



Community Meeting to Gather Input on Development of the Los Altos Hills County Fire District's Strategic Plan August 13, 2020 at 1:30 p.m.

To join the community meeting on August 13, 2020, by videoconference via PC, Mac, Linux, iOS, or Android, please use the link and password below:

Link: <https://lahcfd-org.zoom.us/j/98719376698>

Meeting ID: 987 1937 6698

Password: 155276

To join the community meeting on August 13, 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 13, 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 second planned community meeting on **August 13, 2020, at 1:30 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:

<https://www.lahcfd.org/lahcfd-strategic-plan-in-progress-community-meetings>

Community Meeting Participants. In addition to the stake holders 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, Commission 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 Second Community Meeting is as follows:

1. Summary: August 6, 2020 LAHCFD First Community Meeting.
 - A. Review materials and resources provided (Draft Work Plan; Draft surveys; background materials;)
 - B. Summarize community input and discussion by Subcommittee members
2. Review Accomplishments of the 2015-2020 Strategic Plan.
3. Review Stakeholder Engagement and Community Survey Process and Questions.
 - A. Stakeholder Engagement and Survey Questions
 - B. Community Survey Questions
4. Receive Community Input
5. Final Successor Strategic Plan Proposal: Present for Approval at LAHCFD Commission Regular Meeting, September 15, 2020, 7:00 P.M.
6. Final Comments from Subcommittee, Stakeholders and Community.

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)



TO: Strategic Plan Ad Hoc Subcommittee: Commissioners Price, Spreen and Carr

CC: General Manager Logan
Special Projects Services Consultant Henricks
Emergency Services Manager Captain Gluhan (Ret.)

FROM: Facilitator Marcie Scott

DATE: August 13, 2020

RE: Community Meeting #2

Objectives of Community Meeting #2:

1. Overview of materials
2. Discuss Accomplishments achieved during first Strategic Plan (pages 19-25 SP)
3. Discuss survey(s) and review draft questions
4. Review and finalize Workplan for District Strategic Planning Process

Background:

Community Meeting #1 was held August 6, 2020 to gather community input to advise the Subcommittee as they develop a Workplan for the Commission's preparation of a successor Strategic Plan. The following community members participated:

- Anthony Stoloski, Operations Manager, Purissima Hills Water District. Relatively new in the role, interested in this process. Short discussion with LAHCFD General Manager about importance of their partnership for the effectiveness of the 540 District fire hydrants connected to Purissima Hills water infrastructure.
- Dru Anderson, Co-Chair of the Emergency Communications Committee, Town of Los Altos Hills and active in the District's CERT program. She expressed support for the District and this process and for working together.
- Bob Frankle, representative of Congregation Beth Am in Los Altos Hills. Spoke of the recent completion of their Emergency preparedness plan.

Community Meeting #2
August 13, 2020

- Captain Gluhan, LAHCFD, comments on vegetation management programs, Hazardous Ignition Zone, Chipping
- SCCFD Assistant Chief Brian Glass – Pleased to be a part of this process. Santa Clara County Fire recently completed their successor Strategic Plan 2020-2022.
- Eugenia Rendler, Managing Director, Santa Clara County Fire Safe Council. Recently completed their strategic plan. Shorter plan is important, seeing many changes from effects of carbon credits. Mentioned an impact of the Stay Home order is more people have capacity to volunteer.
- Neil Katin, resident. Participant in District's CERT program.

2. The current Strategic Plan lists five Goals with specific Objectives for each. The Subcommittee will discuss progress made to date in each of the Goals. In the current Strategic Plan pages 19-25, the Goals are listed as:

- 1) Develop a comprehensive personnel management system
- 2) Establish an effective district administration
- 3) Provide sound financial and contract management plans and practices that are understandable by the community
- 4) Develop a plan to identify hazards and risks in order to reduce, eliminate and mitigate them
- 5) Maintain awareness of current and future knowledge of technologies that affect the District's mission

3. Community and stakeholder engagement during the COVID-19 pandemic is a substantial challenge. It is recommended the District initiate two online surveys concurrently: Survey #1 for stakeholders who regularly interact with the District, and Survey #2 for the community to gauge awareness of District programs and communication modes. Attached are draft questions for each survey. Input from these surveys will inform the Commission as they develop a successor Strategic Plan.

