



# STRATEGIC PLAN

2012



RODEO HERCULES FIRE DISTRICT

# Executive Summary

Rodeo Hercules Fire District

STRATEGIC PLAN 2012



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### **The 2012 strategic plan is the first long range planning document to be developed for the Rodeo Hercules Fire District.**

It was written by members of the District representing all ranks, labor and management, sworn and non-sworn.

This plan is intended to be a 5 year guide for the development of our District. It will serve to inform District members, policy makers and the public about our preparations for the future while at the same time serve as an integral part of fiscal planning.

This document will be reviewed on an annual basis and revised as required. It should be considered as part of the Fire District's appropriation justification during the budgetary process.

The Mission, Values and Vision of the District should be reviewed and revised, as necessary, to reflect the purpose and direction of the Rodeo Hercules Fire District for the next 5 years and beyond.

The plan provides historical information about the District and demographic details for the existing fire station response areas that currently serve the needs of the community.

This plan provides an overview of each of the three distinct functions: Administration, Operations and Fire Prevention. Specific goals are included for each functional area.

Between 2010 and 2012 the District sought out and received over \$500,000 in grant awards. The District will continue to apply for Local, State and Federal funds as they become available to offset the cost of firefighting personnel and equipment.

Contract and Mutual Aid Agreements with our Fire Service cooperators are detailed in the Appendices.

## MISSION STATEMENT

It is the mission of this organization to provide the highest level of service to the community; to mitigate the devastating effects of fires and other disasters; to deliver emergency medical services; to educate the public and maintain a constant state of readiness...

## CORE VALUES

### To that end we value:

Service to the Community

Public Trust

Professionalism

Educated Work Force

Compassion

Team Work

Safety, Health & Welfare of the Organization

# OFFICE of the Fire Chief

**I am pleased to present the 2012 Strategic Plan for the Rodeo Hercules Fire District.**

This document provides us with a road map for the next five years. It is a collaborative effort between labor and management with input from all ranks within the Fire District. Our agency is committed to a fresh perspective and



enterprising methods to meet future challenges. Our pledge is to improved services and processes.

In 2011 alone, our members responded to over 2000 calls for service, including fires, rescues, trauma and cardiac events. They also assisted in significant wildland incidents and other mutual aid calls, helping our neighbors in Western Contra Costa and Northern and Southern California.

In 2011 we signed a contract with the City of Pinole to oversee their fire-fighting operations. This arrangement is an example of our dedication to a public partnership that resulted in an efficient fire protection model. We are confident these efforts will serve us well in the future.

The Fire District participates in a geographic response area known as Battalion 7. This is a regional cooperative agreement between our agencies and Contra Costa County Fire Protection District. This resource sharing arrangement provides a 24 hour battalion chief and staffed fire stations to respond into Rodeo, Hercules, Pinole, El

Sobrante, San Pablo and North Richmond. We will continue to work with our community partners to provide the highest level of safety to the neighborhoods we proudly serve.

Our ongoing relationship with Conoco Phillips Refinery provides specialized training opportunities, equipment replacement and other subsidies. Their cooperation and assistance continues to be a shared benefit to all.

The District and the City of Pinole were awarded nearly \$1,000,000 in grants that allow us to develop and train personnel, make facility improvements, and continue our co-sharing agreement.

Additionally Alameda and Contra Costa counties are linking their public safety communication systems. This funding will help us make required improvements to *the interoperability and capability of our emergency radios.*

Our CERT (Community Emergency Response Team) program is a vigorous program led by dedicated local volunteers and continues to be a hallmark of success. Over 250 citizens received training in first aid, disaster preparedness, fire safety and crisis team organization. They stand ready to assist and support emergency operations.

I am encouraged and excited by the level of energy our highly motivated personnel have contributed to this strategic planning effort. It is a testimony to the long history of this fine organization and the men and women that have made lasting contributions to its continued success. We serve with ***Pride, Excellence and Professionalism.***

## FREQUENTLY Asked Questions:

- Q.** Does the Fire District provide paramedic service?
- A.** Yes. Through an agreement with Contra Costa County, each on duty fire company is staffed with one paramedic.
- Q.** Does the Fire District refill extinguishers?
- A.** You may drop off your fire extinguisher at the fire station and a certified technician will refill the extinguisher.
- Q.** If I have a fire can I get a copy of the incident report?
- A.** The Business Office can provide you with a copy of the report for a nominal fee.
- Q.** Does the Fire District have a hazard abatement program?
- A.** Yes. The Fire District works cooperatively with the City of Hercules and Contra Costa County to ensure that flammable vegetation is removed from around homes.
- Q.** Does the Fire District have volunteers?
- A.** Yes. The Fire District maintains a corps of reserve firefighters and a CERT program
- Q.** Does the Fire District provide blood pressure screening?
- A.** Yes. The Fire District provides blood pressure screening, CPR training and our partners the Pinole Fire Department will install Child Safety Seats.
- Q.** What is Christmas Coalition.
- A.** Community groups come together to help the local underprivileged during the holidays.

