



VALLEY CENTER FIRE PROTECTION DISTRICT

2022-2027 STRATEGIC PLAN



Facilitated by



Center for
Public Safety
Excellence

Message from the Fire Chief

“Your Department of the Quality of Life”

The Valley Center Fire Protection District has been proudly serving our community for over 40 years. Since June 29, 1982, the Valley Center Fire Protection District response area has covered 84.5 square miles of beautiful urban, rural, and suburban wildland interface. We now provide service to over 23,000 residents and respond to over 2200 all-risk incidents annually. We are dispatched by a state of the art, advanced 9-1-1 system provided by the North County Dispatch JPA (North Comm). We operate out of two strategically located Fire Stations with a third Fire Station scheduled to open in 2023. This station and a future fire station will improve service and reduce response times in a climate of increasing demand.



Joe Napier, Fire Chief

The Valley Center Fire Protection District is an ISO Class 2-2X Fire Department which provides and receives exceptional service through our automatic and mutual aid partnerships. Our relationship with all of the North Zone Fire Agencies, Tribal Fire Agencies and Cal Fire / San Diego County Fire Stations that are in and around Valley Center, help us protect a growing community.

Our ongoing commitment to you, is to reduce Community Risk by providing exceptional all risk emergency response to Structure Fires, Wildfires, and Provide Advanced Medical Life Support Paramedic Services on every responding unit. We are the “department of the quality of life” in Valley Center, making our community a better place to live through our Core Family Values, Community Safety Education Programs and actively participating in all community events with a servant’s heart. We are ready to respond at a moment’s notice to meet the needs of our growing community.

Introduction

The community serviced by the Valley Center Fire Protection District (VCFPD) receives high levels of professionalism and efficiencies through the district's proactive approach to emergency mitigation and risk reduction. In consideration of this, the VCFPD contracted with the Center for Public Safety Excellence® (CPSE) to facilitate a community-driven strategic plan. The process utilized by CPSE aligns with the fire and emergency service accreditation model of the Commission on Fire Accreditation International® but also considers all parameters prescribed by the authority having jurisdiction.

CPSE's approach to community-driven strategic planning gathers feedback and input from community and agency stakeholders while focusing on future change beyond the status quo. Beliefs, concepts, current processes, and values were among the many pieces considered and questioned to bring this planning document to reality. The VCFPD exhibited a commitment to implementing and executing this plan to become more efficient and effective in alignment with its community.



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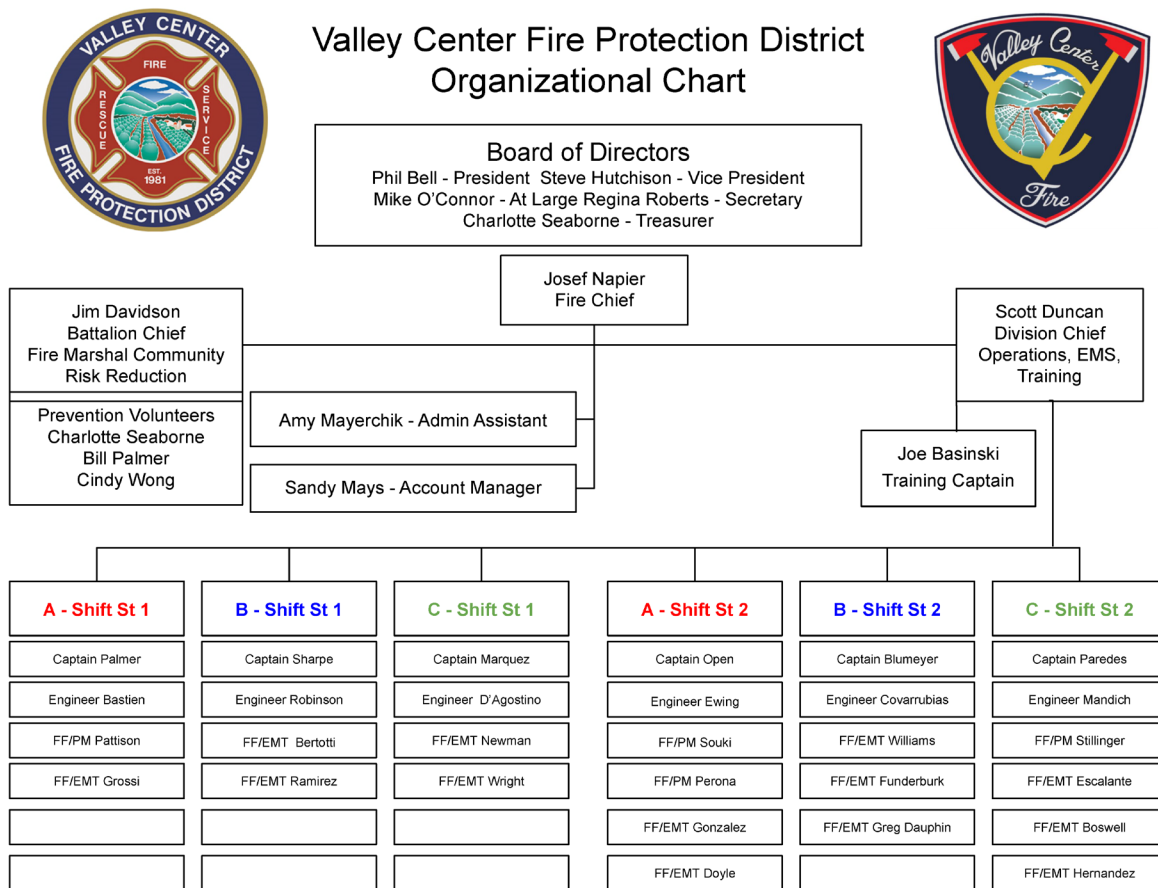
Organizational Background

The Valley Center Fire Protection District (VCFPD) was first formed in 1982 by a citizen vote to form their own independent fire protection district. The district is governed by a five-member Board of Directors that provides guidance for operations, fiscal stewardship, and community focus in emergency and risk reduction services. The VCFPD is made up of career members and other volunteers that provide a wide variety of services to meet the demands of those who live, work, and play within its coverage area.

Encompassing 84.5 square miles of jurisdiction within San Diego County, California, the Valley Center Fire Protection District operates out of two fire stations strategically located to provide its emergency and non-emergency services as it endeavors to be Valley Center’s “department of the quality of life. Presently, the district services a population of approximately 25,000 residents who call Valley Center home and has a basis in agriculture and farming, but also has community growth and development augmenting the otherwise rural risk considerations.

Today, the VCFPD strives to meet the current and future needs of the community by providing exceptional services while remaining transparent and accessible. The district members remain firm on accomplishing its mission while personifying the values that make the Valley Center Fire Protection District an agency borne to pursue excellence in all it does.

Organizational Structure



Community-Driven Strategic Planning

Understanding what the customer desires is vital to the success of any organization. In this case, the customer is the community the Valley Center Fire Protection District serves. Less important focus on the customer does not apply just because the service organization is a governmental entity. Community-driven strategic planning ensures the community remains a focus of the organization’s direction and community feedback is at the heart of all deliberations and development of this strategic plan.

