

The logo is a Maltese cross with a red background and a yellow border. At the top, a banner contains the word "FOOTHILL" in yellow. At the bottom, a banner contains the word "FIRE" in yellow. The center of the cross features a circular emblem with a brown bear, a yellow sun, and a blue river. The four quadrants of the cross contain: top-left, a blue Star of Life with a white Rod of Asclepius; top-right, a red fire helmet with crossed tools; bottom-left, a blue Maltese cross; and bottom-right, a red fire helmet with crossed tools.

FOOTHILL FIRE PROTECTION DISTRICT
STRATEGIC PLAN— 2008

Prepared by: Chief Michael Siligo
Adopted: July 9, 2008



Foothill Fire Protection District Strategic Plan– 2008

P.O. 193
Valley Springs, CA 95252

(209) 772-0202
www.foothillfire.org

TABLE OF CONTENTS

INTRODUCTION.....	PAGE 1
MISSION STATEMENT.....	PAGE 2
GUIDING PRINCIPLES.....	PAGE 3
GROUND RULES.....	PAGE 4
WHY STRATEGIC PLANNING IS NEEDED.....	PAGE 5
ASSESSMENT OF THE DEPARTMENT.....	PAGE 6
STRATEGIC TIME FRAME.....	PAGE 8
STRATEGIES TO OBTAIN OBJECTIVES.....	PAGE 9
APPARATUS/VEHICLE INFORMATION.....	PAGE 12
CALAVERAS COUNTY FIRE DISTRICT PROPERTY FEE ORDINANCES.....	PAGE 13
ANNUAL/SEMI-ANNUAL CALL VOLUME 2005-JUNE 2008.....	PAGE 14



Foothill Fire Protection District Strategic Plan – 2008

P.O. 193
Valley Springs, CA 95252

(209) 772-0202
www.foothillfire.org

INTRODUCTION

Webster's dictionary describes the word strategic as an adjective "pertinent to strategy", and of "vital importance". Furthermore, the dictionary also describes the word strategy, as a noun, as the "skillful employment" and "coordination of tactics", and also as artful planning and management. I would like to believe that the following documentation is the result of some extremely progressive thinking and planning with the addition of some well placed brush strokes to give this final product the look and feel of a Rembrandt painting. Admitting that I am a novice, and that this is my first attempt to produce a strategic plan, I will assume that I've missed that mark. But I can truthfully say that the following should provide the reader with a clear and concise idea of what this Foothill Fire Protection District has planned for itself within a specified time frame.

The Foothill Fire Protection District (referred to in this document as the FFPD) was formed in the year 2000 when the Calaveras County abandoned its efforts of providing fire services for the entire county. The associated responsibilities for that service were turned over to 11 individual "special districts" formed for the sole purpose of providing fire and life safety services to the general public and all who visit Calaveras County.

The ensuing first couple of years for the FFPD proved to be very difficult for this newly formed district. Revenue was low and other problems took a large toll on management and staff, and by the end of the year 2006 it became apparent that the District had some weaknesses that needed to be improved. The FFPD Board of Directors appointed an interim administrator, and then a permanent fire chief, who in coordination with each other successfully reversed the negative trend. Because of good forethought and action by this Board, the FFPD has grown to meet the expanding needs of the Fire District by adding personnel, equipment, and services as required.

We wish to continue this trend. Therefore, after careful thought and much consideration, we have adopted this strategic plan as a road map. We see this District continuing its growth due to its location within Calaveras County, and because of its desirable quality of life, people will continue to migrate here.

We can expect building projects to be more of the high-density configuration than we have experienced in the past. These projects will bring a larger population and with the increasing numbers of people, responses for emergency services will increase. Commercial development will certainly increase and along with this type of expansion; special types of firefighting equipment and specially trained firefighters will be required. We are assured that our existing fire station in Valley Springs will have to be relocated or improved upon to facilitate the resources needed to accommodate the changes.

Our plan and goal is to assure the residents who live here and the visitors who travel here that emergency fire and medical services provided by the Foothill Fire Protection District will continue to be of the highest quality in order to meet our community's expectations, and that the FFPD will strive to provide this service at a reasonable monetary cost.



