

AGENDA
SOUTH PLACER FIRE DISTRICT
BOARD OF DIRECTORS
Wednesday, June 12th, 2024

1. **6:00 p.m. Regular Session**

A. **In Person at Station 17, Portable Conference/Training Room**

B. **To watch the meeting online, use the link <https://tinyurl.com/53nv5nfc>**

- i. Any public member may provide written comment to the Board before the meeting by emailing the Secretary at kmedeiros@southplacerfire.org. If you are commenting on a particular item on the agenda, please identify the agenda item number and letter. Any comment of 500 words or less (per person, per item) will be read into the record if: (1) the subject line includes "COMMENT TO BOARD FOR [DATE OF] MEETING – PLEASE READ"; and (2) it is received by the Secretary by 5:00 p.m. the day of the meeting. Please be aware that any public comments requesting to be read aloud that do not specify a particular agenda item number will be read aloud during the general public comment portion of the agenda. Due to potential technological delays in transmission, the public is encouraged to submit any comments to the Secretary early to ensure they are received in time to be read into the record.

2. **Flag Salute**

3. **Closed Session**

At any time during the regular Session, the legislative body may adjourn to a closed session to confer with real property negotiators, labor negotiators, or legal counsel regarding existing or anticipated litigation. The legislative body may also adjourn to a closed session to consider liability claims, threats to public services or facilities, public employee appointment, public employment, public employee performance evaluation, or public employee discipline/dismissal/release.

4. **Public Comment**

Persons who wish to speak to the Board regarding an item not on tonight's agenda or wish to ask the Board to pull an item from the Consent Calendar may do so now. Please submit the Public Comment form to the Board Secretary before the commencement of the Board Meeting. When called upon, please come to the podium, state your name and address, and limit your remarks to three (3) minutes. Please be aware that the California Government Code prohibits the Board from taking any immediate action on an item that does not appear on the agenda unless the item meets stringent statutory requirements. However, your concerns can be referred to the Staff for review and reported back to the Board at a later date. Comments on agenda items, including items pulled from the Consent Calendar, will be allowed at this time or when the Board considers them.

5. **Consent Agenda (Single Motion Needed)**

All matters listed under the Consent Agenda are considered routine and will be enacted by one motion. There will be a separate discussion of these items if a member of the Board of Directors, audience, or Staff requests a specific item to be removed from the Consent Agenda for separate action. Any item removed will be considered after the motion to approve the Consent Agenda.

- A. Approval of the Agenda
B. Approval of the Minutes

C. Authorization of Deposits:

Ambulance	\$194,862.38
Consolidated Mitigation Fees	\$80,361.52
Plans/Inspections	\$60,561.00
Cell Tower Leases	\$9,445.84
LUSD St. 29 Rent	\$1,000.00
Reimbursements/Refunds	\$14,650.64
Workers Comp. Reimbursement	\$4,163.53
Rebates	\$720.28
TOTAL	<u>\$365,765.19</u>

D. Approval of the June 2024 Expenditures: \$432,672.72

E. Personnel Items

<u>Separations:</u>	One Firefighter Paramedic
<u>Promotions:</u>	None
<u>Reassignments:</u>	None
<u>New Hires:</u>	None
<u>Interns/Volunteers:</u>	None

6. **Special Presentation:** None.

7. **Old Business:**

- A. **Community Survey:** Staff recommends a presentation and discussion about the recently conducted public opinion research to determine the feasibility of a ballot measure. PG#23
- B. **District Master Plan:** Staff recommends discussion and approval of the District Master Plan PG#25
- C. **Legal Request for Proposal:** Staff recommends a discussion and possible action on recent RFP for legal services for the District. PG#301
- D. **Final Approval for Continued Benefit Assessment within the Loomis Emergency Response Services Assessment District:** Public hearing and adoption of Resolution No. 10-2023/24. PG#302

8. **New Business**

- A. **FY 2024/25 Preliminary Budget Adoption:** Staff recommends the adoption of the preliminary FY 2024/25 Budget. PG#358
- B. **Authorization Providing for the Levy and Collection of Special Tax Measure A for the Fiscal Year 2024/25:** Staff recommends approval of Resolutions No. 11-2023/24 and No. 12-2023/24 to authorize the levy and collection of the District's Special Tax Measure A by Placer County. PG#368

- C. **Adoption of Cost-of-Living Adjustment for Parcel Fees - Loomis:** Public hearing and action on Resolution No. 13-2023/24. PG#373
 - D. **Adoption of Cost of Living Adjustment for Special Zones of Benefit:** Public hearing and action on Resolution No. 14-2023/24. PG#376
 - E. **Request for Placer County Collection of Special Assessments:** Staff recommends adoption of Resolution No. 15-2023/24 requesting collection services by the County. PG#380
 - F. **Review and Adoption of 2023 Annual Report:** Staff recommends review and adoption of the 2023 Annual Report. PG#383
 - G. **South Placer Fire District Policy Updates:** Staff recommends review and first reading of the proposed policy updates. PG#422
 - H. **ISO Public Protection Classification:** Staff recommends a discussion on the new Insurance Services Organization (ISO) Public Protection Classification for 2024. PG#434
 - I. **FRMS Board of Directors Election to Fill Four (4) Positions:** Staff recommends discussion and possible action to vote for up to four (4) positions on the FRMS board. PG#462
- 9. Information and Discussion:**
- A. **Community Facilities District Update (CFD):** Staff will provide an update on the CFD process.
 - B. **PERS Audit:** Staff will provide a brief update on a recent Cal PERS audit.
- 10. Correspondence** PG#465
 - 11. Chief's Report:** Staff recommends a monthly District update PG#466
 - 12. Labor Report** PG#467
 - 13. Functions**
 - 14. Board/Staff Comments**
 - 15. Future Agenda Items**
 - 16. Adjournment**

**Next Board Meeting:
July 10th, 2024**

SOUTH PLACER FIRE DISTRICT
BOARD OF DIRECTORS
Regular Board Meeting Minutes
May 08, 2024

REGULAR BUSINESS

The South Placer Fire District Board of Directors regular meeting was called to order on Wednesday, May 08, 2024, at 6:00 p.m. by President, Tracy Randall.

Board Present:

Tracy Randall, President
Chris Gibson, Vice President
Ken Musso, Clerk
Teresa Ryland, Director
Gary Grenfell, Director

Absent:

Dan Bajtos, Director
Mike Johnson, Director

Staff in Attendance:

Fire Chief, Mark Duerr
Deputy Chief, Matt Feeley
Division Chief, Jeff Ingolia
Battalion Chief Paramedic, Matt Van Voltinburg
Captain Paramedic, Donavon Gray
Captain, Justin Buathier

Captain, Sean Fuller
Captain Paramedic, Shawn Cline
Engineer Paramedic, Kenneth Kaiser
Engineer, Darrin Mayo
Firefighter Paramedic, Greg Warren
Captain Paramedic, Keith Hernandez

Public Comment: None

Consent Agenda: President Randall asked to pull the Master Plan item from the agenda as the requested corrections were not made to the report in time for the board meeting. He noted that the corrected Master Plan would be moved to next month's meeting. Director Musso made a motion to approve the amended consent agenda. Director Grenfell made a second to the motion.

Ayes: Grenfell, Gibson, Randall, Ryland, Musso Noes: None Abstain: None Absent: Bajtos, Johnson
Carried

Special Presentation: None

OLD BUSINESS

None

NEW BUSINESS

Resolution of Intention to Continue Assessments for Fiscal Year 2024/25: Staff recommends discussion and adoption of Resolution No. 8-2023/24 Preliminarily Approving Engineer's Report and Providing the Notice of Hearing for the South Placer Fire Protection District, Fire Protection and Emergency Response Services Assessment. The proposed assessment rate for the fiscal year 2024/25 is \$270.28 per single family equivalent unit generating an estimated \$1,194,097 in revenue. The combined CPI is 2.6245% in addition to 1.1268% banked from a previous year, for a total of 3.7513%. The maximum CPI levy cannot exceed 4%. This equated to a \$9.78 increase per single family equivalent. Chief Duerr continued that the Benefit Assessment Oversight Committee had met and recommended that the Board accept and move forward with the assessment for 2024/25. Director Gibson made a motion to preliminarily approve the Engineer's Report and Resolution 8-2023/24 to continue assessments for the Fiscal Year 2024/25. Director Ryland made a second to the motion.

Roll Call:

Ayes: Grenfell, Gibson, Randall, Ryland, Musso Noes: None Abstain: None Absent: Bajtos, Johnson
Carried

Fiscal Year 2023/24 3rd Quarter Budget: The Chief recommends a short presentation on the Fiscal Year 2023/24 budget status. Chief Duerr presented the March 2024 profit and loss statement and the third quarter budget report. The second property tax draw of 40% was received in April with the last remaining 5% coming in July. Currently 58.8% total overall revenues received with 40% tax draw remaining outstanding. Total expenditures are at 67.5% while the District is currently 75% through the year. Salaries and benefits currently on target and running below budget. Fixed asset and capital expenditures had been held back awaiting the tax revenue draw but will begin to be expended for the fiscal year. Director Gibson made a motion to approve the Fiscal Year 2023/24 Third quarter budget report. Director Ryland made a second to the motion.

Ayes: Grenfell, Gibson, Randall, Ryland, Musso Noes: None Abstain: None Absent: Bajtos, Johnson
Carried

Election Services Request: Staff recommends approval of Resolution requesting election services from Placer County for the November 2, 2024, election, for four expiring Board of Director positions. Chief Duerr explained that this is standard procedure as the District must request election services before each election. Board members Mike Johnson, Ken Musso, Gregory Grenfell, and Dan Bajtos have expiring terms. Election costs are estimated at \$35-40,000. Director Gibson made a motion to approve Resolution 9-2023/24 requesting election services from Placer County Elections. Director Ryland made a second to the motion.

Roll Call:

Ayes: Grenfell, Gibson, Randall, Ryland, Musso Noes: None Abstain: None Absent: Bajtos, Johnson
Carried

Fire Risk Management Services (FRMS) Election: Staff recommends that the Board consider nomination of SPFD board or personnel for a position on the FRMS board. FRMS is the District's JPA for worker's compensation and other benefits. FRMS is currently accepting nominations on their Board for four expiring positions each with three-year terms. Chief Duerr noted that the District was last represented by Director Grenfell two years ago on the FRMS board. President Randall noted that there was no interest from staff or the board therefore there was no nomination at this time.

INFORMATION AND DISCUSSION

Community Facilities District (CFD) Update: Staff will provide an update on the CFD process. Chief Duerr reported that meetings have occurred to discuss the process with the land use authorities, the Town of Loomis and Placer County Board of Supervisors. The next step is waiting for both agencies to formally approve the CFD enabling the formation of the district. Once approved, the Board will need to approve the Resolution of Intention for the first property to form the CFD.

Correspondence: One PARS financial statement for the month of March.

Chief's Report:

- District Update: 323 calls in April, M17 & E17 busy, Stations 18 & 17 busiest, Turn out times down to 1.59, call responses going down and travel time down
- 6 fires in district in April
- Prevention: inspections completed up, plans received down during lag for review time
- Hiring: 5 in backgrounds and physicals – 6/10 start date
- MSR draft in June/July

- Strategic Plan June 17-19
- AFG Grant and SAFER Grant both submitted
- Tablet Command in process- training in May
- Annual Report at the next board meeting
- Public Survey out with FM3 presenting at 6/12 meeting
- Multi Company Night Drills Station 19
- Annual RT 130 Wildland Refresher
- Overtime: 58% due to open positions, sick leave 18%, Vacation 13%, Misc. 11%
- Volunteer vs. mandatory overtime hours: 25% mandatory, 75% volunteer.
- Overtime hours over 2000, overtime dollars ranging \$55k per pay period.
- Leave usage year over year: overtime same as last year, sick leave down, vacation down

Labor Report: No Report

Functions: Station and Uniform Inspections, Loomis State of the Town in July (TBD), Loomis Public Safety Celebration 9/14 tentative, Costco opening 5/23, Open House Station 20 on June 8

Board/Staff Comments: Director Ryland noted that the Finance Committee met and recognized a 4.5% increase in revenue with an 8% increase in salaries and wages. The new budget coming to the June meeting for approval. She continued that she participated with staff on an interview panel for legal counsel RFP with three firms to bring back to the board to decide from. Director Ryland also suggested that all standing committee's post a public agenda for upcoming meetings moving forward. Director Musso noted that the FAIRA board would meet soon around Memorial Day to discuss the cost of insurance for the next year.

Future Agenda Items: Master Plan Report, CFD Approval of Resolution of Intention, Fiscal Year 2024/25 Budget

There being no further business to come before the Board, the meeting adjourned at 6:35 p.m. The next regular meeting will be held on Wednesday, June 12, 2024.

Respectfully submitted,



Recording Secretary, Kathy Medeiros

Ranges: From: To: From: To:
 Checkbook ID First Last Number First Last
 Description First Last Date 5/2/2024 6/4/2024
 User-Defined 1 First Last Type Check Check

Sorted By: Date
 Include Trx: Reconciled, Unreconciled

* Voided transaction ^ Cleared amount is different than posted amount

Checkbook ID	Description	User-Defined 1	Current Balance
Number	Date	Type	Paid To/Rcvd From
PLACER COUNTY	County Of Placer		\$4,207,511.21
24621	6/4/2024	CHK	AFLAC No
24622	6/4/2024	CHK	California Assn of Prefsessio No
24623	6/4/2024	CHK	NGLIC C/O Superior Vision Se No
24624	6/4/2024	CHK	P.E.R.S No
24625	6/4/2024	CHK	PRINCIPAL MUTUAL No
24626	6/4/2024	CHK	Sacramento Area Fire Fighter No
24627	6/4/2024	CHK	TASC/ Total Admin Service No
24628	6/4/2024	CHK	Voya Financial Trust Co. No
8 Transaction(s)			\$175,425.87

WELLS FARGO OP	Wells Fargo Operating Account	Current Balance	
		\$60,529.09	
28673	5/16/2024	CHK	ADVANTAGE GEAR No
28674	5/16/2024	CHK	Apple Inc No
28675	5/16/2024	CHK	BURTONS FIRE APPARATUS No
28676	5/16/2024	CHK	BART INDUSTRIES No
28677	5/16/2024	CHK	Brookcrest By Culligan Water No
28678	5/16/2024	CHK	Bernel, Inc. No
28679	5/16/2024	CHK	C&C Mobile Repair No
28680	5/16/2024	CHK	DAWSON OIL No
28681	5/16/2024	CHK	Duncan, Tyler No
28682	5/16/2024	CHK	Elavon, Inc. No
28683	5/16/2024	CHK	FCM Capital Partners No
28684	5/16/2024	CHK	Fire Plan Review, Inc. No
28685	5/16/2024	CHK	FM3 Research No
28686	5/16/2024	CHK	HARRIS INDUSTRIAL GASES No
28687	5/16/2024	CHK	Interwest Consulting Group I No
28688	5/16/2024	CHK	JRB Pest and Sanitation No
28689	5/16/2024	CHK	Jorgensen Company No
28690	5/16/2024	CHK	Kingsley Bogard, LLP No
28691	5/16/2024	CHK	LIFE ASSIST No
28692	5/16/2024	CHK	Lakeside Mechanical LLC No
28693	5/16/2024	CHK	Mission Uniform Services No
28694	5/16/2024	CHK	MAYO, DARRIN No
28695	5/16/2024	CHK	ModivCare Solutions LLC No
28696	5/16/2024	CHK	NETWORK DESIGN ASSOC No
28697	5/16/2024	CHK	O'Leary John No
28698	5/16/2024	CHK	Placer County Water Agency No
28699	5/16/2024	CHK	Pitney Bowes Global Financia No
28700	5/16/2024	CHK	Recology Auburn Placer No
28701	5/16/2024	CHK	SAN JUAN WATER No
28702	5/16/2024	CHK	Sierra-Sacramento Valley EMS No
28703	5/16/2024	CHK	STERICYCLE INC No
28704	5/16/2024	CHK	Consolidated Communications No
28705	5/16/2024	CHK	SAMBA Holdings Inc No
28706	5/16/2024	CHK	TIFCO INDUSTRIES No
28707	5/16/2024	CHK	US Bank Corporate Payment Sy No
28708	5/16/2024	CHK	UE Medical Devices Inc No
28709	5/29/2024	CHK	Interstate All Battery Cente No
28710	6/4/2024	CHK	ADVANTAGE GEAR No

Checkbook ID	Description	User-Defined 1	Current Balance				
Number	Date	Type	Paid To/Rcvd From	Reconciled Origin	Payment	Deposit	
28711	6/4/2024	CHK	BURTONS FIRE APPARATUS	No	PMCHK00001068	\$1,529.71	
28712	6/4/2024	CHK	BART INDUSTRIES	No	PMCHK00001068	\$629.77	
28713	6/4/2024	CHK	CURTIS L.N. & SONS	No	PMCHK00001068	\$1,363.53	
28714	6/4/2024	CHK	CivicPlus LLC	No	PMCHK00001068	\$4,188.00	
28715	6/4/2024	CHK	DAWSON OIL	No	PMCHK00001068	\$2,790.87	
28716	6/4/2024	CHK	Elavon, Inc.	No	PMCHK00001068	\$297.68	
28717	6/4/2024	CHK	FOLSOM LAKE FORD	No	PMCHK00001068	\$1,525.70	
28718	6/4/2024	CHK	Fuller, Sean	No	PMCHK00001068	\$150.00	
28719	6/4/2024	CHK	Fire Plan Review, Inc.	No	PMCHK00001068	\$1,162.50	
28720	6/4/2024	CHK	GRAINGER, W.W.	No	PMCHK00001068	\$166.10	
28721	6/4/2024	CHK	JRB Pest and Sanitation	No	PMCHK00001068	\$130.00	
28722	6/4/2024	CHK	LIFE ASSIST	No	PMCHK00001068	\$1,544.27	
28723	6/4/2024	CHK	Mission Uniform Services	No	PMCHK00001068	\$154.10	
28724	6/4/2024	CHK	Municipal Emergency Services	No	PMCHK00001068	\$830.18	
28725	6/4/2024	CHK	Magnuson, James	No	PMCHK00001068	\$1,803.65	
28726	6/4/2024	CHK	McKinley, Lance	No	PMCHK00001068	\$396.00	
28727	6/4/2024	CHK	NETWORK DESIGN ASSOC	No	PMCHK00001068	\$7,150.58	
28728	6/4/2024	CHK	PG & E	No	PMCHK00001068	\$2,156.98	
28729	6/4/2024	CHK	Placer County Environmental	No	PMCHK00001068	\$2,396.00	
28730	6/4/2024	CHK	Purchase Power	No	PMCHK00001068	\$208.99	
28731	6/4/2024	CHK	Perrine, Hannah	No	PMCHK00001068	\$476.11	
28732	6/4/2024	CHK	Robertson, Mark	No	PMCHK00001068	\$483.00	
28733	6/4/2024	CHK	Scott Paris Enterprises Inc.	No	PMCHK00001068	\$8,950.00	
28734	6/4/2024	CHK	STERICYCLE INC	No	PMCHK00001068	\$319.07	
28735	6/4/2024	CHK	STRYKER-Sales Corp	No	PMCHK00001068	\$33,830.49	
28736	6/4/2024	CHK	The Permanente Medical Group	No	PMCHK00001068	\$864.00	
28737	6/4/2024	CHK	T-Mobile	No	PMCHK00001068	\$1,008.23	
28738	6/4/2024	CHK	US Bank Corporate Payment Sy	No	PMCHK00001068	\$18,648.98	
28739	6/4/2024	CHK	UE Medical Devices Inc	No	PMCHK00001068	\$829.38	
28740	6/4/2024	CHK	WITTMAN ENTERPRISES, LLC	No	PMCHK00001068	\$8,351.27	
68	Transaction(s)					\$257,246.85	\$0.00
76	Total Transaction(s)						

Ranges: From: To: From: To:
 Vendor ID First Last Checkbook ID PLACER COUNTY WELLS FARGO OP
 Vendor Name First Last Check Number First Last
 Check Date 5/2/2024 6/4/2024

Sorted By: Checkbook ID

Distribution Types Included: PURCH

Vendor ID	Vendor Name	Checkbook ID	Check Number	Check Date	Check Amount
A212	AFLAC	PLACER COUNTY	24621	6/4/2024	\$1,554.24
37596	104478	May premium	\$1,554.24		
	Type Account	Description		Debit	Credit
	PURCH 0-000-1550-000	Agency Share Insurance		\$1,554.24	\$0.00
C273	California Assn of Professiona	PLACER COUNTY	24622	6/4/2024	\$1,239.00
37597	6/2024 LTD	6/2024 Safety LTD	\$1,180.00		
	Type Account	Description		Debit	Credit
	PURCH 0-000-0215-000	Group Insurance Payable		\$1,180.00	\$0.00
37598	6/2024 NS LTD	6/2024 NSafety LTD	\$59.00		
	Type Account	Description		Debit	Credit
	PURCH 0-000-0215-000	Group Insurance Payable		\$59.00	\$0.00
N115	NGLIC C/O Superior Vision Serv	PLACER COUNTY	24623	6/4/2024	\$831.35
37599	822129	June 2024 vision premium	\$831.35		
	Type Account	Description		Debit	Credit
	PURCH 0-000-1550-000	Agency Share Insurance		\$831.35	\$0.00
P101	P.E.R.S	PLACER COUNTY	24624	6/4/2024	\$103,838.67
37600	17547308	June 2024 premium	\$103,838.67		
	Type Account	Description		Debit	Credit
	PURCH 0-000-0215-000	Group Insurance Payable		\$22,209.74	\$0.00
	PURCH 0-000-0221-000	OPEB Obligation Payable		\$15,887.25	\$0.00
	PURCH 0-000-1550-000	Agency Share Insurance		\$56,899.64	\$0.00
	PURCH 0-000-1550-000	Agency Share Insurance		\$8,842.04	\$0.00
P159	PRINCIPAL MUTUAL	PLACER COUNTY	24625	6/4/2024	\$6,748.55
37601	6/2024 DENTAL	June 2024 dental premium	\$6,748.55		
	Type Account	Description		Debit	Credit
	PURCH 0-000-1550-000	Agency Share Insurance		\$6,748.55	\$0.00
S043	Sacramento Area Fire Fighters	PLACER COUNTY	24626	6/4/2024	\$7,689.60
37602	PP22 UNION 2024	EE Union dues PP 22	\$2,563.20		
	Type Account	Description		Debit	Credit
	PURCH 0-000-0218-000	Union Dues Payable		\$2,563.20	\$0.00
37603	PP23 UNION 2024	EE Union dues PP 23	\$2,563.20		
	Type Account	Description		Debit	Credit
	PURCH 0-000-0218-000	Union Dues Payable		\$2,563.20	\$0.00
37604	PP24 UNION 2024	EE Union dues PP 24	\$2,563.20		
	Type Account	Description		Debit	Credit
	PURCH 0-000-0218-000	Union Dues Payable		\$2,563.20	\$0.00

Vendor ID	Vendor Name	Checkbook ID	Check Number	Check Date	Check Amount
Voucher Number	Invoice Number	Original Voucher Amount			
T160 37605	TASC/ Total Admin Service IN3111529	PLACER COUNTY 7-2024 admin fees	24627	6/4/2024	\$234.78
	Type Account	Description		Debit	Credit
	PURCH 0-000-0215-000	Group Insurance Payable		\$234.78	\$0.00
V125 37606	Voya Financial Trust Co. PP22 DEF COMP 2024	PLACER COUNTY EE/ER Def Comp PP 22	24628	6/4/2024	\$53,289.68
	Type Account	Description		Debit	Credit
	PURCH 0-000-0214-000	457 Deferred Comp. Payable		\$17,303.53	\$0.00
	PURCH 0-000-0214-000	457 Deferred Comp. Payable		\$16,380.33	\$0.00
	PURCH 0-000-0214-000	457 Deferred Comp. Payable		\$923.20	\$0.00
37607	PP23 DEF COMP 2024	EE/ER Def Comp PP 23			\$18,582.86
	Type Account	Description		Debit	Credit
	PURCH 0-000-0214-000	457 Deferred Comp. Payable		\$17,659.66	\$0.00
	PURCH 0-000-0214-000	457 Deferred Comp. Payable		\$923.20	\$0.00
37608	PP24 DEF COMP 2024	EE/ER Def Comp PP 24			\$17,403.29
	Type Account	Description		Debit	Credit
	PURCH 0-000-0214-000	457 Deferred Comp. Payable		\$16,480.09	\$0.00
	PURCH 0-000-0214-000	457 Deferred Comp. Payable		\$923.20	\$0.00
A172 37473	ADVANTAGE GEAR 71534-1	WELLS FARGO OP Structure boots	28673	5/16/2024	\$541.56
	Type Account	Description		Debit	Credit
	PURCH 0-000-2135-000	Misc. Firefighting Equip/Supplies		\$541.56	\$0.00
A209 37474	Apple Inc MA76997564	WELLS FARGO OP iPads for incident command	28674	5/16/2024	\$15,073.55
	Type Account	Description		Debit	Credit
	PURCH 0-000-4523-054	Tablet Command		\$15,073.55	\$0.00
B138 37477	BURTONS FIRE APPARATUS S64285	WELLS FARGO OP Ball valves	28675	5/16/2024	\$3,009.57
	Type Account	Description		Debit	Credit
	PURCH 0-000-2222-000	Automotive Repairs/Supplies		\$3,009.57	\$0.00
B147 37475	BART INDUSTRIES 6091-584420	WELLS FARGO OP Air filters, stabilizer	28676	5/16/2024	\$418.48
	Type Account	Description		Debit	Credit
	PURCH 0-000-2222-507	2017 Ford E450 Medix Type III M20		\$418.48	\$0.00
B194 37476	Brookcrest By Culligan Water 37476	WELLS FARGO OP Monthly billing	28677	5/16/2024	\$171.25
	Type Account	Description		Debit	Credit
	PURCH 0-000-2053-000	Food/Drink-Incident Supplies		\$171.25	\$0.00
B211 37528	Bernel, Inc. BLD20-0537	WELLS FARGO OP Plan check fee refund	28678	5/16/2024	\$175.00
	Type Account	Description		Debit	Credit
	PURCH 0-000-8193-011	Fees For Service & Cost Recovery Ch		\$175.00	\$0.00

Vendor ID	Vendor Name	Checkbook ID	Check Number	Check Date	Check Amount
Voucher Number	Invoice Number	Original Voucher Amount			
C289 37478	C&C Mobile Repair 37478	WELLS FARGO OP	28679	5/16/2024	\$207.77
	Type Account	Description		Debit	Credit
	PURCH 0-000-2225-005	Mower repair 3505 Auburn Folsom Road		\$207.77	\$0.00
D101 37480	DAWSON OIL 721169	WELLS FARGO OP	28680	5/16/2024	\$3,333.01
	Type Account	Description		Debit	Credit
	PURCH 0-000-2124-001	Fuel, Sta 17 Station 17 Fuel		\$2,002.48	\$0.00
37481	721188	Fuel, Sta 19		\$1,330.53	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2124-003	Station 19 Fuel		\$1,330.53	\$0.00
D159 37482	Duncan, Tyler 37482	WELLS FARGO OP	28681	5/16/2024	\$460.00
	Type Account	Description		Debit	Credit
	PURCH 0-000-2040-000	Instructor 1 class fee Education/Training		\$460.00	\$0.00
E176 37531	Elavon, Inc. CA4091100520	WELLS FARGO OP	28682	5/16/2024	\$808.96
	Type Account	Description		Debit	Credit
	PURCH 0-000-2043-001	Merchant fees & equipment Prevention Consulting Fees		\$529.47	\$0.00
	PURCH 0-000-2129-000	Office Supplies/Computer		\$435.92	\$0.00
37532	CA4121100641	Merchant fees		\$279.49	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2043-001	Prevention Consulting Fees		\$279.49	\$0.00
F166 37529	FCM Capital Partners BLD16-00313 (2)	WELLS FARGO OP	28683	5/16/2024	\$28,811.97
	Type Account	Description		Debit	Credit
	PURCH 0-000-8267-000	Mitigation fee refund Consolidated Mitigation Revenue		\$28,811.97	\$0.00
F173 37483	Fire Plan Review, Inc. 1172	WELLS FARGO OP	28684	5/16/2024	\$1,278.75
	Type Account	Description		Debit	Credit
	PURCH 0-000-2043-001	April services Prevention Consulting Fees		\$1,278.75	\$0.00
F177 37484	FM3 Research 241728	WELLS FARGO OP	28685	5/16/2024	\$28,750.00
	Type Account	Description		Debit	Credit
	PURCH 0-000-2043-000	Community survey Legal/Consulting Fees		\$28,750.00	\$0.00
H141 37485	HARRIS INDUSTRIAL GASES 0001944574	WELLS FARGO OP	28686	5/16/2024	\$492.75
	Type Account	Description		Debit	Credit
	PURCH 0-000-2130-000	Cylinder rental Oxygen		\$268.25	\$0.00

Vendor ID	Vendor Name	Checkbook ID	Check Number	Check Date	Check Amount
Voucher Number	Invoice Number	Original Voucher Amount			
37486	0001944604	Cylinder rental		\$172.25	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2130-000	Oxygen		\$172.25	\$0.00
37487	0001944713	Cylinder rental		\$52.25	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2130-000	Oxygen		\$52.25	\$0.00
I134	Interwest Consulting Group Inc	WELLS FARGO OP	28687	5/16/2024	\$14,957.51
37490	361860	April services		\$14,957.51	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2043-001	Prevention Consulting Fees		\$14,957.51	\$0.00
J128	JRB Pest and Sanitation	WELLS FARGO OP	28688	5/16/2024	\$450.00
37493	82098	Monthly billing		\$90.00	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2225-005	3505 Auburn Folsom Road		\$90.00	\$0.00
37494	82099	Monthly billing		\$90.00	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2225-003	7070 Auburn Folsom Road		\$90.00	\$0.00
37495	82100	Monthly billing		\$90.00	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2225-016	5300 Olive Ranch Road		\$90.00	\$0.00
37496	82101	Monthly billing		\$90.00	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2225-001	6900 Eureka Road		\$90.00	\$0.00
37497	82027	Monthly billing		\$90.00	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2225-006	4650 East Roseville Parkway		\$90.00	\$0.00
J133	Jorgensen Company	WELLS FARGO OP	28689	5/16/2024	\$509.36
37491	6130337	Semi-annual Ansul service		\$241.81	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2225-003	7070 Auburn Folsom Road		\$241.81	\$0.00
37492	6130339	Semi-annual Ansul service		\$267.55	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2225-016	5300 Olive Ranch Road		\$267.55	\$0.00
K127	Kingsley Bogard, LLP	WELLS FARGO OP	28690	5/16/2024	\$1,365.00
37498	31937	March services		\$1,365.00	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2010-000	Labor Legal Fees		\$357.50	\$0.00
	PURCH 0-000-2043-000	Legal/Consulting Fees		\$1,007.50	\$0.00
L107	LIFE ASSIST	WELLS FARGO OP	28691	5/16/2024	\$4,923.67

Vendor ID	Vendor Name	Checkbook ID	Check Number	Check Date	Check Amount
Voucher Number	Invoice Number	Original Voucher Amount			
37500	1431860	Various supplies			\$2,242.55
	Type Account	Description		Debit	Credit
	PURCH 0-000-2127-000	Medical Supplies		\$2,242.55	\$0.00
37501	1434094	Various supplies			\$2,521.32
	Type Account	Description		Debit	Credit
	PURCH 0-000-2127-000	Medical Supplies		\$2,521.32	\$0.00
37502	1434176	Medication			\$159.80
	Type Account	Description		Debit	Credit
	PURCH 0-000-2127-000	Medical Supplies		\$159.80	\$0.00
L174 37499	Lakeside Mechanical LLC 5482817	WELLS FARGO OP	28692	5/16/2024	\$9,704.01
	Type Account	Description		Debit	Credit
	PURCH 0-000-4456-000	Kitchen hood & exhaust fan Facilities		\$9,704.01	\$0.00
M101 37504	Mission Uniform Services 521394190	WELLS FARGO OP	28693	5/16/2024	\$92.46
	Type Account	Description		Debit	Credit
	PURCH 0-000-2042-000	Weekly billing Laundry Service/Shop Coveralls		\$30.82	\$0.00
37505	521437541	Weekly billing			\$30.82
	Type Account	Description		Debit	Credit
	PURCH 0-000-2042-000	Laundry Service/Shop Coveralls		\$30.82	\$0.00
37506	521480551	Weekly billing			\$30.82
	Type Account	Description		Debit	Credit
	PURCH 0-000-2042-000	Laundry Service/Shop Coveralls		\$30.82	\$0.00
M132 37503	MAYO, DARRIN 37503	WELLS FARGO OP	28694	5/16/2024	\$250.00
	Type Account	Description		Debit	Credit
	PURCH 0-000-2024-000	Paramedic recertification ParamedicCert.EMT/CPR Cert Classes		\$250.00	\$0.00
M296 37530	ModivCare Solutions LLC 769182	WELLS FARGO OP	28695	5/16/2024	\$1,086.75
	Type Account	Description		Debit	Credit
	PURCH 0-000-2025-000	Ambulance refund Ambulance Billing Services		\$1,086.75	\$0.00
N226 37507	NETWORK DESIGN ASSOC 91461	WELLS FARGO OP	28696	5/16/2024	\$65.00
	Type Account	Description		Debit	Credit
	PURCH 0-000-2122-001	IT services Software Support		\$65.00	\$0.00
O123 37508	O'Leary John 37508	WELLS FARGO OP	28697	5/16/2024	\$28.27
	Type Account	Description		Debit	Credit
	PURCH 0-000-2040-000	Haz Mat IC class Education/Training		\$28.27	\$0.00

Vendor ID	Vendor Name	Checkbook ID	Check Number	Check Date	Check Amount
Voucher Number	Invoice Number	Original Voucher Amount			
P125	Placer County Water Agency	WELLS FARGO OP	28698	5/16/2024	\$468.73
37510	37510	Monthly billing		\$49.87	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2041-028	Water - Station #28		\$49.87	\$0.00
37511	37511	Monthly billing		\$88.22	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2041-028	Water - Station #28		\$88.22	\$0.00
37512	37512	Monthly billing		\$49.87	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2041-028	Water - Station #28		\$49.87	\$0.00
37513	37513	Monthly billing		\$72.47	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2041-005	Water - Station #20		\$72.47	\$0.00
37514	37514	Monthly billing		\$208.30	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2041-003	Water - Station #19		\$208.30	\$0.00
P178	Pitney Bowes Global Financial	WELLS FARGO OP	28699	5/16/2024	\$168.66
37509	3106653457	Qtrly billing, meter lease		\$168.66	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2131-000	Postage/Shipping		\$168.66	\$0.00
R129	Recology Auburn Placer	WELLS FARGO OP	28700	5/16/2024	\$729.63
37515	73876450	Monthly billing		\$616.38	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2026-000	Garbage		\$616.38	\$0.00
37516	73877797	Monthly billing		\$37.75	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2026-000	Garbage		\$37.75	\$0.00
37517	73881237	Monthly billing		\$37.75	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2026-000	Garbage		\$37.75	\$0.00
37518	73891160	Monthly billing		\$37.75	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2026-000	Garbage		\$37.75	\$0.00
S107	SAN JUAN WATER	WELLS FARGO OP	28701	5/16/2024	\$1,566.21
37520	37520	Bi-monthly billing		\$800.18	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2041-006	Water - Station #15		\$800.18	\$0.00
37521	37521	Bi-monthly billing		\$529.06	
	Type Account	Description		Debit	Credit

Vendor ID	Vendor Name	Checkbook ID	Check Number	Check Date	Check Amount
Voucher Number	Invoice Number	Original Voucher Amount			
	PURCH 0-000-2041-016	Water-Station 16 Olive Ranch		5/16/2024	\$529.06
37522	37522	Bi-monthly billing	\$236.97		
	Type Account	Description		Debit	Credit
	PURCH 0-000-2041-001	Water - Station #17		\$236.97	\$0.00
S131	Sierra-Sacramento Valley EMS	WELLS FARGO OP 28702		5/16/2024	\$2,062.00
37523	2024-037	EOA Fees	\$2,062.00		
	Type Account	Description		Debit	Credit
	PURCH 0-000-2127-000	Medical Supplies		\$2,062.00	\$0.00
S145	STERICYCLE INC	WELLS FARGO OP 28703		5/16/2024	\$319.07
37524	8006831061	Monthly billing	\$319.07		
	Type Account	Description		Debit	Credit
	PURCH 0-000-2046-000	Medical Waste Disposal		\$319.07	\$0.00
S282	Consolidated Communications In	WELLS FARGO OP 28704		5/16/2024	\$738.61
37479	37479	Monthly billing, Internet	\$738.61		
	Type Account	Description		Debit	Credit
	PURCH 0-000-2037-001	6900 Eureka Road		\$738.61	\$0.00
S286	SAMBA Holdings Inc	WELLS FARGO OP 28705		5/16/2024	\$105.23
37519	INV01480936	Driver monitoring	\$105.23		
	Type Account	Description		Debit	Credit
	PURCH 0-000-2056-000	Software Subscriptions		\$105.23	\$0.00
T117	TIFCO INDUSTRIES	WELLS FARGO OP 28706		5/16/2024	\$297.63
37525	71973960	Various hardware	\$297.63		
	Type Account	Description		Debit	Credit
	PURCH 0-000-2222-000	Automotive Repairs/Supplies		\$297.63	\$0.00
U109	US Bank Corporate Payment Syst	WELLS FARGO OP 28707		5/16/2024	\$10,209.61
37527	37527	Monthly billing	\$10,209.61		
	Type Account	Description		Debit	Credit
	PURCH 0-000-2030-000	Memberships/Subscriptions		\$8.99	\$0.00
	PURCH 0-000-2037-001	6900 Eureka Road		\$130.16	\$0.00
	PURCH 0-000-2037-003	7070 Auburn Folsom Road		\$155.92	\$0.00
	PURCH 0-000-2037-005	3505 Auburn Folsom Road		\$136.94	\$0.00
	PURCH 0-000-2037-006	4650 East Rsvl. Parkway		\$108.81	\$0.00
	PURCH 0-000-2037-016	Station 16 Olive Ranch		\$164.53	\$0.00
	PURCH 0-000-2037-028	Station 28		\$137.90	\$0.00
	PURCH 0-000-2053-000	Food/Drink-Incident Supplies		\$96.00	\$0.00
	PURCH 0-000-2056-000	Software Subscriptions		\$799.05	\$0.00
	PURCH 0-000-2120-000	Cleaning/Maintenance Supplies		\$1,123.23	\$0.00
	PURCH 0-000-2122-001	Software Support		\$208.99	\$0.00
	PURCH 0-000-2123-001	Prevention Misc. Supplies		\$525.47	\$0.00
	PURCH 0-000-2124-000	Fuel & Oil		\$58.18	\$0.00
	PURCH 0-000-2129-000	Office Supplies/Computer		\$2,702.39	\$0.00
	PURCH 0-000-2222-000	Automotive Repairs/Supplies		\$247.34	\$0.00
	PURCH 0-000-2222-000	Automotive Repairs/Supplies		\$90.70	\$0.00
	PURCH 0-000-2222-011	2003 Crown Victoria		\$41.30	\$0.00
	PURCH 0-000-2222-015	2009 Ford BC Vehicle		\$41.30	\$0.00
	PURCH 0-000-2222-024	2020 Ford Transit Van		\$551.88	\$0.00
	PURCH 0-000-2222-102	1945 Ford Parade Truck (LFPD)		\$22.05	\$0.00

Vendor ID	Vendor Name	Checkbook ID	Check Number	Check Date	Check Amount
Voucher Number	Invoice Number	Original Voucher Amount			
37540	6091-584735	Mower fuel		\$378.18	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2124-001	Station 17 Fuel		\$378.18	\$0.00
37541	6091-585945	Transmission line disconnect		\$9.43	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2222-000	Automotive Repairs/Supplies		\$9.43	\$0.00
37542	6091-586326	Engine stand		\$183.39	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2222-507	2017 Ford E450 Medix Type III M20		\$183.39	\$0.00
37543	6091-587822	Lug nuts		\$58.77	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2222-507	2017 Ford E450 Medix Type III M20		\$58.77	\$0.00
C146	CURTIS L.N. & SONS	WELLS FARGO OP	28713	6/4/2024	\$1,363.53
37546	INV827372	Hard suction for grass & bru		\$1,363.53	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2135-000	Misc. Firefighting Equip/Supplies		\$1,363.53	\$0.00
C341	CivicPlus LLC	WELLS FARGO OP	28714	6/4/2024	\$4,188.00
37545	304382	Social media archive		\$4,188.00	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2056-000	Software Subscriptions		\$4,188.00	\$0.00
D101	DAWSON OIL	WELLS FARGO OP	28715	6/4/2024	\$2,790.87
37547	721764	Sta 17 fuel		\$1,774.69	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2124-001	Station 17 Fuel		\$1,774.69	\$0.00
37548	721765	Sta 19 fuel		\$1,016.18	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2124-003	Station 19 Fuel		\$1,016.18	\$0.00
E176	Elavon, Inc.	WELLS FARGO OP	28716	6/4/2024	\$297.68
37549	CA4152100672	Merchant fees		\$297.68	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2043-001	Prevention Consulting Fees		\$297.68	\$0.00
F109	FOLSOM LAKE FORD	WELLS FARGO OP	28717	6/4/2024	\$1,525.70
37551	776429	Front brakes		\$697.83	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2222-507	2017 Ford E450 Medix Type III M20		\$697.83	\$0.00
37552	776925	Exhaust studs & oil cooler		\$117.27	
	Type Account	Description		Debit	Credit
	PURCH 0-000-2222-507	2017 Ford E450 Medix Type III M20		\$117.27	\$0.00

Vendor ID	Vendor Name	Checkbook ID	Check Number	Check Date	Check Amount
Voucher Number	Invoice Number	Original Voucher Amount			
37553	776627	Exhaust manifold	\$655.23		
	Type Account	Description		Debit	Credit
	PURCH 0-000-2222-507	2017 Ford E450 Medix Type III M20		\$655.23	\$0.00
37554	777382	Oil dipstick tube	\$33.55		
	Type Account	Description		Debit	Credit
	PURCH 0-000-2222-507	2017 Ford E450 Medix Type III M20		\$33.55	\$0.00
37555	777383	Transmission dipstick	\$21.82		
	Type Account	Description		Debit	Credit
	PURCH 0-000-2222-507	2017 Ford E450 Medix Type III M20		\$21.82	\$0.00
F163	Fuller, Sean	WELLS FARGO OP	28718	6/4/2024	\$150.00
37556	37556	DMV physical	\$150.00		
	Type Account	Description		Debit	Credit
	PURCH 0-000-2024-000	ParamedicCert.EMT/CPR Cert Classes		\$150.00	\$0.00
F173	Fire Plan Review, Inc.	WELLS FARGO OP	28719	6/4/2024	\$1,162.50
37550	1179	May services	\$1,162.50		
	Type Account	Description		Debit	Credit
	PURCH 0-000-2043-001	Prevention Consulting Fees		\$1,162.50	\$0.00
G110	GRAINGER, W.W.	WELLS FARGO OP	28720	6/4/2024	\$166.10
37557	9109695529	Compressor shutoff switch	\$114.28		
	Type Account	Description		Debit	Credit
	PURCH 0-000-2222-000	Automotive Repairs/Supplies		\$114.28	\$0.00
37558	9109727009	Air compressor blow off valv	\$15.55		
	Type Account	Description		Debit	Credit
	PURCH 0-000-2222-000	Automotive Repairs/Supplies		\$15.55	\$0.00
37559	9109990888	Stainless lock nuts	\$16.64		
	Type Account	Description		Debit	Credit
	PURCH 0-000-2222-901	2024 Freightliner Water Tanker		\$16.64	\$0.00
37560	9115168040	Drill press belts	\$19.63		
	Type Account	Description		Debit	Credit
	PURCH 0-000-2222-000	Automotive Repairs/Supplies		\$19.63	\$0.00
J128	JRB Pest and Sanitation	WELLS FARGO OP	28721	6/4/2024	\$130.00
37561	83151	Monthly billing	\$130.00		
	Type Account	Description		Debit	Credit
	PURCH 0-000-2225-028	5840 Horseshoe Bar Rd		\$130.00	\$0.00
L107	LIFE ASSIST	WELLS FARGO OP	28722	6/4/2024	\$1,544.27
37567	1436958	Medication	\$191.10		
	Type Account	Description		Debit	Credit
	PURCH 0-000-2127-000	Medical Supplies		\$109.91	\$0.00

Vendor ID	Vendor Name	Checkbook ID	Check Number	Check Date	Check Amount
Voucher Number	Invoice Number	Original Voucher Amount			
37568	1437826	Various supplies			\$1,434.36
	Type Account	Description		Debit	Credit
	PURCH 0-000-2127-000	Medical Supplies		\$1,434.36	\$0.00
M101	Mission Uniform Services	WELLS FARGO OP	28723	6/4/2024	\$154.10
37571	521532218	Weekly billing			\$30.82
	Type Account	Description		Debit	Credit
	PURCH 0-000-2042-000	Laundry Service/Shop Coveralls		\$30.82	\$0.00
37572	521568383	Weekly billing			\$30.82
	Type Account	Description		Debit	Credit
	PURCH 0-000-2042-000	Laundry Service/Shop Coveralls		\$30.82	\$0.00
37573	521614852	Weekly billing			\$30.82
	Type Account	Description		Debit	Credit
	PURCH 0-000-2042-000	Laundry Service/Shop Coveralls		\$30.82	\$0.00
37574	521665976	Weekly billing			\$30.82
	Type Account	Description		Debit	Credit
	PURCH 0-000-2042-000	Laundry Service/Shop Coveralls		\$30.82	\$0.00
37575	521702736	Weekly billing			\$30.82
	Type Account	Description		Debit	Credit
	PURCH 0-000-2042-000	Laundry Service/Shop Coveralls		\$30.82	\$0.00
M167	Municipal Emergency Services (WELLS FARGO OP	28724	6/4/2024	\$830.18
37576	IN2058587	SCBA masks			\$830.18
	Type Account	Description		Debit	Credit
	PURCH 0-000-2135-000	Misc. Firefighting Equip/Supplies		\$830.18	\$0.00
M178	Magnuson, James	WELLS FARGO OP	28725	6/4/2024	\$1,803.65
37569	37569	Conference lodging reimbursm			\$1,803.65
	Type Account	Description		Debit	Credit
	PURCH 0-000-2039-001	Admin. Conference & Seminars		\$1,803.65	\$0.00
M179	McKinley, Lance	WELLS FARGO OP	28726	6/4/2024	\$396.00
37570	37570	Peer Fitness Trainer certif			\$396.00
	Type Account	Description		Debit	Credit
	PURCH 0-000-2040-000	Education/Training		\$396.00	\$0.00
N226	NETWORK DESIGN ASSOC	WELLS FARGO OP	28727	6/4/2024	\$7,150.58
37577	91505	IT services			\$455.00
	Type Account	Description		Debit	Credit
	PURCH 0-000-2122-001	Software Support		\$455.00	\$0.00
37578	91556	Firewall, SSL, Server suppor			\$5,665.00
	Type Account	Description		Debit	Credit
	PURCH 0-000-2056-000	Software Subscriptions		\$5,665.00	\$0.00

Vendor ID	Vendor Name	Checkbook ID	Check Number	Check Date	Check Amount
37579	91631	Office 365, Exchange, Duo MF			\$933.08
	Type Account	Description		Debit	Credit
	PURCH 0-000-2056-000	Software Subscriptions		\$933.08	\$0.00
37580	91675	IT services			\$97.50
	Type Account	Description		Debit	Credit
	PURCH 0-000-2122-001	Software Support		\$97.50	\$0.00
P111	PG & E	WELLS FARGO OP	28728	6/4/2024	\$2,156.98
37581	37581	Monthly billing			\$2,156.98
	Type Account	Description		Debit	Credit
	PURCH 0-000-2027-001	6900 Eureka Road		\$553.79	\$0.00
	PURCH 0-000-2027-003	7070 Auburn Folsom Road		\$1,058.75	\$0.00
	PURCH 0-000-2027-005	3505 Auburn Folsom Road		\$9.53	\$0.00
	PURCH 0-000-2027-006	4650 East Rsvl. Parkway		\$69.87	\$0.00
	PURCH 0-000-2027-016	Station 16 5300 Olive Ranch Road		\$292.75	\$0.00
	PURCH 0-000-2027-028	Station 28		\$117.81	\$0.00
	PURCH 0-000-2027-029	Station 29		\$54.48	\$0.00
P199	Placer County Environmental He	WELLS FARGO OP	28729	6/4/2024	\$2,396.00
37582	IN0148945	Haz Mat permit, Sta 17			\$1,412.00
	Type Account	Description		Debit	Credit
	PURCH 0-000-2225-011	6900 Eureka Road (Shop)		\$1,412.00	\$0.00
37583	IN0150883	Haz Mat permit, Sta 19			\$984.00
	Type Account	Description		Debit	Credit
	PURCH 0-000-2225-003	7070 Auburn Folsom Road		\$984.00	\$0.00
P269	Purchase Power	WELLS FARGO OP	28730	6/4/2024	\$208.99
37584	37584	Postage			\$208.99
	Type Account	Description		Debit	Credit
	PURCH 0-000-2131-000	Postage/Shipping		\$208.99	\$0.00
P273	Perrine, Hannah	WELLS FARGO OP	28731	6/4/2024	\$476.11
37595	247128	Ambulance refund			\$476.11
	Type Account	Description		Debit	Credit
	PURCH 0-000-2025-000	Ambulance Billing Services		\$476.11	\$0.00
R174	Robertson, Mark	WELLS FARGO OP	28732	6/4/2024	\$483.00
37585	37585	Instructor II class fee			\$233.00
	Type Account	Description		Debit	Credit
	PURCH 0-000-2040-000	Education/Training		\$233.00	\$0.00
37586	37586	Paramedic renewal			\$250.00
	Type Account	Description		Debit	Credit
	PURCH 0-000-2024-000	ParamedicCert.EMT/CPR Cert Classes		\$250.00	\$0.00
S057	Scott Paris Enterprises Inc.	WELLS FARGO OP	28733	6/4/2024	\$8,950.00
37587	9936	Sta 16 landscaping			\$8,950.00
	Type Account	Description		Debit	Credit
	PURCH 0-000-4456-017	Station Maintenance & Tools		\$8,950.00	\$0.00

Vendor ID	Vendor Name	Checkbook ID	Check Number	Check Date	Check Amount
Voucher Number	Invoice Number	Original Voucher Amount			
S145 37588	STERICYCLE INC 8007140551	WELLS FARGO OP Monthly billing	28734	6/4/2024	\$319.07
	Type Account	Description		Debit	Credit
	PURCH 0-000-2046-000	Medical Waste Disposal		\$319.07	\$0.00
S155 37589	STRYKER-Sales Corp 9206290841	WELLS FARGO OP 6507 Power Pro 2, ISRM	28735	6/4/2024	\$33,830.49
	Type Account	Description		Debit	Credit
	PURCH 0-000-4523-059	2023 Ambulance		\$33,830.49	\$0.00
T147 37590	The Permanente Medical Group I 1000252365	WELLS FARGO OP Physical	28736	6/4/2024	\$864.00
	Type Account	Description		Debit	Credit
	PURCH 0-000-2045-000	Pre-Employment Physicals/Background		\$864.00	\$0.00
T150 37591	T-Mobile 37591	WELLS FARGO OP Monthly billing	28737	6/4/2024	\$1,008.23
	Type Account	Description		Debit	Credit
	PURCH 0-000-2037-000	Telephone		\$1,008.23	\$0.00
U109 37593	US Bank Corporate Payment Syst 37593	WELLS FARGO OP Monthly billing	28738	6/4/2024	\$18,648.98
	Type Account	Description		Debit	Credit
	PURCH 0-000-2023-000	Employee Physicals & Wellness		\$65.00	\$0.00
	PURCH 0-000-2032-000	News Publications & Ads		\$16.09	\$0.00
	PURCH 0-000-2037-001	6900 Eureka Road		\$130.16	\$0.00
	PURCH 0-000-2037-003	7070 Auburn Folsom Road		\$155.92	\$0.00
	PURCH 0-000-2037-005	3505 Auburn Folsom Road		\$136.94	\$0.00
	PURCH 0-000-2037-006	4650 East Rsvl. Parkway		\$108.81	\$0.00
	PURCH 0-000-2037-016	Station 16 Olive Ranch		\$164.53	\$0.00
	PURCH 0-000-2037-028	Station 28		\$137.90	\$0.00
	PURCH 0-000-2039-001	Admin. Conference & Seminars		\$35.00	\$0.00
	PURCH 0-000-2045-000	Pre-Employment Physicals/Background		\$231.80	\$0.00
	PURCH 0-000-2053-000	Food/Drink-Incident Supplies		\$1,432.95	\$0.00
	PURCH 0-000-2056-000	Software Subscriptions		\$678.19	\$0.00
	PURCH 0-000-2120-000	Cleaning/Maintenance Supplies		\$702.11	\$0.00
	PURCH 0-000-2123-000	Fire Prevention Supplies & Educatio		\$100.00	\$0.00
	PURCH 0-000-2127-000	Medical Supplies		\$3,931.48	\$0.00
	PURCH 0-000-2129-000	Office Supplies/Computer		\$147.31	\$0.00
	PURCH 0-000-2222-000	Automotive Repairs/Supplies		\$1,070.77	\$0.00
	PURCH 0-000-2222-507	2017 Ford E450 Medix Type III M20		\$23.70	\$0.00
	PURCH 0-000-2222-901	2024 Freightliner Water Tanker		\$3,319.74	\$0.00
	PURCH 0-000-2225-000	Station Maintenance		\$272.20	\$0.00
	PURCH 0-000-2225-001	6900 Eureka Road		\$161.03	\$0.00
	PURCH 0-000-2225-003	7070 Auburn Folsom Road		\$2,082.95	\$0.00
	PURCH 0-000-2225-005	3505 Auburn Folsom Road		\$236.45	\$0.00
	PURCH 0-000-2225-028	5840 Horseshoe Bar Rd		\$761.50	\$0.00
	PURCH 0-000-4523-054	Tablet Command		\$2,546.45	\$0.00
U117 37592	UE Medical Devices Inc 2912	WELLS FARGO OP Blades	28739	6/4/2024	\$829.38
	Type Account	Description		Debit	Credit
	PURCH 0-000-2127-000	Medical Supplies		\$829.38	\$0.00

Vendor ID	Vendor Name	Checkbook ID	Check Number	Check Date	Check Amount
Voucher Number	Invoice Number	Original Voucher Amount			
W121	WITTMAN ENTERPRISES, LLC	WELLS FARGO OP	28740	6/4/2024	\$8,351.27
37594	2404046	April services	\$8,351.27		
	Type Account	Description		Debit	Credit
	PURCH 0-000-2025-000	Ambulance Billing Services		\$8,351.27	\$0.00

**SOUTH PLACER FIRE DISTRICT
INTEROFFICE MEMORANDUM**

TO: BOARD OF DIRECTORS
FROM: CHIEF MARK DUERR
SUBJECT: BOARD MEETING AGENDA STAFF RECOMMENDATIONS
DATE: WEDNESDAY, JUNE 12TH, 2024
CC: BOARD SECRETARY KATHY MEDEIROS

Agenda Item: Community Survey:

Action Requested: Staff recommends a presentation and discussion about the recently conducted public opinion research to determine the feasibility of a ballot measure.