4. A draft Workplan chart has been created to map out a process to build upon the existing strategic plan and update the District's Goals in a new strategic plan document. The first objective is to obtain stakeholder and community input through two online surveys. Commissioners will hold two special meetings in October devoted to 1) reviewing survey results, conducting a SWOT analysis (strengths, weaknesses, opportunities, challenges). And 2) developing Goals with specific objectives for the new strategic plan. The final successor Strategic Plan is scheduled for review and adoption at the regular November Commission meeting.

DRAFT Workplan for LAHCFD Successor Strategic Plan
REV 8-13-20

Meeting	Date	Overview	Tasks	Deliverables	Notes
Community Meeting #1 [Ad Hoc Subcommittee]	August 6, 2020	-SP Community Discussion -Discuss work plan and timeline	- Gather and discuss community input - Build and streamline on current SP - ID resources and tools for stakeholder engagement and SWOT analysis	- DRAFT Scope for SP Plan for presentation to Commission - DRAFT survey questions/tools - Determine materials	
Community Meeting #2 [Ad Hoc Subcommittee]	August 13, 2020	-Present SP scope as informed by input from Meeting #1 -Summarize public input from Meeting #1	- Present and discuss Scope - List of Stakeholders for survey -Develop survey questions	- Proposed Scope based on feedback from Community meeting 1 -Proposed survey questions based on feedback from Community Meeting 1 -Public comment summary	Based on feedback gathered at Meeting #2, subsequent drafts may be reviewed by SP subcommittee via email before the 9/15/20 meeting
LAHCFD Commission [Regular Meeting]	September 15, 2020	-Present scope to Commission for review and approval or revisions	-Present memo report with final proposed Scope and survey questions and request approval	- Final Scope -Final survey questions	If Scope and survey are approved, PSA signed, resolution adopted, SP will commence with distribution of survey to

DRAFT Workplan for LAHCFD Successor Strategic Plan
REV 8-13-20

Meeting	Date	Overview	Tasks	Deliverables	Notes
		-Present survey questions for approval or revisions	-Request approval for PSA and adoption of accompanying resolution	-Resolution -PSA	pre-identified stakeholders September 16, 2020
Stakeholder engagement	September 16, 2020 – September 25, 2020	-Deploy stakeholder engagement tool (survey)	-Distribute survey OR revise survey as directed by Commission, then distribute	- Survey tool -Analysis to take place after survey is returned (September 25)	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
SP Meeting 1 [Special Commission meeting]	October 1, 2020	-Define timeframe of SP -Reaffirm or revise mission/vision -SWOT analysis -Review Goals in pages 20-25 of current SP	-Review survey results -Conduct SWOT analysis -Discuss updates to Goals and Objectives	-Survey results	
Commission [Regular Meeting]	October 20, 2020 [6-7 pm discuss SP?]	-Presentation of initial goals/objectives;	-Review results of SP Meeting 1	-Primary goals/objectives as identified in SP Meeting 1	
SP Meeting 2	October 27, 2020	-Reaffirm or revise Primary Goals/Objectives and	- Breakout groups to refine goals/objectives and	-Primary Goals/Objectives as	

DRAFT Workplan for LAHCFD Successor Strategic Plan
REV 8-13-20

Meeting	Date	Overview	Tasks	Deliverables	Notes
[Special Commission meeting]		begin identifying actions/tasks to achieve said goals/objectives -Discuss resource allocation to Goals/Objectives -Discuss and assign timeline to tasks	identify tasks to achieve them -Finalize tasks -Discuss resource allocation -Finalize resource allocation -Discuss timeline -Finalize timeline; assign tasks	reviewed by Commission	
Commission Adoption – [Regular Meeting]	November 17, 2020	Commission action to adopt LAHCFD Strategic Plan 2021 – 202x	-Present final Successor SP -Request approval/adoption 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

