



RODEO-HERCULES FIRE DISTRICT

SUSTAINABILITY OPTIONS

DECEMBER 13, 2023

Micheal Despain M.A., EFO, CFO, MIFireE

SCOPE OF PROJECT

- Analyze current organizational systems and programs for any gaps
 - 2022 Management/Administration Assessment
 - 2022-2027 Strategic Plan
- Analyze all reasonable proposed partners and provide pros and cons
- Provide recommendations for consistent and reliable methods of generating revenue
- Provide additional services as needed and directed by the Board



ANALYZE CURRENT ORGANIZATIONAL SYSTEMS AND PROGRAMS FOR ANY GAPS

- 2022 Management/Administration Assessment
 - Strategic Recommendation 1 – **Decide on an option for Executive Staff and Admin Support for the RHFD. Implement strategies to realistically support administrative and human resources processes that are in alignment with District capacity.**
 - Strategic Recommendation 2 – **Decide on an option to support investment in recruitment, retention, training, professional development, succession, health and safety, and behavioral wellness of personnel.**
 - Strategic Recommendation 3 – **Enhance regional service delivery opportunities.**
 - Specific Recommendation 4 – Provide professional training to the Board of Directors on the roles and responsibilities of Board Members, staff, improving teamwork and effective governance.
 - Specific Recommendation 5 – Hire a consultant that specializes in assisting elected Board and Officials Development strategies for **effective governance**, teamwork, **professional standards** and establishing roles and responsibilities of elected officials and staff.
 - Specific Recommendation 6 – **Provide training to the Fire Chief and other Executive staff to increase administrative skills and abilities.**



ANALYZE CURRENT ORGANIZATIONAL SYSTEMS AND PROGRAMS FOR ANY GAPS

- The Ad Hoc Committee has not had adequate time to review all the information in this presentation, especially some last-minute financial updates. The Ad Hoc committee is planning a follow up meeting on January 31st, 2024, to answer any questions we can't answer tonight as well as provide an opportunity to research any additional options the board wishes to consider.



Option 1 – Current Status	Option 2 – Recommendations to Maintain Sustainable Local Control	Option 3 - Outsource Services
<p>What are the current gaps in service? What service gaps can be closed? What service gaps are acceptable? What services need to be lessened or discontinued? What are the impacts to the community? (WIFM)</p>	<p>Preserve services (types of services and levels) Remain sustainable Cost increases or savings</p>	<p>Which agencies or entities? What services? What level of performance measurement? What are the impacts to the community? (WIFM)</p>



CURRENT ORGANIZATIONAL SYSTEMS AND PROGRAMS

- Administrative Services –
 - No data/GIS support - Solved
 - No State Mandated Inspection Reporting – In progress
 - Missing contracts with service provider - In progress
- Finance –
 - No capacity to write or administer grants – In progress
 - Single Point of Failure for Payroll – SEE RECOMMENDATIONS
 - Battalion 7 contract with ConFire - SEE RECOMMENDATIONS
- Fire prevention program
 - Implemented a contract for life safety inspections – In Progress
 - Confirmed proposed benchmark performance standards for inspection program – SEE RECOMMENDATIONS
 - Refining the weed abatement program to be more proactive - SEE RECOMMENDATIONS
 - Cost Recovery program - SEE RECOMMENDATIONS



OCCUPANCY ASSESSMENT

303.1 Assembly Group A

Assembly Group A occupancy includes, among others, the use of a building or structure, or a portion thereof, for the gathering of persons for purposes such as civic, social or religious functions; recreation, food or drink consumption or awaiting transportation; motion picture and television production studio sound stages, approved production facilities and production locations; or for the showing of motion pictures when an admission fee is charged and when such building or structure is open to the public and has a capacity of 10 or more persons.

Health & Safety Code 13145. The State Fire Marshal, the chief of any city or county fire department or district providing fire protection services, and their authorized representatives, shall enforce in their respective areas building standards relating to fire and panic systems.

A OCCUPANCIES

R 2 California, YMCA (Completed 11.20.23 VACANT NOW) X
H 1025 Canterbury, Foxboro Community Center (Completed 11.20.23 – Passed) X
H 111 Civic Dr, Hercules City Hall (Completed 11.20.23 – corrections) X
H 100 Civic Dr, Hercules Senior Center (The Arbors completed 10.31.23 – corrections) X
R 500 First St, free will Baptist Church (Completed 11.28.23 VACANT NOW) X
R 512 First St, Bar
R 534 First St, Gym on second floor (?)
H Hwy 4, Franklin Canyon Golf Club (Completed 11.21.23 – corrections) X
H 163 Paradise, Victoria Green Community Center (Completed 11.21.23 – passed) X
R 18 Parker, Bike Club/ old Ricky's Corner
R 189 Parker, Senior Center (completed 11.21.23 – passed) X
R 199 Parker, New Horizons
R 208 Parker, The Gospel Outreach Center (completed 11.28.23 – passed) X
R 346 Parker, Trinity Faith Baptist Church
R 354 Parker, Trinity Cajun Creole & Soul Church (completed 11.23.23 VACANT – should be 364 Parker)
R 470 Parker, Lefty Gomez Center (completed 11.21.23 – passed) X
R 687 Parker, Warrior New York Pizza (Completed 11.21.23 – passed) X
R 125 Rodeo Ave. Church of Christ
H 1991 Railroad, Leila by the Bay (Completed 11.27.23 – passed)
H 2001 Refugio Valley Rd, Hercules Community Center (Completed 11.27.23 – corrections)
H 2007 Refugio Valley Rd, Hercules Teen Center (Completed 11.27.23 – corrections)
R 825 Seventh St, St. Patrick Church
H 1550 Sycamore Ave, Sycamore by the Bay
H 1570 Sycamore Ave, Mc Donald's Hood & Duct System (Completed 11.27.23 – passed)
H 1581 Sycamore Ave, Domino's Pizza (Completed 11.27.23 – passed)
R 746 Third St, Trinity Faith Baptist Church
H 190 Turquoise Dr, Ohlone Community Center (completed 11.28.23 passed)
H ____ 800 Block Willow New Restaurant
H 1477 Willow Ave, Valley Bible Church (Completed 11.28.23 – passed)

305.1 Educational Group E

Educational Group E occupancy includes, among others, the use of a building or structure, or a portion thereof, more than six persons at any one time for educational purposes through the 12th grade.

E OCCUPANCIES

R 2 California, Bayo Vista West County Head Start. 510-374-7492 (Completed with corrections 11.13.23)

R 545 Garretson, Rodeo Hills Elementary School (Completed with corrections 11.13.23)

H 1919 Lupine, Lupine Hills School (Completed – Passed 11.13.23)

H 1900 Refugio Valley Rd, Hercules Middle School (Completed with corrections 11.14.23)

H 1900 Refugio Valley Rd, Hercules High School (Completed with corrections 11.20.23)

2470 Refugio Valley Rd, Hanna Kids Center (Completed – passed 11.14.23) ** Not on list before)

H 2480 Refugio Valley Rd, Hanna Ranch School (Completed – passed 11.14.23)

R 907 Seventh St, St Patrick School (completed with corrections 11.14.23)

R 200 Parker Ave, Rodeo Community School ?? (Not there)

R 355 Parker, A Little World Montessori Academy (Completed with corrections 11.14.23)

H 1616 Pheasant Dr, Ohlone School (Completed with corrections 11.13.23)

H ____ Day Center on Pheasant Drive ????

Highlight= heads-up email sent

R2 OCCUPANCIES

H 2525 Bayfront – The Exchange at Bayfront (Completed 10.31.23 – passed)

H 100 Civic Center – The Arbors (Completed 11.20.23 – passed)

H 102 Civic Center – Samara Terrace (completed 10.31.23 – passed)

R 710 First St Apts – (completed 10.30.23 – passed)

H 2200 John Muir – The Grand at Bayfront Apartments (Completed 10.31.23 – passed)

R 144 John St – Rodeo Commons (Completed 10.23.30 – Passed)

136 John St – Rodeo Commons (Completed 10.23.23 - Passed)

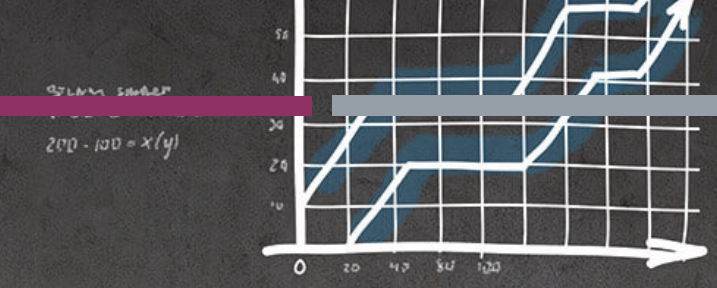
152 John St – Rodeo Commons (Completed 10.23.23 – Passed)



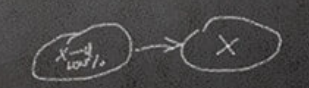
VEHICLE ASSESSMENT

Status	Apparatus	Vehicle Year	Actual Mileage	Total Points	Condition Rating
In Service	Engine 75 (759)	2020	18,026	10	Excellent
In Service	Quint 76	2020	14,964	9	Excellent
Backup	Engine 75A (756)	2014	66,000	24	Plan For Replacement/Reserve Status
Backup	Quint 76A (769)	2006	107,703	39	Decommission
Cross Staff	Engine 375 (758)	2008	17,500	21	Plan For Replacement/Reserve Status
Cross Staff	Engine 376 (768)	2006	24,697	22	Plan For Replacement/Reserve Status
Staff	7500 (752)	2017	49,816	13.5	Excellent
Staff	7501	2017	68,000	20	Good
Staff	7501 Replacement	2023	1,000	0	Excellent
Staff	S2 (Expedition 751)	2005	173,295	34.5	Plan For Replacement/Reserve Status
Staff	S3 (Escape)	2007	33,588	22	Plan For Replacement/Reserve Status
Staff	PU76 (760)	2005	56,406	24.5	Reserve Status
Point Ranges	Condition Rating		Condition Description		
0-14 Points	Condition 1		Excellent		
15 to 20 Points	Condition 2		Good		
21 to 26 Points	Condition 3		Plan For Replacement/Reserve Status		
27 to 34 Points	Condition 4		Reserve Status		
35+ Points	Condition 5		Decommission		





20% from the top
lightbulb icon
number of products



DATA ASSESSMENT

RESPONSE TIME PERFORMANCE GAPS

1. Percentage of time Turnout time for fire/rescue calls were within **1 minute and 50 seconds**.
 - a. 2022 = **48.96%**

