Community Meeting to Gather Input on Development of the Los Altos Hills County Fire District’s Strategic Plan
August 6, 2020 at 5:00 p.m.

To join the community meeting on August 6, 2020, by videoconference via PC, Mac, Linux, iOS, or Android, please use the link and password below:

Link: https://lahcfd-org.zoom.us/j/92472527684
Meeting ID: 924 7252 7684
Password: 297170

To join the community meeting on August 6, 2020, by teleconference, please follow the instructions below:

Call: (602) 333-2017 or (888) 204-5987 (US Toll Free)
Access code: 473402#
Do not join the call as the host. You should join the call as a “call-in participant” by pressing the pound (#) sign.

If you have technical issues joining the call, please immediately email Sarah Henricks at specialprojects@lahcfd.org and leave a call back number.

On August 6, 2020, a Community Meeting will be held with the Ad Hoc Strategic Plan Subcommittee (SP Subcommittee) of the Los Altos Hills County Fire District (District). As part of the process of updating the District’s Strategic Plan, stakeholders and the community are invited to attend the first planned community meeting on August 6, 2020, at 5:00 p.m. The purpose of the community meeting is to allow participants to provide input to the SP Subcommittee on proceeding with development of the District’s successor Strategic Plan in light of the restrictions prohibiting in person meetings that would typically occur during the process, due to the COVID-19 Pandemic. The SP Subcommittee hopes to receive input from the community on a number of items, including engagement tools, duration of the successor Strategic Plan, and other elements. The SP Subcommittee will use the information gathered at the two community meetings to prepare a Scope of Work for preparation of the successor Strategic Plan which will be presented to the LAHCFD Commission for approval at the September 15, 2020 Regular District Meeting.

For additional information and access to meeting materials, please visit:

Community Meeting Participants. In addition to the stakeholders and community members that join the community meeting, the following limited members of the District’s team will attend:

1. The Ad Hoc Strategic Plan Subcommittee, which consists of Commissioner Price, Commissioner Spreen, and Commissioner Carr.
2. The District’s General Manager, J. Logan.
3. District personnel including Special Projects Services Consultant Sarah Henricks and Emergency Services Manager Capt. Denise Gluhan (Ret.)
4. The District’s Consultant Marcie Scott, of MRG, meeting facilitator.

The Agenda for the First Community Meeting is as follows:

1. Meeting Purpose: Development of Plan for Successor District Strategic Plan.
   A. Role of Community and Stakeholder Engagement and Input
   B. Strategic Plan Work Plan and Timeline
   C. Deliverables

2. Presentation of Proposed Scope of Work.
   A. Build and Streamline from the 2015-2020 Strategic Plan Structure
   B. Resource Tools and Materials


4. Engage in Discussion with Ad Hoc Strategic Plan Subcommittee.

5. Second Community Meeting: August 13, 2020, 1:30 pm.

ASSISTANCE FOR PERSONS WITH DISABILITIES
In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting please contact the secretary/clerk at (408) 298-1700. Notification 48 hours prior to the meeting will enable the District to make reasonable arrangements to ensure accessibility to this meeting (28 CFR 35.102-35.104 ADA Title II)
MEMORANDUM REPORT

Meeting Date: July 28, 2020

TO: Board of Commissioners of the Los Altos Hills County Fire District

FROM: J. Logan, General Manager

SUBJECT: Process for Successor Strategic Plan Document

RECOMMENDATION:

BACKGROUND
The Los Altos Hills County Fire District 2015-2020 Strategic Plan facilitated and prepared by CPSE (Center for Public Safety Excellence) will be concluding. The District and CPSE planned to move forward with a professional services agreement in March 2020 for the successor Strategic Plan process. However, the onset of the COVID-19 public health emergency postponed the approval of the final agreement due to quarantine and inability to travel and hold public meetings under shelter in place conditions. It was hoped the public health emergency would lessen and tentative dates were set for the process to occur in September 2020. Currently, the shelter in place, and County health warnings do not lend to public meetings necessary for CPSE facilitation of the Strategic Planning process. On July 6, 2020, CPSE advised the District of formally withdrawing all proposals submitted for Strategic Planning facilitation.

