



# STRATEGIC PLAN

## 2024-2029

**South Placer  
Fire District**  
Granite Bay, California



# Contents

<b>Strategic Planning Overview .....</b>	<b>iii</b>
Process Overview .....	iii
<b>SECTION I: ENVIRONMENTAL ASSESSMENT .....</b>	<b>1</b>
<b>Environmental Scan .....</b>	<b>2</b>
South Placer Fire District Introduction .....	2
Boundaries & Sphere of Influence.....	4
Type & Extent of Services .....	5
Governance & Administration .....	6
Growth Forecast for the District.....	11
<b>Community Survey.....</b>	<b>17</b>
Question Types.....	17
Key Findings .....	17
<b>Internal Survey.....</b>	<b>19</b>
Question Types.....	19
Key Findings .....	19
<b>Mission, Vision, &amp; Values Statements.....</b>	<b>21</b>
Mission Statement.....	21
Vision Statement.....	22
Value Statement .....	23
South Placer Fire District Updated Mission, Vision, and Values Statements.....	24
<b>SWOC Analysis .....</b>	<b>25</b>
<b>Critical Issues and Service Gaps .....</b>	<b>27</b>
<b>Definition of Terms .....</b>	<b>28</b>
<b>SECTION II: STRATEGIC PLAN .....</b>	<b>29</b>
<b>Initiative 1—Training .....</b>	<b>30</b>
Initiative 1: Develop a comprehensive training program. ....	30
<b>Initiative 2—Fiscal Sustainability.....</b>	<b>33</b>
Initiative 2: Achieve long-term fiscal sustainability.....	33
<b>Initiative 3—Service Delivery .....</b>	<b>35</b>
Initiative 3: Enhance service delivery.....	35
<b>Initiative 4—Community Risk Reduction.....</b>	<b>38</b>
Initiative 4: Enhance the Community Risk Reduction Program. ....	38
<b>Initiative 5—Community Engagement .....</b>	<b>42</b>
Initiative 5: Develop a formalized Community Outreach Program.....	42

**Implementation Methodology ..... 46**  
    Team Responsibilities ..... 46  
    Role of the Planning Team & Fire Chief ..... 47  
    Communication Strategies ..... 47  
**Appendix A: Status of Previous Strategic Plan (2019–2024) ..... 48**  
**Appendix B: Example Initiative Table Template ..... 52**

## Strategic Planning Overview

### Process Overview

Strategic Planning is a systematic process where an organization maps out its vision for how best to serve the community. This process set priorities, focused energy, strengthened operations, and ensured that staff worked toward the common goal of enhancing the quality of life for the community served. The plan was hyper-focused on what the organization could achieve over the next three to five years.

The key steps in the process used by AP Triton involved:

- **Strategic Planning Team:** South Placer formed a planning team comprising representatives from various divisions, shifts, ranks (including civilian employees), and labor representatives. This team assisted in the planning and participated in an evening community meeting as well as a 2½ day workshop dedicated to developing the strategic plan.
- **Environmental Scan:** An overview of the agency was conducted to understand its context and operating environment.
- **Internal and External Surveys:** AP Triton provided draft surveys, which the Fire Chief and the Strategic Planning Team reviewed and finalized before publishing. AP Triton created the SurveyMonkey for distribution and summarized the results.
  - The internal survey was distributed by the Fire Chief to all employees.
  - For the external survey, South Placer posted the survey on the website, social media, and through contact with local businesses and industries.
- **Planning Workshop:** The Planning Workshop was held over 2.5 days and involved a review of the environmental scan and community and member survey results. Following this review, the development of the following deliverables for the strategic plan was facilitated:
  - **Mission, Vision, and Values:** Defined the organization's fundamental purpose, long-term aspirations, and the core values that shaped its culture, behavior, and decision-making processes.
  - **SWOC Analysis:** Assessed the organization's strengths, weaknesses, opportunities, and challenges.
  - **Critical Issues and Service Gaps:** Identified critical issues and service gaps that drove the development of strategic initiatives.

- **Strategic Initiatives:** Pinpointed broad initiatives where there was a need and opportunity to improve service to the community.
- **Outcome Statements:** Articulated clear statements that defined what success looked like when the strategic initiatives were achieved.
- **Goals and Objectives/Action Items:** Detailed the steps or actions required to achieve each initiative, developed using the SMART method: **S**pecific, **M**easurable, **A**chievable, **R**ealistic, and **T**ime-bound.
- **Final Report and Adoption:**
  - On the last day of the workshop, AP Triton provided South Placer Fire District with a draft report. Time was taken to review and gather input from members before finalizing the actual strategic plan. AP Triton encouraged presenting the updated Mission/Vision/Values along with the strategic initiatives and action items to the governing body for approval.
- **Implementation and Updates:**
  - During each budget cycle, staff should review the objectives and critical tasks, making necessary modifications or additions, and determine which items will be included in the next budget cycle.
  - Annually, staff should identify and publish the objectives and critical tasks completed in the previous year and those planned for the upcoming year. In the last year of the plan, staff should conduct a final review of progress and begin developing the next strategic plan.

---

# Section I: ENVIRONMENTAL ASSESSMENT

---

## Environmental Scan

### South Placer Fire District Introduction

South Placer Fire District (SPFD) is an independent fire district that provides fire protection, community risk reduction, and Advanced Life Support (Paramedic) emergency medical treatment and ambulance transportation to a population of about 34,768 in 42.05 square miles. SPFD serves the communities of Granite Bay, Loomis, and the southern areas of Newcastle and Penryn. SPFD owns six fire stations, four of which are staffed full-time and two of which are totally unstaffed, with 57 full-time career personnel and one volunteer. The district also owns one former fire station currently used for storage. SPFD is dispatched by Placer County Sheriff's Office. SPFD provides ambulance transport within the boundaries of the original district, but not within the Loomis annexation area, where AMR is the transport provider.

### Background

SPFD was formed in 1952. SPFD began its ambulance transport service in 1962. In 2017, South Placer Fire District and Loomis Fire District consolidated.

Old Rescue at SPFD



SPFD established a Master Plan in 2008 and a Standards of Cover in 2004. A Strategic Plan, which includes Mission, Vision, and Goals and Objectives, was completed in 2019. All of the planning documents have been adopted by the governing body.

SPFD received a Class 2/2Y ISO Rating in its most recent rating from the Insurance Services Office (ISO) in February 2024.

Over the last few years, most cost minimization efforts have resulted from reducing resources as a budget reduction strategy. The reductions include the following:

- Stations 15 and 19 were closed in late 2022.
- The ladder truck was taken out of service at the same time.
- A new deployment model was implemented that pairs a transport ambulance with a two-person engine (for a total of four personnel) at two stations.
- Daily minimum staffing was reduced from 18 to 15 firefighters.

Parcels within Division 1 (the former Loomis Fire District) are assessed as both a voter-approved Special Tax and a Benefit Assessment (totaling \$384 annually) for services provided by the Fire District. Both revenue sources have annual increases based on the Consumer Price Index (CPI). Parcels within original SPFD boundaries (Division 2) are assessed at \$70 per year. There is no inflator on this assessment; it has been static since its inception in 1981. Fire mitigation fees are also assessed on new construction within the Town of Loomis and in the unincorporated county areas within the district.

In 2022, the SPFD conducted a Proposition 218-compliant Benefit Assessment process in Division 2 (original SPPD boundaries) in an attempt to increase revenue to maintain operations. The Benefit Assessment did not pass.

The Fire Chief has indicated that the facilities are generally in good repair, but some deferred maintenance projects will come due soon. There are three stations that need major overhaul work due to the changing deployment model. Apparatus are considered top-notch; SPFD received a grant to replace the oldest piece of apparatus, a water tender.

According to the Fire Chief, the South Placer area is ripe with opportunity to leverage economies of scale to improve services. South Placer could consolidate services with both Penryn and Newcastle, leading to improved services for both communities, along with Loomis and Granite Bay. Another opportunity for sharing services is to leverage the use of SPFD's mechanic shop and reserve fleet. SPFD has a robust reserve fleet that could support other communities, as well as an in-house fire mechanic and apprentice that can support most fleet concerns.

The Fire Chief's top three critical issues:

- Adequate funding, as expenses are rising faster than revenue
- Communications
- Automatic/Mutual Aid

The Fire Chief's top three opportunities to increase value and/or efficiency for the public:

