



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

Through December 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	% Completed	Implementation Steps	Lead Individual	Progress through December 2019	Planned January through March 2020	Comments
A1. Use a two-track fiscal planning model (with and without new tax revenues).	1	75	<ul style="list-style-type: none"> Extend base forecast to 10 years, incorporating pension rates and recession Incorporate new development and population growth rates into forecast Identify one-time and ongoing available resources to fulfill Strategic Plan, including potential non-tax revenue solutions Create alternative (second-track) forecast identifying the additional revenues needed to fulfill the Strategic Plan 	Business Services Manager	<ul style="list-style-type: none"> <i>*Draft impact and user fees to Finance Committee</i> <i>* Launch</i> 	<ul style="list-style-type: none"> <i>* Draft Impact and user fees to Board</i> <i>* Draft district engineer’s report and fees to Finance Committee and Board</i> <i>* New station scenarios incorporated into fee assessment</i> <i>*Base or alternative budgets prepared based on Board and voter actions</i> 	For second track, assume new stations as follows: 4 th station – Fall 2020 5 th station – Fall 2022 6 th station – Winter 2026
A2. Establish a revenue stabilization plan to manage through varying economic conditions.	2	50	<ul style="list-style-type: none"> Research past economic cycles to identify the range of multi-year budgetary impacts during “normal” recessions Prepare and adopt an Economic Reserve Policy which specifies both an appropriate level of reserve as well as usage guidelines 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] 	Business Services Manager	<ul style="list-style-type: none"> <i>* Pension Rate Stabilization Fund established with initial \$1.5 m funding</i> <i>* Meeting 20% reserve policy</i> 	<ul style="list-style-type: none"> <i>No further activities planned this quarter given focus on fee, assessment district and new station scenario research and development</i> 	<ul style="list-style-type: none"> <i>*Continue meeting reserve policies through development of next budget in 2020</i> <i>* Initiate modelling of recession impact scenarios in 2020</i>
A3. Pursue local and District-wide development fees and Community Facilities District(s) to cover costs resulting from new growth.	1	75	<ul style="list-style-type: none"> Solicit and select consulting expertise to lead this project Research fire and emergency services development fee solutions and CFD’s in other cities and special districts Convene city and county staff for discussion of potential joint project Establish Board policy requiring new development of specified size to include development fees or CFD’s for project approval Identify potential district-wide fee solutions 	NBS (lead consultant)	<ul style="list-style-type: none"> <i>Consultant selected and work completed on comprehensive fee study consisting of a review of:</i> <i>* User Fees</i> <i>* Impact Fees</i> <i>*Benefit Assessment District(s) and</i> <i>*Community Facilities District(s)</i> 	<ul style="list-style-type: none"> <i>* Fee studies scheduled for Board consideration.</i> <i>* New entitlement and permitting language applied to prospective developments in advance of completion of fee studies</i> 	Fee study considering: * Cost allocation * Permitting * Inspections * Impact fees * CFD fees
A4. Partner with local jurisdictions to identify and secure future station sites and needed funding mechanisms which may include both capital and operating contributions.	1	50	<ul style="list-style-type: none"> Board adopts preferred future station locations (see Strategy B1) Submit needed station site locations to local jurisdictions Identify resource needs for each additional station and incorporate into site acquisition negotiations to the extent possible to do so Through closed session direction, negotiate site acquisitions as needed 	Fire Chief 50	<ul style="list-style-type: none"> <i>* Completed negotiations with Brentwood on future funding support and mechanisms</i> <i>* First development agreement approved for new project impacting fire services and needed funding (Vineyards at Deer Creek)</i> <i>* Initiated negotiations with County and Oakley on development agreements and approvals for new developments impacting fire services</i> 	<ul style="list-style-type: none"> <i>* Conclude discussions and move towards acquisition of potential new fire station sites in Brentwood</i> <i>* Continue discussion with Oakley and County on new prospective fire station sites within those jurisdictions.</i> <i>* Negotiations with Brentwood completed for future projects</i> <i>* Deer Creek Vineyards project failed</i> <i>* Identifying possible station locations</i> 	