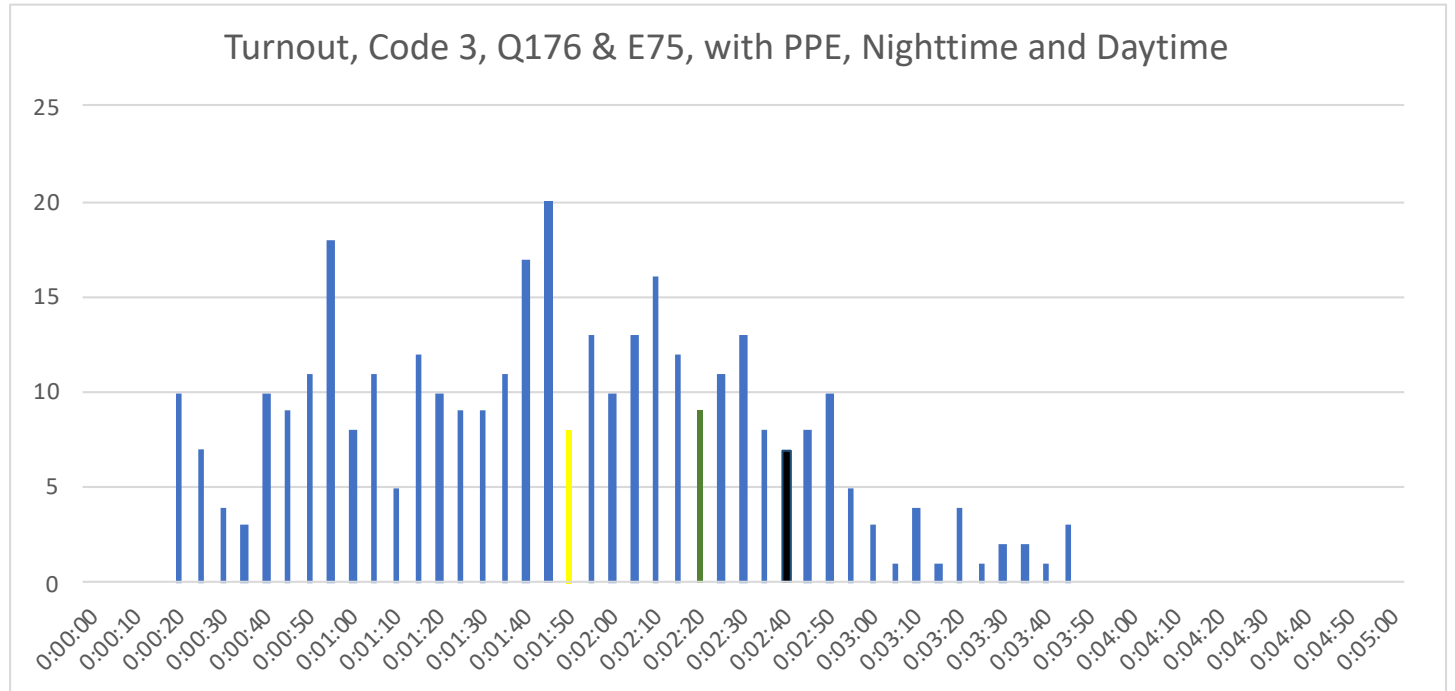
2. Percentage of time Turnout time for EMS calls were within **1 minute and 30 seconds**.
 - a. 2022 = **37.26%**

3. Percentage of time total response time for the first suppression unit on fires/rescues were within **8 minutes** in the urban areas.
 - a. 2022 = **52.25%**

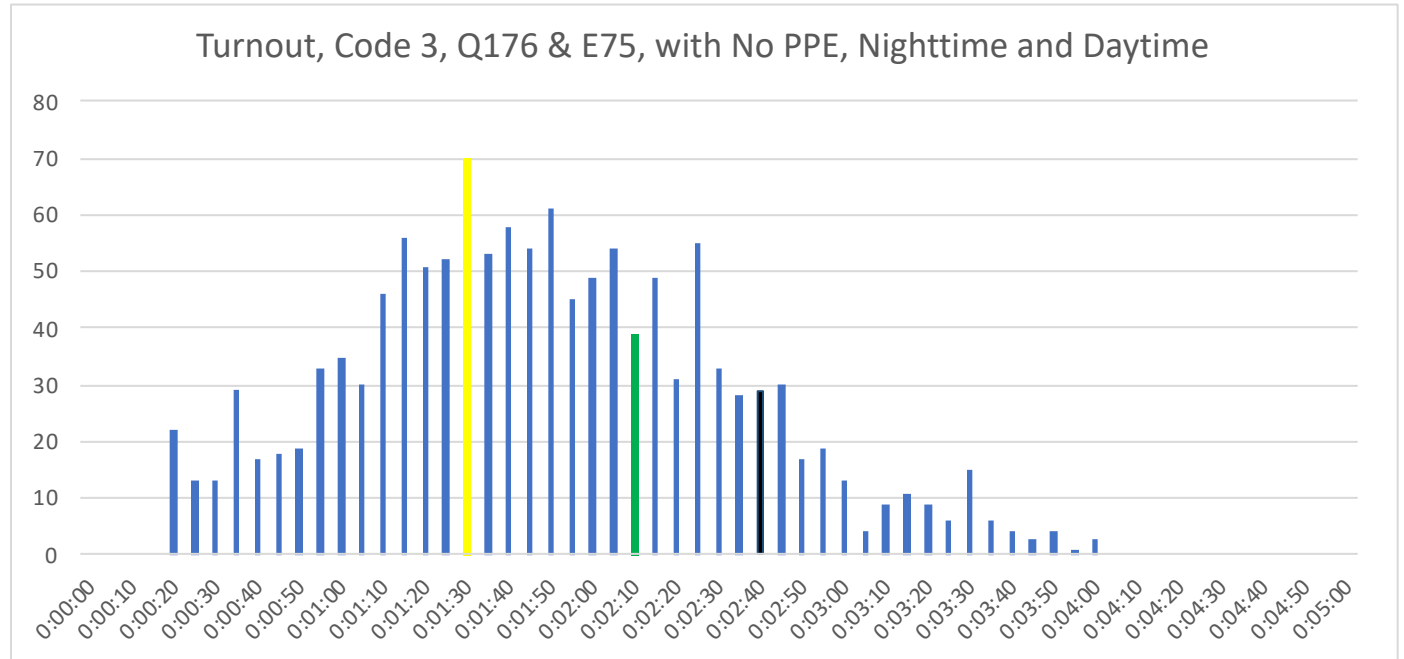
4. Percentage of total response time for EMS calls within **7 minutes and 40 seconds**
 - a. 2022 = (RHFD w/AMR) = **53.14%**



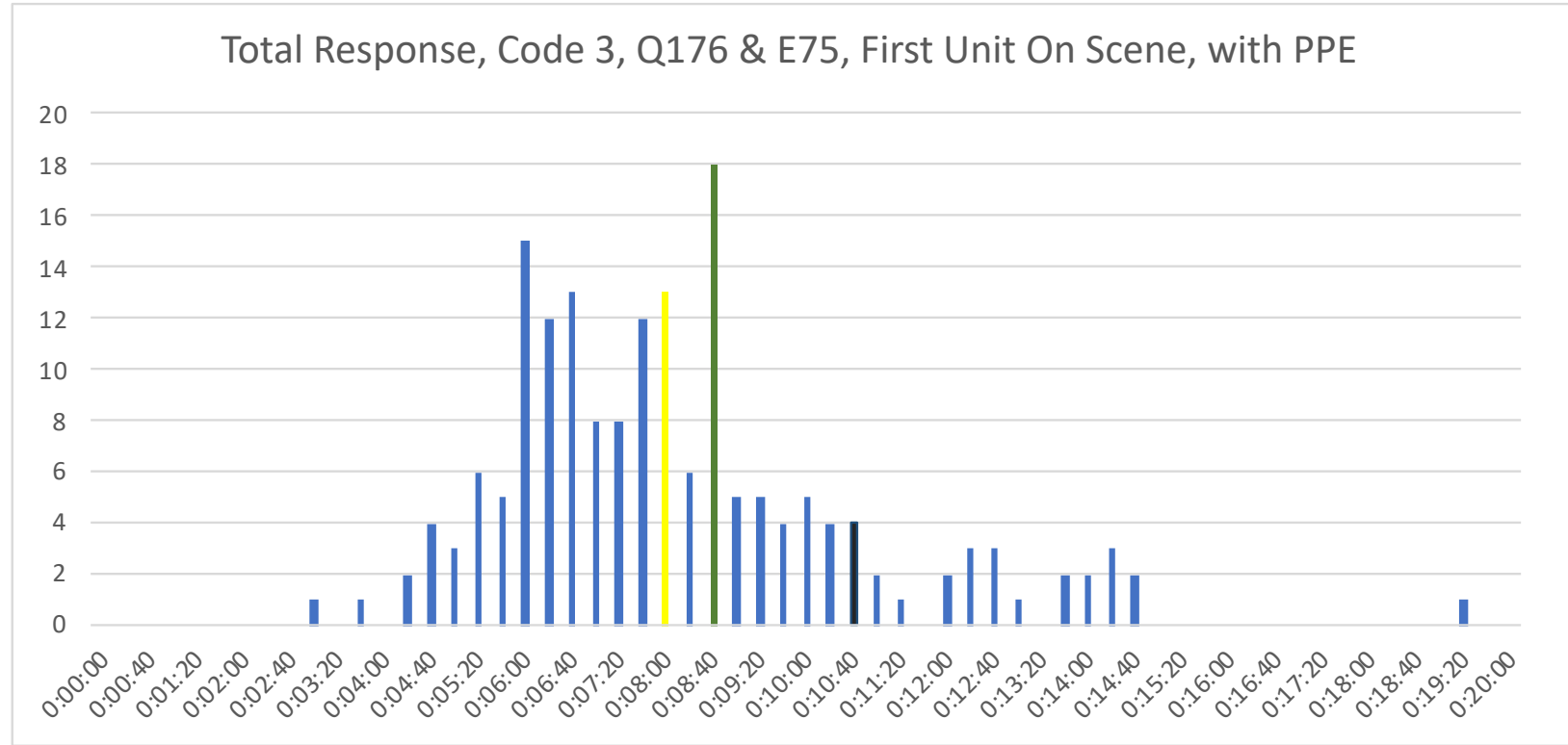
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0:00:05	0	0	0.0%
0:00:10	0	0	0.0%
0:00:15	0	0	0.0%
0:00:20	10	10	2.9%
0:00:25	7	17	4.9%
0:00:30	4	21	6.0%
0:00:35	3	24	6.9%
0:00:40	10	34	9.7%
0:00:45	9	43	12.3%
0:00:50	11	54	15.5%
0:00:55	18	72	20.6%
0:01:00	8	80	22.9%
0:01:05	11	91	26.1%
0:01:10	5	96	27.5%
0:01:15	12	108	30.9%
0:01:20	10	118	33.8%
0:01:25	9	127	36.4%
0:01:30	9	136	39.0%
0:01:35	11	147	42.1%
0:01:40	17	164	47.0%
0:01:45	20	184	52.7%
0:01:50	8	192	55.0%
0:01:55	13	205	58.7%
0:02:00	10	215	61.6%
0:02:05	13	228	65.3%
0:02:10	16	244	69.9%
0:02:15	12	256	73.4%
0:02:20	9	265	75.9%
0:02:25	11	276	79.1%
0:02:30	13	289	82.8%
0:02:35	8	297	85.1%
0:02:40	7	304	87.1%
0:02:45	8	312	89.4%
0:02:50	10	322	92.3%
0:02:55	5	327	93.7%
0:03:00	3	330	94.6%
0:03:05	1	331	94.8%
0:03:10	4	335	96.0%
0:03:15	1	336	96.3%
0:03:20	4	340	97.4%
0:03:25	1	341	97.7%
0:03:30	2	343	98.3%
0:03:35	2	345	98.9%
0:03:40	1	346	99.1%
0:03:45	3	349	100.0%



