

MOKELUMNE HILL FIRE PROTECTION DISTRICT
STRATEGIC PLAN 2014-2020

District Mission

The Mokelumne Hill Fire Protection District provides a first-responder level of all-risk emergency response service to our community, including fire, hazardous material, medical and other emergency response to prevent or minimize the loss of life and property damage. We accomplish our mission through emergency medical and fire response training, community education, and related emergency and non-emergency activities. We actively participate in our community and strive to efficiently utilize all of the resources available to us to provide services to our community, visitors, and neighbors.

District Vision

The District seeks to serve the community at the highest level possible. We work to increase available resources and improve our level of service while maintaining our tradition of volunteer service, local control, and community involvement. We strive to incorporate new and appropriate equipment and technologies, modern methods of operation, and better training for our members. We increase our competency by recruiting and training volunteer firefighters, training for emergency operations, and training for leadership roles in the emergency services. The District also serves the public through community education about fire prevention and safety.

The District actively works to maintain a collaborative relationship between the membership and administration of the District. Open channels of communication and inclusion in the decision-making process are essential to the Districts' stated mission.

The District recognizes that it serves a diverse population and welcomes members representative of that population. The District actively works to be inclusive and non-discriminatory.

The District is committed to developing and implementing medium- and long-term strategic planning, with the goals of expanding service by increasing the number of stations and volunteer members, and prudent management of resources.

District Fire and Emergency Services Strategic Business Plan for 2014-2020

Input for the Strategic Business Plan was provided by the Board of Directors of the District, past and present Chief Officers, members of the Department and members of the Public. The District believes that broad input into the process will result in achievable and realistic goals and initiatives to guide the District for the next five to ten years.

The goal of the Strategic Business Plan is to maintain and improve the performance of the District. The Plan will provide us with clear and measurable objectives and priorities for use in planning and implementation

Our challenge is to move forward with the implementation phase of the process, using the Plan as a guide to assist in making informed decisions. Given the current, difficult financial situation, the District will have to be resilient and flexible in approach and accountable in execution.

To maintain and improve accountability the District proposes to establish a website on which our priorities and goals and progress toward achieving them will be available for public viewing. Written updates and formal reviews by the Board of Directors will assure timely follow-through by members and administration. Clear goals, objectives, and time-lines will assure progress by the District.

Strategic Initiatives

- Strategic initiatives provide individual members with clear direction.
- Strategic goals and objectives are management tools that need to be regularly updated to identify when objectives have been met and to adapt to changes in the District and community that affect goals and objectives.
- Strategic goals and objectives and performance measures must be the focus of the Districts' efforts.

Strategic Initiatives to be developed and implemented for the 2014-2020 Strategic Plan include:

- Station construction: Paloma
- Staffing: Operations
- Staffing: Administrative and Succession Planning/ Career Development
- Training
- Revenue Enhancement
- A long-range Capital Improvement Plan, including updating and replacing equipment
- Policy Updating and Development

Goals, objectives, and strategic initiatives are detailed in the following pages. Strategic initiatives are aligned with the Mission Statement and Vision of the District and reflect the desired outcomes to be accomplished by the District in the next five to ten years.

Station Construction: Paloma

The District has for many years had the goal of building a second station in Paloma to serve the community of Paloma and the western portion of the District, as well as providing additional responders for the District. The first step of this process has been completed with the purchase of suitable property in Paloma. As part of the Strategic Plan, objectives supporting this goal will be developed by the District with input from the Citizens of Paloma and agencies of the County of Calaveras.

Staffing: Operations

The District recognizes that Operational Staffing is the highest priority for the District. With the Goal of providing appropriate and efficient staffing for operational needs and specialized services for the community, staffing objectives will include:

- Determination of minimum staffing needs for all operations positions,
- Determination of the number and location of positions requiring specialized responsibilities, and providing required training at District expense,
- Increasing participation by community volunteers.

Staffing: Administrative and Succession Planning/ Career Development

The District recognizes the need to train officers to assure seamless succession and competence in management. With that goal in mind, staffing objectives will include an Officer training process designed to develop personnel capable of skillfully directing and managing the members of the District in their duties and operations.

Training

The District seeks to maintain and improve the level of training of all of its members. Standards of training and performance set by the State of California for Firefighter 1 and similar standards set by the National Fire Prevention Association are models used by the District when setting its own standards, while recognizing that District members are volunteers and not career firefighters.

As new techniques, equipment and technology enter the emergency response field, these advances will be incorporated into the Districts' training. Purchase of advanced equipment will be accomplished as revenues are available. Training will be accomplished as part of the Districts' regular training process and by providing opportunities for members to train in out-of-District venues.

Revenue enhancement

The District strives to operate in a prudent and cost-effective manner. Accountability is maintained by monthly examination of expenditures by the Board of Directors and by annual third-party audits.

Insufficient revenues are a significant limitation on the Districts' ability to provide services at the desired level. However, given the current financial situation, the District recognizes that it must operate within its existing resources.

The Chief Officer of the District will, to the greatest degree possible, find outside sources of grants and other revenues to supplement current resources.

Capital improvement

The District maintains revenue reserves to provide for safety equipment and personal protective equipment for members. Funding for large purchases such as engines or the proposed fire station in Paloma require long-term planning, often measured in decades.

The goal of the District is to establish a five-to-ten year plan that will provide funds when needed for large purchases.

Current plans are for purchase of new Self Contained Breathing Apparatus (SCBAs), replacing engines E-151 and E-153, and replacing our Rescue Unit R-157. We anticipate that a significant portion of the cost of these needed replacements will come from grants, but part of the cost will have to be matched from District resources. Donated vehicles may also be available for some purposes.

Policy updates and development

The Goal of the District is to have Policies that

- Provide clear and understandable direction to members of the District;
- Accomplish the emergency and other functions of the District;
- Protect the health and safety of members of the District and the public;
- Comply with applicable State and Federal laws; and
- Conserve revenues and resources

Policies are continually reviewed and updated. This is an ongoing process carried out by the Chief Officer and members of the Board of Directors. Training on District policies is incorporated in the regular training process of the District.

REVIEWED 3-31-2016 by Chief Spitzer