



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

**January to December 2020**

**Management  
Partners**



## Explanation of the 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 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 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 monitoring report template includes:

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

*New prior accomplishments and targeted work for the next quarter are highlighted.*

These reports will now be provided on a quarterly basis beginning in January 2021.

**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 2020	Planned through March 2021	Comments
<b>A1. Use a two-track fiscal planning model (with and without new tax revenues).</b>	1	85	<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	<ul style="list-style-type: none"> <li>• <b>Base model with three stations approved for FY 20-21 budget.</b></li> <li>• <b>Impact fees analysis completed and submitted to cities and counties</b></li> <li>• <b>Benefit assessment district analysis underway given COVID delays</b></li> <li>• <b>Measure X passed by 58.5%.</b></li> <li>• <b>Benefit Assessment District work placed on hold pending consolidation discussions.</b></li> <li>• <b>9 station fiscal model completed.</b></li> <li>• <b>Consolidation studies underway with joint District/County funding of completed Phase 1 study and Phase 2 study currently underway.</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Further development of costing proposals for independent or consolidated services delivery as part of the FY 21-22 budget process.</b></li> </ul>	For second track, assume new stations as follows: 4 <sup>th</sup> station – Fall 2022 5 <sup>th</sup> station – Fall 2022 6 <sup>th</sup> station – Winter 2026 if BAD passes
<b>A2. Establish a revenue stabilization plan to manage through varying economic conditions.</b>	2	80	<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	<ul style="list-style-type: none"> <li>• <b>Pension Rate Stabilization Fund established with initial \$1.5 m funding and ongoing semi-annual contributions</b></li> <li>• <b>Met targeted 20% reserve policy with budget adopted for current fiscal year</b></li> <li>• <b>Initiated out-years recession analysis which was suspended with COVID crisis</b></li> <li>• <b>Current recession impacts on District anticipated to be modest</b></li> <li>• <b>Separation of District pension costs saves \$1.2 to 1.5 million annually</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Scenario fiscal modeling to be updated with new funding and financing information through the FY 21-22 budget development</b></li> </ul>	
<b>A3. Pursue local and District-wide development fees and Community Facilities District(s) to cover costs resulting from new growth.</b>	1	80	<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)	<ul style="list-style-type: none"> <li>• <b>User and impact fee analyses completed</b></li> <li>• <b>Community Facility District (CFD) and Benefit Assessment District (BAD) work initiated</b></li> <li>• <b>Brentwood collecting impact fees as per District analysis</b></li> <li>• <b>New entitlement and permitting language applied to prospective developments</b></li> <li>• <b>Brentwood and County have both accepted District’s proposed impact fees</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Oakley anticipated to accept District impact fees as approved by Brentwood and the County.</b></li> <li>• <b>Community Facilities District review on hold pending Oakley action and ongoing consolidation discussions with the County.</b></li> </ul>	

<p><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.D</b></p>	<p>1</p>	<p>70</p>	<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>	<p>Fire Chief</p>	<ul style="list-style-type: none"> <li>• Completed negotiations with Brentwood on future funding support and mechanisms</li> <li>• Ongoing discussions with Oakley and Brentwood regarding further stations</li> <li>• Locations identified for stations 4, 5 and 6.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue pursuing locations for stations 7, 8 and 9, including land negotiations with siting jurisdictions.</li> </ul>	
<p><b>A5. Pursue parcel taxes, assessments and other District-wide revenue alternatives that resolve tax and fee inequities among District residents.</b></p>	<p>1</p>	<p>50</p>	<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>	<p>Fire Chief</p>	<ul style="list-style-type: none"> <li>• Developed and implemented general public listening and education campaign on funding needs</li> <li>• Provided essential information for consideration of County Measure X ballot measure</li> <li>• Have suspended further efforts during election process</li> <li>• Benefit assessment studies prepared but on hold pending consolidation discussions</li> </ul>	<ul style="list-style-type: none"> <li>• Reengage with public and property owners on funding solutions (i.e., Amber Lane)</li> </ul>	<p>Baseline and ongoing public education and polling need to be separate from any possible political campaigns</p>

