



**East Contra Costa Fire Protection District
Strategic Plan Implementation Action Plan
Workshop Workbook**

Workshop Date: January 11, 2019 - DRAFT

Management
Partners



To: East Contra Costa Fire Protection District Leadership Team

From: Greg Larson, Partner, Management Partners

Subject: Implementation Action Plan Workbook for January 11, 2019

Date: January 10, 2019

We are looking forward to your participation in the **January 11, 2019** workshop, to be held from **9:00 a.m. to 3:00 p.m.** at Brentwood City Hall. A continental breakfast will be available beforehand starting at 8:30 a.m., and lunch will be providing around 12 noon.

The day will be focused on developing an Implementation Action Plan for the adopted Strategic Plan. District Board members, staff and community members will work together to create the action plan, which is the blueprint for carrying out the strategic plan. It will contain the key steps that must be taken to ensure that the goals and strategies are achieved.

Preparing for the Workshop

This workbook is a resource to guide you through the workshop. **Please review the contents of the workbook in advance of the workshop and bring a copy with your notes on January 11.**

This workbook is provided as a starting point for discussions and includes an Implementation Action Plan (IAP) template for the District to use to monitor and track implementation.

During the workshop, we will ask the group to review and verify the priorities tentatively assigned to each of the strategies at your November retreat. The three levels of priorities are:

- Priority 1: Implementation should begin this year (2019)
- Priority 2: Implementation should begin in Year 2 (2020)
- Priority 3: Implementation should begin in Year 3 (2021 and after)

The priorities are based on two criteria, including both ease of implementation and importance of implementation, although they sometimes diverge from each other.

We will spend most of the workshop developing the action plan components as shown in the following pages. As we have done previously throughout the Strategic Plan process, we have provided sample submissions as “*pump primers*” under each of the strategies. These are not recommendations, but simply intended to advance the discussion and direction expeditiously.

Explanation of the Implementation Action Plan Template

Management Partners developed this draft Implementation Action Plan template to assist the East Contra Costa Fire Protection District in developing a way to plan implementation of the 18 strategies included in the Strategic Plan.

We recognize that the work involved in implementing the strategies must be integrated into the ongoing work of the District. Since this is a five-year strategic plan, it will be important to think through how to monitor the implementation work over that period of time.

The template provided in the next pages includes the following information for each goal:

- Goal description,
- Success indicators (how the District will measure progress toward reaching the goal), and
- List of strategies.

For each strategy, the template includes:

- Priority level (1, 2 or 3);
- Implementation steps;
- Lead individual (who will take responsibility for leading the effort);
- Team members (who else will need to be involved);
- Resources available (yes or no); and
- Comments (such as notes about related projects, factors or issues that should be considered in implementing the strategy) .

Please note that the priority level assignments are typically based on a combination criteria including both ease of implementation and importance of implementation, which are often diverging. The scale used is based on the following:

- Priority 1: Implementation should begin this year (2019)
- Priority 2: Implementation should begin in Year 2 (2020)
- Priority 3: Implementation should begin in Year 3 (2021 and after)

Last, we typically recommend that the designated Lead Individual for each strategy be a single person to maximize responsibility and accountability. Given the limited administrative resources in the District, for this first discussion we are simply proposing to designate whether the lead will likely be staff, board, or a consultant

Goal A:

Ensure financial stability and sustainability.

Success Indicators

1. *Balanced budgets adopted and achieved each fiscal year*
2. *Reserves maintained at Board-adopted levels except when utilized for intended purposes*
3. *Receive GFOA recognition for both the Adopted Budget and the year-end Comprehensive Annual Financial Report*
4. *Additional resources are ___% targeted toward implementing other Strategic Plan goals and strategies.*

