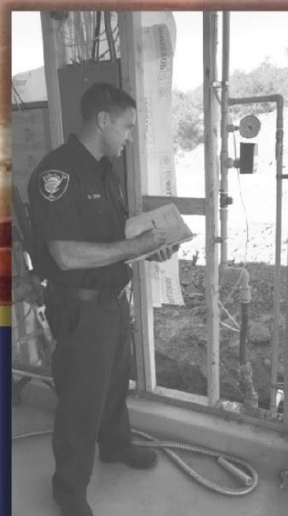




Valley Center Fire Protection District

STRATEGIC PLAN 2017-2021



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Introduction

The Valley Center Fire Protection District (VCFPD) provides fire, emergency medical, hazardous materials, specialized rescue, wildland firefighting, community risk reduction, and domestic preparedness services to the businesses, residents and guests to the district. The district works with partners within the community to deliver the services, while ensuring excellence in service provision through efficiency and effectiveness considerations.

VCFPD 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 facilitate a method to document the organization's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written in accordance with the guidelines set forth in the Commission on Fire Accreditation (CFAI) *Fire & Emergency Service Self-Assessment Manual 9th Ed.*, and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the agency's members to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." It further provided the agency with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's external and internal stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion.

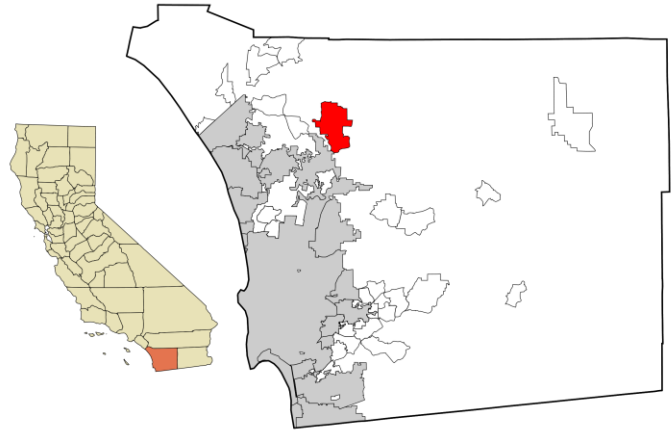
VALLEY CENTER FIRE PROTECTION DISTRICT STRATEGIC PLAN

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Organizational Background

The area of Valley Center, California is located within San Diego County. The area of Valley Center holds a small percentage of the overall county population, and boasts more of a rural, rugged setting with minimal development. The area is largely based in agriculture and farming, but also boasts a few gated communities for residential living. Valley Center also has population influx due to two casinos that bring more traffic and transient visitors to help feed the economy of smaller, independent retailers.



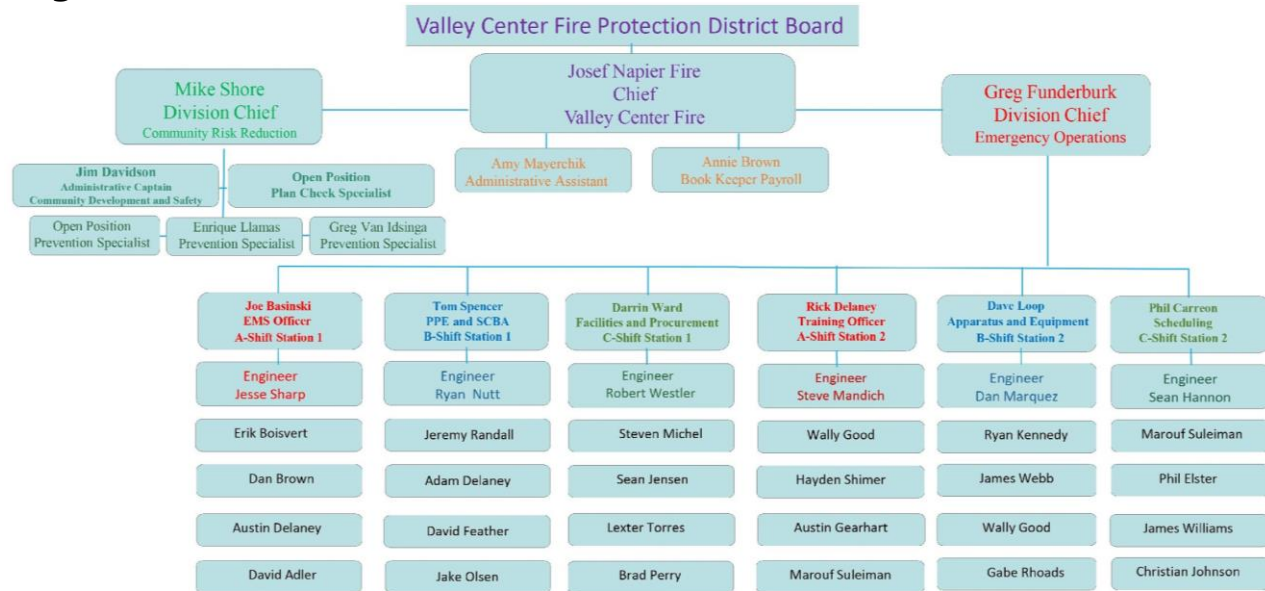
The Valley Center Fire Protection District (VCFPD) found its genesis in 1982 as the citizens decided by vote to form their own independent fire protection district. While the district has evolved over time to its current status, the governance of a five-member elected Board of Directors has remained, ensuring sustainability and quality service delivery. The district is considered a combination department, with all firefighters regarded as career members who work with a different pay status.

The 84.5 square miles of the district are protected from two fire stations staffed with a fire captain, fire engineer and firefighter paramedic on each frontline fire engine. Daily staffing also includes, one firefighter EMT and one Mercy Paramedic on a Mercy Paramedic Transport Ambulance and one firefighter EMT and one Mercy Paramedic on a VCFPD ALS Rescue Squad. The VCFPD provides advanced life support patient care and transport through a public private partnership with Mercy Ambulance Inc. The Valley Center Fire Protection District participates locally and regionally in the California State Automatic and Mutual Aid System. Through this agreement, the residents and guests to the district receive effective and efficient all risk fire and emergency services from dedicated professionals.





Organizational Structure



UPDATED 07/01/2017

VALLEY CENTER FIRE PROTECTION DISTRICT ORGANIZATIONAL CHART 2017

Community-Driven Strategic Planning

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.*¹ To ensure that the community remains a focus of an organization's direction, a community-driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes use of resources. 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."*²

The U.S. Federal Benchmarking Consortium Study Team goes on to explain that, to fully

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

² Ibid





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.

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. 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.

