



**East Contra Costa Fire Protection District  
Strategic Plan Implementation Action Program  
QUARTERLY MONITORING REPORT**

**Through September 2019**

**Management  
Partners**



## Explanation of the Quarterly Monitoring Report Template

The East Contra Costa Fire Protection District Strategic Plan was unanimously adopted by the District Board of Directors in December 2018 following a nearly year-long development process consisting of 40 stakeholder interviews, 3 community and employee surveys, 2 community workshops and 3 Board retreats, all involving nearly 1,000 District residents. The Strategic Plan Implementation Action Program was subsequently adopted in February 2019 following one public workshop and two Board retreats.

Management Partners developed this Quarterly Monitoring Report template to assist the East Contra Costa Fire Protection District in monitoring 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 utilizing limited staff and financial resources. Since this is a five-year strategic plan, it will be important to prioritize and monitor the implementation work over that period of time.

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

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

For each strategy, the quarterly monitoring report template includes:

- Priority level (1, 2 or 3)\*;
- Implementation steps\*;
- Lead individual (who will take responsibility for leading the effort)\*;
- **Prior quarter achievements;**
- **Next quarter planned efforts;** and
- Comments (such as notes about related projects or other factors and issues).

**\* Changes to priority levels, implementation steps or lead individuals are highlighted.**

For additional information or clarification, please contact Greg Larson, Partner, at 408-761-1326.

**Goal A:**

**Ensure financial stability and sustainability.**

**Success Indicators**

1. Balanced budgets adopted and achieved each fiscal year
2. “Clean” annual audit completed within 6 months after each fiscal year
3. Reserves maintained at Board-adopted levels except when utilized for intended purposes
4. Balanced 10-Year Financial Forecast updated each fiscal year
5. Additional revenues are identified and obtained to fulfill the Strategic Plan

