

APPLE VALLEY FIRE PROTECTION DISTRICT

22400 Headquarters Drive ☐ Apple Valley California 92307
(760) 247-7618 ☐ FAX (760) 247-3895

MINUTES OF BOARD WORKSHOP BOARD OF DIRECTORS

June 27, 2019

1.0 CALL TO ORDER: President Leary 4 PM

2.0 PLEDGE OF ALLEGIANCE: Director Kuhn

3.0 ROLL CALL:

Present: Director Conley, Director Karen, Director Kuhn, President Leary, Vice President Savage

Absent: None

4.0 PRESENTATIONS & DISCUSSION:

.01 Strategic Plan Process. President Leary called on Chief Gigliotti who gave a brief slide presentation of the Strengths, Weaknesses, Opportunities and Threats results. A copy of the slides are attached hereto and made a part hereof.

The Fire Chief began his presentation by announcing that there had been 100% participation by all Staff and the Board of Directors. He went on to brief how the dense information obtained in the results should be reviewed. Following his presentation there was conversation between the Board and primarily the Fire Chief regarding the results.

The overall consensus from the conversation which covered topics from the results that were both broad and specific was that there was too much data for the Board to digest and be able to give any direction. There was lengthy dialogue throughout the meeting on different forms of action the District might be able to take using the data.

As discussion was winding down and the group was unable to breakdown the data into any format to move forward it was suggested by both Vice President Savage and President Leary that the Fire Chief might want to condense the information and when presented to the Board narrow the subjects down giving the Board statistics (percentage of times the item was reported) so the Board would have some idea of the importance and/or emphasis the participants had on a particular item mentioned.

The conversation was concluded by noting there was still a long way to go in the process.

5.0 PUBLIC COMMENT: None.

6.0 DIRECTORS' RESPONSE TO PUBLIC COMMENT: None.

7.0 STAFF COMMENTS: None.

8.0 DIRECTORS' COMMENTS: None.

9.0 FUTURE AGENDA ITEMS: None.

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10.0 ADJOURNMENT: M/S Conley/Savage 5:35 PM.

ATTEST:


ROSE MARIE GARRISON
Recording Secretary


BRETT L. SAVAGE, Board Vice President

Key Areas of Goal Focus

Policy

Budget/Revenue

Future Planning (Succession Planning)

Service Delivery

Equipment/Infrastructure

Culture/Training/Personnel Development

HELPFUL

STRENGTHS

INTERNAL ORIGIN

Community Buy-in/Support
District Fleet Services Program
Customer Service
Labor/Management Relations
Commitment to the Community
Department Leadership
Positive Board/Fire Chief Relationship
High Moral/Positive Internal Culture
Command Staff Communication with Suppression Staff
Command & Control
Emergency Medical Services Delivery
Community Programs:
1. Community CPR/First Aid
2. PulsePoint Application
3. Community AED Program
Training
Management Support of Training Programs
Skill level of Workforce
1. Ability to train our employees to a higher standard
Cross trained Employees
Highly trained personnel in all divisions
Relationships:
1. Community/Town of Apple Valley
2. Internal District
3. External Community Leaders
4. Cooperator Relationships/Outside Agencies:
a. Cal Fire
b. Victorville Fire Department
c. Bureau of Land Management
d. San Bernardino County Fire District
e. San Bernardino County Sheriff's Office
Home grown/local workforce
Relationship with OES
Independent Special District with own taxing authority
Current Economy
Measure A Funding & Growth
Financial stability to provide quality service
Organizational Accountability
"All Hazard" Department
Small in size high quality control
Organizations ability to build trust/confidence & value with the Public/Cooperators
District ability to do more with less for the community
Organizations adaptability in meeting community needs
Supportive and Family Culture Instilled within the District among the employees
Employees like to work here!
Peer Support/Peer Counseling Program
Positive Attitude Organization Wide
Pride and Ownership employees take in the District
Enthusiasm for moving the Organizational forward
Relationships between all workgroups
Motivated young workforce
Most company level supervisors are internal promotions
Most company level supervisors have time left in career
Majority of workforce strives to better education and better the organization
Number of credentialled paramedics (29 of 42 rank and file)
Department Program Participation
Versatility/Capabilities within the Staff
Multitude of Talent within organization
Dedicated Personnel
Employees with experience from outside organizations
Staffing Lines within Communication
Best Staff and Fire Professionals in the Industry
Current Average Experience Levels
Responsibly aggressive on the Fire Ground
District Embrace and Use of Technology
Staffed Truck Company
External use of the shop
Health and wellness program/committee
Honor Guard program
Weed Abatement Program
Website
Positive Press relation (including Social Media)