# RHFD History STRATEGIC PLAN 2012

**RODEO**—The Town of Rodeo was founded on the Ygnacio Martinez Rancho El Pinole estate in 1865 and was the home of the old Union Stockyard Company and the Rodeo-to-Vallejo Ferry. In 1896 the Union Oil Co. established a still in Rodeo that continues today as the Conoco Phillips San Francisco Refinery. In 1906 like many Greater Bay Communities, Rodeo was severely damaged by the “earthquake” and was rebuilt.

Rodeo was later referred to as Baseball Town, USA in honor of its legendary native son, and Hall of Fame pitcher, Lefty Gomez of the New York Yankees.

**FIRE DISTRICT**—The first Fire Chief was Mr. Frank Delmonte. He and his men fought fires with buckets of water. Chief Delmonte was succeeded by Chief Sam Kramer and later by Chief Tom Lewis who would lead the department with a hand-drawn hose cart.

In 1927, under Fire Chief E. Gomez, the original brick fire house on Third Street in Rodeo was constructed. The new fire house became a focal point for the all-volunteer fire department, the community, and many civic organizations. In 1937, the official Rodeo Fire District was formed. In 1946, the Board of Commissioners, led by then Fire Chief Lloyd Cooper, approved an order to have a firefighter on duty at all times, to give added protection to the community.

In 1965, Arthur Cooper became the first paid Fire Chief for the Rodeo Fire Protection District and the order was given to hire more full time staff.

Throughout the years, it has been the community; the Board of Directors; and the firefighters who have pulled together to support the Fire District. One example of community support given was when Mr. Ernie Van Alstyne organized a fund-raiser to purchase the District a Hurst “Jaws of Life” and the District received the life-saving device in October of 1976.

In the 1983 the District doubled its personnel, boundaries were expanded to cover the City of Hercules and the Rodeo Hercules Fire Protection District was created. In 1991, the City of Hercules built its first permanent fire station. In 2004 paramedic service was added and recently an agreement was reached with the City of Pinole for the Fire Chief to command both the Fire District and the Pinole Fire Department.

Today, RHFD serves an area of 32 sq. miles with a population of 34,000. The District protects an oil refinery, marine terminals, fuel pipelines, wildland interface, a large industrial park, two rail lines, and two major freeway corridors. It is governed by a five member Board of Directors, under §13800 of the CA Health & Safety Code.



**HERCULES**—In 1881, the Hercules Powder Plant opened and began producing dynamite. Hercules, the Greek mythological hero was chosen as the name of the product to demonstrate the strength of the dynamite. In December 1900 the town became incorporated and the name Hercules was the obvious choice. The first City Council passed ordinances to ensure the success of their products. In 1913 the plant added black powder to its production.

During World War II the Hercules Powder Co. was the third largest producer of explosives in the United States. Post war production turned to dynamite and fertilizer until the plant closed in 1977. The Pacific refinery opened in Hercules in 1960 and ceased refinery operations in 1995. In 1970 the total population was 21,000 and as of the 2010 census estimated to be 25,000. The Fire Dist. has been continuously providing fire protection to the City since 1983.

# RHFD Tomorrow

Rodeo Hercules Fire District

STRATEGIC PLAN 2012



A vision statement is an objective view of our current status, maps out an ideal future of the organization and defines progress through measurable goals and objectives

The Rodeo Hercules Fire District has a distinguished history that serves as the foundation for the future development of the organization. Progress will occur by addressing strategic challenges with innovative and effective solutions.

The communities served by the Fire District have experienced significant growth over the past two decades.

These population increases have resulted in 200% rise in emergency responses. These "traditional" responses include emergency medical, wildland and structure fires, technical rescues, hazardous material incidents, and public service calls.

Western Contra Costa County has also seen a large increase in number of homes built in the "urban interface".

Wildland fires in these areas pose a significant threat to our community and our citizens. These types of incidents also require a large scale commitment of equipment and personnel.