The process of strategic planning and the plan itself represent the embrace of transition away from how an organization has always done things, seeking to find efficacies and outcomes based on change. The strategic plan provides a management roadmap built on a common vision and set up for measurable results. With the involvement of a diverse group of agency stakeholders, the Valley Center Fire Protection District’s strategic plan encompasses various experiences, perceptions, and perspectives that can also work to build more internal organizational symbiosis. For the desired, measurable results to be realized, the process and the strategic plan must focus on substance, not form. Only then can the VCFPD genuinely benefit from the process and realize its ultimate vision.



Community Stakeholders Work Session

The Community–Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community’s service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization and aspects of the organization that the community views positively.
4. Revisit the mission statement, giving careful attention to the services and programs currently provided and which logically can be provided in the future.
5. Revisit the values of the organization’s membership.
6. Identify the internal strengths and weaknesses of the organization.
7. Identify areas of opportunity or potential threats to the organization.
8. Identify the organization’s critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.

Process and Acknowledgements

The community-driven strategic planning process was conducted in August 2022 after extensive preparation work by the VCFPD to ensure broad representation from its community and agency stakeholders. The Center for Public Safety Excellence would like to commend all the district’s members who assisted in the preparation and execution of the process, ensuring quality representation and a strategic plan that provides the future roadmap for improvement.

The CPSE would also like to acknowledge those community stakeholders (as named below) and agency stakeholders (as named later) for their candor, involvement, and support of VCFPD’s future improvement and success.

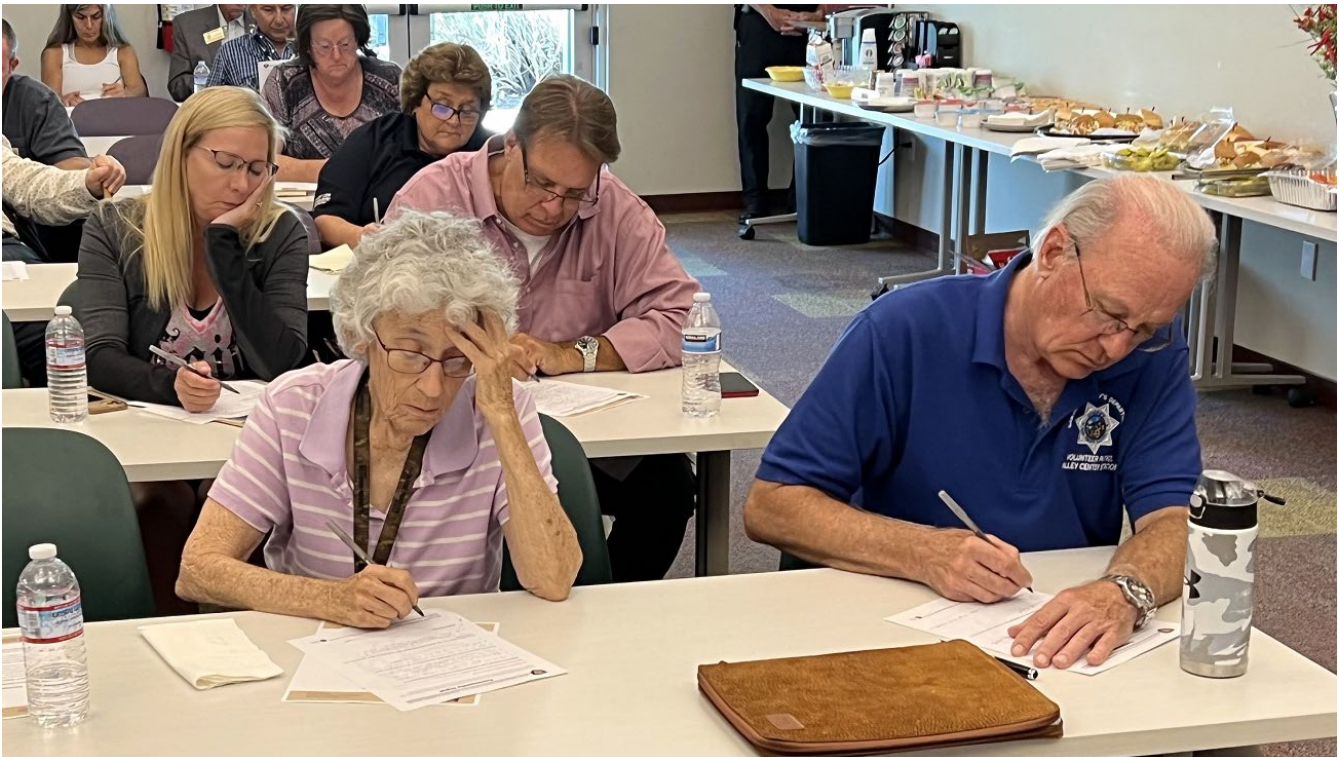
Valley Center Fire Protection District’s Community Stakeholders

Barbara Andrews	Steve Hutchison	Faith Much	Moses Shubin
Chip Duncan	Alan Kirkpatrick	Donna Mae Roberts	Jan Shuttleworth
Jim Emig	Judy Kooyers	Gina Roberts	Heather Smidt
Jake Enriquez	Darcy LaHaye	David Ross	Tom Stinson
Laura Gordon	Brian Lovelady	Fatima Rubio	
Brendan Hammes	Jeanne McFarland	Justin Salter	

Community Group Findings

The Valley Center Fire Protection District exhibits a high level of commitment to its community by virtue of placing an important focus on satisfaction and the desire to know what the community thinks. A community stakeholder session was held to gather feedback from the respondents on the district and its various services delivered.

The information gathered and processed from the community stakeholder feedback provided understanding to the agency stakeholders of any misalignment with its organizational foundation and performance or values-based expectations or concerns from which new improvement strategies and processes may be created. The specific data and findings received by the community stakeholder respondents are provided in Appendix 1 of this document.



Community Stakeholders Work Session

Agency Stakeholder Group Findings

A group of the district’s agency stakeholders representing the various segments of the VCFPD attended a three-day work session to review the community feedback, develop or revise the district’s mission and values, and establish a quality focus on the way forward in the development of this community-driven strategic plan. Additionally, the process included an environmental scan in the form of a strengths, weaknesses, opportunities, and threats (SWOT) analysis to provide a greater understanding of the current challenges the district faces. The participating agency stakeholders are named and pictured below.

Valley Center Fire Protection District’s Agency Stakeholders

Joseph Basinski <i>Captain</i>	Christian D’Agostino <i>Engineer</i>	Daniel Marquez <i>Captain</i>	Adam Pattison <i>Firefighter</i>
Richard Bastien <i>Engineer</i>	James Davidson <i>Fire Marshal</i>	Josef Napier <i>Fire Chief</i>	Chris Robinson <i>Engineer</i>
Jon Blumeyer <i>Captain</i>	Scott Duncan <i>Division Chief</i>	Austin Newman <i>Firefighter</i>	Jesse Sharpe <i>Captain</i>
Sean Boswell <i>Firefighter</i>	Anthony Escalante <i>Firefighter</i>	Chris Palmer <i>Captain</i>	Martin Souki <i>Firefighter</i>
Jim Courter <i>Volunteer</i>	Leonardo Gonzalez Santos <i>Firefighter</i>	Andre Paredes <i>Captain</i>	



Agency Stakeholders

Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all district members. The purpose of the mission is to answer the questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

A workgroup met to revisit the existing mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

It is the mission of the Valley Center Fire Protection District to meet the current and future needs of our community by providing exceptional service, all-risk emergency response, reducing community risk, and maintaining public accessibility.