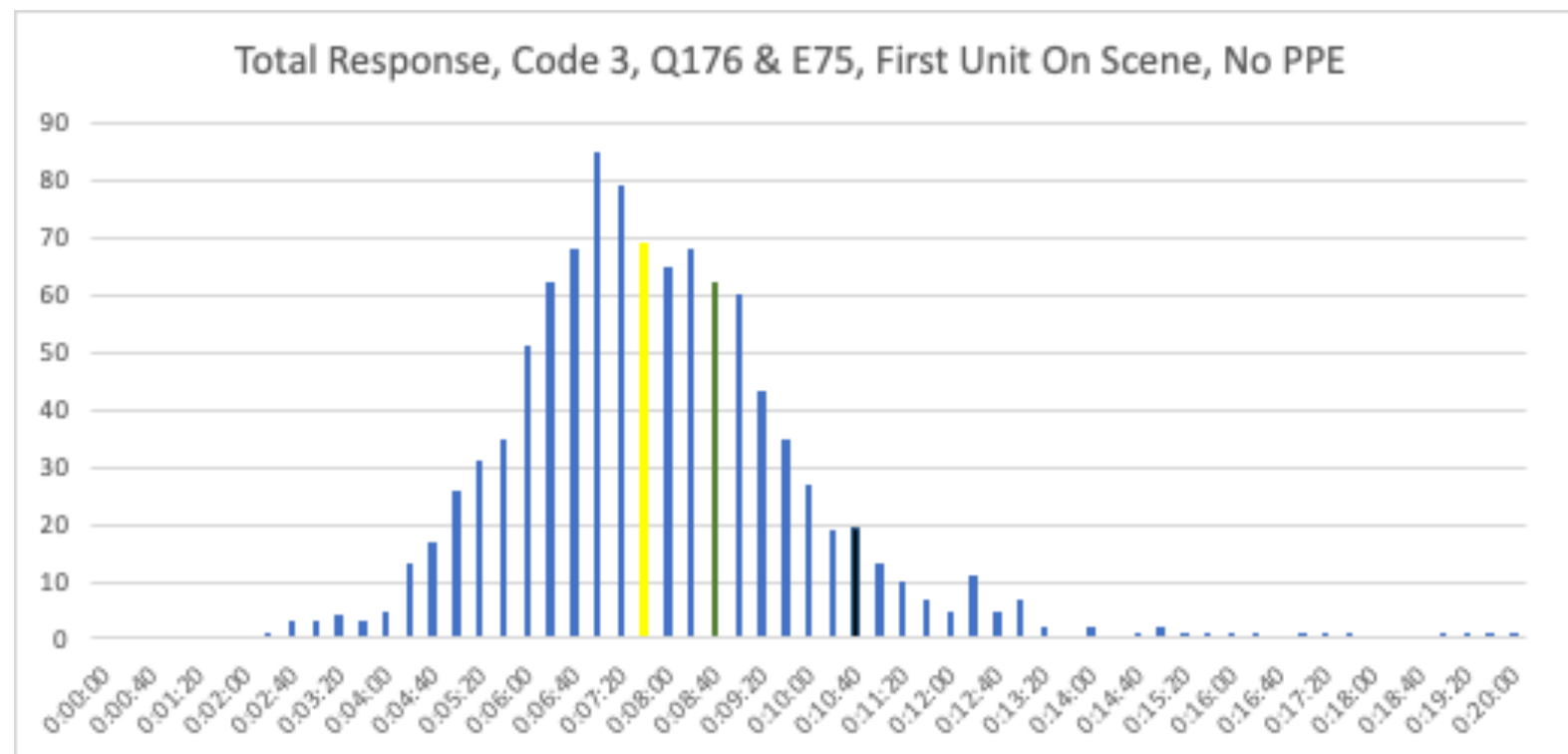
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0:00:20	22	22	1.7%
0:00:25	13	35	2.7%
0:00:30	13	48	3.7%
0:00:35	29	77	5.9%
0:00:40	17	94	7.3%
0:00:45	18	112	8.6%
0:00:50	19	131	10.1%
0:00:55	33	164	12.7%
0:01:00	35	199	15.4%
0:01:05	30	229	17.7%
0:01:10	46	275	21.2%
0:01:15	56	331	25.5%
0:01:20	51	382	29.5%
0:01:25	52	434	33.5%
0:01:30	70	504	38.9%
0:01:35	53	557	43.0%
0:01:40	58	615	47.5%
0:01:45	54	669	51.6%
0:01:50	61	730	56.3%
0:01:55	45	775	59.8%
0:02:00	49	824	63.6%
0:02:05	54	878	67.7%
0:02:10	39	917	70.8%
0:02:15	49	966	74.5%
0:02:20	31	997	76.9%
0:02:25	55	1052	81.2%
0:02:30	33	1085	83.7%
0:02:35	28	1113	85.9%
0:02:40	29	1142	88.1%
0:02:45	30	1172	90.4%
0:02:50	17	1189	91.7%
0:02:55	19	1208	93.2%
0:03:00	13	1221	94.2%
0:03:05	4	1225	94.5%
0:03:10	9	1234	95.2%
0:03:15	11	1245	96.1%
0:03:20	9	1254	96.8%
0:03:25	6	1260	97.2%
0:03:30	15	1275	98.4%
0:03:35	6	1281	98.8%
0:03:40	4	1285	99.2%
0:03:45	3	1288	99.4%
0:03:50	4	1292	99.7%
0:03:55	1	1293	99.8%
0:04:00	3	1296	100.0%



Bins	Frequency	Cumul. Freq.	Cumul Freq. Perc.
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0:01:20	0	0	0.0%
0:01:40	0	0	0.0%
0:02:00	0	0	0.0%
0:02:20	0	0	0.0%
0:02:40	0	0	0.0%
0:03:00	1	1	0.6%
0:03:20	0	1	0.6%
0:03:40	1	2	1.1%
0:04:00	0	2	1.1%
0:04:20	2	4	2.3%
0:04:40	4	8	4.5%
0:05:00	3	11	6.3%
0:05:20	6	17	9.7%
0:05:40	5	22	12.5%
0:06:00	15	37	21.0%
0:06:20	12	49	27.8%
0:06:40	13	62	35.2%
0:07:00	8	70	39.8%
0:07:20	8	78	44.3%
0:07:40	12	90	51.1%
0:08:00	13	103	58.5%
0:08:20	6	109	61.9%
0:08:40	18	127	72.2%
0:09:00	5	132	75.0%
0:09:20	5	137	77.8%
0:09:40	4	141	80.1%
0:10:00	5	146	83.0%
0:10:20	4	150	85.2%
0:10:40	4	154	87.5%
0:11:00	2	156	88.6%
0:11:20	1	157	89.2%
0:11:40	0	157	89.2%
0:12:00	2	159	90.3%
0:12:20	3	162	92.0%
0:12:40	3	165	93.8%
0:13:00	1	166	94.3%
0:13:20	0	166	94.3%
0:13:40	2	168	95.5%
0:14:00	2	170	96.6%
0:14:20	3	173	98.3%
0:14:40	2	175	99.4%



Bins	Frequency	Cumul. Freq.	Cumul Freq. Perc.
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0:01:40	0	0	0.0%
0:02:00	0	0	0.0%
0:02:20	1	1	0.1%
0:02:40	3	4	0.4%
0:03:00	3	7	0.7%
0:03:20	4	11	1.1%
0:03:40	3	14	1.4%
0:04:00	5	19	1.8%
0:04:20	13	32	3.1%
0:04:40	17	49	4.7%
0:05:00	26	75	7.3%
0:05:20	31	106	10.3%
0:05:40	35	141	13.6%
0:06:00	51	192	18.6%
0:06:20	62	254	24.6%
0:06:40	68	322	31.2%
0:07:00	85	407	39.4%
0:07:20	79	486	47.0%
0:07:40	69	555	53.7%
0:08:00	65	620	60.0%
0:08:20	68	688	66.6%
0:08:40	62	750	72.6%
0:09:00	60	810	78.4%
0:09:20	43	853	82.6%
0:09:40	35	888	86.0%
0:10:00	27	915	88.6%
0:10:20	19	934	90.4%
0:10:40	19	953	92.3%
0:11:00	13	966	93.5%
0:11:20	10	976	94.5%
0:11:40	7	983	95.2%
0:12:00	5	988	95.6%
0:12:20	11	999	96.7%
0:12:40	5	1004	97.2%
0:13:00	7	1011	97.9%



RECOMMENDATIONS:

Adjust the Strategic Plan Performance Measurements to the following:

- Turnout time for fire/rescue calls within 2 minutes and 20 seconds, 90 percent of the time
- Turnout time for EMS calls within 2 minutes and 10 seconds, 90 percent of the time
- First suppression unit arrival at structure fires, hazardous material releases, and other crisis incidents, requiring the use of personal protective equipment within 9 minutes, 90 percent of the time.
- First EMS capable unit arrival at medical calls for service within 8 minutes and 40 seconds, 90 percent of the time.

*** Adjusting the Benchmarks and removing reference to Urban and Rural Zones.**



SERVICE GAPS & SUBSIDIZED SERVICES

RHFD receives the following services at little or no cost (subsidized)

- Battalion Coverage
- Extended Operational Support (command, planning and logistical support)
- Fire Investigation
- Water Rescue
- Technical Rescue (trench, high/low angle, confined space, etc.)
- Hazardous Materials Tech/Spec response
- Critical Incident Debriefing
- Firefighter training and use of training grounds (required for ISO)
- Grant writing (RHFD is starting to pick this up)
- Emergency management/planning services
- Majority of Operational Standard Operating Guidelines
- Backfilling District Coverage (not as much reciprocity)
- Operational Area Coordination (e.g. Strike Team deployment, out of county response)



Fire Prevention Performance GAPS

- Benchmark Fire & Life Safety Inspection Frequency
 - Inspect 100% of High-Risk occupancies annually
 - Inspect 100% of State Mandated occupancies annually
 - Ensure 100% of Commercial Fire Protection Systems are inspected annually
 - Inspect 90% of Moderate-Risk and Low-Risk occupancies annually



Recommendations for Prevention

Adjust the Strategic Plan Performance Measurements to the following:

- Inspect 100% of High-Risk occupancies annually
- Inspect 100% of State Mandated occupancies annually
- Ensure 100% of Commercial Fire Protection Systems are inspected annually
- Inspect 90% of Moderate-Risk occupancies every two years (50%)
- Inspect 90% of Low-Risk occupancies every three years (33.3%)



Recommendations for Prevention

- Outsource all inspections and new development/plan-check work to 3rd party contractor(s) = \$95,000
- Contract out for Fire Investigation service (core requirement by SFM) = \$10,000
- Contract out for proactive "weed abatement"/vegetation management program. (highest risk intervention for RHFD) = \$50,000



Recommendations for Operations

- Contract with ConFire to provide "Extended Operational Support" coverage for operational and logistical support for incidents that exceed the capabilities of on-duty crews = \$5,000



