AMADOR FIRE PROTECTION DISTRICT

2017-2022 STRATEGIC PLAN
On behalf of Amador Fire Protection District I am pleased to present the 2017 – 2022 Strategic Plan. Since its inception in 1990 Amador Fire has grown from an all-volunteer agency independently serving communities throughout Amador County, to a cohesive combination department of dedicated career and volunteer personnel. Over the past few years the organization has rapidly grown incorporating the best traditions and practices of the past along with new innovative procedures and practices in order to improve efficiency and provide a higher level of service than ever before to those we serve. I fully believe that this growth has led to improved quality customer care and that this enhanced service is one that our constituents, elected leaders and personnel can be truly proud of.

In 2016 the staff of Amador Fire began the journey of Strategic Planning in order to set the direction of the organization for the next five years. The process consisted of several steps occurring over approximately 11 months, but all with the overriding goal of customer service; specifically how do we measure how we are progressing and how can we enhance, improve and continue to adapt to ensure that we are proactive and not reactive to changing conditions, both internal as well as external in order to fulfill our missions of being committed to the needs of Amador County with Professionalism, Integrity and Vision. As Ben Franklin, the recognized founder of the American Fire Service stated, “By failing to prepare, you are preparing to fail”.

With that thought in mind this strategic plan identifies a combination of both short and long term goals all the while maintaining three overriding principles; always striving to improve service, fiscal responsibility, and improving the welfare of both those we serve and our staff.

The Strategic Plan that was developed identifies seven goals and the execution of each goal will be assigned to be managed by a member of the staff. These goals range from advanced operations, standardized training and procedures, staffing levels and employee compensation and retention. As we work towards the future development of these goals, they will be continually reevaluated and examined to ensure that we are maximizing the outcomes for those we serve.

Chief David Bellerive
Amador Fire Protection District was founded in 1990 as a dependent special district of Amador County. The District was formed in order to provide fire, rescue and emergency medical services. Over a period of four years, the communities of Pioneer, Pine Grove, Willow Springs, Fiddletown, Amador Pines, River Pines, Volcano and Drytown consolidated their existing all-volunteer fire companies to form Amador Fire. The fire district’s jurisdictional boundaries encompass approximately 491 square miles consisting of 85% of the unincorporated area in the County and 65% of the residents.

Amador Fire also provides emergency response services under contract to the City of Plymouth, Jackson Rancheria, and Lockwood Fire Protection District. Amador Fire responds to approximately 2,000 calls for service each year. The District maintains four stations staffed with two personnel 24/7, 365 days a year. The District also maintains three additional stations staffed by volunteer personnel who respond from their homes when an emergency is dispatched. Amador Fire career suppression personnel are organized into three shifts that operate on a 56-hour work week. Career firefighters work a shift consisting of two days on and four days off, also known as the “48/96” work schedule.

Amador Fire is a full service, all-risk fire agency which responds to a wide variety of emergency incidents. These include structural, vehicle and wildland fires, basic life support medical services, water rescue, hazardous material and confined space rescues. Additionally the District participates in the state Master Mutual Aid system and responds with two staffed engines, and a strike team leader.

In addition, administrative office staff assist walk in customers, provide information regarding building construction requirements, answer fire safety questions and also perform a myriad of administrative duties in support of the District's operations and mission.

Finally, our Fire Prevention staff perform plan reviews, business fire inspections, fire investigations and provide public education service to the community.

Amador Fire’s staff and firefighter’s are highly motivated and trained to deliver the best possible service within Amador County.
COMMITTED to serving the needs of AMADOR COUNTY with Professionalism, Integrity and Vision.
The strategic planning process occurred between July of 2016 and July 2017. It started with the formation of the “Policy and Plans” committee which consisted of internal stakeholders, Amador Fire personnel, career and volunteer from all ranks. In addition, the committee included two Amador Fire District Board members. Input from all of these stakeholders was vital to the planning process. It began with a SWOT analysis in which the committee members determined our organizations strengths, weaknesses, opportunities and threats. Following this assessment district members offered input into what they wanted to accomplish during the tenure of the strategic plan. Using this information, the “Policy and Plans” committee prioritized issues and refined the member’s goals to a realistic number. Next the District’s administrative team reviewed and clarified the member’s goals and defined critical tasks to accomplish these goals. The draft strategic plan was then submitted to the entire District for review and comment. These comments were reviewed by the “Policy and Plans” committee and final revisions were made before submitting a final draft to the Fire Chief for approval.

This strategic plan is a living document. And as circumstances change and new challenges or opportunities emerge the plan will be reviewed and revised.
P - Pride
A - Accountability
R - Respect
July 2016 | Identify stakeholders | Identify what we want to achieve
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Sept 2016 | Begin SWOT analysis | Discuss plan’s impacts
Dec 2016 | Continue SWOT analysis | Develop draft goals
Feb 2017 | Revisit SWOT analysis in light of recent District changes
April 2017 | Review goals | Finalize SWOT analysis
June 2017 | Finalize goals | Final plan review and revision
Aug 2017 | Internal plan adoption | Presentation to Board
SWOT is an acronym for Strengths, Weaknesses, Opportunities and Threats. Strengths and weaknesses are typically internal of which we have some measure of control. Opportunities and Threats are typically external factors of which the District has limited or no control.

**Strengths:** Things we view as being good for Amador Fire. They are beneficial qualities which make us more successful in delivering our services. We want to maintain our strengths and build upon them using them as leverage to accomplish our goals and to deliver quality customer service.

- Bargain for amount and type of service we provide
- Customers who know us trust us
- Positive public image
- Members flexible and open to change
- 360’s leadership/communication surveys and interaction
- Good union/management relationship
- Willingness to work together and improve
- Apparatus replacement program
SWOT ANALYSIS (cont.)

