

RESOLUTION NO. 25-033

**A RESOLUTION OF THE BOARD OF DIRECTORS OF THE
LAKESIDE FIRE PROTECTION DISTRICT APPROVING THE
2025-2030 LAKESIDE FIRE PROTECTION DISTRICT
STRATEGIC PLAN**

WHEREAS, the Board of Directors of the Lakeside Fire Protection District has determined the need to develop a Strategic Plan to identify future goals and objectives; and

WHEREAS, strategic planning is a disciplined effort to produce fundamental decisions and actions that shape what an organization does, identify key priorities, and guide the organization's future; and

WHEREAS, there are numerous benefits to strategic planning, including: organizations can increase effectiveness and efficiency, improve understanding of the District's needs, enhance organizational capabilities, and improve communications and public relations; and

WHEREAS, the Fire Chief formed a committee of internal stakeholders to create the 2025-2030 Strategic Plan by conducting comprehensive strategic planning sessions to identify critical factors for the District's interests and needs of the District's community; and

WHEREAS, the committee participated in several comprehensive strategic planning and goal-setting sessions to develop and finalize the District's Vision, Mission, Core Values, and Goals with key performance Indicators; and

WHEREAS, the Strategic Plan includes 8 goals with measurable key performance indicators; and

WHEREAS, the Board of Directors has reviewed the Strategic Plan; and

WHEREAS, the Strategic Plan will be made available on the District's website and to all District staff; and

WHEREAS, the Strategic Plan progress will be measured, monitored, and reported to the Board of Directors and the community by the Fire Chief; and

WHEREAS, the development and implementation of the Strategic Plan reaffirms the District's commitment to continue to provide exceptional services and programs to the community.

NOW, THEREFORE BE IT RESOLVED AND ORDERED BY THE BOARD OF DIRECTORS OF THE LAKESIDE FIRE PROTECTION DISTRICT THAT:

- The board approves the 2025-2030 Lakeside Fire Protection District Strategic Plan (Attachment A)
- Directs the publication of the document on the District's website.

***PASSED AND ADOPTED** by the Board of Directors of the Lakeside Fire Protection District, County of San Diego, State of California, on the 10th day of June, 2025 by the following vote:*

AYES: Bowser, Turner, Robles.

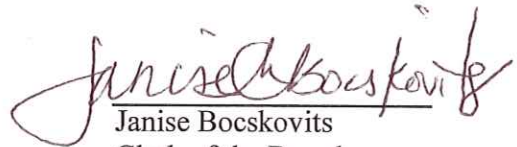
NOES:

ABSTAIN:

ABSENT: Bingham, Liebig.



Brent Bowser
Board President



Janise Bocskovits
Clerk of the Board

**LAKESIDE FIRE
PROTECTION DISTRICT
STRATEGIC PLAN**



2025-2030

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Introduction

The Lakeside Fire Protection District (LFPD) provides an all-hazards approach in the protection of the lives and property of the residents, businesses, and visitors in its coverage area. LFPD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves.

The District's members were challenged to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the team. It further provided the district with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the District's internal stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion and future plan execution.

LAKESIDE FIRE PROTECTION DISTRICT
STRATEGIC PLAN
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Organizational Background

Established in 1963, the Lakeside Fire Protection District (LFPD) has continued to be an ever-evolving organization focused on providing quality services. The District serves a population of approximately 66,000 residents. The district's coverage area is comprised of the California communities of Lakeside, Johnstown, Blossom Valley, Flinn Springs, Pepper Drive, Eucalyptus Hills, Wildcat Canyon, and other unincorporated areas of El Cajon. All of these are set within the unincorporated area of San Diego County. The service area of the LFPD is mainly residential, but also has a mix of commercial, light industrial, and rural-agricultural properties. There are also two major transportation corridors that bisect the District and a significant wildland-urban interface area for which the District considers, prepares, and deploys its resources.