Strategy	Priority	Implementation Steps	Lead Individual	Through September 30 Achievements	October 1 thru December 31 Planned	Comments
<b>A1. Use a two-track fiscal planning model (with and without new tax revenues).</b>	1	<ul style="list-style-type: none"> <li>Extend base forecast to 10 years, incorporating pension rates and recession</li> <li>Incorporate new development and population growth rates into forecast</li> <li>Identify one-time and ongoing available resources to fulfill Strategic Plan, including potential non-tax revenue solutions</li> <li>Create alternative (second-track) forecast identifying the additional revenues needed to fulfill the Strategic Plan</li> </ul>	Business Services Manager	<p><i>*FY 19-20 adopted budget includes base operating assumptions</i></p> <p><i>* Completed fee study alternatives to identify incremental base revenue options.</i></p>	<p><i>* Fee studies and benefit assessment district analysis brought forward for Board review</i></p> <p><i>* New station scenarios developed for Strategic Planning Committee review</i></p> <p><i>* Benefit Assessment District study will provide new station operating impacts</i></p>	For second track, assume new stations as follows: 4 <sup>th</sup> station – Fall 2020 5 <sup>th</sup> station – Fall 2022 6 <sup>th</sup> station – Winter 2026
<b>A2. Establish a revenue stabilization plan to manage through varying economic conditions.</b>	2	<ul style="list-style-type: none"> <li>Research past economic cycles to identify the range of multi-year budgetary impacts during “normal” recessions</li> <li>Prepare and adopt an Economic Reserve Policy which specifies both an appropriate level of reserve as well as usage guidelines</li> <li>Use budgeted allocations, year-end general fund excess balance to build to the adopted reserve level by the end of 2023 [Equipment asset sales by policy go to capital equipment fund, Sale of property should go to facility fund]</li> </ul>	Business Services Manager	<p><i>* Pension Rate Stabilization Fund established with initial \$1.5 m funding</i></p> <p><i>* Meeting 20% reserve policy</i></p>	<p><i>No further activities planned this quarter given focus on fee, assessment district and new station scenario research and development</i></p>	<p><i>*Continue meeting reserve policies through development of next budget in 2020</i></p> <p><i>* Initiate modelling of recession impact scenarios in 2020</i></p>
<b>A3. Pursue local and District-wide development fees and Community Facilities District(s) to cover costs resulting from new growth.</b>	1	<ul style="list-style-type: none"> <li>Solicit and select consulting expertise to lead this project</li> <li>Research fire and emergency services development fee solutions and CFD’s in other cities and special districts</li> <li>Convene city and county staff for discussion of potential joint project</li> <li>Establish Board policy requiring new development of specified size to include development fees or CFD’s for project approval</li> <li>Identify potential district-wide fee solutions</li> </ul>	NBS (lead consultant)	<p><i>Consultant selected and work completed on comprehensive fee study consisting of a review of:</i></p> <ul style="list-style-type: none"> <li><i>* User Fees</i></li> <li><i>* Impact Fees</i></li> <li><i>*Benefit Assessment District(s) and</i></li> <li><i>*Community Facilities District(s)</i></li> </ul>	<p><i>* Fee studies scheduled for Board consideration.</i></p> <p><i>* New entitlement and permitting language applied to prospective developments in advance of completion of fee studies</i></p>	Fee study considering: * Cost allocation * Permitting * Inspections * Impact fees * CFD fees
<b>A4. Partner with local jurisdictions to identify and secure future station sites and needed funding mechanisms which may include both capital and operating contributions.</b>	1	<ul style="list-style-type: none"> <li>Board adopts preferred future station locations (see Strategy B1)</li> <li>Submit needed station site locations to local jurisdictions</li> <li>Identify resource needs for each additional station and incorporate into site acquisition negotiations to the extent possible to do so</li> <li>Through closed session direction, negotiate site acquisitions as needed</li> </ul>	Fire Chief	<p><i>* Completed negotiations with Brentwood on future funding support and mechanisms</i></p> <p><i>* First development agreement approved for new project impacting fire services and needed funding (Vineyards at Deer Creek)</i></p> <p><i>* Initiated negotiations with County and Oakley on development agreements and approvals for new developments impacting fire services</i></p>	<p><i>* Conclude discussions and move towards acquisition of potential new fire station sites in Brentwood</i></p> <p><i>* Continue discussion with Oakley and County on new prospective fire station sites within those jurisdictions.</i></p>	
<b>A5. Pursue parcel taxes, assessments and other District-wide revenue alternatives that resolve tax and fee inequities among District residents.</b>	1	<ul style="list-style-type: none"> <li>Support State or other legislative solutions that increase revenue options</li> <li>Solicit and select public education and information resource</li> <li>Solicit and select polling consultant (if not included above)</li> <li>Develop and implement public education communications program</li> <li>Conduct baseline and threshold polling to gauge public support for increased services and resources</li> <li>Conduct resident and opinion leader focus groups</li> </ul>	Fire Chief	<p><i>* Engaged NBS for tax, fee and assessment studies</i></p> <p><i>* Engaged Clifford Moss public relations for public outreach and education</i></p> <p><i>* Developed communications and education plan of work</i></p>	<p><i>* Fee studies and engineer’s impact statements to Board</i></p> <p><i>* Implement communications and education plan</i></p> <p><i>* Seek Board direction on fee and revenue alternatives.</i></p>	Baseline and ongoing public education and polling need to be separate from any possible political campaigns