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

Peter F. Drucker,
Professor of Social Science
and Management





The Community–Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community's service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.
4. Revisit the Mission Statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
5. Revisit the Values of the organization's membership.
6. Identify the internal Strengths and Weaknesses of the organization.
7. Identify areas of Opportunity for, and potential Threats to the organization.
8. Identify the organization's critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the Vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.





Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community's and the agency's external and internal stakeholders for their participation and input into this Community-Driven Strategic Planning Process. The CPSE also recognizes Fire Chief Joe Napier and his team for their leadership and commitment to this process.

Development of this strategic plan took place in April 2017, beginning with a meeting hosted by representatives from the CPSE for members of the community (external stakeholders, as names in the table below). Input received from the meeting revolved around community expectations and concerns, as well as positive and other comments about the organization.

Valley Center Fire Protection District External Stakeholders			
Chris Alvarado	Gary Asbury	Phil Bell	Bob Bishop
Abe Boulos	Jeana Boulos	Mike Bradbury	Rhonda Bradbury
Dottie Christensen	Brandy Contreras	Jen Craig	Jim Emig
Mary Gordon	Judie Green	Marla Helms	Tom Helms
Kirk Hernandez	Stuart Holthaus	Erik Jockinson	Phillis Knight
Darcy LaHaye	Msgr. Roger Lechner	Boyd Long	Fr. Elmer Mandac
Julie Mattos	Linda Mercurio	W. S. Monser	Doug Moriarity
Faith Much	Gaby Olson	Bill Palmer	Vanessa Perez
Vic Reed	Harold Rodriguez	David Ross	Frank Shoemaker
Pat Schwerdtfeger	Bahram Shadzi	Judith Shadzi	Weaver Simonsen
Bill Trok	Patrick Trussell	Jason Vickery	Marian Walters
Jim Wold	John Yeager	Laura Zuckerman	





Community Group Findings

A key element of the VCFPD organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Thus, the agency invited community representatives to provide feedback on services provided.

Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, the VCFPD needs to understand what the customers consider to be their priorities. With that, the external stakeholders were asked to prioritize the programs offered by the agency through a process of direct comparison. The results were as follows:

PROGRAMS	RANKING	SCORE
Emergency Medical Services	1	305
Fire Suppression	2	272
Wildland Fire Services	3	249
Rescue – Basic and Technical	4	206
Domestic Preparedness Planning and Response	5	159
Community Risk Reduction	6	139
Public Fire and Life Safety Education	7	104
Hazardous Materials Mitigation	8	98
Fire Investigation	9	88



External Stakeholders 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. To follow are the expectations of the community's external stakeholders:

Community Expectations of the Valley Center Fire Protection District (in priority order)

1. Emergency response - fires, EMS, rescue in a timely, well-trained staff, well-maintained equipment manner. Quick response. To be as fast as possible at responding to emergencies.
2. Education. Community classes, CPR, etc. Provide education and evacuation training regularly to the community. To educate us with safety information/classes for staff and the public.
3. Training to exceed "normal" levels of standards from other agencies. Push firefighters to be subject matter experts starting with training at VCFPD. Train, educate.
4. Seek the proper equipment. To be equipped correctly with machinery and equipment for rural emergencies. Updated/state of the art technology and equipment for fire and emergency needs and firefighter safety.
5. Presence in the community - visibility. Take part in community events. Community support - be a part of it.
6. Fire the department to compel residents to clear and clean properties all year and not just at the start of summer, once a year. Unmaintained land of neighbors or vacant areas. Weed brush growth.
7. Respond with appropriate numbers of personnel to mitigate any emergency (fire, medical, etc.). Seek the proper staff. VCFD should be properly staffed with highly qualified professionals who have the appropriate equipment and training to meet the needs of the community.
8. Professionalism. Ethical and professional policies and behaviors.
9. Putting out fires - buildings, property/wildlands. Fire Suppression.
10. Fire prevention. Risk reduction through prevention. Regular inspections of structures.
11. Work with existing agencies to enhance services - county, fire agencies, community volunteers.
12. Great, quality customer care and customer service delivery.





13. Have basics covered, firefighting and EMS.
14. Community risk reduction - fire department's ability to get to need areas; how this can affect fire department personnel and their self-appreciation of what they are doing and how they can save a life or lives.
15. Establish ongoing funding sources to maintain services as community grows. Financial management. Fiscal responsibility of agency, prioritization of resources.
16. Protect lives.
17. Excellent service.
18. No traffic roundabouts!
19. Drones to examine area for fire prevention or government satellite maps that can tell vegetation - alive or dead plants.
20. Being professional as to what is expected.
21. Public plan for emergency/evacuation situations.
22. Increase service levels to the point of having a fully paid department.
23. Protect property.
24. To be able to contact help quickly and then report on what they want us to do.
25. Following through with cited areas.
26. Bring fire awareness to people of VC by news, internet, school visits, homebound. Continue to make services known to the public - snake removal, safety inspections.
27. Adapt to changing needs.
28. Strong leadership.
29. Delegation of services such as education, emergency preparedness, hazardous materials, etc. to valid volunteers (CERT) to relieve those burdens from the FD.
30. New station location.
31. Support individual members of fire, medical personnel and office staff members.
32. Plan for significant events.
33. Updated knowledge of new roads and maps, infrastructure requirements.
34. Future planning to identify sites for stations to meet the growth of the community.
35. Be cost effective in services provided.
36. Help us create a safety plan for the library and any training for staff in safety.





37. The very best ISO rating the district can muster for the community.
38. Physically fit personnel.
39. Ability to respond to remote areas with tight, narrow roads.
40. Act as role models for local youth in the community.
41. To relax during down time.
42. Continue to promote public/private partnerships.
43. Compassionate and helpful staff/firefighters.
44. Wildfire preparedness.
45. Reasonable fire codes that hinder development.

Areas of Community Concern

The planning process would be incomplete without an expression from the community regarding concerns about the organization. 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, understanding, or incorrect information.

Areas of Community Concern about the Valley Center Fire Protection District (in priority order)

1. Continued department growth. VC is growing, is there a plan to keep up? As more homes are built, we do not have enough fire stations to provide excellent service. Community will grow faster than fire services. Not staying ahead of growth.
2. Number of staff/equipment (right sized). Hope you can get more staff for your team. More personnel.
3. Enforcing weed abatement. Weed abatement enforcement. All owners, no matter.
4. Funding of services and relationship with San Diego County. Department funding by the county. Lack of financial resources.
5. Response time.
6. Losing firefighters to other agencies. Turnover of personnel. The members not being in a career department.
7. Community awareness. Distribution of information to the community may not be adequate. Does the community actively collaborate with the district?
8. Lack of equipment. Equipment maintenance. Lack of safety equipment for firefighters.
9. Training of staff. Lack of training. Training with next door departments.