HARMFUL

WEAKNESSES

Policy	Image
Out of date SOPs and Policies	Positive Media Coverage
Board Directors-Experience & Training	Lack of Marketing by the District/Branding
Fire Board not understanding the job descriptions completely regarding programs not typically run by suppression employees	GRRD
Lack of knowledge of the weed abatement program by the Board of Directors	Inspection Program
Information Management/Record Keeping	Fire Investigation Program
Website	Training
Outdated technology – Lack of updating technology/ pplication of Technology	Limited Access to Training Center
Service Delivery	Training depth, Scope
2 Man Crew @ Station 337	Not enough training with the Sheriff's Office
Response Times	Lack of an adequate training division
Patrol/Type VI Engine vs. Type I Engine at Station 337	Lack of live fire training
Turnout Time	Lack of incentives for further Education/Certification
Staffing Model	Education Incentive program
Overusing Fire Engines for Medical Responses	Lack of internal EMS Classes
Unequal fire protection throughout the community	Small Interest groups creating silos
Due to size, the District is depilated with any major incident	Recruitment/Retention
EMS Restock waste	Recruitment/Retention
EMS Training, COJ, Direction, Program Management, lack of follow through	Wages (Compared to countywide average)
Hospital ED Transaction times w/Paramedic Ambulances (Reduce avail. Ambulances)	Subpar Retirement formula (PEPRA)
CPR/First Aid Program – Lack of accountability	Wage Scale too long to reach top step, top step demotivating
Unstaffed Stations	Lack of qualified applicants for vacancies/upcoming vacancies
Lean Command Staff	Need for an Explorer to Firefighter Career Path
Small Finance Staff	MOU Process/Preparation
Need to fulfill Measure A Promise to staff Fire Station 335	Limited confidential personnel creates limitations on preparation for labor negotiations
Lack of personnel	Mismatched work schedule with Town of Apple Valley (9/80)
OES Engine Assignment	Budget/Revenue
Lack of Skill Pay	Funding Limitations
Restore Team Concept (Hazmat/Rescue, etc.)	Age and Lack of updating revenue ordinance (Ord. 50)
Lack of training in speciality area's (rescue, haz-mat, and wild land)	Limitations on property tax revenue
Lack of funding for specialized training	Lack of revenue ordinance (DIF)
Utilization of established programs (Bike Medic, Hazmat, Rescue, etc.)	Not enough funding to hire additional personnel
Labor/Management/Communication	Employee Costs - Workers Compensation/Cal PERS
Lack of consistent strong mid-level management	Limited Cost Recovery
Lack of personal one on one communication with upper management	Development in the District
Working out of class w/out active promotional list placement	Unfunded Liabilities
Communication: Between Levels of the Organization and Between Committees and groups with unique responsibilities	Dispatch Cost
Better Daily Communication with Crews	Lack of Long Range Financial Plan
Exchange of information between Divisions	Bank Account structure and Fund Structure
Human Resources lack of understanding of the effects, mentally and physically, the job of suppression personnel	CIP Fund Obstacles
Relationships - too much visiting (We like eachother too much)	Lack of Grant Funding
Culture	Outturning Revenue Growth
Some employees are loosing focus on who are here for	Accounts Receivable Tracking
Overly reliant on outside agencies to augment resource needs	Customer Payment Options
Cooperators not as well trained as "we are"	Antiquated Accounting System
People feel excluded because of "Clique" mentality	Lack of ability to pay for services/items via the website
Captains Disrespecting other Captains in front of subordinates	Finance Software
Lack of Community Outreach	SDRMA Credit Incentive Program Points
Inmature Culture	Facilities/Equipment
Succession Planning	Aging Infrastructure/Fleet
Lack of Succession Planning	Building/Station Security
Retirement induced lack of experience	Facilities too small
Lack of Promotional Academies	Workload in Fleet Services
Lack of Experience Diversity	Service Tracking Reliability
Complacency	Non-Electronic Fuel Tracking
Untapped talents within the organization	Absence of Barcoding System for District Inventory
Lack of consistency - due to Multiplicity of Duties	Fleet Software Out of Date
	Preventative Maintenance and Knowledge of Facility/Station Condition
	Lack of shop parts runner