DISCUSSION
The Strategic Plan Ad Hoc Subcommittee discussed potential next steps for a process to develop a successor Strategic Plan document. There are sufficient communication systems available, such as the Zoom platform, to proceed with a Strategic Plan process utilizing virtual meetings. In consideration of the timing of the Strategic Plan process, there is not a “best time” but a desire to move forward utilizing the skills and talents of the current Commissioners to plan and approve a successor Strategic Plan document. It is helpful to always have an active Strategic Plan as the basis for decision-making and expenditures, so it is helpful to avoid ending 2020 without an up-to-date Plan that looks forward.

In light of the very rapid rate of change occurring both inside and external to the District, it may not be effective to project a strategic direction for the next five years. The belief is that it is worth having this strategic plan effort to provide a two to three-year outlook.

It is important for the Board of Commissioners provide their time to forge a group-sense of longer-term strategic priorities and needs of the District during the process that will occur during the remainder of the year. The 2015-2020 Strategic Plan is one of the tree pillars of the District and the successor document is needed to support that designated pillar.
As a next step, it is recommended that staff work with MRG Consulting on the details of the Successor Strategic Plan process, what services MRG can provide, along with a detailing of methods available to facilitate Strategic Plan meetings. Once this pre-planning is completed, Staff will present Strategic Plan options for the Commission to consider at a future Commission meeting.

**Recommendation.**

Request authority from the Los Altos Hills County Fire District Board of Commissioners for expenditures in an amount not to exceed five-thousand dollars ($5,000) for pre-planning for the Successor Los Altos Hills County Fire District Strategic Plan.

Attachment: None
The LAHCFD 2015 - 2020 Strategic Plan is available in its entirety at:


For the purposes of this Community Meeting, we are focusing on pages 18 - 25, as contained in this attachment.
Critical Issues and Service Gaps

After reviewing the LAHCFD’s core programs and support services, and identifying internal strengths and weaknesses along with external opportunities and threats, the internal stakeholders identified their primary critical issues and service gaps as the foundation for the development of goals and objectives in order to meet their future vision.

Table 17: Critical Issues and Service Gap Issues Identified

<table>
<thead>
<tr>
<th>Organizational Chart and Areas of Responsibility</th>
<th>Liability Insurance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Management and Development</td>
<td>Community Outreach</td>
</tr>
<tr>
<td>Succession Planning</td>
<td>Policies and Procedures</td>
</tr>
<tr>
<td>Reserve and Financial Management Plan</td>
<td>Risk Management Plan</td>
</tr>
<tr>
<td>Water Supply</td>
<td>Wildland Urban Interface</td>
</tr>
<tr>
<td>District Management Plan</td>
<td>Leveraging of Technology</td>
</tr>
<tr>
<td>Methods for Issue Identification and Discussion</td>
<td>Salary Analysis for Consultants</td>
</tr>
</tbody>
</table>

Picture 5 Internal Stakeholders Work Session
Strategic Initiatives

Having reviewed the agency’s critical issues and service gaps, the following strategic initiatives were identified to guide the agency in establishing the goals and objectives.

Table 18: Strategic Initiatives of the Los Altos Hills County Fire District

<table>
<thead>
<tr>
<th>Personnel Management</th>
<th>District Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Management</td>
<td>Hazard and Risk Management</td>
</tr>
<tr>
<td>Leverage Technology</td>
<td></td>
</tr>
</tbody>
</table>

Goals and Objectives

The Community-Driven Strategic Planning Process, to this point, has dealt with establishing the Mission, Values, S.W.O.T., Critical Issues and Service Gaps, and Strategic Initiatives of the LAHCFD. In order to achieve the mission of the LAHCFD, realistic goals and objectives must be established to enhance strengths, address identified weaknesses, provide individual members with clear direction, and address the concerns of the community. The internal stakeholders met for several hours to complete this critical phase of the planning process.