A5. Pursue parcel taxes, assessments and other District-wide revenue alternatives that resolve tax and fee inequities among District residents.	1	25	<ul style="list-style-type: none"> Support State or other legislative solutions that increase revenue options Solicit and select public education and information resource Solicit and select polling consultant (if not included above) Develop and implement public education communications program Conduct baseline and threshold polling to gauge public support for increased services and resources Conduct resident and opinion leader focus groups 	Fire Chief 25	<ul style="list-style-type: none"> <i>* Engaged NBS for tax, fee and assessment studies</i> <i>* Engaged Clifford Moss public relations for public outreach and education</i> <i>* Developed communications and education plan of work</i> <i>* Listening tour started regarding possible revenue and development options</i> 	<ul style="list-style-type: none"> <i>* Fee studies and engineer’s impact statements to Board</i> <i>* Implement communications and education plan</i> <i>* Seek Board direction on fee and revenue alternatives.</i> 	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	% Completed	Implementation Steps	Lead Individual	Progress through December 2019	Planned January through March 2020	Comments
B1. Add staffing and/or stations to meet current service level response time standards.	1	50	<ul style="list-style-type: none"> • Board adopts preferred 5-year station development plan, including <ul style="list-style-type: none"> - Preferred station locations - Preferred station development schedule - Projected capital and operating costs - Anticipated service level and response time improvements • Further action held pending approval of required funding 	Fire Chief	<i>None</i>	<i>6-station plan scenarios to Committee and Board for consideration as part of district financing considerations</i>	For each new station: Capital Costs - \$10-15 M* Operating Costs - \$4 M* *approximate
B2. Temporarily expand existing stations with additional units during the construction of new stations to accelerate improved response times.	2	0	<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 	Fire Chief	<i>None</i>	<i>None this quarter pending other necessary preparatory work</i>	<i>Contingent on new station planning, with work to begin no earlier than Spring 2020</i>
B3. Discourage rapid growth that may further exacerbate response times and service levels.	1	75	<ul style="list-style-type: none"> • Research other special district approaches to growth management • Engage local jurisdictions on challenges related to new development • Assess revenue and service impacts of differing types of development • Adopt Board Policy regarding new development and needed service improvements 	Clifford Moss selected to do this work	<ul style="list-style-type: none"> * <i>Met with Brentwood, Oakley and County representatives to begin to address growth challenges</i> * <i>First private development agreement approved for assured fire service impact mitigations</i> 	<ul style="list-style-type: none"> * <i>Continue to work with proposed new developments as identified to mitigate impacts</i> * <i>Developing policies for further consideration</i> 	
B4. Work with City and County staff to improve the transportation network and emergency access, including the enforcement of existing traffic laws.	1	25	<ul style="list-style-type: none"> • Review city and county transportation improvement plans for impact on emergency access and response • Identify potential transportation network trouble spot improvements • Engage local jurisdictions on potential trouble spot improvements 	Battalion Chief	<ul style="list-style-type: none"> * <i>Identified areas of traffic impact concern early in the calendar year</i> * <i>Initiated discussions with partner local jurisdictions about their ability to improve fire service access</i> 	<ul style="list-style-type: none"> * <i>Meeting with local jurisdictions re: Bethel Island Road to Byron Highway and Delour Rd;</i> * <i>Meet with prospective developers to extend Sand Creek, Balfour and Deer Valley roads</i> * <i>Continuing prior efforts to coordinate traffic response and enforcement</i> 	

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	% Completed	Implementation Steps	Lead Individual	Progress through December 2019	Planned January through March 2020	Comments
C1. Obtain facilities to support a comprehensive training program.	1	33	<ul style="list-style-type: none"> • Develop facility and staffing budgets for the proposed training site • Consider new training facility budget for FY 2019-20 • Obtain Board Closed Session direction on lease acquisition of potential training site, allowing for public comment as appropriate 	Battalion Chief	<ul style="list-style-type: none"> * <i>Contract executed with BKF for facility design</i> * <i>Iron Horse Sanitation District feasibility fact-finding completed</i> 	<ul style="list-style-type: none"> * <i>Conduct Iron Horse Sanitation District site feasibility analysis underway</i> * <i>Special legislative appropriation of \$500k approved</i> * <i>Updates and agreements back to both Boards</i> 	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	50	<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 consider one-time funding for “pre-hire” replacement staffing needed during 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 	Fire Chief	<ul style="list-style-type: none"> * <i>First hire-ahead staffing budgeted, recruited and 6 recruits hired.</i> * <i>Developed new promotional process with two-year testing for Battalion Chief</i> * <i>Purchased software to standardize and improve employee evaluation and training schedule.</i> 	<ul style="list-style-type: none"> * <i>New employee training and evaluation software deployed for use</i> 	