Foothill Fire Protection District Strategic Plan– 2008

P.O. 193
Valley Springs, CA 95252

(209) 772-0202
www.foothillfire.org

MISSION STATEMENT

The Foothill Fire Protection District will provide fire protection and any other services related to the protection of life and property, to advance a safe district and to maintain a high quality of fire safety to the residents of the unincorporated areas of Calaveras County, including Valley Springs, Burson, Wallace, and Campo Seco.



Foothill Fire Protection District Strategic Plan– 2008

P.O. 193
Valley Springs, CA 95252

(209) 772-0202
www.foothillfire.org

GUIDING PRINCIPLES

- Develop and maintain district and community relations
- Operate with an open line of communication
- Be committed to excellence in all the services we provide
- Recognize and acknowledge the contributions made by volunteers and members of the community
- Remain visible and approachable to all of the community
- Be responsible and accountable for all the services we provide



Foothill Fire Protection District Strategic Plan– 2008

P.O. 193
Valley Springs, CA 95252

(209) 772-0202
www.foothillfire.org

GROUND RULES

Certain assumptions need to be made as a basis for planning. We assume that:

- We are the initial responders to our customers for virtually any emergency and we will respond quickly, train responsibly, and be equipped adequately to mitigate the incident, either on our own or with the cooperation of other agencies.
- Changes in the fire service will continue and we must identify, project, adapt, and plan to meet these changes as they develop.
- In order for our service to continue at its current level of excellence, we must prepare the next generation for leadership roles. We must assume that a major change of personnel at the Command/Administrative ranks will take place in the very near future and we must provide mentoring to our next leaders.
- We must “sell ourselves” everyday to our community and customers. The best way for us to do this is to project ourselves as professionals and treat our customers with service beyond his/her level of expectation.
- We must anticipate our customer’s needs and be flexible enough to adjust, expand, and coordinate our service accordingly.
- We cannot meet the diverse emergency needs of the community alone. We must network with other agencies for all resource and assistance needs.
- Our level of service is directly related to the readiness of our personnel. This readiness of our personnel can be assumed to be defined as equipped, trained, fit, and in the proper state of mind.
- Every call for assistance from our customers is an emergency to them and we should respond and administer our service accordingly.
- This plan will need periodic updating as events shape our service to meet our customer’s demands.



Foothill Fire Protection District Strategic Plan– 2008

P.O. 193
Valley Springs, CA 95252

(209) 772-0202
www.foothillfire.org

WHY STRATEGIC PLANNING IS NEEDED

The end result of this process is a viable listing of prioritized goals and objectives that will combine with our vision of service delivery. The following is a description of why a strategic plan is needed.

- Serve as a tool for decision making and resource allocation
- Bring key players together in a broad conversation about the organization and to affirm a common mission and set goals.
- Assess demands
- Provide an opportunity for the “next generation” of firefighters to participate in the process of planning and take a genuine interest in this fire district.
- Provide a “road map” for service delivery in the near and far future.
- Provide operational and administrative direction to the organization.
- Focus on:
 - ◆ “what must be done”
 - ◆ “who will be served”
 - ◆ “what can be delayed or eliminated”
 - ◆ “who will provide the service”
 - ◆ “what will be the intended outcome”
- Increase morale within our District by developing a sense of purpose and cohesion.
- Verbalize a “picture” of where our service will be in the time period chosen.
- Answer the question “How do we get better?”



Foothill Fire Protection District Strategic Plan– 2008

P.O. 193
Valley Springs, CA 95252

(209) 772-0202
www.foothillfire.org

ASSESSMENT OF THE DEPARTMENT

STRENGTHS

1. Public support
2. Strong mutual aid system with surrounding fire districts
3. Strong volunteerism
4. Highly trained personnel in both EMS and fire suppression.
5. On going certification on all levels of training
6. Excellent Board support
7. Growing community
8. New station in Burson
9. Professional dispatch system
10. Established water supply system in large area of the fire district.
11. Medic unit (ALA) based in Valley Springs

WEAKNESSES

1. A total volunteer agency does not fully guarantee adequate response on a 24 hour basis.
2. Expanding number of commercial businesses; requiring specialized types of fire suppression equipment.
3. A lack of fire prevention/inspection services connected with the commercial population
4. Fire Station #2 in Valley Springs has exceeded capacity.
5. Retention of trained volunteers may be difficult to maintain in the future.
6. Limited support from County agencies regarding construction and prevention reviews.
7. Area vs. fire station coverage.
8. Some firefighting apparatus too large for limited access properties.
9. Limited capabilities for water (lake) rescues and fire threats that originate off shore.
10. Limited water supplies in rural area of district.
11. No policing authority to enforce wild land clearance issues.