**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 2020	Planned through March 2021	Comments
<b>B1. Add staffing and/or stations to meet current service level response time standards.</b>	1	50	<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	<ul style="list-style-type: none"> <li>• Broad policy direction achieved regarding construction of stations 4, 5 and 6 with Brentwood and Oakley, use of impact fees for stations 7, 8 and 9</li> <li>• Operating costs contingent on future funding</li> <li>• Finance Committee approved recommendation to “up-staff” at Station 52</li> </ul>	<i>Board to consider Station 52 “up-staffing” as part of Mid-Year Budget Review</i>	For each new station: Capital Costs - \$10-15 M* Operating Costs - \$4 M* *approximate
<b>B2. Temporarily expand existing stations with additional units during the construction of new stations to accelerate improved response times.</b>	2	50	<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	<ul style="list-style-type: none"> <li>• Capacity to double-staff available for one or two stations with relocation of Battalion Chief, pending funding</li> <li>• Finance Committee approved recommendation to “up-staff” at Station 52</li> </ul>	<i>Voluntary squad upstaffing and promotions with subsequent recruitment process</i>	
<b>B3. Discourage rapid growth that may further exacerbate response times and service levels.</b>	1	90	<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>	Clifford Moss selected to do this work	<ul style="list-style-type: none"> <li>• Met with Brentwood, Oakley and County representatives to begin to address growth challenges</li> <li>• Adopted impact fees per District analysis</li> <li>• Structured first private development agree to incorporate District needs, although development proposal suspended</li> <li>• Board adopted growth and impact policies in September</li> </ul>	<i>Strategy completion with adoption of impact fees by Oakley as discussed above.</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	25	<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>• Identified areas of traffic impact concern early in the calendar year</li> <li>• Initiated discussions with partner local jurisdictions about their ability to improve fire service access</li> <li>• Further efforts suspended due to COVID</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting with local jurisdictions re: Bethel Island Road to Byron Highway and Delour Rd;</li> <li>• * Meet with prospective developers to extend Sand Creek, Balfour and Deer Valley roads</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	% Completed	Implementation Steps	Lead Individual	Progress through December 2020	Planned through March 2021	Comments
<b>C1. Obtain facilities to support a comprehensive training program.</b>	1	50	<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	<ul style="list-style-type: none"> <li>• Contract executed with BKF for facility conceptual design</li> <li>• Ironhouse Sanitation District feasibility analysis completed</li> <li>• Potential deal points identified for consideration by both Boards</li> <li>• On hold pending Sanitation District transitions and strategic planning process.</li> </ul>	<ul style="list-style-type: none"> <li>• Awaiting Sanitation District consideration and direction</li> <li>• Awaiting determination of funding scenarios and possible consolidation</li> </ul>	
<b>C2. Create and implement professional development and succession plans for pending retirements in the District</b>	1	60	<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	<ul style="list-style-type: none"> <li>• First hire-ahead staffing budgeted, recruited and 6 recruits hired.</li> <li>• Developed new promotional process with two-year testing for Battalion Chief</li> <li>• Purchased and deployed software to standardize and improve employee evaluation and training schedule</li> <li>• 3 separations in 2020</li> <li>• Further progress impacted by pandemic and lack of testing and instructional resources</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing work to continue</li> <li>• Resume search for testing and instructional resources</li> <li>• No future retirements currently known</li> </ul>	
<b>C3. Maximize employee retention by improving compensation and benefits as can be afforded by the District.</b>	2	90	<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	<ul style="list-style-type: none"> <li>• Achieved three-year agreement with firefighters for substantive improvements</li> <li>• Administrative staff negotiations completed</li> </ul>	Unrepresented management to be considered	
<b>C4. Implement employee health and wellness programs and support.</b>	3	75	<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	<ul style="list-style-type: none"> <li>• Continuing prior services</li> <li>• Implemented new payroll system to enable better tracking and reporting of overtime and sick time utilization</li> <li>• Health and wellness committee established to explore options and alternatives.</li> <li>• Purchased and developed two software solutions for physical and mental/stress-related health</li> </ul>	Preparing to rollout annual physical solution in early 2021 – called LiveScan annual physicals pending resolution of contracting and purchasing issues	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 2020	Planned through March 2021	Comments
<b>D1. Pursue available one-time grants for equipment and facilities improvements.</b>	1	50	<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>Monthly updates provided</li> <li>Submitted grants not funded</li> <li>Expand work on possible State legislative solutions</li> <li>Received notice of modest \$13k FEMA grant for fire prevention and safety</li> </ul>	<ul style="list-style-type: none"> <li>Continue pursuing grant opportunities</li> <li>Ascertain status of prior \$500k State set-aside for training facility</li> <li>Explore approved Prop 19 funding opportunities</li> </ul>	
<b>D2. Establish and implement existing station and equipment budgets and reserves to fund future major maintenance and replacement needs.</b>	1	50	<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>Research on station and equipment assets continued</li> <li>Purchased apparatus arrive</li> <li>Depreciation schedules established for new apparatus</li> <li>Asset tracking and depreciation included in development of new accounting system</li> </ul>	<p style="color: orange;">New accounting activated and anticipated completion by July 1</p>	

**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 2020	Planned through March 2021	Comments
<b>E1. Define and implement a cost-effective plan review and inspection program to reduce current and future emergency needs.</b>	1	75	<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>• All funded positions filled except Deputy Fire Marshall</li> <li>• Achieved State-mandated inspection levels</li> <li>• Records Management System implemented</li> <li>• Completed first full cycle of Vegetation and Hazard Abatement property compliance process</li> <li>• Third recruitment for Deputy Fire Marshall position on hold pending consolidation discussions.</li> </ul>	<p><i>Launch third recruitment for Deputy Fire Marshall if consolidation discussions stall or terminate</i></p>	
<b>E2. Increase communications to engage and educate the public about emergency response and preparedness for home and workplace safety.</b>	2	65	<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>• Completed the “We Are Listening” campaign</li> <li>• Completed seven FAQ videos for public information</li> <li>• Conducted 8 virtual town halls for public engagement</li> <li>• Conducted 7 Facebook Live Q&amp;A sessions incorporating new FAQ videos</li> <li>• Public education and engagement campaign resumed following November election</li> </ul>	<p><i>Continue public education and engagement outreach</i></p>	
<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	75	<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>• Continue cooperation with prior Brentwood CERT program</li> <li>• Coordinate with new Oakley CERT program</li> <li>• Mash Creek and Morgan Territory launched</li> </ul>	<ul style="list-style-type: none"> <li>• Continue limited training efforts through pandemic</li> <li>• Pursue FEMA grant funding</li> </ul>	