Recommendations for Training

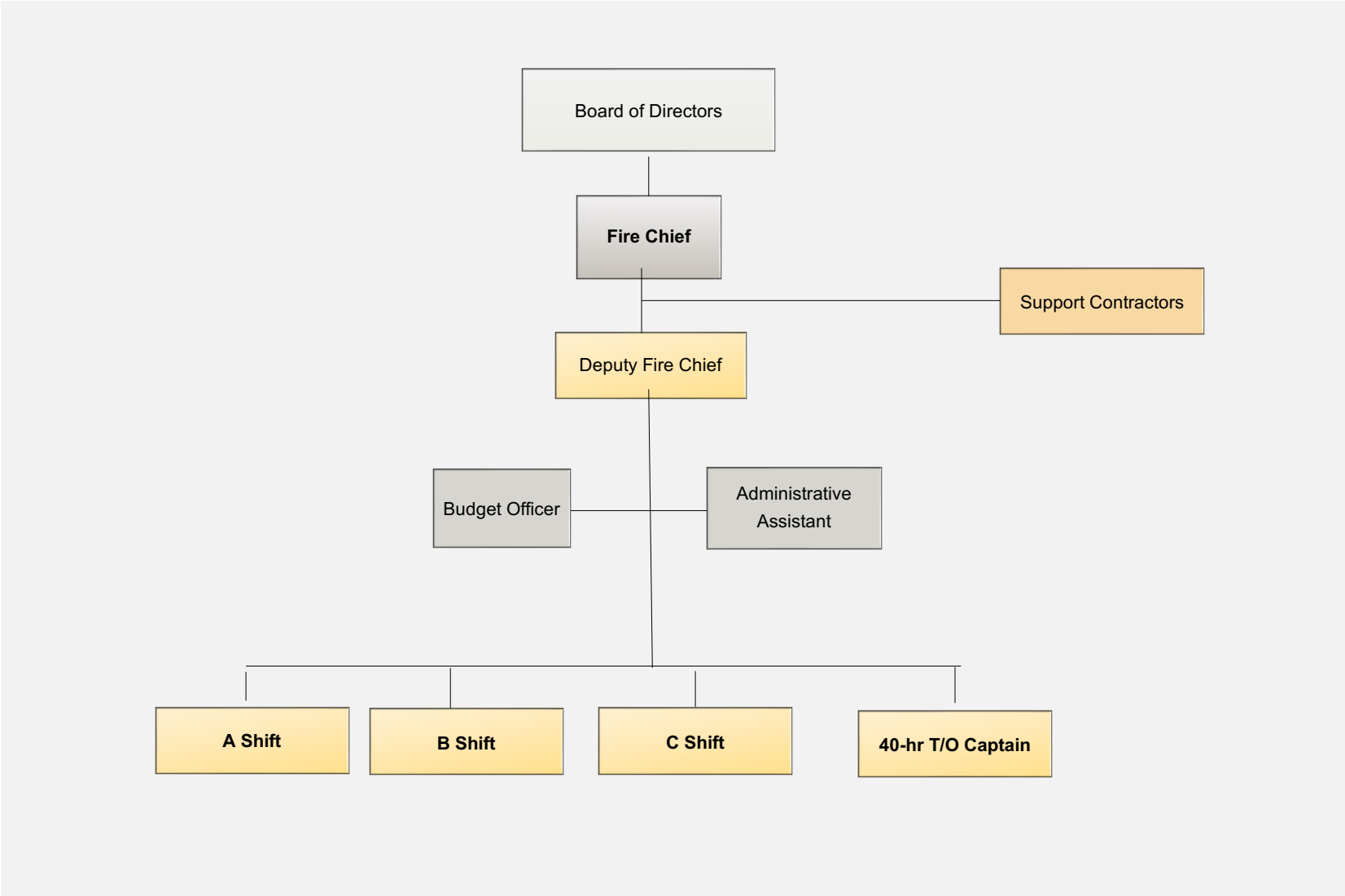
- Assign a 40-hour training officer = \$440,000
 - Coordinate training across all three shifts
 - Coordinate with surrounding agencies
 - Coordinate with CalJAC program and college ISA
 - EMS training, reporting and QA/QI
 - Officer development, safety and ISO training
 - New recruitment/outreach/DEI/academy/task books
 - Promotional testing
 - Succession planning



Recommendations for Administration

- Reassign 56-hour BC position to 40-hour Deputy Fire Chief = \$48,000
(Suppression, Training program, Health & Safety, Facility, Fleet programs, Disaster planning, Hazard Mitigation plan, Emergency Operations Plan, Community wildfire protection plan, weed abatement, home hardening, fuels reduction, woodchipper programs etc. CERT, Fire Investigation program, Community education and outreach, elderly fall prevention, school programs, targeted outreach, budget, Operational Area Coordination, etc.)
- Contract with ConFire for 24/7/365 emergency response battalion coverage = \$442,000
- Assign more "in office" hours for the budget officer or hire a "part-time" admin assistant to help with cross staff/cross training = \$10,000 - \$35,000
- Phase out current fire prevention inspection support by admin staff (cost neutral – efficiency)





Recommendations for Finance

- Continue with pursuit of grants with a good ROI
- Continue with Master Fee updates (\$100,000 in additional revenue)



SUMMARY OF RECOMMENDATION COSTS

Extended Operations Support	\$5,000
Fire Prevention Services (CSG)	\$95,000
Investigation Services	\$10,000
Weed Abatement Services	\$50,000
Upgrade BC to DC	\$48,000
Add (1) Captain/Training Officer	\$440,000
24/7 Battalion Coverage	\$442,000
Admin Cross Staffing/Back Up	\$10,000 to \$35,000
Total Cost	\$1,100,000 to \$1,125,000



SUMMARY OF RECOMMENDATION SAVINGS

Master Fee/Cost Recovery	\$100,000
Grants	?
Potential Savings/Additional Revenue	\$100,000

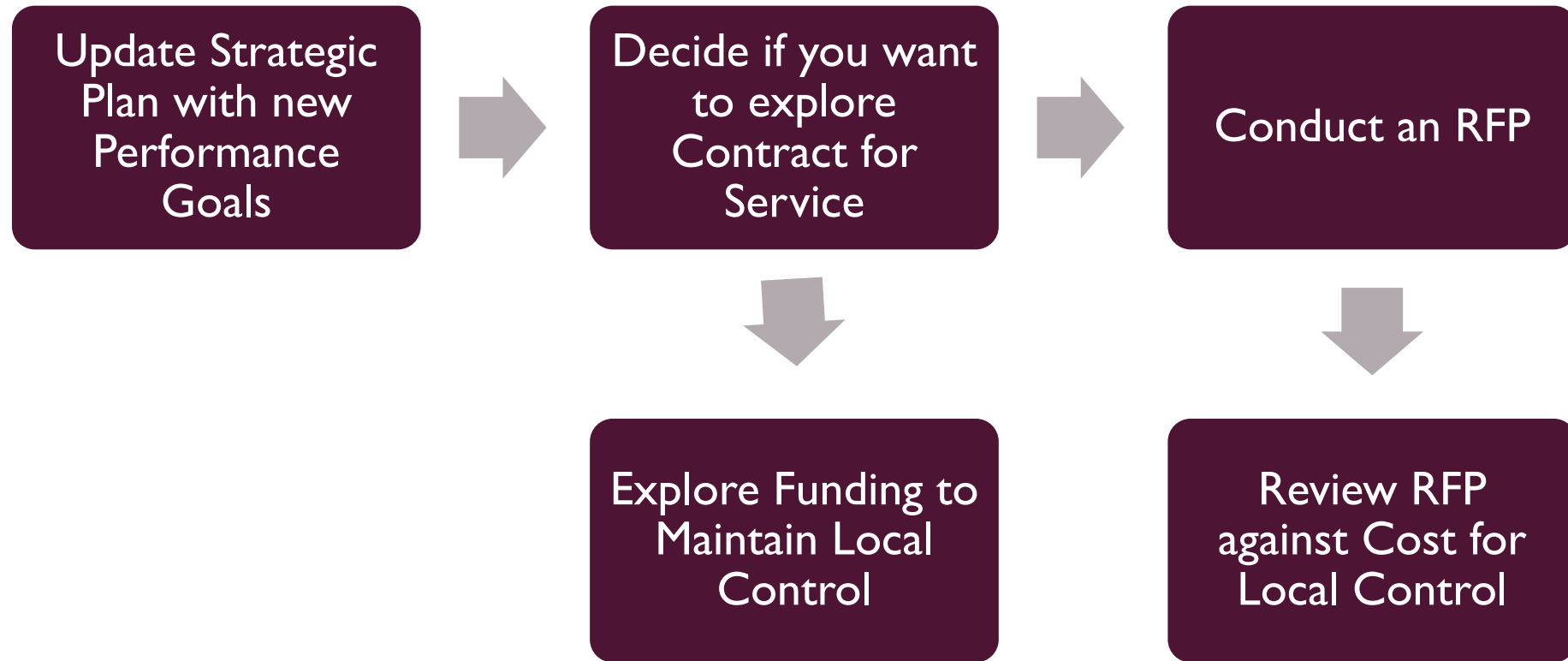


Option for Outsource of Services	Contract for Service	Annexation
<p>Which agencies or entities? What services? What level of performance measurement? What are the impacts to the community? (WIFM)</p>	<p>Willing to Entertain a Discussion – Unknown Cost</p> <ul style="list-style-type: none"> • El Cerrito-Kensington Fire • CALFIRE 	<p>ConFire – Cost Neutral</p>

*Alameda County Fire Department, Berkely Fire Department, CALFIRE (SCU), Contra Costa County Fire Protection District, Crockett Carquinez Fire Department, El Cerrito-Kensington Fire Department, & Richmond Fire Department



NEXT STEPS



RODEO-HERCULES FIRE DISTRICT

STRATEGIC PLAN

2022 – 2027



www.RHFD.ORG

EXECUTIVE SUMMARY

The 2023 Strategic Plan is the second long range planning document to be developed for the Rodeo Hercules Fire District. (Note in highlighted text)

This document has been created from feedback provided by members of the District representing all ranks, labor, management, sworn and non-sworn, the Strategic Plan Community Group, residents of Rodeo and Hercules and Fitch and Associates, consultants to the Rodeo Hercules Fire District Board.

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

This document will be reviewed on an annual basis and revised as required. It will serve as a background to the Fire District's appropriation justification during the budgetary process.

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

The plan provides historical information about the District and demographic details for the existing fire station response areas which are currently served.

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

Between 2020-2022 the District sought and received over \$100,000 in grant awards. The Global Coronavirus pandemic impacted the District's ability to seek grants. 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 on the District website:

<https://www.RHFD.org>.

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- Accomplishments / Goals
- 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

FROM THE OFFICE OF THE FIRE CHIEF

I am pleased to present the updated 2023 Strategic Plan for the Rodeo-Hercules Fire District.

This document presents us with a roadmap for the next five years. It is a collaborative effort between labor and management with input from all ranks within the Fire District and the Board. Our agency is committed to a fresh perspective and enterprising methods to meet future challenges. Our pledge is to improve services, processes, and the overall safety of our citizens and firefighters. In an effort to support our staff and our community, we continue to pursue safe, effective, timely, economical and achievable solutions to the obstacles before us.



Rodeo-Hercules Fire District Interim Fire Chief Rebecca Ramirez

Between 2019-2023 (projected) calls for service averaged 3,450 per year. Our Districted responded to fires, rescues, trauma, and cardiac events. They also assisted in significant wildland incidents and other automatic

and mutual aid calls, helping our neighbors throughout Contra Costa County including statewide deployments under the California Master Mutual Aid Agreement.

The Fire District participates in a geographic response area known as Battalion 7. This is a regional cooperative effort providing a 24-hour battalion chief and staffed fire apparatus to respond into Rodeo, Hercules, Pinole, El Sobrante, San Pablo, Crockett, North Richmond and East Richmond Heights. We will continue to work with our regional fire service partners to provide the highest level of safety to the neighborhoods we all proudly serve.

Our ongoing relationship with Conoco Phillips Refinery provides specialized training opportunities, equipment replacement, and other subsidies. Their cooperation and assistance continue to be a shared benefit to all. Increased fire prevention services through contracted agreements have begun to improve the safety of our community.

I am encouraged and excited by the level of energy that all parties have contributed to this strategic planning effort. It is a testimony to the nearly 100-year history of the organization and the dedicated personnel and staff who have made contributions to its continued success. We are grateful for the privilege of providing life safety with pride, excellence, and professionalism to the communities of Rodeo and Hercules.

FREQUENTLY ASKED QUESTIONS:

Q. Does the Fire District provide paramedic services?

A. Yes. Through an agreement with ConFire, each on duty fire company is staffed with one paramedic.

Q. Does the District provide ambulance service?

A. Yes. Through an agreement with Contra Costa County, Services are provided by AMR (American Medical Response).

Q. Does the Fire District provide blood pressure screening?

A. Yes

Q. If I have a fire can I get a copy of the incident report?

A. The Business Office can provide you a copy 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 residences; ensuring a defensible space.

Q. Does the Fire District provide CPR and CERT training?

A. The Fire District is looking forward to providing this training in 2024.

HISTORY

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 Company established a still in Rodeo that continues today as Phillips 66 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 the legendary naïve 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 Liyod 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. Van Alstyne organized a fund-raiser to purchase the District a Hurst “ Jaws of Life”; the life-saving device was received in October 1976.

In 1983, the District doubled its personnel to X staff, 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 station. In 2004 paramedic service was added. In 2016 ballot Measure O was passed by the voters; making it possible to fully staff 2 fire stations.

Today, Measure O represents 28% of the Districts budget. In the past five years the community of Rodeo’s development has been low, with 5 single family homes built in the past 5 years.

