

Sonoma Valley Fire District

Board of Directors Meeting

January 11, 2022





Sonoma Valley Fire District
Board of Directors Meeting

January 11, 2022

TABLE OF CONTENTS

Regular Meeting Agenda Page 2

Item 7a - Agenda Summary - AB 361 Compliance Page 4

Item 7b - Agenda Summary - Approval of regular meeting minutes 11.09.21 Page 5

Item 7b - 11.09.21 regular meeting minutes Page 6

Item 9a - Agenda Summary - Fire Prevention Fee Schedule Page 8

Item 9a - Final Version of Ordinance 2021/2022-01 Page 9

Item 9a – Final Version of Fire Prevention Fee Schedule Page 11

Item 10a - Agenda Summary – 2022 Strategic Plan Page 16

Item 10a - CPSE CDSP Proposal Page 17

**MEETING AGENDA
SONOMA VALLEY FIRE DISTRICT
BOARD OF DIRECTORS**

Tuesday, January 11, 2022 at 6:00 P.M.
Location: Sonoma Valley Fire District Station 1
630 2nd Street W., Sonoma, CA 95476

This meeting is being conducted via videoconference in compliance with AB 361, effective September 16, 2021. Agendas and board packet materials are available at the following website: <http://sonomavalleyfire.org>

Join by phone: 1-669-900-9128

Meeting ID: 914 153 1767

Meeting Passcode: 3300

1. Call to Order

2. Roll Call and Determination of a Quorum

Board of Directors: President William Norton, Vice President John (Matt) Atkinson, Treasurer Mark Johnson, Brian Brady, Raymond Brunton, Mark Emery, Terrence Leen.

3. Pledge of Allegiance

4. Confirmation of Agenda

Opportunity for the Board to reorder agenda items.

5. Comments from the Public

(At this time, members of the public may comment on any item not appearing on the agenda. It is recommended that you keep your comments to three minutes or less. Under State Law, matters presented under this item cannot be discussed or acted upon by the Board at this time. For items appearing on the agenda, the public will be invited to make comments at the time the item comes up for consideration by the Board of Directors.)

6. Presentations

7. Consent Calendar

- a) Consideration to approve of videoconference option under AB 361. Board will consider approval of findings that there remains a State proclaimed COVID 19 health emergency and local officials continue to impose or recommend measures to promote social distancing. **Action item with Roll Call Vote**
- b) Approval of minutes from the regular meeting, held on November 9, 2021. **Action Item**

8. **Fire Chief's Monthly Report**

Report for November and December 2021

9. **Old Business**

a) Receive the final version of the previously approved Fire Prevention Fee Schedule.

10. **New Business**

a) Consideration to approve proposal from CPSE Development to conduct update of Strategic Plan. **Action Item**

11. **Other Business to Come before the Board**

12. **Comments from the Floor**

13. **Comments/Reports from the Board**

14. **Closed Session**

15. **Adjournment**

This meeting will be adjourned to the regular Board meeting on February 8, 2022 at 6:00 p.m. Meeting access will be determined based on COVID-19 restrictions in place at that time.

Copies of all staff reports and documents subject to disclosure that relate to any item of business referred to on the agenda are available at the following website at <http://sonomavalleyfire.org>.



Sonoma Valley Fire District
Board of Directors Meeting
 Agenda Item Summary
 January 11, 2022

Agenda Item No.	Staff Contact		
7a	Maci Jerry, Clerk of the Board		
Agenda Item Title			
AB 361 Compliance			
Recommended Actions			
Review local officials currently imposed or recommended measures to promote social distancing.			
Executive Summary			
<p>Since the Governor’s COVID-19 emergency orders issued in March 2020, local public agencies, such as our Board of Directors, have been authorized to conduct videoconference meetings without compliance with Brown Act teleconference and videoconference requirements in Government Code section 54953.</p> <p>The Governor’s order expired on 9/30/21, and the California legislature passed AB 361, signed by the Governor on 9/16/21, which authorizes continued videoconference meetings without Brown Act compliance, provided the local agencies Board of Directors make a finding, every 30 days at its monthly meeting, that (1) there is still a State proclaimed COVID 19 health emergency; and (2) local officials (such as the County health officer) continue to impose or recommend measures to promote social distancing.</p> <p>The Board is to have an updated discussion regarding current COVID 19 protocols, with public comment and concluded with a roll call vote to approve the findings discussed by the Board.</p>			
Alternative Actions			
No alternative actions are recommended.			
Strategic Plan Alignment			
Fiscal Summary – FY 21/22			
Expenditures			
Budgeted Amount	\$	Funding Source(s)	\$
Add. Appropriations Req’d.	\$	District General Fund	\$
	\$	Fees/Other	\$
	\$	Use of Fund Balance	\$
	\$	Contingencies	\$
		Grants	\$
Total Expenditure	\$	Total Sources	\$
Narrative Explanation of Fiscal Impacts (if required)			
None			
Attachments			
None			