Agency Stakeholders Work Session

Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group.

The mission and values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful to guide the individuals who make up the Valley Center Fire Protection District in accomplishing the goals, objectives, and day-to-day tasks.

- Integrity
- Professionalism
- Loyalty
- Pride
- Exceptional Service
- Fiscal Responsibility
- Family

Programs and Services

It is imperative that agency stakeholders have the ability to distinguish between the core deliverables (programs and services) provided by the VCFPD and those supporting services that help the district provide the core programs and services. With this understanding, the agency stakeholders can further define where the issues and gaps exist within the organization and provide more basis for the environmental scan that is conducted.

To bring this understanding to fruition, CPSE provided guidance and gained consensus among the entire group to understand the difference between the deliverables and the supporting functions.



Agency Stakeholders Work Session

SWOT Analysis

Conducting an environmental scan helps the VCFPD understand where things stand organizationally. The environmental scan answers the question of where the district is now. By scanning strengths, weaknesses, opportunities, and threats (SWOT), the district gains a broader understanding of what is working, what is not working, and the causes.

The agency stakeholders participated in a SWOT analysis process by which they were all able to provide feedback on strengths, weaknesses, opportunities, and threats; while also questioning or disagreeing with other entries. Further discussion revealed the true SWOT components that exist within the VCFPD, and this provided further basis from which to develop this strategic plan.

Appendix 2 consists of the SWOT data and analysis collected by the agency stakeholders.

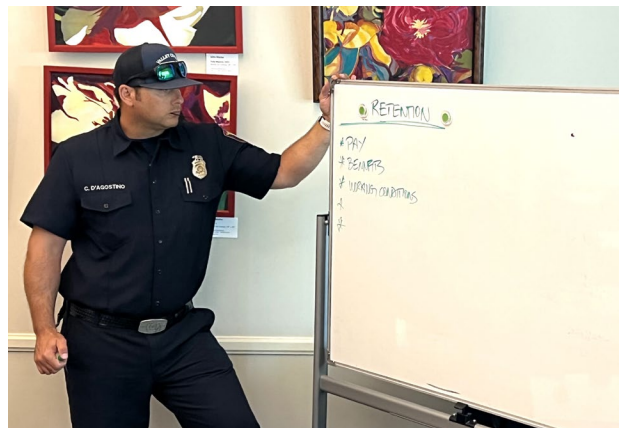
Critical Issues and Service Gaps

After sifting through data and feedback provided by the community stakeholders and the environmental scan that occurred, the agency stakeholders, by consensus and group effort, identified critical issues and service gaps within the Valley Center Fire Protection District (*found in Appendix 3*). Two groups were created to sift through all the causal issues and gaps they found within the data provided. The causal issues led to a broader, more strategic issue or gap, which may lead further to their determined strategic initiatives to be listed later.

Strategic Initiatives

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for developing goals and objectives.

Fire-Based EMS/Transport	Staffing	Recruitment, Retention, and Succession
Facilities Management		Community Outreach



Agency Stakeholders Work Session

Goals and Objectives

For change to occur, the Valley Center Fire Protection District has developed goals, objectives, critical tasks, and timelines as a roadmap for continuous improvement. Each goal is based on a specific strategic initiative and, when accomplished, will overcome a critical issue or service gap, resulting in a positive outcome. Objectives contain a level of measurement and time to ensure success in accomplishment and accountability for implementation.

Goal 1 Determine the feasibility, cost, and deployment model for a fire department based ALS transport system for the VCFPD, enabling local control of total response times, training, and personnel.

Objective 1A Evaluate the current ALS transport delivery system in the VCFPD.

Timeframe	12 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Obtain and analyze all relevant response time data from the current provider. <input type="checkbox"/> Obtain all relevant contract compliance data. <input type="checkbox"/> Obtain all relevant revenue stream data to determine the program's cost to VCFPD. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further action and/or approval.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 1B Provide a standards of cover evaluation of the service demands for a fire-based ALS transport system in the VCFPD.

Timeframe	6 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Determine the standards of cover (SOC) based data on call volume and geographic area. <input type="checkbox"/> Set proposed performance standards for VCFPD. <input type="checkbox"/> Determine the number of ALS transport units and staffing required to provide proper service levels to meet the SOC. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further action and/or approval.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

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Objective 1C	Determine the cost of providing a fire-based ALS transport system in the VCFPD based on the standards of cover and proposed performance standards.	
Timeframe	6 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Determine all relevant annual personnel costs. <input type="checkbox"/> Determine all relevant initial equipment and apparatus cost. <input type="checkbox"/> Develop an annual budget projection for the period of the contract. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further action and/or approval.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1D	Identify funding sources for staffing and equipment to support the ALS Transport System.	
Timeframe	24 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Pursue the SAFER grant application process to fill/fund positions. <input type="checkbox"/> Pursue the AFG grant application process for apparatus and equipment. <input type="checkbox"/> Seek an increase in tax revenue (CFDs, property tax, tax apportionment allocation) with support from county supervisors. <input type="checkbox"/> Determine the feasibility of using San Diego County ALS allocation funds. <input type="checkbox"/> Identify and apply for available federal and state grants. <input type="checkbox"/> Solicit local donations- Fire Foundation, public local businesses.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1E	Become a viable ALS transport agency for the VCFPD within the unified service area (USA) contract area, to include all required documentation.	
Timeframe	24 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Determine the requirements of a receptive bidder for the USA contract. <input type="checkbox"/> Determine any legal and documentation requirements. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further action and/or approval. <input type="checkbox"/> As directed, seek legal counsel on the completion of required documents. <input type="checkbox"/> Take actions based on any other requirements to meet the county's expectations.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

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Objective 1F Recruit, train, and retain firefighter paramedics/EMTs to staff the deployment model.

Timeframe	12 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Recruit the required number of personnel. <input type="checkbox"/> Train all personnel to VCFPD standard. <input type="checkbox"/> Work through the new retention program to retain employees. <input type="checkbox"/> Monitor the system established and give frequent reports to the leadership team.	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:

Objective 1G Create specifications and purchase all appropriate equipment to support the standards of cover.

Timeframe	24 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Create the specifications on the ambulances needed to meet this goal. <input type="checkbox"/> Implement the bid system for the ambulances. <input type="checkbox"/> Evaluate cooperative purchasing agreements for durable goods (monitors, radios, etc.). <input type="checkbox"/> Determine responsive bidders and make purchases. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further action and/or approval. <input type="checkbox"/> Implement the purchasing process and receive and equip transport units.	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:

Objective 1H Determine the billing and revenue process and implement the program.