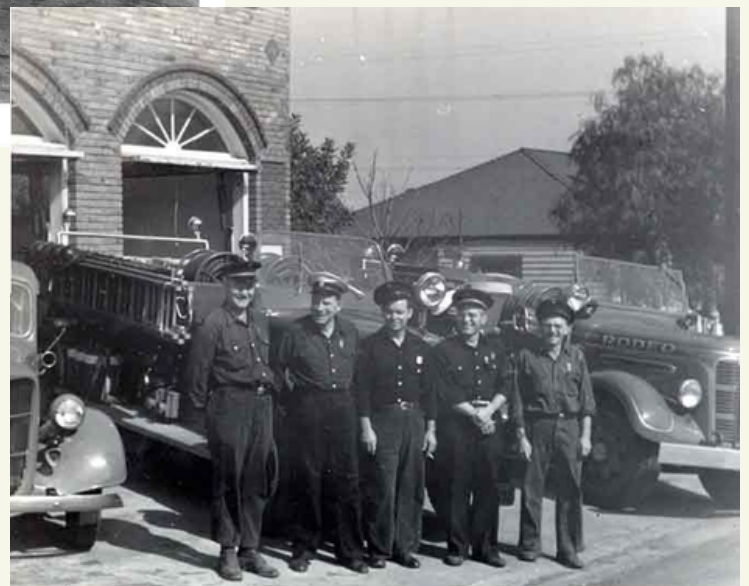
Today, RHFD serves an area of 32 Sq. miles with a population of 35,000. The district protects an oil refinery, marine terminals, fuel pipelines, wildland interface, a large industrial park, two rail lines and two major freeway corridors. It is governed by a five member Board of Directors, under S (section symbol) 13800 of the CA Health & Safety Code.

HERCULES---In 1881, the site of Hercules was first developed by the California Powder Works as a manufacturing facility, producing dynamite. In 1882, Hercules Powder Company was incorporated assuming responsibility for the Hercules site. Hercules, the Greek mythological hero, was chosen as the name of the product to demonstrate the strength of the dynamite. In December 1900, the company town that grew up around the facility incorporated and became known as Hercules. In 1913 the Hercules Powder Company added black powder to its production.

During World War II the Hercules Powder Company 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 1966 and ceased refinery operations in 1995. In 1970 the total population was 270. Starting in 1974, real estate development began to transform Hercules into the bedroom community it is today. The Fire District has been continuously providing fire and emergency services to the City since 1983. Since 2017 five hundred sixty-seven (567) apartments and one hundred and forty-four (144) single family homes have been built along the waterfront. The U.S. 2020 census has estimated the population of Hercules to be 26,000.



VAN PELT FIRE TRUCKS OAKDALE, CALIFORNIA



Rodeo-Hercules Fire District STRATEGIC PLAN 2023

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 during the past five years have been fairly stable. Population increases have been minimal, calls for service between 2018-2022 have increased by 11%. Due to an aging population there continues to be a shift towards EMS/Rescue calls, resulting in 26% rise in emergency and rescue responses. In general, calls for service include emergency medical, wildland and structure fires, technical rescues, hazardous material incidents, and public service calls.

Western Contra Costa County has also seen a decrease in the number of homes built in the during this period due to Corona virus pandemic. Wildland fires in these areas pose a significant threat to our community and our citizens. In the face of increasing threats from wildfire, it is time for a new, more effective, regional approach to keep residents in the East Bay Hills and surrounding communities safe. Together we can develop a plan to reduce the most flammable wildlands vegetation in West Contra Costa and Alameda counties and replace it with wildfire resistant vegetation where appropriate, raising funds from state and federal grants to implement shared objectives, creating vegetation management, defensible space, home hardening programs, including programs to aid and advise property owners on best practices to reduce threat of wildfire as well as protecting sensitive wildlife habitats and native plant landscapes.

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

**Marie Bowman
Charles Davidson
Delano Doss
Steve Hill
Robyn Mikel**



Rodeo-Hercules Fire District

STRATEGIC PLAN 2023

KEY ISSUES Demographic Shifts

Both the communities of Rodeo and Hercules have been relatively stable with a population of approximately 35,000 per the 2020 census. The City of Hercules has had little growth since 2017. 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 of 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 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 values and new construction
- Diversion of tax increment
- Employee costs
- Reimbursement for mutual aid response
- Fee based cost recovery programs
- Contracts for service
- Cost efficiencies

KEY ISSUES Governance

The Rodeo-Hercules Fire District is an independent Fire District organized under Section 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 have the police power of municipalities or counties.

The Rodeo-Hercules Fire District is governed under the Board of Directors/Administrator form.

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 39 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.

Americans 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 Marshall’s Office defers much of the regulation enforcement to local agencies.

Essential Services Building Act (Section 16000-16023 Health and 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.

Emergency Medical Services Authority (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 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 plus 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.

KEY ISSUES Analysis of Service Delivery cont.

The population of the District will likely remain stable over the next five years. Proposed large developments in Hercules have been on hold due to current economic conditions. Two modest developments (in Rodeo, a 67-unit senior development; in Hercules, 40 single family homes) are expected to be completed in the next several years. The scale of these projects will not have a significant impact on the District's calls. During the period 2018 through 2022, RHFD's total calls for service increased by 11%. The reopening of Station 74 in Pinole (March 2023) should noticeably reduce RHFD auto aid service calls to the Pinole Fire District. *RHFD has provided approximately X auto aid responses to the City of Pinole from 2018 through 2022. Pinole will now have two stations to cover its approximately 2300 annual calls for service. Additionally, Station 74's specialized wildland fire engine will be available to the District through auto aid. Through a layering of automatic and mutual aid agreements, RHFD has had 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. A fire can spread with catastrophic results unless it is quickly extinguished. Higher risk is posed by balloon frame buildings, older postwar bungalows with flat roofs and barred horizontal openings, modern lightweight engineered construction methods and the fuel loading created by personal possessions. The housing industry together with the insurance companies work hand in hand supporting fire resistant housing materials. Over time this process results in increases safety and decreased loss due to fires. Fortunately, much of the housing stock within the District is newer construction.

Although emergency medical service calls increased by 15% during the period 2018 through 2022, there is now a medical provider with offices in Rodeo and Pinole providing medical, emergency, urgent care, dental and social services to underserved people of all ages on a sliding fee scale (free in certain cases). Increased access to these services will benefit the community, with the potential to reduce EMS calls to the District.

KEY ISSUES Deployment Model

Aspects of deployment planning include the placement of new fire stations as well as managing the response to calls. The Rodeo-Hercules Fire District has two fire stations and no plans to add or relocate stations. Fire stations in the 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.

There are multiple analytical tools for managing the response to calls in determining fire department response performance. RHFD has implemented various analytical tools and will continue to do so for cost and performance efficiencies.

KEY ISSUES Administration

GENERAL DUTIES

The Administrative Services Officer and Administrative Associate provide 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 Actin 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 forms. Communicating with City ; County departments such as Board of Supervisors, City Council Human Resources, EBMUD, Sherriff/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 Operating Budget.
- 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 interagency agreements and course delivery contracts.

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

LEGAL REQUIREMENTS

Administrative legal requirements include:

- Noticing of public meetings, recordkeeping 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.

KEY ISSUES Admin cont.

- Maintaining records of all contracts and agreements with the District, outside agencies, consultants, and other fire districts.
- Analyzing data to ensure compliance with existing labor agreement and current Memorandum of Understanding.
- Interpreting annual Government Accounting Standards Board requirements and scheduling asset 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.

KEY ISSUES Operations (Suppression, Training, EMS)

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 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 perform fire safety inspections, maintain fire apparatus and facilities, and train to proficiency levels. During the Corona virus pandemic the suspended its fire safety and emergency preparedness programs. The goal is to resume these public programs in the future.

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) 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 firefighting, hazardous materials, and urban search and rescue.

KEY ISSUES Operations (Suppression, Training, EMS) cont.

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/COI

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 allow tiered response.

In 2004 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 District's paramedic program is the responsibility of a COI 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.

KEY ISSUES Operations (Facilities & Equipment)

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, businesses, 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 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.

Each Fire Station has been upgraded with solar panels and other energy efficient features to reduce power costs. The District has identified facility capital improvements of approximately \$600,000 due to deferred maintenance and obsolescence.

KEY ISSUES Operations (Facilities & Equipment) cont.

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, chainsaws, salvage covers, axes, mcleods, pike poles, turnout gear, and self-contained breathing apparatus. The district has applied for a grant to replace radios: based on available funding complete replacement may occur over a period of three years.

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 2 years old and the oldest reserve piece is 17 years old? A command vehicle was purchased in 2023 and is expected to be fully equipped and operational by August 1, 2023.

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. The apparatus have diagnostic software.

Best practices for repair, troubleshooting, and preventative maintenance are unique to fire apparatus as compared to on-highway trucks. Increased down time, 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 department may have two heavy apparatus (reserve Quint 76 & type 3 wildland) that are nearing replacement, however, prior to replacing any apparatus, a full evaluation of all equipment as well as evaluation of deployment options will need to be conducted. Additionally, market lease and interest rates are high and economic indicators suggest some settling of rates in 2024. Replacement interval schedules for apparatus and support vehicles is generally based around industry practices and the District's ability to pay.

KEY ISSUES Prevention Code Compliance

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.

Code compliance and enforcement is performed by the District's Fire Marshall. 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 with fire and life safety code requirements, and to maintain the safety of occupancies.

PLAN REVIEW

The purpose of Plan Review is to 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 project 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. In November of 2022, the Board adopting the 2022 Fire Code Ordinance, Engineering/Plan Review and Permit Fees.

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 to 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.

2018

- TRAINING HOURS: 2,692
- CONDUCTED FIRE AND SAFETY INSPECTIONS OF ALL SCHOOLS AND BUSINESSES WITHIN THE DISTRICT
- CONDUCTED INSPECTIONS OF PUBLIC AND PRIVATE PROPERTIES FOR HAZARDOUS AND/OR COMBUSTIBLE FUELS,
- UNABATED ANNUAL GRASSES, AND URBAN BLIGHT, GIVING NOTIFICATIONS TO ABATE SAID HAZARDS.
- TWO DISTRICT EMPLOYEES AND TWO INDEPENDENT OUTSIDE CONTRACTORS SPLIT THEIR TIME IN THE INSPECTION OF
- RESIDENTIAL CARE FACILITIES, LICENSED DAYCARE AND ADULT CARE FACILITIES, COMMERCIAL TENANT IMPROVEMENTS,
- AND NEW CONSTRUCTION; ADDITIONALLY PROVIDED CONSTRUCTION PLAN REVIEW OF CONSTRUCTION PLANS AND
- SPECIFICATIONS FOR COMPLIANCE WITH STATE, LOCAL AND REGULATORY REQUIREMENTS.
- CONDUCTED BLOOD PRESSURE SCREENING FOR DISTRICT RESIDENTS
- PROVIDED BICYCLE SAFETY HELMETS TO DISTRICT CHILDREN WITH DONATIONS FROM RMAC
- PROVIDED SMOKE DETECTORS AND CARBON DIOXIDE (CO2) DETECTORS TO DISTRICT RESIDENTS
- PARTICIPATED WITH LOCAL SCHOOLS IN ADOPT-A-CLASS PROGRAMS
- PARTICIPATED IN SALVATION ARMY FOOD AND TOYS DRIVE COLLECTION
- PARTICIPATED IN HARVEST FESTIVAL AND BREAKFAST WITH SANTA AT ST. PATRICK'S SCHOOL IN RODEO BASEBALL PARADE,
- HERCULES FOURTH OF JULY PARADE, VETERAN WALK OF HONOR, SAFETY AND HEALTH FAIRS, HERCULES KIDS FIRST
- PARTICIPATED IN READ ACROSS AMERICA,
- PARTICIPATED IN HERCULES SENIOR CENTER PANCAKE BREAKFAST
- CAREER DAY AT HERCULES TEEN CENTER
- BOY SCOUT 9/11 CEREMONY
- PROVIDED FIRE EXTINGUISHER TRAINING FOR LOCAL BUSINESSES AND COMMUNITY MEMBERS