**Goal B:**

**Reduce response times for emergency services throughout the District.**

*Success Indicators*

1. Response times for existing service areas and development will be maintained or improved with additional stations funding
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	Through September 30 Achievements	October 1 thru December 31 Planned	Comments
<b>B1. Add staffing and/or stations to meet current service level response time standards.</b>	1	<ul style="list-style-type: none"> <li>• Board adopts preferred 5-year station development plan, including                             <ul style="list-style-type: none"> <li>- Preferred station locations</li> <li>- Preferred station development schedule</li> <li>- Projected capital and operating costs</li> <li>- Anticipated service level and response time improvements</li> </ul> </li> <li>• Further action held pending approval of required funding</li> </ul>	Fire Chief	<i>None</i>	<i>6-station plan scenarios to Committee and Board considerations</i>	For each new station: Capital Costs - \$11 M* Operating Costs - \$4 M* <i>*approximate</i>
<b>B2. Temporarily expand existing stations with additional units during the construction of new stations to accelerate improved response times.</b>	2	<ul style="list-style-type: none"> <li>• Identify capacity of existing stations for temporary increased staffing</li> <li>• Develop staffing and facility improvement plans for selected stations</li> <li>• Incorporate proposed improvements into station development plan above</li> <li>• Further action held pending approval of required funding</li> </ul>	Fire Chief	<i>None</i>	<i>None this quarter pending other necessary preparatory work</i>	<i>Contingent on new station determinations, with work to begin no earlier than Spring 2020</i>
<b>B3. Discourage rapid growth that may further exacerbate response times and service levels.</b>	1	<ul style="list-style-type: none"> <li>• Research other special district approaches to growth management</li> <li>• Engage local jurisdictions on challenges related to new development</li> <li>• Assess revenue and service impacts of differing types of development</li> <li>• Adopt Board Policy regarding new development and needed service improvements</li> </ul>	Consultant TBD Clifford Moss selected to do this work	<ul style="list-style-type: none"> <li><i>* Met with Brentwood, Oakley and County representatives to begin to address growth challenges</i></li> <li><i>* First private development agreement approved for assured fire service impact mitigations</i></li> </ul>	<i>* Continue to work with proposed new developments as identified to mitigate impacts</i>	
<b>B4. Work with City and County staff to improve the transportation network and emergency access, including the enforcement of existing traffic laws.</b>	1	<ul style="list-style-type: none"> <li>• Review city and county transportation improvement plans for impact on emergency access and response</li> <li>• Identify potential transportation network trouble spot improvements</li> <li>• Engage local jurisdictions on potential trouble spot improvements</li> </ul>	Battalion Chief	<ul style="list-style-type: none"> <li><i>*Identified areas of traffic impact concern early in the calendar year</i></li> <li><i>* Initiated discussions with partner local jurisdictions about their ability to improve fire service access</i></li> </ul>	<ul style="list-style-type: none"> <li><i>Meeting with local jurisdictions re: Bethel Island Road to Byron Highway and Delour Rd;</i></li> <li><i>Meet with prospective developers to extend Sand Creek, Balfour and Deer Valley roads</i></li> </ul>	

**Goal C:**

**Maintain a high-performing workforce.**

*Success Indicators*

1. Routine firefighter training provided within the District
2. Workers’ compensation claims and disability claims, costs and staffing impacts decline each year
3. Overtime staffing for essential shift coverage is below 15% per year
4. All vacant positions are filled upon first recruitment
5. No post-probation firefighting professional voluntarily leaves for another agency