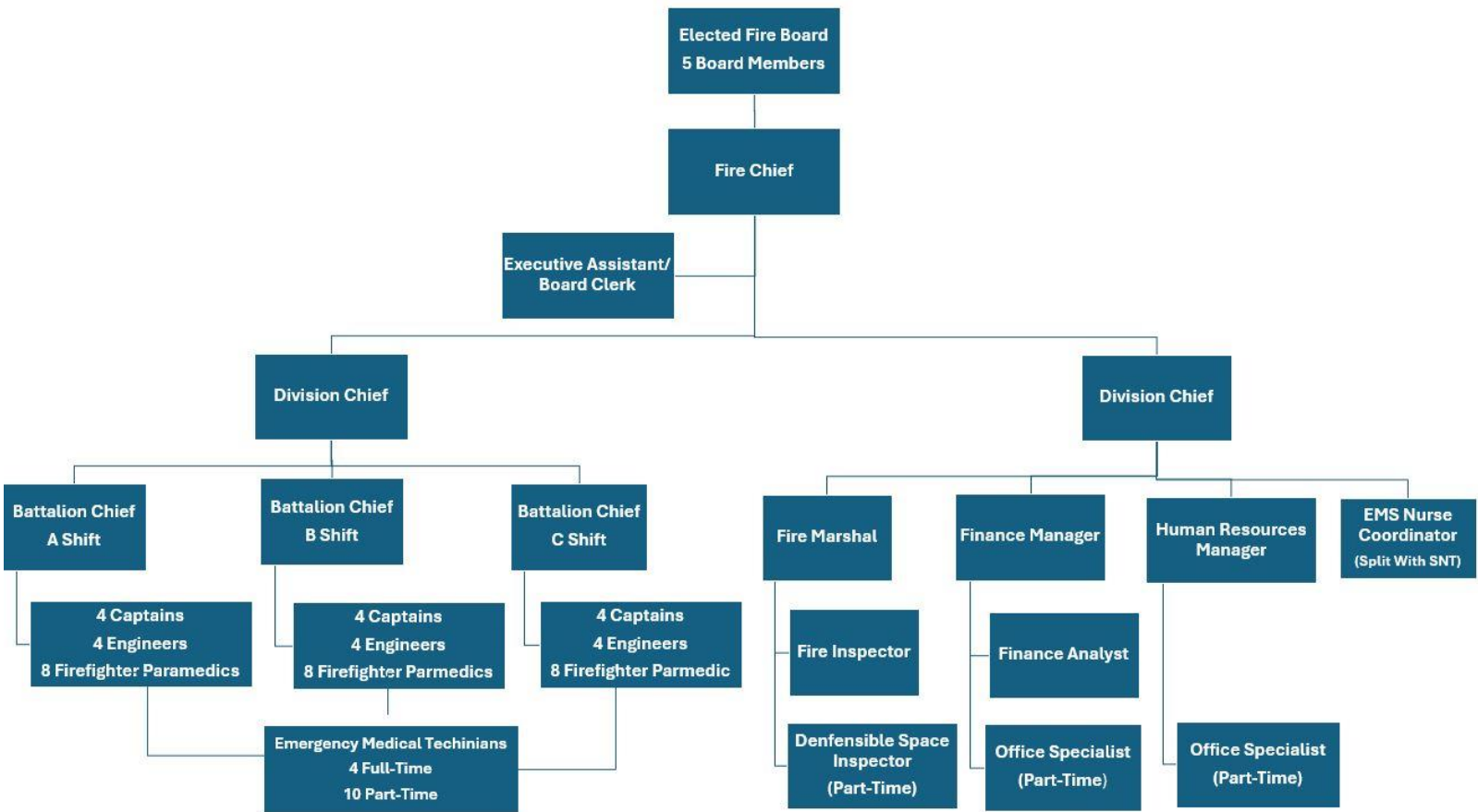
The proactivity of the Lakeside Fire Protection District has been proven by its rich history. The LFPD was the original participant in the Heartland Mutual Aid Pact and still boasts the longest-running transport paramedic ambulance program in San Diego County. The District has embraced the needs of its community by also hosting programs that focus on quality community outcomes. Beyond the traditional services provided, the District also has a Reserve

Firefighter Program, a Logistics Volunteer Group, and a Community Emergency Response Team that complement the services of the Lakeside Fire Protection District.

Today, the District remembers its history and remains committed to protecting the lives, property, and environment of its community and providing compassionate customer service. The Lakeside Fire Protection District continues to deliver proactive, all-hazards, public safety services to the public from four stations that are located strategically throughout the 50.5 square miles of the District.