Foothill Fire Protection District Strategic Plan– 2008

P.O. 193
Valley Springs, CA 95252

(209) 772-0202
www.foothillfire.org

THREATS

1. 24 hour coverage issues.
2. Water availability for fire suppression.
3. Increased demand from regulatory agencies regarding training levels.
4. Construction growth without the proper capital funding dedicated to the needs of the District.
5. Access to rural properties.
6. Ongoing funding to provide this District with the tools it needs to provide a continuing and expanding service.
7. A district owned facility in the Valley Springs area.
8. Increased demand for service.
9. Inflated summer population due to recreational activities.
10. Increasing cost to purchase and maintain facilities and equipment.

OBJECTIVES

1. Implement a revenue-generating program dedicated to funding paid positions, capital improvements and equipment.
2. Refresh incentives to ensure volunteerism.
3. Establish a third station in the western portion of the District.
4. Facilitate a permanent Valley Springs station that is owned by the District.
5. Replace aging equipment.
6. Establish a fire prevention-inspection program for commercial businesses.
7. Maintain high level of training.
8. Review mutual aid and auto aid agreements on a regular basis.
9. Provide equipment, training, and personnel for water rescue efforts.
10. Review County services regarding financial services.
11. Increase paid staffing to year round.
12. Establish computer program to provide pertinent emergency information to command staff while in field.
13. Review mobile home revenues.
14. Review EBMUD policy regarding service impact within Camanche South Shore



Foothill Fire Protection District Strategic Plan – 2008

P.O. 193
Valley Springs, CA 95252

(209) 772-0202
www.foothillfire.org

STRATEGIC TIME PERIODS

<u>PRIORITY</u>	<u>1-5 YEAR</u>	<u>PRIORITY</u>	<u>6-10 YEAR</u>
HIGH	Update Exaction Fee	HIGH	Review Exaction Fee
HIGH	Establish Review Ordinance	HIGH	Modify Strategic Plan For 11-20 Years
HIGH	Commercial Inspection Program	HIGH	Review EBMUD Program
HIGH	Pass No Fireworks Resolution	HIGH	Complete Wallace Station
HIGH	Establish Paid Position	HIGH	Complete Valley Springs Station
HIGH	EBMUD -Camanche Impact Fee	MED	Consider Consolidation Of Fire Districts
HIGH	Hogan Dam Impact Fee	MED	Board Election
HIGH	Reoccurring Program For Funding General Fund	MED	Research Medic Program
MED	Apparatus Replacement Policy	MED	Additional Paid Position
MED	Hire Part Time Secretary	MED	Modify Office Station 1
MED	Begin the process of building the Wallace Fire Station	LOW	Purchase 2 nd Water Tender
MED	Plan Station 2 Modification/Relocation	LOW	Consider Station Site Ospital/Southworth Area
LOW	Convert Fleet To Diesel	LOW	Hose Replacement
LOW	Finish Station 1 Construction	LOW	Resurface Parking Station 1
LOW	Board Election		
LOW	Establish "Lake" Fire/Rescue Unit		
LOW	Establish 2 nd Paid Position		



Foothill Fire Protection District Strategic Plan – 2008

P.O. 193
Valley Springs, CA 95252

(209) 772-0202
www.foothillfire.org

STRATEGIES TO OBTAIN OBJECTIVES

Objective: Provide an adequate facility for the Foothill Fire Protection District in or near the Valley Springs town center.

Strategy: One of the greatest assets that FFPD possesses is its Station No. 2, centrally located in Valley Springs, with its immediate access to Highway 12, Highway 26, and Poloma Road allowing a quick and effective response to most areas south, west and north of the Valley Springs area. This enhances our insurance rating for this part of our district.

While the location of the fire station can be seen as an asset, the facility has exceeded its capacity. We currently need additional space to house our larger pieces of equipment, specifically, our ladder truck so it is initially closer to the commercial district.