As we constructed our Strategic Plan, we have found that in addition to growth, there are several factors influencing the future direction of our Organization.

These relevant issues include: **Demographic Shifts, Economic/Financial, Governance, Legal & Regulatory Outlook, Industry Standards, Technology, Analysis of Service Delivery, Deployment Model, Employee Development/Succession Planning, and Contract Service Areas/Partnerships.**

These considerations provide us with the parameters to ensure that we are providing for our community needs well into the future.

## VISION STATEMENT

*It is the vision of this organization to provide leadership, promote change, build relationships and continuously seek improvement. We demand the highest performance from ourselves and strive to meet the expectations of our citizens. Through these efforts, our goal simply stated is to make the community a safer place.*

## BOARD OF DIRECTORS

Beth Bartke  
John Mills  
Manley Moulton  
Bill Prather  
Raemona Williams

# RHFD Tomorrow

Rodeo Hercules Fire District STRATEGIC PLAN 2012



## KEY ISSUES Demographic Shifts

**The Rodeo Hercules Fire District has had a growth of nearly 18,000 residents since a second fire company was staffed in the City of Hercules.**

While the community of Rodeo has been relatively stable at 8700 inhabitants, the City of Hercules has had an increase in population and significant building activity since the year 2000. The current population of 25,000 is expected to increase to 27,500 by 2020. This is a 48% increase over a 20 year period. Trends in population show two specific increases:

**Aging Population:** There is a greater need for services for citizens over 65 years old. Three large senior living facilities are located within the Fire District and are heavily dependent on the services we provide. Many elderly citizens have limited mobility, making it necessary to have additional fire resources on scene more quickly for rescue and rapid fire suppression. Also, there is an increased need for emergency response to medical emergencies. Paramedic staffed engine companies provide a higher level of care for people with cardiac

problems, trauma, and strokes.

**Diverse Community:** There has been an increase in the number households in the Fire District where English is a second language. It is important that we ensure all of our citizens are familiar with the resources available to them. The Fire District utilizes a "Translator Service" to assist where communication is a concern. The Fire District participates in many community events in an effort to contact as many citizens as possible in our increasingly diverse community.

## KEY ISSUES

### Economic/Financial

Economic challenges and opportunities are an important factor in providing Fire District services. Some of these include:

- Establishing a revenue stream adequate to fund services
- Legal restrictions on the ability to raise additional revenue
- Budget reductions create impacts to service delivery
- Reliance on grant funding
- Decrease in property value and new construction
- Diversion of tax increments
- Employee costs
- Reimbursement for mutual aid response
- Fee based cost recovery programs
- Contracts for service

## KEY ISSUES Governance

The Rodeo Hercules Fire District is an independent Fire District organized under §13800 of the Health and Safety Code. Special districts are units of local government established by the residents of an area to provide some (focused) service not provided by the county or city.

In contrast to the broad constitutional and legal authority under which counties and cities operate, the authority of special districts is restricted to specifically enumerated powers and purposes. Special Districts have the corporate power and tax power but rarely the police power of municipalities or counties. The Rodeo Hercules Fire District is governed under Board of Directors/Administrator form.

# RHFD Tomorrow

Rodeo Hercules Fire District STRATEGIC PLAN 2012



## KEY ISSUES Contract Service Areas/Partnerships

**To better serve the taxpayers in western Contra Costa County, local fire agencies have entered into a number of agreements to bolster limited services.**

The departments involved include Pinole Fire Department, Rodeo Hercules Fire District, Crockett-Carquinez Fire Department, Contra Costa County Fire Protection District and Richmond and El Cerrito Fire Departments.

These agreements generally serve one of two purposes: either sending the closest staffed apparatus or preventing a serious wildland/interface fire. They also curb border disputes in the time of emergency and provide required Incident Command System (ICS) positions on fires and other prolonged events.

Additionally, each community has target hazards (hi-rise, refinery, marine terminal, vegetation, manufacturing, etc...) that they cannot handle with their existing resources. Without help, control efforts are dangerous and futile.

As an extension of the California Master Mutual Aid Agreement, these arrangements are prudent

methods to aid communities in difficult times.

The City of Pinole (Administered by the Fire Chief) provides fire and rescue services for the Tara Hills, Bayview, Montara Bay and the Alhambra Valley corridor (formerly the Pinole Fire District). This is a cooperative agreement with the Contra Costa County Fire Protection District (CON Fire).