HELPFUL OPPORTUNITIES

EXTERNAL ORIGIN

Policy	Succession Planning
Increase political/legislative activity	Succession Planning
Update Standard Operating Procedures and Policies	Continuity in recruitment process
Public image enhancement	Service Delivery
Community interactive Website	Increase community involvement
Attend beneficial conferences (Cal PELRA, CSDA, FDAC, Cal Chiefs, etc.)	Joint ventures (JPA or MOU) with local agencies (Rescue, Hazmat, etc.)
	Implement "Medic Squad" program to reduce wear on Engines
	Staff Additional Stations as possible
Community Paramedicine Program	Community (Senior citizen) outreach
Grow Fleet/Shop Program	Better develop specialized programs (Rescue, HazMat, etc.)
Interfacility Transport Program	Capitalize on respect from other agencies
Annex Spring Valley Lake	Enhance Automatic/Mutual Aid Programs with neighboring Departments
Capitalize on development of "Golden Triangle" annexation into the Town of Apple Valley	Hands only CPR Program
Apply for and secure grant funding as available	Stop the Bleed Program
Leverage current technologies to create efficiencies	Assume control over CERT Program(s)
Charge Event Fees	Professionalize the Fire Investigation Program
Leverage growth and partnerships	Continue to invest in Capital Improvement Program projects
Hire out single resources for compensable assignments	Training
Annexation of land within sphere of influence and/or adjacent service areas	Assert MOU relationship with Victor Valley Community College and use of Training Center
Public/Private Partnership with Air Transport Services	Maximize interagency training with cooperator agencies
EMS First Responder Fees	Capitalize on internal desire to train and provide greater levels of specialized training
Develop sound District Financial plan w/respective policies	Clarify job performance requirements
Increase Measure A Revenue by applying to Board and Care units individually	Utilize internal accredited instructors for training
Fee program for non resident services - Cost Recovery	Enhance Training Division
Helicopter Landing Standby fees	Increase internal training with credentialing through Victor Valley Community College
Medical Insurance Reimbursement	Address staffing limitations and invest in cross training of administrative personnel
Medical aid subscription fee program for repeat or frequent users	
Fire Prevention/Development Fee Program updates	
Seek and secure all available credits/discounts available from SDRMA	
Continued growth	
Build Command Vehicles for outside Agencies	
Reduce ISO Rating	
Energy efficiency/Solar Energy programs	
Tap internal employee talents	
Addition of an Cal OES Type III Engine	

HARMFUL

THREATS

Budget/Revenue

- Economic Pace (Property Tax Funding)
- Cal PERS UAL
- OPEB
- Economic Downturn
- Overspending Budget Resources (Growing Too Fast)
- US Trade Policies/Tariffs

Policy

- Complicated account and fund structure can cause internal financial challenges
- Board Member Experience @ Lack of Training
- Fire Board (Lack of Fire Centric Board Members)
- Disappointing Citizen support of Measure A, Loosing Community Support
- Taking out economic issues on employees
- Changes in Laws regarding Special Districts
- Loss of public support
- Loss of viable relationships with cooperating agencices
- Districting (Elected Board Positions)
- Outdated Policies
- Public Perception
- Social Media

Competing Governments

- City of Victorville
- AMR Ambulance
- County Fire
- Cal Fire
- Town of Apple Valley (Hostile Takeover)
- State EMSA/ICEMA

Recruitment/Retention

- Recruitment/Retention
- Individuals working out of class
- Cliques/Specialty Groups
- Negativity
- Big Changes affecting morale
- Increases in staffing
- Canablism/Eating own
- Modifications to staffing, LT's, Station Move-ups
- Poor Pay scale
- Outside agencies poaching District personnel
- Us v Them Mentality

Service Delivery

- Aging Equipment
- Facility Security
- Keeping up with increase in call volume
- Major disasters
- 2 person crew at Station 337
- Increasing wild land threat
- Overworking Shop Staff with Major Repairs
- Cyber Security
- Staffing Limitations
- Lack of specialized programs (Tech rescue, hazmat, active shooter)
- Population Increase/Increasing Service demands
- Lack of preparedness for changes in the fire service

EXTERNAL ORIGIN

Strategic Goal Development

Key Areas of Goal Focus

Policy

1. Within the 2019-20 fiscal year, review all District policies to ensure that are relevant to current District operations and are compliant and consistent with state law.
2. Develop and implement a financial policy that maximizes revenue investment performance and provides necessary guidance for budget development and district spending.

Budget/Revenue

1. Annually, Develop and maintain an Operating Budget that is balanced and meets the operational needs of the District.
2. Identify and develop a method to capture available cost recovery that does not affect current District Residents.
3. Identify and develop a method of providing funding for Capital Improvement that reduces or eliminates dependence on the General Fund as a revenue source.

Future Planning (Succession Planning)

1. Develop a succession plan identifies and develops new leaders who can replace old leaders when they leave the District.
2. Develop a plan for the recruitment and retention of entry level district personnel.

Service Delivery

1. Ensure Fire Station Locations and deployment models best meet District response needs.
2. Evaluate and Determine if the present staffing model provides adequate staffing for the response load and needs of District residents.

Equipment/Infrastructure

1. The District will acquire and maintain response resources (Apparatus) that meet the needs of District residents and the needs of the response force.
2. Evaluate, remodel and/or replace District facilities that need rehabilitation or replacement.

Culture/Training/Personnel Development

1. Ensure all District personnel are trained comprehensively and appropriately to meet the response requirements of the District.
2. Leverage relationships and develop connections regionally to ensure District training meets current local, state and national standards.

Note: If a strategic goal does not identify a timeframe for completion, the accompanying objectives should do so.

After Reviewing the results of the SWOT and discussing the structure of Strategic Goals, identify at least two specific topics for each of the key areas noted below. From these topics, with some guidance, you will develop at least two meaningful strategic goals for each area.

Key Areas of Goal Focus

Policy

Budget/Revenue

Future Planning (Succession Planning)

Service Delivery

Equipment/Infrastructure

Culture/Training/Personnel Development