

RODEO - HERCULES FIRE DISTRICT

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Strategic Plan

2023 - 2027

RODEO-HERCULES FIRE DISTRICT

2023 - 2027



www.RHFD.ORG

- **To our Community:** Some of the data in the narratives provided within this brochure may appear to be out of date. The document incorporates information current as of 2022 as a basis for future planning.

EXECUTIVE SUMMARY

The 2023 Strategic Plan is the second long range planning document to be developed for the Rodeo-Hercules Fire District. 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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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 and 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.

Q. Does the District receive ambulance service?

A. Yes. Through an alliance with Contra Costa County Fire District, 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 Administrative Office can provide you a copy for a nominal fee.

Q. Does the Fire District have a weed 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 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. Van Alstyne organized a fund-raiser to purchase the District a Hurst " Jaws of Life"; the life-saving device was received in October 1976.

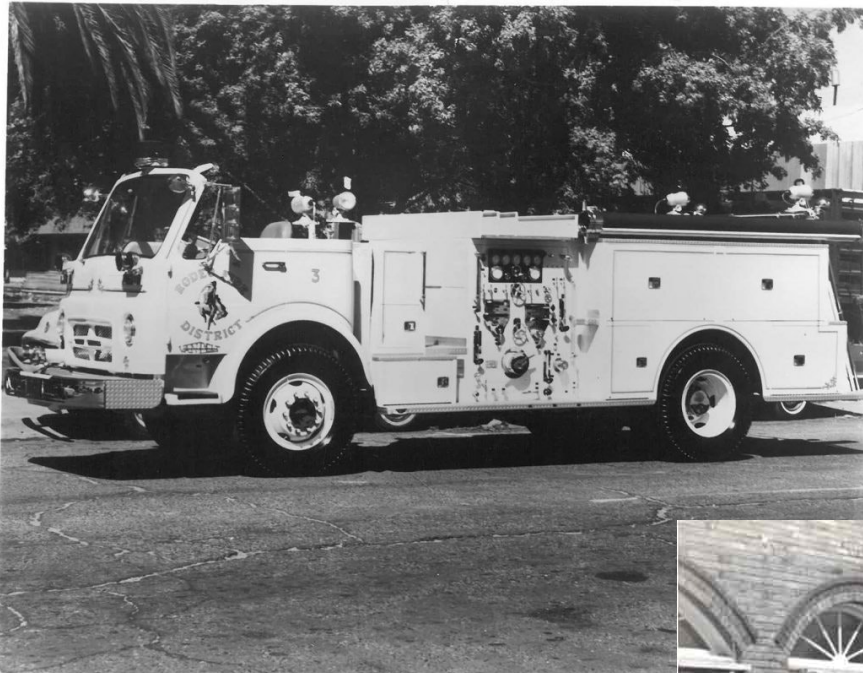
In 1983, the District doubled its personnel, boundaries were expanded to cover the City of Hercules and the Rodeo-Hercules Fire Protection District was created. In 1991, the City of Hercules built its first permanent station. In 2004 paramedic service was added. In 2016 ballot Measure O was passed by the voters; making it possible to fully staff 2 fire stations.

Today, Measure O represents 28% of the District's budget. The community of Rodeo's development has been low, with a few single family homes built in the past 5 years.

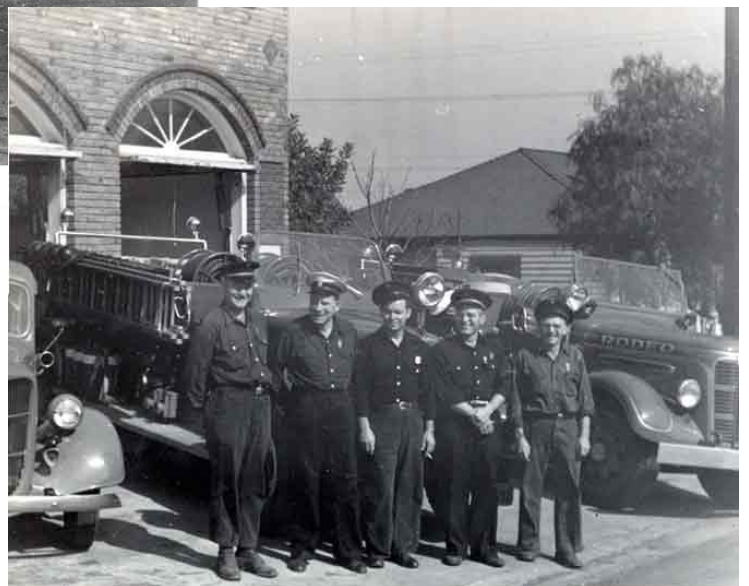
Today, RHFD serves an area of 32 Sq. miles with a population of 35,000. The district protects an oil refinery, marine terminals, fuel pipelines, wildland interface, a large industrial park, two rail lines and two major freeway corridors. It is governed by a five member Board of Directors, under Section 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



A **vision statement** provides 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 and regulatory outlook, industry standards, technology, analysis of service delivery, deployment model, employee development and succession planning, and contract service areas and partnerships. These considerations provide us with the parameters to ensure that we are providing for our community needs well into the future.