10. The challenge of maintaining road easements and provide road condition. Accessibility of roads.
11. Response area. Station locations.
12. Lack of knowledge about VC roads and road closures at private roads.
13. Communication with community leaders and the public.
14. Better roads in Valley Center - new, needed roads to unite community. This will help with greater certainty to arrival time.
15. Equipment needed for rural, several stories. Acquisition of appropriate equipment for a rural setting.
16. Wildfires. Open space areas that are large tracts of brush, etc. that abut populated areas - how to protect businesses and homeowners.
17. Uniformity within the department and among other districts.
18. Where Valley Center ranks in county priority.
19. Proper planning for major events.
20. How to work with surrounding property owner to take care of the surrounding lands around the library and town.
21. Personnel issues at the floor level.
22. No relationship with tribal fire department - all the same resources.
23. Increased traffic.
24. Heavy rain leading to grass growth.
25. Pressure by Cal Fire and county to be absorbed by them.
26. Speed of response to fires, accidents - are all areas of VC covered adequately?
27. Young firefighters – please mentor these folks.
28. Ability to evacuate with the expected growth.
29. The low pay and lack of a career path for junior firefighters.
30. That the district not get bound up in red tape and bureaucracy.
31. Concern for the many meth making areas here in Valley Center - growing of marijuana in the area please assure a good partnership with Law Enforcement exists.
32. Evacuation routes. Would love to see them published. Working with other county groups on evacuation plans and emergency plans.





33. Maintaining staffing with part-time employees ongoing.
34. Will the public support us as we grow?
35. Do we provide young people education through middle and high school presentations?
36. We are the training center for young firefighters. Keep doing that, but move toward professionalizing the employees.
37. Experience level - more real fire experience.
38. Driving safely on the narrow, limited, busy streets of the community.
39. Do we have a strong mutual aid component?
40. Code restricting community growth.
41. That the district maintains transparency about operations and problems.
42. More community training through "Valley Center Happening" and Chamber of Commerce website and email campaigns.
43. Lack of property inspections.
44. Lack of medical education about cancer threats to our firefighters.
45. EMS versus population ratio.
46. Outgrowing current facilities.
47. Reinforcing properly driving when emergency vehicles are present.
48. Streamlining communications - 911/FD/CHP/Sheriff.
49. Recent organizational re-structure.
50. Expanding stations without corresponding growth – over extending.





External Stakeholders Work Session

Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the organization'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.

Positive Community Comments about the Valley Center Fire Protection District (verbatim, in no particular order)

- Appreciate what Chief Napier is doing to let people know he is interested in their livelihood, safety, and providing leadership.
- Grateful to see fire department of all area districts using V.C area to get needed items – such as food for their departments.
- That fire department personnel seem to be happy.
- Support for personnel after terrible tragedies.
- Gratefulness to older fire department personnel to support present fire personnel.
- Equipment great.
- Training – very good.
- Paramedic great.





- Supervision great.
- Very good cooperation with neighbor fire departments.
- Excellent performance of fire crews in 31 years I have lived in Valley Center.
- Fire crews participate and are visible in the community in a positive way.
- Fire department is local, not part of a larger department so the department understands our community.
- Under Joe Napier, the district has become very public relations minded.
- The district is very good about educating the community.
- The district recognizes excellence and accomplishments.
- The district is held in very high esteem by the community. They are "local heroes."
- Very visible and involved chief.
- Rapid response to calls re: rattlesnakes and removal/destruction of same.
- We are blessed to have a department that has a willingness to listen and improve.
- A department that is always willing to work with the community and its events.
- A leadership that is always looking into the future and improving the relationship with its customers.
- Strong community presence.
- Strong leadership.
- Friendly and community support.
- Proactive and constantly improving.
- Very professional department!
- Chief Napier is very involved in the community. Accessible.
- Great community involvement/partners.
- Respond quickly to calls from other agencies regarding safety concerns.
- Share information with community partners.
- Problem solvers. Very flexible when issues arise.
- Very proactive with public safety/public education.
- Very strong leadership and community involvement.
- A lot of experienced firefighters on second jobs.





- Good cooperation with other local agencies.
- Leadership.
- Eagerness to improve.
- Quality of service.
- I appreciate the obvious responsiveness, community orientation to friendliness of the District from the Chief on down through the junior staff.
- The mentorship and training provided by the senior staff to the junior members.
- Caring, compassionate, responsive.
- Community support/involvement.
- Accessible.
- Proactive.
- Always trying to improve.
- Community visibility.
- Willing to help with events.
- First-name basis with staff.
- Strong leadership.
- Community involvement.
- Clear goals.
- Public image.
- Current training.
- How the next “big one” will be handled.
- Sufficient resources.
- Access to incidents – poor roads, gates, bridges, etc.
- Open, easy to access.
- The chief is well prepared and accessible.
- The medic service is outstanding.
- Fire department has a great brand.
- Always professional.





- Always courteous.
- Helpful.
- Open minded.
- Excellent community outreach and involvement.
- Great leadership.
- Great communication.
- Works hard to build good community partnerships.
- Good public relations.
- Good new paramedic services.
- Expansion of volunteer (CERT) operations.
- Hard working/compassionate.
- Very community oriented.
- Continued search to better district.
- Approachable – any event I have attended, district employees are available for questioning.
- Ability to handle negative or difficult local press.
- District has an excellent outreach and fire safety program.
- District's outstanding job in responding to incidents and working with other agencies.
- Put out fires.
- Emergency service (for heart attacks)
- Inform the public in meetings.
- Community involvement.
- Very personable department and helpful.
- Very responsive to community outreach.
- Always eager to educate the community.
- Always professional.
- Well-trained.
- Continuing community presence.
- Very responsive and job oriented to get the job done.





- Equipment well-maintained.
- Chief is committed to community and raising the bar on the service his district/department provides.
- Chief is very accessible to the community.
- Excellent fire district.
- Constantly reaching out to the community.
- Very much immersed in the community.
- Chief Napier – vision for future successes.
- Standardization of fire training – Blue card.
- Mentorship with retired chiefs and captains – utilize this more.
- Partnerships.
- Chief has a fantastic understanding of the community as an asset and reaching out to have each of us be proactive in community education, preparedness, and therefore, risk reduction.
- Internal integrity to make his vision/goals happen.
- Cooperation between neighboring fire districts/tribal/local/county/state.
- Consistent presence of FD staff around community. Approachable with concerns.
- FD's ability to work well with other community groups. Availability.
- Dedication to excellence.
- Chief Napier and his team do an amazing job working with library staff.
- We are looking forward to our Safety Heroes Program. Thank you!
- Community-oriented.
- The excellent relations with the community. I recently called the department because of an unidentified odor in our home. The crew was concerned, professional, and thorough.
- Enjoyed meeting the team at the station on Lake Wohlford during a dinner with them. Great group.
- Fast, responsive, emergency arrivals.
- Good/excellent medical training.
- Excellent relationship building.
- Goal-oriented for higher excellence.