The District provides fire and rescue services to CON Fire and CAL Fire along the Highway 4 Corridor including unincorporated Martinez through a series of automatic aid and mutual threat zone agreements.

As previously stated, the Fire District is dispatched by Contra Costa County Regional Fire Communications Center, we also provide 24 hour battalion coverage along with CON Fire and the City of Pinole and share a Fire Chief and Administration with the City of Pinole.

CON Fire, Pinole and RHFD Fire train together on a scheduled monthly basis. Station 76 in Hercules serves as the Training Center for Battalion 7.

## KEY ISSUES

### Succession Planning

**Succession planning is the process of developing personnel in order to fill key leadership positions in the organization.**

Employee development increases the pool of experienced and capable employees and prepares them to advance as promotions and roles as become available.

In smaller organizations, with limited advancement, it is critical to develop personnel within their existing roles. This serves the purpose of supporting personal growth, meeting organizational needs and providing opportunities for employees to make meaningful contributions.

Some of the areas the Fire District is committed to include:

- Defining competencies
- Conducting state certified programs on site
- Long-term acting positions
- Program Management
- Grant Management
- Project Management
- Mentoring
- Mutual Aid Assignments
- Specialized Training
- Public Presentations

# RHFD Administration

Rodeo Hercules Fire District STRATEGIC PLAN 2012



## LEGAL Requirements

### GENERAL Duties

**The Administrative Services Officer provides support for Management, Operations and Prevention while serving as Clerk of the Board. Duties and responsibilities include:**

Receiving/handling public inquiries; providing Fire District & Fire Department counter/phone support each business day.

Processing human resource records, ID Cards, Personnel Action Forms & employee documents.

Scheduling employment interviews, background investigations, applications & screening; candidates background package review, coordinating polygraph, psychological and physical testing; monitoring progress of recruiting & coordinating offers and start dates.

Editing/issuing Personnel bulletins and SOPs & maintaining District and City of Pinole forms.

Communicating with City & County departments such as Board of Supervisors, City Council (s) Human Resources, EBMUD, Sheriff/Police, East Bay Parks District & Finance/General Services.

### FISCAL Responsibilities

**The importance of balancing services while following financially responsible and legally mandated requirements cannot be overstated. This area covers:**

Following Generally Accepted Accounting Principles and assigning revenue and expenditures to specific recognized categories.

Coordinating the annual budget process, budget forecasting, reviewing budget requests & monthly analysis and updates.

Working with the Fire Chief to develop the Fire District and Pinole Fire Department Operating Budget (s).

Processing all contract and purchase requisitions, payment requests and billing; Oversight of revenue, annual fire and miscellaneous permits.

Employee time card input.

Cost recovery for vehicle accidents, hazardous materials incidents, interagency agreements and course delivery contracts.

Credit card approvals, purchase review and maintaining and distributing petty cash per policy.

### Administrative legal requirements include:

Noticing of public meeting record keeping of Fire District Board actions and activities Brown Act and Fair Political Practice requirements and following election statutes.

Preparing board packets in advance of scheduled meetings

Processing subpoenas, liens and legal document requests workers' compensation and accident reporting.

Maintaining records of all contracts and agreements with the District, outside agency consultants, and other fire districts.

Analyzing data to ensure compliance with existing labor agreement and current Memorandum of Understanding.

Interpreting annual General Accounting Standards Board requirements and scheduling assets depreciation rates.

CA State Controller reporting and preparation of Local Government Compensation Report.

Managing LAIF (Local Agency Investment Fund) and OPEB

Annual levy setting.

Annual audit preparation.

Capturing data, incident statistics & ensuring National Fire Incident Reporting System input is accurate and timely.



# RHFD Tomorrow

Rodeo Hercules Fire District STRATEGIC PLAN 2012



## KEY ISSUES

### Industry Standards

In the absence of existing laws, regulation or statutes, fire agencies are compelled to rely on recognized consensus for guidance:

- ISO (Insurance Services Office): Sets insurance rates for communities based on formulas including : staffing , apparatus, water systems, training, response times, and equipment.
- NFPA (National Fire Protection Association): This organization sets national standards for fire agencies including:
  - NFPA 1001 Firefighter Professional Qualifications
  - NFPA 1021 Fire Officer Professional Qualifications
  - NFPA 1500 Fire Department Occupational Safety and Health Program
  - NFPA 1581 Fire Department Infection Control Program
  - NFPA 471 Responding to Hazardous Material Incidents
  - ANSI (American National Standards Institute) SCBA