Prepared by S. Henricks
8-5-20

Anticipated Outcomes of the LAHCFD Successor Strategic Planning Process

- 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

The LAHCFD 2015 - 2020 Strategic Plan is available in its entirety at:

https://www.lahcfd.org/wp-content/uploads/2016/04/lahcfd_strategic_plan_2015-16.pdf

For the purposes of this Community Meeting, we are focusing on pages 19 - 25, as contained in this attachment.

Appended to this section of the 2015-2020 Strategic Plan is a 2019 report to the LAHCFD Commission from the Strategic Plan Subcommittee, which reviews the Strategic Plan and provides a status report on implementation of the plan.



LOS ALTOS HILLS COUNTY FIRE DISTRICT 2015-2020 STRATEGIC PLAN

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

Personnel Management	District Administration
Financial Management	Hazard and Risk Management
Leverage Technology	

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.

*“If you don’t keep score,
you’re only practicing.”*

Vince Lombardi,
American Football Coach and Motivator

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.



LOS ALTOS HILLS COUNTY FIRE DISTRICT 2015-2020 STRATEGIC PLAN

Goal 1 Develop a comprehensive personnel management system.

Objective 1A	Identify the roles and responsibilities of the organization.		
Timeframe	6 months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> 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. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Objective 1B	Develop job descriptions.		
Timeframe	1 year	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> 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. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Objective 1C	Perform a comprehensive compensation analysis.		
Timeframe	12 - 18 months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> 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. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Objective 1D	Develop a succession plan.		
Timeframe	6 - 18 months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> 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. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	



LOS ALTOS HILLS COUNTY FIRE DISTRICT 2015-2020 STRATEGIC PLAN

Goal 2 Establish an effective district administration.

Objective 2A	Identify current policies, procedures, and gaps.	
Timeframe	1 month	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • 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. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 2B	Review and analyze policies and procedures of other districts/agencies.	
Timeframe	1 month	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • 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. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 2C	Develop necessary policies/procedures in accordance with best practices.	
Timeframe	1 month	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • 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. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 2D	Produce an organizational chart.	
Timeframe	2 weeks	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • 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. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



LOS ALTOS HILLS COUNTY FIRE DISTRICT 2015-2020 STRATEGIC PLAN

Objective 2E	Implement a communication plan to inform the community of service and benefits of the district.		
Timeframe	3 months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • 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:	

Objective 2F	Periodic review and update of the administrative policies and procedures.		
Timeframe	1 month and ongoing	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • 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: Contract Services Costs:	



LOS ALTOS HILLS COUNTY FIRE DISTRICT 2015-2020 STRATEGIC PLAN

Goal 3 Provide sound financial and contract management plans and practices that are understandable by the community.

Objective 3A	Identify existing plans, practices, liabilities, and impacts.		
Timeframe	3 months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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:	



LOS ALTOS HILLS COUNTY FIRE DISTRICT 2015-2020 STRATEGIC PLAN

Goal 4	Develop a plan to identify hazards and risks in order to reduce, eliminate, and mitigate them.		
Objective 4A	Conduct a hazard and risk assessment of the district.		
Timeframe	3 months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • 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:	
Objective 4B	Evaluate gaps between the districts capabilities and things identified in the assessment.		
Timeframe	3 months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • 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:	
Objective 4C	Research and coordinate with partnering agencies.		
Timeframe	3 months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • 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:	
Objective 4D	Established a process for periodic review and update.		
Timeframe	4 months and ongoing	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • 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:	