Organizational Structure



Volunteers
Reserve Firefighter – 12 Positions
Community Emergency Response Team (CERT)
Logistic Volunteer Group – 13 Positions (LVG)

Mission

The purpose of the mission is to answer the questions:

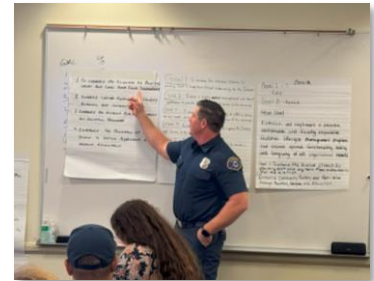
- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

The 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:

The Lakeside Fire Protection District exists to protect life, property, and the environment; and is dedicated to serving our community.

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. The workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group:



District Stakeholders Work Session

Professionalism

We take pride in honorably serving our community promptly with respect, trust, and empathy.

Integrity

We are committed to strong moral principles and will earn the public's trust by conducting ourselves in an honest, ethical, and fiscally responsible manner.

Competency

We are dedicated to maintaining the necessary knowledge, skills, and abilities to efficiently achieve our mission in a thorough and expedient fashion.

Compassionate Customer Service

We strive for an environment of customer service and community involvement that is respectful, compassionate, and friendly.

The mission and values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up the Lakeside Fire Protection District are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

Vision

This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

Lakeside Fire Protection District's Vision

is to be widely known as a fire and emergency services agency that exists to protect life, property, and the environment for those who live, work, and visit in our district.

Living to exceed expectations, we will always value competency and provide for superb mission achievement through an investment in our greatest asset, our members. Through greater workforce development, the district will be prepared for the future. Additionally, through enhanced training, we will continue to be able to meet the changing times and demands of those we effectively serve.

For us to demonstrate our integrity, we must always look to being more efficient in the provision of our services. With a greater focus on fiscal sustainability, growth, and accountability, we continue to be good stewards of the resources with which we are entrusted. By embracing the use of more effective technology, we will be able to provide better performance to the community. All of this consideration to efficiency will be brought together as we find more proficient ways to communicate internally, thus remaining assured we are mission-focused.

Personifying professionalism will always remain at the forefront of what we do and who we are. By virtue of this, we will strive toward improved service delivery to reach greater outcomes. Also, we will connect further with our public through enhanced external communication efforts, ensuring they know we are here for them.

Dedicated to compassionate customer service always, we will embrace our history and grow for the future by holding each other accountable for fulfilling our mission, living our values, accomplishing our goals, and bringing this vision to fruition.

Strategic Planning

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes the use of resources. The process of strategic planning can be defined as “a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why.”¹

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no defined end. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progression and success will be measured.

¹ See Definition, Purpose, and Benefits of Strategic Planning (Bryson 8)

Process and Acknowledgements

The Lakeside Fire Protection District acknowledges and thanks the dedicated personnel who contributed to the development of this strategic plan. Their expertise and commitment have been instrumental in shaping the District's vision and operational priorities.

Development of this strategic plan took place in March 2025, led internally by the District's leadership team. This process focused on assessing departmental priorities, operational improvements, and future objectives to enhance service delivery.

District Stakeholder Group Findings

The district stakeholder work sessions were conducted over the course of three sessions. These sessions served to discuss the organization's approach to strategic planning, focusing on the District's mission, values, core programs, and support services. Additionally, focus was given to the organization's perceived strengths, weaknesses, opportunities, and threats. The work sessions involved participation by a stakeholder group that represented a broad cross-section of the district, as named below and pictured on the following page.

Lakeside Fire Protection District Stakeholders			
Janise Bocskovits <i>Executive Assistant & Board Clerk</i>	Brent Bowser <i>Board Member</i>	Lance Buford <i>Captain</i>	Don Butz <i>Fire Chief</i>
Jennifer Cochran <i>EMS Nurse Coordinator</i>	Jose Corona <i>Captain</i>	Krista D'Agostino <i>HR Manager</i>	Jeremy Davis <i>Fire Marshal</i>
Alex Devereaux <i>Firefighter Paramedic</i>	Chris Downing <i>Battalion Chief</i>	Rebecca Eidson <i>Logistics Volunteer</i>	Scott Eidson <i>Logistics Volunteer</i>
Ernie Flint <i>Engineer</i>	Jacob Fordham <i>Firefighter Paramedic</i>	Jamie Hazlewood <i>Battalion Chief</i>	Jesse Iglinski <i>Engineer</i>
Cameron Johnson <i>EMT</i>	Jonathan Jordan <i>Division Chief</i>	Humberto Lawler <i>Division Chief</i>	Peter Liebig <i>Board Member</i>
Chad Murray <i>Engineer</i>	Keith Naylor <i>Firefighter Paramedic</i>	James Paterson <i>Firefighter Paramedic</i>	Marc Poynter <i>Captain</i>
Tim Robles <i>Board Member</i>	Patrick Sellers <i>Engineer</i>	Trevar Sidman <i>Inspector</i>	Eric Stamm <i>Battalion Chief</i>
Howard Stokes <i>Logistics Volunteer</i>	Stefanie Trompeter Rolon <i>Finance Manager</i>	Jarrett Williams <i>Firefighter Paramedic</i>	