Strategy	Priority	Implementation Steps	Lead Individual	Through September 30 Achievements	October 1 thru December 31 Planned	Comments
<b>C1. Obtain facilities to support a comprehensive training program.</b>	1	<ul style="list-style-type: none"> <li>• Develop facility and staffing budgets for the proposed training site</li> <li>• Consider new training facility budget for FY 2019-20</li> <li>• Obtain Board Closed Session direction on lease acquisition of potential training site, allowing for public comment as appropriate</li> </ul>	Battalion Chief	<i>* RFQ process, including interviews, for facility design consultant</i>	<i>* Contract executed with BKF for facility design * Conduct Iron Horse Sanitation District site feasibility analysis – FIRST MEETING DONE; FACT FINDING UNDERWAY; Feasibility underway in progress by Dec. * Initiate site negotiations and land use review for new facility NEXT YEAR * LEGISLATIVE FUNDING OF \$500K FOR TRAINING CENTER.</i>	Might be possible to delay staffing needs until new funding is available
<b>C2. Create and implement professional development and succession plans for pending retirements in the District</b>	1	<ul style="list-style-type: none"> <li>• Assess normal retirement age eligibility for all current staff</li> <li>• Annually interview staff within 5 years of normal retirement eligibility for indications of their current employment and retirement plans</li> <li>• Annually consider one-time funding for “pre-hire” replacement staffing needed during the next fiscal year</li> <li>• Expand the annual performance evaluation process to include development, submission, review and approval of professional development plans by each employee</li> <li>• Prepare and provide internal training opportunities for competitive appointments for all promotional opportunities</li> </ul>	Fire Chief	<i>* Budgeted first hire-ahead staffing * Conducted recruitment and selection for first hire-ahead staffing * Developed new promotional process with two-year testing for Battalion Chief *6 recruits were hired and staffing is underway</i>	<i>*Purchased software to improve and standardize regular employee evaluation and training schedules – BY END OF OCT. WITH FIRST FULL USE BY JAN 1</i>	
<b>C3. Maximize employee retention by improving compensation and benefits as can be afforded by the District.</b>	2	<ul style="list-style-type: none"> <li>• Conduct a biennial salary and compensation survey with those agencies most directly competing with the District for professional firefighters</li> <li>• Survey and research the reasons why prospective employees select different agencies or existing employees leave</li> <li>• Negotiate compensation and benefit improvements as possible</li> </ul>	Fire Chief	<i>* Developed preliminary budget to continue competitive salary and benefits</i>	<i>* Complete negotiations with administrative staff bargaining group STILL UNDERWAY * Initiate preparation for 2020 fire negotiations – JAN 1</i>	
<b>C4. Implement employee health and wellness programs and support.</b>	3	<ul style="list-style-type: none"> <li>• Track and report quarterly on District overtime and sick time utilization and workers’ compensation and disability claims</li> <li>• Provide health and fitness training facilities, support and incentives</li> <li>• Provide stress management and reduction support resources, including participation in regionally-provided resources and program oversight</li> <li>• Pursue grant funding for District employee health and wellness programs</li> </ul>	Business Services Manager	<i>* Continuing prior services * Implemented new payroll system to enable better tracking and reporting of overtime and sick time utilization</i>	<i>* Develop first sick time and overtime reporting template EXPLORING RESOURCES FOR APPLICATION FOR PEER SUPPORT INTERACTIVE PHONE FOR MEMBERS IMPLEMENT IN JAN</i>	Fire Chief currently chairs regional support services coordinating network

**Goal D:**

**Modernize stations, apparatus, and equipment.**

*Success Indicators*

1. Equipment/Facilities Reserve adequately funded by 2023
2. Increased grant applications submitted, and funding received by 2023

Strategy	Priority	Implementation Steps	Lead Individual	Through September 30 Achievements	October 1 thru December 31 Planned	Comments
<b>D1. Pursue available one-time grants for equipment and facilities improvements.</b>	1	<ul style="list-style-type: none"> <li>• Obtain monthly reports from Sacramento grants and lobbyist support</li> <li>• Increased professional and legislative outreach</li> </ul>	Townsend Consulting	<ul style="list-style-type: none"> <li>* <i>Monthly updates provided</i></li> <li>* <i>Submitted grants not funded</i></li> </ul>	<ul style="list-style-type: none"> <li>* <i>Continue pursuing potential grant opportunities</i></li> <li><i>LEGISLATIVE \$500K;</i></li> <li><i>Cal Fire Foundation - \$5 wild fire safety preparedness</i></li> </ul>	
<b>D2. Establish and implement existing station and equipment budgets and reserves to fund future major maintenance and replacement needs.</b>	1	<ul style="list-style-type: none"> <li>• Complete pending asset study</li> <li>• Establish depreciation funding for all capital assets (facilities and equipment)</li> <li>• Identify unfunded facility and maintenance equipment reserve needs</li> <li>• Develop a multi-year plan to fully fund the equipment/facilities reserve using budgeted allocations or year-end fund balance</li> <li>• Consider the sale of excess assets to fund the facility and equipment reserve</li> </ul>	Business Services Manager	<ul style="list-style-type: none"> <li>* <i>Research on station and equipment assets continued</i></li> <li>* <i>Purchasing of three new fire apparatus underway</i></li> </ul>	<ul style="list-style-type: none"> <li>* <i>Asset study to be completed by Fall 2019 – this quarter</i></li> <li>* <i>New apparatus purchases to include depreciation planning WHEN RECEIVED THIS QUARTER</i></li> </ul>	Consider public information needs