LOS ALTOS HILLS COUNTY FIRE DISTRICT 2015-2020 STRATEGIC PLAN

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.		
Timeframe	6 months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • 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.		
Timeframe	6 months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • 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.		
Timeframe	3 months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • 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:	



**LAHCFD Commission Meeting
STRATEGIC PLAN SUBCOMMITTEE REPORT
November 19, 2019
7 PM
EL MONTE FIRE STATION**

SP Subcommittee: Commissioners: Price, Spreen, Carr; General Manager Logan

Subcommittee met on Friday, November 15, 2019:

1. Review 2015-2020 Strategic Plan -- develop a status report of Strategic Plan accomplishments
2. Website Update – ensure messaging context reflected update regarding the Strategic Plan
3. Strategic Plan 2020-2025 – develop recommendations for coordinating SP 2020-2025

REPORT

1. Review 2015-2020 Strategic Plan -- develop a status report of accomplishments

See attachment A.

2. Website Update – The 2015-2020 Strategic Plan is currently on the website.

- Roger will update with context that is contained in the summary of Attachment A.

3. Strategic Plan 2020-2025 – recommendations:

- a. Retain the same SP subcommittee members to develop and coordinate the next 5-year SP
- b. Budget – submit request for 2020-2021 budget cycle of \$20,000 to \$30,000 for the program; submit to Budget Committee
- a. Contact Center for Public Safety Excellence (CPSE) to provide the process services; Duffy will do.
- b. Stakeholders – request community participants from a variety of sources; Town of LAH, Unincorporated areas; San Antonio Hills; residents impacted by fire, ECC; CERT, etc.
- c. Meeting site – recommend El Monte Fire Station Training Room and Bay for breakouts
- d. Time frame: January 2020 – April 2020 for meetings; May – Sept. for Development of Strategic Plan; Finalize/Publish: October 2020.

ATTACHMENT A

LOS ALTOS HILLS COUNTY FIRE DISTRICT STRATEGIC PLAN 2015-2020

First -- the Core Values and Associated Statements adopted by the members of the Commission.

VALUES

- **Internal agreement of members to establishing values**
- **Organizational integrity, dedication and trust**
- **Leadership seeking input from the community**
- **Providing essential services**
- **Cooperation with regional partners, agencies to ensure critical infrastructure is in place.**

STRENGTHS

- **Adequate funding**
- **Experienced board and staff**
- **Strong leadership**
- **Managing costs through contracting**
- **Agile**

WEAKNESSES

- **Contract management**
- **No Bylaws, SOP's**

OPPORTUNITIES

- **Staff succession**
- **Regional initiatives**
- **Contract negotiations**

THREATS

- **Disasters**
- **Inadequate fire suppression water supply**
- **Terrorism (targets)**
- **Uninformed citizenry**

CRITICAL ISSUES & SERVICE GAPS

- **Organization Chart and areas of Responsibility**
- **Contract management**
- **Succession Planning**
- **Financial Management Plan**
- **Community Outreach**

- Wildland Urban Interface
- Leveraging use of technology
- Salary analysis for consultants

STRATEGIC INITIATIVES

- Personnel management
- Financial Management District Administration
- Hazard and Risk Management
- Leverage Technology
- District administration
- Hazard and Risk Management
- Leverage technology

SP STATUS ACCOMPLISHMENT OF 2015-2020 GOALS

Goal 1 **Status: Partially completed**

- 1A. Identify roles and responsibilities of the organization.
Analyze Job roles (commissioners, general manager, staff, and consultants) Completed: org. chart
- 1B. Job descriptions completed for consultant positions, New General Manager; New Commissioner Member Orientation
- 1C. Compensation analysis performed for District Clerk; new General Manager; and consultants
- 1D. Succession timetable developed for member's terms

TO DO: Publish personnel manual; develop time frame to review

Goal 2

- 2A. Administration development complete
- 2B. Reviewed P&P of other districts
- 2C. Gaps required completion of Annual Report to the Community. Completed in 2017-2018. Published in LAH Our Town Newsletter.
- 2D. Organization chart completed.
- 2E. Community communications via website and Town Newsletter and separate mailings, brochures;

updated periodically; include social media Facebook & Twitter

2F. TO DO: Update review process policies – to be done.