District Stakeholders

Programs and Services

The District stakeholders identified the core programs provided to the community, as well as many of the services that enable the organization to deliver those programs. The district's core programs are provided below, while supporting services are provided in [Appendix 1](#).

Core Programs of the Lakeside Fire Protection District		
Emergency Medical Services	Wildland Fire Suppression	Fire Suppression
Technical Rescue	Hazardous Materials Mitigation	Domestic Preparedness Planning and Response
Community Risk Reduction	Fire Investigation	Public Fire and Life Safety Education

SWOT Analysis

Through a SWOT analysis (strengths, weaknesses, opportunities, and threats), an organization candidly identifies its positive and negative attributes. The SWOT analysis also provides an opportunity for an organization to evaluate its operating environment for areas in which it can capitalize, as well as those that pose a danger. District stakeholders participated in this activity to record LFPD's strengths and weaknesses, as well as the possible opportunities and potential threats. Information gathered through this analysis provides guidance toward the larger issues and gaps that exist within the agency. The information gleaned will assist the agency in finding its broader critical issues and service gaps.

[Appendix 2](#) consists of the SWOT data and analysis collected by the district stakeholders.

Goals and Objectives

To continuously achieve the mission of the Lakeside Fire Protection District, realistic goals and objectives with timelines for completion must be established. These will serve to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of the District's efforts, as they will direct the organization to its desired future while reducing the obstacles and distractions along the way. Leadership-established work groups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with the LFPD's leadership.

Goal 1	Enhance the revenue stream by providing short and long-term fiscal sustainability for the District.
Objective 1A	Develop a committee to ensure fiscal sustainability for the District.
Timeframe	1 year, ongoing
Critical Tasks	<ul style="list-style-type: none">• Establish a new committee that has additional stakeholders than the budget committee to include new perspectives and recommendations• Review and analyze current events that can affect fiscal sustainability• Work collaboratively with the budget committee to review District's exposure to financial risk• Evaluate how to protect current District financial resources
Objective 1B	The committee will evaluate current funding sources and look for opportunities for improvement.
Timeframe	1 year, ongoing
Critical Tasks	<ul style="list-style-type: none">• Perform necessary research on current revenue sources (For example: benefit fee, transport fees, fire prevention fees, and grants) both internally and with the assistance of consultants.• Develop recommendations for changes to current funding sources• Identify subdivisions within the District and analyze how to encourage participation from these subdivisions.• Make direct contact with community members through various communication methods.• Educate the public on the District's current funding sources and revenue constraints.• Solicit input on past revenue increase attempts from community members and other agencies.• Recommend and implement changes.
Objective 1C	The committee will investigate and pursue increased revenues through new funding sources.
Timeframe	1 year, ongoing
Critical Tasks	<ul style="list-style-type: none">• Identify the financial needs of the District.• Identify new funding sources for each need.• Perform a comprehensive comparison of the District's proposed revenue source to comparable fire agencies.• Evaluate the data.• Establish an action plan for all funding initiatives.• Perform an After Action Review of all initiatives and outcomes.



