



Five Year Strategic Plan

Submitted by
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Preface

As a result of the fiscal condition of the El Dorado County Fire District in 2012 and the subsequent economic recession, Chiefs' McVay and Dutch created a Strategic Plan outlining a path to restore the District to a positive financial position. The plan was presented to the Board of Directors and implemented. Through a collaborative effort of Management and the Local, the fiscal and operational changes were put into effect. In reviewing the plan that was implemented, the fiscal components have been met and in some cases exceeded. Operationally, there have been modifications to the plan; however, these modifications met the intent of the original plan. There are still some operational items that need to be met and they are addressed in the following plan. These strategic plans are intended to be living documents and provide a roadmap for the District. It is acknowledged that due to the dynamics that affect our District, we must be flexible and adjust accordingly.

Programs within this Strategic Plan

The committee discussed areas and programs within our District that should be captured within our Strategic Plan. The following programs are contained within this document:

- Apparatus Deployment and Replacement Plan
- Facilities: upgrades, repairs, enhancements
- Training
- Revenue Streams
- Paramedic staffing levels
- Fiscal Policies & Procedures

Apparatus

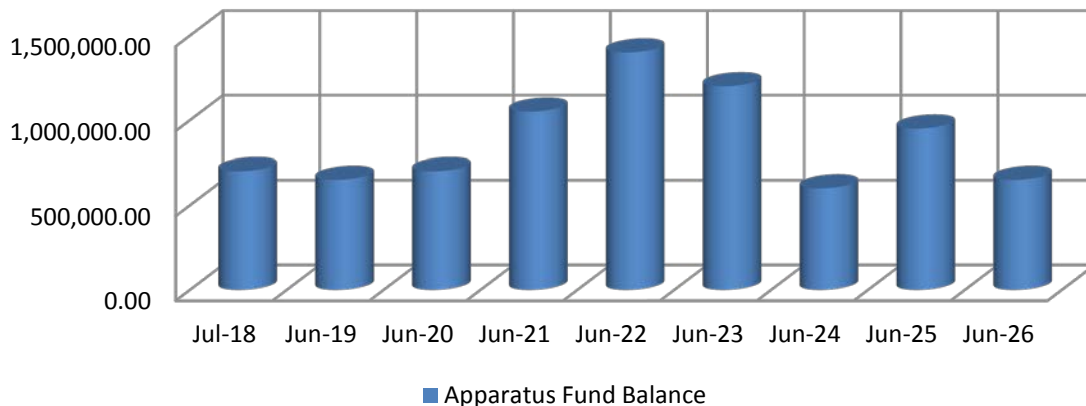
Our previous strategic plan provided, for the first time, a line item to secure monies for generational fire apparatus replacement. The initial line item provided for an annual amount of \$250,000 for replacement of apparatus. It was determined a few years into the plan that based on projected apparatus costs, the \$250,000 would not be sufficient to maintain our fleet. The apparatus replacement fund has been increased from \$250,000 to \$350,000 annually. It should also be noted that due to increasing costs in fire apparatus it is likely the current \$350,000 will need to be increased.

The apparatus committee, under the direction of Chief Lohan, has developed a deployment model for the District, along with a replacement plan. Our District will be moving towards a deployment model of maintaining both a Type 1 and Type 3 engine at all staffed stations with exception to Station 25. The following timeline identifies planned purchases and apparatus fund balances over the next five years.

- 2018 Fund Balance \$700,000
 - Purchase command vehicle, \$50,000
 - End Balance, \$650,000
- 2019 Fund Balance \$1,000,000
 - Purchase and outfit Type 3 Engine, \$300,000
 - End Balance, \$700,000
- 2020 Fund Balance, \$1,050,000
 - No planned purchases
- 2021 Fund Balance, \$1,400,000