Additionally, we will need quarters that can accommodate facilities for male and female living and sleeping quarters as our service demands increase and special circumstances warrant overnight staffing of the station.

It is our intention to establish a permanent facility in the Valley Springs area to meet our future needs. This could be accomplished by requiring future developments to provide funds for construction, or building the facility as a requirement to future impact on services. In any respect we need to find a solution to the development of this station with minimal financial impact to taxpayers.

Objective: Develop incentives to establish and maintain 24 hour coverage

Strategy: It is the District's belief that if we are unable to offer greater incentives to our volunteers we will need to begin planning for paid personnel during specific times. Possible incentives may include, but are not limited to, increased investments to the performance point system, new monetary stipends, and a possible "review board" to enlist suggestions on how to accomplish this goal. We will continue a strong recruiting effort for volunteers with the hope that this District can continue to provide an attractive incentive to interested candidates.

Objective: Implement a revenue-generating program dedicated to the Fire District's reserve fund.

Strategy: It is our desire not to overburden the taxpayers of this District while still providing the services they request. To that end, we feel a program must be developed to provide funds directly to the District's reserve fund. We estimate that the expansion of this District along with the capital equipment and improvements that will be needed will come at a considerable cost. This is not a burden that we wish to put on the residents through taxation. It has been suggested that a direct fee on property sales and/or development be enacted. We feel that it should be a priority to implement a funding mechanism.



Foothill Fire Protection District Strategic Plan – 2008

P.O. 193
Valley Springs, CA 95252

(209) 772-0202
www.foothillfire.org

Objective: Establish a successful grant writing program.

Strategy: Revenue generating grants for the fire service are available from many sources. It is our intention to establish a committee or seek an experienced individual to help this Fire District become successful in this process. Some of our objectives concerning capital improvements and personnel enhancements could be accomplished by grant awards, but our experience with the process of writing grants is limited; consequently, it would be advantageous for this district to find an expert in this field.

Objective: Establish a commercial inspection program.

Strategy: Fire prevention has always been the basis of keeping a community safe from many preventable disasters. Firefighters armed with the knowledge of how to educate the public have proven over and over again that a good public safety program can help its citizens and business owners recognize potential hazards that could threaten their investments. Calaveras County does not have a program or process in place to inspect and educate business owners on a regularly scheduled basis. This Fire District's intent is to establish an annual program aimed at helping business owners identify potential hazards so that those hazards can be rectified and also to mitigate infractions that continue to be unsafe and ignored. Most larger municipal fire agencies that have a prevention program are usually maintained by on-duty personnel, and fees that may be warranted, are collected by the financial offices of said fire agency. Calaveras County has never implemented such a program. Therefore this agency would inherit all the responsibilities associated with this type of program.

Objective: Provide a vehicle replacement policy.

Strategy: Provide a policy designed to help this organization make intelligent decisions regarding replacement of fire apparatus, based on factual information including purchase dates, original costs to acquire, mileage information, recommended life spans, and estimates regarding costs to replace. Along with the fore mentioned information, it would be my recommendation that prior to any replacement of apparatus, an Apparatus Committee be created by the Fire Chief to research any such acquisition, and to bring its recommendations including costs before the Board of Directors at a public meeting. It would also be my recommendation that the Board of Directors establish a policy regarding purchasing guidelines. These guidelines should include but not be limited to information regarding manufactures, length of warranties, financing, distances to warranty centers, desired equipment, stock units, and other pertinent information that could affect the future operations of this district.



Foothill Fire Protection District Strategic Plan – 2008

P.O. 193
Valley Springs, CA 95252

(209) 772-0202
www.foothillfire.org

Objective: Restrict or eliminate all fireworks within the Foothill Fire Protection District.

Strategy: Fireworks have historically been a high concern to any fire agency that operates within an urban/interface zone. All areas of Calaveras County with the possible exception of “high country” areas are at risk during the warmer months of the year. In July, our vulnerability to wild land fires is usually high. The celebration of our nation’s independence on July 4th is of importance, but fire and dry vegetation are too much of a threat to life and property. It is my recommendation that the FFPD Board of Directors draft a resolution establishing a ban on “all” fireworks within the boundaries of this district. Additionally, it would be productive to work in conjunction with Jenny Lind’s Board to establish the same ban within its boundaries, consequently establishing the same standard covering the entire western portion of Calaveras County.

