Commission on Fire Accreditation International.	
	Timeframe	Spring of 2015
	Critical Tasks	<ul style="list-style-type: none"> • Apply for “Candidate Agency” status with the Commission on Fire Accreditation International. • Prepare for CFAI Peer Assessor Team visit. • Upload Strategic Plan, Standards of Cover and Self-Assessment Categories and Criterion for review and comment by CFAI Peer Team. • Host CFAI Peer Team site visit for accreditation review. • Receive CFAI Peer Team recommendation to CFAI for Accredited status. • Receive an Accredited status vote in the CFAI hearings, achieving International Accreditation.
	Funding Estimate	Capital Costs: n/a Personnel Costs: Normal Staff Hours + \$6000 Consumable Costs: n/a Contract Services Costs: \$11,500

Objective 6E	Maintain agency accreditation with the Commission on Fire Accreditation International.	
	Timeframe	Spring of 2016; 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: n/a Personnel Costs: Normal Staff Hours + \$6000 Consumable Costs: n/a Contract Services Costs: \$25,000

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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Resolution 2014-06 – Employer Paid Member Contributions

Summary

The employees hired in the Paramedic group (JPA Funded Employees) are not covered by the El Dorado Hills Professional Firefighters MOU. For retirement benefits, they are being hired under the new PEPPRA law (new to CalPERS) or Classic PERS employee, the District's Tier 2 (already members of CalPERS). Both employees hired under PEPPRA and under the Classic PERS Tier 2 are required to pay 50% of the normal rate to CalPERS, which currently equals 11.5%. This is mandated by CalPERS for the PEPPRA employees; however, the District also requires Classic PERS Tier 2 "Paramedic" employees to pay an equivalent amount. For the Classic Tier 2 employee, the 11.5% is based on a 9% employee share and 3% employee cost sharing of the employer share by contract. In order for the District to keep the Classic PERS Tier 2 cost the same as the PEPPRA employee, the District needs to pay 0.5% of the Classic PERS Tier 2 normal member contributions. This percentage will change over the years as the normal rate changes for the PEPPRA employee.

If the employee were to be promoted to a firefighter covered by the MOU, the District would pay the 9% employee share and the employee would pay the 3% employer share by contract as a Tier 2 employee. The PEPPRA employees would pay 50% of their normal cost by CalPERS law.

This Resolution is required by CalPERS to properly categorize the new Paramedic positions funded by the JPA.

Fiscal Impact

As described and budgeted.

Recommendation

Staff recommends the Board adopt this Resolution for Employer Paid Member Contributions as written.

RESOLUTION 2014 - 06
EL DORADO HILLS COUNTY WATER DISTRICT

DRAFT

RESOLUTION FOR EMPLOYER PAID MEMBER CONTRIBUTIONS

WHEREAS, the governing body of the El Dorado Hills County Water District
(Name of Agency) has the authority to implement Government Code
Section 20691;

WHEREAS, the governing body of the El Dorado Hills County Water District
(Name of Agency) has a written labor policy or agreement which
specifically provides for the normal member contributions to be paid by the
employer;

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

WHEREAS, the governing body of the El Dorado Hills County Water District
(Name of Agency) has identified the following conditions for the purpose of
its election to pay EPMC:

- This benefit shall apply to all employees of EMS/Paramedic
(Membership Category OR Group or Class).
- This benefit shall consist of paying 0.5% (Percent) of the normal
member contributions as EPMC.
- The effective date of this Resolution shall be February 21, 2014 (Date).

NOW, THEREFORE, BE IT RESOLVED that the governing body of the El
Dorado Hills County Water District (Name of Agency) elects to pay EPMC,
as set forth above.

BY

(Name of Official)

(Title of Official)

(Date adopted and approved)

EL DORADO HILLS FIRE DEPARTMENT BOARD ROSTER

2014

<u>TITLE</u>	<u>NAME</u>	<u>ADDRESS</u>	<u>PHONE</u>
President	Barbara Winn Term Expires: 2014	barbara.winn@att.com	Cell: 916-541-9962
Vice President	Jim Hartley Term Expires: 2016	2101 Brookmar Drive EDH, 95762 hartley.jim@att.net	Home: 916-933-3737 Cell 916-204-1198
Member	Greg Durante Term Expires: 2014	2588 Raleigh Way EDH, 95762 greg.durante@motorola.com	Home: 916-717-8095 Fax: 916-933-4405 Cell: 916-717-8095
Member	John Hidahl Term Expires: 2016	622 Torero Way EDH, 95762 john.hidahl@ngc.com	Home 916-933-2703 Bus: 916-570-4276 Cell 916-761-8453
Member	Wally Fullerton Term Expires: 2014	FullertonWally@aol.com	Cell: 916-677-6012