- No planned purchases
- 2022 Fund Balance, \$1,750,000
 - Replacement E25, \$550,000
 - End Balance, \$1,200,000
- 2023 Fund Balance, \$1,550,000
 - Replace E28, \$550,000
 - Replace one Type 3 Engine, \$300,000
 - Replace two command vehicles, \$100,000
 - End Balance, \$600,000
- 2024 Fund Balance, \$950,000
 - No planned purchases
- 2025 Fund Balance, \$1,300,000
 - Replace E17, \$550,000
 - Replace 2 command vehicles, \$100,000
 - End Balance, \$650,000

Apparatus Fund Balance



Facilities

The District currently has an annual station inspection program in place and moving forward this program will remain in effect. The annual inspection program allows for an opportunity to for station crews and a Chief Officer to walk through the stations, identifying needs structurally, functionally and operationally. These needs are built into an annual plan with Level 1, 2 and 3 repairs identified. Through a planning process, the items are prioritized and funded. The annual plan also identifies items that can be completed in-house versus projects that must be contracted out for completion. During the years 2008 thru 2013, many of the repairs and preventive measures were deferred as a cost savings. This decision resulted in many of our stations needing substantial and costly repairs. Traditionally, the station/facilities budget has been \$50,000 annually. Given the condition of our stations, the previous plan allowed for an aggressive approach to make needed repairs and upgrades. The annual facilities budget was increased to \$150,000-\$175,000 annually. Currently, our stations are in significantly better condition than the past decade, however, there are still many projects that need to be addressed, along with a station replacement plan. Current projects identified and captured within this document are:

FY 2018/19:

- Station 15 – roof repair, tree removal, obtain siding quotes
- Station 17 – seal asphalt
- Station 19 – replace HVAC, partial interior remodel, exterior paint
- Station 21 – landscape, exterior paint
- Station 25 – replace 3 refrigerators *completed*
- Station 74 – complete siding project, exterior paint, repair sheetrock in bays
- Station 72 – new septic system, kitchen remodel, replace AC unit

FY 2019/20:

- Station 15 – replace siding
- Station 16 – obtain quotes for new roof
- Station 17 – replace fencing
- Station 19 – rebuild side storage unit
- Station 21 – replace rear asphalt, remodel front entrance
- Station 25 – replace one HVAC unit
- Station 28 – obtain quotes to repair stucco, paint & carpet

FY 2020/21:

- Station 19 – engine bays insulation
- Station 21 – replace front apron
- Station 25 – replace carpet
- Station 17 – remodel kitchen

FY 2021/22:

- Station 23 – training ground needs
- Station 25 – replace 2nd HVAC unit, remodel kitchen

FY 2022/23:

- Station 21 – replace HVAC unit, replace carpet, remodel kitchen
- Station 28 – replace 1 HVAC unit

Facility maintenance is ongoing and is subject to change as needed or to address unforeseen needs, repairs or damage

The District has taken a position regarding station repairs and upgrades to identify “needs” versus “wants”. Given the financial challenges the District faces, we must be diligent with regards to our expenditures and insure that monies allocated to stations are addressing the needs of the facility as a priority. If the economic climate of the District improves or monies are available, station “wants” may be addressed on a case by case basis.

Facility Replacement Plan

Several stations have been identified and needs for replacement and/or significant remodel based on age, condition and operational functionality.

- Station 25 – replacement
- Station 19 – significant remodel, expansion of crew living areas
- Station 17 – significant remodel

Currently, the District is not in a position to begin funding these projects. In the event we can successfully obtain additional revenue streams, line items will need to be established to address these needs.