- Good processes and procedures.
- Emergency medical personnel are well-trained and extremely professional.
- In general, great community relations.
- Our agency has accomplished more in 18 months than other agencies have in 5 years.
- Our fire chief continues to bring new ideas and services with little or no cost to our community.
- We need to promote our firefighters for all their work and give them opportunities for upward advancement.
- Community involvement and good presence.
- Marshal/inspections are positive and educational.
- Independent department with dedicated chief.
- Dedicated part-time staff.
- Good equipment and stations.
- Involved Board of Directors.
- Fire prevention letter. Didn't like the tone but loved the time and info when officer came to house and walked property.
- Joe is awesome. Very good for community. Likeable, proactive. Works well with local organizations like CERT. Good resource.
- Local FD and community involvement – great.





External Stakeholders Work Session





Other Thoughts and Comments

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

Other Community Comments about the Valley Center Fire Protection District (verbatim, in no particular order)

- Better cross-valley road connections.
- No roundabouts.
- Love our fire department. I live in an area that has been affected by many fires and have always been impressed.
- Thankful and looking forward to helping the department and community grow and improve. Great to see them working towards a better opportunity to serve.
- Can VC work with Cal Fire better to serve the community?
- Awesome group to work with. Valley Center is fortunate to have the leadership and team at VCFPD.
- This has "ignited" (ha-ha) my interest in providing our own strategic disaster preparedness plan. I learned a new evaluation tool doing the direct comparison priority.
- Keep up with future growth!!!
- The VC Fire Protection District has a great connection to the community of Valley Center. The fire district appears to go above and beyond in their efforts to communicate with the community members/businesses.
- Great job fire chief!
- Would like more community preparation and involvement in emergency management capabilities.
- Excellent opportunity for public involvement!
- Concerned the chief may be overloaded with shift in organizational structure.
- I owe my life to the Valley Center Fire Department. On August 11, 2014, I suffered a heart attack and within minutes the VC paramedics from our fire department came to our home and stabilized my situation and called an ambulance and took me to the Palomar Hospital. I know for a fact that without the heroic actions and timely response of these great individuals, I would not be writing this today. So, I don't know how to thank these guys. And how to say anything more positive about our fire department. Thank you sincerely for all the great work you do for this community.





- We think they are doing a wonderful job and just having this meeting shows they are trying to even be better!!
- Our department has made tremendous strides in improvement over the last two years.
- Very professional department – all well trained.
- Thank you.
- Thank you all for this exciting process.
- Our firemen need support in a growing community. Move stations, education, and field inspections!
- They are a positive presence in the community.
- Recommend: develop areas of risk and plan for different levels of emergency services. Educate the community on their risk level by area. Develop an educational plan. Right-size staff and equipment to meet the plan. Work with transportation and planning for best exit and traffic flow.
- Thank you for all you do!
- Our FD is the best and continues to set the trend for like agencies. Our firefighter reserve program is the reason we exist today as a standalone department.
- In general, I feel the district is excellent. It is reassuring that the department is making positive, proactive steps towards its excellence.
- On right track with our own department – funding, funding, funding.
- Would love to see a more positive proactive way to reach VC residents for fire prevention. Offer as free “no ticket” year around service. Maybe on Valley Center Friends Facebook page? In local paper.





Internal Stakeholder Group Findings

The internal stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the organization's approach to community-driven strategic planning, with focus on the agency's Mission, Values, Core Programs and Support Services, as well as the organization's perceived Strengths, Weaknesses, Opportunities, and Threats. The work sessions involved participation by the broad organization representation in attendance, as named and pictured below.

Valley Center Fire Protection District Internal Stakeholders			
David Adler Firefighter/EMT	Joe Basinski Fire Engineer/Paramedic	Erik Boisvert Firefighter/Paramedic	John Byrne District Administrator
Phil Carreon Captain	Jim Davidson Fire Inspector	Rick Delaney Captain	John DiBernado Volunteer
Phil Elster Firefighter/Paramedic	Greg Funderburk Captain	Austin Gearhart Firefighter/EMT	Walter Good Firefighter/Paramedic
Ryan Kennedy Firefighter/Paramedic	Enrique Llamas Prevention Specialist	Dave Loop Captain	Steve Mandich Fire Engineer/Paramedic
Daniel Marquez Fire Engineer/Paramedic	Amy Mayerchik Administrative Assistant	Joe Napier Fire Chief	Ryan Nutt Firefighter/Paramedic
Jeremy Randall Firefighter/Paramedic	Gabriel Rhoads Firefighter / DO	Daniel Rosenberg Firefighter/Paramedic	Jesse Sharpe Fire Engineer
Mike Shore Captain	Lexter Torres Firefighter	Darrin Ward Captain	Robert Westler Fire Engineer/Paramedic





Agency Internal Stakeholders

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 workgroup met to revisit the existing mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and agreed upon by the entire group:

The Valley Center Fire Protection District's mission is to provide exceptional all-risk fire, emergency medical and community risk reduction services that are critical to public safety, health, and the preservation of life and property.

Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group:





We value our community's trust, and our trust in one another as we apply the following core values in all that we do:

- Integrity
- Professionalism
- Exceptional Service
- Loyalty
- Pride
- Fiscal Responsibility

MOTTO: "Proudly Providing Exceptional Service To Our Community"

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

Programs and Services

The agency's internal stakeholders identified the following core programs provided to the community, as well as many of the services that enable the organization to deliver those programs:

Core Programs of the Valley Center Fire Protection District		
Emergency Medical Services	Fire Suppression	Wildland Fire Services
Rescue – Basic and Technical	Domestic Preparedness Planning and Response	Community Risk Reduction
Public Fire and Life Safety Education	Hazardous Materials Mitigation	Fire Investigation

Supporting Services of the Valley Center Fire Protection District		
Training	Water District	Media
Fleet Maintenance	Cal Fire	Hospital
Information Technology	School District	Arson Strike Team
Human Resources	San Diego Gas & Electric	Colleges
Medical Surveillance	County Planning & Development	Churches
Dispatch	Propane Companies	Medical Examiner
CERT	Community Groups	Coast Guard





Vendors	Psychiatric Emergency Response Team	Mercy Ambulance
County Government	Chamber of Commerce	Office of State Fire Marshal
County Fire Authority	County Environmental Health	County EMS
Fish and Game	County Health and Human Services	Law Enforcement
VCDART	NFPA	Joint Powers Authority
Local Agencies	Mercy Air	Facilities
Tribal Agencies	Burn Institute	Federal Agencies
Fire Board	Red Cross	State Agencies
Trauma Intervention Program	Fire Safe Council	Poison Control
CHEMTREC	Valley Center Firefighter Association	REACH
San Diego County Fire Chiefs Association		





S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an organization candidly identify its positive and less-than-desirable attributes. Internal stakeholders 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 to ensure that it can provide the services requested by the community, and 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 and allocated funds.