Background: In July 2022, the District conducted an unsuccessful benefit assessment for Division 2 of the South Placer Fire District. The goal of the assessment was to increase revenue to maintain three-person staffing on all fire apparatus in the District, increase employee compensation and benefits to better compete with local agencies, and rebuild the District fund balances to support the possible reopening of Station 16. Due to the failure of the assessment, the District acted to maintain fiscal stability through the closure of stations, reduction of staff, and implementation of cost controls that helped the District to achieve a strong operational position despite expenses outpacing revenues.

As noted in the January meeting, these improvements are not enough if the District is to provide meaningful emergency medical and fire response to our community. While response times have improved, they are still significantly above the national recommendations. There is no way to improve these times other than by adding more units to the district (essentially reopening closed stations). The number of firefighters available to deliver service is well below the recommendation of the National Fire Protection Association of four firefighters on an engine company and even below the regional professional standard of three personnel. This staffing level is unsafe and inefficient on the fire ground, taking a crew of two (the current staffing model at 50% of the SPFD companies) 15% longer to perform all necessary tasks to extinguish a fire than a four-person crew. Finally, the District continues to lose members to neighboring agencies due to the discrepancy in wages and benefits, costing the District thousands of dollars and countless hours of training every year, only to see the District's hard work lost. The District has applied all measurable budget controls available, yet without additional revenue resources, the District will be unable to improve staffing to the point that safely protects the community and firefighters.

In January, the Board approved staff to work with a consultant to conduct public opinion research regarding the District. This research includes the overall sentiment of the community about the District, the service provided, and the community's appetite for another tax measure to support enhanced District services.

FM3, a public opinion research firm, conducted research throughout the district and will present its findings.

Impact: To continue to provide excellent service to our community through enhanced staffing, improved response times, and better recruitment and retention.

Attachments: None

Mark Duerr
Fire Chief
South Placer Fire District

**SOUTH PLACER FIRE DISTRICT
INTEROFFICE MEMORANDUM**

TO: BOARD OF DIRECTORS
FROM: CHIEF MARK DUERR
SUBJECT: BOARD MEETING AGENDA STAFF RECOMMENDATIONS
DATE: WEDNESDAY, JUNE 05, 2024
CC: BOARD SECRETARY KATHY MEDEIROS

Agenda Item: District Master Plan

Action Requested: Staff recommends discussion and approval of the master plan.

Background: The District Master Plan, a comprehensive document that provides a roadmap for our District's future, is up for discussion and approval. Staff urges the Board to carefully review and consider its recommendations and adopt the plan as the cornerstone of the District's plans.

The Master Plan provides insight into understanding the current situation, anticipating community growth, providing resource and infrastructure planning, offering a policy-making tool, analyzing response performance, developing response time objectives, and assisting with resource deployment. This information is then utilized to provide findings and recommendations for improving the District. The Master Plan combines a community risk assessment and Standards of Cover, which identifies the District's strengths and weaknesses and offers short-, medium-, and long-term goals to address issues uncovered during the evaluation.

Impact: Organizational Change/Informational

Attachments: Master Plan

Mark Duerr
Fire Chief
South Placer Fire District

Fire District MASTER PLAN

Community Risk Assessment
Standards of Cover



South Placer FIRE DISTRICT

May 2024



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Acknowledgments

AP Triton Consulting wishes to extend its sincere appreciation to each of the individuals from South Placer Fire District and others whose contributions and assistance made this project possible.

Our sincere appreciation is extended to each of you...

Board of Directors

Tracy Randall
President

Chris Gibbon
Vice President

Ken Musso
Clerk

Dan Bajtos
Board Member

Gary Grenfell
Board Member

Mike Johnson
Board Member

Terri Ryland
Board Member

...and the firefighters, officers, and support staff
who daily serve the citizens and visitors of the
South Placer Fire District!

Introduction

The South Placer Fire Protection District has enlisted the services of AP Triton to create a Fire Department Master Plan. The purpose of this master plan is multifaceted:

- **Understanding Current Situation:** It seeks to provide a comprehensive understanding of the district's current status in relation to the risks faced by the community at present.
- **Anticipating Community Growth:** The plan aims to anticipate future community growth and, consequently, the potential increase in risks. By doing so, it prepares the fire district to address these growth-related challenges proactively.
- **Resource and Infrastructure Planning:** It recommends the necessary steps for the district to be adequately equipped with resources and infrastructure to cope with the anticipated growth in the community. This ensures that the fire district does not fall behind in providing essential services as the community expands.
- **Policymaking Tool:** The master plan serves as a crucial tool for policymaking and budgeting. It helps elected officials make informed decisions about where and how the community will develop in the future and what policies and budgetary support will be needed to address these developments effectively.
- **Response Performance Analysis:** AP Triton's team analyzed data provided by the district, as well as data from other sources, to assess the current levels of response performance. This analysis helps identify areas that need improvement and opportunities for enhancing the delivery system.
- **Setting Response Time Objectives:** The document establishes specific response time objectives, which are critical in measuring the effectiveness of the fire department's resources and deployment.
- **Resource Deployment:** It outlines how resources should be deployed strategically to maximize their effectiveness in responding to emergencies.
- **Findings and Recommendations:** The master plan concludes with findings and recommendations, which are categorized as short-term, medium-term, and long-term. This categorization allows the fire district to prioritize and plan for the implementation of improvements over time.

- Flexibility: AP Triton acknowledges that not all recommendations need to be implemented immediately and recognizes that some may need to wait for more favorable economic conditions. Nonetheless, all recommendations provided in the plan are intended to guide the fire district toward improved capabilities and service delivery.

In summary, the Fire Department Master Plan by AP Triton aims to help the South Placer Fire Protection District stay ahead of community growth and associated risks, ensuring that it continues to provide effective services to the community while also serving as a valuable resource for policymaking and budgeting decisions.

Section I:
EVALUATION OF
CURRENT CONDITIONS

Overview of the South Placer Fire District

Agency Overview

South Placer Fire District (SPFD) is an independent fire district that provides fire protection, community risk reduction, and Advanced Life Support (Paramedic) emergency medical treatment and ambulance transportation to a population of about 34,768 in 42.05 square miles. SPFD serves the communities of Granite Bay, Loomis, and the southern areas of Newcastle and Penryn. SPFD owns six fire stations, four of which are staffed full-time and two of which are totally unstaffed, with 57 full-time career personnel and one volunteer. The district also owns one former fire station currently used for storage. SPFD is dispatched by Placer County Sheriff's Office. SPFD provides ambulance transport within the boundaries of the original district, but not within the Loomis annexation area, where AMR is the transport provider.

Background

SPFD was formed in 1952. SPFD began its ambulance transport service in 1962. In 2017, South Placer Fire District and Loomis Fire District consolidated.

SPFD established a Master Plan in 2008 and a Standards of Cover in 2004. A Strategic Plan, which includes Mission, Vision, and Goals and Objectives, was completed in 2019. All of the planning documents have been adopted by the governing body.

SPFD received a Class 3/3Y ISO Rating in its most recent rating from the Insurance Services Office (ISO) in February 2018.

Figure 1: Old Rescue at SPFD



Over the last few years, most cost minimization efforts have resulted from reducing resources as a budget reduction strategy. The reductions include the following:

- Stations 15 and 19 were closed in late 2022.
- The ladder truck was taken out of service at the same time.
- A new deployment model was implemented that pairs a transport ambulance with a two-person engine (for a total of four personnel) at two stations.
- Daily minimum staffing was reduced from 18 to 15 firefighters.

Parcels within Division 1 (the former Loomis Fire District) are assessed as both a voter-approved Special Tax and a Benefit Assessment (totaling \$384 annually) for services provided by the Fire District. Both revenue sources have annual increases based on the Consumer Price Index (CPI). Parcels within original SPFD boundaries (Division 2) are assessed at \$70 per year. There is no inflator on this assessment; it has been static since its inception in 1981. Fire mitigation fees are also assessed on new construction within the Town of Loomis and in the unincorporated county areas within the district.

In 2022, the SPFD conducted a Proposition 218-compliant Benefit Assessment process in Division 2 (original SPPD boundaries) in an attempt to increase revenue to maintain operations. The Benefit Assessment did not pass.

The Fire Chief has indicated that the facilities are generally in good repair, but some deferred maintenance projects will come due soon. There are three stations that need major overhaul work due to the changing deployment model. Apparatus are considered top-notch; SPFD received a grant to replace the oldest piece of apparatus, a water tender.

According to the Fire Chief, the South Placer area is ripe with opportunity to leverage economies of scale to improve services. South Placer could consolidate services with both Penryn and Newcastle, leading to improved services for both communities, along with Loomis and Granite Bay. Another opportunity for sharing services is to leverage the use of SPFD's mechanic shop and reserve fleet. SPFD has a robust reserve fleet that could support other communities, as well as an in-house fire mechanic and apprentice that can support most fleet concerns.

The Fire Chief's top three critical issues:

- Adequate funding, as expenses are rising faster than revenue
- Communications
- Automatic/Mutual Aid

The Fire Chief's top three opportunities to increase value and/or efficiency for the public:

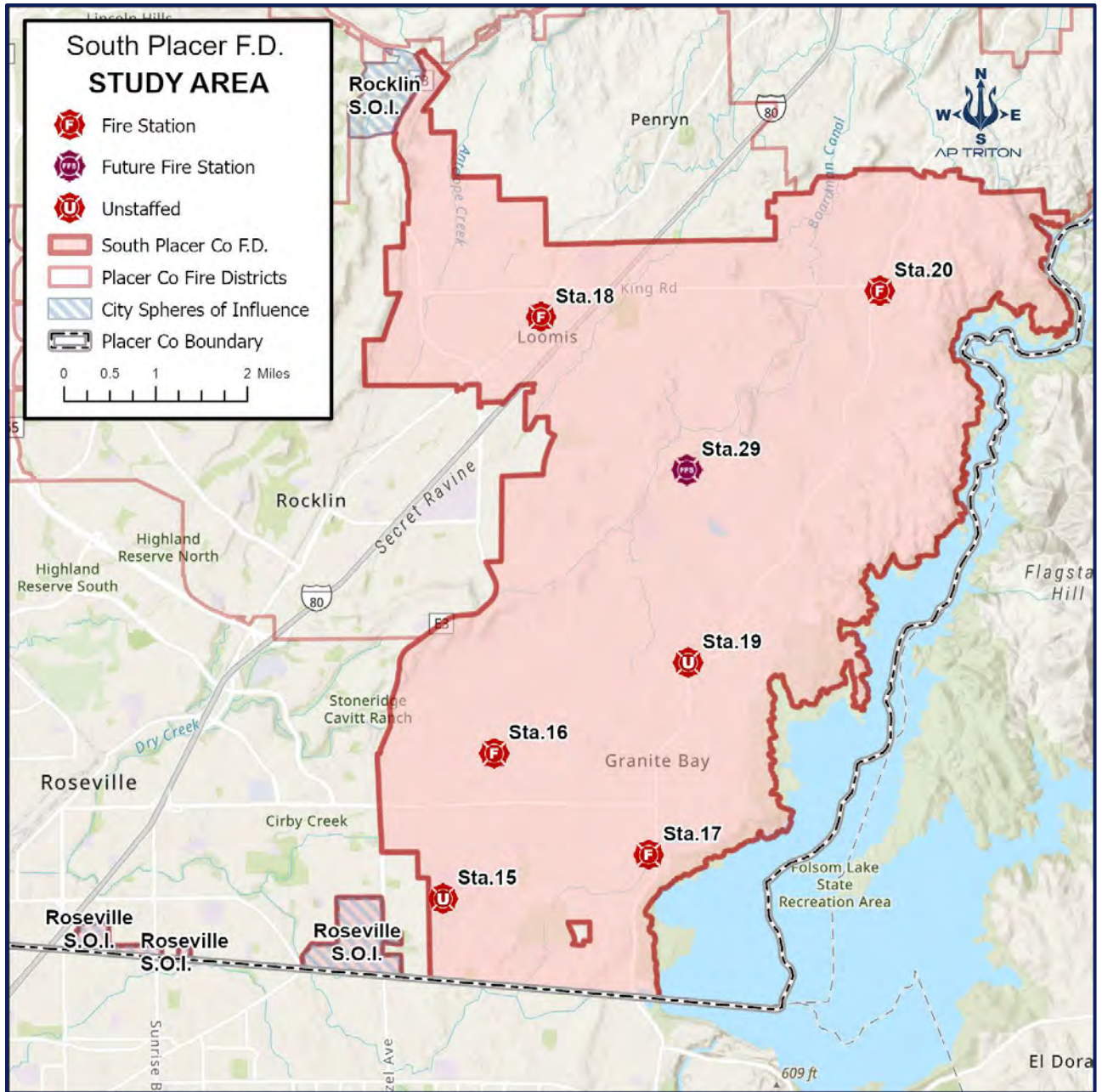
- Reorganization of smaller Fire Districts in the County through consolidation, annexation, or merger
- Creation of a fire dispatch center serving all the non-CAL FIRE districts and cities
- Community paramedicine

Boundaries & Sphere of Influence

The South Placer Fire District occupies the southeastern corner of the county with the Sacramento County line forming the southern border and the El Dorado County line the eastern border. The Newcastle and Penryn fire districts are on the district's north boundary; the cities of Lincoln, Rocklin, and Roseville lie to the west.

A small island of Western Placer Fire (CSA 28 Zone 76) lies adjacent to the northwesternmost boundary along Sierra College Bl. The SPFD territory includes two Divisions: Division 1 is the former Loomis Fire District; Division 2 is the original South Placer Fire District. Annexations to the City of Roseville have left some islands of SPFD territory within the extreme south end of Roseville. SPFD service area includes the Town of Loomis. The following figure shows the SPFD service area and current fire stations locations.

Figure 2: SPFD Service Area



Type & Extent of Services

Services Provided

SFPD provides a full range of services for its residents, including being one of only three fire agencies in the county to be the primary ambulance provider. The following figure represents each of the services and the level performed.

Figure 3: Overview of Services Provided

Service	Y/N	Level
Fire Suppression	Yes	
Wildland Fire Suppression	Yes	Wildland engine-based suppression (Type 3 and 6)
Statewide Mobilization	Yes	OES Type 1 Engine assignee
EMS First Response	Yes	EMT and Paramedic Level
Ambulance Transport	Yes	Paramedic Level (primary provider)
Specialized/Technical Rescue	Yes	
HazMat Response	Yes	FRO/FRA
Fire Inspection/Code Enforcement	Yes	
Plan Reviews	Yes	
Public Education/Prevention	Yes	
Fire & Arson Investigation	Yes	

Service Area

The South Placer Fire District was formed in 1952. In 2017, SPFD consolidated with Loomis Fire District. Altogether, the district consists of approximately 42.05 square miles with a population nearing 34,768. The community is characterized as a bedroom community with high-end homes. New homes average over 6,000 square feet, with many homes double that size.

The Loomis Basin is home to many small ranches and family orchards. The entire service area faces a wildland/urban interface fire threat. About half of the SPFD territory is State Responsibility Area for wildland fires. Other major hazards include two rail lines, Interstate 80 and a High-Pressure Fuel pipeline.

Collaboration

- Western Placer County Fire Chiefs (WPCFCA) thirteen-agency Closest Resource Agreement (CRA) provides for the dispatch of the closest appropriate resource.
- The district maintains and operates OES Engine 4106 under an agreement with the Governor's Office of Emergency Services. SPFD personnel staff this Type 1 engine when requested to respond to major incidents anywhere in the state.
- Much of the unincorporated land within the District boundary is classified as State Responsibility Area (SRA) for wildland fires. Thus, CAL FIRE dispatches a full wildland response—including engines, aircraft, crews, and bulldozers to any reported wildfire.
- SPFD gives and receives mutual aid from the following agencies:
 - Auburn Fire Department
 - Roseville Fire Department
 - Folsom Fire Department
 - Rocklin Fire Department
 - Sacramento Metro Fire District
 - Penryn Fire District
 - Newcastle Fire District
 - Automatic aid and Mutual aid agreement with AMR for ambulance transport
 - Participant in Placer County Incident Management Team

Contracts to Provide Services to Other Agencies

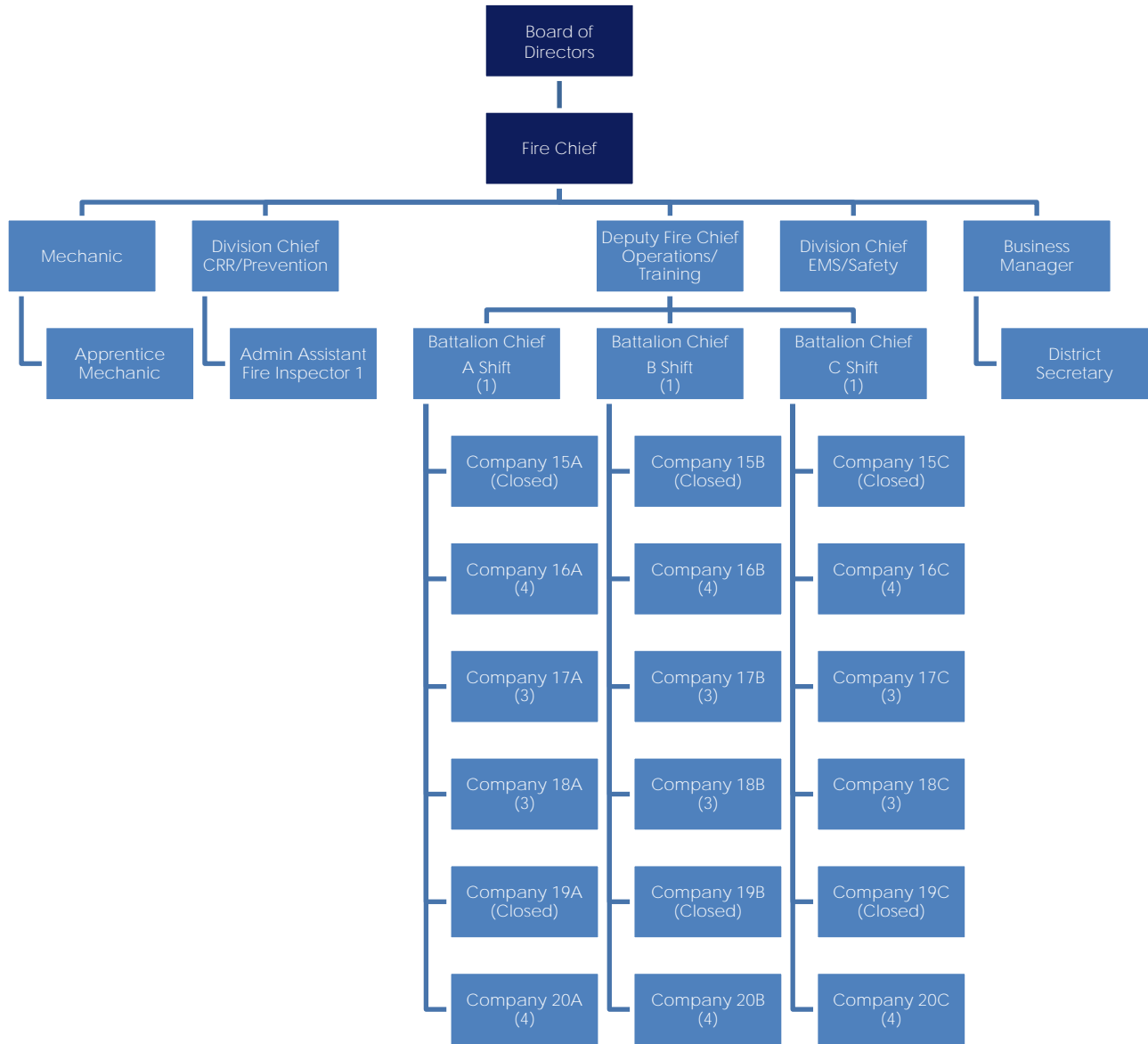
SPFD operates two ALS (paramedic) ambulances under an Exclusive Operating Area agreement with Sierra/Sacramento Valley EMS Authority. This agreement was finalized in 2007 and SPFD maintains its historic 1791.201 rights.

Governance & Administration

The SPFD is governed by a seven-member elected Board of Directors; comprised of four members from the original boundaries of the SPFD and three members from the boundaries of the former Loomis Fire District. The Fire Chief reports to the Board of Directors.

The organization is comprised of three Divisions: Operations/Training, Emergency Medical Services/Safety and Community Risk Reduction/Prevention.

Figure 4: South Placer Fire District Organizational Chart



Financial Review

Historical Information

SPFD operates through one fund, the General Fund, to manage the district's operations, mitigation fees, and capital requirements. The SPFD operates as an independent special district and provides an all-hazard response to the communities of Granite Bay, Loomis, Folsom Lake State Recreation Area and portions of Penryn and Newcastle. Services provided by the district include structural and wildland fire response and advanced life support (ALS) ambulance transport service.

SPFD is governed by an elected seven-member Board of Directors and the Fire Chief provides oversight and direction to the professional staff, apprentices and volunteers of the organization. SPFD operates on a July through June fiscal year.

Revenues

SPFD is funded by property taxes and a \$70 per parcel special tax applied to Division 2 parcels and a special tax and benefit assessment averaging \$384 per parcel applied to Division 1, mostly the Town of Loomis, parcels. The Division 2 assessment was enacted in 1981 but did not include a provision to increase the assessment amount for inflation, resulting in revenues falling short of escalating costs. Additional revenue is provided by billings for ambulance transport services to the communities served by the district, cellular tower lease, fire prevention and mitigation fees, and cost recovery for response to emergency incidents.

A significant amount of information regarding the General Fund was reviewed to develop a financial trend analysis for the five-year period. This review of the historical information of General Fund (GF) revenues revealed a minimal impact on revenues received by the SPFD during the COVID-19 pandemic.

In 2022, the district sought to increase revenues from Division 2 through a Benefit Assessment under a Proposition 218 election. The Benefit Assessment would have increased the Division 2 assessment of \$214 annually in addition to the existing \$70 and would have provided for an annual Cost of Living Adjustment (COLA) tied to the San Francisco Bay Area consumers' price index but capped at 3% annually. On June 9, 2022, the measure failed by a 53 to 47% vote margin.

The failure of the Benefit Assessment measure resulted in the closure of Stations 19 and 15 with the reassignment of personnel and equipment from Station 15 to previously closed Station 16. The failure of the measure also resulted in the removal from service Truck Company (Truck 17). While the **measure's** defeat did not result in direct layoffs, six full-time equivalent positions were eliminated due to attrition with no current plans to replace them.

Property tax revenues are based on assessed valuation and are the largest source of revenue to the district.¹ This revenue source accounts for approximately 70% of General Fund Revenues annually. Other sources of revenue include special assessments (17%), ambulance revenues (10%), cost recovery charges (2%), investment income and other sources. SPFD has been successful in obtaining grants for various purposes including replacing cardiac monitors and a 30-plus-year-old water tender. The district receives no funding from the State or Placer County.

The following figure provides a detail of revenues for the SPFD.

Figure 5: South Placer FD General Fund Revenues (FY 2019–FY 2023)²

Revenue	Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023
Ambulance Service Charges	1,549,284	1,534,099	1,573,545	1,747,537	2,152,370
GEMT & Other Miscellaneous	340,317	52,676	188,569	230,222	260,654
SAFER Revenues	417,306	281,262	95,497	—	—
Fees and Cost Recovery	185,457	203,976	181,647	322,803	303,824
CFAA Revenues	464,635	141,757	453,444	435,212	181,204
Other	719	944	929	—	—
Total Program Revenues	2,957,718	2,214,714	2,493,631	2,735,774	2,898,052
Property Tax Revenue	7,919,672	8,240,091	8,601,032	9,070,472	10,383,978
Special Tax	1,147,635	1,170,742	1,187,130	1,205,068	702,157
Loomis Assessment	945,828	993,349	1,022,929	1,048,996	1,099,907
Mitigation Fees	312,615	369,461	346,393	525,147	909,103
Cellular Tower Lease	83,757	98,981	96,539	94,353	92,461
Interest	86,251	61,314	11,070	7,601	69,508
Other	—	—	—	72	7,555
Total General Revenues	10,495,758	10,933,938	11,265,093	11,951,709	13,264,669
Proceeds from Equip. Financing	—	—	700,154	—	—
Total Revenues:	\$13,453,476	\$13,148,652	\$14,458,878	\$14,687,483	\$16,162,721

Expenses

SPFD operates through three divisions: Operations, EMS, and Fire Prevention. Services to the community and related revenue streams to pay for those services are divided into two response areas: Division 1, consisting primarily of the Town of Loomis, and Division 2, which includes Granite Bay, unincorporated Loomis, and the southern areas of Penryn and Newcastle.

The South Placer FD operates four staffed fire stations and one volunteer station. The department operates four ALS engine companies, and two ALS ambulance units. SPFD participates in the CalPERS pension system and has incurred a significant unfunded actuarial liability (UAL) on its pension obligations. Annual payments on this UAL are projected at more than \$930,000 per year, increasing to over \$1M next year and will continue to increase for the foreseeable future. The UAL will represent a very significant portion of SFPD's costs associated with providing services to the community. Additionally, the District issued bonds in an effort to paydown the UAL using a lower interest rate. These bonds add another \$500,000 to the total actual expenditures but are reflected as debt service.

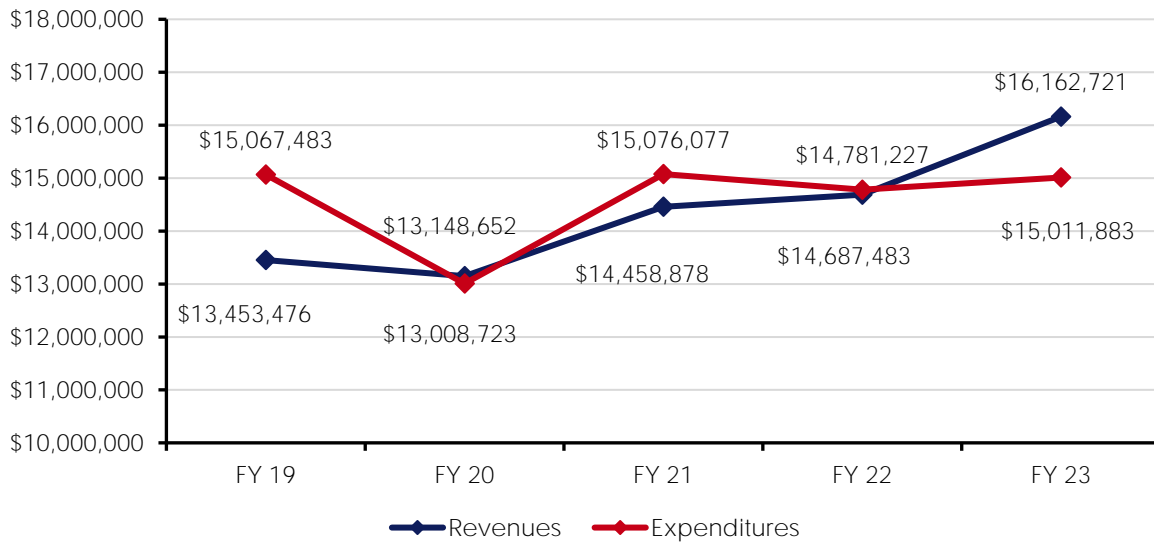
SPFD expends funds for salaries and benefits, strike team expenses, services and other operations, and mitigation expenses of the organization. Additionally, funds are expended on the purchase of fixed assets. The following figure indicates these costs on an annual basis and the growth of these expenditures.

Figure 6: South Placer FD General Fund Expenditures (FY 2019–FY 2023)

Expenditures	Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023
Total Salaries & Benefits	9,733,287	10,421,691	10,905,713	11,782,261	11,593,367
Services & Operations	2,681,670	2,066,749	2,502,115	2,469,323	2,489,209
Total Operating Costs	12,414,957	12,488,440	13,407,828	14,251,584	14,082,576
Capital Expenditures	2,652,526	520,283	1,668,249	529,643	929,307
Total Expenditures:	15,067,483	13,008,723	15,076,077	14,781,227	15,011,883

Shown graphically, the preceding information indicates the minimal impact of the pandemic on SPFD's property tax revenues. The next figure illustrates the General Fund revenues and expenditures over the previous 60-month study period.

Figure 7: General Fund Revenues & Expenditures (FY 2019–2023)



Financial Projections

Revenues are projected to grow by 5% annually with salary, benefits, and other operating expenses growing at 7% annually.³ These forecast growth factors create a cash flow deficit beginning in FY 2025 and following years. The following figure summarizes these projections.

Figure 8: Summarized Projected GF Revenues & Expenditures

Revenue/Expenses	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Revenue	14,921,543	15,447,586	15,999,257	16,577,814	17,184,582	18,043,811
Expenditures	14,537,735	15,555,376	16,644,252	17,809,349	19,056,003	20,389,923
Surplus (Deficit):	383,808	(107,790)	(644,995)	(1,231,535)	(1,871,421)	(2,346,112)

Capital Planning

A formal capital improvement plan for the South Placer Fire District was obtained and reviewed. The review identified numerous vehicles that have reached or passed their estimated replacement year. The fund balance for the apparatus replacement plan is only \$501,705 at the end of FY 2023.⁴ The limited fund balance and the minimal contributions to the replacement fund from the general fund and the development fees will not produce funds sufficient to meet the capital needs of the replacement schedule.

Management Components

Managing today's fire service can be highly complex. A progressive fire district needs to address various elements, including maintaining a stable, qualified workforce, ever-increasing health, and safety concerns, addressing community expectations, ensuring an adequate and timely emergency response in serving the community, and providing stewardship over the available financial resources.

In addition to these organizational challenges, managing a fire district requires developing foundational elements, including the district's Mission, Vision, and Values, setting goals and objectives, identifying critical issues and challenges, providing effective internal and external communication, ensuring proper and up-to-date recordkeeping, and employing multiple planning processes. This section of the report examines SPFD's efforts.

Foundational Elements

Mission, Vision, Values

SPFD has developed its Mission, Vision, and Values Statement, which is proudly displayed on the district's annual report as well as at each of its facilities and fire stations:

One Mission/One Vision

The SPFD has combined its Mission and Vision into a single "shared" statement, "To Provide Exceptional Service to Our Community."

"District sees its mission and vision as one and the same. It is both the reason we are here and the standard that we aspire to deliver every day. It is shared by every member of our team.

As public servants, we take pride in the fact that everything we do, we do for our community. Usually that includes serving within our district boundaries. Often that includes servicing neighboring regions and at times even distant locations for mutual aide. In all cases, we know the job always comes down to taking care of people.

We recognize that we provide more than emergency response. Yes, we are there when you need us most for emergency medical and fire services. We are also there to provide outreach, education, and prevention services that reduce the risk to our community in the first place. Across all of our efforts, our standard of care is to be exceptional. We take pride in the responsibility the public has entrusted to us, and we make sure we give back our very best in all that we do."

SPFD Core Values

Ride for the Brand

“We take pride in our organization and are honored to serve and protect. We show this loyalty through words and actions in our commitment and dedication.”

Integrity

“We maintain trust with each other and the public with honor and devotion.”

Respect

“We respect one another, treat others as we would like to be treated, and understand that everyone brings value.”

Excellence in Action

“We train and prepare to perform our duties in a professional and effective manner in accordance with the needs of our community.”

Accountability

“We provide transparency in all district operations and responsibilities. We are accountable for our own actions, the treatment of our co-workers, and the public we serve.”

Strategic Goals

In early 2020, the SPFD authored the Strategic Management Plan (SMP), listing strategic goals and objectives. These strategic goals serve as high-level long-range categories for success. Each of these goals is supported by key objectives that provide greater specificity on areas of focus over the subsequent 6–18-month period. Though the current plan is near the end of its effective life span, the goals and objectives remain relevant, and it continues to serve as a guide until a successor plan takes its place.

Internal Assessment of Critical Issues

The Fire Chief has identified several critical issues facing the SPFD. The overlap between critical issues facing SPFD today and future challenges for the fire district should be noted, as none of these challenges lend themselves to quick, or simple solutions. Rather, some of these critical issues will persist well into the future requiring the fire district to commit to managing them over time and adjusting to changes as they develop. The critical issues facing the Fire District are revenue/funding shortfalls; internal and external communication challenges; maintaining adequate staffing levels; recruitment and retention of personnel, and community engagement and public outreach.

Internal Assessment of Future Challenges

Several future challenges were identified by the Fire Chief for the SPFD: First, will be the organization's ability to recruit and retain the personnel necessary to sustain the organization and provide a talent pool from which to develop future leaders. Second, is the organization's ability to address recruitment and retention challenges while creating greater diversity, equity, and inclusion.

Third, is the increasing average age of the community, which will bring greater demand for emergency medical services and a potential shift in the number of Medicare participants, ultimately impacting the community payer mix. Finally, fiscal sustainability and the rising cost of infrastructure and apparatus replacement costs, are also concerns for the SPFD.

Communications

Internal Communication

Internal communication within the SPFD is accomplished in several ways. Each Tuesday, the Fire Chief meets with the entire executive team and administrative staff. This weekly meeting serves as a team huddle, providing an opportunity for team members to check in with one another, share important details about key issues and projects within their respective divisions, and get direction from the Fire Chief when necessary.

To ensure two-way communication flow between the Fire Chief's office and emergency response personnel, the Deputy Chief of Operations conducts monthly meetings with the operations division. This standing meeting is supported by a detailed agenda that provides organization and structure, so important topics and issues facing the organization are discussed. The agenda also serves as a tool for keeping attendance and as a tracking tool for action items.

Action items are lined out with a brief description, the date the task was assigned, to whom the task has been assigned, the projected completion date, and any important comments, or updates. This simple yet functional tool is an excellent internal communication and project-tracking device. The Fire Marshal and Battalion Chiefs representing all three platoons ensure information is communicated up and down the chain of command.

At least bi-monthly Company Officer Training also provides an opportunity to share important information, answer questions, and correct any misinformation, or rumors that may be circulating through the organization. Each month, shift Battalion Chiefs coordinate training for company officers and first-line supervisors.

The training agenda and any accompanying training material are developed with assistance from the district's **executive staff and Administrative Chief officers**. This type of recurring training serves an important role as an internal communications tool while helping to ensure that first-line supervisors are kept up to date on important issues.

Twice each calendar year, the Fire Chief and Executive Management Team conduct All-Hands meetings, which are open to the entire department. The first half of the meeting is structured as a briefing to ensure important information regarding the State of the district is thoroughly covered. The Fire Chief and his staff report on district finances, recruitment, staffing, operational issues, and political matters.

The second half of the meeting is a forum discussion open to all district staff. This portion of the meeting is less structured by design and is meant to serve as an opportunity for anyone in the organization to address the Fire Chief and staff with issues, questions or concerns. The informal nature of this portion of the meeting is intentional to allow the Fire Chief to be transparent and is intended to be more relaxed, open and comfortable for everyone.

Monthly station visits and lunch with the Fire Chief provide an excellent opportunity for line-level personnel to engage one-on-one with the district's **Leadership**. They provide not only an opportunity for open dialogue and two-way communication, but perhaps more importantly, a chance to build and maintain personal relationships. These relationships serve an important role in reminding everyone that regardless of rank or assignment, it's people, that make up the organization.

To help ensure there is open dialogue with labor, the Fire Chief and members of the Executive Management Team meet regularly with the Executive Board from Local 522 to address and collaborate on labor/management issues.

The following figure summarizes SPFD's internal communications.

Figure 9: SPFD Internal Communications

Internal Communication	SPFD
Regularly scheduled FD staff meetings	Yes
All personnel Department e-mail	Yes
Agency Intranet	In process
Written memos used	Yes
Member newsletters	No
Member forums (all hands meetings)	Yes
Open-door policy	Yes
Chain of command clearly identified	Yes

External Communication

Information is shared with the public primarily through the district's website and open houses conducted every quarter at a different station resulting in all stations hosting one each year. The district does not conduct community surveys, or regular customer satisfaction surveys. The district is using the most current social media platforms, including Facebook, Twitter, and Instagram. Additionally, information is shared through hyperlocal social networking sites like Nextdoor.com.

As of May 2023, the SPFD has approximately 4,800 Facebook followers, 1,839 Twitter followers, 2,193 Instagram followers and 16,000 Nextdoor.com subscribers.

Reporting & Recordkeeping

Proper recordkeeping is essential to any organization's success. Collecting complete and accurate information from each division within the district ensures that relevant data is obtained and provides for timely reporting based on local, state, and federal requirements.

SPFD utilizes a third-party platform, ImageTrend®, as the district's electronic repository for all fire and EMS reporting data. District training records are also captured electronically through a third-party provider, Vector Solutions®.

Additional records maintained and archived by the SPFD include those for maintenance and testing of self-contained breathing apparatus (SCBA), fire hose, ladders, and apparatus pumps. In addition, vehicle maintenance is performed by SPFD shop, with records maintained accordingly by shop personnel.

Regulatory Documents

Government agencies depend on written policies, standard operating procedures (SOPs), and reports as effective management and legal compliance components.

The following figure summarizes SPFD’s regulatory documents.

Figure 10: Regulatory Documents

Regulatory Documents	SPFD
Rules available for review	Yes
SOPs available for review	No
SOPs regularly updated	No
SOPs used in training evolutions	No
Department policies available for review	Yes
Internally reviewed for consistency	Yes
Reviewed for legal mandates	Lexipol
Training on policies provided	In process

Document Control & Security

SPFD utilizes computer-based controls and manual recordkeeping platforms for human resources and similar-type documents. Security for the SPFD is based on two areas: document security and facility/apparatus security.

Document security is achieved using password-protected computers, computer workstations, and cloud-based applications. Usernames and passwords are managed via active directory domain services through Microsoft Office 365 utilizing two-factor authentication and passwords with a minimum character length of eight characters. District workstations are not accessible from the outside, and the intranet is protected via Fortinet FortiGate Firewall hardware and licensing Sentinel One Virus software on all endpoints. To help ensure compliance with security, cybersecurity training is provided to all employees via Vector Solutions.

Facility security is achieved using physical barriers and electronic access controls at external doors. The system is comprised of cypher locking doors equipped with automatic closure devices. Apparatus day doors have timers for automatic closure and facilities are protected by external video capture and motion-activated lighting.

Documentation & Compliance Testing

Proper recordkeeping and secure archives are essential when meeting government agencies' legal and regulatory requirements, while ensuring business best practices. Secure document archiving can also play a key role when addressing legal or other administrative actions.

The following figure summarizes SPFD's reporting and recordkeeping.

Figure 11: Reporting & Recordkeeping

Record Type	SPFD
Electronic incident records kept	Yes
Software for documenting non-EMS calls	Image Trend
Software used for EMS	Image Trend
Periodic Reports to Elected Officials	
Financial reports	Yes
Management reports	Yes
Operational reports	Yes
Annual report	Yes
Required Records Maintained & By Whom	
Incident reports	Yes
Patient care reports	Yes
Exposure records	Yes
SCBA testing	External/Contracted
Hose testing	Internal
Ladder testing	External/Contracted
Pump testing	External/Contracted
Breathing air testing	External/Contracted
Vehicle maintenance records	Internal, Shop personnel

SPFD's recordkeeping appears to be efficient and effective. Vehicle maintenance is conducted and documented by the district's shop. The process supports general maintenance and helps identify the need for future capital expenditures.

Information Technology Systems

The SPFD Information Technology Manager provides maintenance of district computers, hardware, software, printers, phones (landline and cellular), tablets, peripherals, and any necessary technical support. When necessary, additional technical support is available through an outside vendor, Network Design Associates.

Planning for Fire Protection & EMS

Fire Service Planning Process Overview

Fire and EMS services are continually evolving and adapting to meet the demands of our expanding communities. To stay ahead of this growth and maintain an adequate service level, proactive planning is essential. Enhancing fire ground safety, integrating new technologies, and updating equipment are necessary to comply with evolving regulations and to grow alongside our communities. The most effective approach to managing rapid changes is to develop a process for regularly reviewing their impact on the organization. Establishing a culture of continuous improvement is key to addressing future needs successfully.

The optimization of service delivery is best achieved by identifying which programs are functioning effectively and efficiently and determining which need modifications or discontinuation. Organizational planning enables a department to formulate a vision that proactively anticipates future changes, rather than reacting abruptly and unprepared. Proper planning is a crucial element in making informed and successful decisions.

The first step in any planning process is to understand the current state. Agencies must evaluate and understand their risks, identify metrics to measure performance, and evaluate existing service levels. Once the current situation is thoroughly understood and the vision defined, agencies should document steps to meet future needs. These steps are rarely published in a single plan. Typically, multiple planning documents are required to properly address both strategic and operational needs.

Strategic planning provides a clear direction and understanding of future requirements. Operational plans outline specific steps and resources required for strategy implementation. These plans can vary in scope, from immediate, short-term actions to long-term plans projecting many years into the future.

The following figure lists the levels and plan types that fire and other public agencies typically employ.

Figure 12: Planning for the Future

Level	Description	Time	Examples
Operational Planning	These plans deal with specific resource needs, time frames, directions or processes to meet strategic or mission requirements.	Immediate	<ul style="list-style-type: none"> • Standard operating procedures and policies. • Incident tactical plans. • Incident preplanning.
		Short-Term	<ul style="list-style-type: none"> • Annual budgets. • Annual project plans.
		Mid-Term	<ul style="list-style-type: none"> • Apparatus Replacement. • SCBA/Radio replacement schedules. • Emergency Management plans.
		Long-Term	<ul style="list-style-type: none"> • Facilities replacement plans.
Strategic Planning	This document category utilizes information about the future and the organization's mission, vision and values. The plan creates a pathway to change and gives the agency its heading and general directions.	Mid-Term	<ul style="list-style-type: none"> • 3-5 Year Strategic Plan.
Master Planning	This type is part operational and part strategic plan. It combines current and forecasted positions with potential and probable changes in the agency's environment to produce direction on maintaining operations.	Mid- and Long-Term Plans	<ul style="list-style-type: none"> • 5-20 Year Master Plan

In the preceding figure, the immediate plans define ongoing activities. Accomplishing short-term objectives requires only current resources. These plans get completed during the current budget cycle. Mid-term plans will spill over budget cycles but typically be completed by department leadership working with their governing bodies. Long-term plans will likely outlast the sitting government and potentially the current administration.

Agencies may produce or combine any number of plans to help them address challenges. They may have the resources to follow an internally developed or predefined process. On the other hand, they may need outside professional assistance to help them develop their plans and planning process. The key to success is not necessarily to follow one approach over another or create a standardized document. Instead, success comes through creating clear, concise, relevant information publicized and used by members and leaders in everyday decisions.

Effective plans incorporate ongoing review to ensure they are followed and meet defined goals and objectives. They are closely followed or changed as the situation warrants. They are updated periodically, reported to the governing body, and used as a leadership and decision-making tool.

Effectiveness of SPFD's Planning Efforts

SPFD planning efforts are both operational and strategic in nature. Though some strategic planning documents have expired, this master plan document may help fulfill some strategic requirements for effective management. Still, the agency will benefit from a renewed and expanded strategic planning effort.

SPFD's Planning Preparation

SPFD maintains control and planning documents to assist management and the members with daily and near-term decisions. The district has a documented vision, mission and values statement, which the SPFD gives life to through a set of well-defined principles and organizational philosophies.

Strategic Management Plan

The stated purpose of the SPFD Strategic Management Plan (SMP) is to, "To serve the community moving forward with excellence." The SMP provides a bridge between short and mid-term planning efforts coupled with a vision for the community, governance and provision of public services by the South Placer Fire District.

The SMP articulates the organization's strategic goals and objectives through specific recommendations. To provide ongoing stewardship of the SMP, Goal Steward Teams are created as part of the planning process. Goal Steward Teams provide a mechanism for accountability and a means to ensure relevant information and input is shared throughout the organization. This simple, but important process provides an opportunity for all members of the South Placer Fire District to have a voice in the direction of the district.

Balanced Strategic Goals

Safety & Well-Being

“We prioritize the physical, mental, and behavioral safety and well-being of all our employees while in the station and on calls. We look out for each other today and for our long-term health.”

Outreach & Engagement

“We take the initiative to those we serve through prevention, awareness, education and social functions.”

Team of Professionals

“We are a committed and recognized team of highly trained professionals.”

Continuous Improvement

“We recognize the need and are willing to evolve our service delivery and business operations to maintain excellence.”

Fiscal Responsibility

We recognize the need and are willing to evolve our service delivery and business operations to maintain excellence.

As previously stated, completion of this long-range master plan is an important step. However, the South Placer Fire District is strongly encouraged to take advantage of the opportunity and momentum to take an additional step forward and complete a community-driven strategic plan.

A comprehensive community-driven strategic plan contains several key features that increase transparency and assist in developing an accurate understanding of the community's needs and expectations.

- A community survey to understand the priorities, opinions, and expectations related to service delivery, core services, and programs.

- An anonymous member survey to gather feedback on the members' priorities, opinions, expectations, core service, and programs.
- A review of the mission, vision, and value statements to ensure they still represent the agency.
- An evaluation of the agency's strengths, processes, or resources that the agency wants to continue to capitalize on.
- Assistance in evaluating SPFD's weaknesses. This process and its findings should be made public, but the temptation to minimize agency issues is compelling. However, addressing these weaknesses is at the heart of strategic improvement and should not be ignored.
- An evaluation of those opportunities outside the agency's control but on which the agency may be able to capitalize.
- An evaluation of the threats and outside pressures put upon the agency.

Operational Planning

Regional Operational Planning

Planning for large events and incidents requiring specialized resources, or a large amount of mutual aid, is critical. To do so effectively requires forethought and regional cooperation to ensure a multi-agency response is coordinated and an appropriate surge capacity is maintained for wildfire, flooding, earthquakes and other natural or manmade disasters.

To ensure proper management and coordination of resources, SPFD works with other local, state, and federal agencies, to establish and maintain response and communications plans, to ensure the necessary resources are dispatched and communication between the myriad agencies is coordinated. Operational readiness is monitored and tracked on the Placer County Operational Area (XPL) website and updated as necessary by SPFD staff. The Western Placer County Fire Chiefs Association oversees the writing and maintenance of the Placer County Operational Area Mutual Aid & Strike Team Mobilization Plan. This plan serves as a guideline for mass local government emergency resource response involving the Placer County Operational Area. Agreements are in place for mutual aid and sharing of resources and provide important details on the types and quantity of resources each agency will commit to. These agreements articulate key information such as which agency or jurisdiction bears the financial burden for suppression or incident mitigation.

Local Operational Planning

Pre-incident plans must be easy to use under intense operational situations and readily available to all arriving companies and incident commanders. These plans should contain information that is useful for responders and include information such as:

- Building layout and specific characteristics
- Building construction
- Occupant characteristics
- Location and types of fire protection and hazard containment systems
- Water supply volume and access locations
- Exposures
- Employee or industrial response personnel capabilities

Typically developing a process from a pre-established system or program has the highest probability of success and adoption. Resources such as NFPA 1620 are available and provide detailed information on developing and using pre-incident plans.

SPFD has developed and maintains several types of planning tools to provide emergency response personnel with important information and details about specific hazards in their response area. Personnel collaborate with Fire Prevention staff on new construction and significant building remodels and conduct periodic inspections to gather detailed information about occupancies while conducting hazard assessments.

Financial Planning

SPFD Budget Planning Process

The SPFD budget planning process is managed by the Fire Chief working in conjunction with the Fiscal Operations Business Manager and Budget Committee. For operational items, the Deputy Chief of Operations works closely with Division Chiefs, and individual Program Managers to build the budget and allocate funds through the budget cycle and planning process.

Program Managers come from all ranks and assist with budget preparation. Program Managers plan, coordinate, and budget for the equipment and training necessary to support the district's **goals and objectives**. The Fire Chief, Business Manager, and Operations Chief work closely with all the Program Managers to evaluate recommended purchases, project timelines, and forecasting needs for the organization.