VISION STATEMENT

The Rodeo-Hercules

Fire Protection

District is dedicated

to providing fire and

life safety with

PRIDE, EXCELLENCE

and

PROFESSIONALISM

BOARD OF DIRECTORS

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



RODEO-HERCULES FIRE DISTRICT

STRATEGIC PLAN 2023

KEY ISSUE: 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 has access to translator services 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 ISSUE: Economic/Financial challenges and opportunities are an important factor in providing Fire District services.

Some of these include:

- Establishing an adequate revenue stream
- Legal restrictions on the ability to raise additional revenue
- Unfunded mandates
- Budget reductions create impacts to service delivery
- Reliance on grant funding
- Fluctuations in property values and new construction
- Inflation and diversion of tax increment
- Employee costs
- Reimbursement for CFAA mutual aid response
- Fee based cost recovery programs
- Contracts for service
- Cost efficiencies

RODEO-HERCULES FIRE DISTRICT

STRATEGIC PLAN 2023

KEY ISSUE: 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 ISSUE: 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 Marshal'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.

RODEO-HERCULES FIRE DISTRICT

STRATEGIC PLAN 2023

KEY ISSUE: Analysis of Service Delivery

The Rodeo-Hercules Fire District responds to emergencies based on recognized procedures for consequence management using mutually agreed upon response matrices.

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.

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 community. RHFD has provided approximately 354 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.

RODEO-HERCULES FIRE DISTRICT

STRATEGIC PLAN 2023

KEY ISSUE: 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. RHFDD has implemented various analytical tools and will continue to do so for cost and performance efficiencies.

KEY ISSUE: Administration

General Duties

The Administrative Services Officer and Administrative Assistant 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 counter/phone support each business day.
- Processing human resource records, ID Cards, Personnel Action Forms and employee documents.
- Scheduling employment interviews, background investigations, applications and 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 and County departments such as Board of Supervisors, City Council Human Resources, EBMUD, Sheriff/Police, East Bay Parks District; Finance/General Services.

RODEO-HERCULES FIRE DISTRICT

STRATEGIC PLAN 2023

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 and 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 and payroll.
- 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, accident reporting.
- 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 and ensuring National Fire Incident Reporting System input is accurate and timely
- Payroll

RODEO-HERCULES FIRE DISTRICT

STRATEGIC PLAN 2023

KEY ISSUE: 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 Covid-19 pandemic the District 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.

A significant amount of the training for the District takes place at Fire Station 76, the designated 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 (CERT has been temporarily suspended).

MS 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 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.

RODEO-HERCULES FIRE DISTRICT

STRATEGIC PLAN 2023

KEY ISSUE: Operations (Suppression, Training, EMS) cont.

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 ISSUE: 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 Conoco Phillips Refinery. Fire Station 75 (Rodeo) and Fire Station 76 (Hercules) serve residences, businesses, and institutions, as well as neighboring communities through established automatic and 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.

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.

RODEO-HERCULES FIRE DISTRICT

STRATEGIC PLAN 2023

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 and 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 ISSUE: 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 Marshal with assistance. 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.

RODEO-HERCULES FIRE DISTRICT

STRATEGIC PLAN 2023

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 adopted 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 they also warn and protect occupants and firefighters to ensure a better chance of survival. They also protect fixtures, finishes, furnishings, artwork and other irreplaceable personal belongings.

When alarm systems and automatic sprinklers are installed and operating, lives and property are saved, reducing the devastating economic impact. This includes loss of income to the business and adjoining businesses and loss of employees while keeping insurance premiums from increasing throughout the district.

**RODEO-HERCULES FIRE DISTRICT
STRATEGIC PLAN 2023
ACCOMPLISHMENTS 2018 - 2022**

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
- Participated in Career Day at Hercules Teen Center
- Participated in 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

**RODEO-HERCULES FIRE DISTRICT
STRATEGIC PLAN 2023
ACCOMPLISHMENTS 2018 - 2022**

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 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

RODEO-HERCULES FIRE DISTRICT

STRATEGIC PLAN 2023

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
A P P E N D I C E S

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 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 under the CFAA. 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