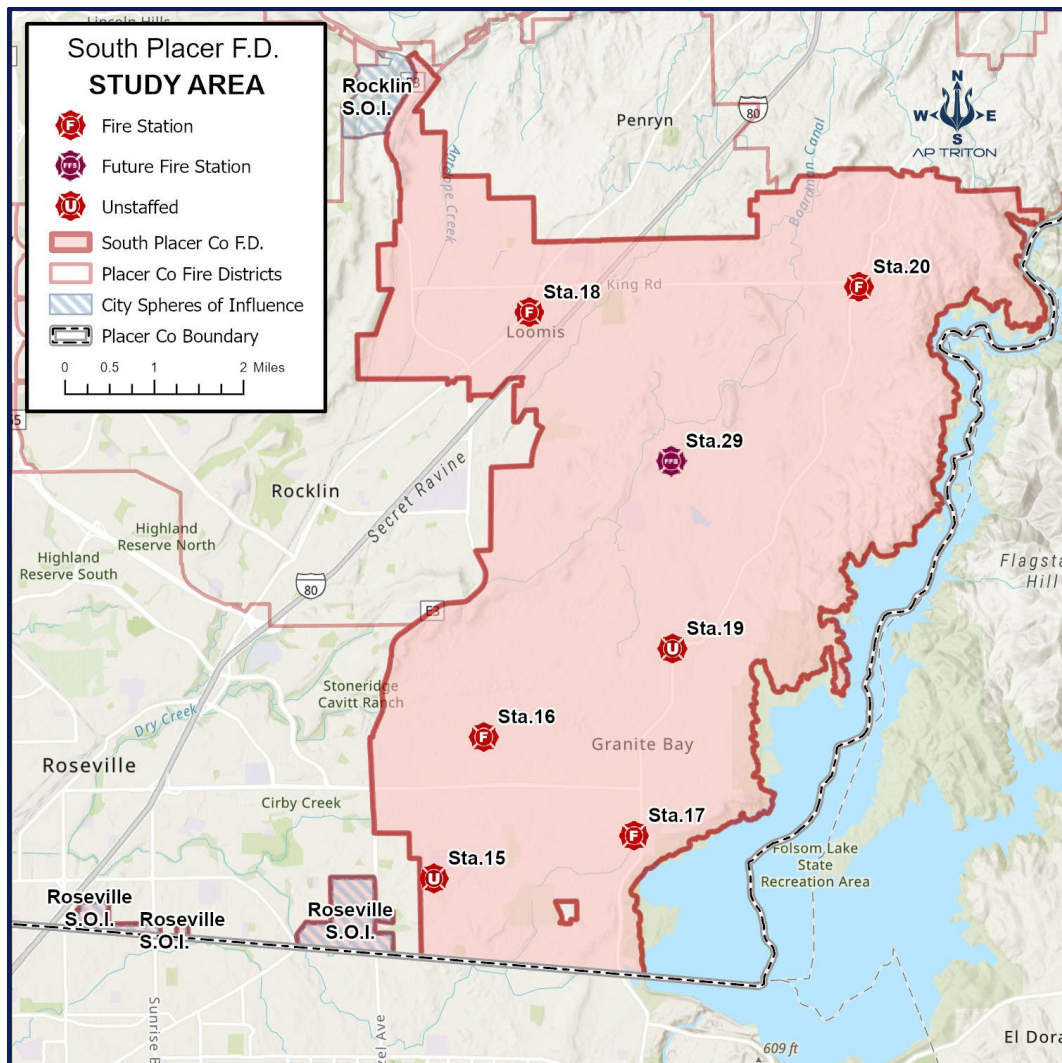
- Reorganization of smaller fire districts in the County through consolidation, annexation, or merger.
- Creation of a fire dispatch center serving all the non-CAL FIRE districts and cities.
- Community paramedicine.



### Boundaries & Sphere of Influence

The South Placer Fire District occupies the southeastern corner of the county with the Sacramento County line forming the southern border and the El Dorado County line the eastern border. The Newcastle and Penryn fire districts are on the district's north boundary; the cities of Lincoln, Rocklin, and Roseville lie to the west.

A small island of Western Placer Fire (CSA 28 Zone 76) lies adjacent to the northwesternmost boundary along Sierra College Bl. The SPFD territory includes two Divisions: Division 1 is the former Loomis Fire District; Division 2 is the original South Placer Fire District. Annexations to the City of Roseville have left some islands of SPFD territory within the extreme south end of Roseville. SPFD service area includes the Town of Loomis. The following figure shows the SPFD service area and current fire stations locations.



## Type & Extent of Services

### Services Provided

SFPD provides a full range of services for its residents, including being one of only three fire agencies in the county to be the primary ambulance provider. The following figure represents each of the services and the level performed.

**Overview of Services Provided**

Service	Y/N	Level
Fire Suppression	Yes	
Wildland Fire Suppression	Yes	Wildland engine-based suppression (Type 3 and 6)
Statewide Mobilization	Yes	OES Type 1 Engine assignee
EMS First Response	Yes	EMT and Paramedic Level
Ambulance Transport	Yes	Paramedic Level (primary provider)
Specialized/Technical Rescue	Yes	
HazMat Response	Yes	FRO/FRA
Fire Inspection/Code Enforcement	Yes	
Plan Reviews	Yes	
Public Education/Prevention	Yes	
Fire & Arson Investigation	Yes	

### Collaboration

- Western Placer County Fire Chiefs (WPCFCA) thirteen-agency Closest Resource Agreement (CRA) provides for the dispatch of the closest appropriate resource.
- The district maintains and operates OES Engine 4106 under an agreement with the Governor's Office of Emergency Services. SFPD personnel staff this Type 1 engine when requested to respond to major incidents anywhere in the state.
- Much of the unincorporated land within the district boundary is classified as State Responsibility Area (SRA) for wildland fires. Thus, CAL FIRE dispatches a full wildland response—including engines, aircraft, crews, and bulldozers to any reported wildfire.
- SFPD gives and receives mutual aid from the following agencies:
  - Auburn Fire Department
  - Roseville Fire Department
  - Folsom Fire Department

- Rocklin Fire Department
- Sacramento Metro Fire District
- Penryn Fire District
- Newcastle Fire District
- Automatic aid and Mutual aid agreement with AMR for ambulance transport
- Participant in Placer County Incident Management Team

### **Contracts to Provide Services to Other Agencies**

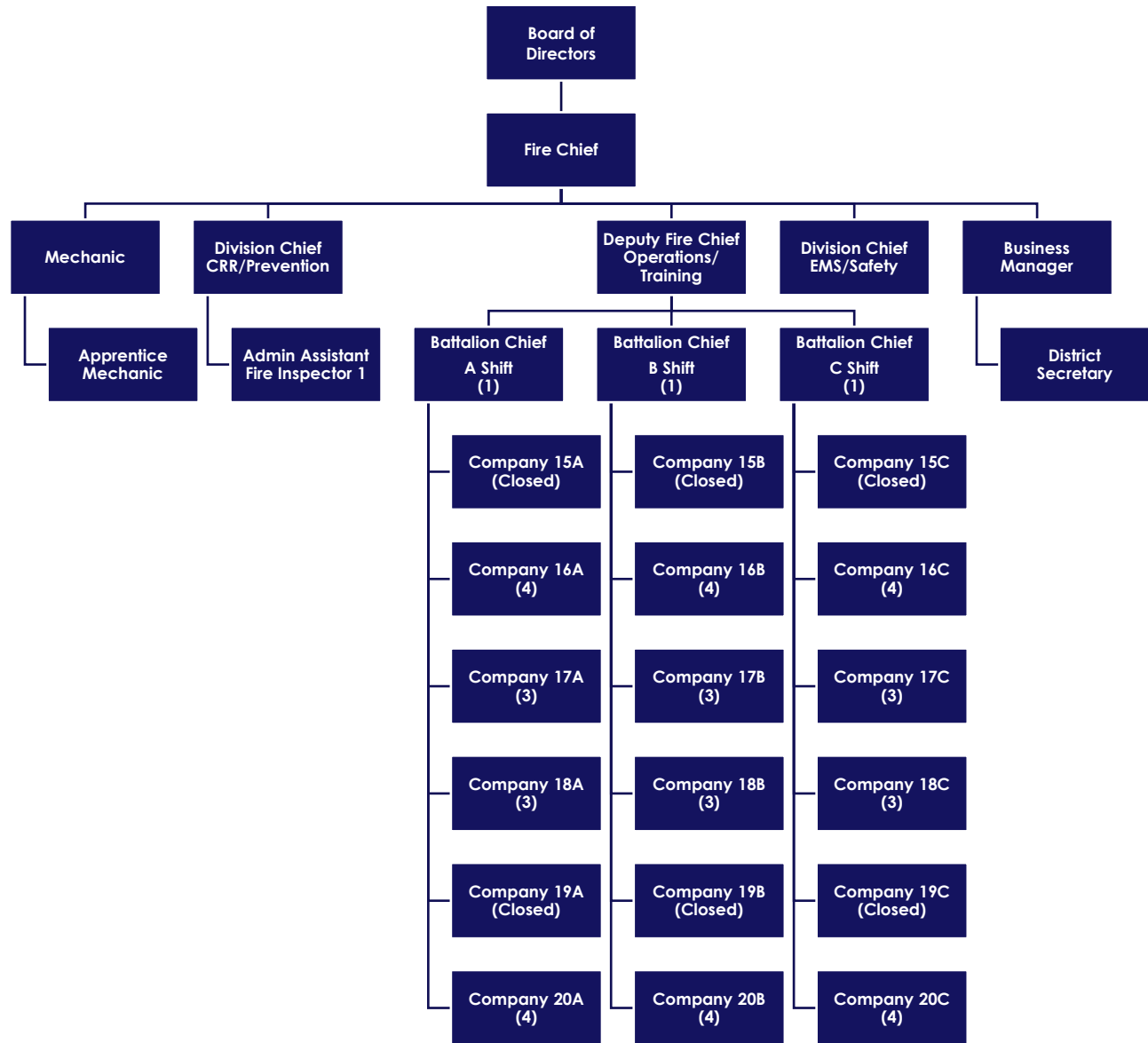
SPFD operates two ALS (paramedic) ambulances under an Exclusive Operating Area agreement with Sierra/Sacramento Valley EMS Authority. This agreement was finalized in 2007 and SPFD maintains its historic 1791.201 rights.

### **Governance & Administration**

The SPFD is governed by a seven-member elected Board of Directors; comprised of four members from the original boundaries of the SPFD and three members from the boundaries of the former Loomis Fire District. The Fire Chief reports to the Board of Directors.

The organization is comprised of three Divisions: Operations/Training, Emergency Medical Services/Safety, and Community Risk Reduction/Prevention.