C3. Maximize employee retention by improving compensation and benefits as can be afforded by the District.	2	33	<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 • Negotiate compensation and benefit improvements as possible 	Fire Chief	<ul style="list-style-type: none"> * <i>Developed preliminary budget to continue competitive salary and benefits</i> * <i>Administrative staff negotiations initiated</i> 	<ul style="list-style-type: none"> * <i>Negotiations with administrative staff bargaining group completed</i> * <i>Preparing for IAFF negotiations next quarter</i> 	
C4. Implement employee health and wellness programs and support.	3	33	<ul style="list-style-type: none"> • Track and report quarterly on District overtime and sick time utilization and workers’ compensation and disability claims • Provide health and fitness training facilities, support and incentives • Provide stress management and reduction support resources, including participation in regionally-provided resources and program oversight • Pursue grant funding for District employee health and wellness programs 	Business Services Manager	<ul style="list-style-type: none"> * <i>Continuing prior services</i> * <i>Implemented new payroll system to enable better tracking and reporting of overtime and sick time utilization</i> * <i>Health and wellness committee established to explore options and alternatives.</i> 	<ul style="list-style-type: none"> * <i>Evaluating Cortico Wellness application in lieu of prior telephone support proposal</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	% Completed	Implementation Steps	Lead Individual	Progress through December 2019	Planned January through March 2020	Comments
D1. Pursue available one-time grants for equipment and facilities improvements.	1	50	<ul style="list-style-type: none"> • Obtain monthly reports from Sacramento grants and lobbyist support • Increased professional and legislative outreach 	Townsend Consulting 50	<ul style="list-style-type: none"> * <i>Monthly updates provided</i> * <i>Submitted grants not funded</i> 	* <i>Continue pursuing potential grant opportunities</i>	
D2. Establish and implement existing station and equipment budgets and reserves to fund future major maintenance and replacement needs.	1	50	<ul style="list-style-type: none"> • Complete pending asset study • Establish depreciation funding for all capital assets (facilities and equipment) • Identify unfunded facility and maintenance equipment reserve needs • Develop a multi-year plan to fully fund the equipment/facilities reserve using budgeted allocations or year-end fund balance • Consider the sale of excess assets to fund the facility and equipment reserve 	Business Services Manager 50	<ul style="list-style-type: none"> * <i>Research on station and equipment assets continued</i> * <i>Purchased apparatus arrive</i> * <i>Depreciation schedules established for new apparatus</i> 	<ul style="list-style-type: none"> * <i>Browning Asset Study to be completed</i> * <i>New apparatus rolled out</i> 	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	% Completed	Implementation Steps	Lead Individual	Progress through December 2019	Planned January through March 2020	Comments
E1. Define and implement a cost-effective plan review and inspection program to reduce current and future emergency needs.	1	50	<ul style="list-style-type: none"> • Interim service delivery provides transition support • Prepare comprehensive fee study for Board review and action • Prepare staffing model for inhouse services delivery and implement pending Board approval • Identify best practices in special district permitting/inspection programs 	Fire Marshall	<ul style="list-style-type: none"> * <i>New division established organizationally and within budget</i> * <i>Fire Marshall, one Deputy Fire Marshall, and 7 Fire Aides (2.5 FTE's) onboard</i> 	* <i>Hire two inspectors and a permit technician</i>	* <i>Two fire inspectors, permit technician and second Deputy Fire Marshall to start at various points in 2020</i>
E2. Increase communications to engage and educate the public about emergency response and preparedness for home and workplace safety.	2	33	<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 public education program based on priority focus areas • Survey at least every other year on increased public emergency response awareness and preparedness 	Fire Marshall	<ul style="list-style-type: none"> * <i>Engaged public education and engagement consultant</i> * <i>Received \$5k grant from CalFire Foundation for wildfire preparedness</i> * <i>Initiate listening campaign</i> 	<ul style="list-style-type: none"> * <i>Use CalFire Foundation grant for signage to improve wildfire preparedness</i> * <i>Conclude listening campaign</i> * <i>Initiate public outreach efforts.</i> 	<i>Further efforts on hold until 2020 given higher priority to focus on new station and revenue solutions.</i>
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	66	<ul style="list-style-type: none"> • Identify status of independent CERT programs already operating within the District and possible collaborations • Research other fire district approaches to decentralized CERT programs • Develop agreement template for possible partnerships with other agencies and organizations • Solicit increased participation throughout the District 	Fire Marshall	<ul style="list-style-type: none"> * <i>Continue cooperation with prior Brentwood CERT program</i> * <i>Coordinate with new Oakley CERT program</i> 	<i>No further efforts planned unless County establishes a comparable program to Brentwood and Oakley, as this is a Level 3 Priority</i>	