STANDING COMMITTEES (Effective 12/2013)

Administrative Committee	John Hidahl	Greg Durante
Fire Committee	Barbara Winn	Greg Durante
JPA Representatives	Jim Hartley	Barbara Winn
Comm. for Collaborative Fire Depts.	John Hidahl	Jim Hartley

Adhoc Committees:

Regional Operations Committee	Jim Hartley	John Hidahl
Human Resources Committee	Barbara Winn	Greg Durante
Chief Transition Committee	Greg Durante	John Hidahl
Budget and Negotiations Committee	John Hidahl	Barbara Winn

Updated: 1-23-14

THE WRIGHT LAW OFFICE

Attorneys at Law

2828 Easy Street, Suite 3
Placerville, California 95667

William M. Wright
billofwrights@sbcglobal.net

Carol L. Fallon
clfallon@sbcglobal.net

(530) 344 - 8096
Fax: (530) 344 - 8098

February 10, 2014

Mel Pabalinas
El Dorado County Development Services, Planning Division
2850 Fairlane Court
Placerville, California 95667

Re: Village of Marble Valley Specific Plan

Dear Mr. Pabalinas:

This office represents the El Dorado County Fire Protection District ("EDCFPD"). The EDCFPD recently provided us with a copy of El Dorado LAFCO's December 18, 2013 letter to you regarding the Village of Marble Valley Specific Plan ("VMVSP").

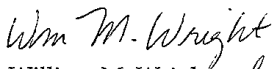
LAFCO proposes that a possible reorganization of the EDCFPD's service boundaries should be included in the VMVSP, which may require sphere of influence ("SOI") and municipal service review ("MSR") amendments and updates by LAFCO.

We are reviewing the current SOI and MSR of both the EDCFPD and the adjacent El Dorado Hills County Water District. We feel that any proposed reorganization of the Districts' boundaries should be an internal matter concerning LAFCO and the two Districts and should not be a condition of the VMVSP.

We respectfully request that the County refrain from including any such condition until the EDCFPD has had time to conclude its review of LAFCO's 2006 and 2011 MSR updates and the current proposals being contemplated.

Thank you for your consideration in this matter.

Very truly yours,


William M. Wright *by CF*

WMW:cf

cc: Michael Hardy, EDCFPD Fire Chief
Dave Roberts, EDHCWD Chief
Erica Sanchez, El Dorado LAFCO



**EL DORADO COUNTY
FIRE PROTECTION DISTRICT**

P.O. Box 807 / 4040 Carson Road / Camino, CA 95709
(530) 644-9630 • Fax (530) 644-9636

January 23, 2014

Thomas Keating, Fire Chief
Rescue Fire Department
5221 Deer Valley Road
Rescue, CA 95672

Re: Station 74 Brown-out

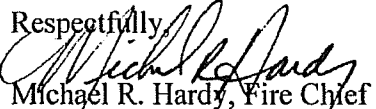
Chief Keating,

Yesterday, at the El Dorado County Fire Protection District Special Board of Directors Meeting, the BOD voted in favor of browning-out station 21 in Camino. However; operationally our district will move station 74 personnel to station 21 to keep the hwy 50 corridor whole, essentially "browning-out" station 74 which will undoubtedly have an impact on your responses to the Lotus area.

The decision to brown-out one of our stations was a difficult one, but with our tight fiscal margins and the expectation of substantial revenue not coming to fruition until the middle or end of June, we are in jeopardy of running out of cash prior to the end of the fiscal year. To balance the budget and ensure that we will not go over budget, the BOD and I had no other choice but to temporarily close a fire station.

The BOD has given me direction to take action as soon as operationally possible through the end of June, 2014. I would expect that on July 1, 2014 we will re-staff station 21 and move the apprentices back to station 74.

I apologize for any inconvenience this may cause, but I would like to thank you in advance for your understanding of our fiscal situation and your assistance in helping us through this difficult period.