Timeframe	6 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Determine requirements for billing and cost recovery. <input type="checkbox"/> Prepare contract for billing and cost recovery, and send out for RFP/RFQ. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further action and/or approval. <input type="checkbox"/> Contract with the determined billing agency. <input type="checkbox"/> Determine the financial structure for the revenue stream.	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:

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Objective 1I	Determine a start date based on the acquired contract.	
Timeframe	6 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Determine the contract's start date and have equipment and personnel trained and in place for the start date. <input type="checkbox"/> Provide public notice for the change of service in VCFPD. <input type="checkbox"/> Enter all new units into the North Comm dispatch rotation specific to VCFPD. <input type="checkbox"/> Notify cooperators in the Valley Battalion and auto aid agencies of new resources available.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1J	Ensure continued maintenance of rolling stock, medications, durable goods, and disposable goods.	
Timeframe	Ongoing	Assigned to:
Critical Tasks	<input type="checkbox"/> Determine vehicle maintenance vendor and award contract. <input type="checkbox"/> Develop an annual budget for consumables. <input type="checkbox"/> Develop a capital improvement budget for rolling stock and durable goods.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1K	Create an evaluation process that includes response times, customer service, program cost, revenue streams, QA/QI, and program effectiveness.	
Timeframe	Ongoing	Assigned to:
Critical Tasks	<input type="checkbox"/> Utilize <i>Tableau</i> for all response time reports. <input type="checkbox"/> Develop a customer feedback system. <input type="checkbox"/> Reconcile costs associated with revenue streams from transports. <input type="checkbox"/> EMS officer to manage QA/QI processes in conjunction with base hospitals and provide feedback to personnel.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Goal 2 Improve the current staffing model to maintain appropriate service levels to serve the community and prepare current members for advancement.

Objective 2A Identify and analyze the current staffing model and its assigned roles, responsibilities, and functions.

Timeframe	2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Identify how to analyze the current staffing model. <input type="checkbox"/> Determine how to measure the effectiveness of the current staffing model. <input type="checkbox"/> Analyze to determine the effectiveness of the current staffing model. <input type="checkbox"/> Evaluate the current roles and responsibilities to determine sustainability relative to the current staffing model. <input type="checkbox"/> Conduct a gap analysis. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further action and/or approval. 	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:

Objective 2B Build a recommended draft staffing model based on the data collected to overcome the identified gaps.

Timeframe	2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Evaluate the current data and the gap analysis. <input type="checkbox"/> Determine the strengths and weaknesses in areas of data collected. <input type="checkbox"/> Determine the needed ways of staffing revision to improve the identified weaknesses. <input type="checkbox"/> Develop and deliver a proposed model staffing policy and plan that incorporates all information and recommendations to the leadership team for further action and/or approval. <input type="checkbox"/> As approved, build the recommended staffing model to include an implementation timeline. 	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:

Objective 2C Conduct a cost analysis of the draft staffing model based on the data collected.

Timeframe	1 month	Assigned to:
Critical Tasks	<input type="checkbox"/> Determine the current wages and forecasted wages. <input type="checkbox"/> Determine the current benefits package and forecasted benefit package. <input type="checkbox"/> Determine the current retirement package and the forecasted package. <input type="checkbox"/> Determine the sustainability of all forecasted finances based on the projected budget from an analysis of previous budget processes. <input type="checkbox"/> Review previous budget cycles to determine annual growth rates. <input type="checkbox"/> Analyze all factors. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further action and/or approval.	

Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:

Objective 2D Create a budget proposal for dissemination of the new staffing model to the finance committee.

Timeframe	1 month	Assigned to:
Critical Tasks	<input type="checkbox"/> Identify line items necessary for the current staffing budget. <input type="checkbox"/> Use the previous budget as a template. <input type="checkbox"/> Incorporate the data collected into the line items. <input type="checkbox"/> Finalize the budget and present.	

Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:

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Objective 2E	Using current integration processes, implement the approved elements of the budgeted staffing model.	
Timeframe	3 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Create and advertise for necessary positions. <input type="checkbox"/> Conduct testing for qualified applicants using the district’s application process. <input type="checkbox"/> Conduct hiring based on the new budget cycles and approved positions. <input type="checkbox"/> Hire additional personnel based on determined needs and budget. <input type="checkbox"/> Please new employees through the district’s onboarding process.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2F	Create an evaluation system that measures the implemented model’s impact on the district’s service delivery.	
Timeframe	3 months, ongoing	Assigned to:
Critical Tasks	<input type="checkbox"/> Determine factors to consider for the evaluation system. <input type="checkbox"/> Establish standards for the evaluation system. <input type="checkbox"/> Evaluate the current records management system for appropriateness for the new model. <input type="checkbox"/> Determine what and how the district is measuring the delivery system. <input type="checkbox"/> Review all data from previous years and compare it to the current data since the implementation of the new system. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further action and/or approval. <input type="checkbox"/> Make adjustments to the program based on approved recommendations.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Goal 3 Recruit, retain, and provide an associated succession plan for the highly qualified personnel who provide fire, rescue, and emergency services to the community.

Objective 3A Evaluate the current recruitment, retention, and succession practices employed by the VCFPD.

Timeframe	12 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Review the minimum qualifications to apply for all positions. <input type="checkbox"/> Review the hiring process for all positions. <input type="checkbox"/> Review the testing process for all positions. <input type="checkbox"/> Review the probationary requirements for all positions. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further action and/or approval. <input type="checkbox"/> Implement any changes to the minimum qualifications for all positions.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 3B Establish a formalized recruitment system based on the completed evaluation.

Timeframe	3 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Create written job announcements with a description and job qualifications. <input type="checkbox"/> Disseminate the job announcement via media sources, professional publications, and active personnel recruitment. <input type="checkbox"/> Collect and review applications to determine qualified candidates for an eligibility list based on the timeline established in the job announcement. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further action and/or approval.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

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Objective 3C	Establish a qualified cadre of recruitment personnel to manage the VCFPD recruitment program.	
Timeframe	12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Identify and access interested candidates to establish the recruitment, retention, and succession plan cadre under the training division. <input type="checkbox"/> Select candidates representing each of the ranks of the district to fulfill the responsibilities of the recruitment, retention, and succession cadre. <input type="checkbox"/> Task the cadre with establishing program policies, procedures, and guidelines to manage the Recruitment, Retention, and Succession Program. <input type="checkbox"/> Implement the Recruitment, Retention, and Succession Program under the direction of the training division and cadre. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3D	Identify retention and succession plan gaps based on a department survey and design a Recruitment, Retention, and Succession Program from the results.	
Timeframe	9 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Under the direction of the training division and the recruitment, retention, and succession cadre, create a gap analysis survey to determine the program's needs. <input type="checkbox"/> Disseminate the survey with an established timeline to all district personnel. <input type="checkbox"/> Collect and evaluate the data to determine any gaps in the program. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further action and/or approval. <input type="checkbox"/> Design corrective measures to eliminate the gaps in the Recruitment, Retention, and Succession Program. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 3E Identify current and future rank and program management qualifications in the succession plan.

Timeframe	6 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Review the minimum qualifications for all program managers within the organization. <input type="checkbox"/> Establish an evaluation/selection process for program management for all ranks within the organization. <input type="checkbox"/> Train and support new program managers to assure success. <input type="checkbox"/> Establish budget parameters to ensure fiscal responsibility.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 3F Implement the updated approved Recruitment, Retention, and Succession Programs to meet the current and future needs of the VCFPD.