The internal stakeholders set timelines for completion of objectives supporting the goals. Leadership of the LAHCFD should establish work groups to meet periodically to review progress toward these goals and objectives and adjust timelines as needs and the environment change. Once the work groups are established and have had the opportunity to meet and review the goals and objectives, they should report back to the LAHCFD leadership with a plan on how the goals are to be achieved.

As goals and objectives are management tools, they should be updated on an on-going basis to identify what has been accomplished and to note changes within the organization and the community. The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

The goals and objectives should now become the focus of the efforts of the agency. By following these goals and objectives carefully, the agency can be directed into its desired future while having reduced the obstacles and distractions along the way.

“If you don’t keep score, you’re only practicing.”
Vince Lombardi, American Football Coach and Motivator
### Goal 1: Develop a comprehensive personnel management system.

#### Objective 1A: Identify the roles and responsibilities of the organization.

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Critical Tasks</th>
<th>Funding Estimate</th>
</tr>
</thead>
</table>
| 6 months  | • Analyze all positions (commissioners, staff, and consultants).  
          | • Develop an organizational chart.  
          | • Develop and publish a personnel manual.  
          | • Determine a timeframe by which to review the personnel manual. |
|           |                | Capital Costs:  
|           |                | Personnel Costs:  
|           |                | Consumable Costs:  
|           |                | Contract Services Costs: |

#### Objective 1B: Develop job descriptions.

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Critical Tasks</th>
<th>Funding Estimate</th>
</tr>
</thead>
</table>
| 1 year    | • Identify all experience, knowledge, skills, and abilities for each position.  
          | • Identify all requirements for each position.  
          | • Develop and write job descriptions for each identified position.  
          | • Publish all job descriptions. |
|           |                | Capital Costs:  
|           |                | Personnel Costs:  
|           |                | Consumable Costs:  
|           |                | Contract Services Costs: |

#### Objective 1C: Perform a comprehensive compensation analysis.

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Critical Tasks</th>
<th>Funding Estimate</th>
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</thead>
</table>
| 12 – 18 months | • Review resolutions of compensation.  
|             | • Conduct a salary analysis of similar positions (comparable positions).  
|             | • Compare current salaries to comparable positions.  
|             | • Review any proposed changes in salaries.  
|             | • Submit for official approval. |
|           |                | Capital Costs:  
|           |                | Personnel Costs:  
|           |                | Consumable Costs:  
|           |                | Contract Services Costs: |