2019

- TRAINING HOURS: 5,701
- PARTICIPATED IN 8 STRIKE TEAMS
- PARTICIPATED IN THIRD GRADE SCHOOL VISITS
- FIRE PREVENTION AND FIRE SAFETY INFORMATION PROGRAM TO STUDENTS
- PROVIDED SMOKE DETECTORS AND CARBON DIOXIDE (CO2) DETECTORS FREE OF CHARGE TO RESIDENTS
- CONDUCTED CERT CLASSES
- DISTRIBUTED CHILDREN'S LIFEJACKETS DONATED BY UCSF BENIOFF CHILDREN'S HOSPITAL, OAKLAND TRAUMA CENTER,
- AND INJURY PREVENTION PROGRAM
- HELD OPEN HOUSE

2020

- TRAINING HOURS: 4,230
- SENT STRIKE TEAMS TO GLASS FIRE, LIGHTNING COMPLEX FIRE, AND OTHER WILDFIRES
- HIRED 3 FIREFIGHTERS
- FIREFIGHTERS WERE EQUIPPED WITH 19 THERMAL IMAGING CAMERAS
- WON FIRST PLACE IN CITY OF HERCULES HALLOWEEN CONTEST
- BROUGHT SANTA TO THE TREE LIGHTING AT HERCULES SWIM CENTER IN QUINT 76
- PARTICIPATED WITH A LOCAL CAR CLUB AND OTHERS IN MARINE CORPS TOYS FOR TOTS, BRINGING TOYS AND BICYCLES TO CHILDREN IN THE DISTRICT

2021

- TRAINING HOURS: 3,093
- SENT STRIKE TEAMS TO DIXIE FIRE, MONUMENT FIRE, AND CALDOR FIRE
- ASSISTED COUNTY WITH DRIVE-THROUGH COVID VACCINE INJECTION SITE AT VALLEY BIBLE CHURCH IN HERCULES
- COLLECTED TOYS FOR THE HOLIDAYS WITH US MARINES TOYS FOR TOTS

2022

- TRAINING HOURS: 5,639
- SENT STRIKE TEAM TO MOSQUITO FIRE
- HIRED 6 FIREFIGHTERS
- RAN TWO FIREFIGHTER ACADEMIES
- RESUMED COMPANY INSPECTIONS
- RESUMED OPEN HOUSE

**Rodeo-Hercules Fire District
STRATEGIC PLAN 2023 - GOALS MATRIX**

Rodeo-Hercules Fire District Strategic Plan Prioritization			
GROUP	YEAR	RECOMMENDATION	NOTES (see Strategic Plan & Management Assessment Plan references in footnotes)
Admin	2023	Develop a policy that limits the provision of auto or mutual aid during resource drawdown	Done; ties to SP 1.4
Admin	2023	Provide liability reduction/harassment prevention to all employees and board members annually	Done annually; ties to SP 2.1, MAP 2
Admin	2023	Develop apparatus replacement plan to inform purchases for fleet health over time	Reference prior consultant's work; ties to SP 2.1, 2.2, 2.3
Admin	2023	Provide public speaking/presentations to schools and community groups	Ties to SP 3.1, 3.4
Admin	2023	Recruit new employees from the local community	Ties to SP 3.4
Admin	2023	Fully staff RHFD by hiring Firefighter/Paramedic	Done; ties to MAP 2
Admin	2023	Purchase a command vehicle	Done
Admin	2023	Board training at California Special Districts Association conference	Scheduled for October 2023; ties to MAP 4
Admin	2023	Hire Interim Fire Chief	Done; ties to MAP 1
Admin	2023	Hire consultant to assist Board with analysis for options in maintaining or improving current RHFD levels of service, including a review of Admin responsibilities or workload; provide gap analysis of services and/or tasks within all positions; and an analysis of all reasonable proposed partners. Additionally, options for consistent and reliable methods to generate revenue.	Contract started June 2023, first presentation September 17; ties to SP 2.2, MAP 5
Admin	2023	Fully staff Board by appointing a Director	Done
Admin	2023	Explore a contract for service or consolidation with another fire agency where feasible	Ties to SP 1.4, 2.1, MAP 3
Admin	2023	Strategic planning group will meet at least annually to review progress and updates	Ties to SP 2.2
Admin	2023	Review and update District website annually	Ties to SP 3.1
Admin	2024	Ambulance arrival on EMS calls within 11 minutes and 45 seconds, 90 percent of the time (emergency calls, Zone B, 911 received at ConFire to unit arrival, per county contract)	Ties to SP 2.2
Admin	2024	Support for Fire Chief: executive staff, report writing, budget support, payroll, HR	Ties to MAP 1, 6
Admin	2024	Support for Board: point of contact; role of Board Clerk, administrative support	Ties to MAP 1, 6
Admin	2024	Support for Measure O Committee: point of contact, administrative support	Ties to MAP 1, 6

**Rodeo-Hercules Fire District
STRATEGIC PLAN 2023 - GOALS MATRIX**

Rodeo-Hercules Fire District Strategic Plan Prioritization			
GROUP	YEAR	RECOMMENDATION	NOTES (see Strategic Plan & Management Assessment Plan references in footnotes)
Admin	2024	Station maintenance and repairs (replace alerting systems, repair/replace 76 roof, remodel 75 & 76 bathrooms)	Ties to SP 2.3, 3.4, MAP 2
Admin	2024	Equipment maintenance and repairs (replace radios)	Potential grant funding, otherwise District funding over 3 years; ties to SP 2.3, MAP 2
Admin	2024	Pursue grants and donations opportunities with a positive return on investment	Ties to SP 2.2
Admin	2024	Identify opportunities for volunteers (retired experts, potential recruits, and others) to support RHFD, e.g., social media coordinator, contract administrator, grants writer, website administrator	Ties to MAP 1
Admin	2024	Board elections	Ties to MAP 1, 6
EMS	2023	Turnout time for EMS calls within 1 minute and 30 seconds, 90 percent of the time (emergency calls, unit alert to wheels rolling)	Goal based on best practices; ties to SP 1.3, 3.2, 3.3
EMS	2023	Keep EMS Unit Hour Utilization percentage below 30% for all units annually	UHU measures workload levels allowing comparisons to other agencies; ties to SP 1.1, 3.3
EMS	2023	Partner with community agencies to offer bystander "hands only" CPR training	Ties to SP 1.2
EMS	2024	Improve quality and accuracy of report writing by paramedics and EMTs	Ties to SP 2.1
EMS	2025	First EMS capable unit arrival at medical calls for service, within the urban zone, requiring the use of personal protective equipment within 7 minutes and 40 seconds, 90 percent of the time (emergency calls, 911 call received to unit arrival)	Goal based on best practices; ties to SP 1.2
EMS	2025	First EMS capable unit arrival at medical calls for service, within the rural zone, requiring the use of personal protective equipment within 11 minutes and 40 seconds, 90 percent of the time (emergency calls, 911 to unit arrival)	Goal based on best practices; ties to SP 1.2
Operations	2023	Turnout time for fire/rescue calls within 1 minute and 50 seconds, 90 percent of the time (emergency calls, unit alert to wheels rolling) Monitor and report turnout time performance quarterly (rolling 90 and 365-day, by member or officer)	Goal based on best practices; ties to SP 1.1, 1.2, 1.3, 2.4 (see Strategic Plan & Management Assessment Plan references in footnotes)
Operations	2024	Improve quality and accuracy of report writing by officers	Ties to SP 2.1
Operations	2024	Update Standard Operating Procedures (SOPs)	Ties to SP 2.1

**Rodeo-Hercules Fire District
STRATEGIC PLAN 2023 - GOALS MATRIX**

Rodeo-Hercules Fire District Strategic Plan Prioritization			
GROUP	YEAR	RECOMMENDATION	NOTES (see Strategic Plan & Management Assessment Plan references in footnotes)
Operations	2025	First suppression unit arrival at structure fires, hazardous material releases, and other crisis incidents within the urban zone requiring the use of personal protective equipment within 8 minutes, 90 percent of the time (emergency calls, 911 call received to unit arrival)	Goal based on best practices; ties to SP 1.1, 1.3, 2.4, 3.2, 3.3
Operations	2025	First suppression unit arrival at structure fires, hazardous material releases, and other crisis incidents within the rural zone requiring the use of personal protective equipment within 12 minutes, 90 percent of the time (emergency calls, 911 call received to unit arrival)	Goal based on best practices; ties to SP 1.1, 1.3, 2.4, 3.2, 3.3
Prevention	2024	Inspect 100% of all commercial fire protection systems annually	Contract forthcoming; ties to SP 1.3, 2.4, 3.2
Prevention	2024	Inspect 100% of high-risk occupancies annually	Contract forthcoming; ties to SP 1.3, 2.4, 3.2
Prevention	2024	Inspect 100% of State-mandated occupancies annually	Contract forthcoming; ties to SP 1.3, 2.4, 3.2
Prevention	2024	Improve existing weed abatement process	Ties to SP 3.2, 3.3

ADDITIONAL RECOMMENDATIONS, INCLUDING GOALS FOR 2026 AND 2027, TO BE DEVELOPED.

FOOTNOTES: STRATEGIC PLAN OBJECTIVES AND MANAGEMENT ASSESSMENT PLAN RECOMMENDATIONS

STRATEGIC PLAN 1.1: IMPROVE SURVIVABILITY FOR VICTIMS OF FIRE, HAZMAT RELEASE, ENTRAPMENT, OR OTHER CRISIS EVENTS

STRATEGIC PLAN 1.2: IMPROVE SURVIVABILITY FOR PATIENTS EXPERIENCING ACUTE MEDICAL EMERGENCIES

STRATEGIC PLAN 1.3: IMPROVE FIREFIGHTER SAFETY AND SURVIVAL

STRATEGIC PLAN 1.4: IMPROVE THE DISTRICT'S RESILIENCY DURING CRISIS-LEVEL EVENTS

STRATEGIC PLAN 2.1: REDUCE FINANCIAL AND LEGAL RISK/LIABILITY TO THE DISTRICT

STRATEGIC PLAN 2.2: IMPROVE EFFICIENCY WITHIN THE CURRENT BUDGET PROCESS

STRATEGIC PLAN 2.3: PREPARE THE DISTRICT FOR FUTURE ECONOMIC DOWNTURNS

STRATEGIC PLAN 2.4: PREPARE FOR POPULATION GROWTH WITHIN THE DISTRICT

STRATEGIC PLAN 3.1: PROMOTE A POSITIVE DISTRICT REPUTATION WITHIN THE COMMUNITY

STRATEGIC PLAN 3.2: MITIGATE FIRE-RELATED DAMAGE TO ALLOW OCCUPANTS TO REMAIN IN THE IMPACTED STRUCTURE

STRATEGIC PLAN 3.3: PROVIDE DOWNWARD PRESSURE ON FIRE INSURANCE COSTS

STRATEGIC PLAN 3.4: PROVIDE VALUE TO THE COMMUNITY BEYOND THE 911 CALL

MANAGEMENT ASSESSMENT PLAN #1: OPTION FOR EXECUTIVE STAFF AND ADMINISTRATIVE SUPPORT FOR RHFD

MANAGEMENT ASSESSMENT PLAN #2: SUPPORT PERSONNEL RECRUITMENT, RETENTION, TRAINING, DEVELOPMENT, SUCCESSION, HEALTH & SAFETY, BEHAVIORAL WELLNESS

MANAGEMENT ASSESSMENT PLAN #3: ENHANCE REGIONAL SERVICE DELIVERY OPPORTUNITIES

MANAGEMENT ASSESSMENT PLAN #4: PROVIDE PROFESSIONAL TRAINING TO THE BOARD ON ROLES & RESPONSIBILITIES, IMPROVING TEAMWORK, AND EFFECTIVE GOVERNANCE

MANAGEMENT ASSESSMENT PLAN #5: HIRE CONSULTANT TO ASSIST BOARD TO DEVELOP STRATEGIES FOR EFFECTIVE GOVERNANCE, TEAMWORK, STANDARDS, RESPONSIBILITIES

MANAGEMENT ASSESSMENT PLAN #6: PROVIDE TRAINING TO THE FIRE CHIEF AND EXECUTIVE STAFF TO INCREASE ADMINISTRATIVE SKILLS

Rodeo-Hercules Fire District

STRATEGIC PLAN 2023

Appendices

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.