Objective: Establish a policy to collect an impact fee from EBMUD for reimbursement to this District regarding incidents occurring within Comanche South Shore.

Strategy: Last year five percent of FFPD total calls were for service inside the gates of Comanche South Shore, all of which is EBMUD responsibility. In addition to calls for medical aid throughout the entire facility, the Mobile Home Park and RV Park is a concern regarding residential fires and RV type vehicle fires. There has never been any revenue generated from this agency for services provided from this fire district. It is recommended that research be done regarding options available to this district, and then a meeting should be set with EBMUD representatives to discuss a resolution.



Foothill Fire Protection District Strategic Plan – 2008

P.O. 193
Valley Springs, CA 95252

(209) 772-0202
www.foothillfire.org

APPARATUS AND VEHICLE INFORMATION

DESCRIPTION	YEAR- MILES	MAKE	TYPE	COST	REPLACE COST	YEAR PURCHASED	REPLA CE YEAR
C140	2004-35,000	DODGE	3/4T PU	\$25,000	\$35,000	2007 USED	2012
C140A	1999-132,000	DODGE	3/4T PU	\$15,000	\$35,000	2007 USED	2012
B140	1989-103,000	BRONCO	SUV	\$0	\$35,000	2005 USED	2008
E144	1987-73,000	FMC SPARTAN	I	\$36,500	\$250,000	2001 USED	2010
E143	1987-66,000	FMC SPARTAN	I	\$36,500	\$250,000	2001 USED	2010
E145	2002-31,000	ALF	IV	\$120,000	\$100,000	02 NEW	2017
E146	2002-30,500	ALF	IV	\$120,000	\$100,000	02 NEW	2017
E147	1992-102,000	PIERCE DASH	I	\$20,000	\$350,000	07 USED	2019
R141	1996-56,000	FORD SUPER DUTY	LIGHT RESCUE	\$22,000	\$80,000	07 USED	2011
L148	1988-28,000	FORD KME	50ft. SQUIRT	\$25,000	\$30,000	07 USED	2017
WT149	2004-7,700	KW PIERCE	3000 GALLON	\$212,000	\$300,000	04 NEW COUNTY	2024



Foothill Fire Protection District Strategic Plan – 2008

P.O. 193
Valley Springs, CA 95252

(209) 772-0202
www.foothillfire.org

CALAVERAS COUNTY FIRE DISTRICT PROPERTY FEE ORDINANCES

	<u>RESIDENTIAL</u>	<u>COMMERCIAL</u>
COPPEROPOLIS:	Residential \$300	Commercial - \$100 per 1000 sq.ft.
JENNY LIND:	Residential \$375	Commercial – None
MURPHYS:	Residential \$300 per permit	Commercial \$300 per permit
SAN ANDREAS:	Residential \$0.25 per sq.ft.	Commercial & Multi-Family \$0.75 per sq.ft.
WEST POINT:	Not available	Not available
MOKLUMNE HILL:	Residential-Special Tax	Not available
ALTAVILLE:	Not available	Not available
EBBETTS PASS:	Residential-Special Tax	Commercial - \$100.00 per 1000 sq. ft.
CENTRAL:	\$65 per parcel	Not available
ANGELS CAMP:	Residential-City Tax	Not available
FOOTHILL:	Residential \$300	Commercial - \$0.75 per sq.ft.



Foothill Fire Protection District Strategic Plan – 2008

P.O. 193
Valley Springs, CA 95252

(209) 772-0202
www.foothillfire.org

ANNUAL/SEMI-ANNUAL CALL VOLUME

CALLS 2005 – 2007

	Total Calls	Vegetation Fire	Structure Fire	Medical	Other
2005	367	25	16	245	81
2006	608	24	12	446	126
2007	602	34	18	408	142
 3 year average	 526	 28	 15	 366	 116
3 year average (percentage)	100%	5.3%	2.8%	69.5%	22%
 Percentage Increase in Calls 2005-2007		 64%			