Sonoma Valley Fire District
Board of Directors Meeting
 Agenda Item Summary
 January 11, 2022

Agenda Item No.	Staff Contact		
7b	Maci Jerry, Clerk to the Board of Directors		
Agenda Item Title			
Approval of the regular meeting minutes held on November 9, 2021			
Recommended Actions			
Approve the minutes			
Executive Summary			
The minutes have been prepared for Board review and approval.			
Alternative Actions			
Correct or amend minutes prior to approval			
Fiscal Summary – FY 21/22			
Expenditures		Funding Source(s)	
Budgeted Amount	\$	District General Fund	\$
Add. Appropriations Req'd.	\$	Fees/Other	\$
	\$	Use of Fund Balance	\$
	\$	Contingencies	\$
		Grants	\$
Total Expenditure	\$	Total Sources	\$
Narrative Explanation of Fiscal Impacts (if required)			
Not Required			
Attachments			
1. Minutes for November 9, 2021 regular meeting			

SONOMA VALLEY FIRE DISTRICT

BOARD OF DIRECTORS MEETING MINUTES

Tuesday, November 9, 2021

**Meeting was held via videoconference in compliance with AB 361, effective September 16, 2021.
Join by phone: 1-669-900-9128 | Meeting ID: 914 153 1767 | Meeting Passcode: 3300**

1. Call to Order

President Norton called meeting to order at 6:00 p.m. via a zoom videoconference call.

2. Roll Call and Determination of a Quorum

Board of Directors: President William Norton, Vice President John (Matt) Atkinson, Treasurer Mark Johnson, Brian Brady, Mark Emery, and Terrence Leen. Director Raymond Brunton, absent.

3. Pledge of Allegiance

The Pledge of Allegiance was led by Director Leen and recited by all.

4. Confirmation of Agenda

Chief Akre recommended moving agenda item 7a to the first item to be heard and move item 8 to after new business. President Norton agreed.

5. Comments from the Public

No public present.

6. Presentations

Courtney with Matrix Consulting presented the Fire Prevention Fee Study to the board.

7. Consent Calendar

a) Due to an increase in positive COVID cases within the County and no recommended changes to social distancing protocols the Board agreed to continue videoconferences. Conditions will be reviewed again in 30 days in compliance with new AB 361 legislation.
M/S/P Brady/Johnson 6 ayes and 1 absent

b) Board reviewed and approved the special meeting minutes from the board meeting held on September 28, 2021. **M/S/P Johnson/Emery 6 ayes and 1 absent**

8. Fire Chief's Monthly Report

The Chief presented his monthly report to the Board.

9. Old Business

None

10. New Business

a) *A public meeting was opened at 6:46 p.m. to hear public comment regarding possible new Fire Prevention Fees presented earlier in the meeting by Matrix Consulting. The meeting was*

closed at 6:48 p.m. No members of the public were present during the public meeting for the Board to hear public comment pertaining to agenda item 10a, adoption of Ordinance 2021/2022-01.

Director Johnson motioned for adoption of Ordinance 2021/2022-01 implementation of the full Fire Prevention Fee and Permit program. The Board further determined and decided that due to the ongoing COVID pandemic and other adverse impacts to local businesses, the new Operational Fire Permits - Annual program is approved, but will not be implemented at this time. **M/S/P Johnson/Norton 6 ayes and 1 absent**

b) Resolution 2021/2022-06 and side letter of agreement between the Sonoma Valley Professional Firefighters Association, Local 3593 was adopted by the Board approving the position of Fire Prevention Inspector, effective November 9, 2021, with the clarification this new position comes with a three year commitment. **M/S/P Emery/Leen 6 ayes and 1 absent**

c) Director Johnson moved to approve fund balance allocations presented by Chief Akre based on VOM and GEFD FY19/20 audits. **M/S/P Johnson/Norton 6 ayes and 1 absent**

11. Other Business to come before the Board

None

12. Comments from the Floor

None

13. Comments/Reports from the Board

None

14. Closed Session

None

15. Adjournment

M/S Norton/Leen with 6 ayes, 1 absent

This meeting was adjourned at 7:38 p.m. to a regular Board meeting on December 14th, at 6:00 p.m. Meeting will be conducted via videoconference based on local COVID-19 restrictions in place and compliance of new AB361 legislation. *Copies of all staff reports and documents subject to disclosure that relate to any item of business referred to on the agenda are available at the following website at <http://sonomavalleyfire.org>*

Respectfully submitted,

Maci Jerry



Sonoma Valley Fire District
Board of Directors Meeting
 Agenda Item Summary
 January 11, 2022