Sharing responsibility for the budget planning process with operational staff is an effective way to distribute workload and ensure district programs have the requisite oversight to ensure they remain effective, efficient, and aligned with the fire district's goals. Additionally, the opportunity for all members to take an active role in this critical administrative function provides an opportunity for future leaders to learn through doing and deepen their understanding of the organization, the complexity of public procurement, and the necessity for planning and fiscal accountability.

Governance & Transparency

To ensure the district's governing board is well-informed and prepared to provide the necessary oversight and transparency, financial planning for the SPFD is done in collaboration and close coordination with the Board's standing Finance Committee. The Fire Chief oversees the budget planning process for the district, ensuring the essential inputs are provided and all required analysis is accomplished.

Succession Planning & Professional Development

For a fire department to identify recruitment and retention as a critical issue facing the organization is not unusual. Over the past decade, fire departments all over the United States have seen a drop in the number of applicants and people gravitating toward the profession. What once seemed like a limitless supply of young people wanting to join the fire service is now beginning to slow. In some places, the pipeline is almost dry. Like other agencies, the SPFD has seen a decline in the number of people interested in joining their ranks, and the competition for talent both sworn and non-sworn is higher across the board.

These challenges underscore the need for organizations to acknowledge the value of their personnel and nurture the talent within their ranks. Absent this, organizations will continue to struggle to attract the best candidates and retain and prepare those individuals best suited to lead.

The SPFD does not have a documented succession plan. The organization supports professional development through tuition reimbursement and support for personnel attending conferences and seminars. The SPFD's bi-monthly Company Officer Training also provides an opportunity to provide mentoring and internal staff development. This type of recurring training serves an important role as a communications tool while helping to ensure that first-line supervisors are kept up to date on important issues.

Staffing & Personnel

Fire departments and districts must consider their employees as their most valuable asset in today's fire service. Managing personnel to achieve maximum efficiency, professionalism, and personal satisfaction is both an art and a science. Consistency, fairness, safety, and opportunities for personal and professional growth are critical values for a healthy management culture. This is especially true in departments that are evolving and progressing to meet today's emergency response challenges.

The size and structure of a fire department's staff depend on the department's specific needs. These needs must directly correlate to the needs and funding capacity of the community. A structure that works for one department may not necessarily work for another. This section provides an overview of the SPFD staffing configuration and management practices.

Fire department staffing is typically divided into two distinctly different groups:

1) Administration and Support, and 2) Operations. The Administration and Support group usually provides oversight and support to the Operations group. This support enables emergency response personnel to deliver effective services to the community. The second group, Operations, provides the necessary resources to perform emergency and non-emergency services for the community.

Administrative & Support Staffing

As with every other division within a fire department, the administration and support division must have the appropriate number of resources to function adequately. Maintaining a balance of administration and support personnel in comparison to operational personnel is critical to the organization's success in accomplishing its mission.

Typical responsibilities of the administration and support personnel include planning, organizing, directing, coordinating, and evaluating the various programs within a fire department. This list is not exhaustive and may encompass other elements as needed. It is essential to recognize that tasks associated with each of these functions often occur simultaneously, requiring the Fire Chief and administrative support staff to focus on multiple areas at once.

SPFD operates with civilian administrative support staff, who are responsible for critical tasks including clerical, financial, records management, budgetary, and customer service support. The Fiscal Operations Business Manager oversees the Administration Division and also serves as an analyst for other divisions within the district as required.

The following figure lists the administrative and support staff for the SPFD.

Figure 13: Administrative & Support Staffing

Assignment	FTEs
Fire Chief	1
Deputy Chief	1
Division Chief – EMS/Training	1
Division Chief – Fire Marshal	1
Fiscal Operations Manager	1
District Secretary	1
Administrative Assistant/Fire Inspector 1	1

Emergency Response Staffing

The SPFD's emergency response staffing level is determined by the risks associated with the community, the financial ability of the District to fund the department, and the expectations of those residing within the jurisdiction.

The SPFD operates using a three-platoon system (A, B, and C shifts), with each platoon scheduled for 48 hours on duty per shift. This schedule achieves the current minimum staffing level of 15 personnel, which includes 4 Engine crews, 2 ambulance crews, and 1 Battalion Chief.

The following figure illustrates the daily operational staffing at each station.

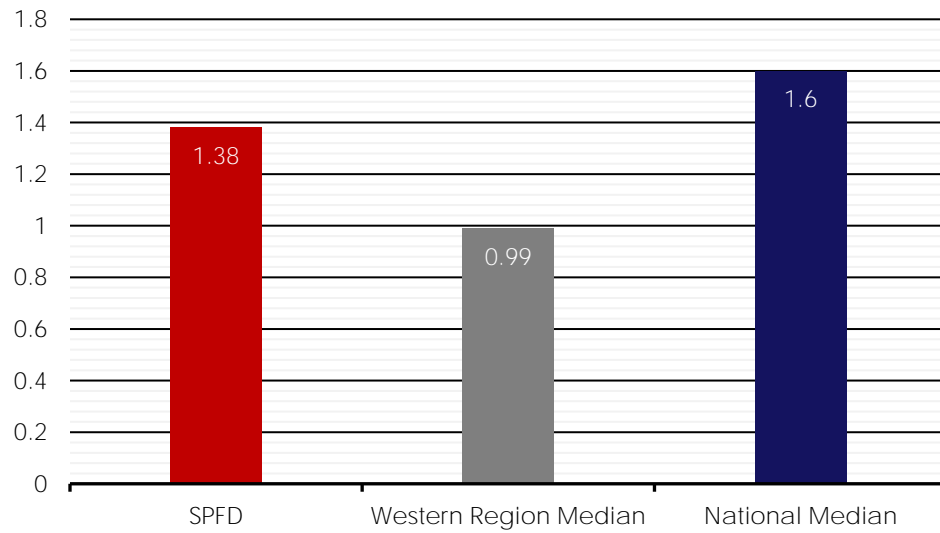
Figure 14: Daily Staffing

Station	Daily Staffing	Unit Staffing
N/A	1	Relief Staffing
15	0	Station is currently closed
16	4	Engine (2), Ambulance (2)
17	4	Engine (3), Battalion Chief (1)
18	3	Engine (3)
19	0	Station is currently closed
20	4	Engine (2), Ambulance (2)
Total:	16	

The National Fire Protection Association (NFPA) 1710: *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments* is frequently cited as an authoritative document addressing fire department staffing. In addition, the Center for Public Safety Excellence (CPSE) publishes benchmarks for the number of personnel recommended on the emergency scene for various levels of risk.

SPFD currently has 55 uniformed (sworn) personnel. Of these, 48 emergency responders provide fire suppression, rescue, and EMS services to the community. In comparing the number of Firefighters on staff per 1,000 population of the service area, the following figure illustrates the current comparison of **the SFPD's staffing** compared to the western region median listed within the *2020 United States Fire Department Profile* published by NFPA. The career staffing level for SPFD is 1.38 per 1,000 population, which is above the western regional median of 0.99 per 1,000 population, however, falls below the national median of 1.6.

Figure 15: Firefighters per 1,000 Population (2020)



SFPD also can request mutual-aid resources from neighboring departments to assist during significant incidents. The following figure lists mutual-aid resources available to the district.

Figure 16: Mutual Aid Resources

Department	Engines	Aerials	Other	Total Staff
Auburn Fire Department	2	0	1 Brush	5
Roseville Fire Department	2	1	1-HazMat 1-Heavy Rescue 3-Brush	10
Folsom Fire Department	4	1	3-Medics 2-Brush 2-Grass	16
Rocklin Fire Department	2	1	2-Brush	10
Penryn Fire District	1	0	1-Brush	2
Newcastle Fire District	1	0	1-Grass	2

Personnel Management

Personnel who deliver emergency services to the residents, businesses, and visitors of a community are a critical component of any fire department. Effective and efficient management of an organization is crucial for the district's success. Without adequate administrative and support personnel, fulfilling the district's mission may become compromised. An essential function of the department's success is managing human resources—providing for its greatest assets.

Policies, Rules, Regulations, & Guidelines

Department policies and procedures are maintained using Lexipol®, a third-party, state-specific policy developer. SPFD conducts policy reviews as needed, with the last review completed in 2023. The policies developed between the district and Lexipol are geared toward all department personnel.

SPFD uses various standard operating guidelines (SOG). Formal guidelines include fire ground operations derived from internal and external sources. Technical rescue standards are contained within the district's policies and procedures. However, the district does not provide certain technical rescue services as noted within the policies/procedures manual. SPFD also has standards used for engine company operations; however, at the time of this study, these standards have not been fully implemented.

Job Descriptions

Job descriptions were not available on the district's website, other than for specific, open-recruitment positions.

Compensation

An Annual Salary Schedule listing full-time employee salary steps for all SPFD employees is available electronically on the district's website, listed under the Public Documents tab. The schedule contains the salary range and position steps: Each class within the SPFD has five steps available for placement. The schedule was last updated in January 2024. Memorandums of Understanding (MOUs) and employee benefit summaries are also listed on the district's website.

Disciplinary Process

Personnel-related decisions can be made at various department levels, with the Fire Chief having authorization to hire, discharge, and promote. Levels of discipline and associated procedures are listed within district policy and the Memorandums of Understanding (MOU) between the District and Sacramento Area Firefighters (South Placer Unit), Local 552 (January 1, 2023–December 31, 2025). SPFD Battalion Chiefs are also represented through a separate agreement through Local 522 (BC Unit). The district policies and approved MOUs provide all personnel with an appeal process through the established grievance procedure.

Personnel-related decisions can, and often do, subject an organization to potentially expensive liability exposure. Such exposure can result from a hiring mistake, improperly processed disciplinary process, wrongful termination claims, and more. Access to legal counsel can reduce this liability. The SPFD consults with District Council as necessary on personnel-related matters.

Counseling Services

Critical Incident Stress Management (CISM) Program

Changing the fire service culture is a tremendous task, especially as it relates to the mental health of our first responders. “Toughing it out” should no longer be considered the usual way to conduct business. Believing you are not at risk for mental health issues or admitting you may have a problem is a sign of weakness that must be addressed at all department levels.

In recognizing the stressors associated with physical, emotional, and mental health concerns, both on and off duty, SPFD assists members experiencing post-traumatic stress injuries/illness in conjunction with Sacramento Area Firefighters Local 522. The joint-sponsored program is made up of representatives from Sacramento Metro Fire, Sacramento Fire, Sacramento County Airport System, South Placer Fire District, Cosumnes Fire District, West Sacramento Fire Department, Lincoln Fire Department, and the City of Folsom Fire Department.

Developing a Critical Incident Stress Management (CISM) program requires a comprehensive and organized approach to reducing and controlling stress. The consolidated CISM program is based on recommendations set forth within NFPA 1500, *Fire Department Occupational Safety and Health Program* (Chapter 12, Behavioral Health and Wellness Programs), as well as the *Fire Service Joint-Labor/Management Wellness and Fitness Initiative* developed by the International Association of Firefighters (IAFF) and the International Association of Fire Chiefs (IAFC).

The SPFD also provides an employee assistance program at no cost to the employee or family members experiencing emotional, family, financial, substance abuse, or related problems.

Application, Recruitment, & Retention Process

The SPFD advertises on its website and social media platforms for open, full-time Firefighter positions and ongoing recruitment for apprentice firefighters. The hiring process for SPFD includes a completed application, background check, reference, and qualifications check, possession of a Cal-JAC CPAT (Candidate Physical Ability Test) card, passing a skills assessment, a structured interview, and a physical examination and psychological evaluation.

Performance Reviews, Testing, Measurement, & Promotion Process

SPFD conducts written tests and performance reviews for all new firefighters at the end of each quarter at the conclusion of their one-year probationary period. Performance standards are being developed by the district but have not been completed at the time of this study. The district provides physical assessments on an annual basis, in accordance with NFPA 1582 for all operational personnel. In addition to annual health assessments, the district participates in cancer screening of personnel. This program was originally funded through an Assistance to Firefighters Grant (AFG) and is now included in the district's general fund. Promotional assessments are conducted as needed to fill open positions following the current SPFD and Local 522 bargaining agreement and the district's promotional guidelines.

Health & Safety

Establishing a committee utilizing NFPA 1500: *Standard on Fire Department Occupational Safety and Health Program*, Chapter 4 (Section 4.5) is the industry standard for developing and administering a fire department safety program. Establishing a safety committee can significantly increase the safety of Firefighters. Safety committees should be diverse in their representation from across the department to be effective. Uniformed, non-uniformed, and administrative staff members should make up the committee.

The primary focus of the safety committee should be to 1) help create a safe working environment for all employees, 2) identify safety concerns and considerations for improvement, 3) work collectively to establish safety education programs, and 4) bring labor and management together in a cooperative way to solve problems. Another task within the committee should be to review accidents, injuries, near-miss incidents, and workplace safety suggestions. The committee should analyze the information presented and report their findings to the Fire Chief.

SPFD has a standing Safety Committee in place, which is made up of five members of the district: One Division Chief, one Battalion Chief, one Captain, and two Engineers. The committee meets quarterly unless the need to meet more often is warranted due to an accident or safety concern. Specifically related to vehicle accidents involving district apparatus/equipment, SPFD has developed a Vehicle Accident Committee (referenced in SPFD Policy 919) which reviews the circumstances and causes of employee-involved vehicle accidents.

Capital Facilities & Apparatus

Apparatus and other vehicles, trained personnel, firefighting and emergency medical equipment, and fire stations are the essential capital resources necessary for a fire district to carry out its mission. No matter how competent or numerous the firefighters are, if appropriate capital equipment is not available for operations personnel, it would be impossible for the South Placer Fire District to perform its responsibilities effectively. The essential capital assets for emergency operations are facilities, apparatus, and other emergency response vehicles. This section of the report assesses SPFD's fire stations and frontline apparatus and ambulances.

Fire Station Features

Fire stations play an integral role in the delivery of emergency services for several reasons. To a large degree, a station's location will dictate response times to emergencies. A poorly located station can mean the difference between confining a fire to a single room and losing the structure, or survival from sudden cardiac arrest. Fire stations also need to be designed to adequately house equipment and apparatus and meet the needs of the organization and its personnel.

Fire station activities should be closely examined to ensure the structure is adequate in both size and function. Examples of these functions can include the following:

- Kitchen facilities, appliances, and storage
- Residential living space and sleeping quarters for on-duty personnel (all genders)
- Bathrooms and showers (all genders)
- Training, classroom, and library areas
- Firefighter fitness area
- The housing and cleaning of apparatus and equipment, including decontamination and disposal of biohazards
- Administrative and management offices, computer stations, and office facilities
- Public meeting space

In gathering information from SPFD, AP Triton asked the district to self-rate the condition of its fire stations using the criteria from the next figure. In addition, AP Triton's team inspected each of these facilities. The results will be seen in the following figures.

Figure 17: Criteria Utilized to Determine Fire Station Condition

<p>Excellent</p>	<p>Like new condition. No visible structural defects. The facility is clean and well maintained. Interior layout is conducive to function with no unnecessary impediments to the apparatus bays or offices. No significant defect history. Building design and construction match the building's purposes. Age is typically less than 10 years.</p>
<p>Good</p>	<p>The exterior has a good appearance with minor or no defects. Clean lines, good work flow design, and only minor wear of the building interior. Roof and apparatus apron are in good working order, absent any significant full-thickness cracks or crumbling of apron surface or visible roof patches or leaks. Building design and construction match the building's purposes. Age is typically less than 20 years.</p>
<p>Fair</p>	<p>The building appears to be structurally sound with weathered appearance and minor to moderate non-structural defects. The interior condition shows normal wear and tear, but flows effectively to the apparatus bay or offices. Mechanical systems are in working order. Building design and construction may not match the building's purposes well. Showing increasing age-related maintenance, but with no critical defects. Age is typically 30 years or more.</p>
<p>Poor</p>	<p>The building appears to be cosmetically weathered and worn with potentially structural defects, although not imminently dangerous or unsafe. Large, multiple full-thickness cracks and crumbling of concrete on apron may exist. The roof has evidence of leaking and/or multiple repairs. The interior is poorly maintained or showing signs of advanced deterioration with moderate to significant non-structural defects. Problematic age-related maintenance and/or major defects are evident. May not be well suited to its intended purpose. Age is typically greater than 40 years.</p>

South Placer Fire Stations

The following figures outline the basic features of each of the SPFD's fire stations. The condition of the stations is rated based on the criteria identified in the introduction to this section of the report.

Figure 18: SPFD Company 15


Address/Physical Location:		4650 East Roseville Parkway, Granite Bay, CA					
	General Description: The SPFD Company 15 Station is currently closed, however, the station and grounds are consistently maintained by SPFD personnel. This station meets the needs of a modern fire service facility. SPFD Truck 17 (out of service) is stored at this station.						
	Structure						
Date of Original Construction	1987						
General Condition	Excellent						
Seismic Protection	Yes						
Auxiliary Power	Yes						
ADA Compliant	Yes						
Number of Apparatus Bays	Drive-Throughs	2	Back-Ins		Total Bays:	2	
Total Square Footage	3,420						
Facilities Available							
Sleeping Quarters	Bedrooms	4	Beds	3	Dorm Beds	0	
Maximum Staffing Capability	4	(Total number of staff that can be housed at station)					
Bathroom/Shower Facilities							
Gender Separation (Y/N)	Bathrooms	Y	Showers	Y	Bedrooms		
Exercise/Workout Facilities	Yes						
Kitchen Facilities	Yes						
Individual Lockers Assigned	Yes						
Training/Meeting Rooms	No						
Washer/Dryer/Extractor	Yes/Yes/No						
Safety & Security							
Station Sprinklered	Yes						
Smoke Detection	Yes						
Decon & Biological Disposal	No						
Security System	No						
Apparatus Exhaust System	Yes						

Figure 19: SPFD Company 16

Address/Physical Location:		5300 Olive Ranch Road, Granite Bay, CA				
	General Description: The Company 16 Station is a well-maintained facility, meeting most of the needs of a modern fire service facility. SPFD Engine 16, Medic 16, and Brush 16 (which is cross-staffed) respond from this station.					
	Structure					
Date of Original Construction	2008					
General Condition	Good					
Seismic Protection	Yes					
Auxiliary Power	Generator to be installed in June 2024					
ADA Compliant	Yes					
Number of Apparatus Bays	Drive-Throughs	2	Back-Ins	0	Total Bays:	2
Total Square Footage	6,500					
Facilities Available						
Sleeping Quarters	Bedrooms	4	Beds	4	Dorm Beds	0
Maximum Staffing Capability	4	(Total number of staff that can be housed at station)				
Bathroom/Shower Facilities	Yes					
Gender Separation (Y/N)	Bathrooms	Y	Showers	Y	Bedrooms	Y
Exercise/Workout Facilities	Yes					
Kitchen Facilities	Yes					
Individual Lockers Assigned	Yes					
Training/Meeting Rooms	No					
Washer/Dryer/Extractor	Yes/Yes/No					
Safety & Security						
Station Sprinklered	Yes					
Smoke Detection	Yes					
Decon & Biological Disposal	No					
Security System	No					
Apparatus Exhaust System	Yes					

Figure 20: SPFD Company 17


Address/Physical Location:		6900 Eureka Road, Granite Bay, CA					
	General Description: SPFD Company 17 station is in poor condition, lacking features necessary for today's modern fire stations. SPFDs Administrative and Prevention staff are collocated within this facility. SPFD Engine 17, Grass 17 (cross-staffed), and a Battalion Chief respond from Company 17.						
	Structure						
Date of Original Construction	1975						
General Condition	Poor						
Seismic Protection	No						
Auxiliary Power	Generator being installed in June 2024						
ADA Compliant	No						
Number of Apparatus Bays	Drive-Throughs	3	Back-Ins	0	Total Bays:	3	
Total Square Footage	9,920						
Facilities Available							
Sleeping Quarters	Bedrooms	6	Beds	7	Dorm Beds	0	
Maximum Staffing Capability	7	(Total number of staff that can be housed at station)					
Bathroom/Shower Facilities	Yes						
Gender Separation (Y/N)	Bathrooms	Y	Showers	Y	Bedrooms	Y	
Exercise/Workout Facilities	Yes						
Kitchen Facilities	Yes						
Individual Lockers Assigned	Yes						
Training/Meeting Rooms	Yes						
Washer/Dryer/Extractor	Yes/Yes/Yes						
Safety & Security							
Station Sprinklered	No						
Smoke Detection	Yes						
Decon & Biological Disposal	No						
Security System	No						
Apparatus Exhaust System	Yes						

Figure 21: SPFD Company 18


Address/Physical Location:		5840 Horseshoe Bar Road, Loomis, CA			
	General Description: The SPFD Company 18 station is 65 years old and lacks many of the features needed for a modern fire station, however, crews take pride in the upkeep of this facility. Response from this station includes Engine 18 and Brush 18 (cross-staffed).				
	Structure				
Date of Original Construction	1959 (Truck Room) 2007				
General Condition	Fair				
Seismic Protection	No				
Auxiliary Power	Yes				
ADA Compliant	No				
Number of Apparatus Bays	Drive-Throughs	1	Back-Ins	1	Total Bays: 2
Total Square Footage	4,756				
Facilities Available					
Sleeping Quarters	Bedrooms	4	Beds	5	Dorm Beds 0
Maximum Staffing Capability	5	(Total number of staff that can be housed at station)			
Bathroom/Shower Facilities	Yes				
Gender Separation (Y/N)	Bathrooms	Y	Showers	Y	Bedrooms Y
Exercise/Workout Facilities	Yes				
Kitchen Facilities	Yes				
Individual Lockers Assigned	Yes				
Training/Meeting Rooms	Yes				
Washer/Dryer/Extractor	Yes/Yes/Yes				
Safety & Security					
Station Sprinklered	No				
Smoke Detection	Yes				
Decon & Biological Disposal	No				
Security System	No				
Apparatus Exhaust System	Yes				

Figure 22: SPFD Company 19



Address/Physical Location:		7070 Auburn Folsom Road, Granite Bay, CA				
	General Description:					
	SPFD Company 19 Station is closed at the time of this report, however, it is still well-maintained by on-duty district crews and the Battalion Chiefs. This station meets most of the needs of a modern fire service facility. Company 19 serves as a storage facility for unstaffed equipment including Water Tender-19, a reserve Brush Unit, a reserve Medic Unit, and OES4106.					
Structure						
Date of Original Construction	2003					
General Condition	Good					
Seismic Protection	Yes					
Auxiliary Power	Yes					
ADA Compliant	Yes					
Number of Apparatus Bays	Drive-Throughs	3	Back-Ins	0	Total Bays:	3
Total Square Footage	7,527					
Facilities Available						
Sleeping Quarters	Bedrooms	2	Beds	7	Dorm Beds	6
Maximum Staffing Capability	7	(Total number of staff that can be housed at station)				
Bathroom/Shower Facilities	Yes					
Gender Separation (Y/N)	Bathrooms	Y	Showers	Y	Bedrooms	Y
Exercise/Workout Facilities	Yes					
Kitchen Facilities	Yes					
Individual Lockers Assigned	Yes					
Training/Meeting Rooms	No					
Washer/Dryer/Extractor	Yes/Yes/Yes					
Safety & Security						
Station Sprinklered	Yes					
Smoke Detection	Yes					
Decon & Biological Disposal	No					
Security System	No					
Apparatus Exhaust System	Yes					

Figure 23: SPFD Company 20

Address/Physical Location:		3505 Auburn Folsom Road, Loomis, CA		
	General Description: Although the crews take pride in the maintenance of SPFD Company 20, the facility is rated in "Poor" condition and lacks most features necessary for a modern fire station. Responding apparatus includes Engine 20 with 2-0 staffing, and Medic 20. In addition, Grass 20 is cross-staffed with on duty personnel.			
	Structure			
Date of Original Construction	1985			
General Condition	Poor			
Seismic Protection	No			
Auxiliary Power	Yes			
ADA Compliant	No			
Number of Apparatus Bays	Drive-Throughs	0	Back-Ins	3
Total Square Footage	3,500			
Facilities Available				
Sleeping Quarters	Bedrooms	3	Beds	4
Maximum Staffing Capability	4 (Total number of staff that can be housed at station)			
Bathroom/Shower Facilities	Yes			
Gender Separation (Y/N)	Bathrooms	Y	Showers	Y
Exercise/Workout Facilities	Yes (in apparatus bay)			
Kitchen Facilities	Yes			
Individual Lockers Assigned	No			
Training/Meeting Rooms	No			
Washer/Dryer/Extractor	Yes/Yes/No			
Safety & Security				
Station Sprinklered	No			
Smoke Detection	Yes			
Decon & Biological Disposal	No			
Security System	No			
Apparatus Exhaust System	Yes			

Fire Stations Discussion

Only one of the SPFD fire stations was considered in "Excellent" condition. Three of the remaining five fire stations were rated as "Good" or "Fair," and Station 17 and Station 20 are rated "Poor" in condition. Fire station ages range from 15 to 65 years, with an average of just over 37 years. The following figure summarizes SPFD's fire stations and their features.

Figure 24: Station Configuration & Condition

Station	Apparatus Bays	Staffing Capacity	General Condition	Station Age
Station 15	2	4	Excellent	36 years
Station 16	2	4	Good	15 years
Station 17	3	7	Poor	48 years
Station 18	2	5	Fair	65 years
Station 19	3	7	Good	20 years
Station 20	3	4	Poor	38 years
Totals/Average:	15	31		37 years average

Some fire stations were further evaluated utilizing a checklist based on National Fire Protection Association (NFPA) 1500: *Standard on Fire Department Occupational Safety, Health, and Wellness Program*.

Generally, SPFD's stations are well maintained and functional. As the firefighting environment has changed, the technology, equipment and safety systems have changed to meet new demands. Older buildings do not typically have the space or engineering systems to meet that new environment. Modern living also requires much more access to electrical outlets than was expected in older buildings. The older SPFD stations are no exception.

For example, older buildings do not meet the requirements due to the need to decontaminate personnel and equipment after many responses in the current firefighting context. Every crew member should have access to facilities to decontaminate immediately after a fire event, and showers should allow for gender separation.

In addition, there needs to be enough partitioned space to allow for gear and equipment to be thoroughly washed and designed to control contamination in the living and working space of the station.

While all structures require routine maintenance, fire stations require even more maintenance due to the continuous occupancy by a minimum of three adults. Multiple departures and returns of heavy apparatus also affect these structures.

Detailed Fire Station Discussion

Station 15

SPFD Station 15 is a single-story, medium-sized station that is currently unstaffed (closed). The station was originally constructed in 1987 and remodeled in the mid-2000s. The building meets most modern construction features with ADA accommodations, gender separation, station alerting features, and an interior workout area away from the apparatus floor. The station is equipped with fire sprinklers, smoke detectors, and an emergency generator.

As with the other stations within the district, Station 15 does not have adequate space for decontaminating PPE or other equipment. In addition, Station 15 has a diesel exhaust system installed for apparatus, however the storing of turnouts and other personal gear in the apparatus bay, greatly reduces the ability to protect personnel, cooking/eating surfaces, and interior living spaces from diesel exhaust and particulates created by apparatus exiting the facility.

Station 16

Station 16 is a single-story station constructed in 2008 and is in good condition. The station was constructed with several ADA features and has many features of a modern fire station. For example, turnouts are stored adjacent to the apparatus floor in a separate room. Equipment maintenance and storage of chemicals, cleaning supplies and tools are also stored in separate rooms. However, each of these rooms had the doors propped open with wedges. This practice negates the ability to protect firefighter turnouts and equipment from diesel exhaust and particulates, even though the station has a diesel exhaust system in-place.

Station 17 (Administrative Complex)

The Station 17 complex houses a single-story fire station, constructed in 1975. This station has only been lightly remodeled since its inception and is listed in poor condition. The building lacks modern construction features, including a fire sprinkler system, ADA accommodations and gender-segregated areas (all gender signage should be installed).

As with Station 16, rooms within the apparatus bay used for storage of PPE, equipment maintenance, and tool storage were propped open, greatly reducing the ability to protect personnel and interior surfaces from diesel exhaust and particulate created by apparatus exiting the facility.

The Administrative Support Division and Fire Prevention Bureau are housed within the station footprint, separated by an interior wall from the crews and apparatus bay. In addition, adjacent to the station is a modular structure constructed in 2003. This structure houses the Chief's and Chief Officers' offices, as well as the Board of Directors meeting room, which also serves as a training room.

The Fleet Services Division is also located at the complex. Although the structure is dated and does not meet the needs of a modern repair facility, the building boasts a large parts area, adequate maintenance equipment and lifts, and is large enough to store apparatus and other equipment comfortably.

The remaining area of the complex is dedicated as a training facility. The grounds have several props, including a three-story masonry training tower (non-burn), various roof props, and a small metal building used for firefighter survival training.

Station 18

SPFD Station 18 serves the community of Loomis. This station is a two-bay, single-story facility, originally built as a truck bay in 1959 and added on to with portable buildings in 2007. Although the station is listed as "fair" it lacks many modern construction features and ADA accommodations. Firefighter turnouts are stored in open lockers in the apparatus bay and there is no separation between the PPE extractor and the residential washer and dryer. Although the station has a diesel exhaust system in-place, storing firefighter turnouts and equipment within the bay can reduce the ability to protect personnel, as well as interior surfaces from diesel exhaust and particulate created by apparatus exiting the facility.

Station 19

Station 19 was constructed in 2003 and is listed in "good" condition. This station is currently closed, and serves as an apparatus storage facility, housing the district's water tender (WT19), brush unit (BR1), a reserve ambulance and OES engine 4106. The station is a single-story building that meets most needs of a modern fire station. Station 19 is well-maintained by on-duty crews from neighboring stations, as well as the Battalion Chiefs.

Station 20

SPFD Station 20 is a small, single-story, prefabricated metal building constructed in 1985 and sits on a very large footprint. This station's condition is listed as "poor" as it lacks many of the modern construction features and ADA accommodations. In the apparatus bay, ice is made and stored for human consumption, firefighter PPE gear is stored in open lockers, and workout equipment is used in the bay as well. Even though the station has an exhaust system for the apparatus, the above findings can reduce the ability to protect personnel, as well as interior surfaces, from diesel exhaust and particulate created by apparatus exiting the facility, as well as running equipment in an open environment.

Facility Remodels

The Fire Chief has indicated that major deferred maintenance projects will come due soon. There are three stations that are ready for major overhaul work due to the expansion of district services and the changing deployment model.

Status of Shared Facilities

SPFD does not currently share any facilities, however, there is potential for sharing vehicle maintenance services with other fire agencies. The shop facility has the capacity to service a larger number of vehicles; this option will be explored further when an additional mechanic is in place and performing competently.

SPFD Fleet Inventory

Apparatus was evaluated by SPFD staff based on age, miles/hours, service, condition, and reliability. Fleet maintenance is provided in-house by SPFD mechanics and has systems in place for emergency assistance after hours.

The following figures represent all apparatus and vehicles operated by SPFD.

Figure 25: SPFD Apparatus

Unit	Type	Status	Year	Condition	Features
Engines & Aerial Apparatus					
Engine 16	Type 1	Frontline	2018	Excellent	1500 gpm/500 gal.
Engine 17	Type 1	Frontline	2021	Excellent	1500 gpm/600 gal.
Engine 18	Type 1	Frontline	2021	Excellent	1500 gpm/600 gal.
Reserve E-17	Type 1	Reserve	2005	Poor	1500 gpm/600 gal.
Reserve E-20	Type 1	Reserve	2001	Poor	1250 gpm/800 gal.
Engine 16	Type 1	Frontline	2005	Poor	1500 gpm/600 gal.
Reserve E-18	Type 1	Reserve	2004	Poor	1500 gpm/600 gal.
Truck 17	Type 1	Reserve	2013	Excellent	100' Aerial Ladder
Brush 17	Type 3	Frontline	2013	Excellent	500 gpm/500 gal.
Brush 18	Type 3	Frontline	2013	Excellent	500 gpm/500 gal.
Res. Brush	Type 2	Reserve	2007	Good	1000 gpm/750 gal.
Grass 16	Type 6	Frontline	2008	Good	150 gpm/340 gal.
Grass 20	Type 6	Frontline	2008	Good	150 gpm/340 gal.
Medics/Rescues/Other					
Medic 16	Ambulance	Frontline	2017	Excellent	
Medic 20	Ambulance	Frontline	2017	Excellent	
Res. Medic	Ambulance	Reserve	2013	Excellent	
WT 17	Tender	Frontline	1985	Fair	4,300 Gallon Tank

Figure 26: Supervisor & Command Vehicles

Unit	Assigned To	Manufacturer	Year	Condition
Chief 1700	Fire Chief	Ford Expedition	2021	Excellent
Chief 1701	Deputy Chief	Ford Expedition	2020	Excellent
Fire Marshall	Division Chief/Prevention	Ford F250 Pickup	2017	Excellent
Chief 1702	Division Chief/EMS	Ford Expedition	2009	Poor
BC 17	Duty Battalion Chief	Ford Expedition	2016	Excellent
Reserve BC	Battalion Chief Reserve	Ford Expedition	2009	Poor
Shop	Mechanic 1	Ford F550	2006	Fair
Res. Shop	Mechanic	Ford F550	1998	Poor
Utility	Pool Vehicle	GMC 2500	2002	Poor
Pool Truck	Pool Vehicle	Ford F150 Pickup	2014	Poor
Pool Van	Admin/Training	Ford Transit van	2020	Excellent
Pool Car	Pool Vehicle	Ford Crown Vic	2003	Poor
Utility	Reserve/Pool Utility Vehicle	Ford F350	2001	Good

Fleet maintenance is accomplished through a combination of in-house mechanics and outsourced vendors. The SPFD mechanic is Emergency Vehicle Technician (EVT) qualified/certified. Maintenance manuals are available; preventative maintenance checks are conducted regularly; maintenance records are kept for all apparatus and vehicles; pump tests are performed annually in accordance with NFPA 1911. The shop facility has the capacity to provide fleet maintenance to other agencies, however, SPFD is minimally staffed and additional personnel would be needed to expand services.

Service Delivery & Performance

This section is designed to provide the South Placer Fire District with an insightful overview of pertinent response data. Its primary purpose is to aid the department in assessing its current performance levels and establishing a benchmark for expected performance standards. This information is invaluable for SPFD and its political leaders, enabling them to comprehend the impact of their decisions, policies, and external factors on the department's operational efficiency. By utilizing this analysis, SPFD can strategically navigate challenges and optimize service delivery for enhanced community safety.

Research Information

The information within this section was developed from various sources provided by SPFD. Detailed information was provided between January 1, 2019, and December 31, 2022. In addition, less comprehensive total incident volumes were provided between January 2015 and December 2022 to identify long-term trends.

Statistics Discussion

Mathematical and technological methodologies must be used judiciously to evaluate something as complex as an emergency incident response. There are historical examples where incorrect evaluations lead to severe consequences in deployment and operational decisions. This analysis is designed to quantify and analyze available information. It is intended to be a starting place for the agency as it seeks to improve performance. However, leaders must understand the limitations of making decisions based solely on statistical study and utilize sound judgment with proven analytics.

Statistical Tools

Various statistical analytical tools were employed to create this section. The fundamental tools were categorization, percentile, and regression analysis. This helps paint a picture of historical performance, with some inferences that may help leaders identify positive and negative performance trends.

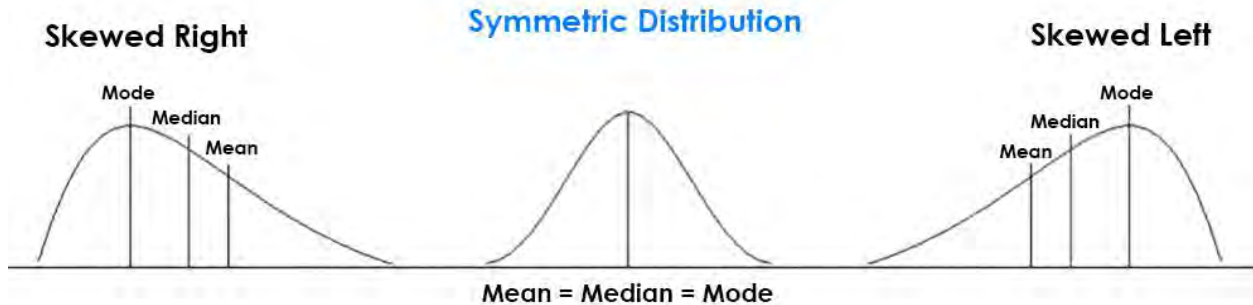
90th Percentile

The time performance measures for this report are done using the 90th percentile measure. While discussing the mathematics behind this measure is outside this report's scope, it is helpful to understand why it is utilized.

The most common reason to use this measure is that the industry has adopted it. If a fire agency wishes to judge its performance against standards or other agencies, it must use the 90th percentile. For example, the National Fire Protection Association (NFPA) utilizes the 90th percentile measure in most of its standards. In addition, the Commission on Fire Accreditation International (CFAI) requires reporting performance measures at the 90th percentile.

The statistical reason to use the measure is that it more fully captures performance and will identify trends in performance more quickly. Unfortunately, the time performance data used in this study has a skew, making other statistical measures less sensitive and representative. The following figure is a general example of data skew.

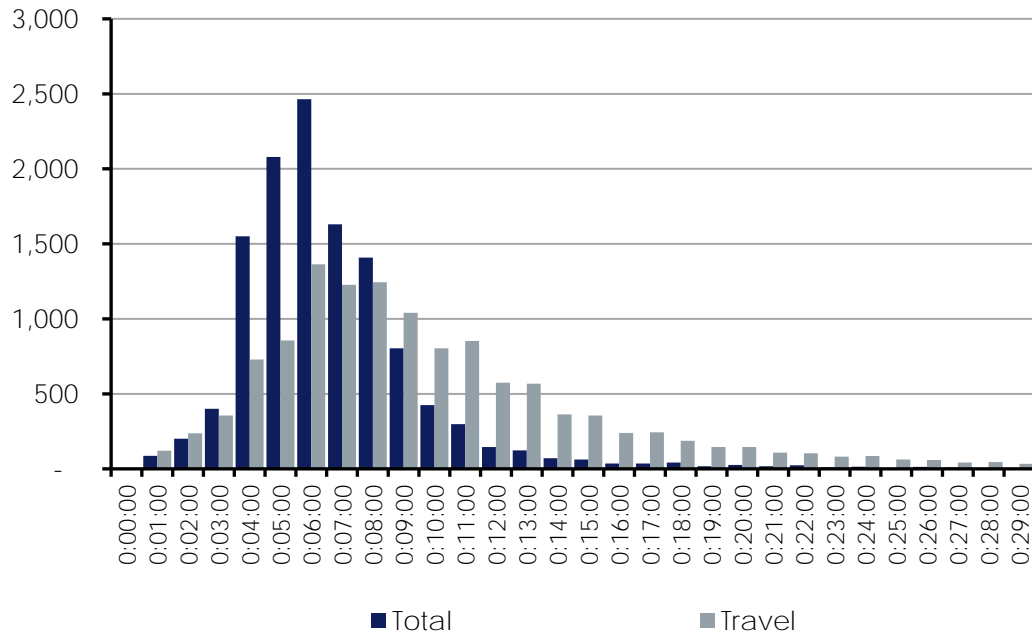
Figure 27: Data Skew⁵



In a symmetric distribution, the mean (average), median (middle of the data), and mode (the most frequent) are all equal. When the distribution skews, these three measures of the middle shift. Using the average, or mean, in skewed data left would underrepresent the bulk of the performance. While the opposite is true when skewed right. In SPFD's case, most of the time-performance data is skewed right. In this case, using the average would overrepresent the performance.

This directional skew is very typical for the fire service. The following figure shows the agency's total and travel time segments in a distributed frequency chart, illustrating the definitive right skew to the information.

Figure 28: SPFD Data Skew Evaluation



Data Discussion

Detailed data was provided from SPFD's primary incident reporting software (RMS), its electronic patient contact report (ePCR) software, and the computer-aided dispatch (CAD) system. These different database tables were combined utilizing proven data engineering techniques into one analytical data set.

Data Engineering Findings

The number of incident records for the RMS and CAD systems was similar. There were 14,952 unique incidents for the RMS and 12,528 for the CAD system. In addition, there were 31,708 complete unit records in the CAD system and 26,330 RMS units. Combining these data sets resulted in a 2.6% data drop. This variation is minor and a statistically acceptable loss between the two systems.

Unit records were combined between the RMS and ePCR systems. The error rate was slightly higher, with 4% of the data not matching between the two systems. While this is a more significant error rate than the overall incident combination, it does not challenge the statistical significance of the analysis.

Data Error Handling

Data collection within the various data sets has the potential for significant errors. Although there can be many reasons for incorrect information, these errors are typically a combination of human input and collection errors. Various methods exist to manage these errors, including statistical exclusion, real-time exclusion, formula manipulation, and logic testing.

For SPFD, the information in the data fields had minimal error-prone data. Therefore, most of the data did not require statistical intervention. However, some data was excluded by formula or logic tests. The time segment math utilized a logic tree to eliminate negative and null sets. The turnout time was limited to a 5-minute maximum as it was a natural break between the meaningful data and the extremes outside the maximum limit.

In addition, the turnout and travel time segments were evaluated against an inversion error. When the turnout time was greater than the capped high and significantly higher than the travel time, these time segments were removed. These limitations still left 70% of the records available for analysis. The analysis is organized into volume and performance, and specific data limitations will be discussed in each of the appropriate sections and subheadings.

Service Demand

The first dimension of the analysis is the overall system call load. Because this is a simple count of the incidents by type and location, no data was excluded after engineering. Therefore, all data from the three previously discussed systems will be used for most aspects of this analysis, except for the volume projection. There was a 7% alarm date error, resulting in some research by date or time to be adjusted.

Volume Analysis

A simple volume analysis can indicate how often the department is called upon to respond to an incident. The first look is at the overall call counts grouped by primary categories in the National Fire Incident Reporting System (NFIRS). Establishing the incident jurisdiction required a match between the geocoded information and the provided geographic boundaries. The following figure is the total number of responses recorded by the agency for the entire data set and the percentage of the categorized responses.

Figure 29: Total Incident Count (2019–2022)

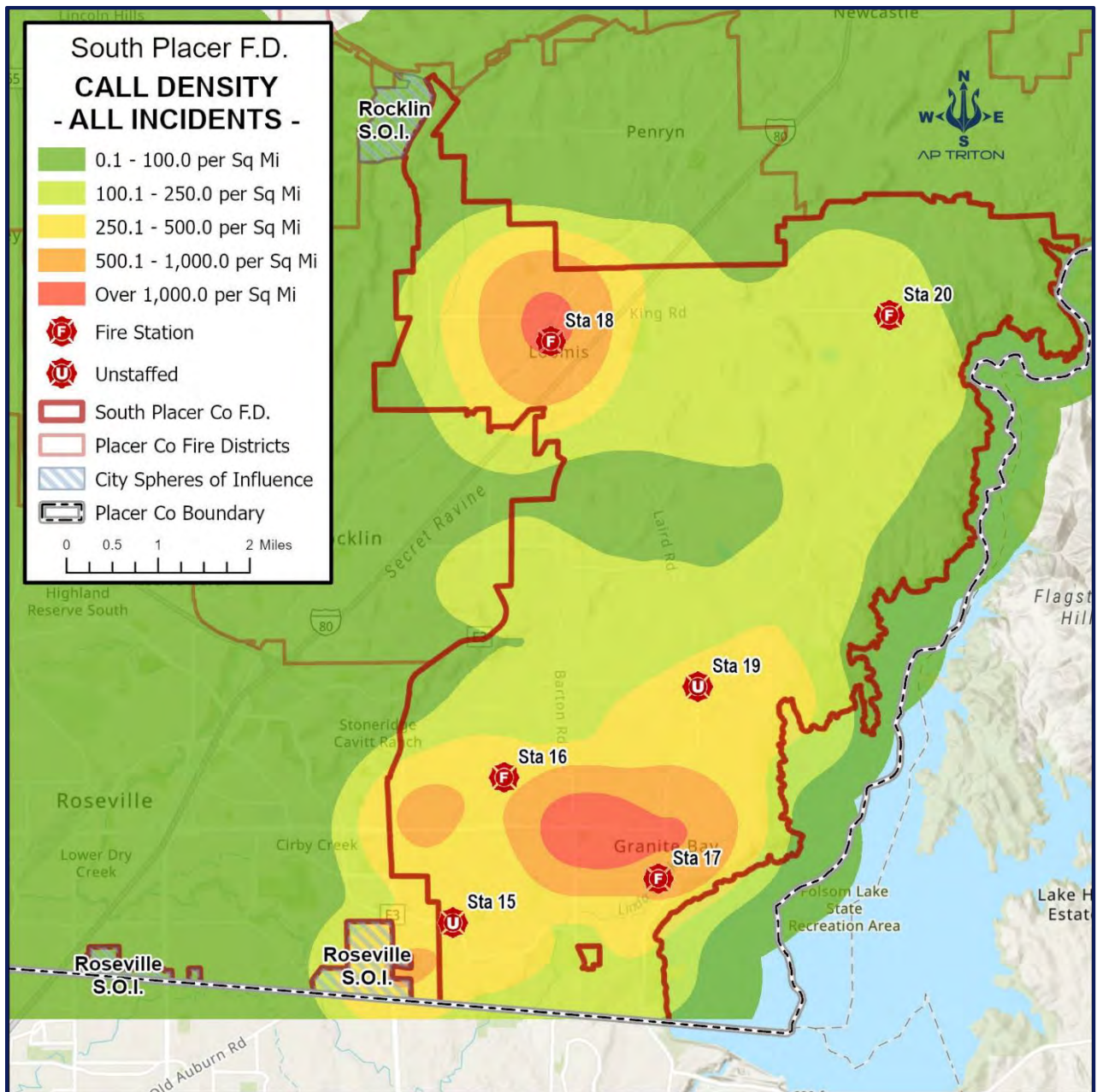
Incident (NFIRS Group)	Count	Percentage of Total Responses
District Responses		
Fire (100)	528	3.5%
Overpressure (200)	48	0.3%
Rescue-Medical (300)	9,755	65.4%
Hazardous condition (400)	299	2.0%
Service (500)	1,252	8.4%
Good Intent (600)	2,201	14.8%
False Alarm (700)	798	5.4%
Disaster (800)	9	0.1%
Special (900)	21	0.1%
Total SPFD Responses	14,911	100.0%
Mutual Aid		
Auto/Mutual Aid Received	1,101	7.4%
Auto/Mutual Aid Given	1,997	13.4%

SPFD offers mutual aid about twice as often as it receives. This is primarily true in the EMS component, which will be discussed later. This district's incident distribution is typical within the industry, with EMS incidents accounting for the most significant incident volume.

Geographic Analysis

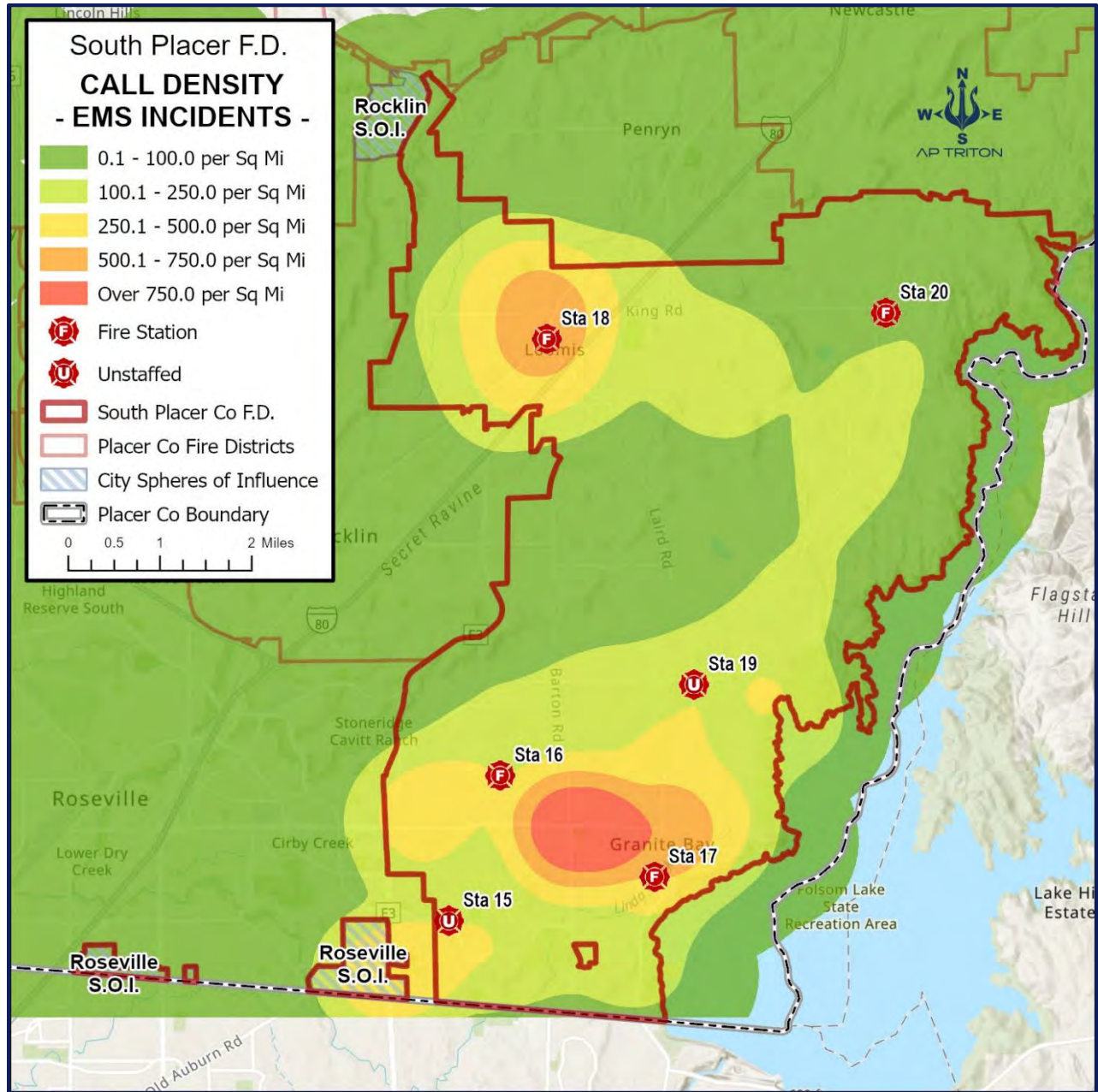
A call density analysis is helpful when reviewing the best location for apparatus placement. It is also useful when evaluating where the prevention programs may have the most impact. The following figure geographically represents the incident density for the study period.