## KEY ISSUES Legal/Regulatory Outlook

There are several laws, regulations, and standards that determine the minimum requirements the District must maintain in order to sustain operations, training, administration, and prevention. These include:

### Federal

- OSHA 29 CFR Section 1910: Regulations on training and responses to hazardous material incidents; includes respiratory protection requirements to meet the "Two In/Two Out" regulation
- Office of Homeland Security: Requirements for Emergency Response to Terrorism and Weapons of Mass Destruction training for first responders
- Sara Title III /CERCLA - Community Right-to-Know Act & HAZMAT response, clean up and disposal
- Title VII - Civil Rights Act of 1964 requires employers not to discriminate and to eliminate the presence of past discrimination
- American with Disabilities Act: Requirements of reasonable accommodation

### State

- California Fire Codes: The Fire District, along with all agencies in Contra Costa County, has adopted these codes. The State Fire Marshal's Office defers many of the regulation enforcement to local agencies.

- Essential Services Building Act (Section 16000 - 16023 Health & Safety Code): Requires minimum earthquake standards for essential buildings such as fire stations
- Emergency Medical Services Authority (Title 22) Minimum requirements for emergency medical certifications
- Health & Safety Programs (SB198)/ Injury and Illness Prevention Program (Title 8 CCR: 3203) Requirements for employers to establish and maintain this program
- SEMS/NIMS: Requires use of the Incident Command System
- Labor Code sections 4553 and 4553.1: Willful misconduct of employers regarding safety regulations

## KEY ISSUES Technology

**Interoperability/Consolidated Dispatch:** Most of Contra Costa's Fire and EMS resources are dispatched through a single PSAP (Public Safety Answering Point).

**EBRCS** Regional Communications System between Contra Costa and Alameda Counties. The system will allow interoperable voice communications that will improve public safety services under emergency situations.

**MDC** (Mobile Data Computer) and **AVL** (Advanced Vehicle Locator): Located on each apparatus to ensure efficient and accurate response.

**RMS** (Record Management System) Data collection for incident reporting, training, & record keeping.

**SCBA** (Self Contained Breathing Apparatus) and **PASS** (Personal Alarm Safety Systems) devices: Integrated system to alert crews of downed firefighters.

**TIC** (Thermal Imaging Cameras): Cameras that use infrared technology in smoky or dark conditions to find victims and fires in hidden spaces.

# RHFD Tomorrow

Rodeo Hercules Fire District STRATEGIC PLAN 2012



## KEY ISSUES Analysis of Service Delivery

**The Rodeo Hercules Fire District responds to emergencies based on recognized procedures for consequence management.**

An incident such as a vehicle fire or medical aid would warrant a response from one fire engine, whereas a traffic collision on a freeway dispatches three units and a structure fire sends four engines, a ladder truck and two battalion chiefs.

Incident types are preprogrammed into the CAD system and the dispatch matrix recommends the closest due units from the Fire District and surrounding jurisdictions. This includes fire engines and aerial ladder trucks as well as specialty apparatus such as the Hazardous Materials Response Team, Helicopters or Swift Water Rescue personnel and equipment.

Growth of the City of Hercules and the economic downturn have had a significant effect on the ability of this agency to "go it alone". The overall increase in demand for service continues to compromise the ability of the Fire District to meet desired emergency response outcomes. The

situation will gradually worsen as any further degradation of capability occurs. Future annexations, buildout and infill projections outlined in the General Plan will likely compound the problem. The Rodeo Hercules Fire District, through a layering of automatic and mutual aid agreements, has an excellent record in preventing large loss fires through quick fire response.

Case histories in western Contra Costa County, point to the importance of response times in saving lives and property. Recent studies show how quickly a fire can spread with catastrophic results unless it is quickly extinguished. This is due in part to balloon frame buildings, older post war bungalows with flat roofs and barred horizontal openings, modern lightweight engineered construction methods and the fuel loading created by personal possessions.

It has also been documented that immediate medical attention by first responder paramedics can be lifesaving when seconds count.

## KEY ISSUES

### Deployment Model

Fire Stations in the Rodeo Hercules Fire District were deployed along settlement lines, on the basis of presumed need, obligation or by using one or more of several accepted methods of quantitative analysis.

Authorities used existing or previously existing instruments recommended by the National Fire Protection Association (NFPA), Insurance Services Organization (ISO), International City Managers Association (ICMA), and the Pacific Rating Bureau (predecessor of ISO).