Timeframe	6 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Under the direction of the training division and the recruitment, retention, and succession cadre, introduce the new Recruitment, Retention, and Succession Program. <input type="checkbox"/> Provide continuing education to district personnel through Target Solutions, classroom, and hands-on training. <input type="checkbox"/> Implement the newly designed Recruitment, Retention, and Succession Program.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 3G Develop a system to evaluate the success of the new Recruitment, Retention, and Succession Program.

Timeframe	2 months, ongoing	Assigned to:
Critical Tasks	<input type="checkbox"/> Establish a methodology for collecting data points for recruitment. <input type="checkbox"/> Determine the success or failure of a recruitment program through data collection. <input type="checkbox"/> Establish a methodology for collecting data points for retention. <input type="checkbox"/> Determine the success or failure of the retention program through the data collection. <input type="checkbox"/> Establish a methodology for collecting data points for succession. <input type="checkbox"/> Determine the success or failure of the succession program through data collection. <input type="checkbox"/> Develop and deliver a report of findings and recommendations to the leadership team for further action and/or approval.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Goal 4 Determine the current and future station 3 facility needs and improvements necessary to support the organization and the community.

Objective 4A Evaluate the current projects to determine additional needs for upgrades and improvements to Station 1.

Timeframe	2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Perform facilities analysis to determine needed restroom improvements to support suppression members and staff. <input type="checkbox"/> Perform facilities analysis to determine needed improvements in sleeping quarters that support all members. <input type="checkbox"/> Complete a reconfiguration and update of the kitchen with modern appliances, including cabinets and countertops. <input type="checkbox"/> Expand and update the day room as appropriate. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 4B Determine the needs for upgrades and improvements to Station 2.

Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Perform facilities analysis to determine needed restroom improvements to support suppression members and staff. <input type="checkbox"/> Perform facilities analysis to determine needed improvements in sleeping quarters that support all members. <input type="checkbox"/> Complete reconfiguration and update of the kitchen with modern appliances, including cabinets and countertops. <input type="checkbox"/> Provide security fencing around the sleeping quarters without limiting access to the public. <input type="checkbox"/> Replace Conex and add storage with a freestanding building in the rear of the station. <input type="checkbox"/> Add electrical service (future) to the storage facility site anticipating a large garage storage facility in the future. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 4C	Evaluate the current status of the construction of temporary Station 3 to complete Phase 1.	
Timeframe	6 – 12 months	Assigned to:
Critical Tasks	<input type="checkbox"/> For temporary Station 3, install station security fencing and a sound barrier facing Cole Grade Road. <input type="checkbox"/> Locate and build a graded plot with pavement or concrete to perform training exercises and a location for the pump pod with an on-site hydrant. <input type="checkbox"/> Training Facility - install all necessary infrastructure to support the anticipated training tower. <input type="checkbox"/> Install covered space for a workout area and provide all necessary workout equipment.	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:
Objective 4D	Determine a system for storage and apparatus bay space for frontline and reserve apparatus and equipment.	
Timeframe	24 months	Assigned to:
Critical Tasks	<input type="checkbox"/> At Station 3 site, provide a large storage garage to handle reserve apparatus and additional storage needs. <input type="checkbox"/> Expand the depth of the apparatus bay at Station 1 to facilitate storage of reserve apparatus and space for potential ALS ambulance <input type="checkbox"/> Additional station storage needs to be added to Station 2, including an appropriately-sized medical inventory room.	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:

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Objective 4E Provide a training /community room for in-house training, public meetings, and the emergency operations center (EOC).

Timeframe	Ongoing	Assigned to:
Critical Tasks	<input type="checkbox"/> Ensure that the Station 3 design includes a training/community room/EOC multipurpose facility. <input type="checkbox"/> Purchase and install all connections and antennae to support EOC operations. <input type="checkbox"/> Purchase and install smart board and all audio-visual components to support training classes and community meetings. <input type="checkbox"/> Design features should include plans to utilize as the Fire Board meeting room.	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:

Objective 4F Review all current blueprints/plans for all station modifications to ensure they meet the objectives set forth by the critical tasks above.

Timeframe	12 months	Assigned to:
Critical Tasks	<input type="checkbox"/> Meet and review all plans with Erickson Hall to ensure the needs are met for all three station projects and upgrades. <input type="checkbox"/> Prioritize upgrades that are suggested based on needs assessments. <input type="checkbox"/> Participate in the design-build process and ensure the improvement plans are followed based on the priorities established by VCFPD.	
Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:

Goal 5 Enhance the relationship between the community and the district to promote education, health, and safety.

Objective 5A Evaluate current community outreach programs within the district.

Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Perform a needs assessment and gap analysis to determine the viability of the current community outreach programs. <input type="checkbox"/> Analyze the information gathered from the assessment of the community outreach programs. <input type="checkbox"/> Identify strengths and weaknesses within the current programs. <input type="checkbox"/> Collate the data gathered to determine the direction of the community outreach program. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 5B Establish and formalize a recruitment system to connect community members to the district.

Timeframe	4 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Identify ways to create a recruitment and selection system for program managers from the district and the community. <input type="checkbox"/> Implement an advertising campaign to promote the programs utilizing media and social media and in-person contact. <input type="checkbox"/> Create a list of interested community members for each of the programs offered. <input type="checkbox"/> Create a selection process from interested and qualified community members. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 5C Establish leadership positions to manage each of the outreach programs.

Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> <input type="checkbox"/> Interview interested personnel and community members. <input type="checkbox"/> Make selections of qualified subject matter experts to form a leadership cadre. <input type="checkbox"/> Identify the program objectives of the community outreach program. <input type="checkbox"/> Create policies, procedures, and guidelines. <input type="checkbox"/> Establish budget parameters. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 5D	Implement updated and approved community outreach programs to meet the needs of the community and the district.	
Timeframe	3 months, Ongoing	Assigned to:
Critical Tasks	<input type="checkbox"/> Establish meeting dates, times, and locations under the direction of the cadre. <input type="checkbox"/> Deliver each program's expectations, goals, objectives, and parameters to assure cohesion at all levels. <input type="checkbox"/> Implement the programs to the expectations of the district and the community. <input type="checkbox"/> Assure all members have the capacity to operate within the program.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5E	Develop a system to evaluate each outreach program to ensure success and participation.	
Timeframe	3 months, Ongoing	Assigned to:
Critical Tasks	<input type="checkbox"/> Establish a methodology for collecting information and data points. <input type="checkbox"/> Determine the success or failure of the program through attendance and community participation. <input type="checkbox"/> Consider program outputs to the standard objectives and expectations. <input type="checkbox"/> Re-evaluate the program's effectiveness based on community and cadre feedback, data collection, and program outputs. <input type="checkbox"/> Adjust the program appropriately based on collected data.	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Vision

In support of the futurity created within the community-driven strategic planning process, CPSE provided the VCFPD with a strategic plan vision, demonstrating what the district may look like upon successful plan implementation and goal achievement. The intent of this vision is not to replace the more global organizational vision the district might have but rather to keep all district members focused on the future success this plan can bring.