District Stakeholders Work Session

Goal 2	Ensure a highly trained and competent workforce to provide the highest level of services to the community.
Objective 2A	Attract and retain employees that exhibit the District's core values.
Timeframe	6 months, ongoing
Critical Tasks	<ul style="list-style-type: none"> • Re-evaluate professional recruitment tools. • Compare recruiting numbers to similar agencies. • Update salary surveys to remain competitive with comparable agencies. • Re-evaluate/formalize exit interview process to identify key deficiencies.
Objective 2B	Expand & enhance employee health and wellness programs to promote long term well-being and performance.
Timeframe	6 months, ongoing
Critical Tasks	<ul style="list-style-type: none"> • Re-analyze current programs including comparisons to other vendors. • Develop cost/benefit analysis between current and competing programs. • Continue to increase the importance of behavioral health programs. • Explore incentivization of participation of wellness program. • Re-evaluate professional recruitment tools. • Re-evaluate/formalize exit interview process to identify key deficiencies.
Goal 3	Provides & strengthen the service delivery model which meets and anticipates the needs of the Community.
Objective 3A	Develop benchmark response time standards that meet the needs of the community.
Timeframe	6 months, ongoing
Critical Tasks	<ul style="list-style-type: none"> • Re-evaluate previously established district standards compared to current and anticipated call data. • Re-evaluate current response time standards based on geographic challenges.
Objective 3B	Develop a community risk assessment (CRA) in order to provide a scalable response force that meets the current and future needs of the district.
Timeframe	5 years

Critical Tasks	<ul style="list-style-type: none"> Establish process for completing, identify and select vendors, and complete. Establish internal stakeholders committee to aid in completion of CRA. Identify top EMS/Fire risks and create public education programs.
Objective 3C	Evaluate the current staffing and composition of the District's core programs.
Timeframe	6 months, ongoing
Critical Tasks	<ul style="list-style-type: none"> Identify key positions and functions for operations and administration. Analyze current and anticipated staffing deficiencies. Identify potential future needs of the district in all divisions. Conduct cost/benefit analysis of new and potential programs.
Objective 3D	Evaluate opportunities for future partnerships and programs.
Timeframe	1 year, ongoing
Critical Tasks	<ul style="list-style-type: none"> Identify core programs that can benefit from new outside partnerships. Reevaluate current partnerships to ensure they are mutually beneficial.



Goal 4	Enhance the use of technology to improve the district and our ability to serve the Community
Objective 4A	Provide and improve current and efficient emergency communications tools for the District and Community.
Timeframe	2 years, ongoing
Critical Tasks	<ul style="list-style-type: none"> Identify internal emergency communication technology presently in use. Evaluate internal emergency communication systems against current and upcoming communications technology. Determine if improvements are needed to be made. If improvements to the present system need to be made, conduct a cost analysis of the new technology identified in the report. Analyze and create a report of findings. Obtain approval for project continuation. Begin budgetary process for procuring necessary new equipment. Develop cost estimates for implementation, including capital, personnel, consumable, and contract service(s) costs. When funding is available, implement the identified systems.
Objective 4B	Evaluate current technology software systems utilized throughout the District and determine if improvements are needed.

Timeframe	2 years, ongoing
Critical Tasks	<ul style="list-style-type: none"> • Identify internal software systems utilized in each of the core programs and District supporting services. • Evaluate internal software systems against current and upcoming software technology. • Determine if improvements to the present systems need to be made. • If improvements to the present system need to be made, conduct a cost analysis of the new technology identified in the report. • Analyze and create a report of findings. • Obtain approval for project continuation. • Begin budgetary process for procuring necessary new software. • Develop cost estimates for implementation inclusive of capital, personnel, consumable and contract service(s) costs. • When funding is available, implement the identified systems.
Objective 4C	Evaluate current technology hardware systems utilized throughout the District and determine if improvements are needed.
Timeframe	2 years, ongoing
Critical Tasks	<ul style="list-style-type: none"> • Identify current internal hardware systems utilized in each of the core programs and District supporting services. • Evaluate internal hardware systems against current and upcoming hardware technology. • Determine if improvements to the present systems need to be made. • If improvements to the present system need to be made, conduct a cost analysis of the new technology identified in the report. • Analyze and create a report of findings. • Obtain approval for project continuation. • Begin budgetary process for procuring necessary new hardware. • Develop cost estimates for implementation inclusive of capital, personnel, consumable and contract service(s) costs. • When funding is available, implement the identified systems.
Objective 4D	Evaluate current Fire District apparatus and equipment utilized in operating the core programs to determine if improvements are needed.
Timeframe	2 years, ongoing
Critical Tasks	<ul style="list-style-type: none"> • Identify apparatus and equipment utilized in the core programs and District supporting services. • Evaluate District apparatus and equipment against current and upcoming technology. • Determine if improvements to the present apparatus and equipment need to be made. • If improvements to the present apparatus and equipment need to be made, conduct a cost analysis of the new technology identified in the report. • Analyze and create a report of findings. • Obtain approval for project continuation. • Begin budgetary process for procuring necessary new apparatus and equipment. • Develop cost estimates for implementation inclusive of capital, personnel, consumable and contract service(s) costs. • When funding is available, implement the identified systems.