**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 as measured through surveys and metrics
4. CERT partnership agreements established and maintained with one additional agency or association each year

Strategy	Priority	Implementation Steps	Lead Individual	Through September 30 Achievements	October 1 thru December 31 Planned	Comments
<b>E1. Define and implement a cost-effective plan review and inspection program to reduce current and future emergency needs.</b>	1	<ul style="list-style-type: none"> <li>• Interim service delivery provides transition support</li> <li>• Prepare comprehensive fee study for Board review and action</li> <li>• Prepare staffing model for inhouse services delivery and implement pending Board approval</li> <li>• Identify best practices in special district permitting/inspection programs</li> </ul>	Fire Marshall	<ul style="list-style-type: none"> <li>* <i>New division established organizationally and within budget</i></li> <li>* <i>New Fire Marshall hired and onboard</i></li> <li>* <i>Recruitment list completed for two Deputy Fire Marshall positions</i></li> </ul>	<ul style="list-style-type: none"> <li>* <i>First new Deputy Fire Marshall begins in October.</i></li> <li>* <i>7 new Fire Aides start work (2.5 FTE's)</i></li> <li>* <i>Hiring of two inspectors and permit technician to follow by early 2020</i></li> <li><i>LIST CREATED FOR DFM FOR SECOND NEXT 7/1</i></li> </ul>	<ul style="list-style-type: none"> <li>* <i>Two fire inspector permit technician a second Deputy Fire Marshall to start at various points in 20</i></li> </ul>
<b>E2. Increase communications to engage and educate the public about emergency response and preparedness for home and workplace safety.</b>	2	<ul style="list-style-type: none"> <li>• Develop and execute baseline survey on public emergency response awareness and preparedness</li> <li>• Identify annual communication priority focus areas</li> <li>• Develop public education program based on priority focus areas</li> <li>• Survey at least every other year on increased public emergency response awareness and preparedness</li> </ul>	Fire Marshall	<ul style="list-style-type: none"> <li>* <i>Engaged public education and engagement consultant</i></li> </ul>	<ul style="list-style-type: none"> <li>* <i>Received \$5k grant from CalFire Foundation for wildfire preparedness</i></li> </ul>	<ul style="list-style-type: none"> <li><i>Further efforts on h until 2020 given high priority to focus on new station and revenue solutions.</i></li> </ul>
<b>E3. Support and encourage the development of a Community Emergency Response Team (CERT) program for improved community-based self-help during a natural disaster.</b>	3	<ul style="list-style-type: none"> <li>• Identify status of independent CERT programs already operating within the District and possible collaborations</li> <li>• Research other fire district approaches to decentralized CERT programs</li> <li>• Develop agreement template for possible partnerships with other agencies and organizations</li> <li>• Solicit increased participation throughout the District</li> </ul>	Fire Marshall	<ul style="list-style-type: none"> <li><i>None – Priority 3 for future implementation</i></li> <li>* <i>Note: continuing prior cooperation with Brentwood CERT programs</i></li> </ul>	<ul style="list-style-type: none"> <li><i>None planned – Priority 3 for future implementation</i></li> <li>* <i>Oakley launching a program, which District will participate in comparable to Brentwood program</i></li> </ul>	