“Vision is knowing who you are, where you’re going, and what will guide your journey.”

Ken Blanchard

Valley Center Fire Protection District’s 2027 vision is to be known as an agency striving for continuous improvement of its approach to delivering exceptional service. As a forward-thinking district, we will deliver an improved EMS system that is part of a fiscally sustainable approach to the risk-driven deployment of resources and managed facilities. In addition, we will strengthen our relationships with the community, our service partners, and stakeholders through comprehensive outreach practices.

In recognition of our greatest resource and human investment, we will make every effort to develop, support, mentor, and prepare our members to be the best they can be. We will achieve this through our envisioned concept of representative staffing models and contemporary succession planning, which are supported by recruitment and retention enhancements welcoming diverse, motivated, and creative professional members who embody our values.

We will be an initiative-focused district that builds a safe, collaborative, and family environment with members holding each other accountable in the delivery of our mission, living our values, and bringing this vision to life.

Performance Measurement

By incorporating performance measures into this strategic plan, the Valley Center Fire Protection District has ensured greater success through implementation and institutionalization. However, the district must continue to measure its successes and challenges during plan execution to stay on course for change and delivery to its community. Greater focus should remain on the intended outcomes, not just inputs and outputs. Outcomes are those results that truly deliver for all stakeholders of the district.

- **If you don't measure the results of your plan, you can't tell success from failure.**
- **If you can't see success, you can't reward it.**
- **If you can't reward success, you're probably rewarding failure.**
- **If you can't see success, you can't learn from it.**
- **If you can't recognize failure, you can't correct it.**
- **If you can demonstrate results, you can win public support.**

Reinventing Government

David Osborn and Ted Gaebler

The Success of the Strategic Plan

The district approached its desire for organizational change and continuous improvement by developing a strategic plan that focuses on input and participation from the community and agency stakeholders. The success of the strategic plan will be rooted in a quality implementation and institutionalization plan, and support from all who hold a stake in the Valley Center Fire Protection District.

A contributing factor to the success of the strategic plan is the institutionalization of the plan across all levels of the organization. Without this institutionalization, the plan will remain siloed, and implementation may be hindered. Just as the development of the strategic plan included district members representing a broad spectrum internally, the implementation phase must also ensure that the same representation model is utilized. This will further institutionalize the plan and add value toward implementation successes.

Without a true focus on implementing and institutionalizing this community-driven strategic plan, the VCFPD may fall short in the change it desires. The CPSE recognizes the district's commitment to its community and supports the continuous improvement identified in this community-driven strategic plan.

Glossary of Terms, Acronyms, and Initialisms

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
AFG	Assistance to Firefighters Grant
ALS	Advanced Life Support
AMA	Against Medical Advice
CERT	Community Emergency Response Team
CFAI	Commission on Fire Accreditation International
CFD	Community Facilities District
CPR	Cardiopulmonary Resuscitation
CPSE	Center for Public Safety Excellence
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the district or agency.
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
Input	A performance indication where the value of resources is used to produce an output.
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
Outcome	A performance indication where qualitative consequences are associated with a program/service, i.e., the ultimate benefit to the customer.
Output	A performance indication where the quality or number of units produced is identified.
QA	Quality Assurance
QI	Quality Improvement
RFP	Request for Proposal
RFQ	Request for Quotation
SAFER	Staffing for Adequate Fire and Emergency Response

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SDG&E	San Diego Gas & Electric
SDSO	San Diego Sheriff's Office
Stakeholder	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs or has an interest in or expectation of the organization.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period. An aim. The final result of an action. Something to accomplish in assisting the agency in moving forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
SWOT	Strengths, Weaknesses, Opportunities, and Threats
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

Appendix 1

Understanding the community's perspective allows the district to change or bolster processes and strategies to fulfill community needs. The following information is the responses from participating community stakeholders that were collected and processed by CPSE on behalf of the Valley Center Fire Protection District.

Should Change

Respondents were asked to provide one thing the district should change. The data were processed thematically and listed with the number of responses that matched the theme, as represented by the number in the parentheses. The following are the responses related to what the district should change (in weighted order):

1. More comprehensive and timely emergency event information distribution to the community. Seek feedback more often. Not publicly reporting violations. (3)
2. More personnel. Increase staffing. (2)
3. Have another fire station. Have a vision to help the community by learning how to raise funds for firehouses. (2)
4. Increase funding. Getting more dollars for our fire district. (2)
5. Employee churn due to wages. Find ways to retain firefighters. Keep talent local. (3)
6. Have a larger lobby/waiting room. (1)

Should NOT Change

Respondents were asked to provide one thing the district should not change. The data were processed thematically and listed with the number of responses that matched the theme, as represented by the number in the parentheses. The following are the responses related to what the district should NOT change (in weighted order):

1. Community involvement. Assisting the community with tasks. They cannot complete on their own. Community-oriented. Community involvement. (10)
2. Respond to community problems. Level of service. (2)
3. Leadership. General staff attitude. (2)

Community Expectations

The desire by the district to align with, meet, and exceed the community's expectations is critical to ensuring the development of its internal strategies. In many cases, the VCFPD found that it was already meeting or exceeding the community's expectations; but in other cases, it found new understanding and utilized this feedback in further development of this strategic plan.

In processing the expectations feedback, responses were themed and weighted based on the number and placement the responses landed in a prioritized manner. The themes were then listed in priority, weighted order for use by VCFPD's agency stakeholders in developing this strategic plan. Listed below are the prioritized expectation responses from the community stakeholders:

1. That the fire district continue to respond to medical emergencies and fires rapidly. Promptness to calls. Respond to fires within 10 minutes. Fast accurate response. Timely response. (70)
2. Respond to threat of life (car accident, heart attack). Paramedics on site/availability. Provide quality of life response not just fire. Emergency response. Respond to fires (house, property). Emergency services. Put out fires. (48)
3. Trained to combat large wildfires. Training of fire staff and community involvement. Expertise in dealing with emergency health issues. Well-trained and professional employees. (17)
4. Fire protection / fire defense. Fire protection. Prevention. To help prevent fires. (10)
5. Grow in size along with the population of Valley Center. Grow faster to keep up with increasing population. (7)
6. Availability to all access points during fire emergency. It will organize and execute evacuations. (6)
7. Be there and staffed when needed. Constant staffing of stations and equipment. (6)
8. Education and enforcement of fire safe policies. Clear information to the community. Inform and instruct community on fire safety and accident prevention. (5)
9. Wildland fire emergency ability as well as prevention. (5)
10. That salaries be commensurate with other fire districts so that we keep our trained firefighters. Continue to find ways to compensate the firefighters that is competitive county-wide. (4)
11. That fire district/city fines people who continue to have overgrown weeds, dead trees on properties. Increased code enforcement. (4)
12. Effective coordination with other public agencies. Communication amongst law enforcement on scenes. Assist SDSO in its mission. (3)
13. Excellent customer service. (3)
14. Remain in the public mind on a daily basis. It will serve as a focus for community concern. (2)
15. Determine cause of fire. (1)
16. Respond to property damage. (1)

Areas of Community Concern

The desire by the district also existed to understand the concerns about and for the VCFPD held by the community stakeholders. This understanding provided a basis for further strategy development to either overcome a perceived issue or an external impact issue determined by the community.