Goal 5	Enhance training to all personnel to maintain and improve competencies and succession planning.
Objective 5A	Develop and improve upon mandated training programs to ensure consistency.
Timeframe	2 years, ongoing
Critical Tasks	<ul style="list-style-type: none"> • Empower the Training Chief to oversee the responsibilities with the assistance of the Training Committee. • Identify mandated training programs • Evaluate all training programs for all areas and District personnel. • Continue or establish new and existing training programs. • Re-evaluate the effectiveness of all training programs. • Develop a cost analysis to determine the necessary funding needed to move forward. • Report any updates at staff meetings as necessary.
Objective 5B	Develop and improve the comprehensive succession training for all positions within the organization.
Timeframe	2 years, ongoing
Critical Tasks	<ul style="list-style-type: none"> • Review and evaluate the current certification training guide. • Develop a training guide for each administrative position. • Create a mentoring program for each position within the organization. • Identify leadership training to develop employees and implement them. • Re-evaluate the succession training program for improvements.
Objective 5C	Pursue additional training opportunities for all personnel to develop, maintain, and enhance competency in knowledge, skill and abilities.
Timeframe	2 years, ongoing
Critical Tasks	<ul style="list-style-type: none"> • Empower the training committee to identify all external training opportunities. • Develop a list of training that will enhance knowledge, skills and abilities that the District will sponsor. • Identify additional funding sources if needed. • Re-evaluate the training opportunities for effectiveness and revise as needed.
Objective 5D	Enhance training resources to align with evolving industry standards and our District's operational needs.
Timeframe	2 years, ongoing
Critical Tasks	<ul style="list-style-type: none"> • Empower the training committee to research evolving trends and anticipate District needs • Implement any necessary training needs that address industry standards and support District operational needs • Evaluate training resources that were implemented for effectiveness and revise as needed



District Stakeholders Work Session

Goal 6	Develop and improve internal communications to meet the District's mission.
Objective 6A	Strengthen communication between all divisions of the District to enhance trust, transparency, and informed decision making.
Timeframe	1 year, ongoing
Critical Tasks	<ul style="list-style-type: none"> • Evaluate current recurring meetings to identify which core meetings shall be scheduled each year. • Standardize which meetings shall be held each calendar year. • Establish a recurring meetings schedule in January of each year. • Improve the dissemination of information to all personnel after meetings occur. • Organize a variety of events throughout the year that encourage team building, collaboration, and trust building across divisions of the District. • Promote interdepartmental exposure by providing opportunities for each division to experience and understand the unique work environments and work processes of other divisions.
Objective 6B	Pursue training & education to enhance communication skills throughout the District.
Timeframe	6 months
Critical Tasks	<ul style="list-style-type: none"> • Research training opportunities available. • Identify funding for training opportunities. • Disseminate the information from the training. • Institute recommendations from the training division.

Goal 7	Enhance the District's public engagement.
Objective 7A	Enhance community safety & resilience through community engagement.
Timeframe	1 year, ongoing
Critical Tasks	<ul style="list-style-type: none"> • Evaluate existing community support systems and resources to identify gaps and areas for improvement. • Build strong social connections, empowering residents with knowledge and skills and fostering collaboration to address vulnerabilities and develop proactive solutions. • Equip residents with the necessary knowledge and skills to navigate challenges. • Encourage collaborative initiatives to identify and address vulnerabilities. • Develop proactive solutions to potential issues. • Empower individuals and the community to build a stronger and more connected social fabric.
Objective 7B	Enhance the District's public engagement and education program to create a more resilient safer community.
Timeframe	2 years, ongoing
Critical Tasks	<ul style="list-style-type: none"> • Create a working group to address specific vulnerabilities. • Organize social events and volunteer opportunities to strengthen community bonds. • Conduct training to equip residents with emergency response skills. • Work with partners to identify and mitigate potential threats. • Support community-led projects that foster resilience. • Utilize social media platforms to promote events, share educational content, connect community members, raise awareness, and highlight successes.
Goal 8	Establish and implement a proactive sustainable facilities life cycle and management program.
Objective 8A	Complete and maintain a District wide facilities condition needs assessment.
Timeframe	2 years, ongoing
Critical Tasks	<ul style="list-style-type: none"> • Review facility condition assessment report once available by consultant. • Develop a master plan to address a facility life cycle and future critical infrastructure needs. • Develop and maintain proactive solutions for a replacement and refurbishment schedule. • Prioritize list of facility needs based on master plan and implement in phases. • Continue to monitor and update master plan as needed.
Objective 8B	Develop an action plan to address and implement the Facilities Master Plan.
Timeframe	2 years, ongoing
Critical Tasks	<ul style="list-style-type: none"> • Develop and analyze alternatives to address facility needs. • Develop and maintain replacement and refurbishment schedule. • Identify and implement funding priorities into phases.
Objective 8C	Assess the need for technology improvements to Fire District facilities in support of core program operations.
Timeframe	2 years, ongoing
Critical Tasks	<ul style="list-style-type: none"> • Facilities committee to develop a list of IT components.