### South Placer Fire District Organizational Chart



## Volume Analysis

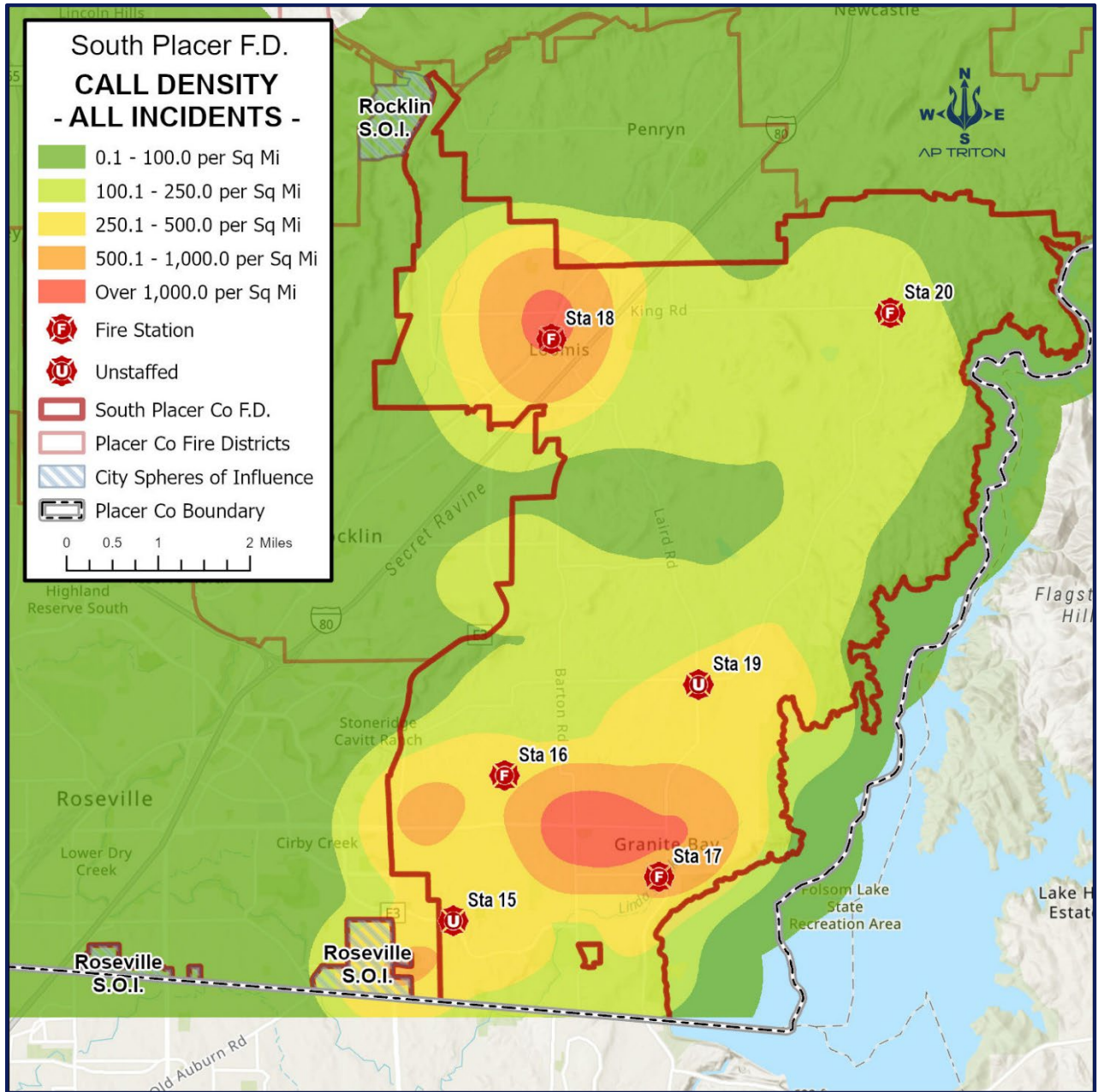
A simple volume analysis can indicate how often the department is called upon to respond to an incident. The first look is at the overall call counts grouped by primary categories in the National Fire Incident Reporting System (NFIRS). Establishing the incident jurisdiction required a match between the geocoded information and the provided geographic boundaries. The following figure is the total number of responses recorded by the agency for the entire data set and the percentage of the categorized responses.

### Total Incident Count (2019–2022)

Incident (NFIRS Group)	Count	Percentage of Total Responses
<b>District Responses</b>		
Fire (100)	528	3.5%
Overpressure (200)	48	0.3%
Rescue-Medical (300)	9,755	65.4%
Hazardous condition (400)	299	2.0%
Service (500)	1,252	8.4%
Good Intent (600)	2,201	14.8%
False Alarm (700)	798	5.4%
Disaster (800)	9	0.1%
Special (900)	21	0.1%
Total SPFD Responses	14,911	100.0%
<b>Mutual Aid</b>		
Auto/Mutual Aid Received	1,101	7.4%
Auto/Mutual Aid Given	1,997	13.4%

SPFD offers mutual aid about twice as often as it receives. This is primarily true in the EMS component. This district's incident distribution is typical within the industry, with EMS incidents accounting for the most significant incident volume.

### Incident Density (2019–2022)

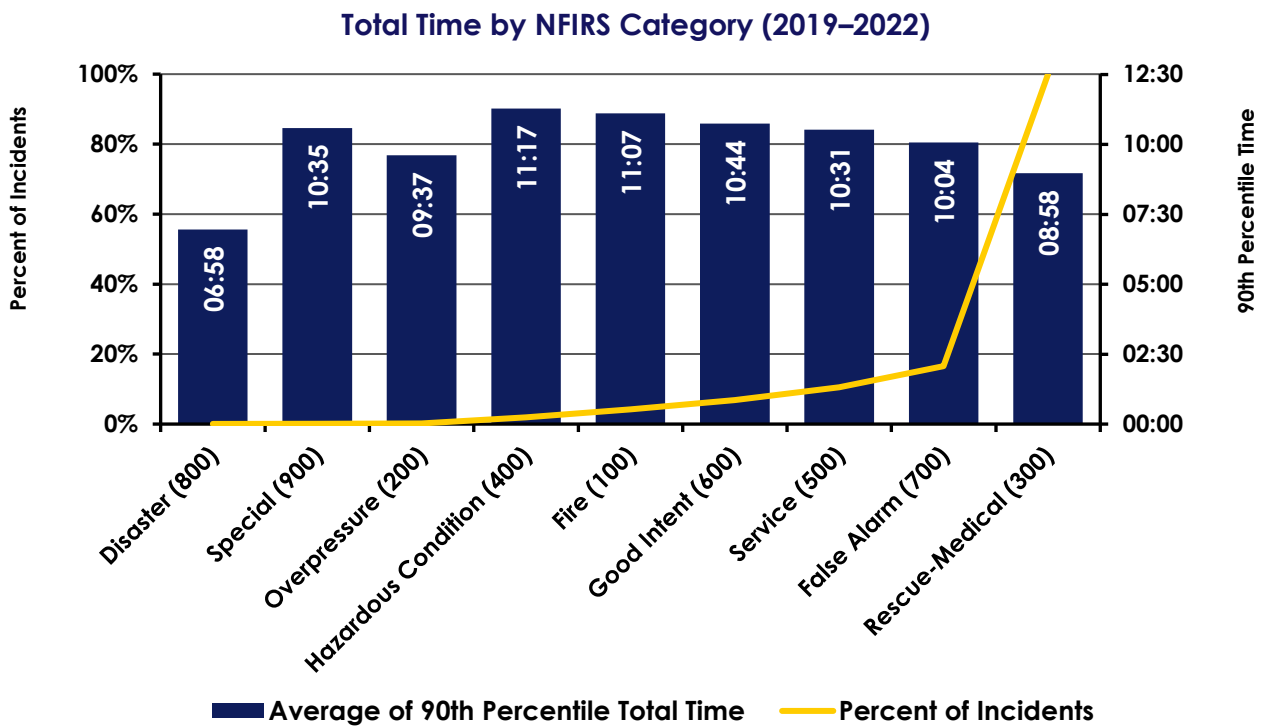




### Total Response Time Analysis

The reason each time segment is analyzed is to get an understanding of where performance can be measured and improved. However, the primary performance measurement is the total response time. The person in need sees this as the district's performance. For example, SPFD's first due travel time is almost 7 minutes. Still, the person on the phone experiences 9 minutes, 16 seconds total response time at the 90<sup>th</sup> percentile.

The following figure shows incident types and their first-due total-response times.



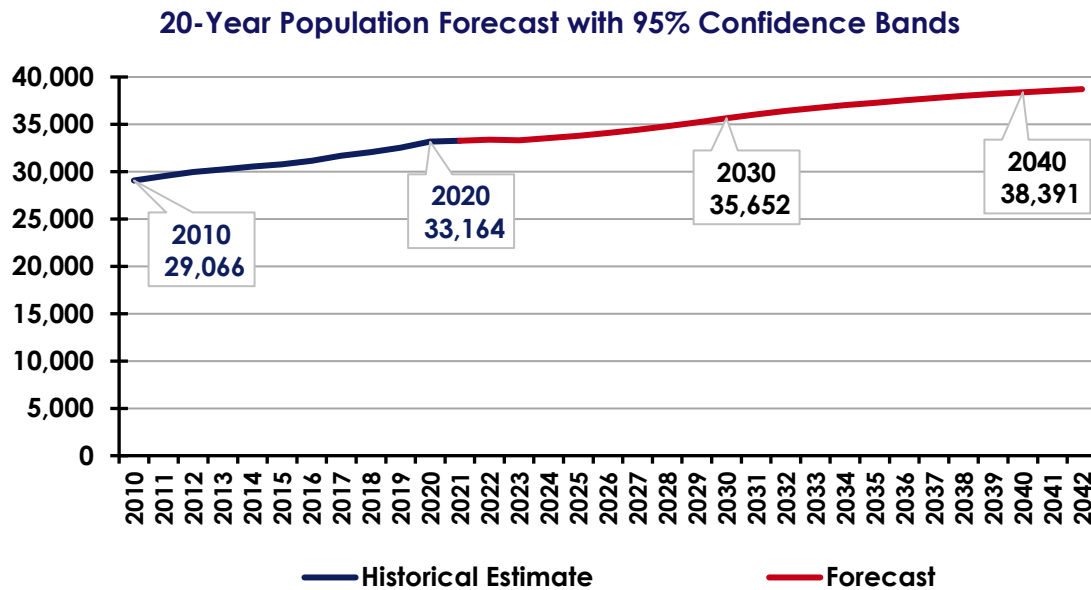
This remains relatively consistent throughout the day. The following figure shows the total time by hour with the total number of incidents by hour.

## Growth Forecast for the District

### Population Growth

The population in the SPFD response area includes the Town of Loomis and the surrounding unincorporated county area known as Granite Bay. The data used for this study was the historical information and population projections provided by the State of California Department of Finance (CDOF).