Figure 30: Incident Density (2019–2022)



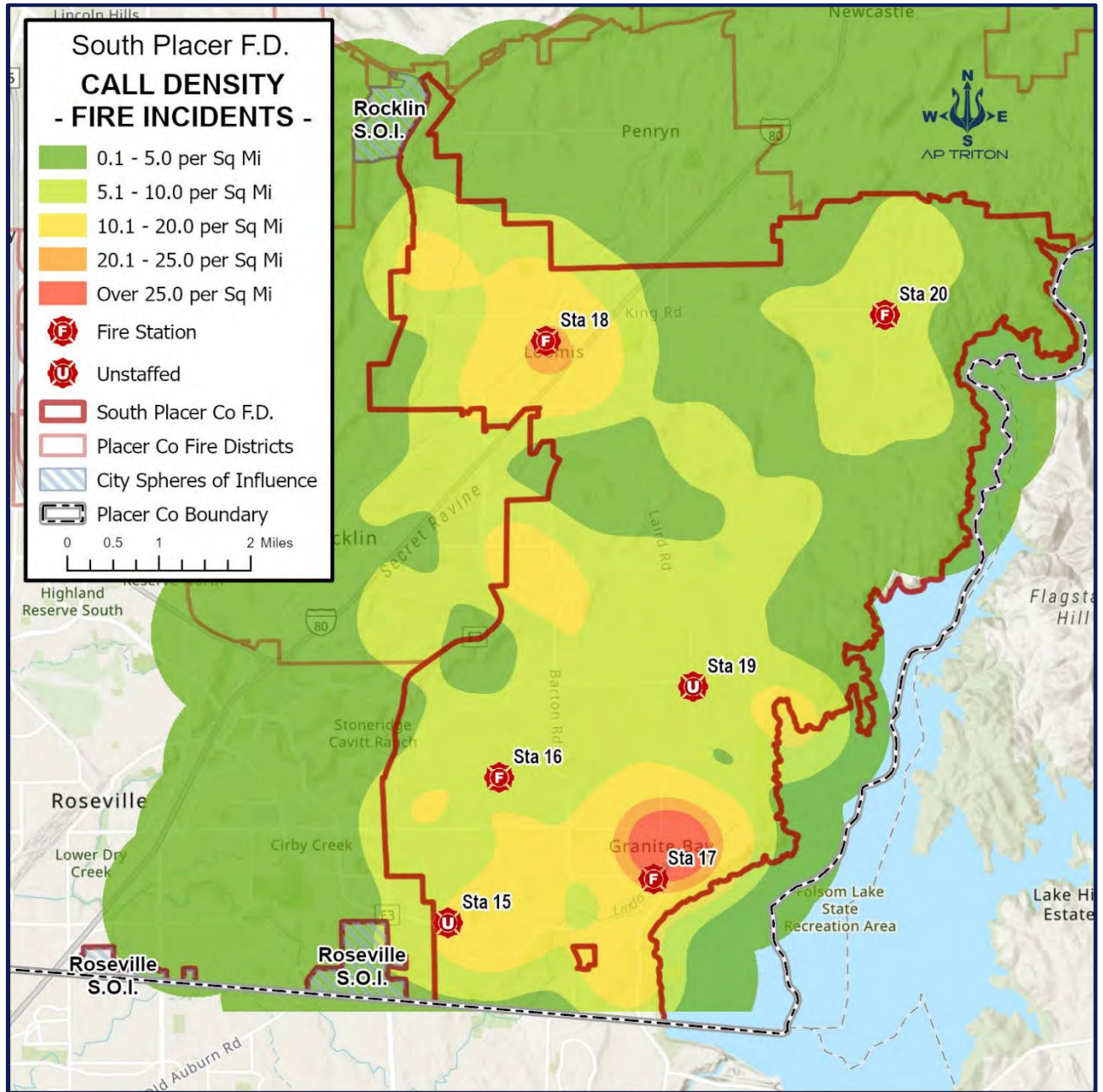
As indicated in the previous figure, incident density is the most concentrated around the Town of Loomis, the Granite Bay area, and Interstate 80. These areas are mixed-use but appear to have the highest density of buildings in the district. This density is telling. However, it is primarily driven by the district's volume of emergency medical service incidents. The following figure is similar to the overall density but shows the EMS incident concentration for the same period.

Figure 31: EMS Incident Density (2019–2022)



The preceding figures indicate a strong correlation between the EMS incidents and the total call volume. While this may give a general idea of where to focus medical prevention efforts, it does not address the more hazardous incident types. The following figure is the incident density for fire incidents within the study period.

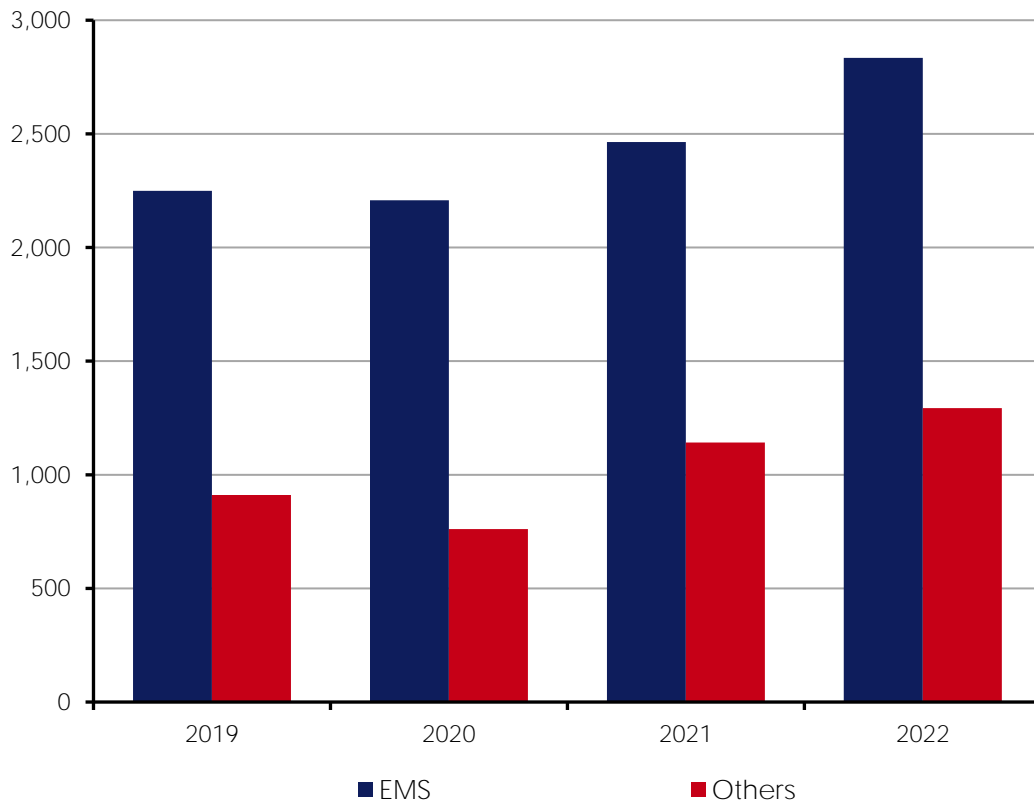
Figure 32: Fire Incident Density (2019–2022)



Temporal Analysis

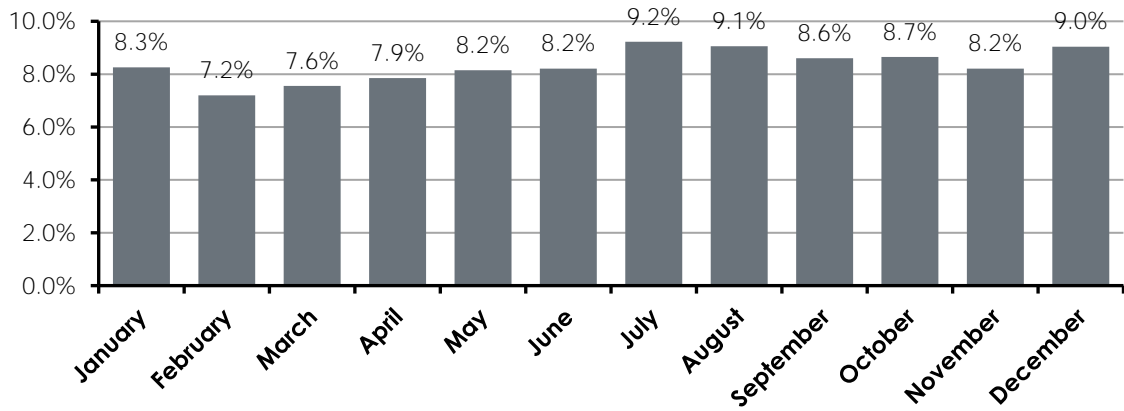
The annual incident count for SPFD has steadily increased in both EMS and other incident types. While there appeared to be a dip in incident volume during the COVID-19 pandemic, the incident volume is growing again. It seems to be rebounding past pre-pandemic levels. The following figure shows the annual incident volume by EMS incidents and all other incident types.

Figure 33: Annual Incident Volume (2019–2022)



Analyzing the incident volume by month, day of the week, and hour is valuable when attempting to schedule events or add staffing. Additionally, months may reveal seasonality for the service needs. At the same time, days and hours may indicate the population movement and activities throughout the days. The following figure analyzes incident percentages by month for 2019 through 2022.

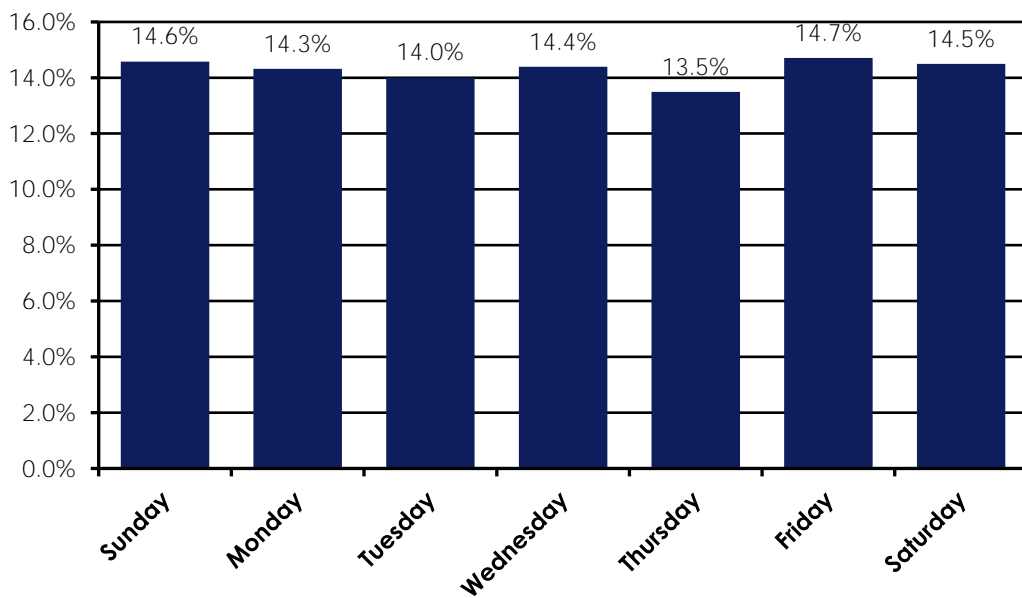
Figure 34: Incident Volume by Month (2019–2022)



For SPFD, the incident volume appears to have a slight seasonality. February is usually lower than the other months as it has fewer days, and the variation from expectation was 0.5% for February and 0.9% for March. However, there is an approximate 2% variation between the slowest month by expectation, March, and the busiest of July. This heavier-than-expected variation lasts throughout the summer and bumps again in December.

Another dimension for evaluation is the percentage of incidents that happen by the day of the week. The following figure is the percentage of incidents that occur by day of the week and includes all the detailed incident data.

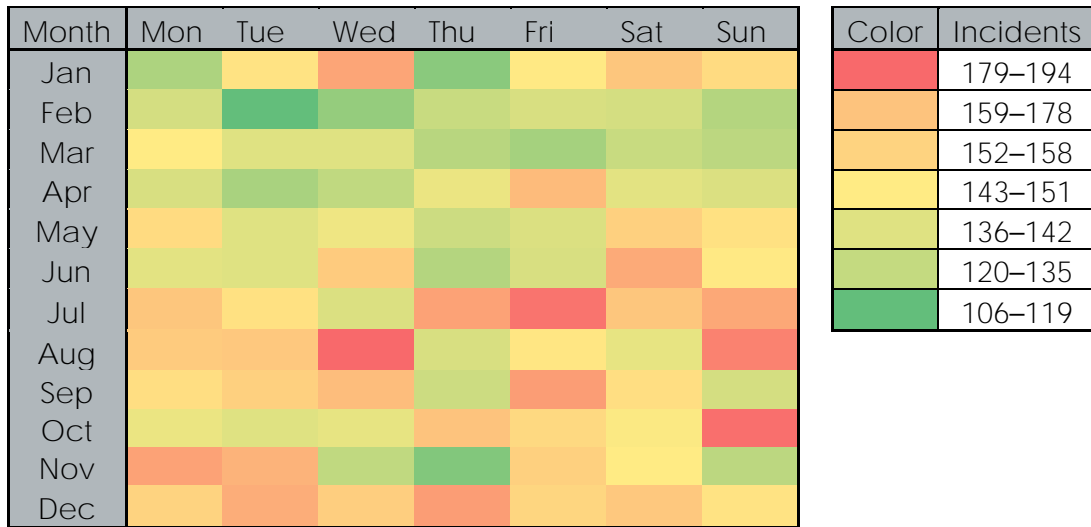
Figure 35: Incident Variation by Day (2019–2022)



There does not appear to be any significant variation by the day of the week. However, Friday and Sunday appear to be slightly busier.

It can be helpful to combine the month and day dimensions to identify potentially significant combinations of the month and weekday. For example, the following figure shows the density of call volume by month and day of the week.

Figure 36: Month & Day Heat Map (2019–2022)

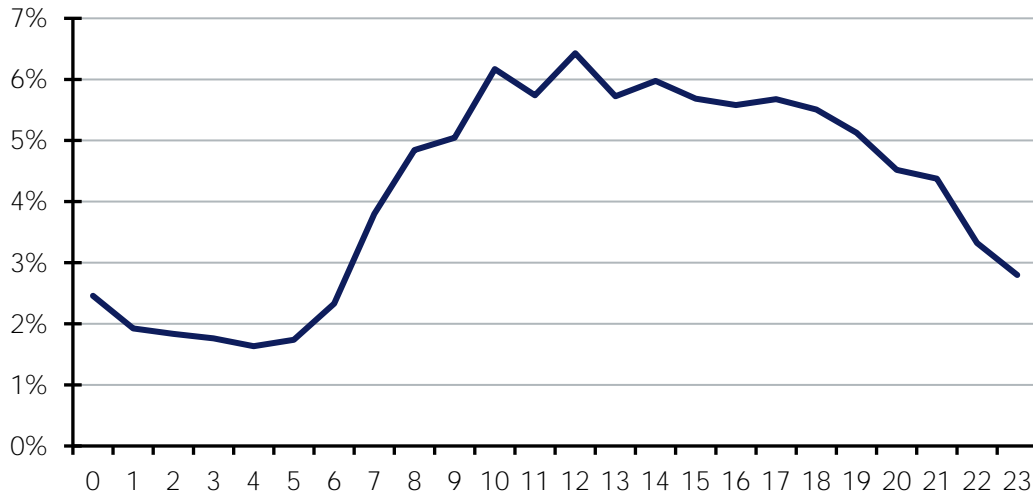


This analysis shows a few days with higher and lower incident volumes throughout the months. Thursday through Sundays in July, Wednesdays and Sundays in August, and Sundays in October are more likely to see incident volume increases. In contrast, work weekdays remain consistently lower through the winter months.

Another analytic dimension is to evaluate call volume throughout the hours of the day. For example, fire and EMS incidents are distributed unequally throughout most systems throughout the day. The daytime is typically more active than the evening, night, and early morning. The driving force behind this phenomenon is likely that people are awake and moving.

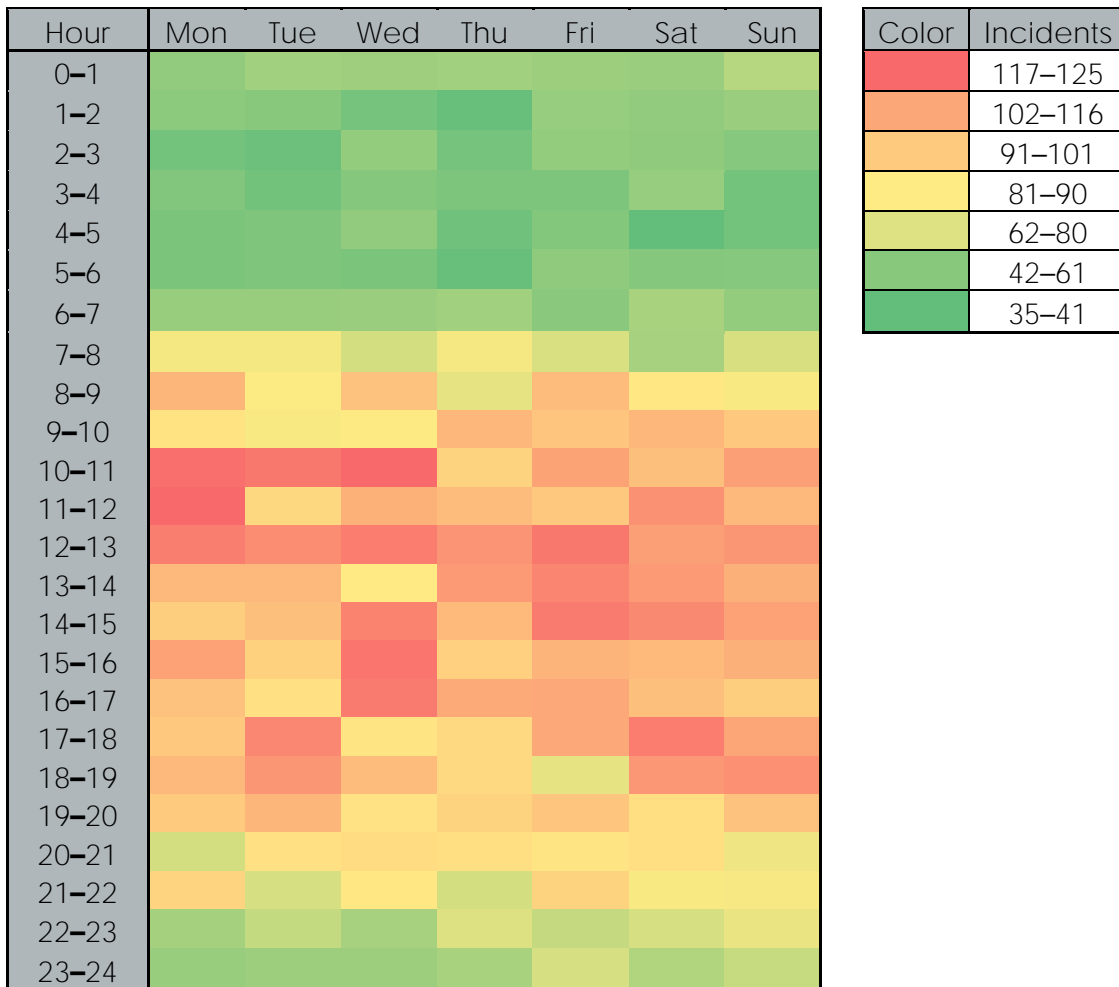
The following figure indicates that SPFD closely follows this daytime pattern, with approximately 70% of incidents occurring between 8 AM and 8 PM.

Figure 37: Volume by Hour of Day (2019–2022)



It is essential to understand the combination of the hour of the day and the day of the week. By evaluating that density, some hot spot times can be identified. In SPFD's case, the evaluation shows a consistent and statistically significant pattern of daytime calls, regardless of the day of the week. The following figure indicates incident density by the hour and day of the week.

Figure 38: Hour & Day Heat Map (2019–2022)



Resource Distribution

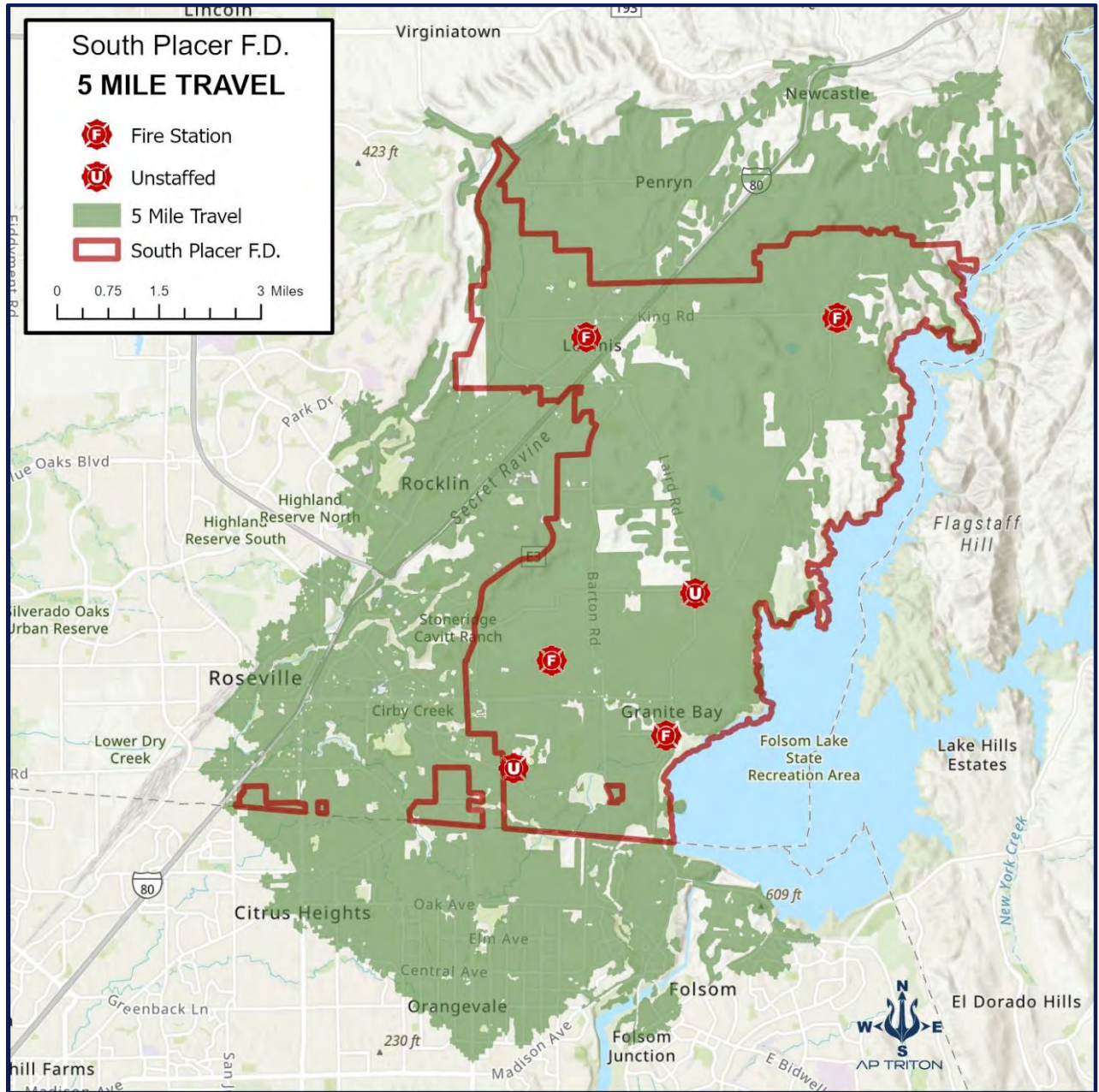
This section focuses on various crucial performance metrics that are instrumental in evaluating the efficiency of resource allocation. A comprehensive distribution of resources is fundamental for ensuring a swift initial response across different areas. However, the first responding unit represents just one aspect of the overall deployment strategy. It is imperative to maintain an adequate number of units to effectively handle the volume, nature, and severity of incidents. Equally important is the endeavor to achieve a balanced distribution of unit responses, ensuring consistent and effective coverage throughout the service area.

Geographic Distribution Analysis

This analysis examines the strategic placement of units and stations to maximize the likelihood of reaching incidents promptly, particularly during their initial stages. There are two principal performance standards that guide this geographic distribution: the criteria set by the Insurance Services Office, Inc. (ISO) and the National Fire Protection Association (NFPA).

The ISO standard is based on distance, specifically using a 5-mile radius from a fire station as its benchmark. The accompanying figure illustrates the areas covered within a 5-mile travel distance from each fire station. NFPA adopts time as its key criterion for determining effective geographic distribution, focusing on response times to incidents. Together, these standards provide a comprehensive framework for evaluating and enhancing the geographic deployment of fire service resources.

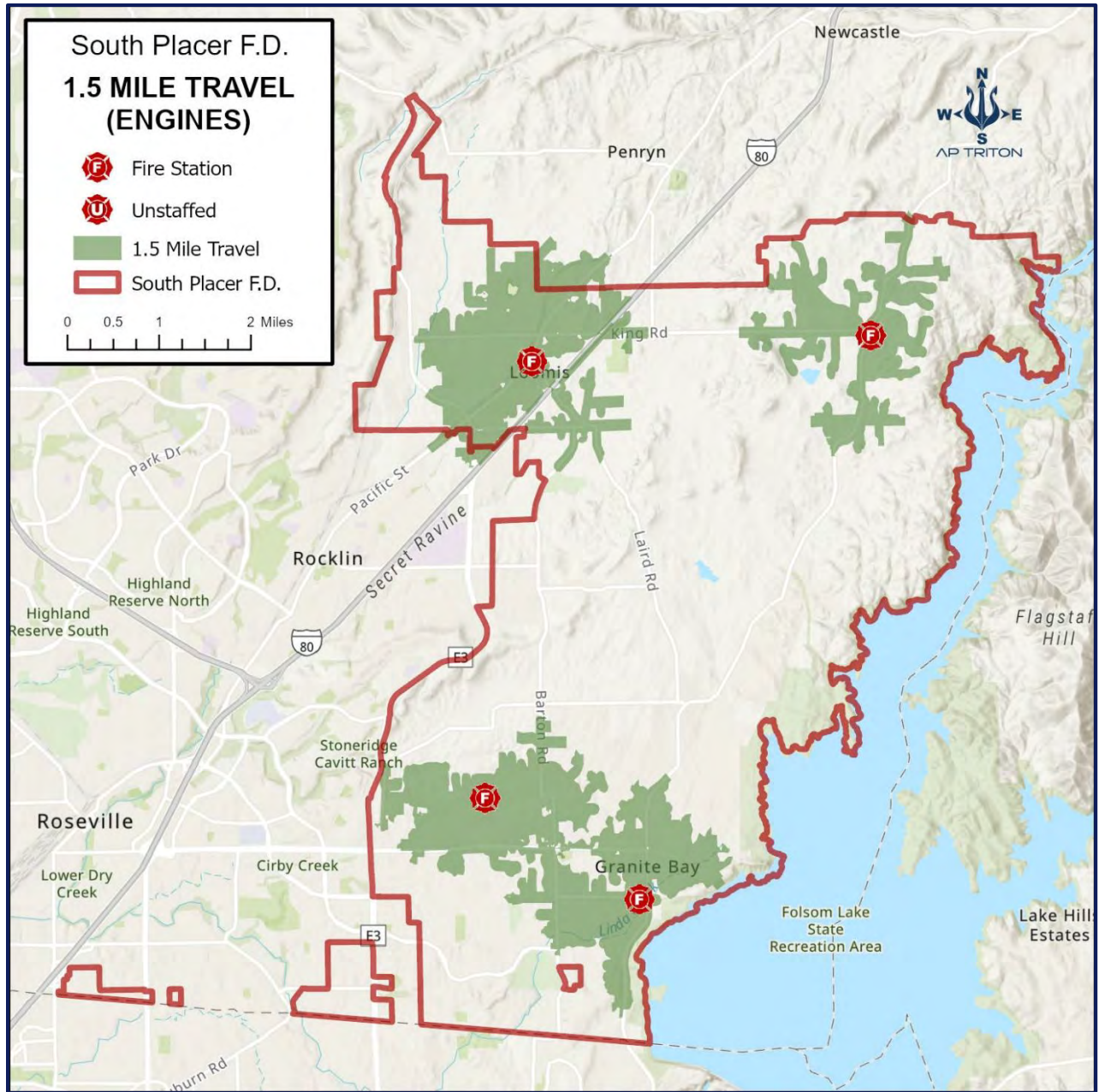
Figure 39: ISO 5-Mile Travel Distance



For maximum credit under ISO's Fire Suppression Rating Schedule (FSRS), it is essential that every building within a jurisdiction falls within specific proximity to fire service resources. Specifically, a building should be located no more than 1.5 miles from an engine company and within a 2.5-mile radius of a ladder or truck company.⁶

The district struggles to provide uniform service across its response area, with some notable gaps in coverage. The northern and southern regions experience longer travel times, while the central area is predominantly beyond the effective reach of the currently staffed stations. This issue is highlighted in the subsequent figure, which illustrates the 1.5-mile travel distance from each station, focusing on those housing engine companies. This visual representation underscores the areas where service accessibility is limited, thereby aiding in identifying zones that require strategic attention to improve response times and overall service efficiency.

Figure 40: ISO 1.5 Mile Engine Travel Distance

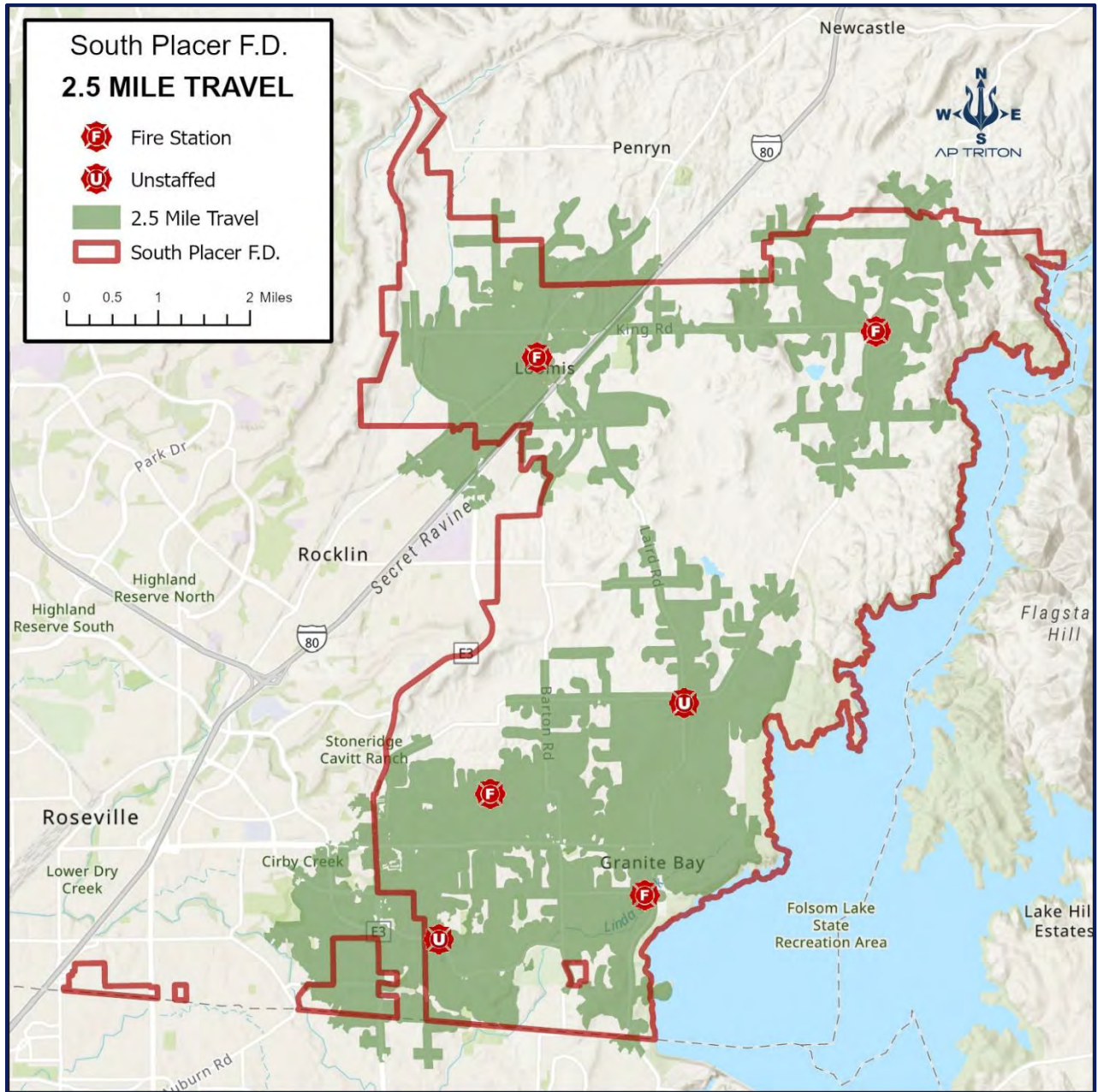


ISO evaluates specialized equipment, such as truck companies, distinctively from engine companies. While engine companies are commonly present at most fire stations, truck companies are stationed only at select locations. According to ISO standards, these truck companies should be situated within a 2.5-mile radius of any building in the jurisdiction.

Currently, the SPFD does not fully staff its truck company, making a detailed analysis of specific stations challenging. However, all existing station locations have been assessed to determine their suitability should the district decide to introduce additional specialty apparatus.

The following figure represents the coverage of 2.5 miles from each station.

Figure 41: ISO 2.5-Mile Coverage



Unit Workload Analysis

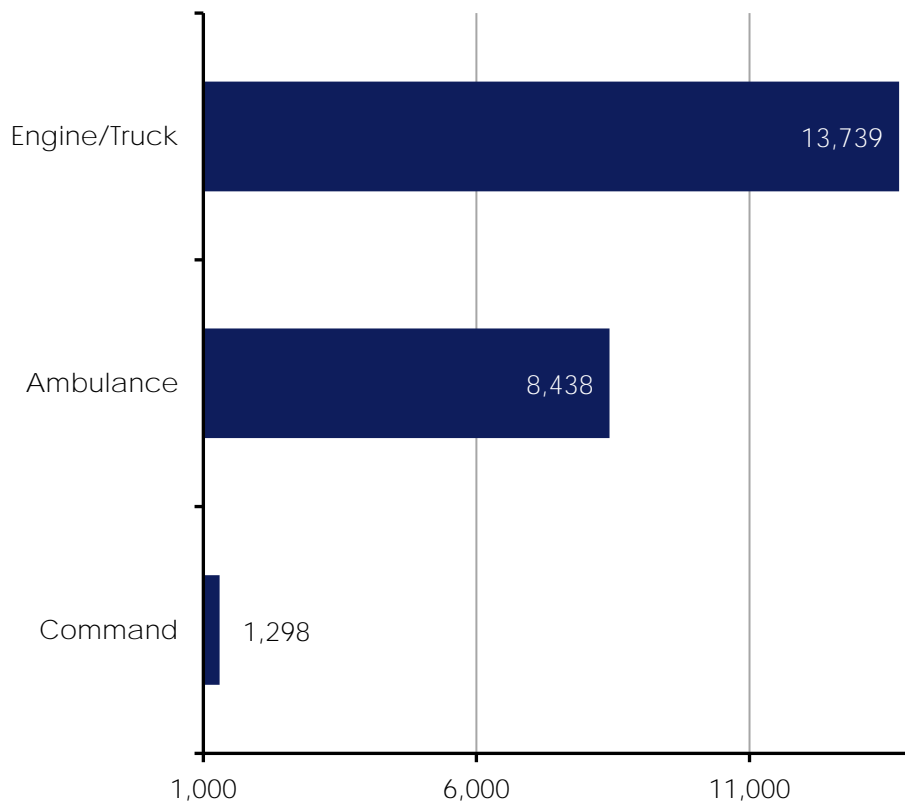
It is essential for unit workload within SPFD to be evenly distributed to ensure sustained readiness, resiliency, and service availability. Although it is common for some units to be busier than others, it is crucial that no single crew is burdened with an excessively heavy load, as this can compromise their effectiveness.

Incidents by Unit

In the examined incident records, SPFD had 133 unique units responding to various incidents. Of these, 21 units are SPFD-specific apparatus, comprising 10 distinct crew sets. Notably, over 90% of all unit responses were carried out by frontline engines, the truck, ambulances, and the Battalion Chief.

The remainder of the responses involved Chief Officers, specialty units, and other response vehicles. The engines/trucks responded to 58.5% of all incidents, while ambulances responded to approximately 36%. The following figure provides a detailed breakdown of SPFD's responses by apparatus types from 2019 through 2021, offering a clear perspective on the distribution and frequency of unit deployments.

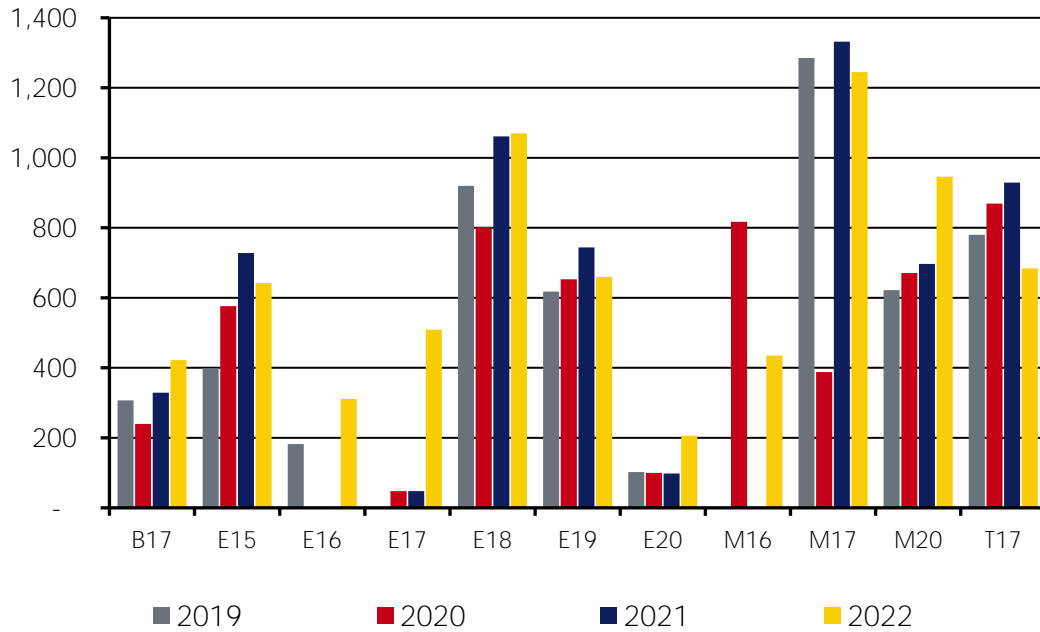
Figure 42: Annual Incident Volume by Apparatus Type (2019–2022)



It should be noted that there are more units in the incident records than currently in service within the district, and some of the units changed in service status during the evaluation period. Overall, apparatus responses are up 30%, but individual unit trends are difficult to identify due to the changing apparatus status.

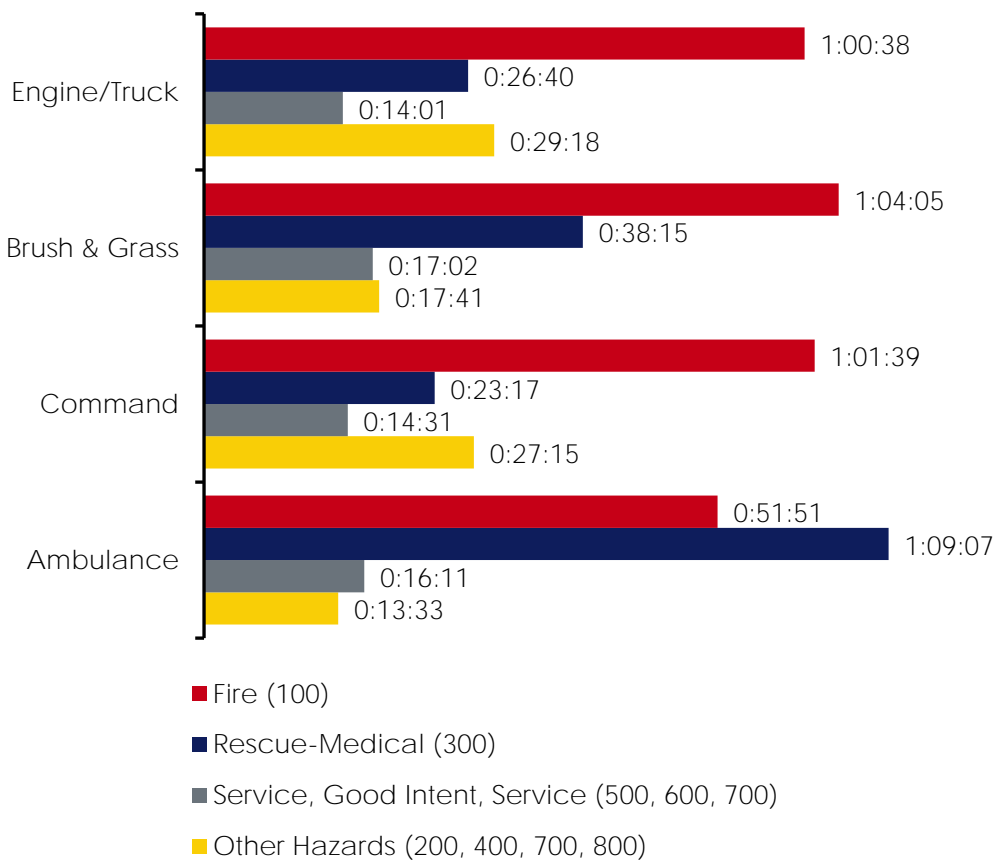
The following figure shows each apparatus response volume for each year.

Figure 43: Apparatus Response Volume by Year (2019–2022)



Each incident requires a unit to remain on the scene to handle the situation. Therefore, a general idea of how long a specific crew will stay on the incident can assist operational planning. SPFD has four primary types of units that respond to emergencies. First, ambulances are typically committed longer on rescue and medical scenes. Trucks and engines have different specific functions. However, their average time on the incidents is similar, so they are grouped for this analysis. Next, the engines and trucks' brush, grass, and auxiliary units specialize in remote area responses. Finally, command officers are any chief officers within the SPFD system. The following figure shows the average minutes each apparatus type was committed to a given incident category for the entire study period.

Figure 44: Apparatus Commit Time by Apparatus & Incident Types (2019–2022)



One final dimension of unit workload is how much time each unit is committed to incidents throughout the year. The unit hour utilization (UHU) calculation evaluates how much time a crew is committed to an incident versus the total time on duty during a specific time frame. The formula for this calculation is the total time committed to an incident divided by the sum of all time the unit is staffed.

$$UHU = \frac{\sum \text{Time Committed to a Scene}}{\sum \text{Time Unit is Staffed and In Service}}$$

The desire is for the primary unit at a station, typically an engine or quint company, the most flexible response unit, to be under 10% UHU. Maintaining 10% UHU should indicate that the area has 90% availability from unscheduled events. Stations with multiple engines and quint companies should aggregate to less than 10% UHU for all similar units. However, ambulance UHU is the subject of much debate within the fire service.

Ambulances working a 24-hour shift unit should not have an incident UHU above 45%. Anything more than this, and these crews likely do not have enough time to perform ancillary duties like training or maintenance. They are also likely not getting enough downtime for rest and meals, which could lead to safety concerns. Because of the 45% incident UHU rule, any 24-hour ambulance approaching 30% should be evaluated to determine whether the crews are getting enough training, rest, and fitness time to ensure they do not burn out.

SPFD's system is reasonably busy and appears to be under response control. None of the engines or trucks, including cross-staffed times, are approaching the 10% cautionary level. The most active medic unit, Medic 17, is also well under the advisory 30% for an ambulance. The following figure shows the UHU for each staffed apparatus and the brush apparatus.

Figure 45: Unit Hour Utilization Percentages (2019–2022)

Unit	Average	2019	2020	2021	2022
Engine 15 & Cross Staffed Units	3.2%	2.3%	3.8%	3.6%	3.0%
Engine 16/Tender 16*	1.4%	2.0%	0.8%	0.9%	2.0%
Medic 16	4.2%	0.0%	11.7%	0.0%	4.8%
Engine/Truck 17 & Cross-Staffed Units	5.0%	4.9%	4.9%	4.5%	5.6%
Medic 17	13.2%	18.4%	4.9%	15.5%	13.8%
Engine 18 & Cross Staffed Units	5.5%	5.6%	5.2%	5.7%	5.4%
Engine 19 & Cross Staffed Units	3.8%	3.9%	3.9%	4.1%	3.3%
Engine 20 & Cross Staffed Units	0.9%	0.8%	0.9%	0.8%	1.1%
Medic 20	9.3%	8.8%	9.6%	8.4%	10.5%
Battalion 17	2.1%	1.9%	1.8%	2.0%	2.4%

*Engine 16 was returned to service in 2022

Not all the time committed to an incident is apparent in the data. Crews may be out of service for maintenance, training, or other events that do not appear in this analysis. Approximately half of a crew's day is spent in administrative, training, or recovery activities. For example, assuming the crews are allowed 8 hours of rest and recovery daily, 2 hours for meals, and 2 hours for station, equipment, and vehicle maintenance, that totals 12 hours. Additional time is typically given to employees for physical fitness, training, and public education.

Concurrency Analysis

Incidents that happen simultaneously can impact an agency's ability to respond. While SPFD maintains multiple units at each station, there may be times when all crews are engaged, leaving the jurisdiction reliant on outside aid.

The first dimension of the concurrency evaluation is how often, within SPFD's primary jurisdiction, there is more than one incident at any given time. For example, the following figure shows how often multiple incidents happen simultaneously within SPFD's jurisdiction.

Figure 46: Concurrent Incidents within Jurisdiction (2019–2022)

Incidents In Process	Percent of Responses
1	69.5%
2	25.2%
3	4.5%
≥ 4	0.8%

As is evident, it is not uncommon for SPFD to be running simultaneous incidents within the jurisdiction. The data collected had additional information that split the incidents into specific ambulance response areas within the jurisdiction. The following figure shows how often incidents within the jurisdiction happen within the same ambulance response area.

Figure 47: Concurrent Incidents within Ambulance Service Areas (2019–2022)

Incidents In Process	Percent of Responses
1	77.7%
2	19.0%
3	2.8%
≥ 4	0.4%

The preceding figure indicates that concurrent incidents are more prevalent in the entire district versus the ambulance service area. In this case, regions other than the Town of Loomis are more likely to have simultaneous incidents. However, Loomis can also be expected to run concurrent incidents. In addition, the agency also responds outside the district a significant amount of the time, as indicated in the jurisdictional incident count study.

The following figure demonstrates how often SPFD works on multiple incidents throughout the response system.

Figure 48: Concurrent Incidents All Responses (2019–2022)

Incidents In Process	Percent of Responses
1	74.3%
2	20.9%
3	4.1%
≥ 4	0.7%

When considering its entire workload, not just incidents within the district the number of concurrent incidents decreases slightly.

Another factor in unit workload is the number of units assigned to a specific incident. The majority of SPFD incidents, over 72%, are accomplished by either one or two companies. The following figure shows the percentage of incidents where the specified number of response units were assigned to an incident.

Figure 49: Multiple Units Simultaneously Assigned to Incidents (2019–2022)

No. of Apparatus	% of Responses
1 unit	27.5%
2 units	45.2%
3 units	19.6%
4 units	4.3%
5 units	1.2%
6 units	0.6%
7 units	0.3%
8 units	0.2%

Apparatus combinations are well distributed throughout the system. While many apparatus response groupings are possible, SPFD sends the same apparatus combination approximately 36% of the time. The following figure shows the top 10 apparatus combinations.

Figure 50: Top 10 Apparatus Combinations (2019–2022)

Apparatus Combinations	% of Responses
M17, T17	8.4%
E15, M17	6.1%
E19, M17	4.9%
E19, M20	3.8%
E15, M17	3.1%
E18, M20	3.0%
M16, T17	2.4%
M20, T17	1.4%
E15, M16	1.3%
E17, M16	1.2%

Performance Review

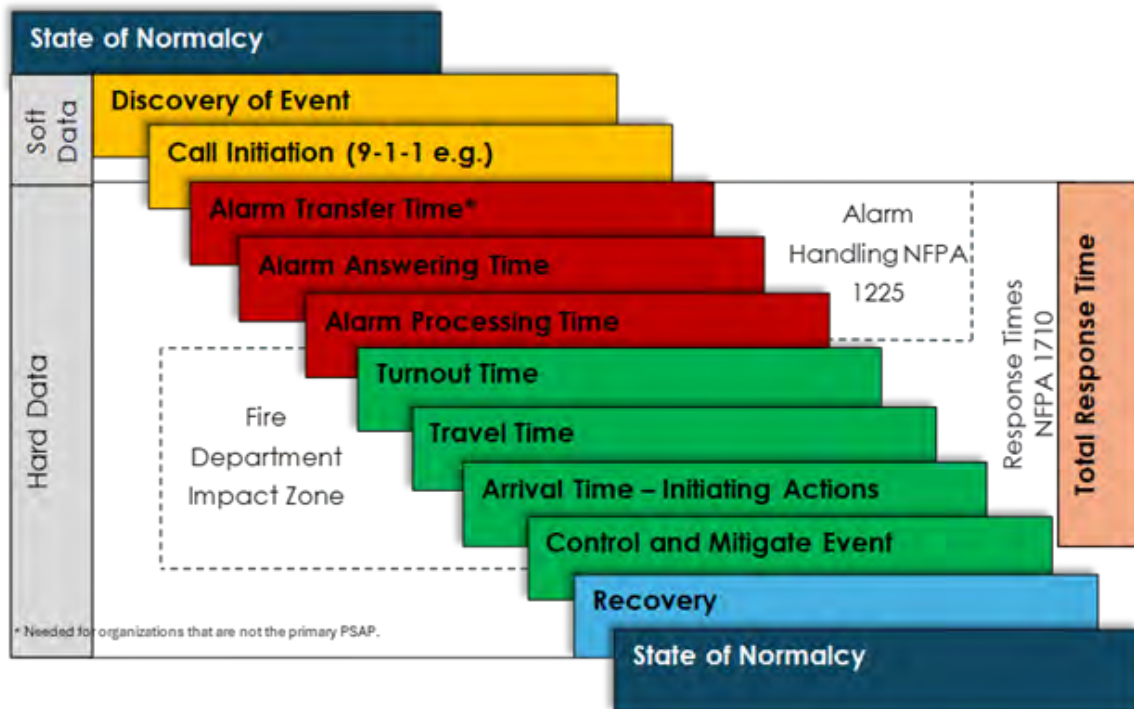
When evaluating a system, having a set of objectives or standards to judge performance against is helpful. While national and state standards may be recommended, in California, it is up to the authority having jurisdiction to adopt specific ones. In this case, neither has adopted two specific performance standards. Turnout time, or the time from when an apparatus is notified until they begin their response, is set at 60 seconds, while other incident types are judged at 90 seconds.

Total incident response time, or the time from when the first apparatus is notified, until the first unit arrives on scene, is set to 7 minutes. There are other time performance segments to be evaluated. Therefore, as a reference, the National Fire Protection Association (NFPA) standards will be utilized as a reference where appropriate and not identified by the district. This will include the NFPA 1710: *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments* (NFPA 1710). It will also include portions from NFPA 1225: *Standard for Emergency Services Communications* (NFPA 1225).

Evaluating overall performance requires an understanding of the lifecycle of an incident. It starts with a normal state and should end with a new normal state, but there are many measurable time segments in between.

Some elements, such as call processing time and turnout time, can be improved by tactical management techniques, such as training and policy. However, other time segment performances, such as travel time, are typically managed by a strategic methodology such as station location. The following figure identifies each time segment in the incident lifecycle.

Figure 51: Incident Lifecycle



The incident data provided did not allow for analysis of all time segments in the above list. However, enough information was provided to evaluate call processing, turnout, travel, and total response time. While SPFD has adopted turnout and department response time standards, other available time segments do not have an associated standard. Therefore, the NFA standards will be used as a performance benchmark.

The following figure indicates each time segment, standards referenced, and the most influential organizational actions.