-
- Analyze and create a report of findings and replacement schedule.
 - Begin budgetary process for procuring necessary improvements to technology.
-

Performance Measurement

To assess and ensure that an organization is delivering on the promises made in their strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Jim Collins states, "What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results and then tracking your trajectory with rigor."² Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

- **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

To establish that the District's strategic plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

A "family of measures" typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** - Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Outcome** - Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Focused on the "why" of providing a service.

² Collins Good to Great and the Social Sectors. Boulder, 2009

The Success of the Strategic Plan

The District has approached its desire to develop and implement a strategic plan by asking for and receiving input from the members of the organization during the development stage of the planning process. The success of this strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

“No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point.”

Good to Great and the Social Sectors

Jim Collins

Provided the strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify District and community stakeholders. This can be accomplished through a developed understanding of organizational direction, focusing on all vested parties working to achieve the mission, goals, and vision. Further consideration must be made on how the organization will measure and be accountable for its progress and successes.³

³ Matthews (2005). *Strategic Planning and Management for Library Managers*

Glossary of Terms, Acronyms, and Initialisms

CAL Chiefs	California Fire Chiefs Association
CAL OSHA	California Occupational Safety and Health Administration
CEMSIS	California Emergency Medical Services Information System
CERT	Community Emergency Response Team
CHP	California Highway Patrol
CICCS	California Incident Command Certification System
CPF	California Professional Firefighters
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.
CWPP	Community Wildfire Protection Plan
DHS	Department of Homeland Security
EAP	Employee Assistance Program
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMS	Emergency Medical Services
ERP	Enterprise Resource Planning
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.
FAIRA	Fire Agency Insurance Risk Association
FDAC	Fire Districts Association California
FEMA	Federal Emergency Management Agency
HazMat	Hazardous Materials
HCFA	Heartland Communications Fire Authority
IAFC	International Association of Fire Chiefs
IAFF	International Association of Fire Fighters
Input	A performance indication where the value of resources is used to produce an output.
ISO	Insurance Services Office
LKS	Lakeside - OES 3 letter designator
LVG	Logistic Volunteer Group
MDC	Mobile Data Computer
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.
NFIRS	National Fire Incident Reporting System
NWCG	National Wildfire Coordinating Group
OES	Office of Emergency Services (California)
OSHA	Occupational Health and Safety Administration

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 a quality or number of units produced is identified.
PASIS	Public Agency Self Insurance System
PERT	Psychological Emergency Response Team
RCCP	Regional Comparative Care Program
RCS	Regional Communications System
REMS	Rapid Extraction Module Support
SDFCS	San Diego County Fire Safe Council
SNT	Santee - OES 3 letter designator
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 of time. An aim. The final result of an action. Something to accomplish in assisting the agency to move 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.
SWR	Swift-Water Rescue
USAR	Urban Search and Rescue
UTV	Utility Task Vehicle
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

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Appendix 1

Supporting Services of the Lakeside Fire Protection District		
Administration	Adult Protective Services	Board of Directors
Burn Institute	Cal Chiefs	Cal OSHA
Cal Trans	CERT	Chamber of Commerce
Community College Districts	County Prevention	County Roads
CPSE	Department of Defense	Department of Homeland Security
Department of Transportation	EMSTA College	FAIRA
FDAC	FEMA	Fire Safe Council
Fleet Maintenance	HCFA Dispatch	Heartland Fire Training Authority
Homeless Outreach Team	Hospitals	Humane Society
IAFF, Local 4488	Information Technology	Law Enforcement
Local Agency Formation Commission	Local Businesses	Logistics Volunteer Group
Media	Mercy Air	Metro Transit Service
Mutual Aid Fire Agencies	Neighborhood Healthcare	Office of Emergency Services
OSHA	Other County Departments	PASIS
PERT	RCCP	Red Cross
Regional Communication System	Reserves	Retired Senior Volunteer Patrol
Santee-Lakeside Emergency Medical Services Authority	Salvation Army	San Diego Gas & Electric
School Districts	Service Groups	Training
Trauma Intervention Program	Tribal Nations	Water Districts

Appendix 2

Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community, and that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds.