Training Division

Our Training Division has expanded over the past several years, adding additional training / specialty programs, while maintain and building upon existing programs. Such programs include:

- **Swift Water** - The District will maintain all personnel at a minimum of Swift Water Rescue 1 level as a standard. We currently have 19 of our members who are trained and equipped as Rescue Swimmers. This number will remain in place due to the costs for equipping Rescue Swimmers. If the needs and/or financial abilities increase in the future, this number may increase. In the spring of 2018 the District also acquired a swift water boat, training and SOG's are currently being implemented, with a target date of spring 2019 for qualified "Boat Operators".
- **Rope Rescue & USAR Program** – currently funding levels have allowed for us to adequately track, maintain and replace rope rescue equipment as needed to adhere to recognized standards. Funding levels for this program should remain constant, with no significant changes to the program in the foreseeable future.
- **Fire Captain / Training Program** – the District has recognized a need to provide additional training to our newly promoted Captains, as well as, Acting Captains. The training division is developing a training, mentorship, task book program to enhance the preparation of our firefighters when they take on the position of Captain (Acting). This program should be in place spring of 2019.
- **Career Development Track** – in addition to the Fire Captain training, the District will be establishing a career development track for employees. Target date for implementation 2018/19.
- **Fire Town Project** –
 - **Five Year Development Plan for Container Based Training Props**
 - **Prepared by: Eric Caceres, Firefighter**
- The following is a five year proposal to develop a training site, located at EDCFPD Station 23, 1823 Pleasant Valley Rd, for the primary purpose of Live Fire Training. The plan is broken down into one year increments, with the intent to illustrate each phase of construction. This plan is intentionally left variable and open for revision and future development.
- **YEAR ONE:** Site preparation is the primary focus for this stage of development. Grading the grounds at the rear of the parcel and creating a level surface for the shipping container's is our goal. After talking to several Heavy Equipment Operators, this seems it can be done in about two days worth of work. Approximate cost of equipment, labor and material is \$4,500.00. This is a high estimate with the potential for some material donation.
- **YEAR TWO:** Purchase of the shipping containers. The objective here is to purchase containers that are "water and wind" tight. Shipping containers come in two main lengths of 40' and 20'. 40' containers would be the most beneficial and serve our training needs for many, many years. Again, costs vary from distributors with the median purchase price of about \$2,600.00. The goal is to receive five containers that we can configure in a manner that reflects our districts numerous occupancies. Approximate price for just the purchase of five containers is \$13,000.00. Delivery is usually included with the price of purchase.

- **YEAR THREE:** Configuration and design. This is a critical phase of development. A crane and crane operator are needed to move and stack containers on top of each other. A four hour minimum is typically reserved for this work and cost is approximately \$700.00. Pre planning this phase will allow us to get the containers in place the first go around and hopefully eliminate the need to re-configure. Design and fabrication to the interior will be dynamic. This will also have to be thought out before any cut to the container is made. Depending on skill sets within our ranks and using contractors for fabrication and construction of false walls, doors, floors, windows etc, cost will vary for this portion.
- **YEAR FOUR:** Testing design and functionality. This is when we try our burn rooms and run skill based evolutions for the purpose of site evaluation. Purchase and acquisition of burn materials, interior furnishings, “muck out” tools etc, will be made during this time. Each fire set, consists of seven sheets of OSB and one bale of hay and costs \$100.00.
- **YEAR FIVE:** Site finalization. With everything in place we can begin to utilize the site for its intended purpose. Material such as furniture, fire making material, tools and safety equipment will be changing constantly. Operational cost will vary during the year to year operation of the training site.
- These containers can take an extreme amount of heat and abuse. Containers 18 years old that have had three fires a day, five days a week are still in use today. We will not get near that amount. Our personnel will receive some of the most realistic and beneficial training through the use these containers for years to come.

The training division currently utilizes a third party program “Target Solutions” to maintain all training records, files and assign training to our personnel. The program is working efficiently and is currently meeting the needs of the District. There is no plan to move away from Target Solutions during this strategic plan.

Revenue Streams

As the District continues to face economic challenges due to rising day-to-day operational costs, increased apparatus and facility costs and the significant increases to our CalPERS obligations, the need to explore and establish additional revenue streams is an District priority. The committee identified several areas that could potentially bring in additional monies to the Fire District:

- **Establish a new fee structure for Fire Prevention Bureau.** Additional revenue to fund an additional Fire Captain within the Bureau to address the State Mandated Inspections. This has been completed with the position scheduled to be filled August 2018.
- **Fire Recovery Program** – The District currently uses Fire Recovery, under Board Resolution, for billing of limited services provided to non-residents of El Dorado County. Several areas of improvement for this program were identified:
 - Establish a central point of contact for program management
 - Provide additional, updated training to line personnel
 - Research expanding billable calls
 - Maintain “soft” billing approach
 - Complete during 2018/19
- **PILT Monies** – The Federal Government current provides the County with Payment In-Lieu of Taxes money on an annual basis. The Fire District currently receives none of these funds, despite the areas serviced by the District which fall under FRA.

