

RODEO-HERCULES FIRE PROTECTION DISTRICT

MEMORANDUM

Date: March 27, 2024

To: Board of Directors, Rodeo-Hercules Fire Protection District

From: Directors Bowman and Mikel, Board Governance Ad Hoc Committee

Subject: Prioritization of CSDA Key Learnings and Next Steps

Directors attending the CSDA conference in October 2023 returned with energy and knowledge to better understand Board governance to improve our District. The Board Governance Ad Hoc Committee has used the survey of December (which all Directors participated in) to capture key areas of agreement as a starting point for Board direction as we collectively prioritize our direction and determine our next steps for the Community and the District at the Special Meeting of March.

The attached spreadsheet was presented to the Board and shared with the Chief in January. It captures all Directors' comments and aims to summarize key areas where the Board appears to have consensus, which are also summarized here:

- **Board orientation/onboarding:** a focus on Board unity of purpose, speaking with one voice, working together to be a voice for the community, continuing education with CSDA SDLA, understanding and completing State mandated training, Board oversight.
- **Community engagement:** establish a comprehensive community engagement plan for getting our message out, sharing our direction, and engaging our community in the District's direction; ensuring RHFD provides the services the community desires.
- **Implementation of the strategic plan:** in line with the District and its mission; communicating our short- and long-term goals, annual review of the strategic and business plans, providing direction to staff.
- **Financial:** understanding key financial reports (expense, capital, reserves, investments), aligning the budget with the strategic plan, reviewing the budget quarterly, Board engagement with the auditors, identifying red flag areas, advocating for the district to obtain alternate funding to enhance financial stability and provide funds for non-recurring needs.
- **Understanding Human Resources:** Hire a HR expert to assist Board responsibilities vs. the Fire Chief, including the Board's role and process in evaluating the Fire Chief, review vendor peer reviews every 3 years, change of key consultants (legal, auditor, labor, HR) every 5-7 years (best practice), understanding effective organizational management, providing direction to staff.