Strategy	Priority	Implementation Steps	Lead Individual	Team Members	Resources needed	Comments
A1. Use a two-track fiscal planning model (with and without new tax revenues).	1	<ul style="list-style-type: none"> • <i>Extend base forecast to 10 years, incorporating rising PERS rates and likely recession</i> • <i>Identify one-time and ongoing available resources to fulfill Strategic Plan, including potential non-tax revenue solutions</i> • <i>Create alternative forecast with an additional tax revenue source that provides for fulfillment of the Strategic Plan</i> 	Staff	Board Staff	None	
A2. Establish a revenue stabilization plan to manage through varying economic conditions.	1	<ul style="list-style-type: none"> • <i>Research past economic cycles to identify the range of multi-year budgetary impacts during "normal" recessions</i> • <i>Prepare and adopt an Economic Reserve Policy which specifies both an appropriate level of reserve as well as usage guidelines.</i> • <i>Use budgeted allocations or year-end excess revenues and savings to build to the reserve level by the end of 2023</i> 	Staff	Board	None for initial steps; Likely \$1 to \$5 million over subsequent years	
A3. Pursue local and District-wide development fees and Community Facilities District(s) to cover costs resulting from new growth.		<ul style="list-style-type: none"> • <i>Solicit and select consulting expertise to drive this project</i> • <i>Research fire and emergency services development fee solutions and CFD's in other cities and special districts</i> • <i>Convene city and county staff for discussion of potential joint project and approach</i> • <i>Establish Board policy requiring new development of specified size to include development fees or CFD's for project approval</i> • <i>Identify district-wide fee solutions that might be preferable</i> 	Consultant	Board Staff	Estimated consultant cost: \$75,000	
A4. Partner with local jurisdictions to identify and secure future station sites and needed funding mechanisms which may include both capital and operating contributions.		<ul style="list-style-type: none"> • <i>Confirm optimal future station locations (see Strategy 2A)</i> • <i>Submit needed station site locations to local jurisdictions</i> • <i>Through Closed Session direction, negotiate site acquisitions as needed.</i> 	Staff	Staff L Consultant	Additional attorney time for any site acquisition agreements	
A5. Pursue parcel taxes, assessments and other District-wide revenue alternatives that resolve tax and fee inequities among District residents.	1	<ul style="list-style-type: none"> • <i>Solicit and select public education and information resource</i> • <i>Solicit and select polling consultant</i> • <i>Develop and implement public education campaign</i> • <i>Conduct baseline and threshold polling to gauge public support for increased revenues and services</i> • <i>Conduct resident and opinion leader focus groups</i> 	Board	Staff Consultant	Survey work: \$50,000 Consultants: \$50,000 Marketing: \$100,000	

Goal B:

Reduce response times for emergency services throughout the District.

Success Indicators

1. Response times for existing service areas and development are reduced annually (contingent on funding for Strategy B1)
2. New growth and development stipulate to response time and service level deficiencies.
3. Alternative emergency response vehicle transportation routes are established.

Strategy	Priority	Implementation Steps	Lead Individual	Team Members	Resources Needed	Comments
B1. Add staffing and/or stations to meet current service level response time standards.	2	<ul style="list-style-type: none"> • Identify optimal future station locations • Identify preferred schedule of future station development • Assess response time improvements associated with each additional station • Develop staffing plan and budget forecasts for each additional station • Board adopts preferred 5-year station development plan, pending funding • Further action held pending approval of required funding 	Staff	Staff Consultant?	Possible consultant work for station siting analysis and response time impacts. All other costs contingent on additional funding for this strategy.	For each new station: Capital Costs - \$10 m Operating Costs - \$3.5 m
B2. Temporarily expand existing stations with additional units during the construction of new stations to accelerate improved response times.	2	<ul style="list-style-type: none"> • Identify capacity of existing stations for temporary increased staffing • Develop staffing and facility improvement plans for selected stations • Incorporate proposed improvements into station development plan above • Further action held pending approval of required funding 	Staff	Staff	Planning work would be absorbed by staff. Implementation costs contingent on additional funding as with strategy B1 above.	This strategy would accelerate some of the Capital and most of the Operating Costs identified in B1 above
B3. Discourage rapid growth that may further exacerbate response times and service levels.	1	<ul style="list-style-type: none"> • Research other jurisdictional approaches to growth management • Engage local jurisdictions on challenges related to new development • Adopt Board Policy regarding new development pending service improvements • Adopt a height limit moratorium pending required station, staffing and equipment solutions 	Consultant	Board? Staff	Land use consultant expense reflected under strategy A3 above.	
B4. Work with City and County staff to improve the transportation network and emergency access, including the enforcement of existing traffic laws.	1	<ul style="list-style-type: none"> • Solicit and select transportation consultant • Identify transportation network trouble spots • Identify potential transportation network trouble spot improvements • Engage local jurisdictions on potential trouble spot improvements 	Staff	Consultants	Transportation consultant expense likely under \$25,000. Land use consultant previously presented under strategy A3.	

Goal C:

Maintain a high-performing workforce.

Success Indicators

1. Workers compensation claims and disability claims, costs and staffing impacts decline each year.
2. Overtime staffing for essential shift coverage is below X% per year
3. ____% of vacant positions are filled upon first recruitment
4. Not more than one firefighting professional leaves for another agency each year.