#### Objective 1D: Develop a succession plan.

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Critical Tasks</th>
<th>Funding Estimate</th>
</tr>
</thead>
</table>
| 6 – 18 months | • Review current members’ terms.  
|             | • Document expiration of terms.  
|             | • Include references to parent documents – i.e. term limits, Santa Clara County policies.  
|             | • Create a calendar to notify district of term expirations.  
|             | • Develop a recruitment plan.  
|             | • Develop an internal promotional plan. |
|           |                | Capital Costs:  
|           |                | Personnel Costs:  
|           |                | Consumable Costs:  
<p>|           |                | Contract Services Costs: |</p>
<table>
<thead>
<tr>
<th>Goal 2</th>
<th>Establish an effective district administration.</th>
</tr>
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<tbody>
<tr>
<td><strong>Objective 2A</strong></td>
<td>Identify current policies, procedures, and gaps.</td>
</tr>
<tr>
<td><strong>Timeframe</strong></td>
<td>1 month</td>
</tr>
</tbody>
</table>
| **Critical Tasks** | • Collect any and all available information and documents, both historical and legislative.  
                          • Read and categorize the information and documents.  
                          • Organize and file the information and documents. |
| **Assign to:** |  
                          |
| **Funding Estimate** | Capital Costs:  
                          Personnel Costs:  
                          Contract Services Costs:  
                          Consumable Costs: |
| **Objective 2B** | Review and analyze policies and procedures of other districts/agencies. |
| **Timeframe** | 1 month |
| **Critical Tasks** | • Identify benchmark agencies and districts.  
                          • Acquire policies and procedures from the identified agencies and districts.  
                          • Determine and choose the most appropriate policies and procedures.  
                          • Conduct the analysis of the chosen policies and procedures of applicability to the district.  
                          • Report on findings. |
| **Assign to:** |  
                          |
| **Funding Estimate** | Capital Costs:  
                          Personnel Costs:  
                          Contract Services Costs:  
                          Consumable Costs: |
| **Objective 2C** | Develop necessary policies/procedures in accordance with best practices. |
| **Timeframe** | 1 month |
| **Critical Tasks** | • Compare the district’s policies and procedures with the chosen ones under the best practices.  
                          • Identify any further gaps that exist.  
                          • Write/amend/improve the necessary policies.  
                          • Review and approve/adopt the new and revised policies in a formal commission meeting. |
| **Assign to:** |  
                          |
| **Funding Estimate** | Capital Costs:  
                          Personnel Costs:  
                          Contract Services Costs:  
                          Consumable Costs: |
| **Objective 2D** | Produce an organizational chart. |
| **Timeframe** | 2 weeks |
| **Critical Tasks** | • Collect all information needed to develop an organizational chart.  
                          • Develop the chart as a draft.  
                          • Formally, evaluate the proposed chart and revise if needed.  
                          • Formally, adopt the organizational chart. |
| **Assign to:** |  
                          |
| **Funding Estimate** | Capital Costs:  
                          Personnel Costs:  
                          Contract Services Costs:  
                          Consumable Costs: |
<table>
<thead>
<tr>
<th>Objective 2E</th>
<th>Implement a communication plan to inform the community of service and benefits of the district.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timeframe</td>
<td>3 months</td>
</tr>
</tbody>
</table>
| Critical Tasks | • Determine what information is to be provided to the community.  
|               | • Investigate and identify the various means available to the district.  
|               | • Develop the materials and other information to be distributed.  
|               | • Implement and distribute the information.  
|               | • Measure the effectiveness of the information delivery using various instruments (surveys, bounce back). |
| Funding Estimate | Capital Costs:  
|               | Personnel Costs:  
|               | Consumable Costs:  
|               | Contract Services Costs: |

<table>
<thead>
<tr>
<th>Objective 2F</th>
<th>Periodic review and update of the administrative policies and procedures.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timeframe</td>
<td>1 month and ongoing</td>
</tr>
</tbody>
</table>
| Critical Tasks | • Establish frequency of the review process.  
|               | • Assign a committee to handle the review process.  
|               | • Establish the review parameters.  
|               | • Conduct the review as established.  
|               | • Report findings to the commission.  
|               | • Make any revisions as needed. |
| Funding Estimate | Capital Costs:  
|               | Personnel Costs:  
|               | Consumable Costs:  
<p>|               | Contract Services Costs: |</p>
<table>
<thead>
<tr>
<th>Goal 3</th>
<th>Provide sound financial and contract management plans and practices that are understandable by the community.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 3A</strong></td>
<td>Identify existing plans, practices, liabilities, and impacts.</td>
</tr>
<tr>
<td><strong>Timeframe</strong></td>
<td>3 months</td>
</tr>
<tr>
<td><strong>Assigned to:</strong></td>
<td></td>
</tr>
</tbody>
</table>
| **Critical Tasks** | • Collect all existing plans and other supporting documentation.  
• Organizing all collected information for review.  
• Conduct a review of all collected information.  
• Report findings. |
| **Funding Estimate** | Capital Costs:  
Personnel Costs:  
Consumable Costs:  
Contract Services Costs: |
| **Objective 3B** | Compare with best practices and identify any gaps and needs. |
| **Timeframe** | 1 month |
| **Assigned to:** | |
| **Critical Tasks** | • Collect information on relevant best practices.  
• Analyze where the district compares to the best practices to identify gaps.  
• Determine any needs in order to bridge the identified gaps. |
| **Funding Estimate** | Capital Costs:  
Personnel Costs:  
Consumable Costs:  
Contract Services Costs: |
| **Objective 3C** | Develop financial and contract management policies and procedures. |
| **Timeframe** | 3 months |
| **Assigned to:** | |
| **Critical Tasks** | • Collect information relevant to the development of financial and contract management policies and procedures.  
• Analyze and identify opportunities for development.  
• Determine the needs of the district relevant to the proposed policies and procedures.  
• Develop the plan, policies, and procedures. |
| **Funding Estimate** | Capital Costs:  
Personnel Costs:  
Consumable Costs:  
Contract Services Costs: |
| **Objective 3D** | Develop a five-year financial plan. |
| **Timeframe** | 3 months |
| **Assigned to:** | |
| **Critical Tasks** | • Identify the requirements and needs relevant to a financial plan.  
• Project district revenue and expenditures for the time period.  
• Conduct an assessment of the financial reserves.  
• Develop a financial plan relevant to all financial information gathered.  
• Review the proposed plan and submit it for approval and adoption by the commission. |
| **Funding Estimate** | Capital Costs:  
Personnel Costs:  
Consumable Costs:  
Contract Services Costs: |
| **Objective 3E** | Established a process of periodic review of all elements. |
| **Timeframe** | 1 month and ongoing |
| **Assigned to:** | |
| **Critical Tasks** | • Work through process of the annual budget, financial audit, and CAFR as part of the review.  
• Update the five-year plan.  
• Review the proposed update.  
• Submit the update of the plan for approval and adoption by the commission. |
| **Funding Estimate** | Capital Costs:  
Personnel Costs:  
Consumable Costs:  
Contract Services Costs: |
## Goal 4
**Develop a plan to identify hazards and risks in order to reduce, eliminate, and mitigate them.**