Agenda Item No.	Staff Contact		
9a	Steve Akre, Fire Chief		
Agenda Item Title			
Final Version of the previously approved Fire Prevention Fee Schedule.			
Recommended Actions			
Review final version of Ordinance 2021/2022-01 and completed Fee Schedule.			
Executive Summary			
The Board Approved Ordinance 2021/2022-01 adopting a new Fire Prevention Fee Schedule at the November 9th SVFD Board of Directors Meeting. Staff has developed and implemented the Fee Schedule based on the Boards direction and approval. Staff is now presenting the completed Fee Schedule to the Board. The Fee Schedule has been posted to the District's website and has been published in accordance with Public Noticing requirements.			
Alternative Actions			
None			
Strategic Plan Alignment			
In alignment with Goals 1A, 2D, 4C.			
Fiscal Summary – FY 21/22			
Expenditures			
Budgeted Amount	\$	Funding Source(s)	\$
Add. Appropriations Req'd.	\$	District General Fund	\$
	\$	Fees/Other	\$
	\$	Use of Fund Balance	\$
	\$	Contingencies	\$
		Grants	\$
Total Expenditure	\$	Total Sources	\$
Narrative Explanation of Fiscal Impacts (if required)			
Attachments			
<ol style="list-style-type: none"> 1. Final previously approved Ordinance 2021/2022-01 2. Fire Prevention Fee Schedule 			

**AN ORDINANCE OF THE BOARD OF DIRECTORS OF THE SONOMA VALLEY FIRE DISTRICT
REVISING THE FIRE PREVENTION SCHEDULE OF FEES FOR THE DISTRICT
TO COVER THE COSTS OF PROVIDING SERVICES, ISSUING PERMITS,
AND ENFORCING REGULATIONS WITHIN THE DISTRICT**

The Board of Directors of the Sonoma Valley Fire District ordains as follows:

SECTION I. Fire Prevention Schedule of Fees

The 2021 Fire Prevention Fee Schedule, attached hereto and incorporated herein by this reference, is hereby adopted to cover the costs of providing services, issuing permits, and enforcing regulations within the District.

SECTION II. Collection of Fees

The fees provided for in this ordinance may be collected by employees of the District.

SECTION III. Fire Permit Fee Program Application Policy

Details as determined and decided in the Public Hearing include adoption of the full Fire Prevention Fee and Permit program. The Board further determined and decided that due to the ongoing COVID pandemic and other adverse impacts to local businesses, that the new Operational Fire Permits - Annual program is approved, but will not be implemented at this time.

SECTION IV. Repeal of conflicting ordinances and resolutions

All former Fire Prevention Fee ordinances and resolutions of the District or parts thereof conflicting or inconsistent with the provisions of this ordinance, including, but not limited to Ordinance 2019/2020-01, are hereby repealed. This Ordinance shall have no effect on the District's Schedule of Ambulance Fees dated January 9, 2020.

SECTION V. Severability

If any section, subsection, sentence, clause, or phrase of this ordinance is for any reason held to be unconstitutional or invalid, such decision shall not affect the validity of the remaining portion of the ordinance. The Board of Directors hereby declares that it would have passed this ordinance and every section, subsection, clause, or phrase thereof, irrespective of the fact that any one or more sections, subsections, sentences, clauses, or phrases be declared unconstitutional or invalid.

SECTION VI. Effective date

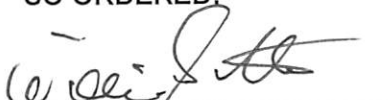
This ordinance shall be and the same is hereby declared to be in full force and effect from and after thirty (30) days after the date of its passage and shall be published once before the expiration of fifteen (15) days after said passage, with the name of the directors voting for and against the same, in the *Press Democrat*, a newspaper of general circulation published within the County of Sonoma, State of California.

In regular session of the Board of Directors of the Sonoma Valley Fire District, introduced on the 9th day of November 2021, and finally adopted this 9th day of November 2021, on regular roll call of the members of said Board by the following vote:

President Norton	Aye <u>X</u>	No <u> </u>	Absent <u> </u>
Vice President Atkinson	Aye <u>X</u>	No <u> </u>	Absent <u> </u>
Treasurer Johnson	Aye <u>X</u>	No <u> </u>	Absent <u> </u>
Director Brady	Aye <u>X</u>	No <u> </u>	Absent <u> </u>
Director Brunton	Aye <u> </u>	No <u> </u>	Absent <u>X</u>
Director Emery	Aye <u>X</u>	No <u> </u>	Absent <u> </u>
Director Leen	Aye <u>X</u>	No <u> </u>	Absent <u> </u>

WHEREUPON, the President declared the above and foregoing ordinance duly adopted, and