**Weaknesses:** Factors that distract us from reaching our goals. Performance or lack thereof depends greatly on the identification of weaknesses and how they are confronted. In order for Amador Fire to move forward we must be able to identify our strengths but also our weaknesses so that we can demonstrate improvement.

Pay and Benefits
Willingness to work together
Two separate operational areas, Battalion 10 and 20
Career staff vs. volunteer staff
District still has a small group of personnel unwilling to change and adapt to the District’s goals and mission
Volunteer program – loss of personnel
Identity—public doesn’t know us or unclear who we are
Revenue - new
Young workforce
Task books
Interdepartmental communication

**Opportunities:** Things that are potentially good for the organization. These are areas where our service can be created, expanded or improved.

Consolidation (leave door open but major challenge at present)
Advanced Life Support at Station 111 (look into relationship with ALA for assistance w/staffing/funding)
Swift Water Rescue Team (costs and equip. review)
Improve working relationships w/ neighboring agencies including: Law, Public and Environmental Health, ALA, Cal Fire in connection with area wide planning for disasters
Expanded public education programs and outreach (open house/station) Expanded Training (weekends, multi company drills)
Funding opportunities
Threats: Things that are bad for us. Many times they are things beyond the organization's control. We want to avoid or put plans in place to mitigate these threats.

- Aging infrastructure (Stations, apparatus)
- Criticism and fear from others
- Shrinking funding source
- Rising health care costs
- Employee turnover (pay/benefits)
- Public misconceptions (government)
- Lack of public knowledge of what we do and who we are
- Community Facilities District (potential legal challenges)

Firefighters proudly display new uniform patches and badges
STRATEGIC GOALS

The following goals are considered equally important and are not listed in order of priority.

Goal 1  Swift Water Rescue

Goal 2  Advanced Life Support

Goal 3  Compensation/Retention

Goal 4  Probationary Task Books by Position

Goal 5  Standardized procedures between Battalions, Stations, contracts

Goal 6  Task Level Training – Establishing the “Amador Way”

Goal 7  Volunteer Program- Retention/Recruitment
Goal 1: Swift Water Rescue

Timeline: 2018-2019
Assignee: Battalion Chief Watkins

Critical Tasks:

- Obtain Swift Water Technician Training
- Purchase specialized equipment
- Develop jurisdictional specific policies and response procedures
Goal 2: Advanced Life Support

Timeline: 2018-2020

Assignee: Fire Engineer Jukes

Critical Tasks:

- Define ALS services to be provided and locations
- Train appropriate number of paramedics to meet service demands
- Implement engine based non-transport ALS service
Goal 3: Compensation and Retention

Timeline: 2018-2022
Assignee: Chief Bellerive

Critical Tasks:

• Perform compensation study
• Implement steps to improve wages commensurate with similar sized departments
• Identify potential new revenue sources
Goal 4: Probationary Task Books by Position

Timeline: 2018

Assignee: Battalion Chiefs Watkins

Critical Tasks:

- Form working group
- Identify critical tasks
- Develop position specific task books
Goal 5: Standardized procedures between Battalions, stations, contracts

Timeline: 2018

Assignee: Chief Bellerive

Critical Tasks:

- Identify operational differences between battalions and stations
- Review existing policies and update as needed procedures
- Develop new policies and procedures in connection with operational and administrative changes
Goal 6: Task Level Training – Establishing the “Amador Way”

Timeline: 2019
Assignee: Captain Yelinek

Critical Tasks:

- Identify base level training standards
- Implement standardized training procedures and practices
- Establish a culture of best practices, the “Amador Way”
Goal 7: Volunteer Program – Retention/Recruitment

Timeline: 2017-2022
Assignee: Battalion Chief Brizzi and Battalion Chief Moreno

Critical Tasks:

- Identify volunteer retention issues
- Tailor volunteer programs to encourage participation
- Outreach to the community to solicit participation
IMPLEMENTATION PROCESS

To ensure accountability to our customers, policy makers and ourselves, the Fire Chief will appoint Amador Fire members to oversee each goal’s implementation. Key performance measures and timelines will be established to monitor whether critical tasks are begin accomplished. As progress is made both employees and stakeholders will be informed and updated. With this process we hope to demonstrate the level of professionalism, integrity and vision expected from both our staff and the public we serve.

The guiding principles of our Strategic Plan are:

**It must align with the Amador Fire Mission statement and Core Values**

**It’s built on consensus**

**It must be flexible**

**It must produce measurable progress**

Next steps:

Completion of these seven goals will be an ambitious undertaking and achievement of these goals will require resources, both human and financial. With this in mind the Strategic Plan will be incorporated into our budget process as a guide for how limited resources are to be allocated. Additionally, Amador Fire staff will take the following steps to implement the plan:

1. The Fire Chief will assign an overall program manager who has the responsibility to ensure accountability in monitoring the plan’s implementation.
IMPLEMENTATION PROCESS (cont.)

a) The Fire Chief will assign each of the plan’s seven goal areas to a specific team member. The team member will be responsible for creating a smaller working group. The team leader will act as the project manager to help coordinate, monitor and move the goal forward. The team leader will regularly report back to the Fire Chief on progress.

b) Working group team meetings will include regular progress on the plan. This will include acknowledging problems that arise and a willingness on the part of leadership to assist in resolving these problems.

c) Amador Fire’s administration will demonstrate a commitment to the plan’s implementation and success.

d) Employees will receive updates in regards to progress of the individual goals and how these relate to changes and operational decisions.

Along with this ongoing review, the plan will be formally updated in 2022.