In processing the concerns feedback, responses were themed and weighted based on the number and placement the responses landed in a prioritized manner. The themes were then listed in priority, weighted order for use by VCFPD's agency stakeholders in developing this strategic plan. Listed below are the prioritized and verbatim expectation responses from the community stakeholders:

1. Ability to grow with the community and be financially sound. Difficulty expanding service / financial issues. Large coverage area. Ability to handle increase population. How to fund the needs of our district. Adapting to new growth. (30)
2. That we do not lose trained personnel to other fire departments. Retention of staff especially entry and starting levels. Staff turnover. Churn of newer employees due to fiscal constraints. Incentives to keep quality staff from moving on. (25)
3. Slow response time. Response times. Current inability to respond to all areas of the community in a timely manner. Time to get to patients in need. Not reaching an emergency fire in time. (24)
4. Number of available firefighters in a given fire crisis. They need more staff. Closing stations due to staffing. (22)
5. Financial stability. They need more funding for fire stations. Insufficient funding. Uncertain funding for the services VCFPD provides and want to provide. (21)
6. They need more equipment. Enough equipment from fire trucks to other needs. Not enough trucks for major fire. Not having necessary equipment for the job. (15)
7. Recruiting qualified candidates and keeping staff. Uncertain ability to timely recruit new firefighters and paramedics. (12)
8. That during a fire, ways out of Valley Center are limited with new housing development. Emergency evacuation routes. Evacuation routes as VC continues to grow. Need evacuation information. (12)
9. ISO ratings in areas of Valley Center (insurance impact). Insurance cancelations and rates. (10)
10. That the third station gets up and running soon. Number of fire stations to all of Valley Center. Completing fire station 3 before major fire event. (7)
11. The growing community may not totally support VCFPD (station 3). (5)
12. Mutual aid with reservations. Mutual aid responses. (4)
13. Education of all new residents on driving safety. (3)
14. CERT is dead, no priority to get it going. (3)
15. Not using so many gifted people in Valley Center - ask for their help. (1)
16. Arson/weather. (1)

Positive Community Feedback

The CPSE promotes the belief that the community's view on the organization's strengths must be established for a strategic plan to be valid. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses. The following are the identified strengths recognized by the community stakeholders, verbatim and in no particular order:

- Everyone seems very professional/positive.
- Good community outreach.
- Community involvement.
- New station on Cole Grade.
- Keeping up with technology/equipment.
- The chief and his vision for our town.
- The fire staff – awesome people.
- Dedicated firefighting and medical response staff.
- Competent leadership.
- Community engagement.
- Whenever a fire is reported, they are immediately on scene, full force, doing what is necessary.
- Their willingness to help out and participation in community events.
- They hold many fire education programs necessary to our community.
- Fire district is always available and continues to answer concerns rapidly, e.g. snake sightings, potential fire causes.
- Fire district always answers any concerns.
- Classes on CPR be offered more frequently.
- Kindness and patience.
- Always prompt to an emergency in my vicinity.
- Always available – advanced life support.
- Immensely involved in the community.
- Generous to a fault.
- Extremely responsive – phone, text, email, meetings, etc.
- Person answers the phone during business hours.
- Responds to most any emergency call.
- Diffuses tense situations.
- Chief Napier – positive.
- Multi-agency fire response – positive.
- Collaboration of fire, law enforcement, SDG&E, public works, etc.

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- The professionalism and kindness goes over and above. It truly makes a difference to the community when they are in a time of need.
- It is comforting to know they will be there and provide all needed resources.
- Excellent customer service.
- Active in the community.
- Innovative with service delivery.
- Fast and responsive.
- Friendly.
- Seem involved in the community.
- Community education – Bates, etc.
- Emergency and concern for Valley Center.
- Extremely good public relations.
- The district is everywhere you go.
- The district is very positive.
- Proactive visionary for the future of the district.
- Training program.
- Community involvement.
- Strong working relationships with community stakeholders.
- Planning for the future.
- They really care and work hard to do a good job.
- Very involved in the community.
- Focus on being the “Department of Quality of Life.”
- Community based.
- Great leadership.
- Seeks input.
- Community involvement.
- Friendly staff.
- Very involved in the community.
- Cooperation between the association (union) and management.
- New equipment acquisitions.
- Community involvement.
- Chief’s accessibility.
- Public education services.

Other Thoughts and Comments

The community was asked to share any other comments about the district or its services. The following written comments were received, verbatim and in no particular order:

- How will multiple roundabouts impact evacuations and response times?
- Pulse Point and other apps aren't nearly informative enough. Can VCFPD, along with other agencies, develop an app that provides comprehensive and immediate information so the community can know how and when to respond?
- Perhaps more classes like CERT be offered a few times a year.
- We are in a unique area where we like to know our 1st responders by name. I'd like to keep that concept going and expanding. The more we know them, the more we can support them.
- Learn how to raise funds for fire house.
- Thanks for coming out that one time I thought I was dying, but really it was just a panic attack. Ha! You guys are the real MVPs. 😊
- VCFPD is awesome!
- Chief Napier is a great leader.
- VCFPD leadership and personnel are approachable and listen.
- I wish they would publish illegal fireworks violators!
- Participation in community events are great.
- Well-led district.

Community Priorities

Understanding how the community prioritizes the district's programs and services allows the VCFPD to ensure its focus on resource allocation aligns. With that, prioritization feedback was garnered with the use of an instrument that compared the prioritization of all of the programs and services offered by the district. The results were as follows:

Programs	Ranking	Score
Emergency Medical Services Program	1	146
Fire Suppression Program	2	145
Wildland Fire Services Program	3	125
Technical Rescue Program	4	106
Emergency Planning and Preparedness Program	5	78
Fire Investigation	6	65
Hazardous Materials Mitigation	7	64
Community Risk Reduction	8	59
Community Development Program	9	38
Public Education Program	10	26

Appendix 2

Strengths

Every organization has certain strong attributes and other strengths. By identifying these, the VCFPD aligns with the community for service delivery while also recognizing what it faces as a service provider within the bigger picture.

Through a consensus process, the agency stakeholders identified the district’s strengths as follows:

The eagerness, professionalism, and collaborative nature of our personnel	The department growth through the addition of a fire station
Well-equipped apparatus for the delivery of service	Experienced leaders teaching the eager new personnel
Small department allows for better adaptability	Good communication up/down the ranks
Customer service through department events and community involvement	Knowing crewmembers’ capabilities – knowing everyone
Strong relationship with the community	Supportive fire board
Well-trained, knowledgeable workforce	Ability for program/project management at all levels
Overall cost of operations is less than other departments of the same size	Specialized apparatus/equipment reflects the needs of the community
Diversity of workforce with diversity of experience	Inclusive family atmosphere
Proud/loyal workforce, even after they leave	Leadership – knowledgeable, experience, adaptive
Community involvement and dedication – Western Day, etc.	Valley battalion and North Zone and integrating training and services
Water supply and district relationships	Reputation in the development of firefighters

Local knowledge by personnel – geographical, maps, etc.