The current fire station locations were based on distance rather than response times. Due to the relative size of the communities, the perceived threat from heavy industry and the proximity to town centers, no mathematical model was used to optimize fire station locations. Available property, transportation networks, topographic features and funding sources contributed toward the final decision.

Historical regression continues to be the primary analytic tool for determining fire department response performance. A 20 year decomposition analysis of annual run volume will likely show demand for service increased in the Fire District.

That trend is predicted to continue for some time.

# RHFD Operations

Rodeo Hercules Fire District STRATEGIC PLAN 2012



## SUPPRESSION Duties

**The Operations Division has primary responsibility for responding to emergencies and urgent calls for help from the public. Services provided include:**

Extinguishing fires, providing emergency medical care, minimizing the effects of leaks or spills of hazardous materials, rescuing trapped persons from traffic collisions, industrial accidents, collapsed structures, or floods or swiftly moving water, dealing with the hazards of refinery events, power lines or gas leaks and providing special assistance, in lock-out situations or animal rescues.

Personnel also present fire safety and emergency preparedness programs, perform fire safety inspections, maintain fire apparatus and facilities and train to proficiency levels.

Most employees, apparatus and equipment are assigned to Operations. There are a total of 19 line personnel including: 1 Battalion Chief, 6 Captains, 6 Engineers and 6 firefighters, working on one of three platoons. Each are assigned to one of two (2) fire companies located in Rodeo and Hercules.

## TRAINING

### Roles/Responsibilities

**The Fire District has responsibility for coordinating or providing all training related to the emergency services delivered by the Operations Division.**

This ranges from the initial training of newly hired firefighters and reserves, to on-the-job training and continuing education for company personnel, to the provision of specialized training to members such as incident command, wildland fire behavior, supervisory management, oil fire-fighting, hazardous materials and urban search and rescue.

A significant amount of the training for the department takes place at Fire Station 76, the designated Battalion 7 Training Center. This facility consists of a four-story drill tower, burn trailer, two temporary buildings housing a classroom, fitness equipment, storage as well as numerous training props.

The Rodeo Hercules Fire District CERT (Community Emergency Response Team) also trains new members and performs skills maintenance at the training site.

## EMS

### Service/CQI

**The goal of Prehospital Care is to save lives, deliver quality emergency service and adhere to best practices.**

Contra Costa County EMS participants include: Ambulance providers, law enforcement, fire agencies, helicopter providers, hospitals, continuing education institutions and EMT training programs.

Contra Costa County Regional Fire Communications Center provides EMD (Enhanced Medical Dispatching) on 911 calls which allowing tiered response.

In 2004 the Rodeo Hercules Fire District implemented a paramedic program to serve the citizens of Rodeo and Hercules.

Advanced Life Support is performed by Paramedics and supported by Emergency Medical Technicians assigned to each fire company.

Management and coordination of the Fire Districts paramedic program is the responsibility of a CQI coordinator.

Federal, state and local laws and statutes govern the provision of emergency medical services: The California Emergency Medical Service Agency regulates patient care requirements under Title 22 CCR.

By agreement the Fire District receives a subsidy from Contra Costa County Health Services to provide paramedics.

# RHFD Operations

Rodeo Hercules Fire District STRATEGIC PLAN 2012



## APPARATUS

**Reliable apparatus is essential for the effective delivery of emergency service.**

The current fleet is designed in accordance with NFPA at the time of manufacture. The newest apparatus is 6 years old and the oldest reserve piece is 22 years old.

Due to budget constraints, the fleet replacement program relied upon developer impact fees (DIF), grants and private subsidies. Preventative maintenance, testing and repair requires on-duty firefighters to maintain the fleet as required.

Best practices for repair, trouble shooting and preventative maintenance are unique to fire apparatus as compared to on-highway trucks. Increased downtime, cold starts, increased speed with intense acceleration and braking are among the differences.

The goal of any program is to minimize downtime for a smooth flow at a repair facility. Repairs are generally categorized as Urgent, High, Low and scheduled maintenance.

The District has made efforts to standardize apparatus models and is in the process of downsizing the existing fleet.

Replacement interval schedule for apparatus and support vehicles is generally based around industry practices and the Districts' ability to pay.

## FACILITIES

**Fire Stations serve a critical role in localizing emergency response capability.**

The Fire District responds to emergencies in the communities of Hercules, Rodeo and the San Francisco Refinery. Fire Station 75 (Rodeo) and Fire Station 76 (Hercules) serve residences business and institutions as well as neighboring communities through established mutual aid agreements.