The CDOF publishes population information by year for each county based on data from the U.S. Census Bureau and state records.<sup>1</sup> Unincorporated portions of Placer County account for approximately 29.6% of the population. South Placer Fire District comprises the Town of Loomis and other unincorporated areas and encompasses 42.05 square miles. SPFD population is at 34,765.



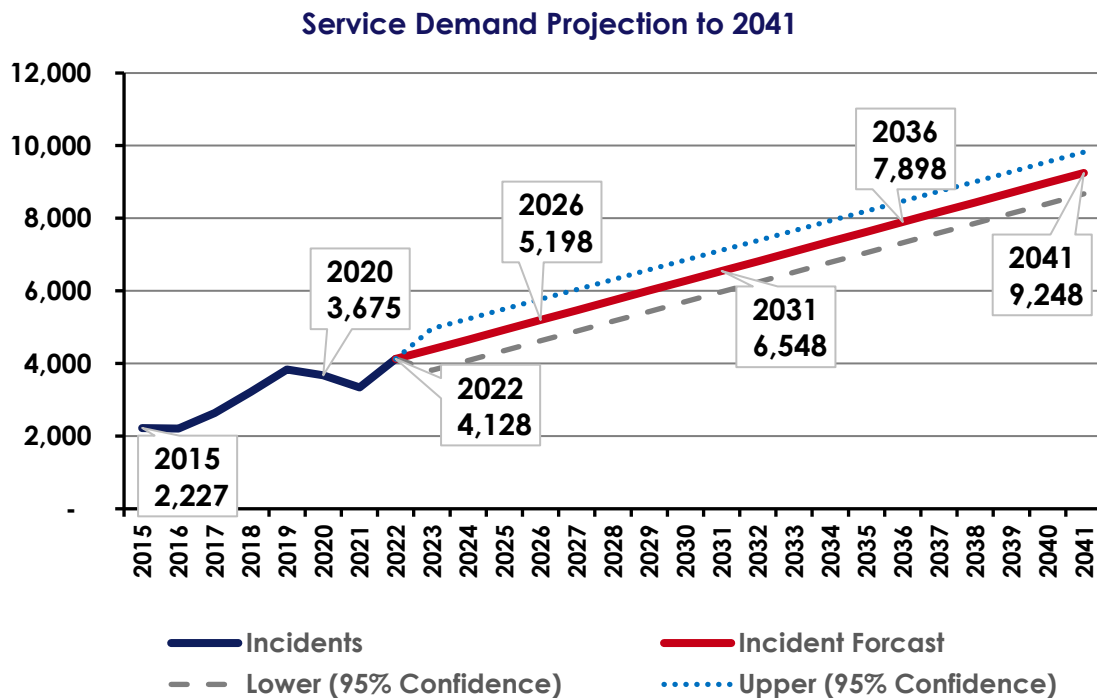
<sup>1</sup> Estimates-E1, Department of Finance (ca.gov).



### Service Demand Projections

Standard linear and polynomial projection models were applied to SPFD's 8 years of data. Each model was evaluated using the R<sup>2</sup> methodology for the best data fit. The model that consistently showed the best fit was a straight linear regression analysis. The R<sup>2</sup> value measures how well the model fits the historical data. The closer to 1 the value, the better the fit with the historical data. In this case, the linear regression model returned an R<sup>2</sup> of 0.81. After the model was created, it indicated the incident volume would likely double by 2041 to over 9,200 incidents in 2041.

The following figure shows the historic incident responses rose from 2,227 in 2015 to 4,128 in 2022 and can reasonably be expected to reach between 8,600 and 9,800 by 2042 with a 95% confidence level.



## Finances

The following figure provides a detail of revenues for the SPFD.

**South Placer FD General Fund Revenues (FY 2019–FY 2023)<sup>2</sup>**

Revenue	Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023
Ambulance Service Charges	1,549,284	1,534,099	1,573,545	1,747,537	2,152,370
GEMT & Other Miscellaneous	340,317	52,676	188,569	230,222	260,654
SAFER Revenues	417,306	281,262	95,497	—	—
Fees and Cost Recovery	185,457	203,976	181,647	322,803	303,824
CFAA Revenues	464,635	141,757	453,444	435,212	181,204
Other	719	944	929	—	—
<b>Total Program Revenues</b>	<b>2,957,718</b>	<b>2,214,714</b>	<b>2,493,631</b>	<b>2,735,774</b>	<b>2,898,052</b>
Property Tax Revenue	7,919,672	8,240,091	8,601,032	9,070,472	10,383,978
Special Tax	1,147,635	1,170,742	1,187,130	1,205,068	702,157
Loomis Assessment	945,828	993,349	1,022,929	1,048,996	1,099,907
Mitigation Fees	312,615	369,461	346,393	525,147	909,103
Cellular Tower Lease	83,757	98,981	96,539	94,353	92,461
Interest	86,251	61,314	11,070	7,601	69,508
Other	—	—	—	72	7,555
<b>Total General Revenues</b>	<b>10,495,758</b>	<b>10,933,938</b>	<b>11,265,093</b>	<b>11,951,709</b>	<b>13,264,669</b>
<b>Proceeds from Equip. Financing</b>	—	—	<b>700,154</b>	—	—
<b>Total Revenues:</b>	<b>\$13,453,476</b>	<b>\$13,148,652</b>	<b>\$14,458,878</b>	<b>\$14,687,483</b>	<b>\$16,162,721</b>

<sup>2</sup> South Placer Fire Protection District Audit Reports (ACFR), FY 2018/FY 2019 through FY 2022/FY 2023.

## Facilities

The following chart shows the age, condition, and staffing capacity of fire stations.

**Station Configuration & Condition**

Station	Apparatus Bays	Staffing Capacity	General Condition	Station Age
Station 15	2	4	Excellent	36 years
Station 16	2	4	Good	15 years
Station 17	3	7	Poor	48 years
Station 18	2	5	Fair	65 years
Station 19	3	7	Good	20 years
Station 20	3	4	Poor	38 years
<b>Totals/Average:</b>	<b>15</b>	<b>31</b>		<b>37 years average</b>

## Critical Apparatus

The following figures represent all apparatus and vehicles operated by SPFD.

### SPFD Apparatus

Unit	Type	Status	Year	Condition	Features
<b>Engines &amp; Aerial Apparatus</b>					
Engine 16	Type 1	Frontline	2018	Excellent	1500 gpm/500 gal.
Engine 17	Type 1	Frontline	2021	Excellent	1500 gpm/600 gal.
Engine 18	Type 1	Frontline	2021	Excellent	1500 gpm/600 gal.
Reserve E-17	Type 1	Reserve	2005	Poor	1500 gpm/600 gal.
Reserve E-20	Type 1	Reserve	2001	Poor	1250 gpm/800 gal.
Engine 16	Type 1	Frontline	2005	Poor	1500 gpm/600 gal.
Reserve E-18	Type 1	Reserve	2004	Poor	1500 gpm/600 gal.
Truck 17	Type 1	Reserve	2013	Excellent	100' Aerial Ladder
Brush 17	Type 3	Frontline	2013	Excellent	500 gpm/500 gal.
Brush 18	Type 3	Frontline	2013	Excellent	500 gpm/500 gal.
Res. Brush	Type 2	Reserve	2007	Good	1000 gpm/750 gal.
Grass 16	Type 6	Frontline	2008	Good	150 gpm/340 gal.
Grass 20	Type 6	Frontline	2008	Good	150 gpm/340 gal.
<b>Medics/Rescues/Other</b>					
Medic 16	Ambulance	Frontline	2017	Excellent	
Medic 20	Ambulance	Frontline	2017	Excellent	
Res. Medic	Ambulance	Reserve	2013	Excellent	
WT 17	Tender	Frontline	1985	Fair	4,300 Gallon Tank

### Supervisor & Command Vehicles

Unit	Assigned To	Manufacturer	Year	Condition
Chief 1700	Fire Chief	Ford Expedition	2021	Excellent
Chief 1701	Deputy Chief	Ford Expedition	2020	Excellent
Fire Marshall	Division Chief/Prevention	Ford F250 Pickup	2017	Excellent
Chief 1702	Division Chief/EMS	Ford Expedition	2009	Poor
BC 17	Duty Battalion Chief	Ford Expedition	2016	Excellent
Reserve BC	Battalion Chief Reserve	Ford Expedition	2009	Poor
Shop	Mechanic 1	Ford F550	2006	Fair
Res. Shop	Mechanic	Ford F550	1998	Poor
Utility	Pool Vehicle	GMC 2500	2002	Poor
Pool Truck	Pool Vehicle	Ford F150 Pickup	2014	Poor
Pool Van	Admin/Training	Ford Transit van	2020	Excellent
Pool Car	Pool Vehicle	Ford Crown Vic	2003	Poor
Utility	Reserve/Pool Utility Vehicle	Ford F350	2001	Good

## Community Survey

AP Triton and South Placer Fire District conducted a community survey to gather residents' feedback on various aspects of the district's operations, services, and community engagement. The survey aimed to understand the community's priorities, satisfaction levels, and areas for improvement to ensure that the district continues to meet the needs of its residents effectively. This document provides an overview of the survey, the types of questions asked, and key findings from the responses.

The survey was designed to gather comprehensive feedback from the community on a range of topics related to fire and emergency services. It included a mix of multiple-choice questions, ranking questions, and open-ended questions to capture both quantitative and qualitative data. A total of 239 residents participated in the survey, with 46 providing additional comments.

### Question Types

- **Multiple-choice questions:** These questions allowed respondents to select one or more options from a predefined list. They were used to gather demographic information, service usage, and preferences for communication methods.
- **Ranking Questions:** Respondents were asked to rank various elements or qualities in order of importance. This helped identify the community's priorities regarding fire district services and first responder qualities.
- **Open-Ended Questions:** These questions provided respondents with the opportunity to share their thoughts, concerns, and suggestions in their own words. They were instrumental in capturing detailed feedback and personal experiences.

### Key Findings

- **Community Engagement and Satisfaction:**
  - A significant majority of respondents expressed high satisfaction with the services provided by the South Placer Fire District. Specifically, 76% of those who had received services were very satisfied, and 17% were satisfied.
  - Community members appreciate the professionalism, quick response times, and life-saving efforts of the fire district personnel.