Through a consensus process, the District stakeholders identified the District's strengths as follows:

Common Strengths Identified:

1. **Culture** – Emphasized in multiple lists as a core strength.
2. **Teamwork** – Frequently mentioned, highlighting strong collaboration.
3. **EMS (Emergency Medical Services)** – A consistent theme, showing commitment to EMS delivery and training.
4. **Training & Mentorship** – Focus on training programs, mentoring, and professional development.
5. **Recruitment & Staffing** – Hiring, internal recruitment, and personnel development.
6. **Use of Technology** – Mentioned as a strength in operational efficiency.
7. **Fiscal Responsibility** – Highlighted in multiple lists, showing financial stability.
8. **Communication** – Open communication and teamwork with administration.
9. **Commitment to Modern Equipment & Safety** – Includes apparatus, safety equipment, and innovation.
10. **Community Involvement** – Emphasized through outreach programs and support.
11. **Low Turnover & Retention** – Indicates stability in personnel.
12. **Integrity & Accountability** – Key values upheld within the organization.

Weaknesses

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the District stakeholders as weaknesses:

Common Weaknesses Identified:

1. **Staffing & Retention Issues** – Recruitment difficulties, turnover, and retention problems.
2. **Funding & Revenue Challenges** – Limited funding sources and stagnant revenue.
3. **Workload & Time Management** – Increased workload, burnout, and inefficiencies.
4. **Communication Gaps** – Issues between administration and personnel, as well as external communication.
5. **Training & Professional Development** – Need for cross-training, succession planning, and mentorship programs.
6. **Technology & Online Presence** – Website improvements and social media engagement needed.
7. **Facilities & Infrastructure** – Aging buildings, outdated equipment, and maintenance concerns.
8. **Community Involvement & Public Education** – Need for more outreach and district events.
9. **Consistency & Accountability** – Variability between shifts and personal accountability concerns.
10. **Morale & Organizational Culture** – Team-building and overall workplace culture improvements.

Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The District stakeholders identified the following potential opportunities:

Common Opportunities Identified:

1. **Funding & Revenue Streams** – Includes grants, bonds, state-mandated fees, and additional revenue services.
2. **Social Media & Public Relations** – Expanding presence through social media, public outreach, and PR.
3. **Community Education & Involvement** – Increasing public education efforts, classes, and risk reduction programs.
4. **Partnerships & Collaboration** – Building relationships with community partners, outside agencies, and organizations.
5. **Internship & Recruitment Programs** – Expanding internship and EMT recruitment programs.
6. **Technology & Innovation** – Using AI, social media, and advanced EMS delivery models.
7. **Training Opportunities** – Specialized training, joint training with law enforcement, and EMS staff development.
8. **Overhead Assignments & Strike Teams** – Expanding leadership and operational efficiency.

Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the District stakeholders were as follows:

Common Threats Identified:

1. **Aging Population** – Increased service demand and workforce concerns.
2. **Rising Costs & Funding Issues** – Includes pension costs, inflation, and economic instability.
3. **Workforce Challenges** – Diminishing workforce, recruitment issues, and retention difficulties.
4. **Natural Disasters & Climate Change** – Wildfires, environmental changes, and extreme weather events.
5. **Technological Changes & AI** – Mandated tech updates, data breaches, and AI-related challenges.
6. **Regulatory & Political Challenges** – Increased mandates, changing laws, and government regulations.
7. **Security & Safety Concerns** – Terrorism, social instability, and homelessness-related impacts.
8. **Infrastructure & Supply Chain Issues** – Aging facilities, equipment shortages, and vehicle procurement delays.
9. **Community Perception & Social Landscape** – Public sentiment, cultural shifts, and political challenges.
10. **Burnout & Mental Health** – Increased workload, stress, and complacency in the workforce.