- Identify calls that occur annually within these areas
- Identify associated costs for these calls
- Petition County Board of Supervisors for funding via PILT monies
- Complete 2018/19
- **Special Tax Measure** – The overall sustainability of the Fire District will be reliant on consistent and stable revenue streams. The District currently receives augmented funds per parcel, from areas outside the City of Placerville. These voter approved special assessments were established in the late 70's and early 80's and did not include any form of escalator for inflationary costs. It is believed, that the philosophy at that time was such that growth within the District would provide a natural and sufficient increase in funding for fire protection. Economic down turns, limited to no-growth within the District has proven this philosophy to be flawed. The increased operational costs to the District have significantly outpaced the increased revenue from new growth and increased property values. There is an urgent need for the District to move forward on some form of special tax, benefit assessment or other voter approved steady revenue stream.
 - September 2018, identify and retain consulting firm
 - December 2018, overall plan in place
 - January 2019, Public education, brand messaging, etc
 - June / Nov 2019, ballot measure

Fiscal Policies and Procedures

The District reorganization plan developed in 2012/13 outlined multiple areas of changes for the District to yield savings and ultimately fiscal recovery. The fiscal goals that were identified within that plan have all been met and/or exceeded. In order to maintain financial stability for the District and the employees, our current conservative and proactive fiscal strategies need to remain as a cornerstone for our District.

- **Fiscal Policies & Procedures** – develop formal, Board approved, fiscal policies and procedures
- **Identify Reserve Fund Balances** – the District currently maintains a reserve fund balance with annual contributions to build the fund. At first glance, this fund currently projects a very healthy reserve for the District. Internally, however the fund is segregated for multiple earmarked obligations and planned needs, such as Station 28 payments, apparatus replacement fund etc. In an effort to enhance transparency and understanding-
 - establish an on-going breakdown of reserve funds
 - Establish a target goal of unrestricted or designated reserve fund balance

Operational Staffing Goals

The District has struggled over the past few years to hire and retain qualified personnel to meet staffing goals designated within the previous reorganization plan. It should be noted that the District is not alone in the issue, Statewide; Departments are experiencing similar concerns associated with hiring and retention of Firefighter Paramedics. The District will continue to seek out alternatives to broaden our hiring pool of candidates. Operationally, there are several staffing goals that the District will attempt to achieve, recognizing the need to fill current staffing models along with fiscal limitations.

- **Station 72** – as personnel become available, after current staffing obligations are met, phase out the Apprentice Program and create a staffing model of one (1) career Fire Captain and one (1) career Firefighter and/or Firefighter Paramedic
- **Station 21** – restore staffing model to previous levels of one (1) career Fire Captain and one (1) career Firefighter and/or Firefighter Paramedic

- **EMT Upgrade Sponsorship Program** – in an effort to maintain Paramedic levels within the District, the District will research the feasibility of creating an in-house sponsorship program for current Firefighter EMT's who wish to upgrade to Paramedic. This concept needs to be vetted out for feasibility and fiscal impact to the District.

In Closing...

This Strategic Plan is meant to serve as a roadmap for the District over the next five years. It is acknowledged that the environment we operate within is very dynamic and unforeseen items may arise that will need us to adjust and/or amend this plan. Our District has made tremendous strides during the previous re-organization plan, this document is meant to build off those successes, learn from the past and continue to guide our District into the future. Ultimately, maintaining the level of service provided to our constituents, while providing a response ready fleet of fire apparatus and facilities.