SO ORDERED:



William Norton, President

ATTEST:



Maci Jerry, Clerk of the Board



Sonoma Valley Fire District
Fire Prevention Fee Schedule
Effective January 3, 2022

Fee Name	Unit	Total Cost Per Unit
LAND USE / ENTITLEMENT APPLICATION REVIEW		
<u>Subdivision (2-49 Parcel)</u>		
2 - 49 Parcels	Flat	\$449
50 or more Parcels	Flat	\$898
<u>Multifamily (3-49 Units)</u>		
3 - 49 units	Flat	\$449
50 or more Units	Flat	\$898
New Commercial	Flat	\$599
Commercial TI	Flat	\$299
BUILDING (FIRE / LIFE SAFETY)		
<u>Residential Plan Review:</u>		
New Construction		
3,000 sq ft and less	Flat	\$225
3,001 sq ft and over	Per 1,000 sq ft	\$75
Remodel / Addition		
500 sq ft and less	Flat	\$225
501 sq ft and over	Per 500 sq ft	\$37
<u>Residential Inspection:</u>		
New Construction		
3,000 sq ft and less	Flat	\$274
3,001 sq ft and over	Per 1,000 sq ft	\$75
Remodel / Addition		
500 sq ft and less	Flat	\$274
501 sq ft and over	Per 500 sq ft	\$75
<u>Multi-Family Plan Review & Inspection:</u>		
New Construction		
10 units or less	Flat	\$948
11-49 units	Flat	\$1,846
Each unit over 49	Each add'l unit	\$75
Remodel / Addition		
10 units or less	Flat	\$948
11-49 units	Flat	\$1,846
Each unit over 49	Each add'l unit	\$75
<u>Commercial Plan Review & Inspection:</u>		
New Construction or Addition		



Sonoma Valley Fire District
 Fire Prevention Fee Schedule
 Effective January 3, 2022

Up to 5,000 sq ft	Flat	\$798
5,001 - 10,000 sq ft	Flat	\$1,397
10,001 - 20,000 sq ft	Flat	\$1,771
Each additional 10,000 sqft	Each add'l 10,000 sq ft	\$337
Alteration or Renovation (Tenant Improvement)		
Up to 2,000 sq ft	Flat	\$574
2,001 to 5,000 sq ft	Flat	\$948
5,001 - 10,000 sq ft	Flat	\$1,173
10,001 - 20,000 sq ft	Flat	\$1,547
Each additional 10,000 sqft	Each add'l 10,000 sq ft	\$337
Certificate of Occupancy Inspection / Sign-Off	Flat	\$274
SPRINKLER SYSTEM (Plan Check & Inspection)		
Residential - 13D		
New Construction:		
Up to 1,000 square feet	Flat	\$724
Over 1,000 square feet	Per 1,000 sqft	\$150
Modifications to Existing System		
10 or fewer heads	Flat	\$274
Greater than 10 heads	Flat	\$724
Residential - 13R - New Construction		
New Construction:		
Plan Review - Per Floor Plan	Flat	\$449
Inspection		
First 5 units	Flat	\$499
Each additional unit	Per Unit	\$37
Modification to Existing System		
10 or fewer heads	Flat	\$274
11 - 20 heads	Flat	\$499
Each additional 20 heads	Each add'l 20 heads	\$112
Residential Underground	Flat	\$274
Commercial 13		
First 20 heads	Flat	\$823
Each additional 20 heads	Flat	\$150
Commercial Tenant Improvement		
10 or fewer heads	Flat	\$349



Sonoma Valley Fire District
 Fire Prevention Fee Schedule
 Effective January 3, 2022

11 - 20 heads	Flat	\$349
Each additional 20 heads	Each add'l 20 heads	\$112
ENERGY SYSTEMS		
<u>Residential:</u>		
Solar PV	Flat	\$274
Solar PV with Energy Storage System (ESS)	Flat	\$499
Energy Storage Systems	Flat	\$274
<u>Commercial:</u>		
Solar PV	Flat	\$499
Solar PV with Energy Storage System (ESS)	Flat	\$1,173
Energy Storage Systems	Flat	\$948
Commercial / Residential Generator Install	Flat	\$499
FIRE ALARM & DETECTION SYSTEMS		
<u>New or Tenant Improvement:</u>		
1-25 Devices	Flat	\$474
25-50 Devices	Flat	\$699
50-100 Devices	Flat	\$1,060
100-250 Devices	Flat	\$1,247
250-500 Devices	Flat	\$1,996
500-750 Devices	Flat	\$2,482
750-1,000 Devices	Flat	\$2,857
Over 1,000 Devices	Flat	\$3,119
Dedicated Function Sprinkler Monitoring System	Flat	\$499
Panel Replacement	Flat	\$499
PRE-ENGINEERED SYSTEM		
Clean Agent	Flat	\$649
Hood and Duct	Flat	\$574
Spray Booth	Flat	\$387
GRADING / FIRE SAFE STANDARDS		
<u>Residential:</u>		
One & Two Family	Flat	\$399
Multifamily (3-49 Units)		
3 - 49 units	Flat	\$586
50 or more Units	Flat	\$998
Subdivision (2-49 Parcels)		
2 - 49 Parcels	Flat	\$586
50 or more Parcels	Flat	\$998