- **Response Times and Coverage**
  - The preferred response time for emergency services is predominantly within 4–5 minutes, as indicated by 30% of respondents. However, many also find 5–6 minutes acceptable (25%).
  - Concerns were raised about the impact of closed fire stations on response times and overall coverage, particularly in high-risk fire areas.
- **Funding and Financial Management**
  - There is a strong call for improved financial management and transparency. Respondents expressed concerns about the inefficiencies in managing resources and the impact of these inefficiencies on service delivery.
  - Many community members support reopening closed stations and suggest selling unused properties to fund these efforts and improve firefighter pay.
- **Fire Prevention and Education**
  - Respondents highlighted the importance of fire prevention measures, including annual weed abatement inspections and better education on managing burn piles.
  - There is a desire for more proactive community education on fire safety and emergency preparedness.
- **Insurance and Risk Management**
  - Some residents are concerned about the high-risk fire areas and their impact on insurance coverage. They suggest that the fire district should work closely with insurance companies to manage these risks and help residents obtain adequate coverage.
- **Communication and Community Involvement**
  - Effective communication from the fire district regarding its financial status, operational changes, and service levels is highly valued. Respondents suggest regular updates and more community engagement efforts.
  - There is strong support for community-based notifications and engagement, including text notifications for local fires and emergencies.

## Internal Survey

The South Placer Fire District and AP Triton recently conducted a comprehensive survey to gather insights from its personnel regarding various aspects of their work environment, training programs, leadership, community relations, and overall job satisfaction. The goal of this survey was to identify strengths, weaknesses, and opportunities for improvement within the district, and to ensure that the voices of all employees are heard and valued in shaping the future of the organization.

### Question Types

The survey included a variety of question types to capture a broad range of feedback:

- **Multiple-Choice Questions:** These questions allowed respondents to select from predefined options, facilitating the collection of quantitative data on specific topics such as job roles, training satisfaction, and morale.
- **Rating Scales:** Respondents were asked to rate different aspects of their work environment and district services on a scale of 1 to 10, providing a clear measure of satisfaction and performance.
- **Likert Scale Statements:** Statements related to leadership, training, and community relations were included, with respondents indicating their level of agreement on a scale from "Strongly Agree" to "Strongly Disagree."
- **Open-Ended Questions:** These questions provided respondents with the opportunity to express their thoughts, suggestions, and concerns in their own words, offering qualitative insights into areas for improvement and future strategic planning.

### Key Findings

The survey revealed several key insights into the current state of the South Placer Fire District:

- **Employee Morale:** A significant portion of respondents rated morale at the district as "Poor," with many citing issues related to leadership and communication as primary concerns.
- **Training and Development:** While there is a strong desire for more comprehensive and varied training programs, respondents indicated that the current training efforts are insufficient and inconsistent across shifts.



- **Leadership and Trust:** Trust in senior leadership is notably low, with many employees expressing a need for more transparent and honest communication, as well as greater involvement in decision-making processes.
- **Community Relations:** There is a mixed perception of the district's engagement and reputation within the community. While some respondents believe the district is well-respected, others feel more can be done to enhance community relations and public awareness.
- **Strengths and Opportunities:** The line staff and the quality of service provided were frequently mentioned as the district's greatest strengths. Opportunities for improvement included better employee retention strategies, consolidation with neighboring districts, and securing additional funding.

By addressing these findings, the South Placer Fire District can work towards creating a more positive and effective work environment, ultimately enhancing the quality of service provided to the community.

## Mission, Vision, & Values Statements

### Mission Statement

A mission statement is a concise statement that defines the fundamental purpose and reason for the existence of an organization. It outlines the organization's core objectives, values, and primary activities, serving as a guiding principle that informs decision-making, strategy development, and daily operations.

Key characteristics of a mission statement include:

- **Purpose and Scope:** It succinctly describes the organization's reason for being and the scope of its activities, including who it serves, what it does, and why it does it.
- **Values and Principles:** A mission statement often incorporates the organization's core values, guiding principles, and ethical standards, reflecting its beliefs and priorities.
- **Customer or Stakeholder Focus:** It may specify the target audience or beneficiaries of the organization's products, services, or activities, highlighting its commitment to meeting their needs or addressing their concerns.
- **Differentiation:** A mission statement may articulate what sets the organization apart from others in its industry or sector, emphasizing its unique value proposition, competitive advantage, or distinctive approach.
- **Conciseness and Clarity:** Mission statements are typically brief and to the point, conveying the essence of the organization's mission in a clear and understandable manner.
- **Inspiring and Motivating:** A well-crafted mission statement inspires and motivates stakeholders, including employees, customers, investors, and partners, by articulating a compelling vision of what the organization aspires to achieve.

Overall, a mission statement serves as a foundational element of an organization's identity and provides a framework for aligning goals, strategies, and actions with its overarching purpose and values. It helps stakeholders understand the organization's mission and fosters a sense of unity, purpose, and commitment among its members.

## Vision Statement

A vision statement is a concise declaration that communicates an organization's long-term aspirations, desired future state, and overarching purpose or direction. It describes what the organization aims to achieve or become over time and serves as a guiding principle to inspire and align the actions of its stakeholders.

Key characteristics of a vision statement include:

- **Future Orientation:** A vision statement focuses on the future and describes the desired state or outcome that the organization seeks to attain.
- **Inspiring and Aspirational:** It should inspire and motivate stakeholders by articulating a compelling and ambitious vision that reflects the organization's values, ideals, and aspirations.
- **Clear and Concise:** A vision statement is typically brief and succinct, conveying the essence of the organization's long-term goals in a clear and understandable manner.
- **Alignment with Values and Purpose:** It should be aligned with the organization's core values, mission, and purpose, reflecting its fundamental beliefs and guiding principles.
- **Memorable and Impactful:** A well-crafted vision statement is memorable and leaves a lasting impression, making it easier for stakeholders to internalize and rally behind.
- **Realistic yet Challenging:** While visionary, a vision statement should also be grounded in reality and achievable, albeit stretching the organization to strive for continuous improvement and growth.

Overall, a vision statement serves as a beacon that guides the strategic direction, decision-making, and actions of the organization, providing a sense of purpose and direction for all stakeholders.

## Value Statement

Value statements, also known as core values, articulate the guiding principles and beliefs that shape an organization's culture, behavior, and decision-making processes. They represent the fundamental beliefs and ideals that are important to the organization and serve as a framework for how individuals within the organization interact with one another and with external stakeholders.

Key characteristics of value statements include:

- **Core Principles:** Value statements typically outline the core principles, ethics, and beliefs that are central to the organization's identity and operations.
- **Guiding Philosophy:** They reflect the organization's philosophy and priorities, providing a basis for setting priorities, making decisions, and determining actions.
- **Behavioral Expectations:** Value statements often articulate desired behaviors and attitudes that are expected of individuals within the organization, guiding their interactions and conduct.
- **Alignment with Mission and Vision:** Value statements are aligned with the organization's mission and vision, ensuring that its values support its overarching purpose and long-term goals.
- **Distinctive Identity:** Value statements may highlight the unique characteristics or qualities that differentiate the organization from others in its industry or sector, reflecting its identity and brand.
- **Communication and Transparency:** Value statements are communicated internally and externally to stakeholders to foster understanding, alignment, and accountability.
- **Continuous Improvement:** They promote a culture of continuous improvement by setting standards for excellence, innovation, and ethical behavior.

Value statements play a critical role in shaping organizational culture, guiding decision-making, and fostering a sense of identity and cohesion among members. When effectively implemented, they can enhance employee engagement, build trust with stakeholders, and contribute to organizational success.

## **South Placer Fire District Updated Mission, Vision, and Values Statements**

The Strategic Planning Committee reviewed existing mission, vision, and values statements for South Placer Fire District and determined a need to refresh the vision and values statements. Through considerable discussion, the group is recommending the following statements be presented to the full membership for consideration.

### **Mission Statement**

*To Provide Exceptional Service to Our Community.*

### **Vision Statement**

*We are proud to uphold the responsibility you have entrusted to us.  
We are committed to safeguarding and providing the utmost service  
to your family and the community, both now and into the future.*

### **Values Statement**

#### **Dedication**

*Commitment to duty.*

#### **Integrity**

*Continually striving to earn and maintain trust with each other and the public  
with honor and devotion.*

#### **Respect**

*Valuing one another and treating others as we would like to be treated.*

#### **Professionalism**

*We train and prepare to perform our duties in a professional and effective  
manner in accordance with the changing needs of the community.*

#### **Accountability**

*We ensure transparency and ownership in all operations, taking responsibility for  
our actions, how we treat our colleagues, and our service to the public.*

## SWOC Analysis

An analysis of the existing service provided, future growth in the service area, and a perspective of both internal and external stakeholders will assist the group in identifying strengths, weaknesses, opportunities, and challenges.

- **Strengths:** Strengths are internal attributes and resources that contribute positively to an organization's ability to achieve its objectives. These may include skills, assets, capabilities, or qualities that enhance performance, or lead to success in service delivery to the community.
- **Weaknesses:** Weaknesses are internal limitations, deficiencies, or areas of vulnerability that hinder an organization's performance or ability to reach their goals. These could include lack of resources, inadequate skills, poor processes, or any other factors that prevent optimal performance or effectiveness.
- **Opportunities:** Opportunities are external factors or circumstances in the environment that can be leveraged to create positive outcomes or benefits for an organization. These may include emerging trends, technological advancements, new partnerships, or any other favorable conditions that present potential for efficiencies, innovation or improvement.
- **Challenges:** Challenges are external or internal obstacles, difficulties, or problems that pose barriers to achieving desired objectives or outcomes. These could include economic downturns, regulatory hurdles, organizational conflicts, or any other factors that require effort, creativity, or strategic planning to overcome.