<table>
<thead>
<tr>
<th>Objective 4A</th>
<th>Conduct a hazard and risk assessment of the district.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Timeframe</strong></td>
<td>3 months</td>
</tr>
</tbody>
</table>
| **Critical Tasks** | • Evaluate the adequacy of current fire flow capability for the district.  
  • Evaluate the access and egress capability of the road network.  
  • Review the current wildfire risk plan (WUI).  
  • Evaluate the seismic potential within the district.  
  • Report the findings from the evaluations. |
| **Funding Estimate** | Capital Costs:  
  Personnel Costs: |
|               | Consumable Costs:  
  Contract Services Costs: |

<table>
<thead>
<tr>
<th>Objective 4B</th>
<th>Evaluate gaps between the district's capabilities and things identified in the assessment.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Timeframe</strong></td>
<td>3 months</td>
</tr>
</tbody>
</table>
| **Critical Tasks** | • Document the needed fire flow and compare it to available fire flows within the water supply system.  
  • Document areas where access and egress and evacuation problems are identified.  
  • Report all findings for future action by the commission. |
| **Funding Estimate** | Capital Costs:  
  Personnel Costs: |
|               | Consumable Costs:  
  Contract Services Costs: |

<table>
<thead>
<tr>
<th>Objective 4C</th>
<th>Research and coordinate with partnering agencies.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Timeframe</strong></td>
<td>3 months</td>
</tr>
</tbody>
</table>
| **Critical Tasks** | • Obtain regular updates from all partner agencies.  
  • Define the scope of all contracts.  
  • Identify agencies to assist plans and enter into contractual agreements.  
  • Develop and implement a plan to deal with the risks and hazards identified.  
  • Review, approve, and adopt the plan. |
| **Funding Estimate** | Capital Costs:  
  Personnel Costs: |
|               | Consumable Costs:  
  Contract Services Costs: |

<table>
<thead>
<tr>
<th>Objective 4D</th>
<th>Established a process for periodic review and update.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Timeframe</strong></td>
<td>4 months and ongoing</td>
</tr>
</tbody>
</table>
| **Critical Tasks** | • Review and update the hazard and risk assessment.  
  • Review current capabilities assessment.  
  • Take appropriate follow up action based on the findings in the review. |
| **Funding Estimate** | Capital Costs:  
  Personnel Costs: |
|               | Consumable Costs:  
  Contract Services Costs: |
## Goal 5

Maintain awareness of current and future knowledge of technologies that affect the district’s mission.

### Objective 5A
Identify major areas that technology affects the district – i.e. operations, finance, planning, and logistics.

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>6 months</th>
<th>Assigned to:</th>
</tr>
</thead>
</table>

**Critical Tasks**
- Evaluate current communications.
- Receive regular updates on emerging technology.
- Document items in regular minutes.
- Archive proposals received.