Sonoma Valley Fire District
 Fire Prevention Fee Schedule
 Effective January 3, 2022

Commercial:		
Up to 5,000 sq ft	Flat	\$624
5,001 - 10,000 sq ft	Flat	\$923
10,001 - 20,000 sq ft	Flat	\$1,222
VEGETATION MANAGEMENT PLAN / FIRE PROTECTION PLAN		
Plan Review:		
Single Family Dwelling	Flat	\$449
Multi-Family Dwellings	Flat	\$599
Subdivision:		
2-5 residences	Flat	\$599
6-15 residences	Flat	\$823
16+ residences	Flat	\$1,048
Commercial Development	Flat	\$449
Vegetation Consultation	Hourly	\$150
Non-Compliant Properties	Hourly	\$150
OPERATIONAL FIRE PERMITS - TEMPORARY		
Tents in excess of 400 sq. ft or canopies in excess of 700 sq.ft.	Per Tent	\$499
Seasonal Lots (X-Mas Trees, Pumpkin Patches, etc.)	Flat	\$499
Outdoor Assembly Events	Flat	\$948
OPERATIONAL FIRE PERMITS - ANNUAL		
Base Permit		
0 - 2,000 square feet	Flat	\$137
2,001 - 5,000 square feet	Flat	\$175
5,001 - 7,500 square feet	Flat	\$212
7,501 - 10,000 square feet	Flat	\$249
Greater than 10,000 square feet	Flat	\$287
Operational Hazard		
No to Low Hazard	Per Item	\$62
Medium Hazard	Per Item	\$87
High Hazard	Per Item	\$150
OCCUPANCY INSPECTIONS		
Multi-family Dwellings R-1, R-2 Occupancies	Per Hour	\$150
State Facilities, State Required Pre-Inspection (Maximum Fee Amount Permitted Under State Health & Safety Code Section 13235):		
25 People or less	Flat	\$175
26 People or more	Flat	\$175
State Licensed Care Facility Inspections:		



Sonoma Valley Fire District
 Fire Prevention Fee Schedule
 Effective January 3, 2022

State Licensed Care Facility Annual Inspection 6 or less clients	Flat	\$100
I-1 ,I-2 , I-3 , I-4 , R-2.1 , R-3 , R-3.1, R-4 Occupancies	Flat	\$474
MISCELLANEOUS		
<u>Project Consultation</u>		
Remote Consultation (Online or phone)	Per Hour	\$150
Onsite Consultation (Site Visit)	Flat	\$249
Alternate Materials Request	Flat	\$225
Outside Consultant / Third Party Review	Actual + %	\$0
Pre-Inspection	Flat	\$175
Partial Permit Inspection	Per Hour	\$150
Additional Plan Review	Per Hour	\$150
<u>Additional Inspection</u>		
Normal Business Hours	Per Hour	\$150
After Hours	Per Hour	\$150
Fire Engine Standby (Emergency or Non-emergency)	Per Hour	\$415
Standby Fire Safety Officer	Per Hour	\$123
Work without a permit	2 x permit	\$0
Document copy charges	Per page	\$0
Fire/EMS Reports	Per report	\$31
Refund Processing Fee	Flat	\$104



Sonoma Valley Fire District
Board of Directors Meeting
 Agenda Item Summary
 January 11, 2022

Agenda Item No.	Staff Contact		
10a	Sean Lacy, Battalion Chief		
Agenda Item Title:			
Proposal for CPSE to conduct update of Strategic Plan			
Recommended Actions			
Approve contract with CPSE to update the Strategic Plan			
Executive Summary:			
<p>Historically the fire department’s strategic plan is set as a five-year plan to be revisited and updated as the organization changes, grows and accomplishes many of the tasks that were outlined in the plan. The current Sonoma Valley Fire Rescue Authority Community driven Strategic Plan was completed in 2015. As we have celebrated many successes in the current plan, it is staff’s recommendation that we update that plan to reflect the change in staff, as well as the change in overall organization, and to provide the strategic vision for the next five years as the Sonoma Valley Fire District.</p>			
Alternative Actions			
Not approve the plan, propose alternatives or table the plan			
Strategic Plan Alignment			
Fiscal Summary – FY 21/22			
Expenditures			
Budgeted Amount	\$	Funding Source(s)	
Add. Appropriations Req’d.	\$ 18,000	District General Fund	\$18,000
	\$	Fees/Other	\$
	\$	Use of Fund Balance	\$
	\$	Contingencies	\$
		Grants	\$
Total Expenditure	\$ 18,000	Total Sources	\$18,000
Narrative Explanation of Fiscal Impacts (if required)			
Attachments			
1. Proposal from CPSE for Community Driven Strategic Plan			