Figure 52: Incident Segment KPIs

Incident Segment	Primary Agency Influence	Standard	Benchmark
Normalcy	Prevention	Local Codes & Ordinances	Community Risk Assessment
Discovery	Public Education		TBD
Notification	Public Education		TBD
Call Answer ¹	Dispatch Staffing, Systems, Policy, & Training	NFPA 1225	15 Sec 90 th Percentile
Call Transfer			20 Sec 95 th Percentile
Call Processing			30 Sec 90 th Percentile
			60 Sec 90 th Percentile (priority) ²
Turnout Time	Station Design, Policy & Training	Agency Defined	60 Sec 90 th Percentile (EMS) 90 Sec 90 th Percentile (Other)
Travel Time (1 st Due)	Station Location, Systems, & Training	NFPA 1710	4 Min 90 th Percentile
Travel Time (2 nd Due)			6 Min 90 th Percentile
Travel Time (ERF)			8 Min 90 th Percentile (Low or Moderate Risk) 10 Min 10 Sec 90 th percentile (High Risk)
Total Agency Time	Station Design, Station Location, Systems, & Training	Agency Define	7 Min regardless of type (assumed 90 th percentile) [First Dispatch to First Arrived]
Action Initiation or Patient Contact	Station Location, Systems, Staffing, & Training		TBD
Control/Mitigation			TBD
Recovery	Prevention & Public Education	Updated Codes & Ordinances	Community Risk Assessment
New Normal	Prevention	Local Codes & Ordinances	Community Risk Assessment

¹ Applies to both PSAP and Secondary Answering (Agency) Dispatch Centers.

² Non-Priority Incidents are exempt from NFPA 1225. Agencies are expected to set standards.

The time segment performance standards are evaluated as a percentile. This will allow SPFD to compare its performance against other agencies and the standard with a similar statistical technique.

Call Processing Analysis

There are several time measures of a dispatch center. The metrics identified in NFPA 1225 and NFPA 1710 are ring time and call processing. Ring time measures when the phone in dispatch begins to ring until someone answers. NFPA 1225 requires the ring time to be less than 15 seconds, 90% of the time, and less than 20 seconds, 95% of the time. Call processing indicates the time it takes from when a person answers the call for help, until the first unit is notified there is an incident. Unfortunately, ring time is typically captured in a separate system and was unavailable for this report. However, sufficient data were available to evaluate call processing.

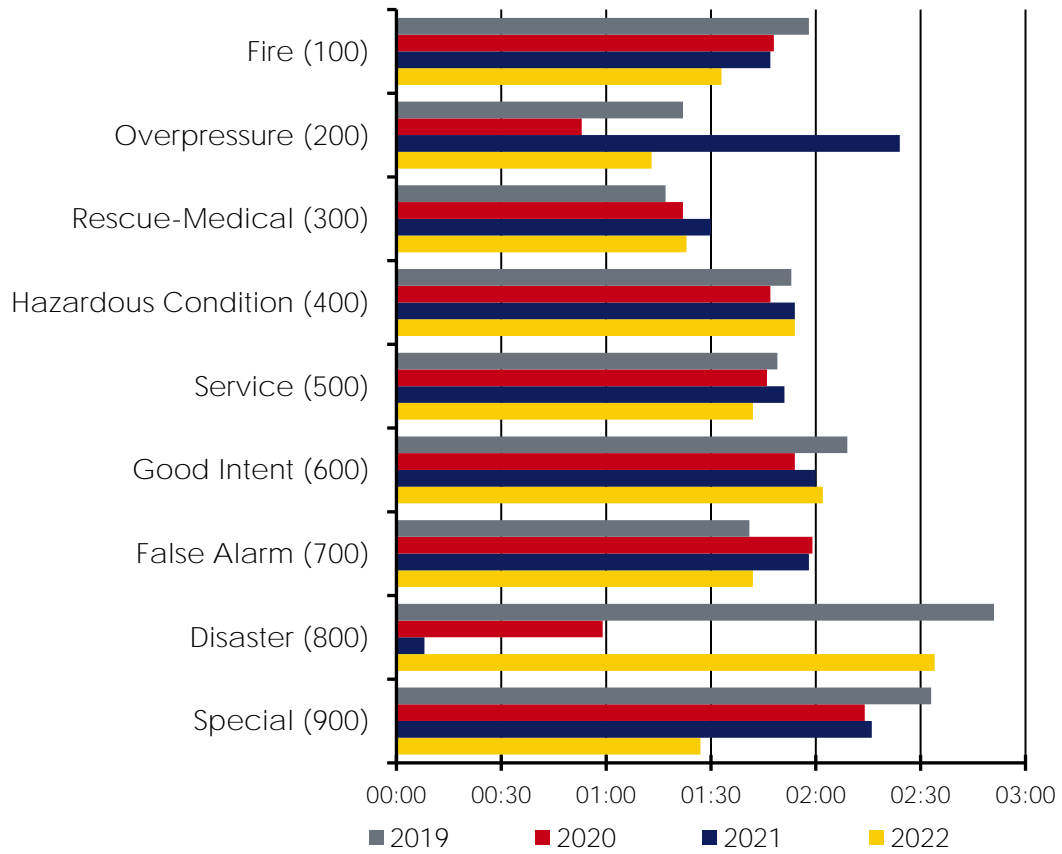
Call processing should start from when the phone is answered, until the first, preferably correct unit, has been notified that an incident is in progress. However, there is typically a short period, seconds usually, from when the phone is answered, and the incident is started in the computer-aided dispatch system.

For this analysis, it is assumed that this short period, while not captured, is inconsequential. The NFPA 1225 and NFPA 1710 standards indicate that a high-priority incident should be processed within 60 seconds, 90% of the time. NFPA further defines specific call types to be processed within 90 seconds, 90% of the time, and 120 seconds, 99% of the time.

These incident types include those requiring emergency medical questioning, hazardous materials incidents, and technical rescue incidents. This additional time is available for persons needing translation, calls from devices used by hard-of-hearing individuals, text messages, and calls requiring location determination.

The data provided was evaluated for integrity and reliability. It was found that 16.3% of the data was statistically unreliable. However, that did leave 12,783 incidents for evaluation. Overall, the Placer County Sheriff's Office Dispatch Center (PCSO) processes calls at approximately 1 minute, 33 seconds, 90% of the time. The following figure shows the call processing time at the 90th percentile based on the NFIRS incident grouping for 2019–2022.

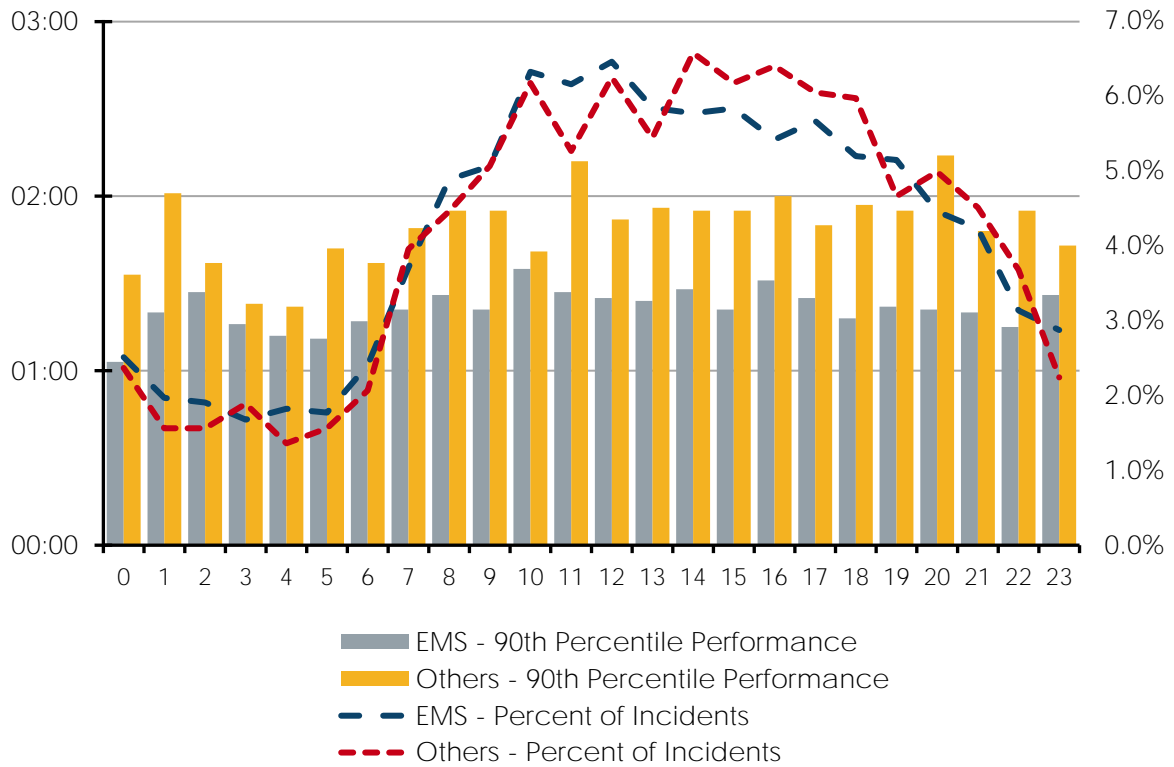
Figure 53: Call Processing by Incident Type (2019–2022)



Another dimension of the call processing time is how incident workload affects dispatch center performance. The PCSO manages the workload well, and the call processing time is consistent by the hour.

The following figure is the call processing times of medical incidents and all other incidents by the hour of the day, with the call load added as a reference.

Figure 54: Call Processing by Hour (2019–2022)



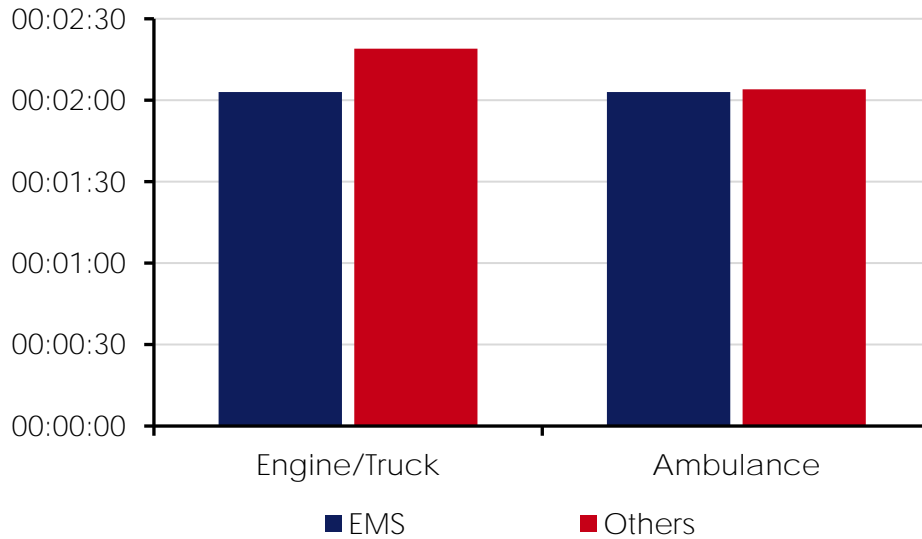
Turnout Time Analysis

Turnout time is the time difference between when the unit is notified of an incident and when they start to respond. NFPA 1710 indicates the performance measure for this time segment is 60 seconds for medical incidents and 80 seconds for fire incidents. SPFD has adopted 60 seconds for medical incidents and 90 seconds for other incidents standard. For this analysis, the incidents will be grouped by EMS and others.

The data was analyzed for statistical reliability; over 21,000-unit records could be measured. This represents over 78% of the recorded information, slightly better than the typical reliability for this data point. In addition, to ensure the responding crew was facing an urgent situation, only incidents in which the unit responded with lights and sirens were evaluated. Overall, SPFD staffed apparatus has a turnout time of 2 minutes, 6 seconds at the 90th percentile.

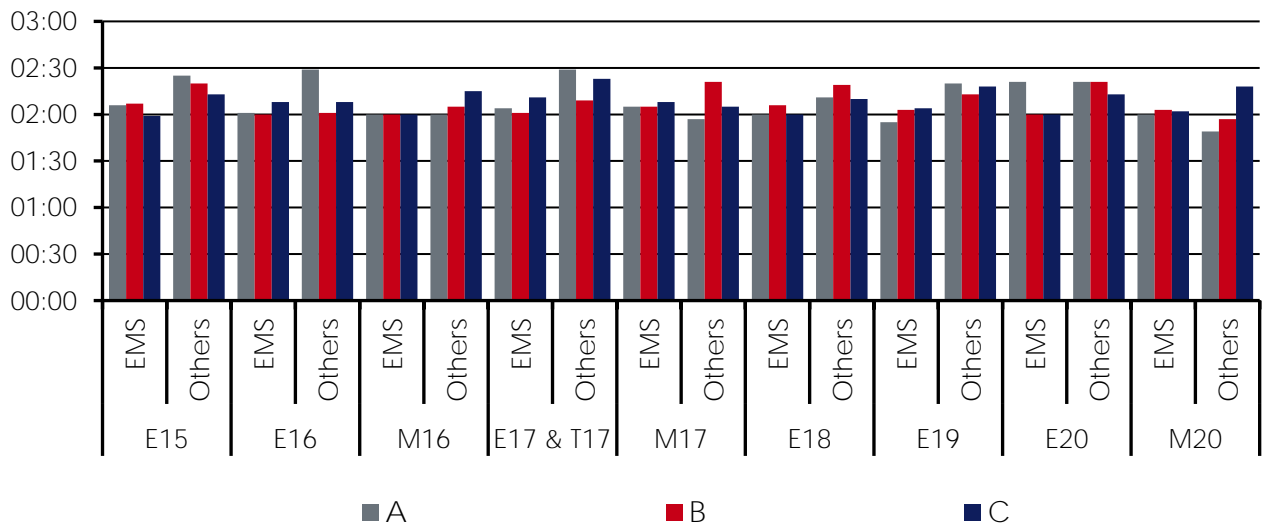
The following figure shows the turnout times by unit and general Incident types.

Figure 55: Turnout Time by Incident & Unit Type (2019–2022)



Each apparatus is staffed with three shifts that may have better turnout methodologies than others. The following figure shows the turnout time in the 90th percentile for each staffed unit grouped by shift and general incident type.

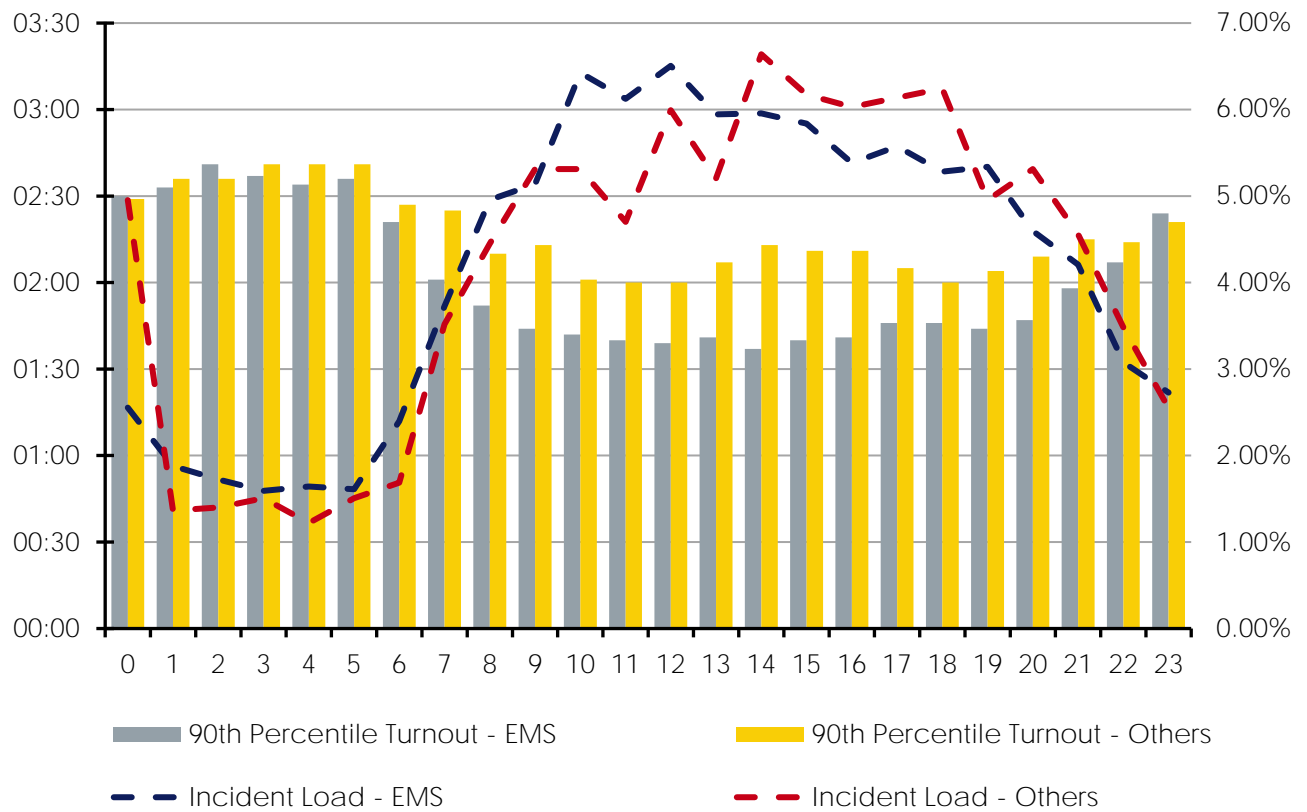
Figure 56: Turnout Time by Apparatus & Shift (2019–2022)



One final dimension of the turnout time analysis is the changes in the percentile by the hour of the day. Since SPFD staffs their units 24 hours a day, it is expected that crews can try and sleep at night. However, sleeping personnel can impact how fast they can get to the apparatus and begin to respond. SPFD's crews can turnout in 1 minute, 49 seconds during the day, and 2 minutes, 28 seconds at night, both at the 90th percentile.

The following figure shows the turnout percentile by the hour of the day, with the workload by general incident type added for reference.

Figure 57: Turnout Time by Hour with Workload Reference (2019–2022)



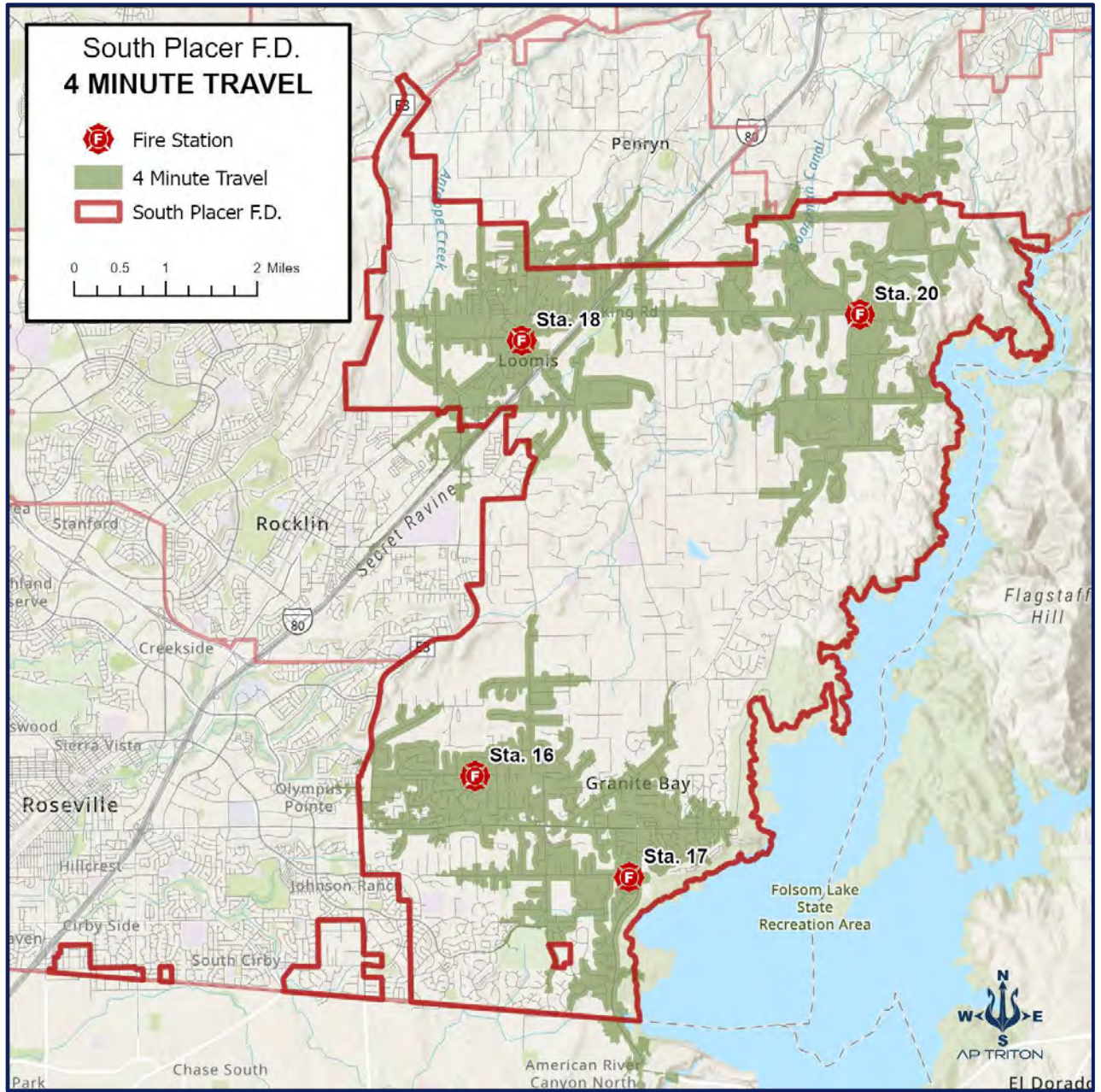
It is interesting to note the inverse pattern of turnout times and workload. This phenomenon is common in agencies with lower call volume at night. This can be explained as a combination of crews resting and fewer incidents to analyze. A limited data set is typically much more susceptible to higher times and more obvious data swings.

Travel Time Analysis

NFPA 1710: *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*, lists several travel time requirements for apparatus. The first defined travel time is the first unit, either an engine or a truck, that can operate as an engine for 4 minutes. The second-due engine travel time should be 6 minutes, and the first alarm should arrive within 8 minutes for a moderate-risk structure fire.⁷ NFPA historically defined ALS travel time as 8 minutes. However, the new standard leaves that up to the authority having jurisdiction (AHJ).

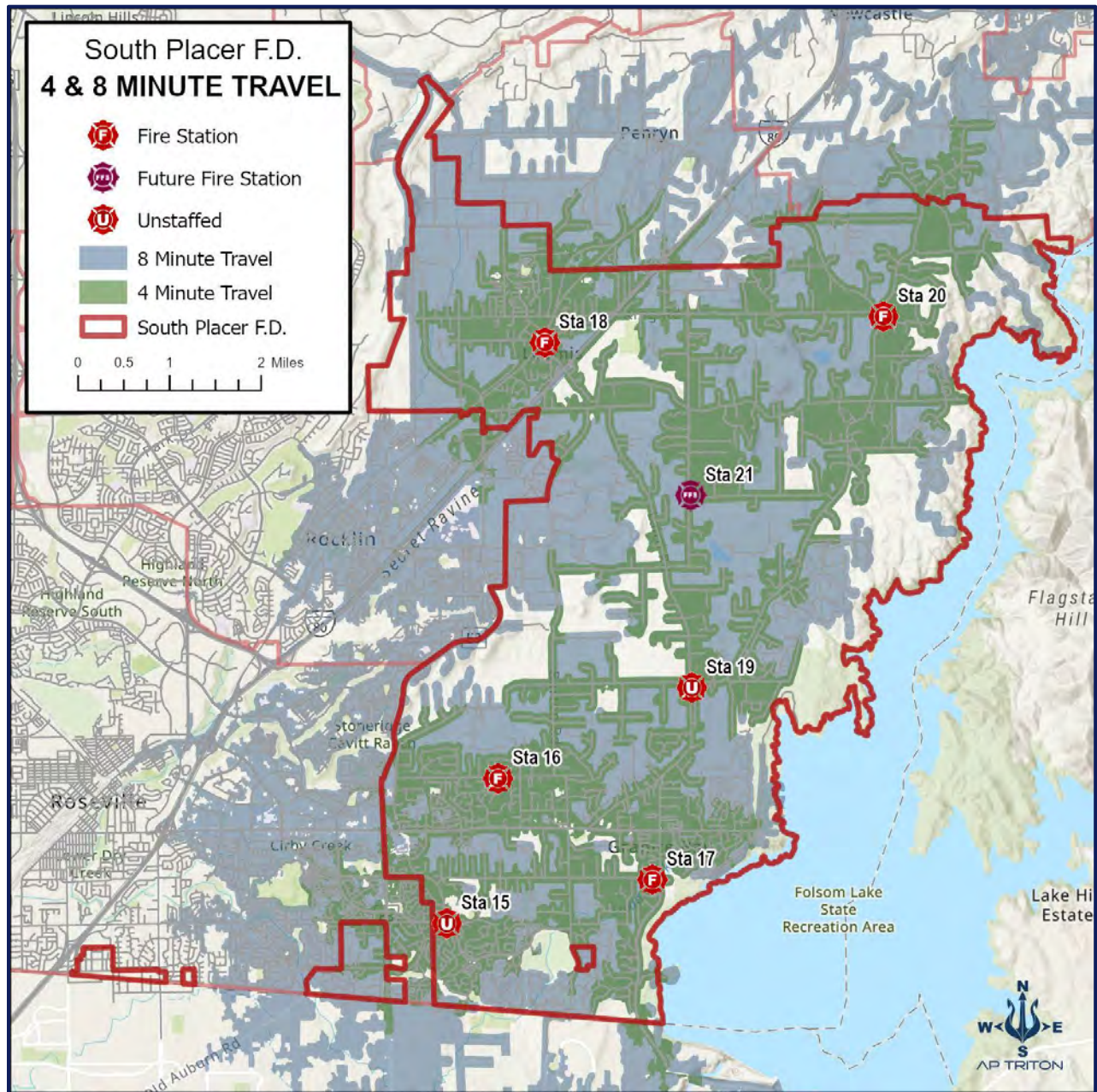
Travel time is the difference between when the apparatus checks the en route and when it arrives on the scene. The following figure shows the theoretical travel times from the staffed SPFD stations.

Figure 58: 4-Minute Travel, Staffed Stations



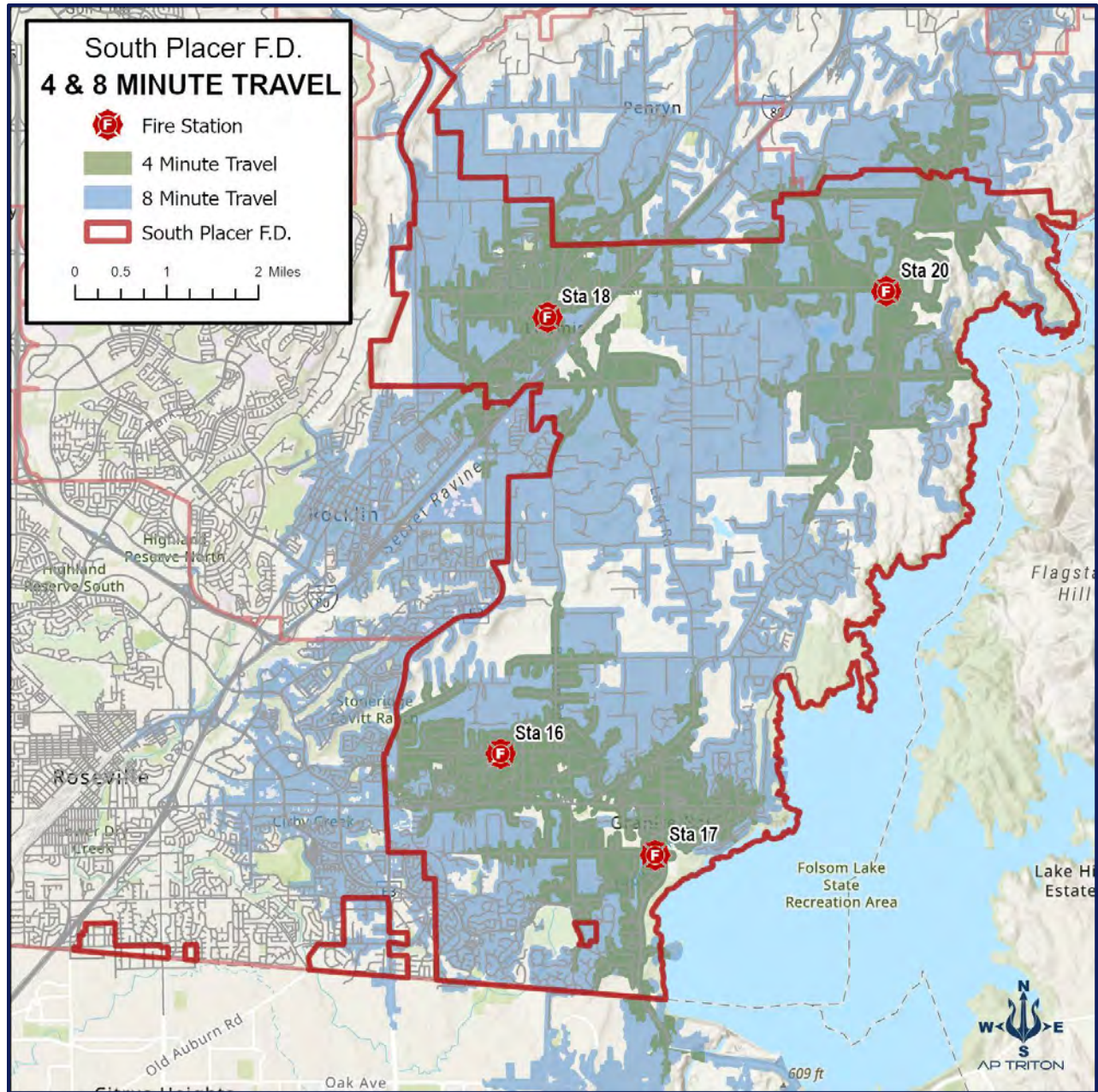
The following figure shows the 4- and 8-minute travel times from SPFD's fire stations.

Figure 59: 4- & 8-Minute Travel, All Stations



The 4-minute coverage for most populated areas would be adequate if all the stations were staffed. In addition, the second due would also likely be within 8 minutes. However, with Stations 15 and 19 unstaffed, the actual coverage looks quite different. The following figure shows the 4- and 8-minute travel times from the stations currently in operation.

Figure 60: 4- & 8-Minute Travel Staffed Stations



The center of the district is not well protected. This area has a lower population and incident density. However, some of the southwest portion of the district is also not well covered. This area is primarily single-family homes, but there are some multi-family homes, which may include the Granite Bay High School. Theoretic models are beneficial when evaluating what can happen. However, considering the actual performance may give a better understanding of what the agency can provide.

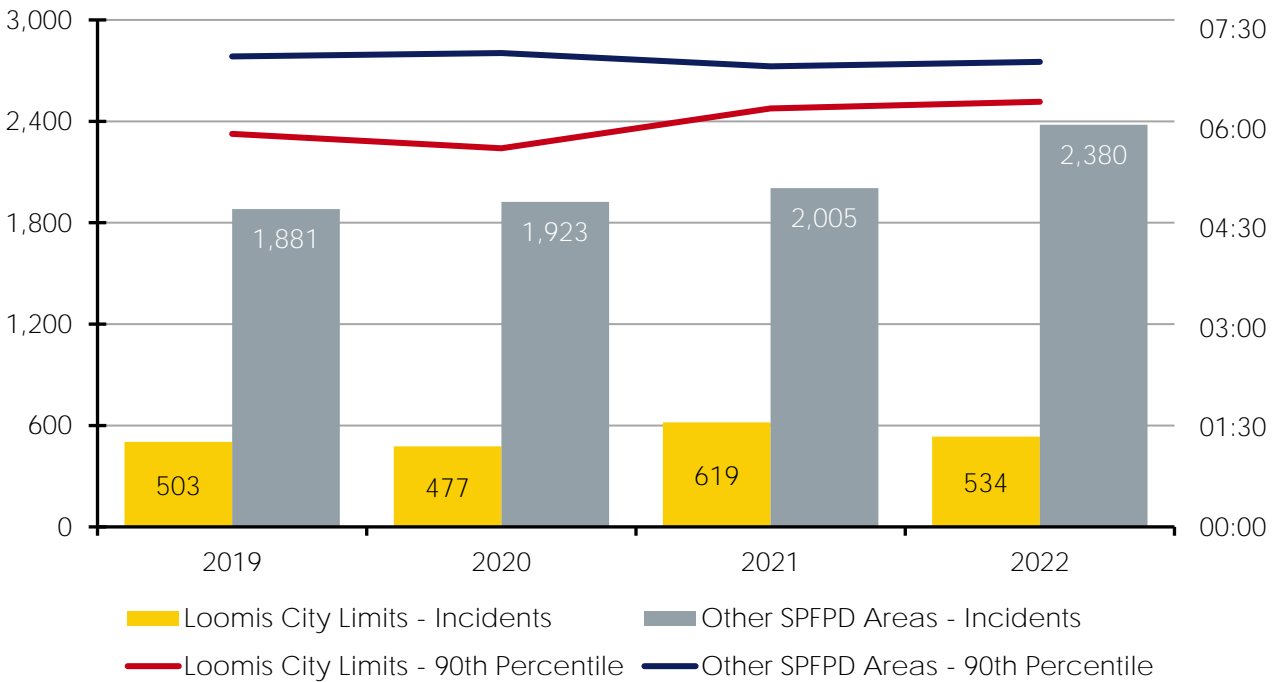
First Due Apparatus

While there were 14,911 incidents in the data set, there were significantly fewer incidents to evaluate for first-due performance. The total number of incidents analyzed was reduced by 30% to 10,444. The reduction was produced by removing missing data and limiting the first-due travel performance to only emergency incidents within the district.

The first due performance for SPFD is 6 minutes, 59 seconds at the 90th percentile for all incidents within the district. Understanding the agency's capabilities is more manageable when defining smaller geographic areas. Since the Loomis Fire District and SPFD merged in 2017, and the data starts in 2019, this makes a natural geographic break.

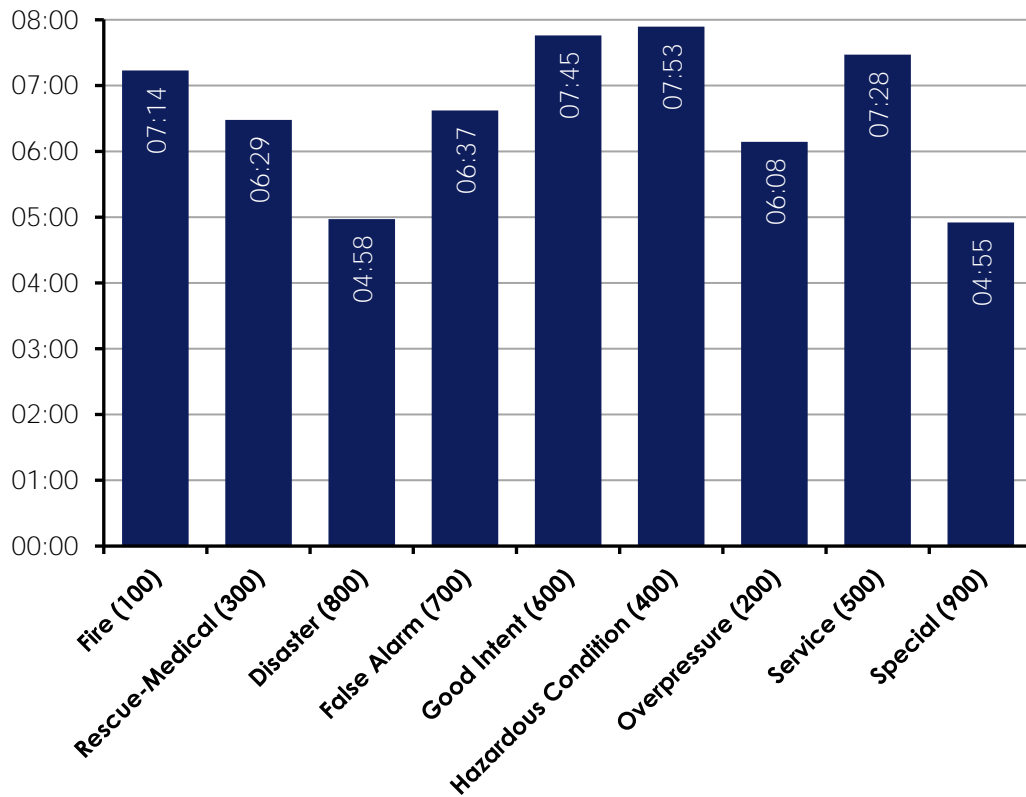
The following figure shows the 90th percentile travel time by the Town of Loomis and other SPFD areas by volume and travel time.

Figure 61: Travel Time by Area (2019–2022)



Because EMS calls are the most significant percentage of emergent incidents and the stations are so similarly staffed, the EMS times appear to be the primary driver of the overall performance time. The following figure shows the travel time of the first due apparatus for emergency responses by the general NFIRS category.

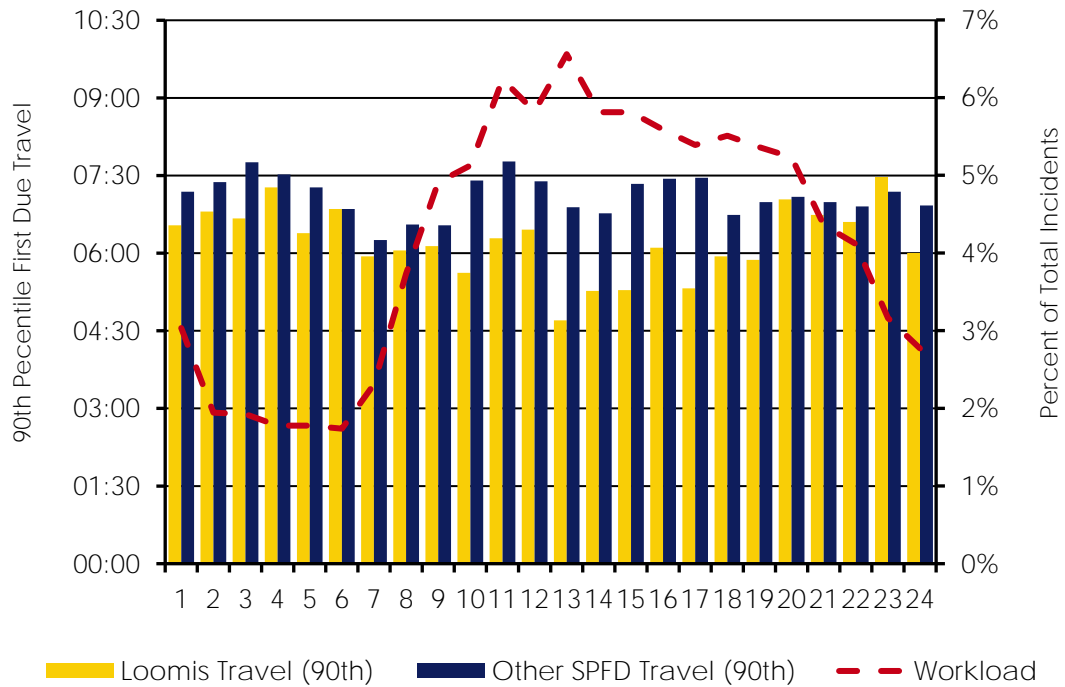
Figure 62: First Due Travel by NFIRS Category (2019–2022)



Time of day can have an enormous impact on travel times. In addition, crew readiness, traffic patterns, and incident volume can impact travel times. This appears particularly true for the Town of Loomis area, but does not affect the rest of the district as much.

The following figure shows the first due travel times by the hour, grouped by the Town of Loomis and the rest of the district, with the workload shown for reference.

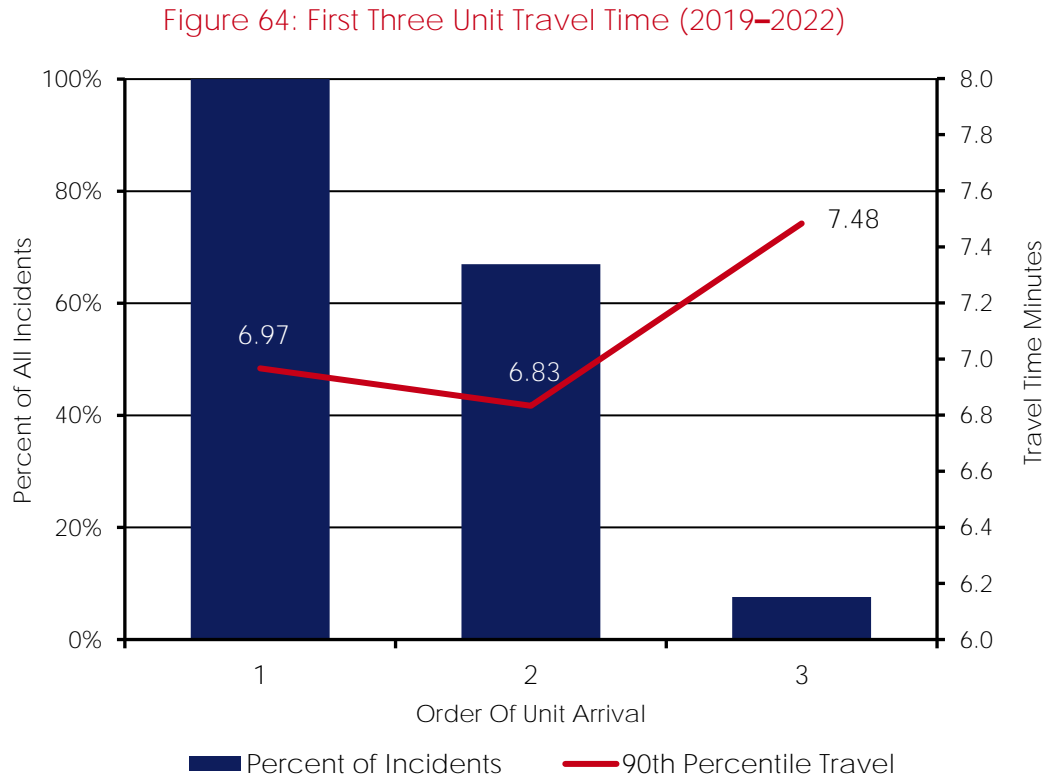
Figure 63: Travel Time by Hour (2019–2022)



Effective Response Force

The second dimension of the travel time analysis is how well the effective response force (ERF) needed for a type of incident can be assembled. ERFs change with the complexity and resources required of any incident. They can range from one unit to multiple units with specialty equipment. Two commonly evaluated ERFs are EMS incidents and a moderate risk structure fire. NFPA 1710 sets the first due travel time at 4 minutes, the second due at 6 minutes, and a complete ERF for a moderate-risk structure fire at 8 minutes. The following figure is the 8-minute ERF travel times for a moderate-risk structure fire, based on the total number of responders SPFD can muster.

SPFD's ERF for a moderate risk EMS incident is an ambulance and one engine, or truck or a combination of engines and trucks. However, for this analysis, there were very few arrivals for this type of incident and the ERF was adjusted to one engine/truck and one ambulance. In contrast, moderate-risk structure fires include four engines/trucks, one chief, and one ambulance. The following figure shows the travel time for emergent incidents of the first three units arriving.

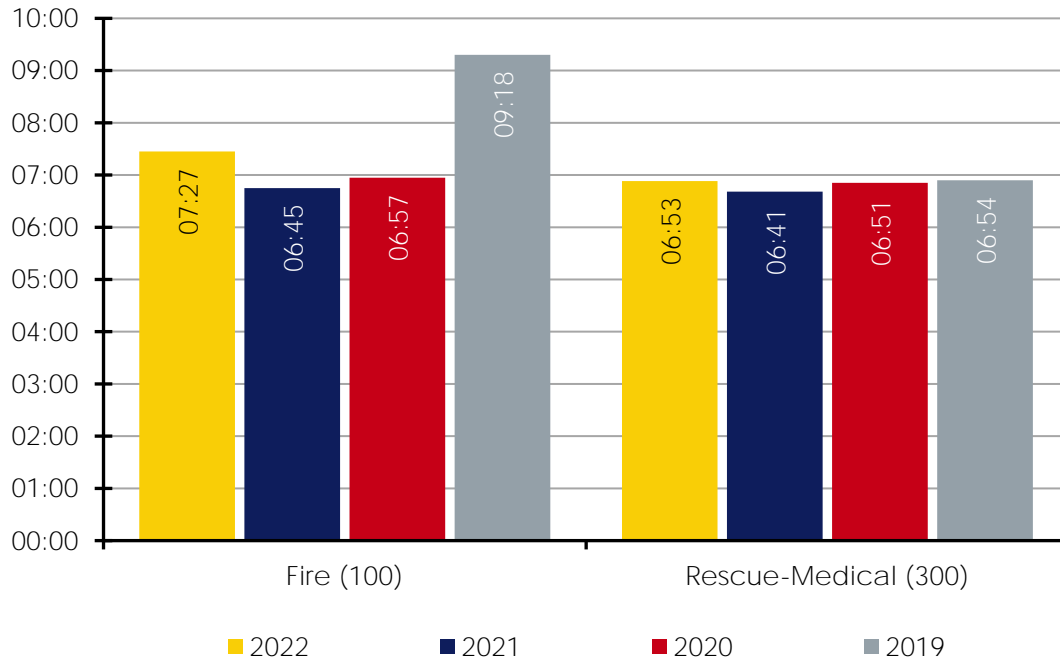


One interesting phenomenon that is not common is that the second 90th percentile travel time appears lower than the first due. After analysis, it was discovered that the reduction resulted from the volume of incidents with two units and the distance traveled by incidents with only one unit responding.

These factors combine to create a more extensive data set of first-arriving units with longer travel times and a significant second-due data set with lower travel times. This phenomenon is captured throughout the ERF study in this report. This became evident in both fire and EMS incident type analysis.

The following figure is the 90th percentile travel times for the agency's ERF based on the EMS and structure fire call types.

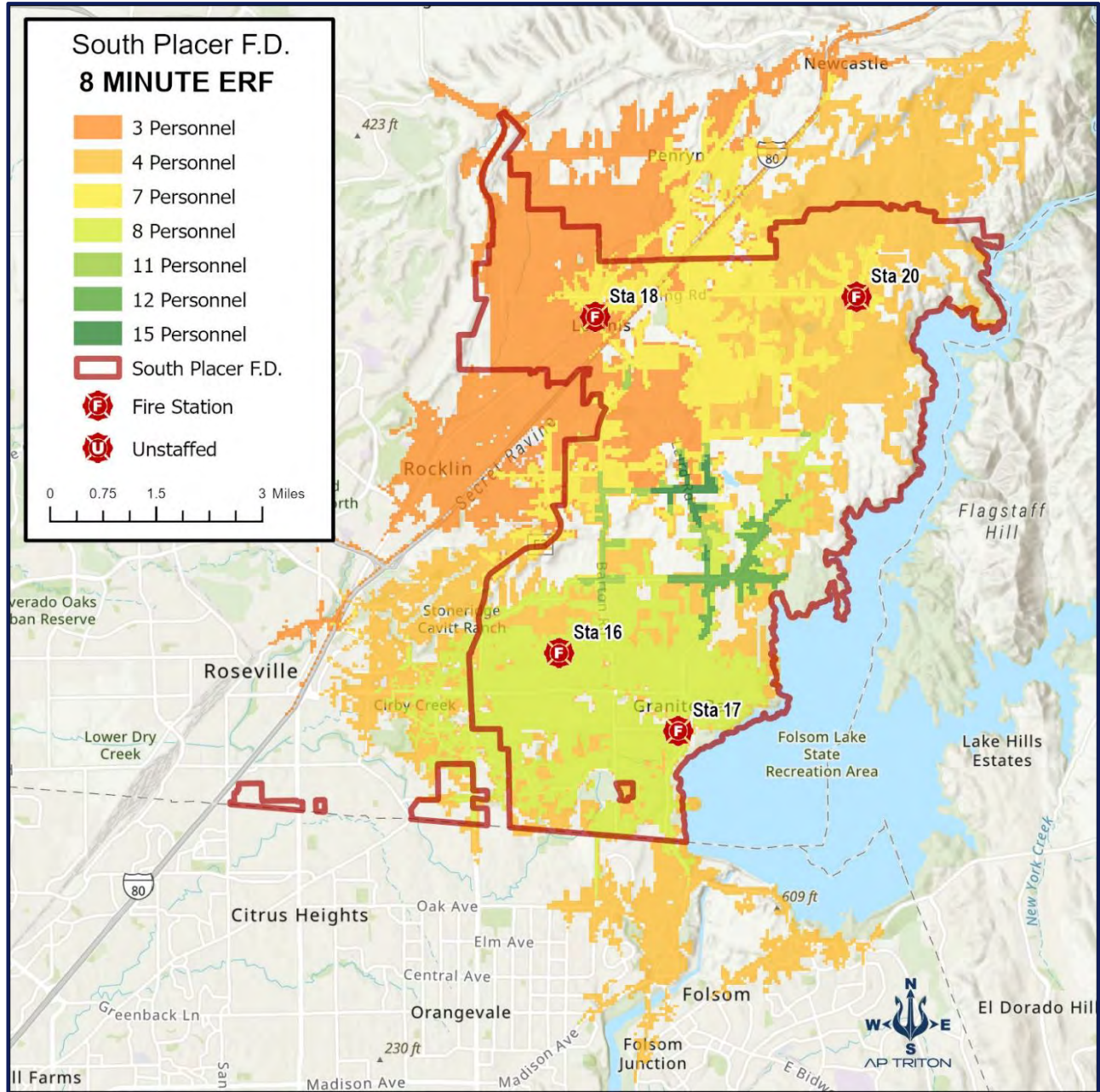
Figure 65: ERF Travel Time by Incident Type



Fortunately for SPFD, most incidents are grouped tightly around staffed station areas. However, a very different picture arises when evaluating the potential ERF response throughout the district.

The following figure shows the modeled performance for gathering an adequate number of people within 8 minutes.