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

### Objective 5B
Research the use of social media and marketing for community outreach.

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>6 months</th>
<th>Assigned to:</th>
</tr>
</thead>
</table>

**Critical Tasks**
- Collect information on options available.
- Research best practices.
- Decide on the best option(s).
- Write policies on access and use.
- Determine and assign oversight of the system.
- Implement the systems and maintain.

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

### Objective 5C
Develop a communications plan both emergency and non-emergency.

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>3 months</th>
<th>Assigned to:</th>
</tr>
</thead>
</table>

**Critical Tasks**
- Identify all potential audiences.
- Identify all available methods of contact.
- Identify various message contents based on emergency or non-emergency communications.
- Develop and adopt a communications plan.
- Implement the plan.
- Evaluate the effectiveness of the plan on a regular, established basis.

**Funding Estimate**
- Capital Costs:
- Personnel Costs:
- Consumable Costs:
- Contract Services Costs:
Forward-Looking Community Resiliency
Built on Fire Science & LAHCFD-CWPP Annex 4 and Addendum
Guided by Strategic Plan – Resourced by FY Budget

LAHCFD Board of Commissioners

Prevention and Protection Programs
- CERT
  - ARK & supplies
  - Preparedness
  - Skill development
  - Volunteer recruitment
  - Education
- Public Alert & Communication
  - Devices at water tanks
  - Early detection
  - Early warning
  - HAM Radio
  - Social media, Website
- Hydrant flow Pipeline resiliency
  - no program in queue
- Hazardous Fuel Reduction
  - Home Ignition Zone (HIZ), survey, removal Haz. Fuel, property hygiene
  - Brush chipping & Debris Removal
  - Monthly Yard Waste Pick-up
  - Goat grazing vegetation mitigation
  - Education – workshops, classes, Preparedness, resiliency
  - Residential, neighborhood,
  - FireWise Community, Neighborhood Networks
- Shaded fuel breaks
  - Page Mill Road
- Evac. Escape
  - Emergency access roads
- Temp Refuge Centers