Through a consensus process, the internal stakeholders identified the agency's strengths as follows:

Strengths of the Valley Center Fire Protection District	
Experienced leadership	Extensive cost saving efforts
ALS on every piece of equipment	Modern technology
Many communities	Safety ambulance when available
Happy crews	Timely mechanics (when available)
Professional organization	Open door policy
Strong leadership	Transparency
Strong public relations/support	Positive leadership/attitudes
Great training program	Young organizational culture
Strong line communication	Common culture/interests/hobbies
Tightknit department culture	Diversified skill sets/experience/backgrounds
Promotion opportunities	Teamwork/pride
Improving ISO rating	Accountability
Motivated employees	Great mentorship
District knowledge	Compliance: Defined programs/projects
Strong aspirations	Good probationary program
Strong relationships with adjoining agencies	Crew resource management
Good equipment	Good community relationship/involvement
Good ALS program	Safety oriented
Strong "can do" attitude	Positive fire board relationship
Fiscal responsibility	Willingness to volunteer for programs
Good fire prevention program	





Weaknesses

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:

Weaknesses of the Valley Center Fire Protection District	
Limited funds	Radio systems timing out
Personnel turnover	Aging vehicle fleet
Lack of competitive employee benefits (health, dental, eye, retirement)	Aging facilities (septic, special needs parking, furniture)
Lack of our own training facility	Aging rescue equipment (Jaws, tools, etc.)
FF/Engineer wages and benefits	Station maintenance
Updated PPE	Lack of training for administration staff
Limited PM/FF experience	Lack of crew continuity
Access to specialty classes	PM shortage
Standard SOGs	Driver operator shortage
Public perception of who we are and what we do	Access to IT equipment
Inadequate number of stations	Apparatus storage
Long response travel times	Drama/gossip
Lack of full time firefighters	Age gaps/generation gap
Flow of communications	"At will" employment
Dorms needed for individuals	Lack of in-house fleet maintenance facility
Payroll system discrepancies	Limited storage (vehicles/equipment/gear)
Station security	Admin facilities/public reception areas
Emergency response mapping/preplans unreliable	Lack of extractors for turnout PPE
Lack of Plymo-vents	Off duty participation (voluntary)
Lack of in-house mechanic	Call-back staffing
Aging SCBA systems	Scheduling





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:

Opportunities for the Valley Center Fire Protection District	
Grants (maximize available)	Increased funding from county
Public and private partnerships (continue/enhance)	Community development (community service enhancements)
Mutual aid/auto aid (additional resources)	Fees for service
Tribal partnerships (resource sharing)	Contract services / services for hire
OES equipment (opportunities, experiences, reimbursement, training)	Interagency relationships and camaraderie (fire 98, medic school, school funds, fire academy)
Joint Powers Authority testing	Bond measures
Community support	Volunteer Organizations
USAR/FEMA	Tactical para-medicine training
Explorer program	Career Shadow Program (HS)
North Zone promotional testing	Fund raising/ fire foundation
External employee development	Succession planning
Community CPR opportunities	Recruitment program
Cost recovery	Installation of solar/connection to sewer
Outside health/fitness program opportunities	Community volunteerism
Consolidation	Adding more stations/increasing coverage area
Funding through developers	Strike teams
Federal/State/County/Local interagency partnerships	Hand crew (weed abatement/hydrant maintenance)
Joint training (hosting or attending) teaching	OES overhead
Responsible community growth	





Threats

By recognizing possible threats, an organization can 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:

Potential Threats to the Valley Center Fire Protection District	
State prevention fee	Failed tax initiative (Proposition 13)
Unmanaged community growth	Poor roads and bridges
Economic downturn	Recruitment
Public image	Any unfriendly County Fire Authority actions
Government mandates	Standards
Lack of grant availability	Casinos / traffic
Groves/Large vacant parcels/dead trees	Rising call volume
Negative public perception of taxes/fees & government	Public expectation of service (task and responsibility)
Retention due to resource competition	Potential litigation exposure
Isolation (geographic/topographic)	Neighboring organization changes
Unfunded mandates	State reallocation of resources
Hospital inundation / Increased wait times	Increased urban intermix/interface
Proximity to sovereign nations impacting demand for service	Domestic terrorism: station security/apparatus security
Increasing utility costs	Rising costs and expenses
Traffic mobility during evacuation	Unsupportive political climate
Natural/weather driven events (wind/rain/quakes)	



Internal Stakeholders Work Session





Critical Issues and Service Gaps

Following the identification and review of the agency's SWOT, two separate groups of internal stakeholders met to identify themes as primary critical issues and service gaps.

Critical and Service Gap Issues Identified by the Internal Workgroup	
Group 1	Group 2
- Personnel	- Personnel
- Response Times	- Equipment
- Operational Equipment/Apparatus	- Public Relations/Education
- Facilities	- Finance
- Community Outreach	
- Funding/Budget	
- Organizational Communications	
- Community Risk Reduction	

Strategic Initiatives

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives.

Valley Center Fire Protection District Strategic Initiatives			
Community Risk Reduction	Internal Communications	Financial Resources	Community Outreach
Facilities Management	Operational Equipment	Deployment/Coverage Performance	Workforce Planning Development





Goals and Objectives

To continuously achieve the mission of the Valley Center Fire Protection District, realistic goals and objectives with timelines for completion must be established to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a

focus of VCFPD's efforts, as they will direct the organization to its desired future while having reduced the obstacles and distractions along the way. Leadership-established workgroups should meet and manage progress toward accomplishing these goals and objectives, and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with VCFPD leadership.

“Goals allow you to control the direction of change in your favor.”

Brian Tracy,
Author

Goal 1	Provide enhanced all-hazard risk reduction through education, engineering, enforcement, and public collaboration to improve community safety, health, and the preservation of life and property.		
Objective 1A	Identify and analyze current district programs focusing on community risk reduction to determine current efficacy.		
Timeframe	3 Months	Assigned to:	Community Risk Reduction Division
Critical Tasks	<ul style="list-style-type: none">● Identify current established programs.● Select appropriate team to conduct the assessment based on subject matter.● Analyze effectiveness of the current established programs.● Report findings for further action.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 1B	Identify deficiencies and provide recommendations for alteration, improvement, and/or implementation of new programs.		
Timeframe	2 Months and on-going	Assigned to:	Community Risk Reduction Division
Critical Tasks	<ul style="list-style-type: none">● Review Objective 1A findings.● Identify deficiencies within the findings.● Research other programs for more efficient and effective results.● Provide recommendations for improvement.● Submit for approval.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





Objective 1C Implement approved recommendations.