Figure 66: 8-Minute ERF Travel Time Complement

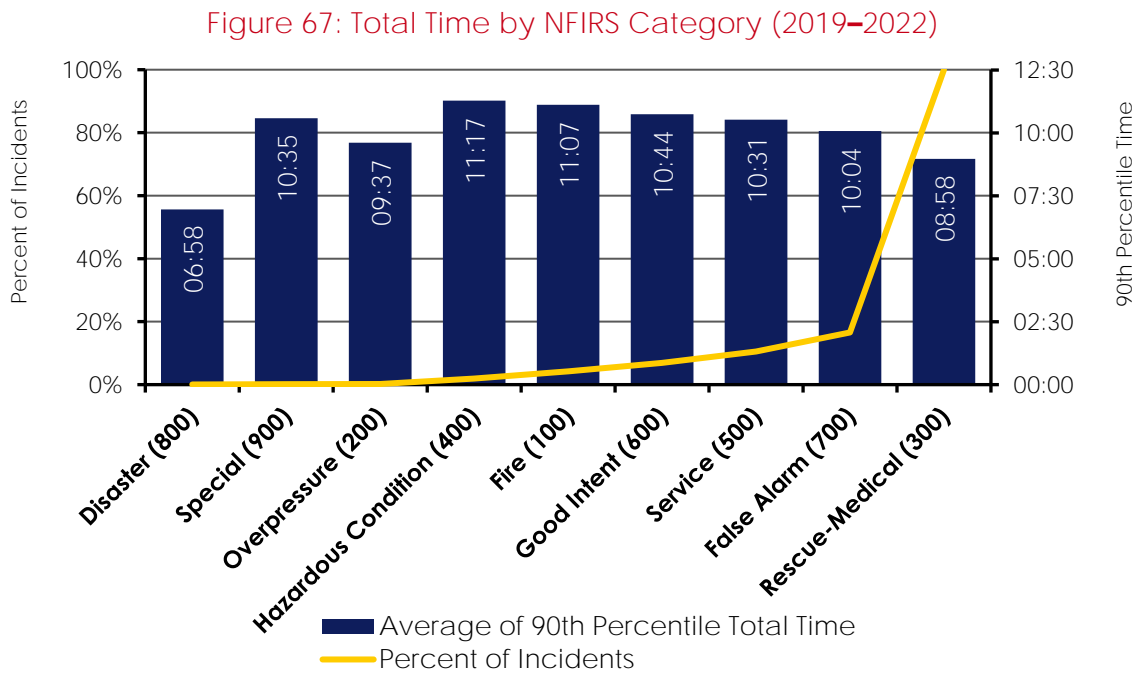


Due to the SPFD's unit distribution and lack of concentration, obtaining 15 personnel within 8 minutes in the district is difficult. While additional units may come from mutual aid locations, none are closer than the SPFD stations.

Total Response Time Analysis

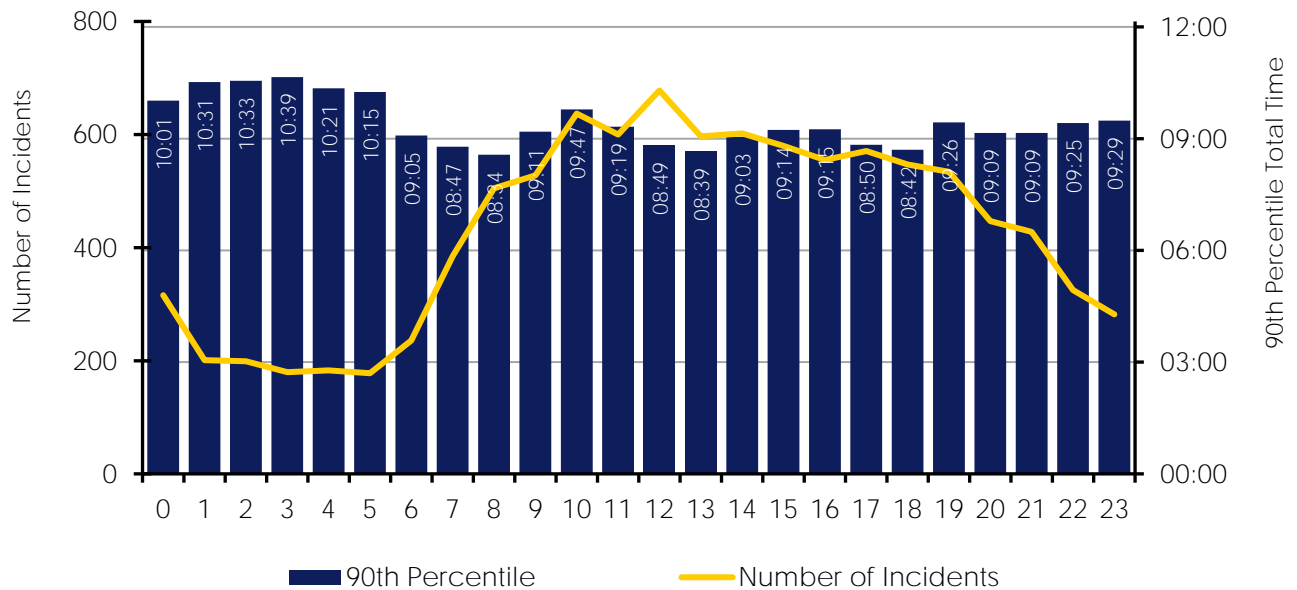
The reason each time segment is analyzed is to get an understanding of where performance can be measured and improved. However, the primary performance measurement is the total response time. The person in need sees this as the district's performance. For example, SPFD's first due travel time is almost 7 minutes. Still, the person on the phone experiences 9 minutes, 16 seconds total response time at the 90th percentile.

The following figure shows incident types and their first-due total-response times.



This remains relatively consistent throughout the day. The following figure shows the total time by hour with the total number of incidents by hour.

Figure 68: Total Response Time by Hour (2019–2022)



It may seem that the 90th percentile call processing plus the 90th percentile turnout and travel times would equal the 90th percentile total time. However, this is not usually the case. Each time segment is analyzed independently, including the total response time. The total response time does not add the segments' percentiles due to the variability of the time segments within each incident.

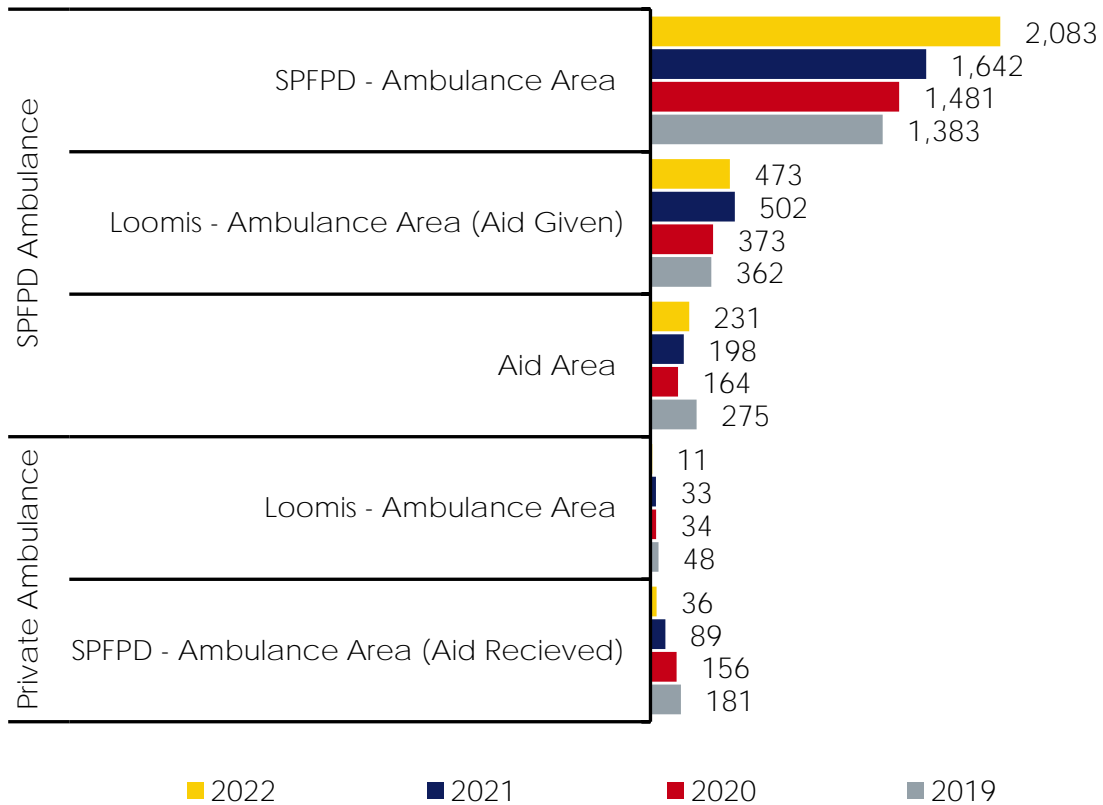
Emergency Medical Service System Performance

Because SPFD provides medical transportation services, a more thorough investigation of the Emergency Medical Services (EMS) response segment is warranted. SPFD primarily operates two ambulances, although the Medic 16 crew will respond on Engine 16 if dispatched to a fire. However, unlike the analysis of cross-staffed apparatus, Medic 16 will always be analyzed as a standalone unit.

The Sierra–Sacramento Valley Emergency Medical Services (S-SV EMS) agency approves the medical transport system. When Loomis Fire District and SPFD merged in 2017, the ambulance response was not combined under SPFD. Under the current system, a private ambulance provider is responsible for medical transport and Advanced Life Support (ALS) for Loomis and surrounding areas outside the district. Therefore, this analysis is broken into two geographic zones. The regions where the SPFD is responsible for transport and those where the private ambulance remains responsible.

The following figure shows the total ambulance responses separated into areas of ambulance responsibility and the SPFD overall area.

Figure 69: Ambulance Responses by Area (2019–2022)



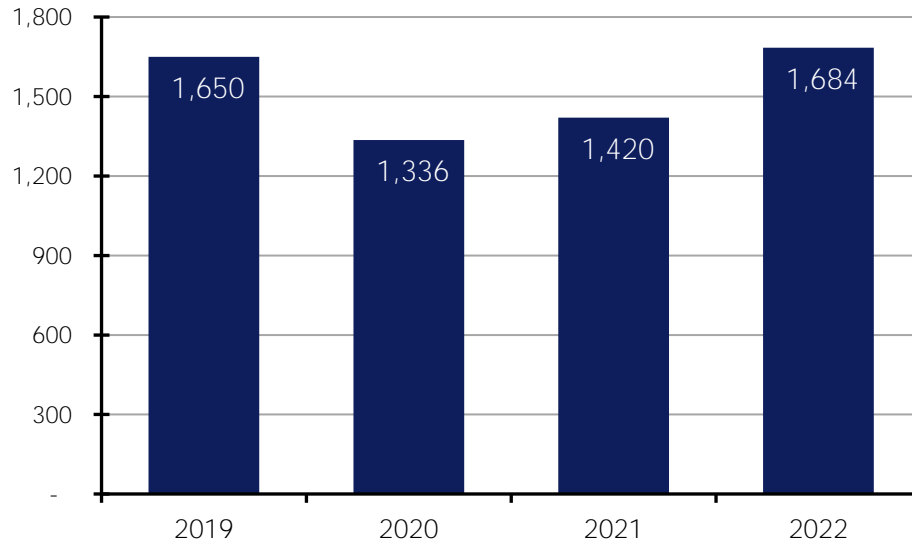
From this volume, it is apparent that SPFD provides more responses in the Loomis ambulance area and receives very little aid from the private ambulance. It also becomes apparent that the district provides ambulances into the surrounding areas at a much more significant percentage than they receive support, into either Loomis or the SPFD ambulance area.

EMS Temporal Study

Medical transport follows the general incident density temporal study to a large degree. One slight deviation was the total percentage of decrease in transports during 2020's COVID-19 pandemic. Overall incident volume dropped approximately 6% from 2019 to 2020. However, ambulance transports dropped 19% during the same period. While incidents rebounded in 2021 to over the 2019 volume, medical transports have barely recovered to pre-pandemic levels in 2022.

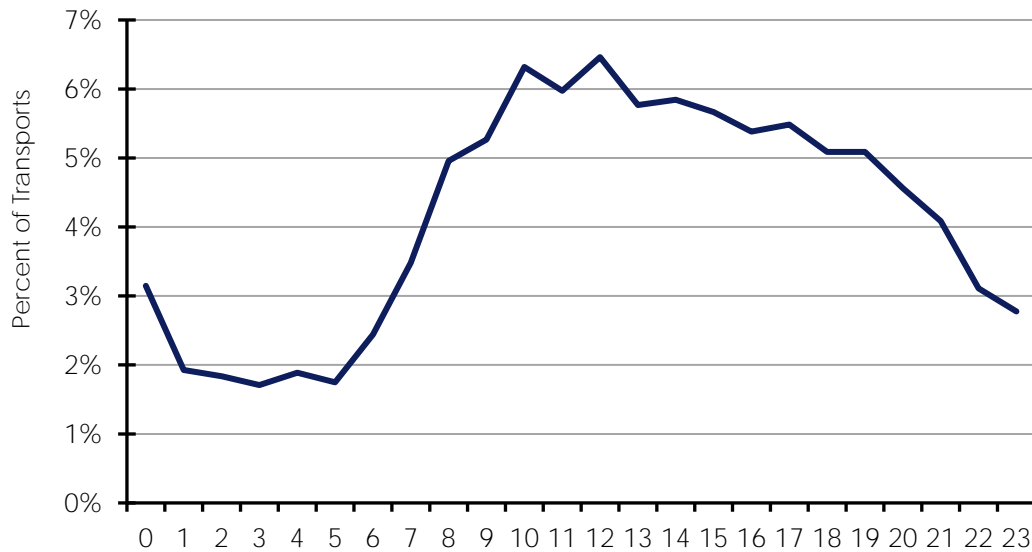
The following figure shows the annual transport volume.

Figure 70: Annual Patient Volume (2019–2022)



Overall transport volume follows a very similar curve-by-hour trend. The following figure shows medical transports by hour.

Figure 71: Hourly Transports as a Percentage (2019–2022)

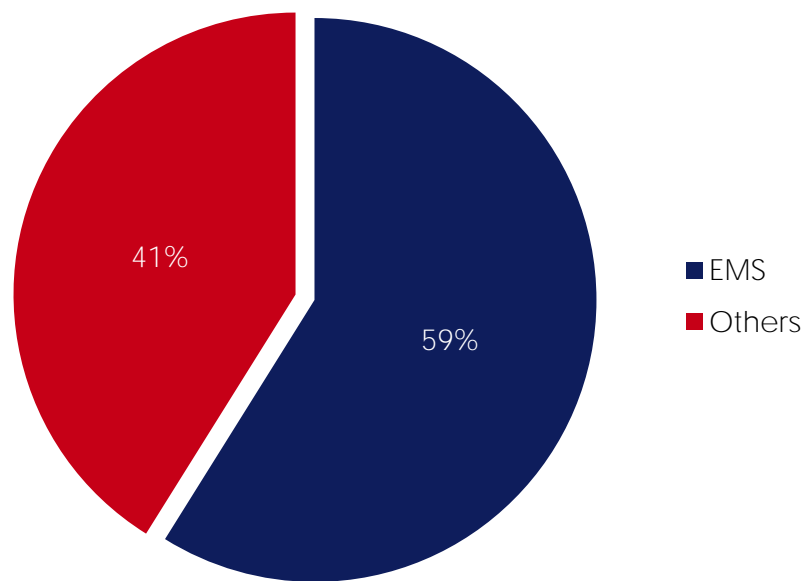


EMS System & Unit Performance

EMS incidents not only account for 70% of the responses, they also account for 59% of crew incident commit time. While this is a heavy portion of the emergency response time, it is interesting that the time dedicated to these scenes does not account for more of the overall incident time. This can be explained as some other incident types take more time and resources to mitigate.

The following is the percentage of response time crews are committed to EMS incidents.

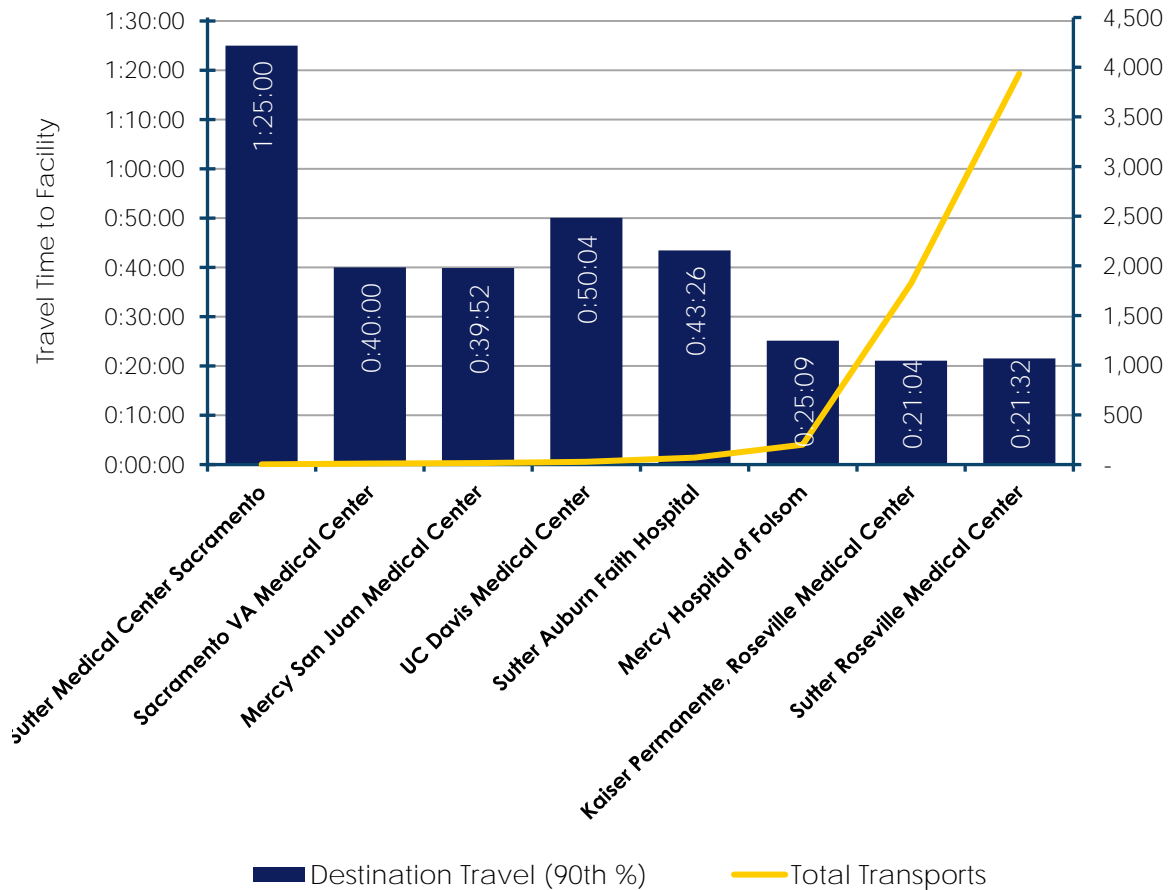
Figure 72: Percent of Time Crews Committed to EMS Incidents (2019–2022)



The two most frequented hospitals are centrally located and on the edge of the district boundaries. The 90th percentile travel time across all receiving facilities is 20 minutes, 20 seconds, and only slightly lower at 19 minutes, 32 seconds, for the two main receiving facilities.

The following figure shows the 90th percentile travel time to each receiving facility with a reference line denoting the total number of transports to that facility.

Figure 73: Travel Time to All Facilities (2019–2022)



This time is captured within the unit hour utilization component. However, it can be assumed that it takes some time for the unit to return to the district. When evaluating overall ambulance unit hour utilization, this number may not be as applicable when traveling back to the home station, as the primary hospitals border the district and are theoretically available for the system as soon as they leave the hospital.

Another component of the total unit utilization is how long an apparatus is stuck at the hospital before the receiving facility takes possession of the patient. This time is commonly called patient offload or wall time. SPFD does not capture actual patient offload times in their data. This is calculated by their arrival time at the hospital against the unit's available time. However, SPFD faces a significant facility wait time with a 1 hour, 35-minute 90th percentile and 1 hour, 2-minute average.

The following figure shows the 90th percentile time a unit waits at a hospital, presumably for the staff to receive the patient and for the ambulance to return to service.

Figure 74: 90th Percentile Hospital Wait Times (2019–2022)



These times are excessive by any measure. The S-SV EMS agency Policy 307 sets the goal for the patient offload target time at 20 minutes.⁸ The 90th percentile for SPFD is 1 hour, 35 minutes, far exceeding this S-SV EMS goal.

Population Growth & Service Demand Projections

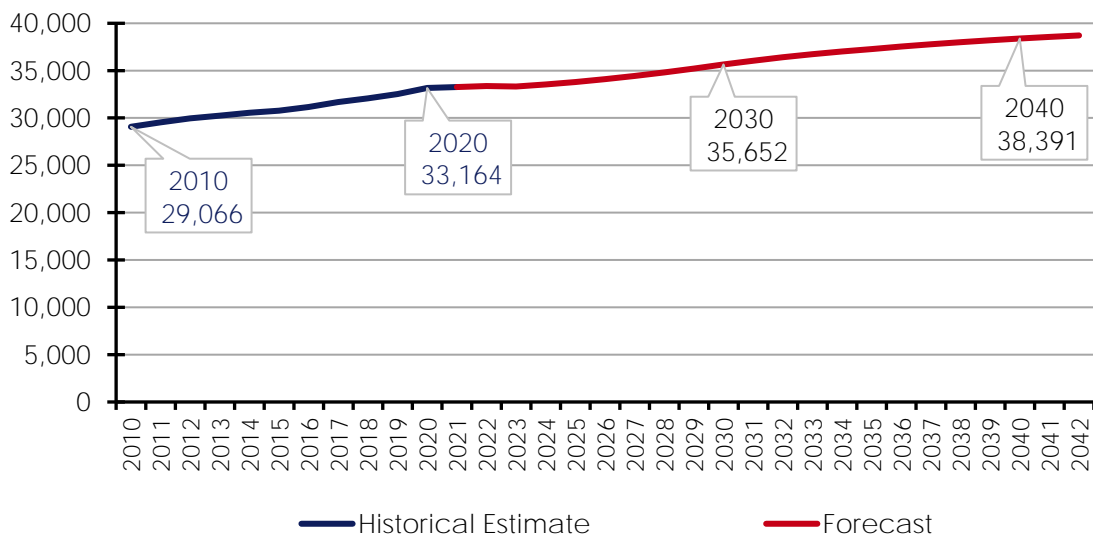
Service demand in emergency services is closely linked to population dynamics. Essentially, the need for emergency services is minimal in the absence of a significant population. However, the interplay between overall population size, population density, the rate of population growth, and the demographic distribution is complex and often poorly understood. This analysis aims to shed light on these relationships, providing essential information to guide leadership in making informed decisions about resource allocation and distribution.

Population Growth

The population in the SPFD response area includes the Town of Loomis and the surrounding unincorporated county area known as Granite Bay. The data used for this study was the historical information and population projections provided by the State of California Department of Finance (CDOF).

The CDOF publishes population information by year for each county based on data from the U.S. Census Bureau and state records.⁹ Unincorporated portions of Placer County account for approximately 29.6% of the population. South Placer Fire District comprises the Town of Loomis and other unincorporated areas and encompasses 42.05 square miles. SPFD population is at 34,765.

Figure 75: 20-Year Population Forecast with 95% Confidence Bands



In addition to the yearly historical estimates, the CDOF also publishes an annual population projection through 2060. While this projection is for the county, each city and fire protection district's population growth can be inferred as a percentage of overall county growth.

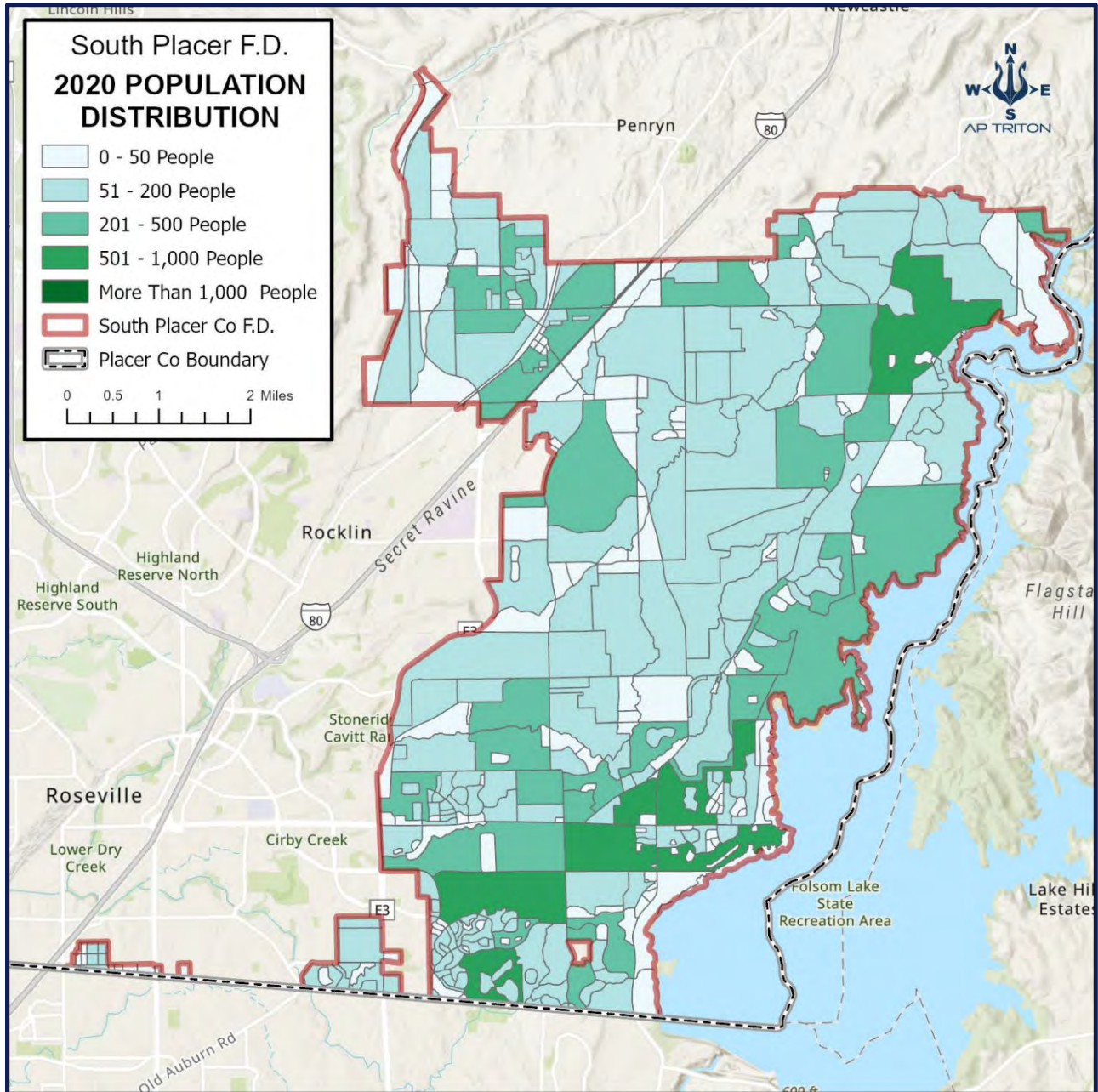
Average annual countywide growth from 2010 through 2023 was 1.28%, and the Town of Loomis consistently accounted for 1.7% of the county population, while the rest of SPFD maintained a consistent 6.5% of the county population. CDOF estimated the average annual growth rate from 2023 through 2060 to be 0.55%. These estimates and percentages show that the district population will be approximately 41,000 by 2060.

Population Distribution

SPFD population is spread out along the lakefront, focused on the southern portion of the district nearer the dam, the Town of Loomis, and Interstate 80. The center section of the district is less densely populated and can be considered rural or suburban.

The following figure shows the population density distribution for the study area.

Figure 76: 2020 Population Distribution

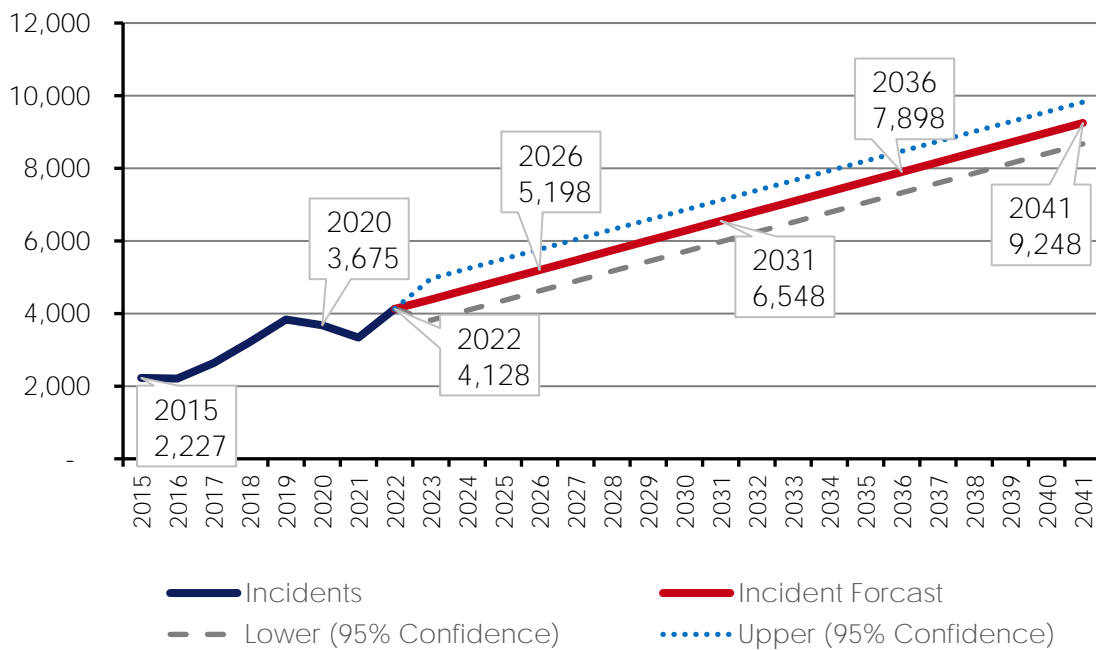


Service Demand

Standard linear and polynomial projection models were applied to SPFD's 8 years of data. Each model was evaluated using the R² methodology for the best data fit. The model that consistently showed the best fit was a straight linear regression analysis. The R² value measures how well the model fits the historical data. The closer to 1 the value, the better the fit with the historical data. In this case, the linear regression model returned an R² of 0.81. After the model was created, it indicated the incident volume would likely double by 2041 to over 9,200 incidents in 2041.

The following figure shows the historic incident responses rose from 2,227 in 2015 to 4,128 in 2022 and can reasonably be expected to reach between 8,600 and 9,800 by 2042 with a 95% confidence level.

Figure 77: Service Demand Projection to 2041



Response Standards & Targets

The South Placer Fire District provides fire, rescue, and emergency medical services (EMS). Programs include fire suppression, wildland/urban interface fire suppression (WUI), EMS, hazardous materials response (HazMat), and technical rescue. Each service requires training, equipment, and personnel during an incident response. Therefore, managing the level of response and resources is essential in maintaining readiness.

Tasks that must be performed at a fire can be broken down into two key components: life safety and fire flow. Life safety tasks are based on the number of building occupants, their location, status, and their ability to take self-preservation action. Life safety-related tasks involve the search, rescue, and evacuation of victims. The fire-flow component involves delivering sufficient water to extinguish the fire and create an environment within the building that allows entry by firefighters.

The number and types of tasks needing simultaneous action will dictate the minimum number of firefighters required to combat the various types of fires. Without adequate personnel to perform concurrent action, the Incident Commander must prioritize tasks and complete some in chronological order rather than concurrently. These tasks include the following:

- Command
- Scene Safety
- Search and Rescue
- Fire Attack
- Water Supply
- Pump Operation
- Ventilation
- Backup/Rapid Intervention

Critical task analyses also apply to non-fire-type emergencies, including medical, technical rescue and hazardous materials. Numerous simultaneous tasks must be completed to control an emergency effectively. South Placer Fire District's ability to quickly muster the necessary numbers of trained personnel is critical to successful incident outcomes.

Throughout this document, risk levels for each type of response have been identified. Generally, they are broken into low, moderate, high, and maximum risks. These apply across the five department programs of fire response, EMS, technical rescue, and hazardous materials response.

SPFD completed a critical tasking overview as part of this study. Each hazard type was identified, and the number of personnel was determined based on critical tasking and SPFD's operational procedures.

The following summarizes the total personnel required by incident type and risk category.

Figure 78: Staffing Recommendation Based on Risk

Incident Type	Low Risk	Moderate Risk	High Risk	Maximum Risk
Fire	3	17	25	45
Emergency Medical	2	7	13	30
Wildland/WUI	3	20	40	
Technical Rescue	3	6	15	32
Hazardous Materials	3	9	27	49

Establishing resource levels needed for various emergencies is a uniquely local decision. Factors influencing local decisions for incident staffing include the type of equipment, training levels of responders, operating procedures, geography, traffic, and the nature of buildings and other risks protected.

Critical Tasking

The following Critical Task Analysis for the SPFD used risk matrices for various incident types. Critical tasks are those activities that must be done promptly by firefighters early in emergency incidents. These interventions are essential to control the situation, stop loss, and perform the necessary tasks required for an emergency. SPFD is responsible for ensuring those responding companies can perform all described tasks promptly, efficiently, and safely.

The following figure is SPFD's minimum number of personnel needed by incident type and risk severity by function.

Figure 79: Fire Response Critical Tasking

Function	Low Risk	Moderate Risk	High Risk	Maximum Risk
Command/Support	1	1	2	3
Safety		1	1	1
Size up (360°)	*	*	*	*
Driver/Engine or Pump Operator	1	1	2	3
Water Supply	*	*	*	*
Standpipe/Sprinkler Control			*	*
Fire Attack	1	2	6	9
Search & Rescue		2	3	6
Ventilation/Utilities		3	3	6
Backup Line		2	3	3
Rapid Intervention Team		3	3	6
EMS Unit – ALS		2	2	2
Rehab				6
Total Effective Response Force:	3	17	25	45

*Temporary Assignment

Figure 80: Emergency Medical Services Critical Tasking

Function	Low Risk	Moderate Risk	High Risk	Maximum Risk
Command	1	1	1	1
Safety	*	*	*	1
Documentation	*	*	*	
Family/Bystander Liaison	*	*		
Operations				1
Triage Group			*	3
Basic Life Support Treatment	*	1	4	10
Advanced Life Support Treatment	1	2	4	6
Extrication/Hazard Mitigation		3	3	
Evacuation Group				6
Transport Group			1	2
Staging				3
Total Effective Response Force:	2	7	13	33

* Temporary Assignment

Figure 81: Wildland/WUI Fire Critical Tasking

Function	Low Risk	Moderate Risk	High Risk
Command	1	1	4
Safety	*	1	1
Size up (360°)	*		
Driver/Engine or Pump Operator	1	4	6
Fire Attack	1		
Recon Group		*	*
Lookout			1
Flank Divisions		4	12
Water Supply		1	1
Structure Protection		6	9
Staging		3	6
Total Effective Response Force:	3	20	40

* Temporary Assignment

Figure 82: Technical Rescue Critical Tasking

Function	Low Risk	Moderate Risk	High Risk	Maximum Risk
Command/Support	1	1	1	2
Safety	*	*	1	1
Size Up (360°)	*	*	*	*
Extrication/Hazard Mitigation	1	3		
Operations				1
Rescue teams			3	9
Rescue Support Group			6	12
Basic Life Support Treatment	1	1	2	2
Advanced Life Support Treatment		1	2	2
Staging				3
Total Effective Response Force:	3	6	15	32

* Temporary Assignment

Figure 83: Hazmat Critical Tasking

Function	Low Risk	Moderate Risk	High Risk	Maximum Risk
Command/Support	1	1	1	3
Safety	*	*	1	2
Size Up (360°)	*	*	*	*
Pump Operation/Decon		2		
Hazmat Group Supervisor			1	
Hazard Mitigation	2	6		1
Operations			1	1
Entry Team Officer and Team			3	7
Backup Entry Team			4	3
Hazmat Support Group			6	6
Decon Group			6	6
Medical Group/Patient Care			4	10
Staging/Rehab				10
Total Effective Response Force	3	9	27	49

* Temporary Assignment

Alarm Assignments

To ensure sufficient personnel and apparatus are dispatched to an emergency event, the following alarm assignments have been established. The following figure shows the SPFD apparatus and its minimum staffing level.

Figure 84: SPFD Operational Staffing

Station	Apparatus	Staffing
Company 15	N/A	0
Company 16	Engine 16	2
	Medic 16	2
Company 17	Engine 17	3
	Truck	0
	Battalion Chief	1
Company 18	Engine 18	3
Company 19	N/A	0
Company 20	Engine 20	2
	Medic 20	2
Total:		15

The number of personnel and apparatus required to mitigate an active and complex working incident will require additional resources above and beyond those available from the SPFD. To meet the staffing and equipment demands of large and complex incidents in accordance with its Critical Tasking Analysis, the SPFD must rely on mutual and auto-aid with other departments.

The intent is to build a scalable dispatch and deployment model that fulfills the tasking requirement for the various levels of risk, through a mixture of personnel and equipment from the SPFD and augmenting with resources from neighboring jurisdictions when necessary.

The following figures list what the SPFD reports as their dispatch complement of apparatus and personnel versus their identified staffing requirements for risk levels.

Figure 85: Fire Alarm Assignments by Risk

Dispatched Apparatus	SPFD Units	SPFD Staff	Aid Units	Aid Staff	Staffing
Low Risk (ERF staffing = 3)					
Engine	1	3			3
Totals: Over/(Under) ERF	1	3	0	0	3
Moderate Risk (ERF staffing = 17)					
Engine	4	12			12
Ladder Truck			1	3	3
Battalion Chief	1	1	1	1	2
EMS	1	2	1	2	4
Totals: Over/(Under) ERF	6	15	3	6	21(+4)
High Risk (ERF staffing = 25)					
Engine	4	12			12
Ladder Truck			2	6	6
Battalion Chief	1	1	2	2	3
EMS	1	2	1	2	4
Totals: Over/(Under) ERF	6	15	5	10	25
Maximum Risk (ERF staffing = 45)					
Engine	4	12	8	9	21
Ladder Truck			4	12	12
Battalion Chief	1	1	3	3	4
EMS	1	2	1	2	4
Totals: Over/(Under) ERF	7	15	16	27	41(-4)

Figure 86: Emergency Medical Assignments by Risk

Dispatched Apparatus	SPFD Units	SPFD Staff	Aid Units	Aid Staff	Staffing
Low Risk (ERF staffing = 2)					
Fire/EMS Unit*	1	2			2
Totals: Over/(Under) ERF	1	2	0	0	2
Moderate Risk (ERF staffing = 7)					
Fire Units*	2	6			6
EMS Units	1	2			2
Totals: Over/(Under) ERF	3	8	0	0	8 (+1)
High Risk (ERF staffing = 13)					
Fire Units*	5	11			11
EMS Units	2	4			4
Totals: Over/(Under) ERF	7	15	0	0	15 (+2)
Maximum Risk (ERF staffing = 33)					
Fire Units*	5	11	3	7	18
EMS Units	2	4	4	8	12
Totals: Over/(Under) ERF	7	15	7	15	30 (-3)
*The term "Fire Units" includes SPFD Engines, Trucks, Grass Units and Battalion Chiefs					

Figure 87: Wildland/WUI Assignments by Risk

Dispatched Apparatus	SPFD Units	SPFD Staff	Aid Units	Aid Staff	Staffing
Low Risk (ERF staffing = 3)					
Fire Units*	1	3			3
Totals: Over/(Under) ERF	1	3	0	0	3
Moderate Risk (ERF staffing = 20)					
Fire Units*	5	13	5	13	26
EMS Units	1	2			2
Totals: Over/(Under) ERF	6	15	5	13	28 (+8)
High Risk (ERF staffing = 40)					
Fire Units*	5	13	11	25	38
EMS Units	1	2			2
Totals: Over/(Under) ERF	6	15	11	25	40
*The term "Fire Units" includes SPFD Engines, Trucks, Grass Units and Battalion Chiefs					

Figure 88: Technical Rescue Assignments by Risk

Dispatched Apparatus	SPFD Units	SPFD Staff	Aid Units	Aid Staff	Staffing
Low Risk (ERF staffing = 3)					
Fire Units*	1	3			3
EMS Units	1	2			2
Totals: Over/(Under) ERF	2	5	0	0	5 (+2)
Moderate Risk (ERF staffing = 6)					
Fire Units*	2	4			4
EMS Units	1	2			2
Totals: Over/(Under) ERF	3	6	0	0	6
High Risk (ERF staffing = 15)					
Fire Units*	5	11			11
Rescue Units			2	4	4
EMS Units	2	4	1	2	6
Totals: Over/(Under) ERF	7	15	3	6	21 (+6)
Maximum Risk (ERF staffing = 32)					
Fire Units*	5	11	3	7	18
Rescue Units	3	8			8
EMS Units	2	4	1	2	6
Totals: Over/(Under) ERF	10	22	4	9	32
*The term "Fire Units" includes SPFD Engines, Trucks, Grass Units and Battalion Chiefs					

Figure 89: Hazardous Materials Assignments by Risk

Dispatched Apparatus	SPFD Units	SPFD Staff	Aid Units	Aid Staff	Staffing
Low Risk (ERF staffing = 3)					
Fire Units*	1	3			3
Volunteers					
Totals: Over/(Under) ERF	1	3			3
Moderate Risk (ERF staffing = 9)					
Fire Units*	3	7			7
EMS Units	1	2			2
Totals: Over/(Under) ERF	4	9	0	0	9
High Risk (ERF staffing = 27)					
Fire Units*	5	13	1	3	16
EMS Units	1	2			2
Rescue Units			3	8	8
Totals: Over/(Under) ERF	6	15	4	11	26 (-1)
Maximum Risk (ERF staffing = 49)					
Fire Units*	5	13	2	6	19
EMS Units	1	2	5	10	12
Rescue Units			6	17	17
Totals: Over/(Under) ERF	6	15	13	33	48 (-1)
*The term "Fire Units" includes SPFD Engines, Trucks, Grass Units and Battalion Chiefs					

Performance Objectives

Response Time Performance Objectives

Establishing an effective response force based on critical tasking hinges on two primary goals. The first goal is to align incident needs with available resources, ensuring an efficient approach to incident response. The second goal is to evaluate whether the deployment methodology is adequately meeting the specific requirements of various incident types.

The analysis of deployment based on an effective response force encompasses two essential components: the definition of the effective response force and the establishment of performance objectives. The most prevalent method for a fire department to assess its performance is through time analysis. It is critical to analyze both the arrival time of the first due unit and the effective response force (ERF) from the perspective of the customer. This total time calculation commences with the customer's request for service and concludes upon meeting the arrival benchmarks for both the first due and the ERF.

After the South Placer Fire District has set its response time objectives and identified the critical tasks and necessary personnel to accomplish these tasks (as outlined in the preceding section), the district can proceed to define emergency response time performance objectives.

The process of establishing response time performance objectives revolves around two central questions:

- What are the community's and elected officials' expectations regarding SPFD's initial response times to emergency incidents, and how do they perceive the quality of emergency services, particularly in terms of response time?
- What response time performance would be considered reasonable and effective for controlling fires, mitigating losses, and saving lives, especially given the typical incident types and fire risks SPFD encounters?

As a combination fire department, SPFD can reference two national consensus standards: NFPA 1720: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments, and NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments.

Although NFPA performance recommendations are recognized as industry best practices, fire departments, in collaboration with their governing bodies, have the flexibility to establish response performance goals tailored to the unique needs of their individual communities. While SPFD monitors turnout time and response time and makes this data accessible to all personnel through the district's intranet, currently, these metrics are not linked to any formally adopted standard or performance measure.

Response Time Components

Total Response Time

Total response time encompasses the interval from the receipt of the alarm at the primary Public Safety Answering Point (PSAP) to the point when the first emergency response unit begins action or intervention to control the incident, as defined by NFPA 1710 3.3.53.6. Consequently, total response time measures the combined performance of the communications center and the SPFD emergency response personnel.

Monitoring total response time is crucial as it provides a metric for the duration between the placement of a 911 call and the arrival of crews at the emergency scene to initiate action. This performance measure enables the fire district to assess various factors including the strategic location and distribution of stations, resource allocation, street network design, system drawdown, key station coverage, and district familiarization training.

Call Processing Time

Call processing time consists of three components and is a measure of the communications center's performance.

Alarm Transfer Time

Alarm transfer time is the period from the receipt of an emergency alarm at the PSAP until it is first received at the fire department communication center (NFPA 1710, 3.3.53.4). In cases where the alarm is received at a PSAP and transferred to a secondary answering point or communications center, the agency responsible for the PSAP should aim for an alarm transfer time not exceeding 30 seconds for at least 95% of all alarms processed, in accordance with NFPA 1221 (NFPA 1710, 4.1.2.3.2).

Alarm Answering Time

Alarm answering time is the interval starting when the alarm is received at the fire communication center and ending when the alarm is acknowledged there (NFPA 1710, 3.3.53.1). The fire department should set a performance goal of having an alarm answering time of no more than 15 seconds for at least 95% of the alarms received and no more than 40 seconds for at least 99% of the alarms, as specified by NFPA 1221 (NFPA 1710, 4.1.2.3.1).

Alarm Processing Time

Alarm Processing Time is the time from when the alarm is acknowledged at the fire communication center until response information begins to be transmitted via voice or electronic means to emergency-response facilities (ERFs or fire stations) and emergency response units (ERUs or fire apparatus) (NFPA 1710, 3.3.53.3). The fire department should establish a performance objective of having an alarm processing time of not more than 64 seconds for at least 90% of the alarms, and not more than 106 seconds for at least 95% of the alarms, as indicated by NFPA 1221 (NFPA 1710, 4.1.2.3.3).

Turnout Time

Turnout time is defined as the period that starts when the notification process for emergency response facilities (ERFs) and emergency response units (ERUs) begins—typically through an audible alarm, visual annunciation, or both—and ends at the commencement of travel time (NFPA 1710, 3.3.53.8).

Travel Time

Travel time is the interval commencing when a unit is en route to the emergency incident and concluding upon the unit's arrival at the scene (NFPA 1710, 3.3.53.7). The 2016 edition of NFPA 1710 specifies that units responding to a first alarm should arrive within 4 minutes of travel time, and all units must arrive within 8 minutes of travel time.

Tiered Response Performance Objectives

AP Triton recommends developing tiered response performance objectives based on population density and the specific risks present. This approach effectively segments the service area into response zones reflecting community expectations and the fire department's capabilities within these areas.

Many fire departments across the United States establish zones based on risk and population density. The creation of risk or “demand” zones offers a more accurate assessment of service delivery performance. This is particularly relevant for organizations like SPFD, which provide fire and emergency medical response across diverse areas within its 42.05-square-mile fire district.

Strategic Planning and Response Standards

This information is intended to aid SPFD in establishing response standards and targets. Setting these standards and performance goals is a strategic planning tool for community loss control. The SPFD is encouraged to initiate this process promptly to support future planning efforts.

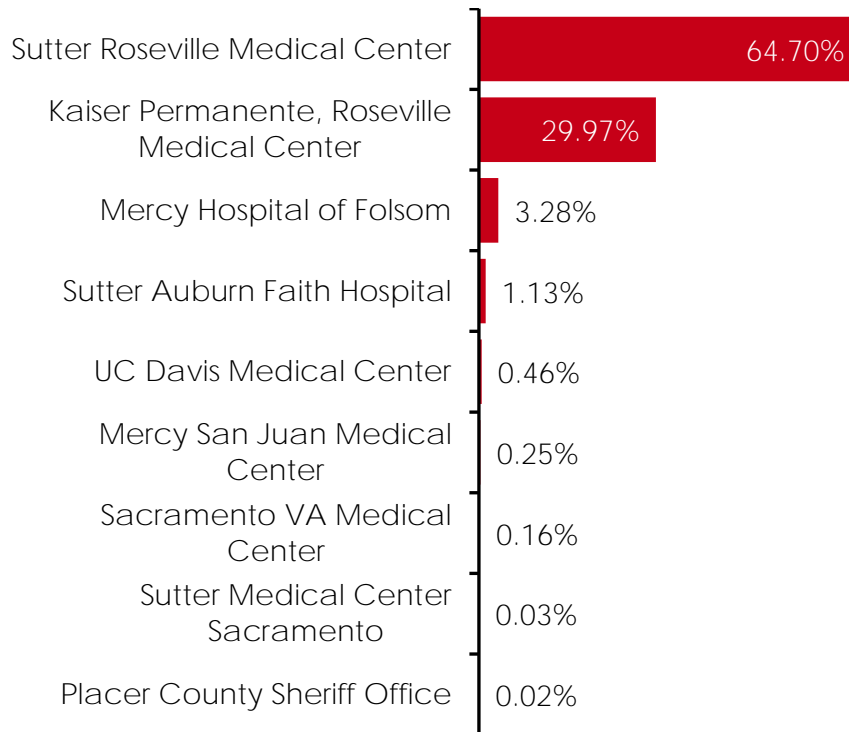
Section II: SUPPORT PROGRAMS

Emergency Medical Services & Transport

South Placer Fire Protection District is an all-hazard fire and rescue agency providing services to multiple communities. EMS calls comprise approximately 70% of the responses. The district staffs four fire stations using a combination of Firefighter/Emergency Medical Technicians (EMT) and Firefighter/Paramedics. SPFD provides its community with Basic Life Support (BLS) and Advanced Life Support (ALS). SPFD provides at least one state-licensed and locally accredited Paramedic and one state-licensed EMT on every apparatus, including fire engines and ambulances. SPFD and American Medical Response (AMR) provide ground emergency medical transport.

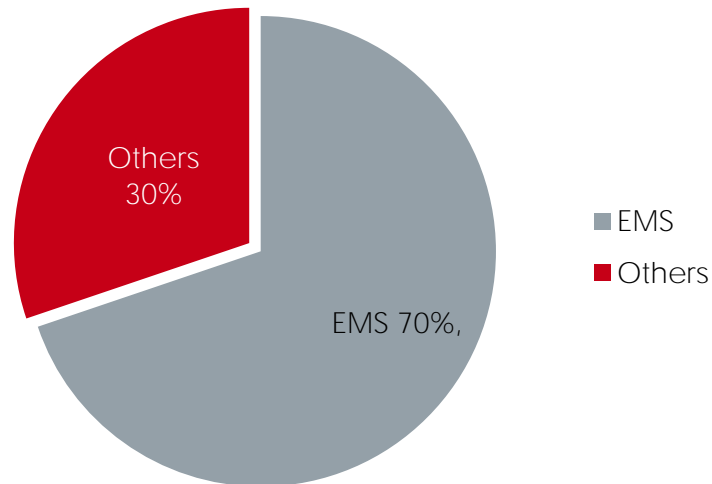
Air ambulance service is provided by REACH Air Medical Services, the California Highway Patrol (CHP), and CALSTAR Air Medical Services. Patients are taken to one of the following hospitals: Sutter Roseville (Level II Trauma Center), Kaiser Roseville, UC Davis Medical Center (Level I Trauma Center), Sutter Auburn Faith, and Mercy Folsom. The following figure shows how often patients are transported to each hospital from 2019 through 2022.