Center for
Public Safety
Excellence®

Community-Driven Strategic Plan Proposal
to
Sonoma Valley Fire District
630 2nd Street West
Sonoma, California 95476

Steve Akre
Fire Chief
December 15, 2021



CONTENTS

THE CPSE DIFFERENCE	3
SCOPE.....	3
PROJECT FRAMEWORK	4
PROJECT TIMELINE.....	4
DELIVERABLES	5
CPSE RESOURCES	5
ESTIMATED FEES AND EXPENSES.....	6
ASSUMPTIONS	6
INQUIRIES	6
SAMPLE STATEMENT OF WORK.....	7



THE CPSE® DIFFERENCE

The mission of the Center for Public Safety Excellence is: *“To lead the fire and emergency service to excellence through the continuous quality improvement process of accreditation, credentialing, and education.”*

By teaching, coaching, guiding, and advising, CPSE’s Technical Advisor Program (TAP) strives to provide agencies the tools to internalize continuous quality improvement and thereby achieve excellence.

Give a man a fish and you feed him for a day. Teach a man to fish and you feed him for a lifetime.

TAP places great importance on thorough preparation for each project including:

- A clear understanding of the agency’s background, goals and objectives, and the complex issues they are facing,
- A workplan that is comprehensive, well designed, and provides ample opportunity for stakeholder input,
- Sufficient resources and a commitment to successfully complete the project within the desired time frame at a reasonable cost, and
- A commitment to support the agency after the Strategic Plan is adopted.

TAP uses contemporary methods and enlists energetic and positive individuals to help facilitate agency work. Our advisors personalize their approach and garner candid feedback from stakeholders while putting stakeholders at ease. The end result is a truly strategic rather than tactical plan.

SCOPE

The purpose of a strategic plan is to identify and provide a process that envisions the future by accomplishing organizational visions. A well-crafted Strategic Plan, guided by good management, and executed by committed personnel will translate to improved effectiveness, efficiency, and better quality of services being delivered. CPSE believes the most successful strategic planning efforts involve both internal and external stakeholders.

The Community-Driven Strategic Plan Facilitation process typically takes 60 to 90 days and includes:

- Meeting with external stakeholders to gather feedback on community expectations, concerns, and priorities (live or virtual),
- A three-day, in-person work session with the agency’s internal stakeholders to integrate community feedback into their mission, vision, and values, and
- A professionally formatted and published document encompassing strategic initiatives, goals, objectives, critical tasks, and performance measures.

Expected outcomes include a Strategic Plan that will:

- Address the organization’s mission, vision, and values
- Be achievable, measurable, and responsive to changing community needs
- Be easily reviewed and modified to meet the changing internal and external needs of the agency
- Build upon community partnerships and enhance the ability to harmonize the goals of the agency with the community’s identified needs
- Encourage and embrace involvement, participation, and teamwork
- Establish strategic initiatives
- Establish goals, objectives, performance measures, and an implementation strategy corresponding to the strategic initiatives
- Focus on critical issues and needs of internal and external stakeholders