Timeframe Based on program (on-going) **Assigned to:** Community Risk Reduction Division

- Critical Tasks**
- Determine implementation personnel.
 - Create an implementation plan.
 - Obtain necessary materials.
 - Train assigned personnel.
 - Implement approved recommendations as planned.

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:

Objective 1D Evaluate effectiveness of implemented programs and report to stakeholders.

Timeframe Quarterly and Annual Report **Assigned to:** Community Risk Reduction Division

- Critical Tasks**
- Evaluate and report at benchmarks and quarterly.
 - Circle back to Objective 1B.
 - Identify and document trends.
 - Create and implement revision plans as needed.

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:

Goal 2 Develop sufficient financial resources to fund the mission of the Valley Center Fire Protection District

Objective 2A Establish current and future funding resource requirements.

Timeframe 3 Months **Assigned to:** Administrative Division

- Critical Tasks**
- Complete comprehensive financial analysis of needs.
 - Complete a budgetary summary.
 - Prioritize budget line items by resources available.
 - Determine the adequacy of financial resources.

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:





Objective 2B Analyze funding mechanisms appropriate to the specific requirements.

Timeframe	3 Months	Assigned to:	Administrative Division
Critical Tasks	<ul style="list-style-type: none"> • Complete a comprehensive list of funding recommendations. • Identify ongoing and one-time funding mechanisms. • Identify where each funding mechanism can be utilized. • Review all tax funding measures available to the District. • Select a funding measure which provides the best fit towards accomplishment of the strategic plan. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Objective 2C Implement the recommended funding recommendations.

Timeframe	9 Months	Assigned to:	Administrative Division
Critical Tasks	<ul style="list-style-type: none"> • Determine internal/external resources to implement. • Secure appropriate tax allocation to meet the requirement. • Augment allocation with mitigation and benefit fee. • Grant allocation for one-time sustainable projects. • Establish public-private partnerships for funding programs. • Establish fire foundation for private donations. • Establish the balanced and approved fiscal budget. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Objective 2D Evaluate the effectiveness of the allocated funds to meet the mission.

Timeframe	3 months and on-going	Assigned to:	Administrative Division
Critical Tasks	<ul style="list-style-type: none"> • Create a five year, time-phased summary of the needs and resources. • Perform monthly fiscal analysis and create a budget recap report. • Meet with finance committee quarterly. • Perform an annual budget planning review. • Perform an annual budget audit report from previous fiscal year. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





Goal 3	Develop and implement an effective and efficient organizational communications system.	
Objective 3A	Identify and evaluate current organizational communications methods.	
Timeframe	1 Month	Assigned to: Operations Division
Critical Tasks	<ul style="list-style-type: none"> • Identify existing VCFPD policies, guidelines, and procedures relative to organization communications. • Evaluate effectiveness and efficiencies of VCFPD policies, guidelines and procedures relative to organization communications. • Create evaluation report identifying (+/-) recommendations. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3B	Research and evaluate alternative organization communications methods.	
Timeframe	1 Month	Assigned to: Operations Division
Critical Tasks	<ul style="list-style-type: none"> • Identify and contact neighbor/similar jurisdictions to research their current methods. • Evaluate alternative methods and systems to improve communications • Develop methods and systems of communication for implementation within the district. • Implement new or revised methods and systems of communication. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3C	Develop preferred organizational communications systems (methods).	
Timeframe	1 month	Assigned to: Operations Division
Critical Tasks	<ul style="list-style-type: none"> • Identify and assign the development team/committee/personnel. • Develop and communicate the organizational communications system goals and characteristics to the development team. • Distribute organizational communications methods to the development team. • Ensure that the organizational communications system includes (at a minimum): <ul style="list-style-type: none"> - Finalize and issue updated Standard Operating Policies and Procedures Manual - Staffing management and payroll processes - Establish a payroll matrix by rank / classification - Establish a benefit matrix by rank / classification - Formalized organizational communications instruments, processes and procedures 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 3D	Recommend and obtain approval for organizational communication systems revisions.		
Timeframe	1 Month	Assigned to:	Operations Division
Critical Tasks	<ul style="list-style-type: none">• Consolidate preferred existing and alternative organizational communications methods.• Recommend and obtain approval to develop and implement organizational communications system.• Approval (includes management and the firefighter association.)• Perform continual evaluations at least annually.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 3E	Implement new and improved organizational communications system.		
Timeframe	2 Months	Assigned to:	Administrative Division
Critical Tasks	<ul style="list-style-type: none">• Develop implementation plan.• Present and obtain final approval.• Develop and implement employee training on new organizational communications system.• Execute the new organizational communications system.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 3F	Evaluate efficiency and effectiveness of the organizational communications system.		
Timeframe	On-going	Assigned to:	Operations Division
Critical Tasks	<ul style="list-style-type: none">• Assign a single point of contact (program manager).• Develop employee processes for effecting updates to projects and programs• Perform initial evaluation and revision, as necessary.• Perform continual evaluations at least annually.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





Goal 4	Maintain and improve our community outreach and public education programs to enhance better public relations.		
Objective 4A	Identify current programs and activities in place, and gaps that may exist.		
Timeframe	Assigned to:		Community Risk Reduction Division
Critical Tasks	<ul style="list-style-type: none">• Create a public relations committee.• Identify a start date for the committee.• Identify current programs being used by the district.• Identify current activities being conducted by the district.• Identify gaps that exist.• Report findings.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 4B	Identify social media outreach program to enhance public relations.		
Timeframe	Assigned to:		Community Risk Reduction Division
Critical Tasks	<ul style="list-style-type: none">• Research other agencies’ social media outreach programs.• Establish a social media manager/coordinator.• Develop guidelines on social media outreach use.• Establish Valley Center Fire Protection District social media venues (i.e. Facebook, Twitter, etc.)• Update Valley Center Fire Protection District website.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 4C	Identify internal programs to enhance public relations.		
Timeframe	1 Month	Assigned to:	Community Risk Reduction Division
Critical Tasks	<ul style="list-style-type: none">• Schedule meeting with public relations committee.• List current internal programs.• Identify any gaps in internal programs.• Identify ways to improve current programs.• Perform a cost analysis of internal programs.• Perform a cost analysis of proposed programs.• Create a list of possible new programs.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





Objective 4D	Create/implement internal programs to enhance public relations.		
Timeframe	3 Months	Assigned to:	Community Risk Reduction Division
Critical Tasks	<ul style="list-style-type: none">● Identify funding sources for programs● Identify program managers.● Identify media sources for the marketing of programs.● Create timelines for programs.● Develop annual program calendar.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 4E	Identify the feasibility of establishing a Fire Explorer program.		
Timeframe	6-12 Months	Assigned to:	Community Risk Reduction Division
Critical Tasks	<ul style="list-style-type: none">● Research other Explorer programs locally.● Perform a cost analysis of implementing and maintaining an Explorer program.● Begin the application process with Boy Scouts of America.● Develop agency specific guidelines for Exploring.● Identify cadre of advisors.● Identify methods for recruitment.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 4F	Evaluate current fire prevention programs.		
Timeframe	1 Month	Assigned to:	Community Risk Reduction Division
Critical Tasks	<ul style="list-style-type: none">● Schedule meeting with fire marshal and fire prevention staff.● List current programs.● Identify gaps in current service.● Identify ways to improve current programs.● Research outside funding sources.● Identify media sources for marketing of programs.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





Objective 4G Review and analyze the weaknesses identified by the community.