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

MEMORANDUM OF UNDERSTANDING BETWEEN CAL FIRE AND 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 to 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 BAGGS, 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

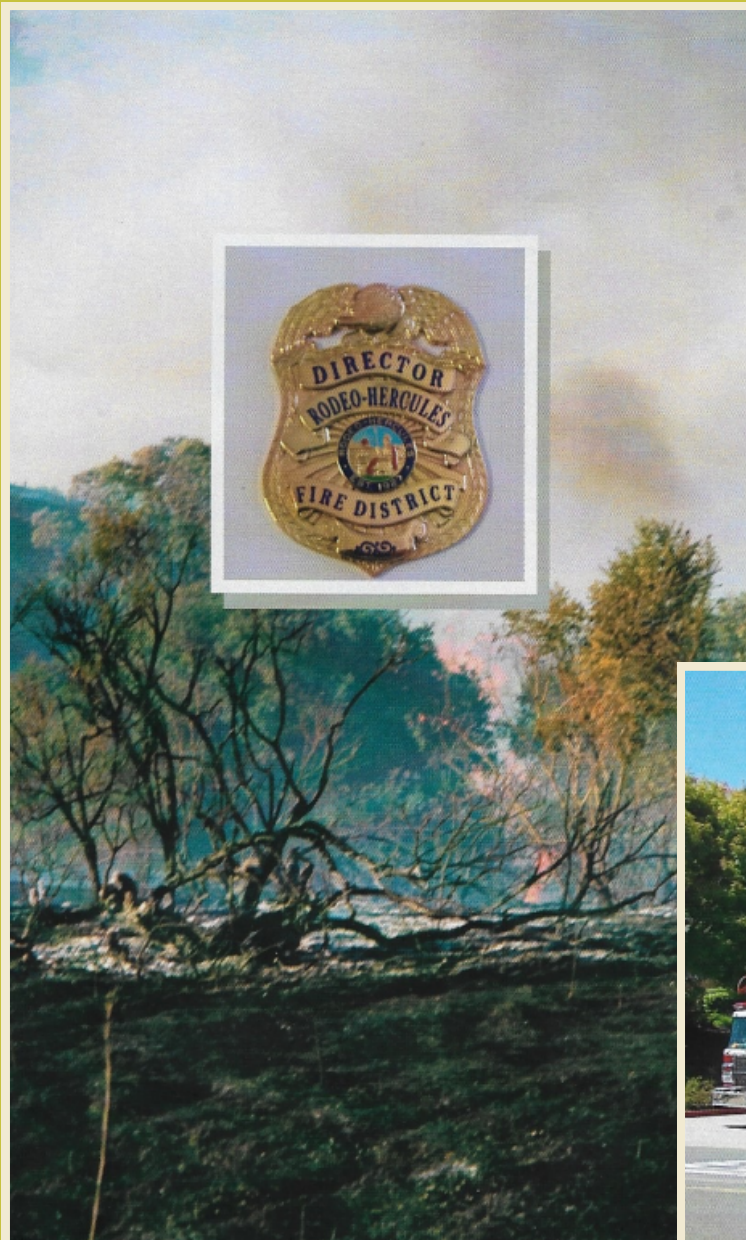


RODEO - HERCULES Fire District

BUSINESS PLAN 2022 - 2027

MISSION VALUES GOALS

- Administration
- Operations
- Prevention
- Focus Areas
- Strategic Initiatives





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...

THE RODEO HERCULES FIRE DISTRICT DELIVERS SERVICE TO OVER
35,000 PEOPLE IN THE COMMUNITIES OF RODEO, HERCULES AND
UNINCORPORATED CONTRA COSTA COUNTY





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



**RODEO HERCULES FIRE DISTRICT
BUSINESS PLAN
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Focus Area 2023: Administration, Operations, Prevention

- Initiative (Goal) -- Hire Interim Fire Chief
- Initiative (Goal) -- Hire Consultant for Analysis of RHFD Service Levels
- Initiative (Goal) -- Fully Staff RHFD
- Initiative (Goal) -- Appoint a Director
- Initiative (Goal) -- Station Maintenance and Repairs
- Initiative (Goal) -- Vehicle Replacement Study
- Initiative (Goal) -- Develop Policy Adjusting Auto or Mutual Aid During Resource Drawdown
- Initiative (Goal) -- Provide Liability Reduction / Harassment Prevention Training
- Initiative (Goal) -- Develop Apparatus Replacement Plan
- Initiative (Goal) -- Provide Presentations to Schools and Community Groups
- Initiative (Goal) -- Recruit New Employees from Community
- Initiative (Goal) -- Board Training
- Initiative (Goal) -- Explore a Contract for Service or Consolidation
- Initiative (Goal) -- Review Strategic Plan Progress Annually
- Initiative (Goal) -- Review District Website Annually
- Initiative (Goal) -- Pursue Grants and Donations
- Initiative (Goal) -- Review Turnout Time for EMS Calls
- Initiative (Goal) -- Review EMS Unit Hour Utilization
- Initiative (Goal) -- Partner to Provide Hands-Only CPR Training
- Initiative (Goal) -- Review Turnout Time for Fire/Rescue Calls

Focus Area 2024: Administration, Operations, Prevention

- Initiative (Goal) -- Board Election
- Initiative (Goal) -- Hire Interim or Permanent Fire Chief
- Initiative (Goal) -- Update Standard Operating Procedures (SOP's)
- Initiative (Goal) -- Update Policy/Manual Bulletins
- Initiative (Goal) -- Review Ambulance Arrival on EMS Calls
- Initiative (Goal) -- Administrative Support for Fire Chief
- Initiative (Goal) -- Administrative Support for Board
- Initiative (Goal) -- Administrative Support for Measure O Committee
- Initiative (Goal) -- Station Maintenance and Repairs
- Initiative (Goal) -- Equipment Maintenance and Repairs
- Initiative (Goal) -- Vehicle Replacement
- Initiative (Goal) -- Pursue Grants and Donations
- Initiative (Goal) -- Identify Opportunities for Administrative Volunteers

**RODEO HERCULES FIRE DISTRICT
BUSINESS PLAN
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Focus Area 2024 cont.

Initiative (Goal) -- Improve Report Writing by Paramedics and EMTs

Initiative (Goal) -- Improve Report Writing by Officers

Initiative (Goal) -- Inspect Commercial Fire Protection Systems

Initiative (Goal) -- Inspect High-Risk Occupancies

Initiative (Goal) -- Inspect State-Mandated Occupancies

Initiative (Goal) -- Improve Weed Abatement Process

Initiative (Goal) -- Complete Prevention Fee Study

Initiative (Goal) -- Conduct Engineers Promotional Exam

Initiative (Goal) -- Participate in Local Hazard Planning Including Developing RHFD Plan

Initiative (Goal) -- Participate in Development of City of Hercules Emergency Operations Plan

Focus Area 2025: Administration, Operations, Prevention

Initiative (Goal) -- Station Maintenance and Repairs

Initiative (Goal) -- Vehicle Replacement

Initiative (Goal) -- Review First EMS Capable Unit Arrival at Medical Calls (Urban Zone)

Initiative (Goal) -- Review First EMS Capable Unit Arrival at Medical Calls (Rural Zone)

Initiative (Goal) -- Review First Suppression Unit Arrival for Crisis Incidents (Urban Zone)

Initiative (Goal) -- Review First Suppression Unit Arrival for Crisis Incidents (Rural Zone)

Focus Area 2026: Administration, Operations, Prevention

Initiative (Goal) -- TBD

Focus Area 2027: Administration, Operations, Prevention

Initiative (Goal) -- TBD

STRATEGY 2023.1 - Hire Interim Fire Chief

Hire an Interim Chief to help the District with the day to day administration, budget and to coordinate with MED in the strategic plan analysis of the options in maintaining and or improving current levels of service by the RHFD.

RESPONSIBLE: Board, Interim Fire Chief, General Counsel

COMPLETION: May 2023/Completed

PRIORITY: High

STRATEGY: 2023.2 - Hire Consultant

Hire a consultant to assist Board with analysis for options in maintaining or improving current levels of service by the RHFD including: a review of administrative responsibilities or workload, provide a gap analysis of services and or tasks within all positions and an analysis of all reasonable proposed partners. Additionally, options for consistent and reliable methods to generate revenue.

RESPONSIBLE: Board, Interim Fire Chief, General Counsel

COMPLETION: May 2023/Completed

PRIORITY: High

STRATEGY 2023.3 - Fully Staff RHFD

Hire a firefighter to fully staff operations and to reduce overtime and or Workers Compensation insurance.

RESPONSIBLE: Interim Fire Chief, Staff, Administrative Services Officer

COMPLETION: April 2023/Completed

PRIORITY: High

STRATEGY 2023.4 - Appoint a Director

Appoint a Director to fully staff Board.

RESPONSIBLE: Board, Interim Fire Chief, General Counsel

COMPLETION: March 2023/Completed

PRIORITY: High

STRATEGY 2023.5 - Station Maintenance & Repair

Replace station alerting systems. Emergency repairs to bathrooms at both stations.

RESPONSIBLE: Board, Interim Fire Chief, General Counsel

COMPLETION: December 2023

PRIORITY: High

STRATEGY 2023.6 - Vehicle Replacement

Purchase a command vehicle.

RESPONSIBLE: Board, Interim Fire Chief, General Counsel

COMPLETION: Completed

PRIORITY: High

STRATEGY 2023.7 - Develop Policy Adjusting Auto or Mutual Aid During Resource Drawdown

RESPONSIBLE: Interim Fire Chief, Staff, General Counsel

COMPLETION: Completed

PRIORITY: High

STRATEGY 2023.8 - Provide Liability Reduction/Harassment Prevention Training

RESPONSIBLE: Interim Fire Chief, Staff, General Counsel

COMPLETION: Completed

PRIORITY: High

STRATEGY 2023.9 - Develop Apparatus Replacement Plan

Analyze the need to purchase 2 apparatus, create specifications and deployment.

RESPONSIBLE: Interim Fire Chief, Staff, General Counsel

COMPLETION: Completed

PRIORITY: High

STRATEGY 2023.10: Provide Presentations to Schools and Community Groups

At the request of the Strategic Plan Community Group (SPCG) the District has returned to classroom visits, which were placed on hold due to Covid.

RESPONSIBLE: Interim Fire Chief, Staff, General Counsel

COMPLETION: 2023

PRIORITY: High

STRATEGY 2023.11: Recruit New Employees From Community

At the request of the Strategic Plan Community Group (SPCG) the District will also recruit new employees from the community.