Figure 90: Hospital Destination Percentages (2019–2022)



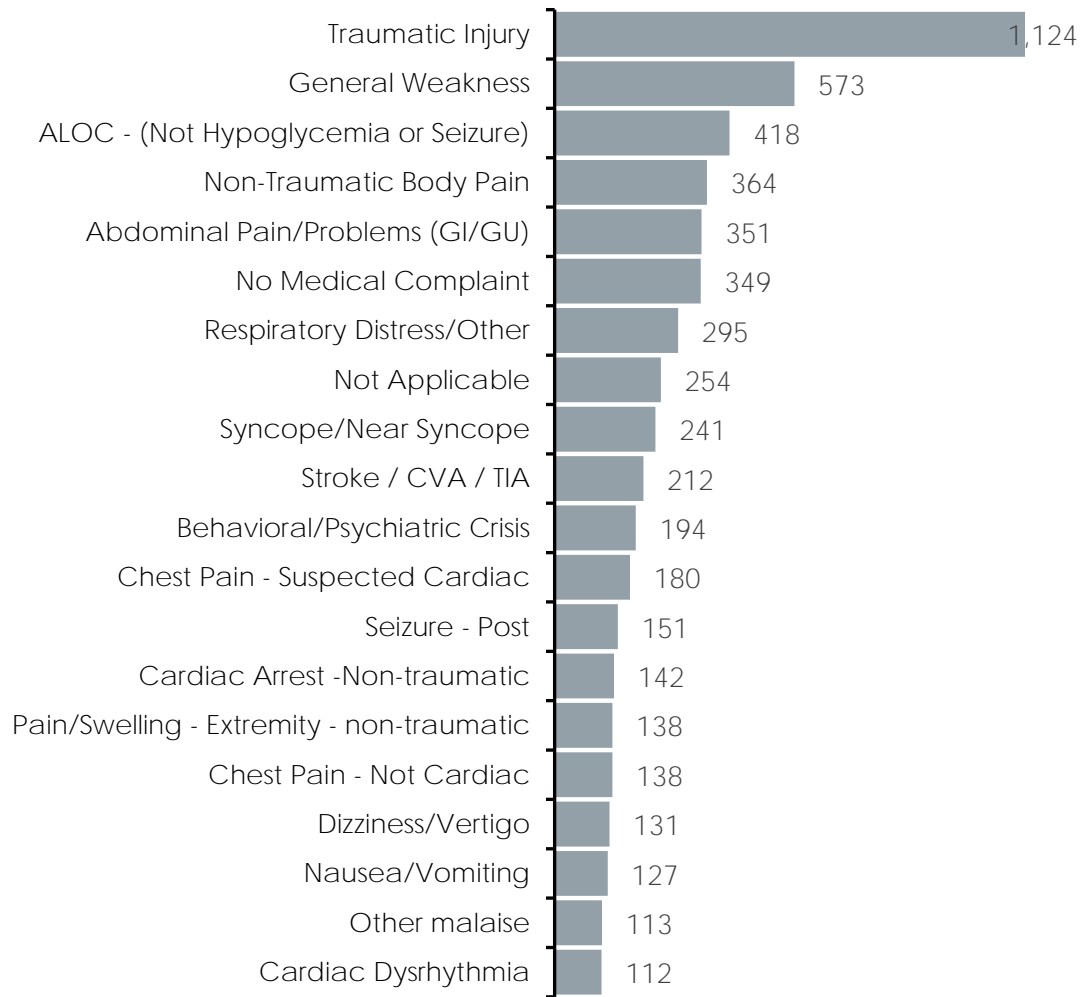
According to CAD data provided, SPFD responded to 4,127 emergency calls in 2022, a 13% increase from 2021's total of 3606 calls. Of the 4,127 responses, 2,834 were medical aid responses. The following figure shows the 2019–2022 breakdown of EMS calls versus those in the “Other” category (e.g., fires, good intent, investigations, etc.). Included in the 70% of EMS calls are canceled EMS calls, which equals about 2%.

Figure 91: EMS & Other Call Percentages (2019–2022)



The following figure shows a granular breakdown of EMS calls in South Placer. “Traumatic Injury” calls are the number one call type, and “General Weakness” comes in second. These two call types account for 1,697 EMS calls where emergency response crews are dispatched.

Figure 92: Breakdown of Call Types in South Placer



Despite funding challenges, SPFD is a progressive organization. Major accomplishments in 2022, relative to EMS, include, but are not limited to receiving a \$368,000 grant to replace their EKG monitors, establishing the Chief of EMS/Safety position, adding LUCAS devices (mechanical chest compression device) on all SPFD apparatus and adoption of the Handtevy Pediatric treatment program.

SPFD has provided EMS ambulance transportation services since 1962 and retains its Health and Safety Code—HSC § 1797.201 rights in Granite Bay. However, SPFD does not retain those rights in the Town of Loomis, where AMR provides ambulance transportation.

Logistical Support Services

Logistics is the process of planning, implementing, and controlling the movement of goods, products, or services from the point of origin to the end of consumption to meet the customer's needs and requirements. It involves coordinating all aspects of transportation, warehousing, and inventory management. Logistics aims to minimize costs and maximize efficiency in the supply chain.

Whether fire departments are dealing with an emergency incident or day-to-day operations, logistics is critical to the success of an organization. A person or group managing logistics aids in successful operations by providing support and services. Specific to EMS, logistical support and services are often responsible for ensuring that the field personnel have all the proper tools and equipment to do the job they are tasked with, including repair, maintenance, and equipment replacement.

SPFD EMS section is overseen by a Division Chief assigned to administration and works a 40-hour week. As an Administrative Chief, with areas of responsibility including, but not limited to, meeting attendance and participation, conferences, workshops, and training sessions, EMS supply ordering and inventory management, procurement of emergency medical equipment; e.g., medications, EMS consumables, medical delivery devices, cardiac monitors (i.e., Electrocardiogram monitors), and other items specific to EMS treatment, and ensuring that the organization and its members follow national, state and local regulations and statutes. The EMS Division Chief is also responsible for working with allied agencies to ensure standardized operations. The EMS Division Chief also provides oversight and quality assurance regarding automatic aid agreements and interoperability.

The EMS Division Chief is supported by a fire engineer assigned to suppression and works a traditional 56-hour week. Additionally, SPFD has an EMS committee that assists with researching and developing the latest equipment and technology. The cost to benefit in using electronic software to stay service-ready is clear, as fire and rescue agencies have contracted with software vendors to enhance inventory control measures. According to the SPFD Annual Report 2022, the EMS & Safety Division Chief introduced an electronic narcotic tracking system.

Medical Control & Oversight

The California Code of Regulations, Title 22, Division 9, Chapter 4, Section 100170 requires that a fire department be provided medical control and oversight.

SPFD coordinates local EMS system oversight and regulation with the **district's** Medical Director. Medications and controlled substances are ordered and tracked under the **medical director's medical license**. In addition, the **district's** Medical Director provides QI/QA, followed by specialized training. Sierra-Sacramento Valley Emergency Medical Services Agency (S-SVEMSA or LEMSA) provides regional management and regulation, and the California Emergency Medical Services Agency (EMSA) provides state oversight and regulation. In addition to providing oversight and regulation to SPFD, S-SVEMSA provides services to Butte, Colusa, Glenn, Nevada, Placer, Siskiyou, Sutter, Tehama, and Yuba Counties.

Sutter Roseville Medical Center and UC Davis Medical Center are the base station hospitals providing online medical control for the paramedics per county protocol and as needed. Sutter Roseville Medical Center is a Level II Trauma Center, and UC Davis Medical Center is a Level I Trauma Center, providing 24-hour emergency care for all illnesses and injuries.

Compliant with California Health and Safety Code, Section §1797.109, SPFD EMTs recertify through the Local Emergency Services Agency (LEMSA). This means they achieve their required CME hours and work with the LEMSA to recertify bi-annually. Another common strategy is to be a Certifying Entity, meaning all EMT recertifications are in-house. The initial work to become a certifying entity can be daunting; however, once established, it is easily maintained and provides greater oversight and control within their local system, thus reducing the time it takes to recertify EMTs. Either recertification method can be justified; it is a matter of agency preference.

System Integrity Regarding Required Credentialing

As a minimum job requirement, SPFD requires that a candidate possess a current valid California Driver's License, high school diploma, Emergency Medical Technician (EMT), and CPR certification. Regardless of rank, all operational personnel possess at least an EMT license issued by California State EMSA. Of the 52 sworn operations personnel employed, 30 are licensed paramedics.

At a minimum, within the two-year licensure cycle, EMTs must earn 24 hours of Continuing Medical Education (CME) specific to their skill set and established scope of practice, including the expanded scope of practice allowable in each county.

SPFD achieves this by offering in-house training; scheduled, facilitated, or delivered by subject matter experts within the organization. State regulations require paramedics to earn 48 hours of CME during their two-year licensure cycle. Again, this is achieved parallel to the EMT's CME hours. In-house training includes all on-duty personnel and is a value-added service to the EMT members, as the subject matter is often taught at the ALS level, thereby raising the level and competency of BLS medical care throughout the organization.

SPFD manages and tracks their required training hours using Vector Solutions, an online Learning Management System (LMS). Vector Solutions is a robust LMS where an agency can set up a "credentialing" system to track and manage required training hours. Paramedic licensure is completed through the California EMSA. Tracking required hours and training for EMTs and Paramedics is done through Vector Solutions and managed by the Division Chief of EMS.

Many non-required advanced-level training opportunities exist for EMTs and paramedics, such as Prehospital Trauma Life Support (PHTLS), Advanced Cardiac Life Support (ACLS), and Pediatric Advanced Life Support (PALS), which are not required as a condition of employment, but enhance the emergency medical services to the community. In this case, SPFD paramedics are Handtevy certified. The Handtevy system uses age and overall body length to help paramedics rapidly and accurately calculate pediatric drug dosages.¹⁰

First Responder ALS System

SPFD provides ALS services to the communities of Granite Bay and Loomis. In addition, SPFD provides ALS ambulance transport to the communities of Penryn and Newcastle as part of a negotiated automatic aid agreement with AMR Ambulance. The automatic aid agreement was negotiated to ensure all areas would be well-served and desired response times met. The agency provides, at a minimum, one paramedic and one EMT on each apparatus. In Granite Bay and the unincorporated areas, SPFD has been transporting patients in its district-owned and operated ambulances since 1962, and the district retains its right in those areas provide EMS as defined by California Health and Safety Code—HSC § 1797.201 rights.

Even though SPFD provides ALS-staffed engine response in the Town of Loomis, AMR has been awarded "grandfather" status and is the ALS and BLS transporting ambulance service.

As noted, SPFD administers its EMS delivery system within the district, including Granite Bay, Loomis, Penryn, and Newcastle. However, it is a fragmented system with potential gaps in communication and coordination between the entities. While SPFD has the means and ability to provide ALS/BLS transportation for the sick and injured throughout their entire district, they are not authorized by the Sierra-Sacramento Valley Emergency Medical Services Agency to do so within certain parts of their fire district. In Loomis, AMR staffs one ambulance with one paramedic and one EMT.

AMR uses "System Status Management" (SSM), which refers to the operational status or availability of ambulance services within a particular area or jurisdiction. It is an important aspect of EMS management and helps ensure that ambulance resources are allocated efficiently to respond to emergencies. However, at times, "system status" can take an ambulance from one area to another, thus rendering them unavailable for response in their primary area, the Town of Loomis.

Although the relationship between SPFD and AMR is healthy and collaborative, each agency's management practices can be polarizing where AMR is a private organization, and SPFD is a public safety organization. To bridge the gap, SPFD and AMR have agreed to an "Automatic Aid" agreement where when AMR is busy or lacks the depth of ambulances to meet required response times, SPFD has agreed to respond to their area and provide an ALS ambulance. These agreements are generally well managed and reviewed periodically to identify gaps in coverage or, in the case of SPFD and AMR, identify when one agency's support of the other is unbalanced.

Automatic aid agreements, such as the one with SPFD and AMR, aim to provide like-for-like services (e.g., paramedic ambulance or rescue in exchange for the same type of service). Additionally, automatic aid agreements and discussions focus on reducing or avoiding disparities in service. Key personnel generally meet periodically to discuss disparities, which provides data to change delivery models to cover the gap identified in the data.

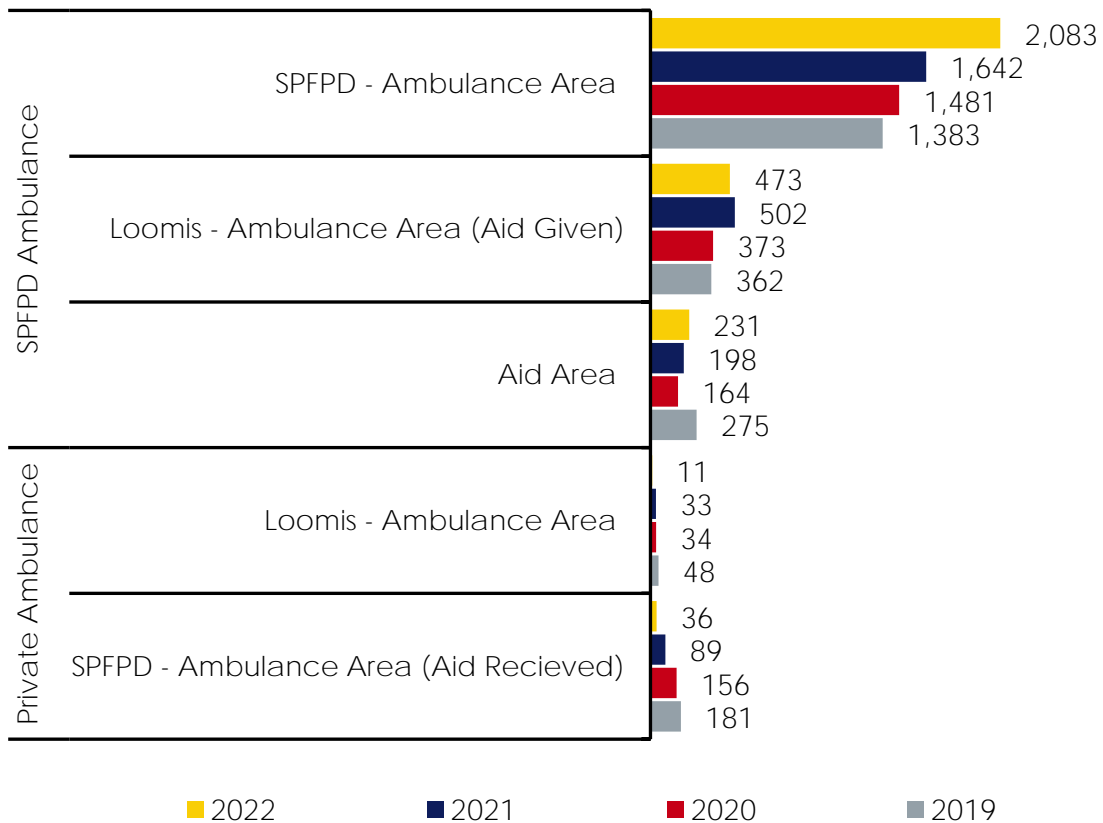
Using CAD data provided by SPFD, the following figure shows how often SPFD requests aid from a private ambulance versus how many times a private ambulance requests aid from SPFD during 2019 through 2022. In 2022, the private ambulance provided aid to SPFD's ambulance area 36 times, and SPFD provided aid to Loomis 473 times. Additionally, SPFD provided aid 231 times in surrounding jurisdictions. The data indicates that SPFD provides aid to the City of Loomis and other areas far more times than they receive aid.

Figure 93: SPFD Ambulance/Private Ambulance Aid (2019–2022)

Description	2019	2020	2021	2022	Totals
Private Ambulance Aid Totals	229	190	122	47	588
SPFD–Ambulance Area	181	156	89	36	462
Loomis–Ambulance Area	48	34	33	11	126
SPFD Ambulance Aid Area	275	164	198	231	868
Loomis–Ambulance Area (Aid Given)	362	373	502	473	1,710
SPFD–Ambulance Area (EOA)	1,383	1,481	1,642	2,083	6,589
Grand Totals:	2,249	2,208	2,464	2,834	9,755

The following figure contains the same information as the preceding figure but using a graphical format.

Figure 94: SPFD Ambulance/Private Ambulance Aid (2019–2022)



By consolidating ambulance transports under the SPFD's authority, the community can expect several improvements in emergency medical services:

- **Faster Response Times:** With a centralized system, dispatchers can efficiently allocate the closest available ambulance to an emergency, reducing response times crucial for life-threatening situations.
- **Improved Coordination:** A unified approach ensures seamless coordination between paramedics, firefighters, and EMTs, resulting in more effective and well-coordinated patient care.
- **Enhanced Training and Standardization:** SPFD can enforce uniform training standards and protocols for all personnel involved in ambulance transport, ensuring that patients receive consistent, high-quality care.
- **Cost Efficiency:** Streamlining services can save costs, as redundancies and inefficiencies are reduced or eliminated.

Benefits to the Community

The transition of ambulance transport to SPFD control offers several benefits to the residents of South Placer County:

- **Increased Reliability:** The community can trust a reliable and consistent emergency medical response system, knowing that SPFD is responsible for ambulance services.
- **Improved Patient Outcomes:** Faster response times and better coordination among emergency responders can improve patient outcomes, particularly in critical situations.
- **Community Involvement:** The community now has a direct stake in managing and overseeing ambulance services through their elected representatives in the SPFD board, fostering a sense of ownership and accountability.
- **Accountability and Transparency:** The SPFD can provide regular reports and updates on ambulance services, ensuring transparency and accountability in allocating taxpayer funds.

Mobile Integrated Healthcare

Mobile Integrated Healthcare (MIH) is an alternative approach to handling low-acuity calls. It is on the leading edge of fire-based EMS and should be considered the future of Emergency Medical Services (EMS). The need for alternative treatment modalities and transport options is apparent with rising call volumes.

Fire departments across the U.S. have grown to lead public safety efforts during the COVID-19 pandemic and in the years since to address those needs. In an open letter to the California State Medical Director, the Ambulance Association of California listed six items (Ambulance Patient Off-Load Time (APOT), ambulance age requirements, tiered response, telehealth, expanded licensing, and approval of more training programs) that are causing poor performance in some of their contracted areas. Three of them could see a significant relief with an MIH model. California is seeing a rise in the need for alternative, better, and innovative ways to respond to and treat low-acuity patients.

AP Triton will discuss three alternative models with viable solutions for integrating mobile integrative healthcare (MIH) into a system in California, specifically SPFD. Fire departments nationwide are experiencing a drastic increase in response to patients experiencing homelessness, psychiatric (behavioral) emergencies, and patients 65 and over. Although these call types are not explicitly considered MIH, there are potential options that can assist in addressing this growing problem.

Although several variations of provider-led responses exist, the following three programs in California and surrounding states are successful deployments: Community Paramedicine (CP), Advanced Practice Provider (APP) Care Units, and Responder-led Telemedicine. Each of these programs has unique qualities that can serve the residents and visitors to SPFD in different ways while maintaining excellent patient care, flexibility, and sustainability. The following briefly describes each model and an example of successful programs.

Community Paramedicine

A Community Paramedicine (CP) program would free up emergency response units to be available for higher acuity calls while addressing the community's needs. CP programs are considered the next step in delivering patient-centered care cost-effectively and efficiently.

The concept is straightforward: utilize current paramedics working in the field, train them on the safe treatment and care of patients with low-acuity illnesses or injuries, and develop strategies to get them to the most appropriate receiving center for proper treatment (e.g., Urgent Care Facility, Behavioral Health evaluation facility, sobering center, etc.).

"The Affordable Care Act (ACA) was designed to reform the health care system with expanded eligibility for coverage, reduced out-of-pocket costs for health plan consumers with lower incomes, and coverage with essential benefits that include no- or low-cost preventive care. A key principle of the ACA is the so-called "triple aim" framework developed by the Institute for Healthcare Improvement, which determined that healthcare managers should:

- 1. Improve overall patient care, quality, and satisfaction.*
- 2. Enhance the health of populations.*
- 3. Reduce per capita health care costs.*

Recognizing that the spiraling cost of health care was not translating to better patient outcomes and that a well-trained workforce was available to provide more effective care in the community, the California EMS Authority launched the California Paramedicine Pilot Project in 2014. The objective was to evaluate the feasibility of paramedics expanding their roles beyond emergency response. In all, 53 California cities received various nontraditional services from community paramedics, including hospice support, post-discharge care, direct observation of daily tuberculosis treatment, and transportation to alternative non-emergency sites such as sobering centers, urgent care centers, and psychiatric facilities.

The Healthforce Center at UCSF analyzed the project. It concluded that community paramedics collaborated effectively with numerous healthcare partners, provided services safely and efficiently, reduced medically unnecessary transports to hospital emergency departments, and saved more than \$3 million during a short time span."¹¹

Community Paramedicine Toolkit

As discussed, Community Paramedicine (CP) is a critical EMS model in managing low-acuity medical aid calls, emergency response, transporting patients to an appropriate facility, and reducing the burden on local hospital emergency departments. California EMSA, in collaboration with the EMS Administrators' Association of California (EMSAAC), the EMS Medical Directors Association of California (EMDAC), the California Fire Chiefs Association (Cal Chiefs), the California Ambulance Association (CAA), the California Professional Firefighters (CPF), and the CARESTAR Foundation has embraced CP programs and created a Toolkit for implementing a CP program.

The purpose of the toolkit is threefold:¹²

1. *Reduce the burden on individual partners to create programs from scratch.*
2. *Decrease duplication of effort across the state.*
3. *Enhance CP program participation and approval efficiency.*

This toolkit is designed to serve as an optional resource to be used with Chapter 5 of the California Code of Regulations—Community Paramedicine and Triage to Alternate Destination Regulations. It does not replace the regulations. Use of this toolkit is optional.

This toolkit produced a starting point for new programs in CP and existing programs to align with the new regulations found in Assembly Bill (AB) 1544.

The toolkit is broken down into eight steps to bring the provider and the LEMSA in alignment in the development of a program:

Step 1—The Planning Process

Step 2—Identification of the Community need and Recommended Solutions

Step 3—Program Medical Protocols and Policies

Step 4—Service Provider Approval

Step 5—Collaboration with Public Health or Community Resource Entities

Step 6—Curriculum for Program-Focused Training

Step 7—Program Review & Approval Process

Step 8—How to Evaluate the Program

The toolkit is thorough and should be reviewed before any implementation as it contains critical information relative to the planning process, identifying community needs and recommended solutions, medical protocols and policies, service provider approval requirements, collaborative efforts with public health and community entities, program training curriculum, program review and approval process, and how to evaluate the program.

In essence, the passage of AB1544 governs the implementation of community paramedicine or triage to alternate destination programs by local EMS agencies in California. Notably, the bill provides that public safety has first right of refusal for community paramedicine programs and requires that all ALS providers have an opportunity to participate in triage to alternate destination programs.

Advanced Practice Provider Care Unit

Advanced Practice Provider (APP) Care Units have shown to be a viable and successful alternative in several California fire departments, including, but not limited to, Anaheim Fire and Rescue, Beverly Hills Fire Department, and Los Angeles City Fire Department. These programs combine Advanced Practice providers (i.e., Nurse Practitioners or Physician Assistants) with first responders to low acuity medical calls with the ability to “treat and release” or “treat and refer” patients.

A significant difference between an Advanced Care provider unit and a Community Paramedic unit is the ability to make physician-level decisions in the field, including but not limited to writing prescriptions, referral to other physicians, referral to alternate destinations, and scheduling follow-up visits when necessary. An APP can respond to a low-acuity injury, suture the patient, prescribe antibiotics, provide the patient with care instructions, and make a follow-up appointment to remove the sutures in five days.

For this example, in a system without an APP Care Unit, the patient would be transported to the ED for assessment and treatment; however, with an APP Care Unit, the patient would receive an evaluation and all appropriate treatment and follow-up care from the comfort of their home.

These programs have successfully treated various low-acuity medical aids without transporting the patient to the hospital. Beverly Hills Fire Department, for example, is one of several departments leveraging the APP model and taking patient care to the next level.¹³

The City of Beverly Hills Fire Department (BHFD) is proud to announce the launch of its Nurse Practitioner Program. The program is a unique and innovative Emergency Medical Service (EMS) model designed to deliver advanced, efficient, and effective healthcare in the prehospital setting.

BHFD's vehicle, 'Nurse Practitioner 1' (NP1), will respond to calls for service in the field. Staffed with a Nurse Practitioner and Firefighter Paramedic with oversight from a board-certified Emergency Medicine physician, NP1 is equipped with various medications, select laboratory diagnostics and technical medical equipment.

Whether responding to 911 calls or following up on 'in-home' patient referrals, NP1 will provide mobile urgent care and collaborate with primary care providers to optimize more excellent long-term health and wellness within our community.

With a focus on improving patient outcomes and connecting healthcare resources to patients' specific needs, the program defines the future of Mobile Integrated Health.

Using Beverly Hills FD as an example, at the time of dispatch, calls are screened by a trained Emergency Medical Dispatcher (EMD) to identify non-emergency patients who meet the classification of an "Alpha" or "Bravo" (low acuity) level call. Clinically appropriate, legally compliant, and pre-determined dispatch protocols are created in collaboration with the department's Medical Director and would be followed.

If applicable, the APP Unit would then be dispatched to the patient location to provide on-site evaluation, treatment and coordination of care and referral. A paramedic-level response can be determined when the APP unit crew evaluates the patient and identifies that ambulance transportation to the emergency department is appropriate.

Conversely, as an option, the APP crew could be called by an emergency fire department unit on the scene if, after a paramedic assessment, the paramedic determines that the patient is a good candidate for treatment by the APP unit.

An Advanced Practice Provider response dramatically benefits the community and offers a practical, appropriate alternative in addressing low-acuity calls for service. This unique response model aims to reduce total costs to the overall healthcare system and deliver relevant and timely healthcare service on the scene, thereby preventing costly transport to the emergency department.

With an unlimited supply of funding, programs like an APP program could provide added value service to the department, yet rarely is funding unlimited or un-measured. An APP response model uniquely utilizes Nurse Practitioners or Physician Assistants, who can bill for their services, regardless of transportation. There is also a partnership possibility with local hospitals to share personnel.

First Responder Telemedicine

Of the three models discussed, First Responder-led Telemedicine is the newest option that emerged as a popular option with several agencies during the COVID-19 pandemic. Under specific guidelines, after the initial medical assessment, the patient could be provided a Telemedicine (virtual) consultation with a Nurse Practitioner (NP) or Medical Doctor (MD) in an emergency 911 dispatch center or contracted as an on-call service. As the Nation adapted to virtual meetings (e.g., Zoom, Teams, and other video conferencing mediums), talking to a medical professional on an iPad or mobile device is more widely accepted than pre-COVID-19.

In this model, the patient's evaluation begins in the emergency dispatch center as an initial impression is achieved to determine the patient's status. A patient is triaged using EMD protocols, and the closest and most appropriate resources are dispatched immediately. As units are dispatched and are en route, pre-arrival medical instructions are delivered by a trained dispatcher certified in Emergency Medical Dispatching (EMD) until first responders arrive on the scene and take over patient care.

Upon arrival, Firefighter/EMTs and Firefighter/Paramedics can begin immediate treatment and expedite transport to the nearest, most appropriate receiving center after determining the patient's status. However, as is often the case, a patient's status does not require immediate treatment or transportation to a local area Emergency Department. Once determined by first responders, if the patient does not warrant transport to an ED, Telemedicine is initiated as the most appropriate treatment.

Telemedicine positively impacts the entire medical health system by providing first responders without delay who can evaluate the patient to determine the proper care plan, in this case, care provided by a telemedicine professional. The paramedics or EMTs remain on the scene to relay pertinent medical information and findings to the Physician/NP/PA. The Telemedicine Physician/NP/PA will then interview the patient to determine the best treatment plan and follow up to ensure the best patient outcome.

After a thorough telemedicine interview and patient assessment, the medical professional and patient will determine the next steps as one of the following: the patient is transported to the hospital via ambulance, referred to a clinic or urgent care center for treatment, advised to contact their physician, or the patient may determine on their own after a consultation that they will remain at home and monitor themselves.

In addition to the final resolution, the telemedicine physician can order prescriptions at the patient's pharmacy, provide medical records to the physician, or reassure the patient and provide a care plan. These calls are typically triggered in the emergency dispatch center at the "Alpha" or "Omega" dispatch level (low acuity).

The Contra Costa County (California) Fire-EMS Alliance with American Medical Response contracted with a new Tele911 company in November of 2021, to deliver a unique and innovative solution to the growing needs in the field.

"CCCFPD is working with Tele911 to help make the system more efficient and increase readiness for emergency calls. Tele911 integrates telemedicine and patient navigation into the EMS system to better serve Contra Costa County patients and place much-needed resources back into the system to accomplish this goal."¹⁴

Although Telemedicine typically uses existing ALS resources and equipment to administer the program, so costs are low, the impact to the overall system could be impacted. Delays exist when organizations keep an ALS unit on the scene while a Physician group is contacted and a thorough medical exam is performed. This, along with other factors, requires further research to determine the impacts on SPFD if a Telemedicine program were to be initiated.

Medical Priority Dispatch System (MPDS)

The primary Public Safety Answering Point (PSAP) is a call center where emergency (911) and non-emergency calls are routed. Placer County Sheriff's Office (PCSO) is the PSAP and handles all calls for service (emergency/non-emergency) for SPFD. Additionally, PCSO dispatchers are trained and certified in emergency medical dispatching (EMD) by the International Academies of Emergency Dispatch (IAED).

EMD and MPDS play a crucial role in the prehospital care of patients. They involve the coordination of resources and the appropriate allocation of emergency medical services (EMS) to patients in need. EMD is the initial point of contact between patients needing emergency medical assistance and the EMS system.

PCSO uses ProQA software for the EMD process while receiving emergency calls, assessing the nature and severity, and dispatching the appropriate resources to the scene; while emergency units are en route, pre-arrival instructions are provided to the caller to begin treating the patient. The speed and accuracy of EMD can significantly impact the outcome of a medical emergency, making it a critical component of the EMS system.

MPDS, on the other hand, takes the call to the next level in assessing the caller's complaint and disposition. Once enough information is gathered (promptly), the appropriate resources are dispatched. MPDS uses determinant codes as outlined in the next figure.

Figure 95: Response Determinant Levels

Response Level	Capability	Clinically Indicated Response Resource(s) and Priorities		Rationale
		First Responder	Ambulance	
ECHO	ALS	Red Lights & Siren	Red Lights & Siren	<ul style="list-style-type: none"> Information exists that death is eminent Closest any First Response and ALS Ambulance Immediate lights and siren response needed Multiple resources necessary Rapid ALS transport almost certain
DELTA	ALS	Red Lights & Siren	Red Lights & Siren	<ul style="list-style-type: none"> Closest First Response and ALS Ambulance Immediate lights and siren response needed Multiple resources necessary ALS transport likely
CHARLIE Urban	ALS	Optional Response- No Red Lights & Siren	Red Lights and Siren	<ul style="list-style-type: none"> ALS Ambulance / First response for extended ETA Multiple resources not necessary ALS or BLS transport likely
CHARLIE Rural	ALS	Red Lights and Siren	Red Lights and Siren	
BRAVO Urban	BLS or ALS	Optional Response- No Red Lights & Siren	Red Lights and Siren	<ul style="list-style-type: none"> BLS or ALS Ambulance / First Response for extended ETA Rapid BLS evaluation indicated
BRAVO Rural	BLS or ALS	Red Lights & Siren	No Red Lights & Siren	
ALPHA	Closest BLS or ALS	Optional Response- No Red Lights & Siren	No Red Lights & Siren	<ul style="list-style-type: none"> BLS or ALS Ambulance / First Response not needed Multiple resources not necessary Transport less likely
OMEGA	Referral or BLS	Not indicated	No Red Lights & Siren	<ul style="list-style-type: none"> Ambulance transport not indicated and referral to specialty service appropriate

PCSO does not currently utilize MPDS. In this case, dispatchers do not make a response type determination; they do not differentiate between response level, capability, clinically indicated response resource, priorities, or rationale. Moving forward, PCSO plans to use a limited version where they would determine a Code 2 versus Code 3 call but has yet to make plans to do a full MPDS implementation.

Communications & Dispatch

The Placer County Sheriff Dispatch & Communications (Placer County Dispatch) is located inside the Placer County Sheriff's Office headquarters at 2929 Richardson Drive in Auburn.

Services Provided

Placer County Dispatch is responsible for handling law enforcement duties in county buildings and unincorporated areas of the county. Additionally, they manage fire and medical calls for five agencies, as identified below.

Services to Other Agencies

Placer County has established agreements to provide dispatch services for the following fire agencies:

- South Placer
- Penryn
- Newcastle
- Placer Hills
- Foresthill

Contracts for Services

Apart from the five agencies mentioned above, Placer County Dispatch does not hold any other service contracts.

Governance, Administration, & Accountability

Placer County Dispatch operates under the jurisdiction of the County of Placer and the Placer County Sheriff's Office (PCSO). The management hierarchy is structured such that the Dispatch Services Manager reports to the Support Services Captain, who then reports to the Assistant Sheriff. Dispatch operations are incorporated within the PCSO budget. The budget is formulated by the Dispatch Services Manager with assistance from the Finance Department. Approval of the budget follows a chain of command within PCSO, eventually reaching the Board of Supervisors for final ratification. All Capital Improvement projects are strategically planned one or more years in advance.

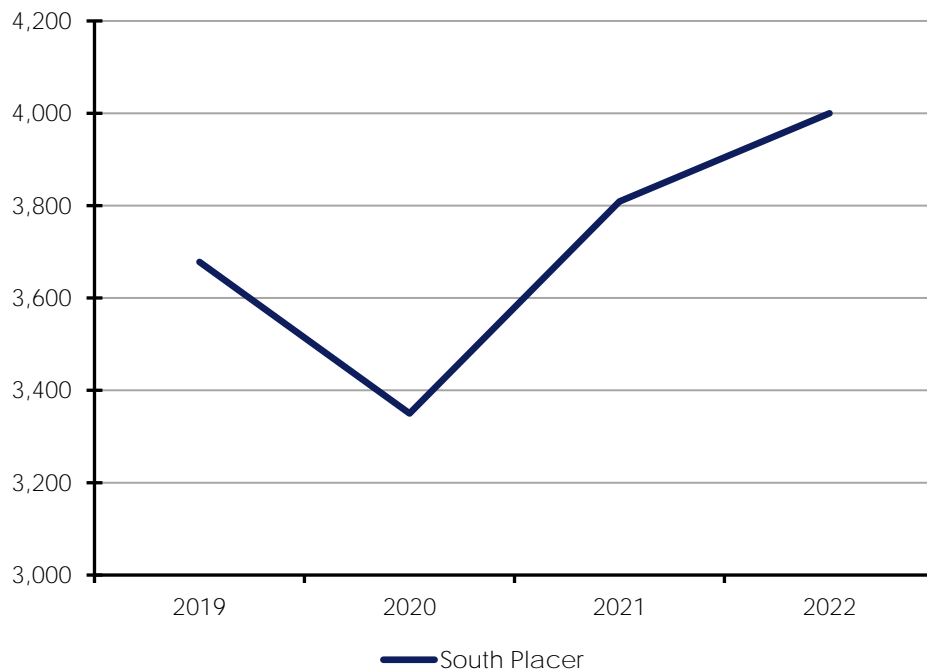
Workload & Call Volumes

Analysis of call volumes for fire agencies dispatched by Placer County Dispatch reveals SPFD as the agency with the highest demand. The data for dispatched events in 2020 indicate a significant impact from the COVID-19 pandemic. Excluding this anomaly, there has been a consistent trend of increasing volumes in dispatched events.

Figure 96: South Placer Dispatched Events (2019–2021)

Agency	2019	2020	2021	2022	Totals
South Placer	3,678	3,350	3,809	4,000	14,837

Figure 97: South Placer Dispatched Events (2019–2022)



The volume of incoming telephone calls handled by the Placer County Sheriff's Dispatch Center encompasses all agencies under its purview. Due to this inclusive approach, it is not feasible to specifically discern which calls are intended for South Placer. These call volumes also illustrate the shift from traditional wireline to wireless phone services. Additionally, it is noteworthy that there has been a significant decrease in administrative calls over the past three years.

Figure 98: Placer County Sheriff Call Volumes (2019–2022)

Line Group		2019	2020	2021	2022
911	Inbound	36,789	41,273	41,899	38,775
	Abandoned	7,319	7,413	7,982	6,356
	Total:	44,108	48,686	49,881	45,131
10-Digit Emergency	Inbound	27,842	24,578	23,662	21,796
	Abandoned	655	576	585	457
	Totals:	28,497	25,154	24,247	22,253
	Outbound	60	66	72	45
Administrative	Inbound	87,762	85,446	78,123	75,811
	Abandoned	3,144	3,008	2,609	2,319
	Totals:	90,906	88,454	80,732	78,130
Outbound		48,807	44,760	50,834	50,105

When analyzing the call volumes on a monthly basis, the data shows a consistent pattern throughout the year, with the exception of expected spikes during the summer months.

Figure 99: Placer County Sheriff Incoming 911 Calls

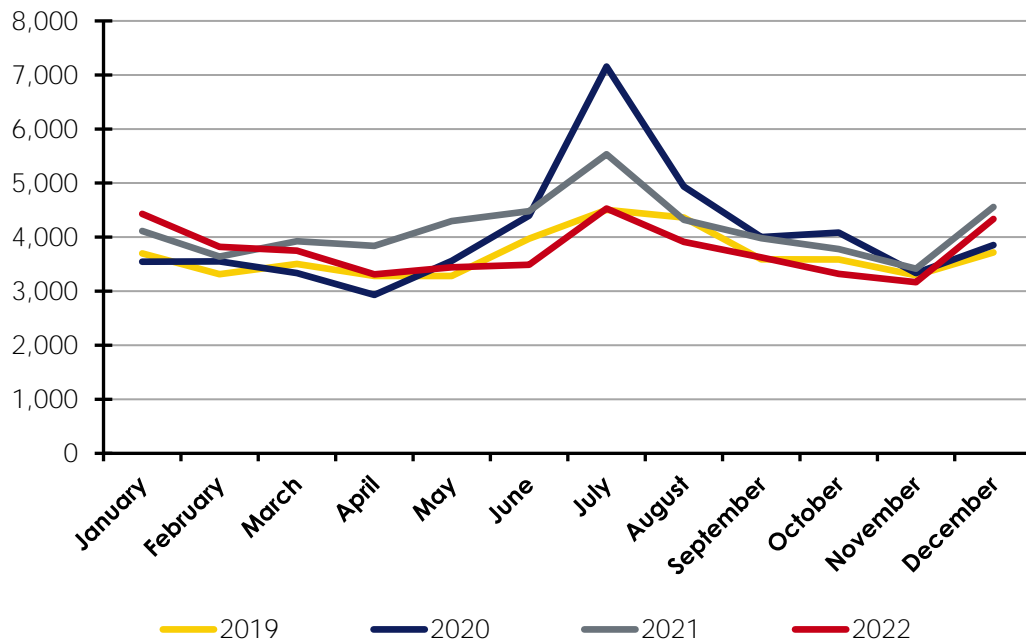


Figure 100: Placer County Sheriff Incoming 10-Digit Emergency Calls

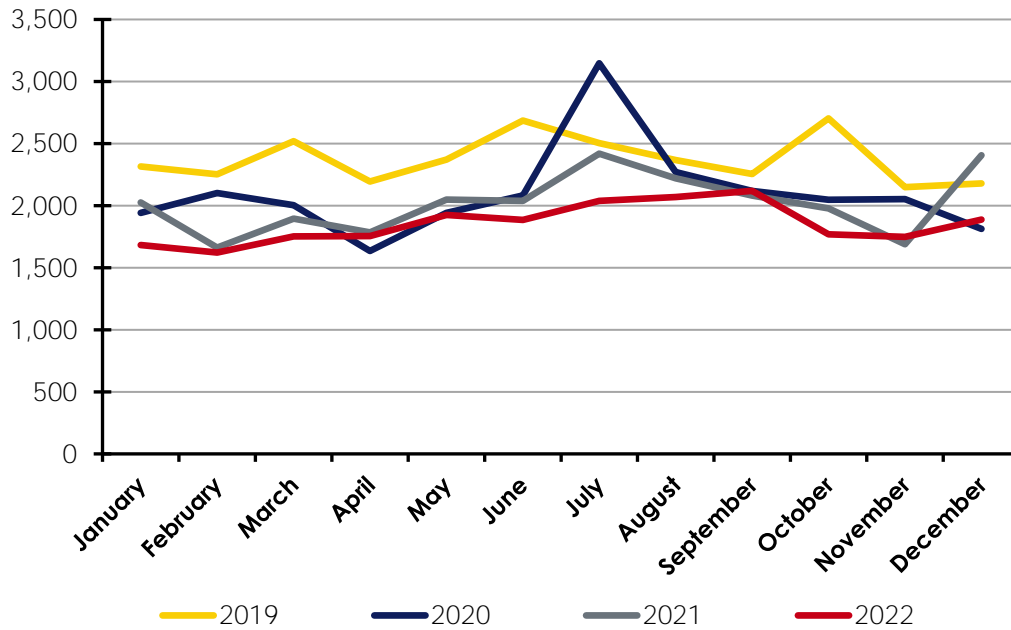
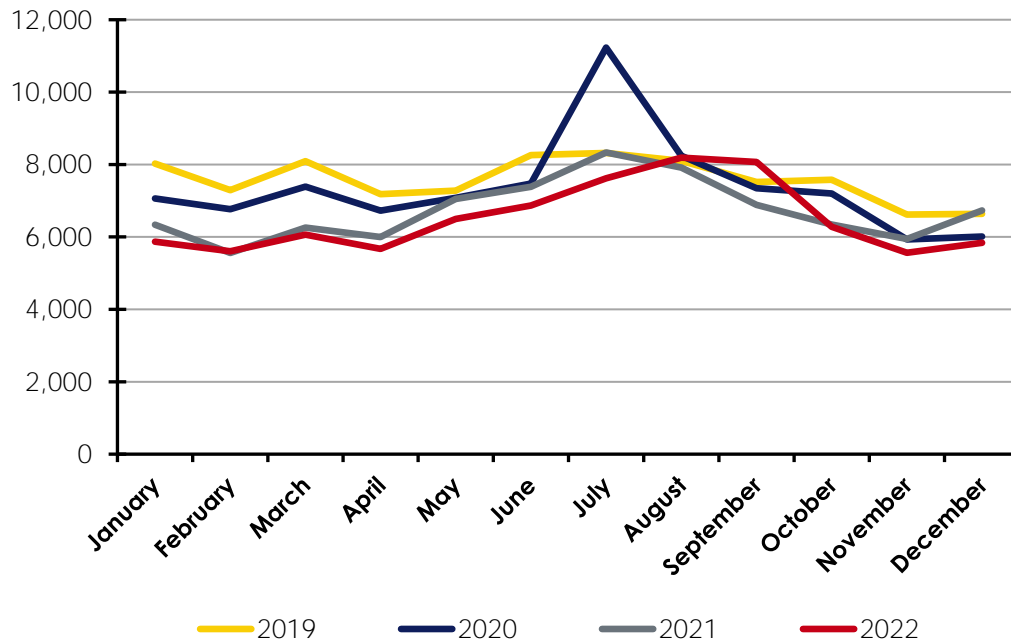


Figure 101: Placer County Sheriff Incoming Administrative Calls



When a 911 call is received, a dispatcher answers and gathers information from the caller, which is then entered into the Computer-Aided Dispatch (CAD) system. Following this, a radio dispatch position takes over the event, and it is broadcast accordingly. There are three designated radio positions: Tahoe Law, West Slope Law, and Fire. In situations where only three dispatchers are available, calls are taken in the following order: Fire, Tahoe, and West Slope.

For dispatching and command operations, there is a single channel in use. An additional command channel is accessible for large-scale incidents or special events but requires a special request for activation. Tactical channels are automatically assigned upon dispatch, but dispatchers are not mandated to monitor these channels.

Emergency Medical Dispatch (EMD)

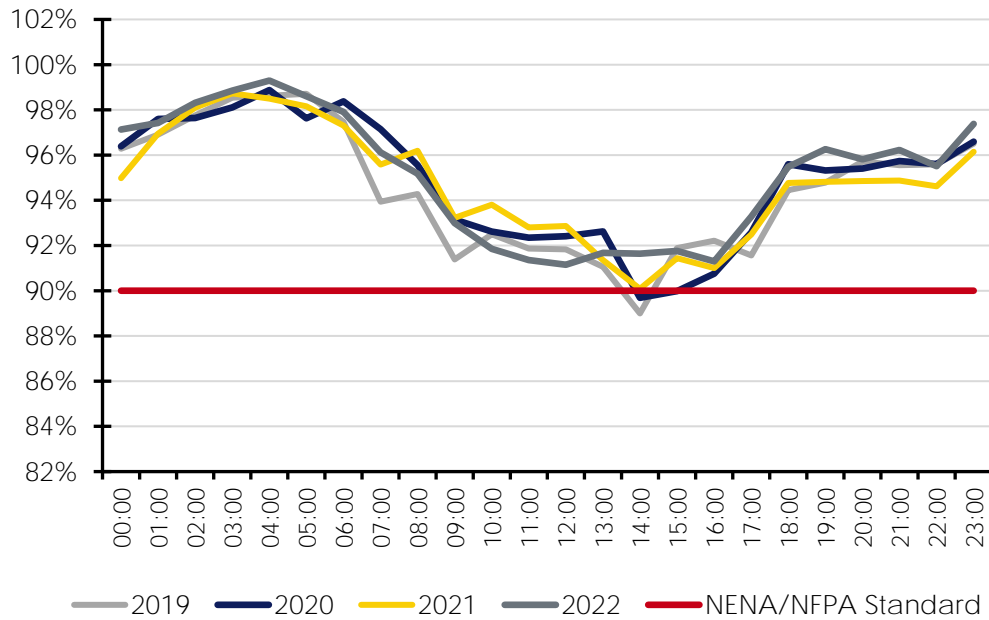
Placer County Dispatch utilizes Priority Dispatch's EMD software, focusing exclusively on medical emergencies without implementing specific fire or police dispatch protocols. Quality Assurance (QA) audits are conducted by trained QA dispatchers on 15% of calls, equating to approximately 10 calls per week or 520 calls annually. Dispatchers are provided with copies of the completed audits. Currently, Placer County Dispatch has not pursued EMD accreditation.

Performance Standards

Call-Answer Time Standard

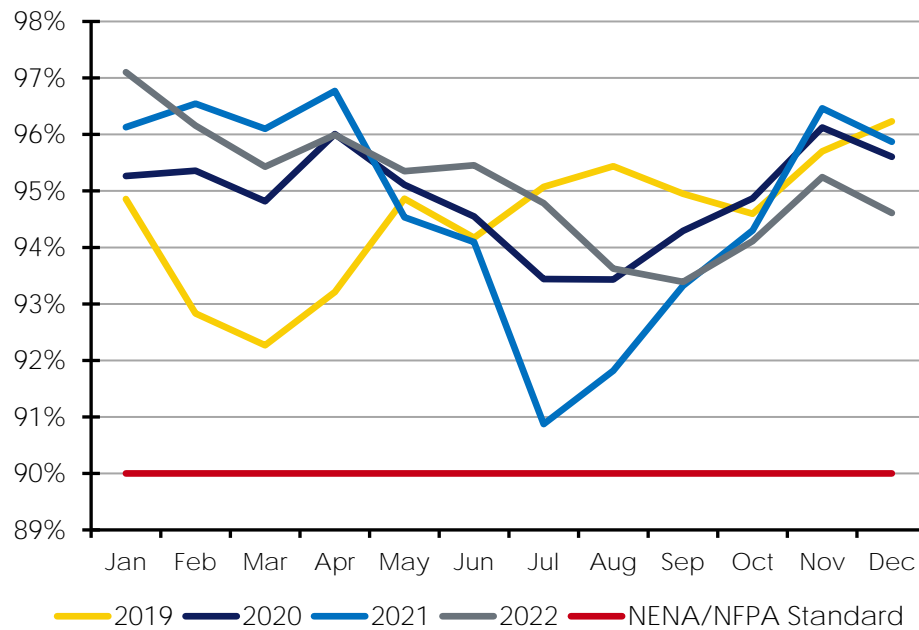
Placer County Dispatch adheres to the NENA/NFPA 1221 (1225) standard, aiming to answer 90% of calls within 15 seconds or less for call-answer times.

Figure 102: Placer County SO 911 Call-Answer Compliance



During the hours of 1400 (2 PM) and 1500 (3 PM), there is a slight dip in compliance with the call-answer time standard, falling marginally below the 90% threshold. However, when evaluating the performance on a monthly average basis, compliance remains well above the 90% mark. This suggests that while there may be brief periods of reduced efficiency within this specific hour, overall performance throughout the month consistently meets or exceeds the established standard.

Figure 103: Placer County SO 911 Call Compliance by Month



Event Processing Time Standard

Placer County Dispatch has set a standard for event processing time, which includes a requirement of 50 seconds to interrogate the caller and input the information into the Computer-Aided Dispatch (CAD) system. Additionally, the standard allocates 10 seconds for determining the appropriate response and dispatching the event. While this elapsed time data is captured in the CAD system, Placer County Dispatch does not routinely report on adherence to this standard.

Quality Assurance

To ensure the quality of service, trained dispatchers at Placer County Dispatch conduct Quality Assurance (QA) audits specifically on medical calls. These audits are performed on 15% of all medical calls, equating to about 10 calls per week or 520 calls annually. Dispatchers are provided with copies of the completed audits, allowing them to review and potentially improve their call handling and dispatch procedures. This practice plays a crucial role in maintaining high service standards and ensuring effective emergency response.

Staffing

Placer County Dispatch has been authorized the following staffing positions:

- 1 Dispatch Services Manager
- 2 Dispatch Services Supervisors
- 5 Public Safety Dispatch Supervisors
- 18 combined Call-Taker/Dispatchers
- 2 part-time Dispatchers

The actual staffing at Placer County Dispatch during Triton's site visit was:

- 1 Dispatch Services Manager
- 4 Public Safety Dispatch Supervisors (one fewer than authorized)
- 11 combined Call-Taker/Dispatchers (seven fewer than authorized)
- 2 part-time Dispatchers

Work Schedule and Minimum Staffing Policy

Call-Taker/Dispatchers at Placer County Dispatch work 12-hour shifts, totaling a 48-hour workweek on a four-on-four off schedule. The policy for minimum daily staffing is set at four staff members between 0800–0000 and three staff members between 0000–0800. On average, each employee works about eight hours of overtime per week. The staff are represented by the Placer Public Employees Organization.

Changes in Staffing Levels Based on Full Staffing

When at full staffing, the minimum number of Call Taker/Dispatchers changes to four to five people from 0800 to 0000 and four people from 0000 to 0800. One Dispatcher is specifically assigned to the fire radio and also serves as the First Radio Dispatcher to handle overflow 911 calls when Call-Takers are busy.

Training

PCSO, being a POST (Peace Officer Standards and Training) agency, mandates that all Call-taker/Dispatchers complete the Basic Telecommunicator Course within 12 months of starting their employment. Due to operational constraints, such as having only one person performing call-taking duties during the day shift, training more than one individual simultaneously is challenging. All dispatchers receive cross-training in 911, law enforcement, and fire dispatching. The average duration for training entry-level dispatchers is about nine months, while lateral trainees typically complete their training in four to six months. The probation period is set at twelve months, extendable to eighteen months if necessary. Continuing education is conducted as per the availability of time during shifts. Additionally, all supervisors and three dispatchers are qualified as communications training officers (CTO).

Operational Policies

The operational policies, including Standard Operating Guideline and Standard Operating Procedures, for Placer County Dispatch are comprehensive, but they lack specific topics related to fire dispatch.

Facilities

The dispatch building, constructed in 2005 and remodeled in 2019, is a Type II – N Fully sprinklered facility. Owned by Placer County, it was built in accordance with California Essential Services and NFPA 1221 (1225) standards and is ADA-compliant.

Physical Security

The security measures in place include three locked doors separating the dispatch area from all public spaces. Dispatchers use secured parking with card access. However, the windows and exterior walls in the dispatch area are not blast/impact resistant. Closed-circuit security cameras are installed throughout the building's exterior and lobby areas (entrance gate and public lobby), with the dispatch team monitoring these cameras.

Power

Emergency power is supplied by a 1.5 MW diesel generator with a 2,820-gallon fuel tank, providing an estimated 85-hour runtime at a rate of about 33 gallons per hour. This generator undergoes monthly testing and an annual load test. It is strategically located away from public access areas. Additionally, a 50KVA Uninterruptible Power System (UPS) is installed, offering around 2,000–2,200 minutes of backup power.