Respectfully,

Michael R. Hardy, Fire Chief

Note of Appreciation

cc: Captain Bresnahan / 85A Crew
Battalion Chief Brady
Chief Roberts
Board Packet

Dear Paramedics —

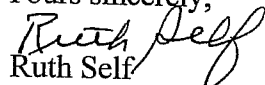
Thank you for your professional attention & care of ^{NAME REMOVED FOR PRIVACY} on Wed 1/8/14. She had fallen in her assisted living home at El Dorado SR care & it turned out she had a broken Right hip. I appreciated talking to the paramedic on the scene and their careful transporting her to Mercy FM. Thank you for making a difference at a difficult time — Donna Freed, DTR

January 2014

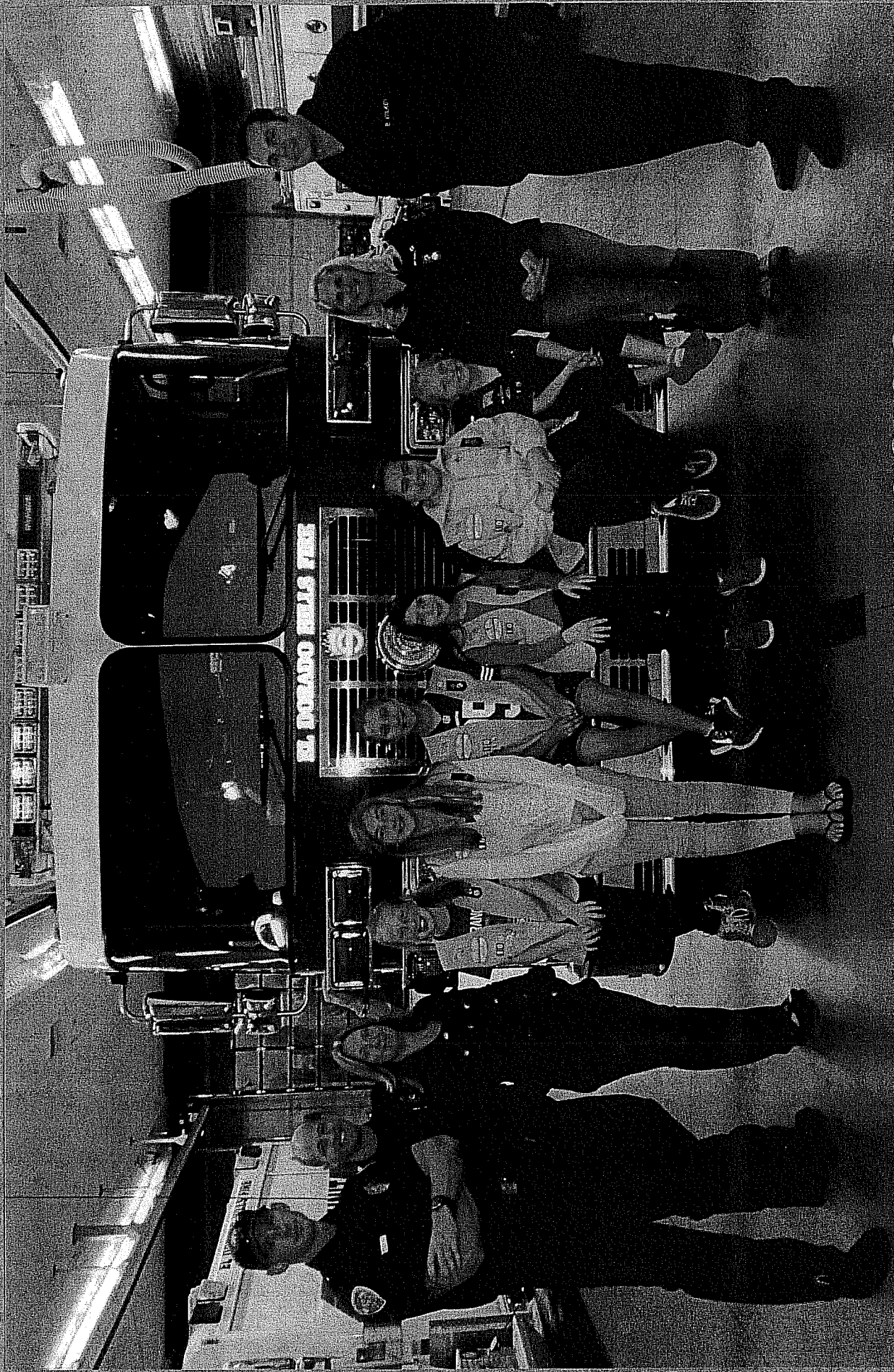
Sandra Sanders
El Dorado Hills Fire Department
1050 Wilson Blvd.
El Dorado Hills, CA 95762

Thank you so much for generously donating a
dinner for 4-6 with the Firefighters to the 2013
Night@ The Library. Support like yours resulted in
a huge success for the event.

Yours sincerely,


Ruth Self
President.

Thank You



Thank you from
Troop 10