Goal 3

Evaluate sound financial and contract management plans and practices.

3 A ID exiting plans, practice, liabilities and impacts

3 B Analyze gaps where the district compares to the best practices to ID gaps

3C Develop financial and contract management policies and procedures.

3D TODO: Develop a five-year plan

3E Establish a process of periodic review of all elements

Goal 4

Develop plan to I.D. hazards and risks in order to reduce, eliminate, and mitigate

4A Conduct a hazard and risk assessment of the district

4B Evaluate gaps between the district capabilities and things identified in the assessment

4C Research and coordinate with partnering agencies

4D Establish a process for periodic review and update

ACCOMPLISHMENTS GOAL 4 – Implementation of the Countrywide Fire Protection Plan; residential hazardous tree program; brush chipping; collaborating with Fire Safe Council has provided and expanded the LAHCFD capacity to mitigate fire and implement fire protection. Periodically reviewed.

Goal 5

Maintain awareness of current and future knowledge of technologies' that affect the Districts mission.

5A Identity major areas that technology affect the district – operations, finance, planning and logistics

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

5C Develop a communications plan both emergency and non-emergency

ACCOMPLISHMENTS: The CERT Program and use of Social Media have been utilized in effective communication with the community. Community Education and Outreach Programs provided review of the 2 articles for publication in Sept. Newsletter; update of the Los Altos history museum Emergency Preparedness Exhibit; contributions of LAHCFD to the Exhibit by Commissioners.

Draft Survey Questions
Survey #1 – for STAKEHOLDERS who work regularly with District

PURPOSE: This survey is intended to gather feedback from stakeholders familiar with District operations to inform the Commission as they create a successor Strategic Plan.

INSTRUCTIONS: This survey consists of questions asking for both written responses and numerical ratings. You will be asked about specific components of the existing Strategic Plan as well as your opinion on current programming, strengths, and weaknesses of the District. A final question at the end provides the opportunity for any additional comments you wish to provide to the District concerning this Strategic Plan project.

1. Name and affiliation [optional]

2. How long have you been interacting with the District?

3. What do you think is the role of the LAHCFD?

4. How do you receive information about the District?

Check all that apply

- Website
- Newspaper-Town Crier
- Email updates
- Social Media – Facebook
- – Twitter
- – Instagram
- -- Nextdoor
- Commission meetings
- Staff
- Mail
- Commissioners
- neighbors
- Other:

5. Do you have any recommendations on how the District could improve communication?

6. Have you participated in District sponsored training?

Check all that apply

- CERT-Community Emergency Response Team
- PEP – Personal Emergency Preparedness

Do you have any suggestions regarding the District's training programs?

7. How well does the District coordinate with stakeholders?

Rate on scale:

- Extremely Satisfied= 5
- Satisfied = 4
- Neutral = 3
- Dissatisfied = 2
- Extremely Dissatisfied = 1
- I'm not familiar enough to comment = 0

Do you have any suggestions for improvement?

8. Current District Programs are listed below. Please indicate your satisfaction with each program by rating on a scale of 0-5. Add any comments in the text below.

- | | Rating |
|---|----------------------|
| • Brush chipping and Debris Removal | <input type="text"/> |
| • Shaded fuel breaks (define) | |
| • Fire suppression | |
| • EMS (medical response) | |
| • Home Ignition Zone (HIZ) review | |
| • Monthly Yard Waste Pick up | |
| • FireWise Community, neighborhood networks | |
| • Goat grazing vegetation mitigation | |

Comments about programs listed above:

9. Are there any programs not currently offered by the District you feel should be considered?

10. Rate the importance of the emergency protection items below on a scale of 0-5.

Rating

- Increase services to the ARK (emergency container to respond to emergency events)
- fire hydrant and fixtures program
- GIS software for mapping District's 540 fire hydrants and other projects
- Early warning devices (audible alerts, cameras to detect fire)

11. Rate and review the following components of the current 2015-2020 Strategic Plan using the following scale:

- Extremely Satisfied= 5
- Satisfied = 4
- Neutral = 3
- Dissatisfied = 2
- Extremely Dissatisfied = 1
- I'm not familiar enough to comment = 0

a. Rate your satisfaction with the District's Mission Statement (provide language):

(insert rating of 0-5)

How can the Mission Statement be improved?

b. Rate your satisfaction with the District's Values as defined in the current SP:

(insert rating of 0-5)

How can the District's Values statement be improved?

c. Rate your satisfaction with the District's Vision Statement in the current SP:

(insert rating 0-5)

How can the District's Vision statement be improved?

12. The current Strategic Plan lists 5 goals. How would you rate the District's performance on each goal?

1) Develop a comprehensive personnel management system (define roles, responsibilities, compensation, succession plan)
(insert rating 0-5)

2) Establish an effective district administration (develop policies, procedures, communication plan for community)
(insert rating 0-5)

3) Provide sound financial and contract management plans and practices that are understandable by the community (financial policies and administration, develop 5-year financial plan)
(insert rating 0-5)

4) Develop a plan to identify hazards and risks in order to reduce, eliminate and mitigate them (review wildfire risk, fire flow capability, collaborate with partner agencies)
(insert rating 0-5)

5) Maintain awareness of current and future knowledge of technologies that affect the district's mission (use of technology, social media, communications for emergency and non-emergency)
(insert rating 0-5)

13. What new goals should the District consider in the successor Strategic Plan?

14. The next four questions seek your input about current and future District operations:

a. List STRENGTHS of the District

b. List WEAKNESSES of the District

c. List OPPORTUNITIES you see for the District

d. List CHALLENGES to the District

15. Do you have any input for the Commission as they prepare the successor Strategic Plan for 2021-2022 that has not been covered in this survey?

The Los Altos Hills County Fire District thanks you for your time and effort to complete this survey and provide your input.

Draft Survey Questions
Survey #2 – for Community Members

PURPOSE: This survey is intended to gauge community awareness of the District’s mission and services and gather feedback.

INSTRUCTIONS: This survey consists of questions asking for both written responses and numerical ratings. The information provided will inform the District’s Commissioners as they prepare a successor Strategic Plan.

1. Name (optional)

2. Have you had contact with the LAHCFD District?
 - If yes: check box frequency = frequent, occasionally, one time, none
 - Rate your experience (0-5) = extremely satisfied, satisfied, neutral, dissatisfied, extremely dissatisfied, never had contact
 - Would you like to add any comments about your interaction with the District?

3. What is your preferred method of communication with the District?

Check all that apply

Email

Website

Social Media – Facebook
 Instagram
 Twitter
 Nextdoor

Mail

Newspaper (Town Crier)

Staff

Commissioners

Other:

4. Indicate which services offered by the District you are familiar with:

(Checkbox)

- District Website
 - i. Emergency Notices
 - ii. Emergency Preparedness classes and workshops
 - iii. Brush chipping online registration
 - iv. Contact Us feature for email communication
 - v. Social media links
- Brush Chipping and Debris Removal Program

- Construction of Shaded fuel breaks along Page Mill Road to remove brush and low hanging tree limbs(define)
- Fire suppression
- EMS (emergency medical response)
- CERT (Community Emergency Response Team)
- ARK – emergency supply container
- Home Ignition Zone (HIZ) review
- Monthly Yard Waste Drop off
- FireWise Community, neighborhood networks
- Goat grazing vegetation mitigation

5. Have you used any of the services above? Please describe:

6. Are there any other services you think should be offered by the District?

Thank you for your time and effort to complete this survey. Your input is valuable to the District.