RESPONSIBLE: Interim Fire Chief, Staff, General Counsel

COMPLETION: 2023

PRIORITY: High

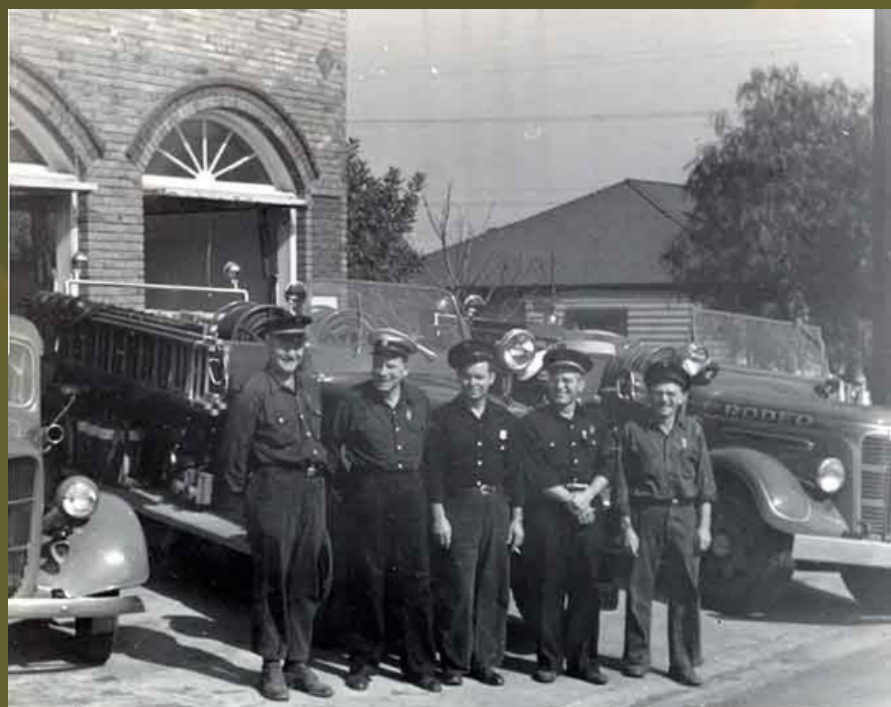
STRATEGY 2023.12: Board Training

Board to attend California Special District Association conference “Comprehensive Governance Leadership for appointed and elected Directors” per adopted Management Assessment Plan (MAP) recommendation #4.

RESPONSIBLE: Interim Fire Chief, Board

COMPLETION: Completed

PRIORITY: High



STRATEGY 2023.13 Explore a Contract for Service or Consolidation

Board hired consultant Mike Despain of MED to assist Board with analysis for efficiencies and financial stability ,including options in maintaining or improving current levels of service by the RHFD; including a review of administrative responsibilities or workload, providing a gap analysis of services and or tasks within all positions and an analysis of all reasonable proposed partners, including contracts for services and/or consolidation. Additionally, options for consistent and reliable methods to generate revenue.

RESPONSIBLE: Board, Interim Fire Chief, Consultant

COMPLETION: 2023

PRIORITY: High

STRATEGY 2023.14 Review Strategic Plan Progress Annually

Budget and Strategic Plan should mirror the District's proposed expenses annually. Board to review annually the Strategic Plan to ensure District's Strategic Plan, Business Plan and budget are in alignment.

RESPONSIBLE: Board, Interim Fire Chief

COMPLETION: 2023

PRIORITY: High

STRATEGY 2023.15 Review District Website Annually

Board to review and provide feedback to Interim Fire Chief annually to ensure website meets Director's and communities general expectations.

RESPONSIBLE: Board, Interim Fire Chief, Staff

COMPLETION: 2023

PRIORITY: High

STRATEGY 2023.16: Pursue Grants and Donations

District to pursue grants and donations in support of the District's mission and needs. Additionally, funding will provide needed resources and assist in financial stability.

RESPONSIBLE: Interim Fire Chief, Staff, General Counsel

COMPLETION: 2023

PRIORITY: High

STRATEGY 2023.17: Review Turnout Time for EMS Calls

Review turnout time within 1 minute 30 seconds. 90 percent of the time (emergency calls, unit alert, wheels rolling).

RESPONSIBLE: Interim Fire Chief, Command staff

COMPLETION: 2023

PRIORITY: High

STRATEGY 2023.18: Review EMS Unit Hour Utilization (UHU)

Keep EMS UHR percentage below 30% for all units annually. UHU measures workload levels allowing comparisons to other agencies. *RESPONSIBLE:*

Interim Fire Chief, Command staff

COMPLETION: 2023

PRIORITY: High

STRATEGY 2023.19: Partner to Provide Hands-Only CPR Training

Hands-only CPR is a beneficial District and community partnership to save lives.

RESPONSIBLE: Interim Fire Chief, Command staff

COMPLETION: 2023

PRIORITY: High

STRATEGY 2023.20: Review Turnout Time for Fire/Rescue Calls

Review turnout time within 1 minute 50 seconds. 90 percent of the time (emergency calls, unit alert, wheels rolling). Monitor and report turnout performance quarterly (rolling 90 and 365-day, by member or officer).

RESPONSIBLE: Interim Fire Chief, Staff, General Counsel

COMPLETION: 2023

PRIORITY: High

STRATEGY 2024.1: Board Election

Distribute election requirements, monitor Board of Directors and Fire District responsibilities, develop resolution and request consolidation with 2024 General Election.

RESPONSIBLE: Interim Fire Chief, General Counsel, Administrative Services Officer

COMPLETION: November 2024

PRIORITY: High

STRATEGY 2024.2: Hire Interim or Permanent Fire Chief

Hire an interim or Permanent Chief to help the District (depending on direction provided by Board) with the day to day administration, budget and to coordinate with the Ad Hoc and MED in the strategic plan analysis of the options in maintaining and or improving current levels of service by the RHFD. Current Interim Chief position ends May 2024.

RESPONSIBLE: Board, Interim Fire Chief, General Counsel

COMPLETION: December 2024

PRIORITY: High

STRATEGY 2024.3: Update Standard Operating Procedures

SOP's for call procedure. Staff will need to outsource to achieve compliancy. Will take approximately one year to complete.

RESPONSIBLE: Interim Fire Chief, Command Staff

COMPLETION: December 2024

PRIORITY: Moderate

STRATEGY 2024.4: Update Standard Policy/Bulletin Policies

Job descriptions, minimum qualifications, injury illness prevention/workers compensation procedures, timecards, rules of conduct, harassment policy, uniform and grooming standards, etc..) to be updated in alignment with legal requirements. Staff will need to outsource to achieve compliancy. Will take approximately one year to complete.

RESPONSIBLE: Interim Fire Chief, Command Staff

COMPLETION: 2025

PRIORITY: High

STRATEGY 2024.5: Review Ambulance Arrival on EMS Calls

RESPONSIBLE: Interim Fire Chief, Command Staff

COMPLETION: 2025

PRIORITY: High

STRATEGY 2024.6: Administrative Support for Fire Chief

Executive staff:

report writing, budget support, payroll, HR

RESPONSIBLE: Board, Interim Fire Chief

COMPLETION: 2025

PRIORITY: Moderate

STRATEGY 2024.7: Administrative Support for Board

Administrative support: point of contact, role of Board Clerk, administrative support

RESPONSIBLE: Board, Interim Fire Chief

COMPLETION: 2025

PRIORITY: Moderate

STRATEGY 2024.8: Administrative Support for Measure O Committee

Administrative support: point of contact, role of Board Clerk, administrative support

RESPONSIBLE: Board, Interim Fire Chief

COMPLETION: 2025

PRIORITY: Moderate

STRATEGY 2024.9: Station Repair and Maintenance

Repair 76 roof (work to be done by the City of Hercules), rehab concrete floors stations 75 & 76, carpet replacement stations 75 & Kitchen remodel 76, paint interior 76 station

RESPONSIBLE: Interim Fire Chief, General Counsel, Staff

COMPLETION: December 2025

PRIORITY: Moderate

STRATEGY 2024.10: Equipment Purchase, Maintenance, Repairs

Replace radios (depending on grant award District may need to replace radios over a three-year period).

RESPONSIBLE: Board, Interim Fire Chief, Command Staff

COMPLETION: 2025

PRIORITY: High

STRATEGY 2024.11: Vehicle Replacement Heavy apparatus; Engine or Quint.

RESPONSIBLE: Board, Interim Fire Chief, Command Staff

COMPLETION: 2025

PRIORITY: Moderate

STRATEGY 2024.12: Pursue Grants and Donations

Pursue grants for equipment, training, and vehicles as identified in the annual budget.

RESPONSIBLE: Board, Interim Chief, staff

COMPLETION: 2024

PRIORITY: Moderate

STRATEGY 2024.13: Identify Opportunities for Administrative Volunteers

Volunteers (Retired experts, potential recruits and others) to support RHFD, e.g. social media coordinator, contract administrator, grants writer, website administrator, CERT coordinator

RESPONSIBLE: Board, Interim Chief

COMPLETION: 2024

PRIORITY: Moderate

STRATEGY 2024.14: Improve Report Writing by Paramedics and EMT's

RESPONSIBLE: Board, Chief, Command staff

COMPLETION: 2024

PRIORITY: Moderate

STRATEGY 2024.15: Improve report writing by Officer's

RESPONSIBLE: Chief, Command staff

COMPLETION: 2024

PRIORITY: Moderate

STRATEGY 2024.16: Inspect Commercial Fire Protection Systems

Annually, 100% of the time.

RESPONSIBLE: Chief, staff

*COMPLETION:*2024

PRIORITY: High

STRATEGY 2024.17: Inspect High-Risk Occupancies

Annually, 100% of the time.

RESPONSIBLE: Chief, staff

COMPLETION: 2024

PRIORITY: High

STRATEGY 2024.18: Inspect State-Mandated Occupancies

Annually, 100% of the time.

RESPONSIBLE: Chief, staff

COMPLETION: 2024

PRIORITY: High

STRATEGY 2024.19: Improve Weed Abatement Process

Possibly contract out this service.

RESPONSIBLE: Chief, staff

COMPLETION: 2024

PRIORITY: moderate

STRATEGY 2024.20: Complete Prevention Fee Study

Validate fees that can be assessed by RHFD.

RESPONSIBLE: Chief, staff

COMPLETION: 2024

PRIORITY: High

STRATEGY 2024.21: Conduct Engineers Promotional Exam

RESPONSIBLE: Chief, officers

COMPLETION: 2024

PRIORITY: High

STRATEGY 2024.22: Participate in Local Hazard Planning

Including developing RHFD plan Participate with the County in local hazard planning, including developing RHFD plan.

RESPONSIBLE: Chief, staff

COMPLETION: 2024

PRIORITY: Moderate

STRATEGY 2024.23: Participate in the development of City of Hercules Emergency Operations Plan (EOP)

RESPONSIBLE: Chief, staff

COMPLETION: 2024

PRIORITY: Moderate

STRATEGY:2025.1 Station Maintenance and Repairs

Replace concrete tank station 76, App Bay Painting, Training room painting and flooring station 76, remodel kitchen station 75

RESPONSIBLE: Interim Fire Chief, General Counsel, Staff

COMPLETION: May 2025

PRIORITY: Moderate

STRATEGY 2025.2: Vehicle Replacement

Procure apparatus type III engine brush rig

RESPONSIBLE: Fire Chief, Staff, General Counsel

COMPLETION: 2025

PRIORITY: Moderate

STRATEGY 2025.3: Review First EMS Capable Unit Arrival at Medical Calls (Urban Zone)

RESPONSIBLE: Chief, command staff

COMPLETION: 2025

PRIORITY: High

STRATEGY: 2025.4: Review First EMS Capable Unit Arrival at Medical Calls (Rural Zone)

RESPONSIBLE: Chief, command staff

COMPLETION: 2025

PRIORITY: High

STRATEGY: 2025.5: Review first Suppression Unit Arrival for Crisis Incidents (Urban Zone)

RESPONSIBLE: Chief, command staff C

COMPLETION: 2025

PRIORITY: High

STRATEGY: 2025.6: Review first Suppression Unit Arrival for Crisis Incidents (Rural Zone)

RESPONSIBLE: Chief, command staff

COMPLETION: 2025

PRIORITY: High

**RHFD FOCUS AREA 2026/2027:
ADMINISTRATION * OPERATIONS * PREVENTION**

STRATEGY 2026.1: TBD

RESPONSIBLE:

COMPLETION:

PRIORITY:

STRATEGY 2027.1: TBD

RESPONSIBLE:

COMPLETION:

PRIORITY:





RODEO - HERCULES Fire District



RODEO - HERCULES FIRE DISTRICT

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www.rhfd.org