Timeframe 3-6 Months **Assigned to:** Administrative Division

Critical Tasks

- Schedule community meeting/workshop.
- Gather current SWOT intelligence.
- Attend meetings with community service clubs.
- Develop feedback form/questionnaire.
- Create improvement plans.

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:

Goal 5 Ensure fire facilities are adequate to achieve the mission of the Valley Center Fire Protection District.

Objective 5A Enable the recommendations envisioned under the Standards of Cover Report.

Timeframe 12 Months **Assigned to:** Administrative Division

Critical Tasks

- Utilize the Standards of Cover Report to locate the appropriate area for a fire facility
- Find and purchase a suitable 5 to 10-acre parcel of land.
- Establish an internal committee to determine the scope of the project.
- Let out an RFP and select architects and design/builders.
- Develop an appropriate funding mechanism.

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:

Objective 5B Develop and implement a plan for existing fire facilities to meet the needs of the fire protection district, now and in the future.

Timeframe 8 Months **Assigned to:** Administrative Division

Critical Tasks

- Perform an evaluation of current fire facilities to determine functionality, configuration, and utilization.
- Identify what modifications are needed.
- Establish a timeline and budget to accomplish the modifications.
- Implement the modifications.

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:





Objective 5C	Assure that all fire facilities are compliant to all regulatory agency requirements.	
Timeframe	2 Months	Assigned to: Administrative Division
Critical Tasks	<ul style="list-style-type: none"> • Determine all regulatory agencies. • Determine all regulatory requirements. • Create an implementation plan. • Establish a timeline and budget. • Implement plan. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5D	At the configuration of current and future facilities provide the desired functionality, including other utilizations.	
Timeframe	12 Months	Assigned to: Administrative Division
Critical Tasks	<ul style="list-style-type: none"> • Perform a space/needs assessment to establish facility utilization. • Identify the need for configuring stations for other community functions. • Configure existing and future stations to the recommendations of the facility utilization study. • Establish a timeline and budget. • Implement plan. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Goal 6	Manage and maintain quality emergency operational equipment to enhance firefighter safety and provide an increased level of service to the community.		
Objective 6A	Identify and analyze the department’s current emergency operational equipment.		
Timeframe	2 Months	Assigned to:	Operations Division
Critical Tasks	<ul style="list-style-type: none">• Create a reference list of the current emergency operational equipment inventory.• Identify a cost analysis of repairing vs. replacing equipment in need.• Determine if the current equipment is within NFPA compliance.• Create a priority replacement list.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 6B	Identify ways to maintain/replace current fire suppression equipment as necessary.		
Timeframe	On-going	Assigned to:	Operations Division
Critical Tasks	<ul style="list-style-type: none">• Identify expiration dates on PPE.• Identify a replacement program for PPE/equipment.• Identify vendors for PPE/equipment.• Gather bids/quotes for PPE/equipment.• Create PPE/equipment committee.• Identify shortages of current equipment.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 6C	Identify ways to maintain/replace current emergency medical services equipment as necessary.		
Timeframe	On-going	Assigned to:	Operations Division
Critical Tasks	<ul style="list-style-type: none">• Maintain current relationship with public/private partnership for equipment.• PAC regularly evaluates improvements in EMS equipment and technology.• Recommendations formulated least annually, or as equipment or technology changes are needed.		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





Objective 6D Identify ways to maintain/replace current rescue equipment as necessary.

Timeframe On-going **Assigned to:** Operations Division

- Critical Tasks**
- Establish a current list of rescue equipment.
 - Determine manufacturer dates of equipment.
 - Perform a cost analysis regarding equipment in need of replacement.
 - Establish a qualified list of vendors.
 - Gather bids and quotes for replacement items.

Funding Estimate

Capital Costs:	Consumable Costs:
Personnel Costs:	Contract Services Costs:

Objective 6E Identify ways to replace/maintain specialized equipment as necessary.

Timeframe On-going **Assigned to:** Operations Division

- Critical Tasks**
- Identify list of current equipment.
 - Identify outside resources that can be utilized.
 - Cost analysis for replacement vs. repair.
 - Gather bids and quotes for replacement items.

Funding Estimate

Capital Costs:	Consumable Costs:
Personnel Costs:	Contract Services Costs:

Objective 6F Annually appraise operational equipment.

Timeframe On-going **Assigned to:** Operations Division

- Critical Tasks**
- Develop review program.
 - Research current improvements in technology.
 - Develop ways to incorporate new technology into current equipment.

Funding Estimate

Capital Costs:	Consumable Costs:
Personnel Costs:	Contract Services Costs:





Goal 7	Safely minimize emergency response times to exceed the standard of cover with appropriate resource allocation, turnout times, mapping, and code enforcement.	
Objective 7A	Review the Standard of Cover and identify areas that need improvement.	
Timeframe	7 Days	Assigned to: Administrative Division
Critical Tasks	<ul style="list-style-type: none"> • Review and understand the Standards of Cover document. • Adoption the performance standards by the VCFPD Board of Directors • Compare the Standards of Cover with annual response statistics. • Identify geographical areas of concern. • Prioritize areas by acuity. • Compile findings. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7B	Identify components that impact coverage performance.	
Timeframe	7 Days	Assigned to: Administrative Division
Critical Tasks	<ul style="list-style-type: none"> • Confirm policies and procedures for a qualified data set. • Compile list of factors influencing response. • Analyze data versus influencing factors. • Group data based upon factor (i.e. mapping, access, apparatus type, etc.) • Disseminate/distribute findings to appropriate team lead. • Produce recommendations to submit for approval. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7C	Assign teams to implement approved recommendations.	
Timeframe	1 Month	Assigned to: Administrative Division
Critical Tasks	<ul style="list-style-type: none"> • Assign teams based upon areas of responsibility. • Ascertain point of contact for appointed teams. • Establish SMART plan within each team. • Implement plans/actions. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 7D Evaluate effectiveness and publish report on findings.