Fire Station 75 was originally designed in 1927 and has had one significant renovation. Fire Station 76 (owned by the City of Hercules) was dedicated in 1991. Though functional they do not meet current "essential services" and "best practices and design" standards.

Attached to Fire Station 76 is a modular training classroom, fitness and storage area. The grounds of Station 76 are utilized to house a mobile training tower, firefighting live burn trailer and fire prevention safety house.

Most recently each Fire Station is being upgraded with solar panels and other energy efficient features to reduce power costs.

## EQUIPMENT

**The District staffs two dedicated paramedic fire companies and cross-staffs various specialty apparatus.**

Each of the vehicles has a standard inventory of equipment that mirrors other agencies within west Contra Costa County. District apparatus are typed according to function by FIRESCOPE and are consistent with National Fire Protection Association (NFPA), Incident Command System (ICS) and National Incident Management System (NIMS) standards.

The Fire District does not maintain a large inventory of equipment, other than what is carried on apparatus. The major source of funding for firefighting equipment has been federal or state funding or local augmentation (Conoco Phillips, Measure H).

Some of various types of necessary equipment includes: heavy hydraulics extrication devices, advanced life support supplies, large diameter supply line, hose, ladders, nozzles, rescue rope, litters, fire suppressive foam, chain saws, salvage covers, axes, mcleods, pike poles, turnout gear, and self contained breathing apparatus.

# RHFD Prevention

Rodeo Hercules Fire District STRATEGIC PLAN 2012



## COMPANY Inspections/Education

**Each Fire Company is assigned a fire prevention inspection workload and public education responsibilities**

A well organized fire prevention program is an effective deterrent to fires with all too often tragic consequences. Fire prevention inspections are a critical non-firefighting activity

The goal of a fire agency is to minimize the loss of life and property from fire by controlling or eliminating hazardous conditions, before a fire occurs.

Company inspection programs educate occupants in ways to mitigate hazards, reduce risks, evacuate safely, and develop and maintain good housekeeping practices. In addition, fire companies are able to develop preplans and site specific standard operating procedures with advance knowledge of the individual buildings and inherent hazards.

Saving lives through public outreach and building trust in the business community are essential to the success of the Fire District in providing the "highest level of service to the community.

## CODE

### Compliance/Enforcement

**The Fire District has responsibility for maintaining safety in the community by investigating fires, ensuring compliance with existing codes and ordinances and enforcing laws where necessary**

Due to vacancies in the Fire Prevention Division, the Fire District currently relies on Contra Costa County Fire Protection District and CAL Fire for fire cause investigation.

Code compliance and enforcement is performed by veteran fire inspectors that are currently on contract to the Fire District.

The Fire District administers a permit program for certain occupancies and hazardous processes as provided for in the adopted Fire Code. These facilities are inspected on a regular basis to verify compliance with required conditions of occupancy.

Fire inspectors evaluate violations and attempt to achieve voluntary compliance of fire and life safety code requirements and to maintain the safety of occupancies.

## PLAN REVIEW

The purpose of Plan Review is ensure a coordinated process for the review of projects, plans and conditions of approval.

Fire Inspectors review new construction and tenant improvement applications every year for compliance with applicable federal, state and local codes.

They also conduct inspections of permitted projects to verify compliance with approved plans and provide consultation to owners, builders, design professionals and other fire officials on projects during the pre-design phase of a project.

Plan reviews include reviewing plans for Fire Alarm and Sprinkler systems, Fire Hydrant Systems and Hydraulic Calculations, Hazardous Materials Use and Storage, Spray Booths, High-Piled Combustible Storage systems and other Fire Code permitted systems and operations

Built-in fire protection like automatic sprinkler systems preserve not only the structure but fixtures, finishes, furnishings, artwork and other irreplaceable personal belongings. They also warn and protect occupants and firefighters and ensure a better chance of survival.

When alarm systems and automatic sprinklers are installed and operating, replacement and firefighting costs are reduced; there is greater safety and a direct economic benefit.