	Strengths	Weaknesses
<b>Internal</b>	<ul style="list-style-type: none"> <li>• EMS</li> <li>• Billing</li> <li>• Plan check, prevention, etc.</li> <li>• Area we work</li> <li>• Communication to the public</li> <li>• First-out equipment</li> <li>• Quality of service</li> <li>• Personnel</li> <li>• Training</li> <li>• Positive relationship with BOD</li> <li>• Funding, grants, CFDs</li> <li>• Longevity</li> </ul>	<ul style="list-style-type: none"> <li>• Morale</li> <li>• Turnover/Retention</li> <li>• Lack of participation</li> <li>• 2/0 Staffing</li> <li>• Station locations</li> <li>• Age and condition of facilities</li> <li>• Succession Planning</li> <li>• Training and continuing education</li> <li>• Funding</li> <li>• Outsourcing plan reviews</li> <li>• Current and Future Plan (ambiguity/communication)</li> </ul>
	Opportunities	Challenges
<b>External</b>	<ul style="list-style-type: none"> <li>• LAFCO, Regional Cooperation, mergers, consolidations</li> <li>• Public Education/Community Outreach</li> <li>• Changing public image/Marketing</li> <li>• Changing County values</li> <li>• Funding source, grants, CFDs</li> <li>• Technology</li> <li>• Expanding services</li> <li>• Community Risk Reduction</li> <li>• Weed Abatement</li> <li>• Opportunity to promote/get hired</li> <li>• Outsourcing services (other)</li> </ul>	<ul style="list-style-type: none"> <li>• Funding</li> <li>• Succession Planning, Retention</li> <li>• Public Education</li> <li>• Station locations</li> <li>• Economy</li> <li>• Consistent Training</li> <li>• Staffing</li> <li>• Morale</li> </ul>

## Critical Issues and Service Gaps

Following the SWOC, the planning team identified the critical issues and service gaps. These issues or gaps were organized into themes to assist the team in identifying the key strategic initiatives that will achieve the desired outcomes for improved service to the community.

Critical Issue	Service Gap
<b>Staffing &amp; Retention</b>	<ul style="list-style-type: none"> <li>• Providing 3-0 Engine company</li> <li>• Competition with “better” benefits</li> <li>• Retention, retirements and no candidates</li> </ul>
<b>Services Provided</b>	<ul style="list-style-type: none"> <li>• No Truck Company</li> <li>• In-house plan reviews</li> <li>• CRR</li> </ul>
<b>Succession Planning/ Career Development</b>	<ul style="list-style-type: none"> <li>• Lack of preparation for career opportunities</li> <li>• Provide competent replacements</li> </ul>
<b>Morale/Relationships</b>	<ul style="list-style-type: none"> <li>• Future, lack of trust, communication</li> <li>• Poor relationships cause morale issues, vacancies, ineffectiveness</li> </ul>
<b>Funding/Alternative Funding</b>	<ul style="list-style-type: none"> <li>• Politics, unstable funding</li> </ul>
<b>Tech</b>	<ul style="list-style-type: none"> <li>• Outdated</li> </ul>
<b>Training</b>	<ul style="list-style-type: none"> <li>• Not standardized, not prioritized, lack of specificity, training progressions, competencies, lack of training on emerging hazards, confusion, funding, motivation</li> </ul>



## Definition of Terms

There are six main components to a strategic plan: Initiatives, Goals, Objectives, Critical Tasks, and Outcomes or Performance Indicators. For purposes of this strategic plan, they are defined as follows:

- **Initiative:** The largest overarching element of a strategic plan, an initiative is a broad enterprise where the Department may have multiple areas of focus.
- **Goal:** A smaller component of and subordinate to an initiative, a goal is focused on one particular area but is still general in nature. If all of the goals under an initiative have been accomplished, the initiative will have been achieved.
- **Objective:** A smaller component of and subordinate to a goal, an objective is usually defined as specific, measurable, action-oriented, realistic, and time-sensitive. If all objectives under a goal are accomplished, the goal will have been accomplished.
- **Critical Task:** The smallest component of a strategic plan, critical tasks are the immediate (within 90 days) action steps needed to meet an objective or a goal. Not all goals or objectives have critical tasks.
- **Outcome Statement:** The description of a desired result of an initiative, goal, or objective once accomplished.
- **Performance Metric:** The description of measurable improvement of an objective once accomplished.

Strategic initiatives, goals, objectives, critical tasks, performance metrics, and outcomes become an important part of the organization's efforts. By following these components carefully, the district will be guided into the future and should benefit from reduced obstacles and distractions. Each of the initiatives, goals, and objectives were identified in a 2.5-day planning workshop facilitated by AP Triton with the internal planning team.

The following pages define each initiative with its subordinate goals and each goal with its subordinate objectives. Timelines are also listed with each objective as follows: Critical tasks (to be completed in 90 days), Short-term (more than 90 days but less than one year), Mid-term (greater than one year but less than three years), and Long-term (greater than three years but not longer than five years). These timelines are listed after the objectives. Each objective has a responsible party identified for coordinating the effort to implement that objective.

---

# Section II: STRATEGIC PLAN

---

## Initiative 1—Training

### Initiative 1: Develop a comprehensive training program.

**Outcome Statement:** To develop qualified employees to achieve our mission.

**Initiative Manager:** Deputy Chief Matt Feeley

#### Goal 1: Develop Training Program needs.

**Objectives:**

- A. Assess the need for a designated Training Officer.
  - **Responsible:** Battalion Chief Brian Midtlyng
  - **Timeline:** Short-term
- B. Develop a clear path of career development—from Firefighter to Fire Chief.
  - **Responsible:** Cadre Lead Battalion Chief Brian Midtlyng
  - **Timeline:** Short-term
- C. Develop standardized training content.
  - **Responsible:** Cadre (TBD) Battalion Chief Brian Midtlyng
  - **Timeline:** Short-term
- D. Enhance the current training calendar.
  - **Responsible:** Deputy Chief Matt Feeley
  - **Timeline:** Short-term
- E. Develop position-specific training.
  - **Responsible:** Battalion Chief Brian Midtlyng
  - **Timeline:** Short-term
- F. Develop training manual, standard company evolutions, and multi-company evolutions.
  - **Responsible:** Battalion Chief Brian Midtlyng
  - **Timeline:** Mid-term
- G. Develop training Standard Operating Guidelines (SOGs).
  - **Responsible:** Battalion Chief Brian Midtlyng
  - **Timeline:** Short-term

H. Review performance standards and revise if necessary.

- **Responsible:** C Battalion Chief Brian Midtlyng
- **Timeline:** Short-term

**Goal 2: Identify training needs.**

**Objectives:**

A. Identify mandatory training.

- **Responsible:** Deputy Chief Matt Feeley
- **Timeline:** Short-term

B. Identify annual training.

- **Responsible:** Battalion Chief Brian Midtlyng
- **Timeline:** Short-term

C. Identify emerging topics/issues.

- **Responsible:** Battalion Chief Brian Midtlyng
- **Timeline:** Short-term

D. Identify industry best practices.

- **Responsible:** Battalion Chief Brian Midtlyng
- **Timeline:** Short-term

**Goal 3: Formalize Training Cadre.**

**Objectives:**

A. Identify subject matter leads.

- Establish minimum requirements.
- **Responsible:** Battalion Chief Brian Midtlyng
- **Timeline:** Critical

B. Identify subject matter adjuncts.

- **Responsible:** Battalion Chief Brian Midtlyng
- **Timeline:** Critical

C. Develop a training cadre org chart.

- **Responsible:** Battalion Chief Brian Midtlyng
- **Timeline:** Critical

**Goal 4: Develop a program budget.****Objectives:**

- A. Evaluate training budget needs.
  - Determine material needs and costs.
  - Determine personnel costs.
  - **Responsible:** Battalion Chief Brian Midtlyng
  - **Timeline:** Critical
  
- B. Maximize CALJAC funding opportunities.
  - **Responsible:** Deputy Chief Matt Feeley
  - **Timeline:** Short-term

## Initiative 2—Fiscal Sustainability

### Initiative 2: Achieve long-term fiscal sustainability.

**Outcome Statement:** South Placer Fire District will be a fiscally solvent and a sustainable independent fire district.

**Initiative Manager:** Fire Chief Mark Duerr

#### Goal 1: Identify current fiscal needs.

**Objectives:**

- A. Evaluate District program needs.
  - **Responsible:** Fire Chief Mark Duerr
  - **Timeline:** Short-term
- B. Evaluate personnel costs (salaries/benefits).
  - **Responsible:** Fire Chief/Labor
  - **Timeline:** Critical
- C. Evaluation of budget to maximize efficiencies.
  - **Responsible:** Fire Chief Mark Duerr
  - **Timeline:** Short-term

#### Goal 2: Identify future fiscal needs.

**Objectives:**

- A. Conduct a comparable analysis of the labor market.
  - **Responsible:** Fire Chief/Labor Mark Duerr
  - **Timeline:** Short-term
- B. Identify capital and equipment funding needs.
  - **Responsible:** Fire Chief/Labor Mark Duerr
  - **Timeline:** Short-term
- C. Evaluate financial reserve needs.
  - **Responsible:** BOD
  - **Timeline:** Short-term

**Goal 3: Evaluate current and potential revenue streams.****Objectives:**

- A. Continue to evaluate/pursue grant opportunities.
  - **Responsible:** Fire Chief Mark Duerr
  - **Timeline:** Short-term
- B. Identify underutilized revenue streams.
  - **Responsible:** Fire Chief Mark Duerr
  - **Timeline:** Short-term
- C. Consider additional revenue streams through voter-approved measures.
  - **Responsible:** Fire Chief/Labor Mark Duerr
  - **Timeline:** Mid-term

**Goal 4: Increase communication and transparency of financial standing to stakeholders.****Objectives:**

- A. Provide educational information to internal and external stakeholder through annual reports, quarterly newsletters, social media, and regular meetings.
  - **Responsible:** Fire Chief Mark Duerr
  - **Timeline:** Short-term
- B. Evaluate current budgeting principles.
  - **Responsible:** Battalion Chief Matt Van Voltinburg
  - **Timeline:** Short-term

## Initiative 3—Service Delivery

### Initiative 3: Enhance service delivery.

**Outcome Statement:** South Placer Fire District will maintain qualified, experienced members and expand service delivery options to the community.