Integrated Hazardous Fuel Reduction Program

Organizational Functions to Support Programs
- General Manager
  - Operations
  - Data Collection and Integration
  - Finance
  - Legal
  - Risk Management
  - Emergency Services Manager
  - District Clerk
  - Consultants
<table>
<thead>
<tr>
<th>Meeting</th>
<th>Date</th>
<th>Overview</th>
<th>Tasks</th>
<th>Deliverables</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Meeting #1</td>
<td>August 6, 2020</td>
<td>- SP Community Discussion</td>
<td>- Gather and discuss community input</td>
<td>- DRAFT Scope for SP Plan for presentation to Commission</td>
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<tr>
<td></td>
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<td>- Discuss work plan and timeline</td>
<td>- Build and streamline on current SP</td>
<td>- DRAFT survey questions/tools</td>
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<td></td>
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<td>- ID resources and tools for stakeholder engagement and SWOT analysis</td>
<td>- Determine materials</td>
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<tr>
<td>Community Meeting #2</td>
<td>August 13, 2020</td>
<td>- Present SP scope as informed by input from Meeting #1</td>
<td>- Present and discuss Scope</td>
<td>- Proposed Scope based on feedback from Community meeting 1</td>
<td>Based on feedback gathered at Meeting #2, subsequent drafts may be reviewed by SP subcommittee via email before the 9/15/20 meeting</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Summarize public input from Meeting #1</td>
<td>- Confirm list of Stakeholders for survey</td>
<td>- Proposed survey questions based on feedback from Community Meeting 1</td>
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<td></td>
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<td></td>
<td>- Develop survey questions</td>
<td>- Public comment summary</td>
<td></td>
</tr>
<tr>
<td>LAHCFD Commission Regular Meeting</td>
<td>September 15, 2020</td>
<td>- Present scope to Commission for review and approval or revisions</td>
<td>- Present memo report with final proposed Scope and survey questions and request approval</td>
<td>- Final Scope</td>
<td>If Scope and survey are approved, PSA signed, resolution adopted, SP will commence with distribution of survey to pre-identified stakeholders September 16, 2020</td>
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<tr>
<td></td>
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<td>- Present survey questions for approval or revisions</td>
<td>- Request approval for PSA and adoption of accompanying resolution</td>
<td>- Final survey questions</td>
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<td>- Survey tool</td>
<td>- Resolution</td>
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<td>- Analysis to take place after survey is returned (September 25)</td>
<td>- PSA</td>
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<tr>
<td>Stakeholder engagement</td>
<td>September 16, 2020</td>
<td>- Deploy stakeholder engagement tool (survey)</td>
<td>- Distribute survey OR revise survey as directed by Commission, then distribute</td>
<td>- Survey tool</td>
<td>Survey will be distributed to identified stakeholders and they will be asked to return their responses no later than September 25, 2020. Staff/Consultant will analyze and present at first SP Meeting</td>
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<td>September 16 – September 25, 2020</td>
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<td>SP Meeting 1</td>
<td>October 1, 2020</td>
<td>- Reaffirm or revise mission/vision</td>
<td>- Review survey results</td>
<td>- Survey results</td>
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<td>- SWOT analysis</td>
<td>- Conduct SWOT analysis</td>
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<td>- Goals/Objectives for duration of SP</td>
<td>- Identification of 2 -3 Primary near- to mid-term goals and objectives</td>
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<td>- Define timeframe of SP</td>
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<td>Commission Review – Regular Meeting</td>
<td>October 20, 2020</td>
<td>- Presentation of initial goals/objectives;</td>
<td>- Review results of SP Meeting 1</td>
<td>- Primary goals/objectives as identified in SP Meeting 1</td>
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<tr>
<td>Meeting Type</td>
<td>Date</td>
<td>Agenda Items</td>
<td>Notes</td>
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| SP Meeting 2                 | October 27, 2020    | - Reaffirm or revise Primary Goals/Objectives and begin identifying actions/tasks to achieve said goals/objectives  
- Discuss resource allocation to Goals/Objectives  
- Discuss and assign timeline to tasks | - Breakout groups to refine goals/objectives and identify tasks to achieve them  
- Review group assignment  
- Finalize tasks  
- Discuss resource allocation  
- Finalize resource allocation  
- Discuss timeline  
- Finalize timeline; assign tasks |
| Commission Adoption - Regular Meeting | November 17, 2020  | Commission action to adopt LAHCFD Strategic Plan 2021 – 202x  
- Present final Successor SP  
- Request approval/adoptsion of Successor SP | - Final Successor SP  
- Memo report  
- Resolution  
- SP drafts may be reviewed and revised by SP Subcommittee via email before final SP is presented to Commission |
DRAFT Scope of Work
Development of LAHCFD Successor Strategic Plan Process

Anticipated Outcomes:

- Assist Commission in developing a successor Strategic Plan defining the roadmap for Los Altos Hills County Fire District for a specified period of time;
- Frame future challenges and positive solutions for District;
- Engage stakeholders and community in visioning and goal setting process;
- Identify achievable objectives to meet roadmap goals
- Navigate District through uncertain times and rapid change

Process:

1. Hold two Community meetings in August (8/7 and 8/13) to:
   a. Review proposed timeline, deliverables, process with Ad Hoc Strategic Plan Subcommittee (Subcommittee)
   b. Receive community and stakeholder input
   c. Provide direction to staff and facilitator to draft a proposed Scope of Work for Successor Strategic Plan
2. Commission approval of Scope of Work September 15, 2020
3. Conduct survey to seek input from Commission, stakeholders, community on existing mission and vision statements; successes, weaknesses, opportunities, threats (SWOT analysis); and input on mutual needs between District and stakeholders
4. Hold 2 public Commission meetings on successor Strategic Plan
5. Subcommittee, working with staff and facilitator, prepare draft successor Strategic Plan
6. Commission review draft successor Strategic Plan October 20, 2020
7. Commission adopt successor Strategic Plan November 17, 2020

8/4/20
Prepared by: Marcie Scott