Timeframe	On-Going Annually	Assigned to:	Administrative Division
Critical Tasks	<ul style="list-style-type: none"> • Gather information/statistics based upon plan effectiveness. • Publish report on findings. • Re-evaluate and identify trends. • Present annual report. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Goal 8 Establish a workforce planning, management, and development system to address the present and future community needs.

Objective 8A Establish project team/committee.

Timeframe		Assigned to:	Administrative Division
Critical Tasks	<ul style="list-style-type: none"> • The fire chief, or designee assembles project committee. • Committee is to consist of: - 1 division chief, 1 captain, 1 engineer, 1 FF/PM, and 1 FF/EMT. • Committee recommends chairperson to fire chief for approval. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Objective 8B Perform a job audit for personnel classifications.

Timeframe	4 Months	Assigned to:	Administrative Division
Critical Tasks	<ul style="list-style-type: none"> • Establish essential functions for each personnel classification. • Establish a survey audit for like sized and operational departments within the region. • Establish minimum education, training and experience for each personnel classification. • Establish a task book, testing, and succession process for each personnel classification. • Establish a range of wages, benefits and tenure status for each personnel classification based upon budget and survey audit. • Implement a personnel classification budget line item. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





Objective 8C Develop optimal organization chart with job functions.

Timeframe	2 Months	Assigned to:	Administrative Division
Critical Tasks	<ul style="list-style-type: none"> • Establish all important functions in the fire department organization. • Establish personnel assignments for each function. • Establish management and supervisory functions for each personnel assignment. • Plot all positions in hierarchy on the organization chart. • Adopt and implement. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Objective 8D Develop and implement a staffing/scheduling management system.

Timeframe	1-2 Months	Assigned to:	Administrative Division
Critical Tasks	<ul style="list-style-type: none"> • Identify and evaluate available staffing/scheduling management system products (software). • Identify (preferred list) available staffing/scheduling management system products. • Obtain referral (product user) list from product vendors. • Solicit other product users for input/feedback on product performance. • Conduct product evaluation (side-by-side comparison). • Recommend and deploy product for operational trial – evaluate performance. • If successful deployment, approve and implement department wide. • If unsuccessful deployment, repeat two previous tasks for alternative product. • Conduct system reassessment and adjust as necessary annually. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Objective 8E Develop and implement a personnel recruitment program.

Timeframe	1 Month	Assigned to:	Administrative Division
Critical Tasks	<ul style="list-style-type: none"> • Identify recruitment/outreach program manager. • Identify and analyze current recruitment programs/processes. • Identify potential target areas for recruitment and establish communications with target entities. • Consider establishing an Explorer post (Lead post advisor). • Implement recruitment program. • Continuous evaluation of recruitment program, to meet the community/department. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





Objective 8F	Create and implement a professional development program to provide for performance proficiency and career advancement.		
Timeframe	6 Months	Assigned to:	Operations Division
Critical Tasks	<ul style="list-style-type: none"> ● Review current performance evaluation policy. ● Develop annual employee development document and policy. ● Implement employee development review on an annual basis. ● Review current D/O program and update as needed to prepare employee for engineer test. ● Create a matrix for engineer and captain promotional testing. ● Review current engineer and captain task books and update as needed. ● Maintain current promotional IFSTA books in station library and update as needed. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 8G	Develop and implement a fitness and wellness program for all personnel.		
Timeframe	6 Months	Assigned to:	Operations Division
Critical Tasks	<ul style="list-style-type: none"> ● Establish a committee to determine the need for performance testing. ● Create a culture that promotes a daily physical fitness routine for all personnel. ● To create a culture that focuses on a healthy and nutritional diet. ● Set a policy for a mandatory daily routine for physical fitness. ● Provide a NFPA annual physical. ● Provide nutritional education to all shifts. ● Provide equipment and resources to each station that promotes core strength and aerobic endurance. ● Determine timeline/budgetary needs. ● Implementation. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





Vision

On the final day of the process, the CPSE presented the agency with a vision of where the organization will be in the future, if the strategic plan is accomplished. This vision is intended as a target of excellence to strive toward, and provides a basis for its goals and objectives.

Valley Center Fire Protection District's 2022 Vision

is to be a fire service agency widely known for 'providing exceptional service to our community' that is mission based and supported by our core values.

Visioning our future, we will demonstrate our professionalism through enhanced community risk reduction and performance initiatives to further support public health and safety in the district. We will continue to remain dedicated to the trust our public places in us.

Communication will be at the heart of our improvement to ensure excellence remains our target. Our loyalty will show as we better our community outreach and form a greater bond with our stakeholders. Our organizational communication initiative will provide the conduit of information for greater transparency, uniformity and growth, as well as strengthen the trust we have in one another.

Fiscal responsibility will remain at the forefront of all we do and be demonstrated by our integrity. Through progressive facilities and operational equipment management, we will assure operational readiness that is efficient and effective. This will be supported by planning methods that safeguard our role as stewards of the financial resources entrusted to us.

Pride in our district and our members, will be evident as we invest in the planning and development of our workforce. Exceptional service will be provided by our exceptional people.

Dedicated to those who we serve, we will commit to excellence as we hold each other accountable for fulfilling our mission, living our values, accomplishing our goals, and bringing our vision to fruition.





Performance Measurement

To assess and ensure that an organization is delivering on the promises made in their strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Jim 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 Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

. . . successful strategic planning requires continuing 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

To establish that the agency'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 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.

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

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” typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** – Quantifiable 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. Focused on the “why” of providing a service.

The Success of the Strategic Plan

The agency has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. To assist in the development of this plan, the agency used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, the members of the organization, 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*





Glossary of Terms, Acronyms, and Initialisms

ALS	Advanced Life Support
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.
CERT	Community Emergency Response Team(s)
CHEMTREC	Serves as a round-the-clock resource for obtaining immediate critical response information for incidents involving hazardous materials and dangerous good.
CFAI	Commission on Fire Accreditation International
CPSE	Center for Public Safety Excellence
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).
EMS	Emergency Medical Services
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.
FEMA	Federal Emergency Management Agency
Input	A performance indication where the value of resources are used to produce an output.
ISO	Insurance Services Office
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.
OES	Office of Emergency Services.
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.
REACH	REACH Air Medical Services
Performance Measure	A specific measurable result for each goal and/or program that indicates achievement.
PPE	Personal Protective Equipment





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 an action. Something to accomplish in assisting the agency to move forward.
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 procedures and operations to achieve that future, and determine how success is to be measured.
SOG	Standard operating guideline.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
SWOT	Strengths, Weaknesses, Opportunities and Threats.
USAR	Urban Search and Rescue
VC	Valley Center
VCDART	Valley Center Disaster Animal Rescue Team
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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