**Initiative Manager:** Deputy Chief Matt Feeley

#### Goal 1: Improve South Placer retention rate.

**Objectives:**

- A. Research factors affecting employee retention.
  - **Responsible:** Labor
  - **Timeline:** Critical
- B. Survey current and former employees to understand the reasons behind their decision to stay or leave the organization.
  - **Responsible:** Battalion Chief Kelly Moretti
  - **Timeline:** Critical

#### Goal 2: Improve emergency service delivery.

**Objectives:**

- A. Implement 3-person engine companies at each station, across all shifts.
  - **Responsible:** Fire Chief Mark Duerr
  - **Timeline:** Mid-term
- B. Evaluate the need to re-establish a truck company.
  - **Responsible:** Fire Chief Mark Duerr
  - **Timeline:** Short-term

#### Goal 3: Expand the ambulance service.

**Objectives:**

- A. Increase the transportation service delivery boundary.
  - **Responsible:** Fire Chief Mark Duerr
  - **Timeline:** Short-term
- B. Evaluate the fiscal viability of expanding ambulance services.
  - **Responsible:** Fire Chief Mark Duerr



- **Timeline:** Short-term

**C.** Research and evaluate various ambulance service delivery models.

- **Responsible:** EMS Chief James Magnuson
- **Timeline:** Short-term

**D.** Evaluate the use of a single-role ambulance program.

- **Responsible:** EMS Chief James Magnuson
- **Timeline:** Short-term

**Goal 4: Explore other service programs.**

**Objectives:**

**A.** Evaluate the need for a water rescue program.

- Identify equipment needs and costs.
- Research funding/partnering opportunities for a water rescue program.
- **Responsible:** Cadre Lead Battalion Chief Brian Midtlyng
- **Timeline:** Short-term

**B.** Evaluate the need for a community paramedicine (CP)/Mobile Integrated Health (MIH) program.

- Identify the benefits of a CP/MIH program.
- Research available funding opportunities for CP/MIH program.
- **Responsible:** EMS Chief James Magnuson
- **Timeline:** Mid-term

**C.** Evaluate the need for unmanned aerial programs.

- **Responsible:** Fire Chief Mark Duerr
- **Timeline:** Short-term

**Goal 5: Ensure adequacy of facilities and apparatus.**

**Objectives:**

**A.** Evaluate Fleet Maintenance Program.

- **Responsible:** Deputy Chief Matt Feeley
- **Timeline:** Short-term

- B. Improve station alert system.
  - **Responsible:** Fire Chief Mark Duerr
  - **Timeline:** Long-term

**Goal 6: Assess the effectiveness of current deployment model.**

**Objectives:**

- A. Identify models that improve response times.
  - **Responsible:** Deputy Chief Matt Feeley & Labor
  - **Timeline:** Short-term
- B. Identify models that ensure an effective response force.
  - **Responsible:** Deputy Chief Matt Feeley & Labor
  - **Timeline:** Short-term

## Initiative 4—Community Risk Reduction

### Initiative 4: Enhance the Community Risk Reduction (CRR) Program.

**Outcome Statement:** South Placer Fire District will reduce the risks to the community through proactive communication, continued education, mitigation, and exceptional customer service.

**Initiative Manager:** Fire Marshal Jeff Ingolia

#### Goal 1: Identify the current risks impacting the District.

**Objectives:**

- A. Review response data to guide program development.
  - **Responsible:** Fire Marshal Jeff Ingolia
  - **Timeline:** Short-term
- B. Develop a plan to identify and address access/egress concerns.
  - **Responsible:** Battalion Chiefs
  - **Timeline:** Short-term

#### Goal 2: Evaluate the current and future staffing needs of the CRR Program.

**Objectives:**

- A. Identify the need for a Plans Examiner/Inspector.
  - **Responsible:** Fire Marshal Jeff Ingolia
  - **Timeline:** Mid-term
- B. Survey Retired Annuitants (RAs) to determine available options for filling limited positions.
  - **Responsible:** Fire Marshal Jeff Ingolia
  - **Timeline:** Mid-term

#### Goal 3: Determine the costs (staffing, technology, equipment, etc.) of the CRR Program.

**Objectives:**

- A. Review the fee schedule and update it if necessary.
  - **Responsible:** Fire Marshal Jeff Ingolia
  - **Timeline:** Short-term

- B. Conduct cost/benefit analysis.
  - **Responsible:** Fire Marshal Jeff Ingolia
  - **Timeline:** Short-term

#### **Goal 4: Formalize the Public Education program.**

##### **Objectives:**

- A. Identify target audiences.
  - **Responsible:** Fire Marshal Jeff Ingolia
  - **Timeline:** Short-term
- B. Develop a Public Education curriculum.
  - **Responsible:** Fire Marshal Jeff Ingolia
  - **Timeline:** Mid-term
- C. Develop performance metrics for evaluating the impact of the Public Education program.
  - **Responsible:** Fire Marshal Jeff Ingolia
  - **Timeline:** Mid-term

#### **Goal 5: Develop a relationship with key stakeholders in the community.**

##### **Objectives:**

- A. Identify key stakeholders.
  - **Responsible:** Fire Marshal Jeff Ingolia
  - **Timeline:** Short-term
- B. Partner with organizations (NGOs, private providers, etc.).
  - **Responsible:** Fire Marshal Jeff Ingolia
  - **Timeline:** Mid-term

#### **Goal 6: Investigate current inspection processes.**

##### **Objectives:**

- A. Enhance business inspections.
  - **Responsible:** Fire Marshal Jeff Ingolia
  - **Timeline:** Mid-term

- B. Expand non-construction inspections.
  - **Responsible:** Fire Marshal Jeff Ingolia
  - **Timeline:** Mid-term
- C. Evaluate the weed abatement program.
  - **Responsible:** Fire Marshal Jeff Ingolia
  - **Timeline:** Short-term
- D. Implementation of electronic inspections.
  - **Responsible:** Fire Marshal Jeff Ingolia
  - **Timeline:** Short-term
- E. Implement a pre-plan program.
  - **Responsible:** Fire Chief Mark Duerr
  - **Timeline:** Short-term

**Goal 7: Enhance customer service opportunities.**

**Objectives:**

- A. Implement electronic plan review platforms.
  - **Responsible:** Fire Marshal Jeff Ingolia
  - **Timeline:** Short-term
- B. Implement a customer feedback survey.
  - Determine customer service gaps and areas for enhancement.
  - **Responsible:** Fire Chief Mark Duerr
  - **Timeline:** Short-term
- C. Evaluate the effectiveness of the signboards and determine how to best utilize them.
  - **Responsible:** Fire Marshal Jeff Ingolia
  - **Timeline:** Short-term

**Goal 8: Partner with the County to develop a Community Wildfire Protection Plan (CWPP).**

- **Responsible:** Fire Chief Mark Duerr
- **Timeline:** Mid-term

**Goal 9: Develop a Continuity of Operations Plan (COOP).**

- **Responsible:** Fire Chief Mark Duerr
- **Timeline:** Mid-term

## Initiative 5—Community Engagement

### Initiative 5: Develop a formalized Community Outreach Program.

**Outcome Statement:** South Placer Fire District will strengthen relationships through robust interactions with our community.

**Initiative Manager:** Deputy Chief Matt Feeley

#### Goal 1: Establish clear, consistent, and unified messaging for the public.

**Objectives:**

- A. Establish a group of representatives comprised of the Board, admin, and labor to develop clear, consistent, and unified messaging and talking points.
  - **Responsible:** Fire Chief Mark Duerr
  - **Timeline:** Critical

#### Goal 2: Enhance the Public Education Program.

**Objectives:**

- A. Re-institute fire prevention programs in elementary schools.
  - **Responsible:** Fire Marshal Jeff Ingolia
  - **Timeline:** Short-term
- B. Establish Public Service Announcements (PSAs).
  - **Responsible:** Captain Mike Long
  - **Timeline:** Critical

#### Goal 3: Expand District-attended/hosted events.

**Objectives:**

- A. Identify new opportunities to host community events.
  - **Responsible:** Captain Mark Robertson
  - **Timeline:** Short-term
- B. Identify new opportunities to attend community events.
  - **Responsible:** Captain Mark Robertson
  - **Timeline:** Short-term

**Goal 4: Develop relationships with external stakeholders (e.g., churches, HOA, Sierra College, etc.).****Objectives:**

- A. Attend HOA meetings and provide District talking-points.
  - **Responsible:** Deputy Chief Matt Feeley
  - **Timeline:** Critical
- B. Attend career days at local educational institutions.
  - **Responsible:** Deputy Chief Matt Feeley
  - **Timeline:** Short-term
- C. Identify and attend other organization events.
  - **Responsible:** Deputy Chief Matt Feeley
  - **Timeline:** Short-term
- D. Determine criteria for attending school events, community sporting events, etc.
  - **Responsible:** Deputy Chief Matt Feeley
  - **Timeline:** Short-term

**Goal 5: Evaluate the benefits of implementing a CERT program.****Objectives:**

- A. Research CERT programs to identify the need for and cost of implementation.
  - **Responsible:** BC Matt Van Voltinburg
  - **Timeline:** Short-term
- B. Develop a survey to evaluate the interest in a CERT program.
  - **Responsible:** BC Matt Van Voltinburg
  - **Timeline:** Short-term

**Goal 6: Evaluate the benefits of a fire cadet program.****Objectives:**

- A. Research fire cadet programs to identify the need for and cost of implementation.
  - **Responsible:** Firefighter Anthony Rydell
  - **Timeline:** Short-term



**B.** Develop a survey to evaluate the interest in a fire cadet program.

- **Responsible:** Firefighter Anthony Rydell
- **Timeline:** Short-term

**Goal 7: Evaluate the need to re-implement a CPR program.**

**Objectives:**

**A.** Research CPR programs to identify the need for and cost of implementation.

- **Responsible:** EMS Chief James Magnuson
- **Timeline:** Short-term

**B.** Develop a survey to evaluate the interest in a CPR program.

- **Responsible:** EMS Chief James Magnuson
- **Timeline:** Short-term

**Goal 8: Evaluate the need to re-implement a car seat program.**

**Objectives:**

**A.** Research car seat programs to identify the need for and cost of implementation.

- **Responsible:** Katrina Hoop
- **Timeline:** Short-term

**Goal 9: Establish a formalized Public Information Officer (PIO).**

**Objectives:**

**A.** Identify the need for a PIO.

- **Responsible:** Fire Chief Mark Duerr
- **Timeline:** Critical

**B.** Identify the cost associated with a PIO.

- **Responsible:** Fire Chief Mark Duerr
- **Timeline:** Critical

**C.** Identify the criteria/scope of work for the PIO.

- **Responsible:** Fire Chief Mark Duerr
- **Timeline:** Critical

**D.** Develop PSA for car seats.

- **Responsible:** Captain Mike Long
- **Timeline:** Short-term

## Implementation Methodology

This section outlines key guidelines for the successful implementation of the Strategic Plan for the South Placer Fire District. Research by OnStrategy consultants highlights the four most prevalent reasons organizations fail in executing their strategic plans:

- **60% of organizations do not connect their strategy with budgeting.**
- **75% fail to align employee incentives with the strategy.**
- **86% of business leaders dedicate less than one hour per month to strategy discussions.**
- **95% of the average workforce is unaware of their organization's strategy.**

To mitigate these failures, three critical elements are recommended:

1. Prioritizing and completing objectives.
2. Incorporating feedback from department members.
3. Consistently monitoring the progress of each goal.