Weaknesses

Every organization has weaker attributes or other internal weaknesses that challenge its ability to deliver to its community. While identifying weaknesses takes on a negative connotation, the importance lies within the organization’s ability to accept, address, and overcome the weaknesses to positively affect its sustainability and growth.

Through a consensus process, the agency stakeholders identified the district’s weaknesses as follows:

Aging equipment	Insufficient personnel for effective office support
Only have a defined contribution plan – impacts recruitment	Data have been developed for the need for one or two stations, but no action yet
Recruitment/retention	Compensation insufficient
Financial stability	Updates to facilities
Lack of personnel dedicated to public outreach – CERT specific	Recruitment and retention due to the lack of compensation and retirement
Outdated facilities with a lack of training facilities	Fire management understaffed
Lack of financial stability due to failed tax apportionment	Long response times due to large area with only two stations
Projects, programs, and training performed by work crews spread thin	Department commit times associated with elongated with response time standards set by outside entities
On-scene commitment times are too high	High percentage of concurrent incidents
Lack of ‘bench depth’ for all positions	No succession planning
“Young” workforce prevents depth of training	Website outdated, not current
Too financially reliant on grants and fire foundation	Lack of redundancy for specialized equipment

Parity of wages between ranks – compression at the top and bottom

Opportunities

Outside any organization, opportunities exist from which growth, security, and support may occur. Opportunities may enhance organizational strengths or overcome organizational weaknesses.

Through a consensus process, the agency stakeholders identified the district’s opportunities as follows:

Specialized training – formal, specialized	Improve community emergency response team
Employment outreach – paramedic, explorers, high school career days	Provide fire department information through multiple outlets
Growth – expansion of the department to meet the needs of the community	Improve our ISO rating through the addition of more stations and personnel
Employment outreach – fire academies	Improved public relations/public education
Outreach into fire academy and medic school	Improved relationships with county supervisors
Fundraising in conjunction with local community organizations/groups	More monies available from new development – higher budget
Service card program – condolence or congratulations cards to the community	Better/more information distribution to the community
Possibility of increased funding through county tax reassignment	Battalion drills – increased coordination with neighbors
Succession planning – (outside) to maintain service now, (inside) to build from inside later	Changes in demographics may change funding mindsets – tax measure

Threats

Outside any organization, threats also exist from which growth, security, and support may be hindered. Threats may negatively impact organizational strengths or enhance or grow organizational weaknesses.

Through a consensus process, the agency stakeholders identified the district’s threats as follows:

Risk relative to climate – drought, etc.	CalFire takeover
Funding sources – limited amount – property tax, CFDs	Economy – recession, inflation, reduction of property taxes
Unfunded mandates – all levels and cumbersome processes	Dwindling workforce – boomers retire, job is not as desirable as it used to be
Geographic isolation of the district	Lack of cooperation between Mercy and VCFPD
Inconsistent training attendance and engagement by automatic and mutual aid agencies	Inaccurate community messaging from competing voices
Less support from county supervisors	County fire protection district takeover
Lack of community understanding of services provided and by whom	Certain percentage of the community would like to see FCFPD fail
Staffing issues due to “pandemics”	County/CalFire takeover
Mercy/VCFPD relationship potentially deteriorating	Climate change/drought
Lack of union support from opposing agencies (CalFire)	Community mental health issues impacting the workforce
Community growing faster than the fire district	CalFire ambulance vs. Mercy
CalFire relationship	Hospital offload delay due to hospital understaffed
Roads/infrastructure – congestion/response times, increased call volume with same resources	Dwindling interest in the fire service equaling to less applicants

Appendix 3

The following information is the raw data comprised from the deliberation of the two workgroups. The information in each table is linked to a strategic initiative that the overall group, by consensus, determined was something the district should pursue for change and continuous improvement.

Critical and Service Gap Issues Identified by the Agency Stakeholders

Initiative Link	Group 1	Group 2
Fire-Based EMS	<p>Current Transport System</p> <ul style="list-style-type: none"> ○ Long on-scene times ○ AMA overload ○ Non-fire personnel ○ Separate dispatch system ○ Long reflex times ○ Financially motivated contract mandates ○ Lack of closest resource utilization 	<p>ALS Transport Services</p> <ul style="list-style-type: none"> ○ Lack of quality control ○ Inability to meet response times ○ Cannot control contract ○ For-profit versus For-service ○ Ambulance dispatch restrictions ○ Could increase effective firefighting force ○ ability to train paramedics in-house
Staffing	<p>Duty Coverage/Chief Fire Investigator</p> <ul style="list-style-type: none"> ○ Lack of qualified personnel ○ Lack of funding involvement ○ Succession planning ○ Lack of participation <p>Workload Distribution</p> <ul style="list-style-type: none"> ○ Equitable distribution of projects ○ Subject matter experts ○ Prioritization of projects/programs ○ Organization/communication ○ Realistic expectations 	<p>Staffing</p> <ul style="list-style-type: none"> ○ Culture ○ Money/budget ○ Hiring pool ○ Outreach ○ Training ○ Benefits
Recruitment, Retention, and Succession	<p>Retention</p> <ul style="list-style-type: none"> ○ Pay/parity/compression ○ Benefits ○ Working conditions ○ Staffing <p>Recruitment</p> <ul style="list-style-type: none"> ○ Lack of applicants fire service-wide ○ Single-role ambulance programs – non-safety – better pay ○ Lack of outreach – career days, social media ○ Lack of qualified recruitment officers ○ Lack of formalized recruitment systems 	<p>Succession Planning</p> <ul style="list-style-type: none"> ○ Training – cross-training of personnel ○ Retention of personnel ○ Qualifications ○ Growing ‘in house’ ○ Higher level education ○ Positive organizational culture – promotion, strong leadership/development

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Initiative Link	Group 1	Group 2
Facilities Management	Facilities <ul style="list-style-type: none"> ○ Small apparatus bay ○ Sleeping quarters ○ Storage ○ Outdated stations ○ Rented office space – modulars ○ Lack of training space – tower ○ Lack of classroom space ○ Physical fitness - gym 	N/A
Community Outreach	N/A	Community Programs <ul style="list-style-type: none"> ○ Additional staff for workload ○ Volunteer programs/leaders ○ CERT ○ Grants ○ Community education ○ External Relationships Dissolution of District <ul style="list-style-type: none"> ○ Lack of funding ○ Political plan/acumen/power ○ CalFire/County Fire ○ Economy ○ Public perception

The following information is the raw data comprised from the deliberation of the two workgroups. The information in each table is not linked directly to a strategic initiative but remains important. The district is best served to understand and embrace this other information as it moves forward for deliberative purposes and consideration of support of the strategic initiatives.

Topic	Group 1	Group 2
Response Times	Response Times <ul style="list-style-type: none"> ○ Large geographical area ○ Narrow, winding roads ○ Poor address/easements ○ Lack of east/west road network ○ Gates blocking road access ○ Unrated bridges ○ Lack of adequate number of fire stations to meet needs ○ Poor broadband network service for routing 	N/A



VALLEY CENTER FIRE PROTECTION DISTRICT 2022-2027 **STRATEGIC PLAN**