***See Chart on Page 15**

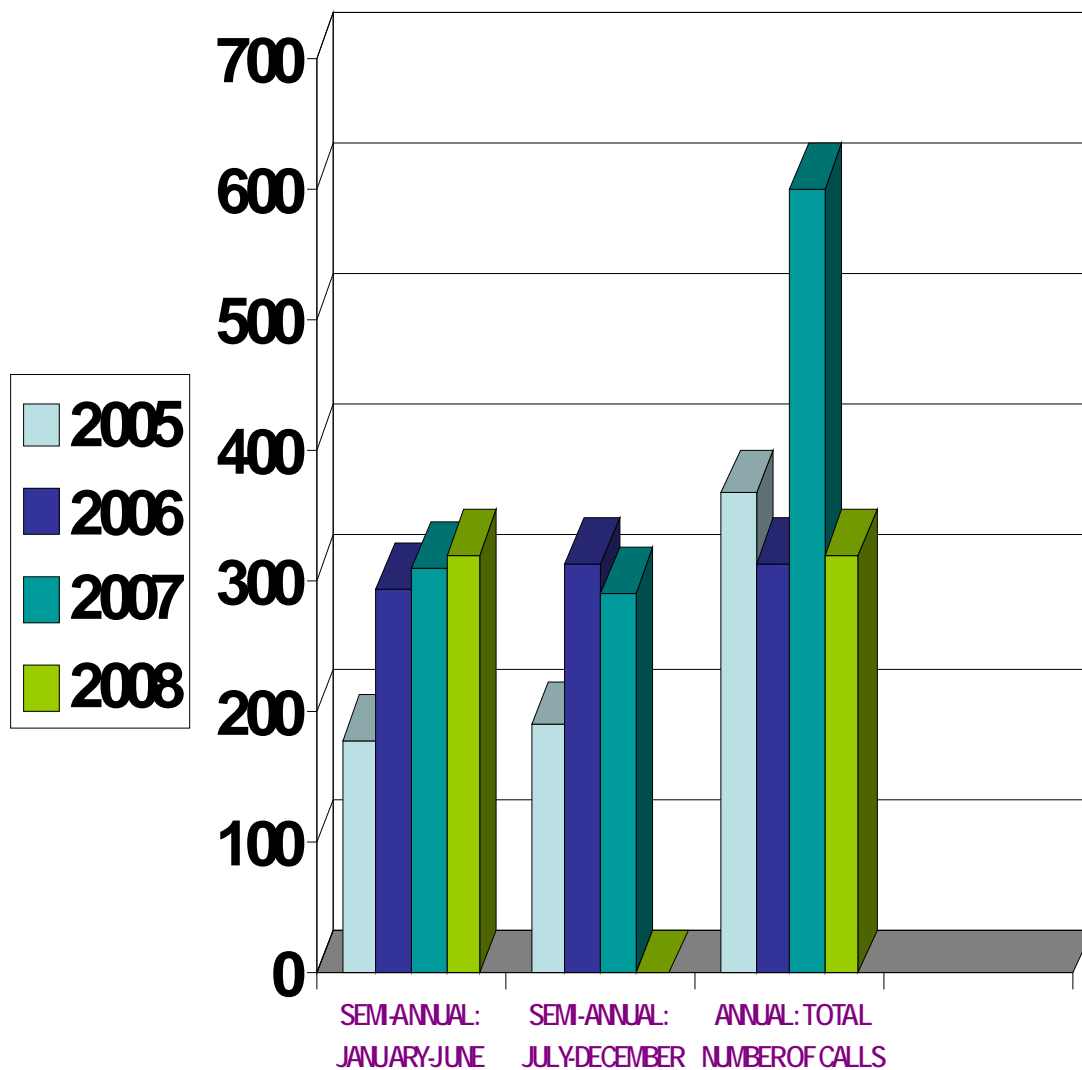


Foothill Fire Protection District Strategic Plan – 2008

P.O. 193
Valley Springs, CA 95252

(209) 772-0202
www.foothillfire.org

CALL VOLUME 2005-2008 Semi-Annual and Annual



**Please note that the Statistics for 2008 only include the calls from January through June. The Annual Total number of calls for 2008 has already exceeded the calls for 2006 and is on pace to be our highest call volume for the department.*