### Team Responsibilities

The implementation process begins with the South Placer Fire District Board adopting the Strategic Plan and publicly endorsing the process through an open letter. The Fire Chief's endorsement of the plan is also pivotal. These endorsements are crucial in demonstrating the organization's unified commitment to achieving the plan's objectives.

Once commitment is established, each goal is assigned to a specific individual or team with the necessary expertise and enthusiasm. Responsibilities include:

- Conducting regular meetings.
- Developing a detailed work plan with timelines.
- Establishing metrics for measuring success.

Team leaders are charged with clear responsibilities, objectives, and budget constraints for their initiatives. Effective internal and external communication is vital to maintain ongoing support across the district.

## Role of the Planning Team & Fire Chief

The Strategic Plan is a living document, requiring regular updates to reflect the organization's evolving needs. The original Strategic Planning Team should meet quarterly to review goal progress, identify barriers, and address potential delays. The Fire Chief plays a key role in facilitating these meetings and ensuring that information is shared organization-wide. Additionally, achievements related to the plan's initiatives should be communicated to the community, reflecting the plan's origins in community input.

## Communication Strategies

Effective communication is fundamental to the success of the Strategic Plan. The following strategies are recommended:

- **Regular Goal Updates:** Include updates on goals as a standing agenda item at Fire District Board meetings, presented by the Fire Chief.
- **Officer Meetings:** Provide updates and engagement opportunities related to specific goals.
- **Training:** Accompany updates to mission, vision, and value statements with training for all members to ensure organizational continuity.
- **Accessibility:** Ensure that an electronic version of the Strategic Plan is accessible to all organization members and interested community members.
- **Transparency:** Distribute Strategic Planning Team meeting minutes electronically to the entire organization.

Transparency is critical to the success of the organization. While not everyone may agree with every goal or objective, informed consensus is achievable. Clear, collaborative communication fosters a unified pursuit of organizational goals.

## Appendix A: Status of Previous Strategic Plan (2019–2024)

### Goal A: Safety and Well Being

We prioritize the physical, mental, and behavioral safety and well being of all our employees while in the station and on calls. We look out for each other today and for our long-term health.

#### Objectives' Status:

- 1. Maintain vigilance to workplace safety:** The District maintained its commitment to workplace safety by creating a new Division Chief position responsible for Safety and EMS, establishing a Vehicle Accident Committee, holding regular safety meetings, and developing a procedure for addressing safety issues, including the issuance of orange/green safety sheets.
- 2. Fully adhere to physical safety standards:** *Unclear.*
- 3. Support long-term mental and behavioral health of our team:** The District supported mental and behavioral health by establishing and continuing a peer support group in collaboration with Local 522.
- 4. Maintain our health through fitness and other wellness programs:** The District promoted ongoing health through support of fitness programs and implemented fully compliant NFPA 1582 physicals and cancer screenings for all members via the Galleria Cancer test. The District has now completed two years' of 1582 physicals with the most recent evolution as part of a grant from FEMA under the Assistance for Firefighters Grant (AFG) program. The District has also prioritized wellness by including these costs in future budgets.
- 5. Stay current on mandated training:** The District ensured compliance with all mandated training through the use of Vector Solutions.
- 6. Explore preventative health methods:** NFPA 1582 physicals and cancer screenings have been successfully implemented.
- 7. Promote a fitness culture from the bottoms up:** *Unclear.*
- 8. Recognize safe behaviors:** *The District has not yet recognized safe behaviors adequately.*

**Goal B: Outreach and Engagement**

We take the initiative to those we serve through prevention, awareness, education and social functions.

**Objectives' Status:**

- 1. Put a face to the Department through our regular interactions:** The District implemented quarterly open houses, attended local neighborhood meetings, participated in National Night Out, enhanced relationships with local, state, and national elected officials, and produced a quarterly district newsletter available in both print and email formats.
- 2. SPFD is a household name:** Unclear.
- 3. Educate the public on everything we do:** Through the above activities, the District has increased public awareness of our operations and services but much work is still needed and the District is in the process of engaging a public relations firm to better understand how to educate the community.
- 4. Educate the public to be safer:** The District has actively educated the community on safety practices through initiatives such as community CPR training, "Stop the Bleed" sessions at local high schools, hands-on CPR demonstrations at district open houses, and wildfire mitigation meetings with HOAs and interested community members.
- 5. Employees understand where we want our culture to be:** No.

**Goal C: Team of Professionals**

We are a committed and recognized team of highly trained professionals.

**Objectives' Status:**

- 1. Promote ownership and pride in our work:** Unclear.
- 2. Provide recognition and encouragement to motivate individuals and the team:** The District hosted a Firefighter Appreciation Dinner to recognize employees, introduced a challenge coin for field saves, and publicly acknowledged individual and team achievements.
- 3. Ensure everyone has a voice:** The District has made efforts to ensure that all voices within the organization are heard through the implementation of monthly chiefs meetings, bimonthly officer meetings, LMI meetings, and annual all hands meetings.

4. **Rigorously invest in training to keep our skills sharp:** The District has increased financial investment in training, established a training cadre, enhanced new hire onboarding, and introduced live fire training for members of the training cadre.
5. **Provide station recognition for improved delivery of services:** *No recognition has been delivered yet but the District has started to assess performance on a weekly/monthly/annual basis and will provide recognition based on performance when indicated.*

#### **Goal D: Continuous Improvement**

We recognize the need and are willing to evolve our service delivery and business operations to maintain excellence.

##### **Objectives' Status:**

1. *Publish/Update Standard Operating Guidelines (SOGs): No.*
2. **Update job specific evaluations:** Progress on this initiative is mostly complete, with two positions (Engineer and Engineer Paramedic) still pending.
3. **Make response times more available:** Response times are published weekly internally and reported monthly to the Board.
4. **Standardize new employee orientation:** The new employee onboarding process is still a work in progress but has been standardized into a more structured procedure.

#### **Goal E: Fiscal Responsibility**

We create and manage our budget in a collective and transparent fashion with input from stakeholder groups. We use sound principles to responsibly allocate resources to protect our long-term ability to serve our community.

##### **Objectives' Status:**

1. **Develop realistic budgeting principles:** Yes.
2. **Forecast expenditures:** Yes.
3. **Evaluate and monitor expenses:** Yes.
4. **Effectively deploy resources:** Yes. The District has reduced total expenses and transitioned from debt spending to funding reserves.

- 5. Expand alternative funding sources:** Yes. The District attempted a benefit assessment, secured \$1.2 million in grant funding over three years, increased ambulance revenues by 37%, is in the process of implementing Community Facilities Districts (CFDs), and improved from a \$670k deficit in 2021 to a \$1.2 million surplus in 2023 (as per audited financials).
- 6. Educate employees about budgeting process:** The District provided budget revenue and expenditure education during company officer training.



## Appendix B: Example Initiative Table Template

Initiative 1: Xxx		
<i>Initiative Outcome Statement: Xxx</i>		
<b>Goal: 1-A    XXX</b>		
<b>Objectives</b>	1. XXX	
	Responsible: XXX	Timeline: XXX
	2. XXX	
	Responsible: XXX	Timeline: XXX
	3. XXX	
	Responsible: XXX	Timeline: XXX
	<b>Outcome: XXX</b>	
<b>Goal: 1-B    XXX</b>		
<b>Objectives</b>	1. XXX	
	Responsible: XXX	Timeline: XXX
	2. XXX	
	Responsible: XXX	Timeline: XXX
	3. XXX	
	Responsible: XXX	Timeline: XXX
	<b>Outcome: XXX</b>	

Initiative 1: Xxx		
<b>Initiative Outcome Statement: Xxx</b>		
<b>Goal: 1-C    XXX</b>		
<b>Objectives</b>	1. XXX	
	Responsible: XXX	Timeline: XXX
	2. XXX	
	Responsible: XXX	Timeline: XXX
	3. XXX	
	Responsible: XXX	Timeline: XXX
	<b>Outcome: XXX</b>	
<b>Goal: 1-D    XXX</b>		
<b>Objectives</b>	1. XXX	
	Responsible: XXX	Timeline: XXX
	2. XXX	
	Responsible: XXX	Timeline: XXX
	3. XXX	
	Responsible: XXX	Timeline: XXX
	<b>Outcome: XXX</b>	
<b>Goal: 1-E    XXX</b>		
<b>Objectives</b>	1. XXX	
	Responsible: XXX	Timeline: XXX
	2. XXX	
	Responsible: XXX	Timeline: XXX
	3. XXX	
	Responsible: XXX	Timeline: XXX
	<b>Outcome: XXX</b>	