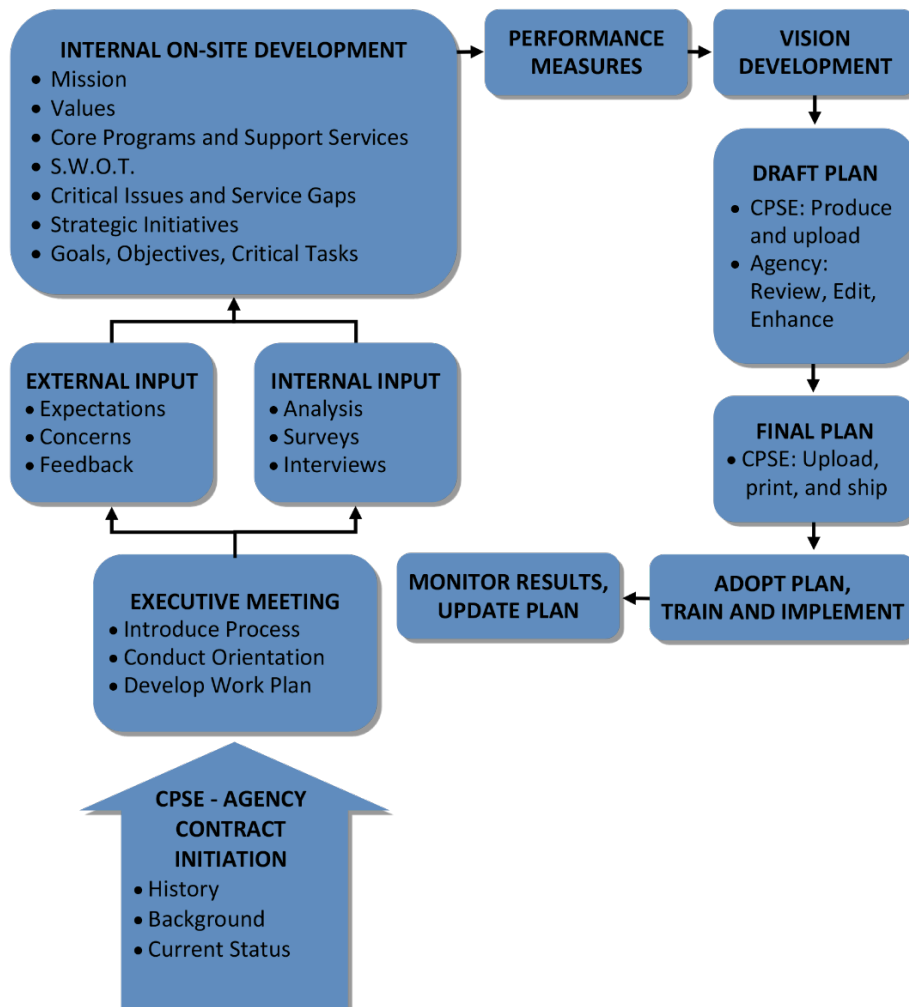


COMMUNITY-DRIVEN STRATEGIC PLAN PROPOSAL

- Provide a basis for improving efficiency, effectiveness, and service deliverables

PROJECT FRAMEWORK

CPSE will take a systematic approach to the agency’s planning process. The chart below illustrates the general flow of events for a comprehensive strategic planning process:



PROJECT TIMELINE

There will be four stages to this project. Once this proposal is accepted, a detailed Statement of Work (SOW) will be built that addresses the details for these stages, their timing, and the roles that CPSE and the agency will play in their completion. A sample SOW is provided at the end of this proposal. Once a signed professional services agreement (PSA) and a finalized SOW is received, CPSE can begin work on this project within 30 days and complete the project within another 30 to 60 days for a total project time of 60 to 90 days.

1. Project Executive Orientation
2. External Stakeholders Public Meeting (one in-person or up to two virtual)
3. Internal Stakeholders Work Session
 - a. Develop goal, objectives, and performance measures
 - b. Develop an implementation strategy
4. Strategic Plan publication



DELIVERABLES

CPSE is responsible for the following deliverables:

1. Development of a project work plan
2. Identification and coordination of stakeholders
3. Facilitation of on-site work sessions involving stakeholders
4. Status reports, as deemed necessary by the agency
5. Provision of an executive orientation session
6. Provision of all necessary forms
7. Findings from surveys, interviews, questionnaires, and facilitation
8. A technically and professionally competent Strategic Plan, that includes:
 - a. Mission
 - b. Vision
 - c. Guiding values or principles
 - d. Community expectations, concerns, and positive feedback
 - e. Prioritization of programs/services
 - f. SWOT analysis
 - g. Identified critical issues and service gaps
 - h. Strategic initiatives
 - i. Planned outcomes
 - j. Goals, objectives, performance expectations
 - k. Implementation strategies including areas of responsibility, critical tasks, and timelines
9. One (1) digital copy of the draft report for review of accuracy of obtained information
10. One (1) digital copy and ten (10) professionally bound copies of the final Strategic Plan.*

CPSE RESOURCES

CPSE's Strategic Planning Manager oversees every project to ensure that the end result of each project is a satisfied client whose expectations are fully met. Each project will also have an assigned Senior Technical Advisor to facilitate the onsite work, a second facilitator to assist with the internal stakeholder work session, and a TAP support specialist to ensure all materials are professionally prepared.

* CPSE is currently changing its deliverables to provide more modern tools and instruments. Deliverables may change as stated.



ESTIMATED FEES AND EXPENSES

CPSE has estimated the following fees and expenses for this project:

The proposed cost for CPSE to facilitate the development of the Sonoma Valley Fire District's Community-Driven Strategic Plan is **\$18,000**.

This total proposed cost includes all technical advisor time and travel expenses to facilitate one external stakeholder meeting (limited to no more than 75 people) and a three-day internal stakeholder work session (limited to no more than 36 people). These events will be scheduled during the same week. Any additional travel requested and approved by the Sonoma Valley Fire District will be billed by CPSE at actual cost and is above and beyond the proposed cost above.