Strategy	Priority	Implementation Steps	Lead Individual	Team Members	Resources Needed	Comments
C1. Obtain facilities to support a comprehensive training program.	1	<ul style="list-style-type: none"> • Obtain Board Closed Session direction on lease acquisition of potential training site • Develop facility and staffing budgets for proposed training site • Consider new training facility budget for FY 2019-20 	Staff	Staff	Training Facility: Capital Costs - \$800,000 Operating Costs - \$500,000	Might be possible to delay staffing needs until new funding is available
C2. Create and implement professional development and succession plans for pending retirements in the District	1	<ul style="list-style-type: none"> • Assess normal retirement age eligibility for all current staff • Annually interview staff within 5 years of normal retirement eligibility for indications of their current employment and retirement plans • Annually propose one-time "hire ahead" funding for replacement staffing needed within the next fiscal year • Expand the annual performance evaluation process to include development, submission, review and approval of professional development plans by each employee • Prepare and provide internal training opportunities for competitive appointments for all promotional opportunities. 	Staff? Consultant?	Staff IAFF	Possible initial consultant expense for program creation and analysis would be less than \$25k. Ongoing implementation distributed across entire work force.	Periodic "hire-ahead" costs increase operating costs on a one-time basis depending on the number of positions targeted (\$___ per position)
C3. Maximize employee retention by improving compensation and benefits as can be afforded by the District.	2	<ul style="list-style-type: none"> • Conduct a biennial salary and compensation survey with those agencies most directly competing with the District for professional firefighters. • Survey and research the reasons why prospective employees select different agencies or existing employees leave. Implement possible incentive programs in response (e.g., home loans, forgivable academy training loans). • Negotiate compensation and benefit improvements as possible. 	Staff? Consultant	Staff IAFF	Initial salary survey and retention study could be included in consultant work in strategy C3 above	
C4. Implement employee health and wellness programs and support.	3	<ul style="list-style-type: none"> • Track and report quarterly on District worker's compensation and disability claims costs and staffing impacts. • Provide health and fitness training facilities, support and incentives. • Provide stress management and reduction support resources. 	Staff	Staff	Increased programs and incentives would likely cost less than \$100k per year	

Goal D:

Modernize stations, apparatus, and equipment.

Success Indicators

1. *Equipment/Facilities Reserve funding levels increases by ___% each year to full funding.*
2. *___% of facility renovations and new equipment are covered by grant resources.*

Strategy	Priority	Implementation Steps	Lead Individual	Team Members	Resources Needed	Comments
D1. Pursue available one-time grants for equipment and facilities improvements.	1	<ul style="list-style-type: none"> • Quarterly reporting from Sacramento grants and lobbyist support • Continue increased engagement in professional and legislative outreach 	Staff	Consultant	Lobbyist: \$X/year Travel: \$X/year Memberships: \$X/year	•
D2. Establish and implement existing station and equipment budgets and reserves to fund future major maintenance and replacement needs.	2	<ul style="list-style-type: none"> • Establish depreciation funding for all capital assets (facilities and equipment) • Identify unfunded facility and maintenance equipment reserve needs • Develop a multi-year plan to raise reserves to 100% funding using budgeted or year-end allocations • Consider the sale of excess assets to fund the facility and equipment reserves 	Staff	Board Staff	Operating costs will increase with required coverage of future replacement costs contributions	•

Goal E:

Develop a community risk reduction program.

Success Indicators

1. Plan review and inspection program is fully cost-recovery within two years.
2. Plan reviews and inspections meet legal requirements and processing times set by partner agencies.
3. Community awareness and engagement on home and workplace safety increases in each annual survey
4. CERT partnership agreements established and maintained with one additional agency or association each year

Strategy	Priority	Implementation Steps	Lead Individual	Team Members	Resources Needed	Comments
E1. Define and implement a cost-effective plan review and inspection program to reduce current and future emergency needs.	1	<ul style="list-style-type: none"> • Contract for interim services delivery ASAP • Prepare staffing model for in-house services delivery and implement pending Board approval • Prepare fee study for Board action • Identify best practices in other special district operations 	Staff	Staff	Up to \$2 million is anticipated in startup costs over the first 2 years.	•
E2. Increase communications to engage and educate the public about emergency response and preparedness for home and workplace safety.	2	<ul style="list-style-type: none"> • Develop and execute baseline survey on public emergency response awareness and preparedness • Identify annual communication priority focus areas • Develop marketing program based on priority focus areas • Survey at least every other year on increased public emergency response awareness and preparedness 	Staff	Staff Board?	Initial baseline survey and marketing could be included in strategy A5. Subsequent surveys and marketing at \$100k/year	•
E3. Support and encourage the development of a Community Emergency Response Team (CERT) program for improved community-based self-help during a natural disaster.	3	<ul style="list-style-type: none"> • Research other fire district approaches to decentralized CERT programs • Identify state of independent CERT programs already within District and possible collaborations • Develop MOU template for possible partnerships with other agencies and organizations. • Solicit increased participation throughout the District 	Staff	Staff Board?	Limited direct costs through 2023 but increasing staff time as resources are available.	•