## ACCOMPLISHMENTS

**During 2010-2011, the Fire District made significant strides towards financial stabilization and additional revenue enhancements. Additionally a major effort was put forth to provide training opportunities, improve employee relations and enhance community outreach. Some of these were:**

2010 Annual Report

Contract with the City of Pinole for Fire Chief and Administrative Services

Delivery and completion of the California State Fire Marshal's Office Chief Officer Certification

Condition of Approval #84 for improvements to the San Francisco Refinery modified to include the purchase of a "rescue pumper" to better serve the community

Six community meetings centered on the fiscal condition of the Fire District

Adoption of the California Fire Code and Fee Structure

Modification of Fire Stations to reduce energy costs by 50%

Construction of vertical ventilation prop with donated materials

Completion of a comprehensive Fleet Management Study and introduction of best practices for preventive maintenance

Successful recipient of Assistance to Firefighters grant for full replacement of Fire District mobile and portable radios

Continued Community Emergency Response Team (CERT) training and disaster simulation

Fire Prevention Week Open House

Continued support and participation in the Christmas Coalition

Blood pressure screenings for senior citizens

Fire and life safety inspections

Oil fire training school

Contract concessions resulting in current and future cost savings

Promotions

Participation in Master Mutual Aid to Southern California

Member of Battalion 7; Fire District units responded to significant incidents in Rodeo, Hercules, Rural Martinez, Pinole, Tara Hills, San Pablo, El Sobrante and North Richmond

## GOALS

**Each Division within the Fire District has specific goals that were developed with input from all members of the organization. These include:**

### Administration:

2012—Ballot Initiative, Election

2013—Balanced Budget

2014—Migration to and Implementation of a Comprehensive Annual Financial Report (CAFR), Election

2015—Review and replacement of information technology equipment; RMS and Telestaff

2016—Succession Plan, Election

### Operations

2012—Fire Station Master Plan, Deployment Analysis, Truck Academy, Promotional Examinations

2013—Recruit Academy, Vehicle Replacement Program

2014—Promotional Examinations, Non-Resident Reserve Program, Firefighter Careers Academy

2015—PPE Replacement

2016—Succession Plan, Construction of New Fire Station

### Prevention

2012—Maintain Program

2013—Hire Prevention Staff

2014—New Fire Code Adoption

2015—Investigation Training

2016—Succession Plan

# RHFD Appendices

Rodeo Hercules Fire District

STRATEGIC PLAN 2012



## CONTRACTS AND MUTUAL AID AGREEMENTS

**INTERAGENCY DISPATCH AGREEMENT** Service Contract that allows the Rodeo Hercules Fire District to receive 9-1-1 resource dispatching from the Contra Costa Regional Fire Communications Center in order to mitigate calls for service.

**COOPERATIVE AGREEMENT FOR BATTALION 7 OPERATIONS** Since September of 2000, the Rodeo Hercules Fire District, the Pinole Fire Department and the Contra Costa Fire Protection District have equally provided shared battalion chief coverage in areas protected by the three (3) agencies.

### **AGREEMENT FOR CONTRACT FIRE CHIEF AND ADMINISTRATIVE SERVICES**

The City of Pinole compensates the Rodeo Hercules Fire District for management, operations and administration of the Pinole Fire Department.

**MEMORANDUM OF UNDERSTANDING BETWEEN CAL FIRE & THE RODEO HERCULES FIRE DISTRICT** Establishes procedures and responsibilities for the use of CAL FIRE resources for fire suppression and related emergencies

**AGREEMENT FOR THE PROVISION OF EMERGENCY RESPONSE SERVICES – SAN FRANCISCO REFINERY (RODEO)** The District responds to emergencies at the refinery and works cooperatively with their personnel.

**CONTRA COSTA COUNTY FIRE SERVICE MUTUAL AID AGREEMENT** To ensure orderly and coordinated use of resources when requested.

**AGREEMENT FOR AUTOMATIC MUTUAL FIRE PROTECTION RESPONSE** Boundary arrangement between the Rodeo Hercules Fire District and the City of Pinole for automatic response into either jurisdiction.

**AGREEMENT FOR AUTOMATIC MUTUAL FIRE PROTECTION RESPONSE** Boundary arrangement between the Rodeo Hercules Fire District and the Crockett Carquinez Fire District for automatic response into either jurisdiction.

## MUTUAL AID

California's Mutual Aid Planning is based on a statewide system of mutual aid. Each local jurisdiction relies first on its own resources, then calls for assistance.

*"We will all of us, upon hearing of Fire breaking out at or near any of our Dwelling Houses, immediately repair to the same with all our Buckets and Bagg, and there employ our best Endeavours to preserve the Goods and Effects of such of us as shall be in Danger..."*

*Benjamin Franklin*

*"render mutual aid and protection to one another, unite to defeat the intentions of the evil-minded, obey the military and civil authorities and your tears will cease to flow..."*

**War and Peace**