ASSUMPTIONS

- The Sonoma Valley Fire District is a special fire district that protects the residents, businesses, and visitors of Agua Caliente, Boyes Hot Springs, City of Sonoma, Diamond-A, El Verano, Fetters Hot Springs, Glen Ellen, Mayacamas, Temelec, and Seven Flags, California.
- Sean Lacy, Administrative Battalion Chief is the key contact for this project.
- CPSE is required to follow the agency's specific procurement requirements for this project. Specific procurement requirements will need to be provided by the agency as part of the development of the professional services agreement.
- The purpose of CPSE's Technical Advisor Program (TAP) is to coach, mentor, guide, and assist fire service agencies. Agency representatives will play an active role in developing their community-driven strategic plan.
- This proposal is valid for a period of sixty (60) days.
- CPSE and the Sonoma Valley Fire District will execute a professional services agreement prior to the start of this project.
- CPSE and the Sonoma Valley Fire District will execute a statement of work governed by the professional services agreement prior to the start of this project that will be the sole document to govern the scope, methods, terms, and deliverables of this project.

INQUIRIES

Please contact CPSE with any inquiries regarding this proposal:

Brian R Dean, CFO

Strategic Planning Manager

4501 Singer Court, Suite 180

Chantilly, VA 20151

Office: (703) 691-4620, ext. 209

Mobile: (407) 919-9862

Email: bdean@cpse.org



SAMPLE STATEMENT OF WORK



Appendix A: Strategic Planning Statement of Work
December 15, 2021

Project Steps	Step Details	Step Timing	Step Responsibility	Step Billing
1. Project Acceptance	<ul style="list-style-type: none"> Finalized Statement of Work Signed Professional Services Agreement Construction of Shared Site Identification of CPSE and agency project points of contact 	Tuesday, February 1, 2022	CPSE and Sonoma Valley Fire District	\$6,000
2. Project Executive Orientation	<ul style="list-style-type: none"> Discussion of final SOW and identification of resources need for each step Overview of Shared Site 	By Tuesday, February 15, 2022	CPSE	N/A
3. Post Required Materials to Shared Site	<ul style="list-style-type: none"> Agency primary contact information Agency and community images, including high resolution agency logo Agency current mission and values, if available Agency organizational chart Agency background information, as available 	By Tuesday, March 1, 2022	Sonoma Valley Fire District	N/A
4. Invite Stakeholders	<ul style="list-style-type: none"> Send invitations to request external stakeholder participation in External Stakeholder Meeting Invite identified internal stakeholder and schedule the work session 	By Friday, March 11, 2022	Sonoma Valley Fire District	N/A
5. Post Required Materials to Shared Site	<ul style="list-style-type: none"> List of external stakeholders List of internal stakeholders with rank/title and assignment (shift, station, etc.) 	By Thursday, April 14, 2022	Sonoma Valley Fire District	N/A
6. External Stakeholder Meeting	<ul style="list-style-type: none"> Determine external stakeholder priorities of service delivery Determine external stakeholder expectations Receive external stakeholder input on positive and correctional issues 	Monday, April 18, 2022	CPSE	N/A
7. Internal Stakeholder Work Session	<ul style="list-style-type: none"> Review input from External Stakeholders Develop, Revise or Update Mission Statement Develop, Revise or update Value Statements Establish core programs and support services Conduct S.W.O.T. Analysis Identify Critical Issues and Service Gaps Determine strategic initiatives with outcomes expected Develop goals, objectives, and critical tasks Develop, Revise or Update Vision Statement 	Tuesday, April 19, 2022 through Thursday, April 21, 2022	CPSE	\$6,000
8. Draft Report Published	<ul style="list-style-type: none"> Draft uploaded to Shared Site for Agency review 	By Monday, May 2, 2022	CPSE	N/A
9. Review of Draft Report	<ul style="list-style-type: none"> Edits to draft report completed via Shared Site 	By Friday, June 10, 2022	Sonoma Valley Fire District	N/A
10. Strategic Plan Finalized	<ul style="list-style-type: none"> Approval of final draft 	By Friday, June 17, 2022	Sonoma Valley Fire District	N/A
11. Strategic Plan Issued	<ul style="list-style-type: none"> Delivery of one digital and ten (10) hard copies of the finalized Strategic Plan. 	By Thursday, June 30, 2022	CPSE	\$6,000



Appendix A: Strategic Planning Statement of Work December 15, 2021

Acceptance:

Sonoma Valley Fire District

Initials of Authorized Party: *ABC*

Center for Public Safety Excellence (CPSE)

Initials of Authorized Party: *DEF*

Example