Heating, Ventilation, & Air Conditioning (HVAC)

Placer County Dispatch's facility is equipped with a large HVAC system that serves the entire building, including a secondary system for the communications center and other facility areas. Additionally, there is a separate HVAC system for the equipment/computer room, which functions as a backup. The secondary system activates only if the primary fails. The HVAC system includes economizers that can shut off outside air and recirculate inside air, but this requires intervention by building maintenance personnel. The backup system exclusively recirculates indoor air and is not accessible from public areas.

Workstations

Placer County Dispatch features ten ergonomic workstations by Mercury Pro installed in 2019.

Backup Dispatch Center

Placer County Dispatch does not have a centralized backup dispatch center. Instead, the county is divided into West Slope and Tahoe Basin, with 911 alternate routing directed to **Roseville and Burton Creek (near Tahoe City)**. In emergencies, the Sheriff's mobile command vehicle supplements the facility in Tahoe. While Roseville can access the Placer County repeaters for fire dispatch, its use is limited. The City of Auburn Police Department utilizes Placer County Dispatch as its backup center.

Technology

Placer County IT staff work on systems to support all departments, including the dispatch center.

Computer-Aided Dispatch

The CAD system, provided by Central Square and running Tiburon Command CAD, was installed in 2018. The system operates on V/M Ware servers running V2.9. Despite Central Square's acquisition of Tiburon in 2019, Placer County Dispatch has not yet transitioned to Central Square's Enterprise CAD system. Central Square does patches, but significant upgrades or improvements, and troubleshooting problems or issues is slow.

Interfaces

Currently, the Placer County Dispatch's Computer-Aided Dispatch (CAD) system does not interface with any external systems. Among the five dispatch centers in the region, there are four distinct CAD systems, with only Lincoln and Rocklin sharing the same system. This lack of interoperability means that, except for the Lincoln-Rocklin shared system, the CAD systems of these dispatch centers cannot communicate with each other.

Modern CAD systems generally have capabilities to share information with other CAD systems. There are several products available, such as CentralSquare's Unify™ system, which enable dispatch centers to establish a virtual network connecting different CAD systems. This network facilitates more efficient operations by reducing the need for phone calls to request assistance or transmit critical information.

Through such systems, agencies can effectively share resources. This allows for the deployment of the nearest and most appropriate resources to incidents, based on predetermined data-sharing parameters agreed upon by the participating agencies. Additionally, bi-directional communication capabilities through mobile and handheld devices can ensure that all emergency responders have access to the most current and accurate information.

Given these capabilities, AP Triton advises SPFD to collaborate with Placer County Dispatch in exploring the feasibility of implementing a technological solution like this. Such an advancement could significantly enhance operational efficiency and response effectiveness.

Mapping

The mapping system employed by Placer County Dispatch operates on an ESRI platform. County GIS is responsible for maintaining the street layer, which is then integrated into the mapping system and loaded into the Computer-Aided Dispatch (CAD) system. These maps are updated on a monthly basis to ensure accuracy and reliability in navigation and planning.

Fire Station Alerting

Fire station alerting is provided by a combination of ComTech and homegrown systems in SPFD's stations. Other fire districts within the area utilize custom alerting boards developed by Placer County Telecommunications.

Paging

Station alerting across the network is activated through tones transmitted over the radio system. To ensure constant connectivity and responsiveness, off-duty personnel and volunteers are provided access to Active Alert application for alerting via cell phone technology.

Mobile Data Computers (MDC)

In Placer County, currently, only SPFD is using Tiburon's Mobile Data software. However, there are plans to transition to Tablet Command, and a quote for this change has already been received. Regardless of the software system in use, a T-Mobile cellular connection with Netmotion on a Virtual Private Network (VPN) is utilized. This setup allows mobile units to update their status and access CAD data.

Automatic Vehicle Location/Closest Unit

As of this report, no agency within the network has implemented Automatic Vehicle Location (AVL) systems in their vehicles. Therefore, dispatch recommendations are made based on the station response order, rather than the real-time location of vehicles. This current approach relies on predefined response plans and does not utilize the potential benefits of AVL technology for dynamic, location-based dispatching.

911

Placer County Dispatch collaborates with the Cities of Roseville, Lincoln, and Rocklin in a hosted solution for their 911 system. The Customer Premise Equipment (CPE) used for this system is the Intrado Viper, a widely recognized platform in emergency communications. The maintenance and upkeep of this system are handled by AT&T. The last major upgrade to the system was completed in 2020, ensuring that the technology stays current and effective for emergency response needs.

In line with advancements in emergency communication technology, the State of California's 911 Branch is actively working on deploying the Next Generation 9-1-1 (NG9-1-1) system. This initiative represents a significant overhaul of the current 911 infrastructure, transitioning to a more advanced, Internet Protocol (IP)-based system. All Public Safety Answering Points (PSAPs) in the state, including those managed by Placer County Dispatch, are in the process of being equipped and configured in preparation for this transition. The completion of the NG9-1-1 system implementation is targeted for the end of 2023. This upgrade will significantly enhance the capabilities of emergency response communications, allowing for more efficient and effective handling of emergency calls.

Records Management System (RMS)

All the agencies within the network utilize ImageTrend for their Records Management System (RMS), except for Foresthill, which employs Emergency Reporting. The Tiburon CAD system is integrated with a data warehouse, enabling the automatic transfer of event details to these RMS providers.

Radio

The fire services within the area use a conventional VHF radio system, equipped with three high-site repeaters specifically for coverage in the West Basin. In addition to this, Placer County operates a P25 VHF Trunked system (PIRCS) for local government and law enforcement communications. Unlike the P25 system, the conventional fire radio system does not have encryption capabilities. For fireground operations, shared XPL TAC channels are utilized. These channels, including VFire 21, 22, and 23, are accessible by the dispatch center.

The radio infrastructure includes a tower situated directly across the street from the Dispatch Center. The transmitters for this system are also located across the street and are managed via on-premises networking. To ensure security and prevent unauthorized access or vandalism, the area around the tower is secured with gated access and surveillance cameras. Additionally, the cables running up the tower and extending from the radio tower to the building are fortified against projectile impact, enhancing the system's resilience and reliability.

Interoperability

For mutual and automatic aid responses, the agencies predominantly use VHF mutual aid channels.

Life Safety Services & Public Education

The provision of life safety services and public education programs should be central to all prevention activities offered by a fire district. These vital programs play a crucial role in preventing fires, reducing injuries, safeguarding lives of civilians and firefighters, minimizing environmental damage, and protecting property. Furthermore, proactive engagement by the fire district in delivering these programs often yields a substantial return on investment, optimizing the allocation of funds.

To establish effective life safety services and public education programs, the following seven key components should be incorporated:

- **Code Enforcement Activities:** Implementing and enforcing fire safety codes and regulations to ensure compliance and prevent fire-related incidents.
- **General Inspection Program:** Regular inspections of buildings and facilities to identify and mitigate potential fire hazards.
- **New Construction Inspection and Involvement:** Involvement in the planning and inspection of new construction to ensure compliance with fire safety standards from the outset.
- **Fire and Life-Safety Public Education Programs:** Educating the public about fire safety, prevention techniques, and appropriate responses to fire emergencies.
- **Fire Investigation Programs:** Conducting thorough investigations of fire incidents to determine cause and develop preventive strategies.
- **Pre-Incident Planning:** Developing detailed plans for responding to potential fire incidents, including mapping out strategies for various scenarios.
- **Statistical Collection and Analysis:** Gathering and analyzing fire-related data to identify trends, assess program effectiveness, and guide future prevention and safety efforts.

Life Safety Program

Code Enforcement & General Inspection Program

The most efficient and effective way to combat fires is to prevent them from occurring. A comprehensive life safety program, tailored to local risks and aligned with relevant codes and ordinances, is crucial in reducing the loss of life, property, and the widespread disruption that often follows catastrophic fire events.

SPFD has implemented various national, state, and local codes and ordinances as part of its code enforcement and general inspection program. This includes the 2019 International Fire Code (IFC) edition, supplemented with California state and local amendments. Prior to the completion of this Master Plan, the SPFD has adopted 2022 International Fire Code (IFC) edition, supplemented with California state and local amendments.

The Fire Marshal of the district oversees the SPFD General Inspection Program. SPFD consistently completes 100% of the state-mandated inspections annually. Inspections for all other occupancies are conducted biennially, with 50% completed in one year and the remaining 50% the following year.

The more complex inspections are carried out by the fire prevention staff, while the operations crews handle other occupancy inspections. Initial inspections and the first follow-up inspections are conducted without any associated fees. All inspection records are digitally stored and managed using the Image Trend software system.

Additionally, SPFD has a Vegetation Management Enforcement program, which is primarily activated upon receiving citizen complaints. It is also incorporated into the plan review process for new residences and subdivisions, playing a critical role in managing wildland fire risks. The district's topography and climate—including extreme heat, drought, and high winds, along with its vegetation, significantly contribute to wildfire spread. The area is characterized by extensive grasslands and oak woodlands on rolling terrain. Invasive species, which tend to proliferate during droughts and can act as ladder fuels in wildfires, are a particular concern, often displacing native flora. Managing these invasive species is integral to the district's wildfire risk mitigation efforts.

New Construction Inspection & Involvement

SPFD is involved and plays a proactive role in the initial phases of new construction projects within the district. The New Construction Inspection Program is designed to comprehensively review site, building, and fire protection plans. This program aims to ensure that essential fire safety features are integrated into the design of both buildings and construction sites.

Key elements under review include fire access roads, fire hydrant placement, fire sprinkler systems, smoke alarms, fire alarm systems, egress systems, and various other special extinguishing systems. Some aspects of commercial plan reviews, particularly those concerning fire suppression and fire alarm systems, are outsourced to a third-party contractor. The costs for these reviews are borne by the applicant. All other plan reviews are conducted in-house by the Prevention staff, which includes the Fire Marshal and an Administrative Assistant/Fire Inspector.

Furthermore, SPFD has implemented the KNOX® Rapid Access System for commercial buildings, enhancing the accessibility and security of these structures for emergency response purposes. Detailed information for business owners and occupants about the new construction inspection program—including aspects related to plan reviews, planning, permits, and acceptance tests—is readily available on the district's website. This accessibility to information plays a crucial role in maintaining transparency and facilitating compliance with fire safety standards in new constructions.

Public Education Program

Fire and life safety public education programs are pivotal in reducing the frequency of emergencies by equipping community members with the knowledge and skills to respond appropriately in the event of an incident. A well-rounded fire and life safety public education program is instrumental in mitigating the impacts of fires, injuries, and illnesses on the community.

Moreover, public education plays a vital role in enhancing the overall safety of firefighters within an organization. South Placer Fire District employs a collaborative approach for its public education and information initiatives, involving the Fire Marshal, the Prevention Administrative Assistant, and duty crews.

The 2019 NFPA *Standard on Organization and Deployment of Fire Prevention Inspection and Code Enforcement, Plan Review, Investigation, and Public Education Operations* specifically highlights the importance of public education programs. Each program developed by SPFD is tailored based on the agency's community risk assessment. These programs are targeted towards specific age groups and are designed to provide comprehensive information not only to the direct participants but also to their caregivers or adult supervisors.

Figure 104: NFPA Recommended Programs

Program	SPFD Delivers
Pre-K–6 th grade School Education	Yes
Middle School & High School Education	No
Independent Senior Adult Education	No
Adult & Community-Wide Education	No
Workplace Education	No
Youth Fire Setter Education	No
Home Safety Education	No
Wildfire Safety Education	Yes

Additionally, SPFD offers various community programs, including:

- Elementary School Program
- Fire Safety Education
- Fire Extinguisher Training
- Fire Station Tours

The COVID-19 pandemic has significantly impacted the delivery of public education programs, necessitating adjustments in community engagement strategies. For instance, SPFD had to suspend its school-based public education programs over the past two years. However, in 2022, the district is resuming these programs, focusing on providing basic fire safety and injury prevention education to students in grades K–5. This restart marks a crucial step in re-establishing vital safety education for young students in the community.

Fire Investigation Program

According to NFPA 921: *Guide for Fire & Explosion Investigations*, there are four potential determinations when investigating a fire's cause: accidental, natural, incendiary, and undetermined. Additionally, the National Fire Incident Reporting System mandates the documentation of ignition types for all fires, an essential component of fire investigations.

Determining the cause of fires accurately is crucial for preventing future incidents. For instance, identifying and prosecuting those responsible for intentionally set fires (incendiary) can help prevent subsequent fires. Similarly, understanding the origins of natural or accidental fires is extremely valuable. This vital information informs fire prevention and public education strategies aimed at reducing or preventing similar future occurrences.

The SPFD Fire Marshal heads the fire investigations program, supported by four additional investigators. The investigation team comprises the Fire Marshal, the Deputy Chief of Operations, one Captain, and two apprentice Captains. The personnel are certified in the PC 832 Arrest and Firearms Course (PC 832 Course), meeting the minimum training standard for California Peace Officers as outlined in Commission Regulation 1005. They also hold State Certified Investigator certifications from the State Fire Marshal's office. Investigations are conducted in coordination with local law enforcement agencies, as appropriate. Law enforcement is responsible for evidence collection and scene photography, ensuring a thorough and collaborative investigative process.

Pre-Incident Planning

Pre-incident planning is a critical tool that equips firefighters with vital information about specific structures and processes. It allows for strategic and tactical tabletop discussions to take place before an incident occurs. A thorough pre-incident planning process includes evaluating protection systems, building construction, contents, and operating procedures that may impact emergency operations.

Having access to up-to-date pre-incident plans during an operation is essential. This information assists on-scene firefighters in making informed decisions during an incident. Strategies and tactics can be formulated based on potential challenges identified during the pre-incident planning process. Other important considerations may include the locations of the nearest water sources and mutual aid resources.

South Placer Fire District operations personnel have developed pre-incident plans for target hazards throughout the district. However, these plans are currently being actively completed or updated. The information gathered includes key building features, access points, fire protection systems, and special hazards. It is stored in an electronic database, ensuring quick retrieval through mobile data computers on each apparatus. This accessibility is crucial for effective and timely decision-making during emergency responses.

Program Review

For a community risk reduction plan to be effective, it must encompass specific goals and objectives across various domains, including education, enforcement, engineering, economic incentives, and emergency response. Periodic reviews are vital in assessing the performance of these programs and their alignment with the community's risk profile. The review process should consist of three fundamental components: data collection, definition of outcomes, and program analysis. Without current and effective reviews, even the most well-intentioned plan can become less relevant over time. Currently, SPFD does not engage in regular reviews of its programs, which is a crucial aspect of maintaining the efficacy and relevance of their community risk reduction plan.

Statistical Collection & Analysis

A records management system (RMS) is crucial for any fire and EMS organization. The U.S. Fire Administration emphasizes the legal obligation of these organizations to document Fire and EMS incidents comprehensively. This documentation is often required by various entities, including insurance companies, victims, regulatory agencies, and others, to understand the specifics of an incident.

As mentioned, SPFD employs ImageTrend for recording its NFIRS-compliant reports. The data collected in these reports include fire incidents categorized by cause and location, times of the day and days of the week of the incidents, alarm methods used, and both dispatch and arrival times.

Outcomes

Assessing the outcomes of risk prevention tasks, such as educational and enforcement efforts, can be a complex endeavor. Often, it involves deducing the impact of a program by examining the reduction in the number and severity of incidents, essentially focusing on incidents that were prevented. Despite these challenges, defining expected outcomes is **crucial for accurately evaluating a program's effectiveness. Identifying at-risk populations and comparing the number of incidents responded to within these populations before and after implementing the program, especially after meeting specific benchmarks, is key to guiding program analysis.**

The Community Risk Reduction Planning Guide offers valuable insights into identified risks and outlines strategies to address these risks effectively. However, there is a noted gap in the establishment of clear outcomes within the current framework.

Analysis

Once outcomes are identified and data is collected, the next crucial step is to conduct periodic analyses to assess program effectiveness. This typically involves comparing historical data on losses or injuries against current trends for each program. A reduction in losses may suggest the program's positive impact, whereas unchanged or increased trends might necessitate further investigation to uncover the root causes of the apparent lack of progress.

For instance, if an agency identifies a recurring issue with smoker-initiated fires, it might implement a targeted program to address this specific problem. The effectiveness of this program can be analyzed by first compiling a list of smoker-initiated fires before the program's initiation and then comparing it with a similar list post-program implementation. This comparison of pre-program and post-program data provides a clear indication of the program's impact.

The Community Risk Reduction Planning Guide includes various examples of programs and their potential outcomes, serving as a reference point. Similarly, the 2019 NFPA 1730 *Standard on Organization and Deployment of Fire Prevention Inspection and Code Enforcement, Plan Review, Investigation, and Public Education Operations*, provides an exemplary framework for program outcome evaluations, including annual summaries of efforts.

Another approach could be to report the annual dollar value saved by SPFD, instead of focusing solely on annual losses. This shift in perspective could provide a more comprehensive understanding of the district's impact. However, it is noted that SPFD currently does not conduct such performance analyses, indicating a potential area for development in their evaluation processes.

Training & Continuing Medical Education

Training and Continuing Medical Education programs are fundamental to the success of the fire and rescue profession. Annually, approximately 100 firefighters suffer line-of-duty deaths (LODD). According to the U.S. Fire Administration, there were 96 firefighter fatalities in 2022 and 141 in 2021. The causes of firefighter LODDs are varied and include sudden cardiac death, cancer, trauma, and a notable increase in suicides linked to the job's demands. While some LODDs are unforeseeable, many could be mitigated through a comprehensive training and education program.

The National Institute for Occupational Safety and Health (NIOSH) conducts investigations into each LODD and has identified five recurrent themes in these fatalities: a) improper risk assessment, b) lack of incident command, c) inadequate accountability, d) insufficient communications, and e) failure to adhere to standard operating procedures/guidelines.

An effective and organized training plan can address each of these themes, thereby potentially reducing the incidence of predictable deaths in fireground operations. This underscores the critical importance of ongoing training and education in safeguarding the lives of firefighters.

General Training Competencies

General training competencies are crucial in reducing, and ideally eliminating, firefighter LODDs. Firefighters are often described as "Jack of all trades, masters of none," reflecting their diverse skill set. Over the years, firefighter training competencies have continuously expanded with each decade introducing new professional skills to their repertoire. For instance, Paramedics were integrated into the field in the 1970s, Wildland Fire Response & Hazardous Materials in the 1980s, Urban Search & Rescue/Technical Rescue (US&R) in the 1990s, Weapons of Mass Destruction (WMD) response in the 2000s, and responses to hostile events like active shooter incidents in the 2010s. The fire service has evolved into an All Risk/All Hazard response profession.

The COVID-19 pandemic is a prime example of this evolution, with fire departments nationwide being pivotal in emergency management, including vaccine administration and response.

SPFD is a full-service fire and rescue agency, providing fire, emergency medical service (EMS), limited hazardous materials (HazMat) response, wildland-urban interface (WUI) firefighting, and technical rescue services. Training requirements for SPFD personnel vary based on their certification levels, and the necessary training to maintain service proficiency is diverse. It can be categorized into five primary areas: development, policy, safety, fire-based, and EMS.

The National Fire Protection Association (NFPA) has established several standards for training and certifying fire personnel. These standards provide minimum recommendations for Firefighters, Fire Officers, Prevention Staff, Fire Investigators, Public Education staff, and other specific positions.

SPFD not only adheres to these NFPA standards but also meets requirements set by State Fire Training (SFT), a division of the California State Fire Marshal's Office, the California Occupational Health & Safety Administration (Cal OSHA), the California Department of Motor Vehicles (DMV), and standards within the National Wildfire Coordinating Group (NWCG) curriculum. This adherence is critical for the district's response to wildland and interface incidents.

Furthermore, SPFD implements policies and procedures, (standard operating guidelines (SOGs) are under development) that have been developed and adopted by the district, ensuring a comprehensive and well-rounded approach to training and operations.

Figure 105: General Training Competencies by SPFD

Training Competencies	SPFD
Incident Command System	FIRESCOPE California
Accountability Procedures	NIMS
Training SOPs	Internal
Recruit Academy	Internal
Special Rescue Training	Internal
HazMat Certifications	HazMat FRO
Vehicle Extrication Training	Internal
Driving Program	Revising/EVOC
Wildland Certifications	FFT1, FFT2, Red Cards (all ops), annual RT130
Communications & Dispatch	Placer County SO

EMS Operations	Internal
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Training Administration, Schedules, & Facilities

SPFD has identified its training facilities, which include a portable building with a single classroom. This facility, however, requires improvements in both condition and functionality. Currently, there is no dedicated office space at the training center. The training tower is a three-story standalone masonry structure. It is equipped for simulated smoke exercises but does not support live fire training. Additional training props include a forcible entry door, a commercial roll-up door, and a commercial ventilation prop.

Figure 106: Training Facilities & Resources

Facilities & Resources	SPFD
Adequate training ground space	Yes
Adequate office space	One classroom in a portable building
Training building/tower	Three-story masonry construction
Burn room at the training building	No burn room
Live fire props	Smoke simulation only
SCBA obstacle course	Not listed
Computers & simulations	Yes
EMS equipment assigned to training	Yes

Interoperability training at SPFD is constrained due to the limited size of the classroom and the range of available props. Regional training opportunities have been infrequent. Despite these limitations, SPFD has hosted regional training events in collaboration with Pacific Gas & Electric (PG&E), Kinder Morgan (natural gas), and for active shooter drills. Ideally, agencies should engage in quarterly training with other local fire and rescue services and external stakeholders like PG&E to enhance operational efficiency and strengthen interagency relationships, contributing to safer fireground operations.

The responsibility of developing an annual calendar and a multi-year training plan falls to the Deputy Chief of Operations/Training Chief. The training curriculum is varied, encompassing manipulative, didactic, and computer-based (Vector Solutions) elements. Formal lesson plans are either produced in-house or sourced from commercial vendors. The upcoming figure provides details on the type and frequency of training drills conducted by SPFD.

Figure 107: Company Level Drill-Type & Frequency

Drill-Type	Hours	Frequency
Single Company Drills	16	Monthly
Battalion-level multi-company drills	4 (one required to be night drill)	Annually
Driver's Training	12	Annually
Ladders and Extrication	6	Annually
Hazardous Materials Refresher	6	Annually

The following figure represents SPFD District Level Training.

Figure 108: District Level Training

Drill-Type	Hours	Frequency
Officer Training applicable to NFPA 1021	12	Annually
EMS Training	Not listed	Quarterly
Department Wide Training	18	Annually

Company officers at SPFD are required to record all training hours using Vector Solutions. This electronic log should include the category (either CaJAc or Other), the subject matter, and the number of hours logged. A minimum of 12 hours of training per month is mandated by the CaJAc contract. SPFD's annual training budget is set at \$35,000, which covers both supplies and professional development costs.

Training Program Goals & Objectives

SPFD's training plan is developed and maintained by the Training Cadre under the direction of the Deputy Chief of Operations. The Cadres responsibilities include maintaining, reviewing, and annually updating the training plan, ensuring that all mandated training requirements are met. To effectively achieve its training goals and objectives, SPFD has established goal steward teams. These teams aid in identifying specific training goals and objectives.

An annual training calendar is maintained by SPFD, outlining and scheduling training topics throughout the year. Each training session or hands-on training is led by a subject matter expert (SME) selected by the department.

SPFD mandates that its crews participate in a minimum of two hours of company-level training per shift. Consequently, if each firefighter engages in two hours of training per shift, they will accumulate approximately 240 hours of training annually. This approach ensures consistent and comprehensive skill development and knowledge retention among firefighters.

Training Administrative Support & Maintenance of Training Records

The training division of South Placer Fire District (SPFD) is managed by the Deputy Chief, with support from a Battalion Chief assigned to suppression duties on B Shift. Each member of SPFD has a training file, which consists of hard copy files containing professional certificates. In addition to maintaining these hard copies, SPFD utilizes Vector Solutions, a Learning Management System (LMS) and online training program, to facilitate company-level training delivery.

Vector Solutions also serves to maintain and track the training hours for each member, with records being digitally stored. Training files are retained for at least seven years post-separation from the agency, in accordance with the district's records retention policy.

Continuing Medical Education

The Continuing Medical Education (CME) at SPFD is overseen by a Division Chief who manages the Emergency Medical Services Division and also serves as the SPFD's Safety Officer.

All sworn members of SPFD are either emergency medical technicians (EMT) or licensed Paramedics in the State of California. SPFD mandates that EMTs complete 24 hours of continuing education, and Paramedics complete 48 hours annually. In addition to training available through Vector Solutions, SPFD staff provide in-house continuing education.

SPFD personnel are also encouraged to attend lectures and presentations by local physicians in the medical community. EMTs and Paramedics can gain additional experience by participating in training sessions at local hospital emergency rooms. SPFD has allocated an annual budget of \$35,000 for personnel involved with the district's emergency medical committee to attend EMS conferences and additional training sessions as requested.

Hazardous Materials Services Support & Response

Hazardous chemicals and materials are prevalent in many aspects of daily life. Fire departments are often called upon to manage hazardous materials incidents, which can arise from various situations such as mishandling of household chemicals, vehicle accidents with leaking fluids, overturned tanker trucks, or derailed train cars.

Firefighters who respond to incidents involving hazardous chemicals or materials must be adequately trained and equipped with the appropriate personal protective equipment. All SPFD personnel are trained to at least the Hazardous Materials, First Responder Operational (FRO) level.

As per the Code of Federal Regulations, FRO level certification is required for all first responders (CFR 1910.120[q]). While SPFD has six personnel certified at the Hazardous Materials Technician level, these individuals have not renewed their certifications to maintain technician status. Additionally, SPFD has seven chief officers certified at the Haz-Mat Incident Commander level, and one certified at the Assistant Haz-Mat Safety Officer, however, they have not renewed their certification to maintain Assistant Haz-Mat Safety Officer status.

SPFD has developed specific policies for hazardous materials training and response, namely the Hazardous Materials Training Policy (Policy 604) and the Hazardous Materials Response Policy (Policy 320). However, as of this study, the district is not equipped to handle hazardous materials incidents beyond the FRO level.

In the event of a hazardous materials incident that exceeds SPFD's initial resource capabilities, mutual aid is requested from the Placer County, Folsom, Roseville, or Sacramento Metro Fire Department hazardous materials response teams. These teams are classified as Type-I teams through the Governor's Office of Emergency Services (Cal OES). SPFD personnel can support mutual-aid resources in hazardous materials incidents by providing decontamination equipment, absorbent materials, and gas monitoring devices.

Specialized Technical Rescue Services Support & Response

Technical rescue is a specialized area of response that has traditionally been part of fire service responsibilities, evolving from rescuing people during fires to extracting victims from various hazardous situations. This evolution necessitated specialized equipment and training, collectively known as technical rescue.

The Office of the State Fire Marshal of California does not include technical rescue among its standardized and recognized certifications, leaving the determination of hazard level and certification to the discretion of the responding agency. NFPA 1006: Technical Rescue Personnel Professional Qualifications outlines 20 rescue specialties, each divided into awareness, operations, and technician levels. The next figure details the hazards and technical rescue certification levels as per NFPA guidelines.

Figure 109: NFPA Technical Rescue Certifications

Rescue Type	Certifications
High & Low Angle	<ul style="list-style-type: none"> • NFPA Tower Rescue • NFPA Rope Rescue • NFPA Helicopter Rescue
Collapse, Confined Space, Trench, & Below Grade	<ul style="list-style-type: none"> • NFPA Structural Collapse Rescue • NFPA Confined Space Rescue • NFPA Trench Rescue • NFPA Cave Rescue • NFPA Mine and Tunnel Rescue
Vehicle & Machinery	<ul style="list-style-type: none"> • NFPA Common Passenger Vehicle Rescue • NFPA Heavy Vehicle Rescue • NFPA Machinery Rescue
Wilderness & Animal	<ul style="list-style-type: none"> • NFPA Animal Technical Rescue • NFPA Wilderness Search and Rescue
Moving & Standing Water	<ul style="list-style-type: none"> • NFPA Surface Water Rescue • NFPA Swiftwater Rescue • NFPA Dive Rescue • NFPA Ice Rescue • NFPA Surf Rescue • NFPA Watercraft Rescue • NFPA Floodwater Rescue

SPFD provides limited (basic level) technical rescue response within the district as related to the various categories listed in Figure 109.

Two policies regarding technical rescue response have been developed by the district. Policy 304, Urban Search and Rescue (USAR), lists various FEMA resources but lacks specific criteria for operational readiness and response within the district. Similarly, Policy 313, Swiftwater Rescue and Flood Search and Rescue Responses, aligns with the Placer County Fire Chiefs Standard Operating Guidelines (November 2021) for Swiftwater/Medical Rescue but does not provide clear procedures for training, equipping, or responding to swiftwater incidents.

In the event of a technical rescue incident, SPFD's first-arriving unit will assess the situation and, if it exceeds the capabilities of the engine company and available equipment, will request mutual aid from neighboring agencies certified and equipped to handle the incident. The first-in mutual aid resources typically respond from the City of Roseville Fire Department and/or the Folsom Fire Department.

Review of the 2023 SPFD Training Calendar revealed no scheduled classes, whether didactic (through Vector Solutions), manipulative training, or drills, related to technical rescue disciplines for the current year.

Section III:
COMMUNITY RISK ASSESSMENT

Description of the Communities Served

The South Placer Fire District serves a diverse area in the western part of Placer County, California. The district's boundary area consists of four non-contiguous parts. The City of Roseville surrounds three smaller areas from three sides; in the south, they are bordered by Sacramento County. The most considerable non-contiguous South Placer FPD portion to the west surrounds a small island of the City of Roseville. It is bordered by the cities of Roseville and Rocklin in the west, Loomis, Penryn, and Newcastle FPDs in the north, and Folsom Lake in the east. The district encompasses a mix of suburban and rural communities, including the unincorporated areas of Granite Bay, Loomis, Penryn, and Newcastle, as well as portions of Rocklin and Roseville.

Granite Bay is a predominantly affluent community on the Western shore of Folsom Lake. It is known for its large estate homes, spacious lots, and wooded surroundings. The Granite Bay area is a mixture of residential and commercial areas, including retail centers, schools, and medical facilities.

Loomis is a small town with a rural feel, known for its agricultural heritage and historic downtown area. The Loomis area is a mixture of residential and commercial areas, including farms, ranches, and small businesses.

Penryn is a rural community located in the foothills of the Sierra Nevada Mountain range. It is known for its small-town charm, with a mix of historic homes, ranches, and farms. The Penryn area is a mixture of residential and agricultural areas, including orchards, vineyards, and pastures.

Newcastle is a small, unincorporated community situated on the western edge of Placer County. It is known for its rural character, with a mix of small businesses, farms, and residential areas. The Newcastle area is a mixture of residential and commercial areas, including retail centers, schools, and medical facilities.

The SPFD serves a diverse area of urban and rural communities. Its coverage area includes a range of residential, commercial, and agricultural regions, each with unique needs and challenges. The district is committed to providing high-quality fire protection, emergency medical services, and disaster response to the residents and businesses it serves.

Community Characteristics

Risk factors influence the types of services a community provides. Identification of hazards is the process of recognizing the natural or human-caused events that threaten a community. Every community must prepare for and respond to events, including natural disasters like earthquakes, pandemics, or wildfires. In addition, the degree to which a community exhibits certain social conditions, including poverty levels, vehicle access, or the number of individuals in a household, may affect the community's ability to prevent suffering and financial loss in the event of a disaster. These factors describe community risk.

A community's risk assessment is based on numerous factors, including socioeconomic status, household composition, minority status and language, population density and housing types, local land use and development, and the geography and natural hazards present throughout the community. These factors affect the number and type of resources—personnel and apparatus—necessary to control or mitigate an emergency. The community's risk assessment provides relevant information to help public officials and agencies better prepare their communities to respond to emergency events and help them recover faster.

- Population density is a risk factor, and demographics present another unique risk. For example, over 31.4% of the population is 65 years of age, and around 25.4% do not have medical insurance.
- The physical characteristics of the area and the resultant natural hazards are risk factors. For example, SPFD is located near the foothills of the Sierra Nevada Mountain range and the Lower Lake Clementine Dam, and they are at risk of entirely different hazards like wildland fires and earthquakes.
- Land use and zoning risk can be characterized as low (e.g., agricultural, or low-density housing), moderate (e.g., small commercial and office), or high (e.g., large commercial, industrial, wildland exposures, and high-density residential).

Population & Demographics

The SPFD has seen an increase in population based on the U.S. Census data from the America Community Survey, except for the last few years.¹⁵ As a result, the fire and EMS response area population has increased from 29,066 in 2011 to 34,768 in 2022. The highest density is in the southern portion of the district, the Town of Loomis, and along I-80. This population density is evident based on the number of fire and EMS incidents in the service area.

The following figure illustrates the population growth in the South Placer Fire District's service area between 2011 and 2021.

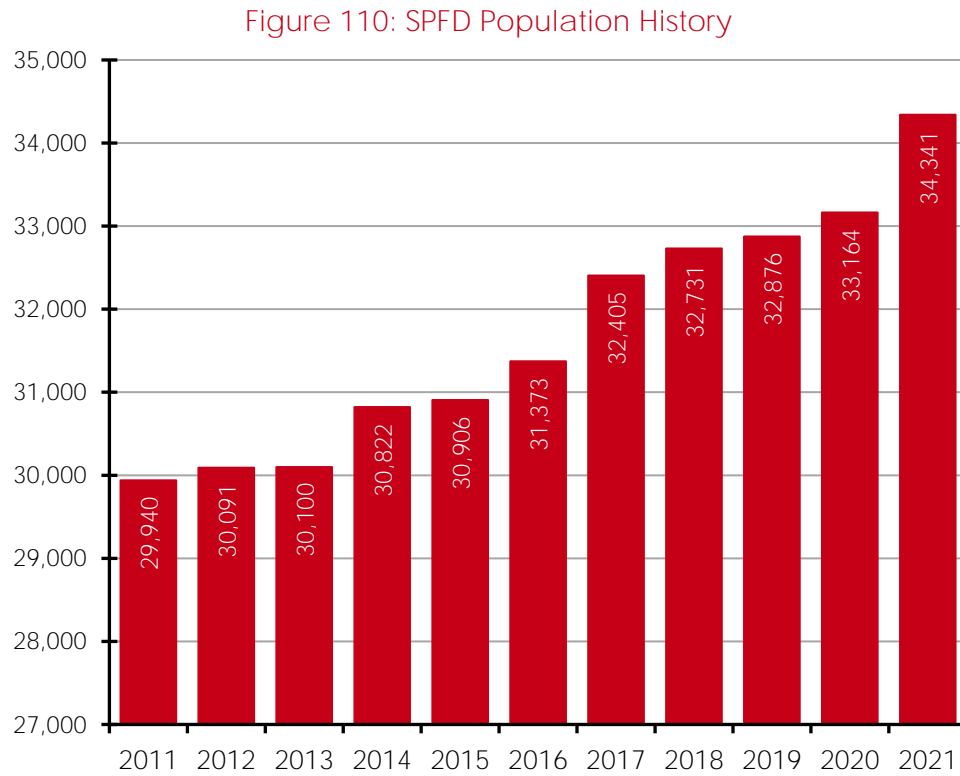
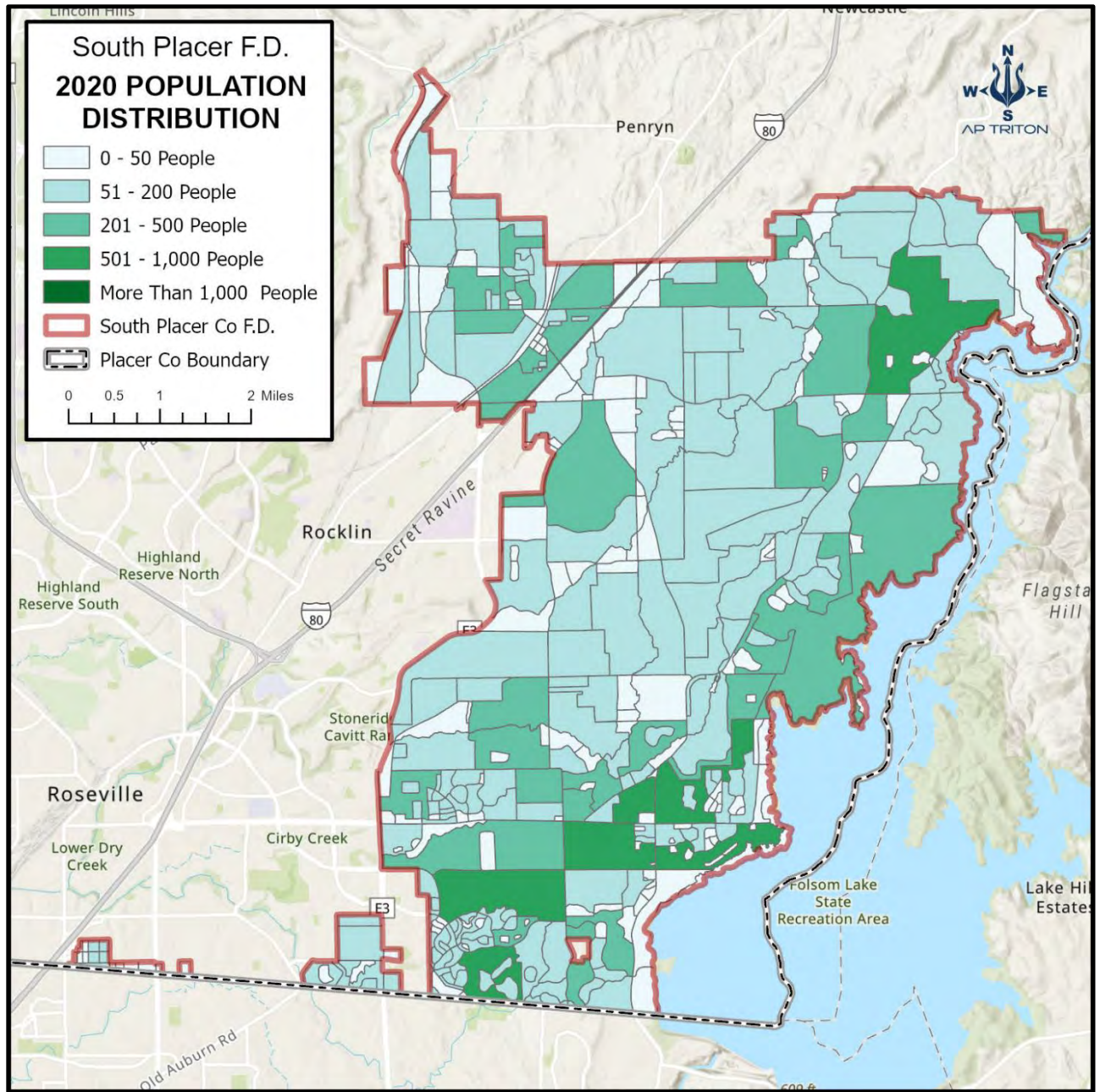


Figure 111: SPFD 2020 Population Distribution



At-Risk Populations

Specific populations are at higher risk of fires and other unintentional injuries, and these incidents directly affect service delivery. Several factors place groups of people in higher-risk categories in urban and suburban areas. NFPA reports identified groups with a higher risk of injury or death in a fire as follows:

- Children under 5 years of age
- Older adults over 65 years of age
- People with disabilities
- Language barrier
- People in low-income communities

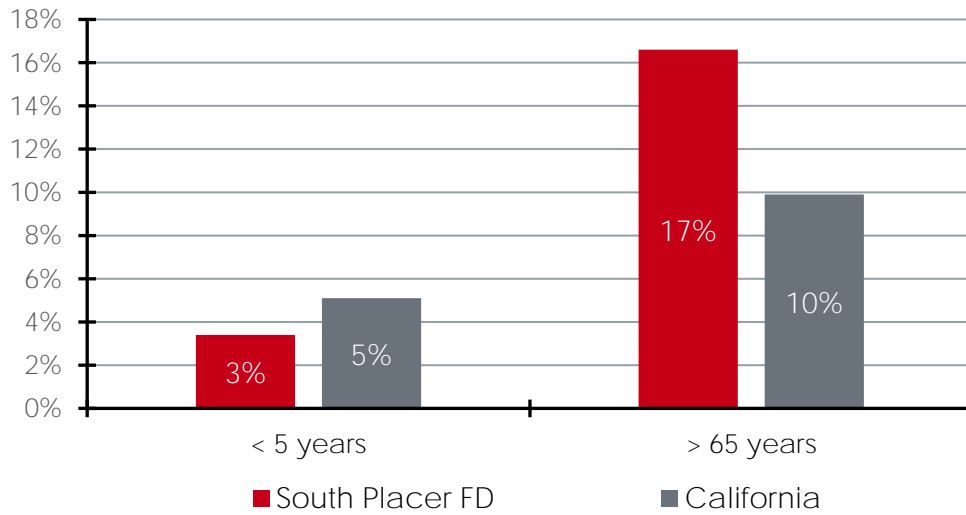
Information from the U.S. Census data estimates identified several groups that fall into these categories.¹⁶ These groups are more likely to need additional emergency services, specifically EMS, than other population groups.

Age

The age of young children and older adults may directly relate to increased medical responses. For example, young children under five may need additional assistance when evacuating a building during a fire or other event, which poses a higher risk to this age group. In SPFD's response area, the percentage of the population under five years of age is at 4.4% compared to the state at 5.1%.

As people age, their mobility decreases, placing them at a higher risk during a fire, and they are more likely to fall and need assistance from SPFD. The percentage of adults older than 65 is 18.3%, which means the SPFD response area is higher than the state average of 9.9%.

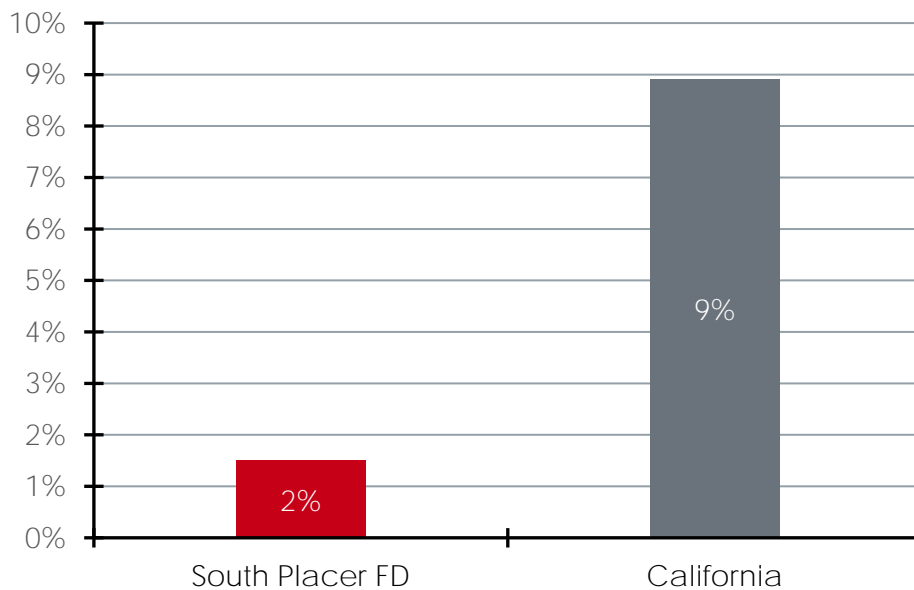
Figure 112: SPFD Vulnerable Population by Age



Persons without Health Insurance

This group is likely to require additional emergency medical assistance because they did not seek treatment for chronic illnesses. The lack of health insurance affects lower-income populations since they cannot pay or have difficulty paying for medical visits because of the lack of insurance. The percentage of people without health insurance under the age of 65 for the SPFD response area is 1.3%. This is well under the state average of 8.9% of the population, as shown in the figure below.

Figure 113: SPFD Percentage of Population without Health Insurance

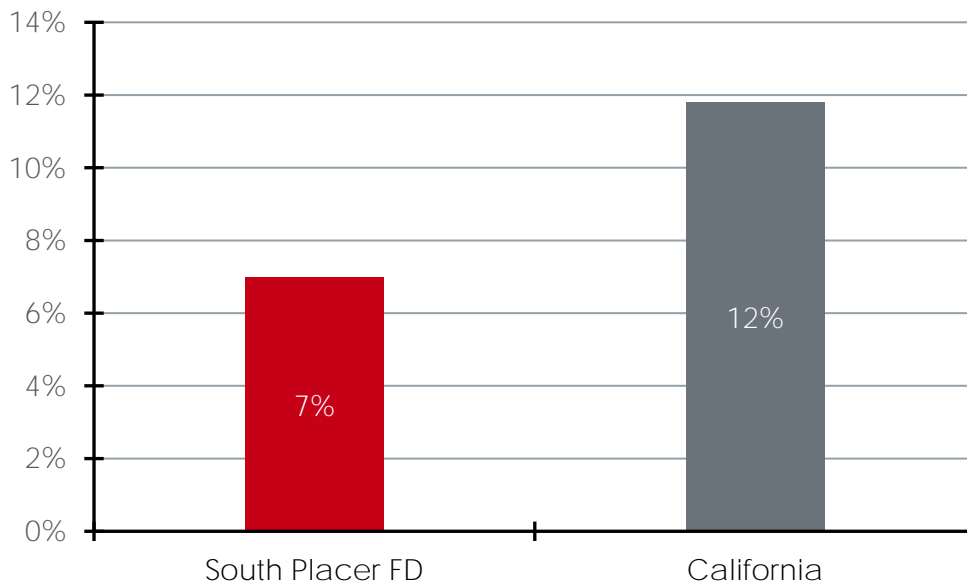


Low-Income Persons

Low incomes increase the risk of fires and medical responses in the community. Living in a properly maintained residence or receiving adequate medical care becomes more accessible with higher incomes. People living below the poverty level are considered at the highest risk when combined with other factors such as education levels, disabilities, or an inability to work. The SPFD response area has a lower percentage of the population in poverty than California, at 11.8%.

The median household income in South Placer in 2021 was \$152,326, which was 13.3% greater than the median annual income of \$80,440 across California. Compared to the median income of \$98,762 in 2000, this represents an increase of 35.2%. In addition, the per capita income in 2019 was \$61,790, which means an increase of 40.7% compared to 2000, when it was \$36,640.

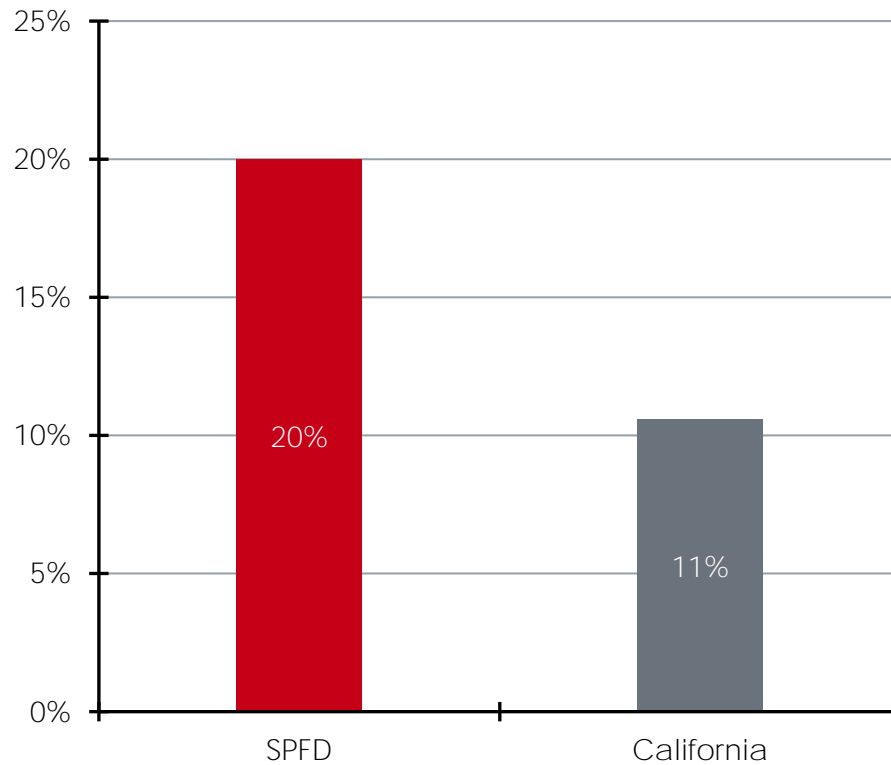
Figure 114: SPFD Percent of Population Below the Poverty Level



Disabilities

Residents with disabilities comprise 20% of the South Placer Fire District's population, over double the 10.6% for California. This group may have more difficulty or be unable to evacuate during an emergency. As they age, these people demand additional emergency medical services, thus increasing SPFD's response.

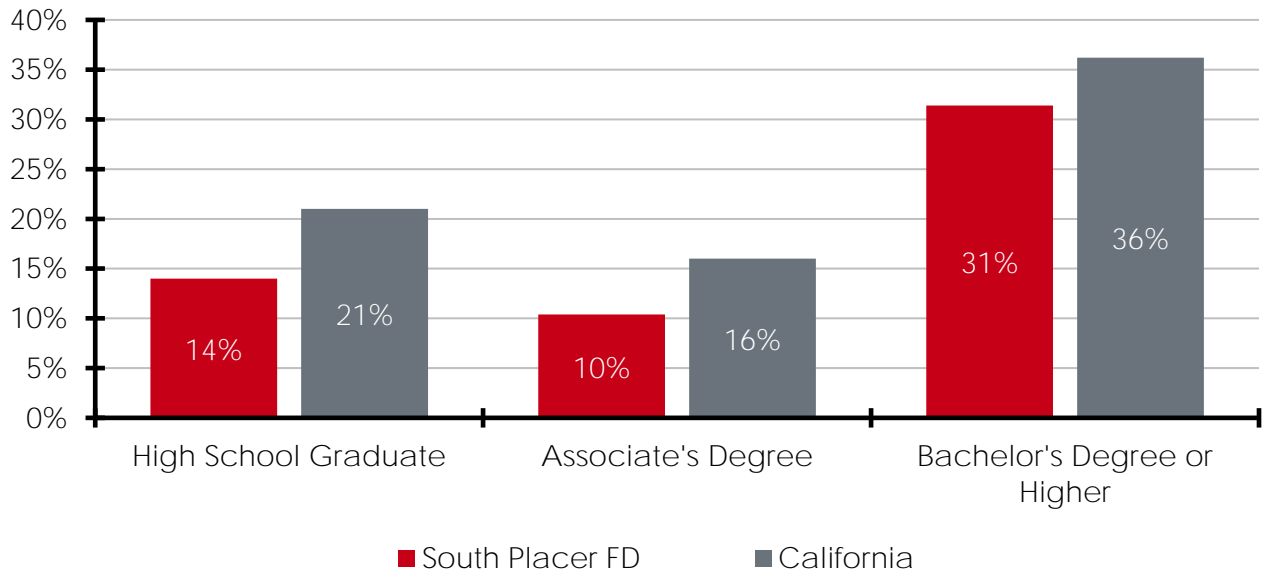
Figure 115: SPFD People with Disabilities



Education Levels

According to the U.S. Bureau of Labor Statistics, higher educational levels directly correlate to higher wages. In 2021, earnings and unemployment rates by educational attainment, using data from the U.S. Bureau of Labor Statistics (BLS) Current Population Survey (CPS). Workers aged 25 and over with less than a high school diploma had the lowest median weekly earnings (\$626) and the highest unemployment rate (8.3%) among all education levels.¹⁷ The following figure indicates the education level by percentage for each community served by SPFD.

Figure 116: SPFD Educational Levels 25 Years & Older

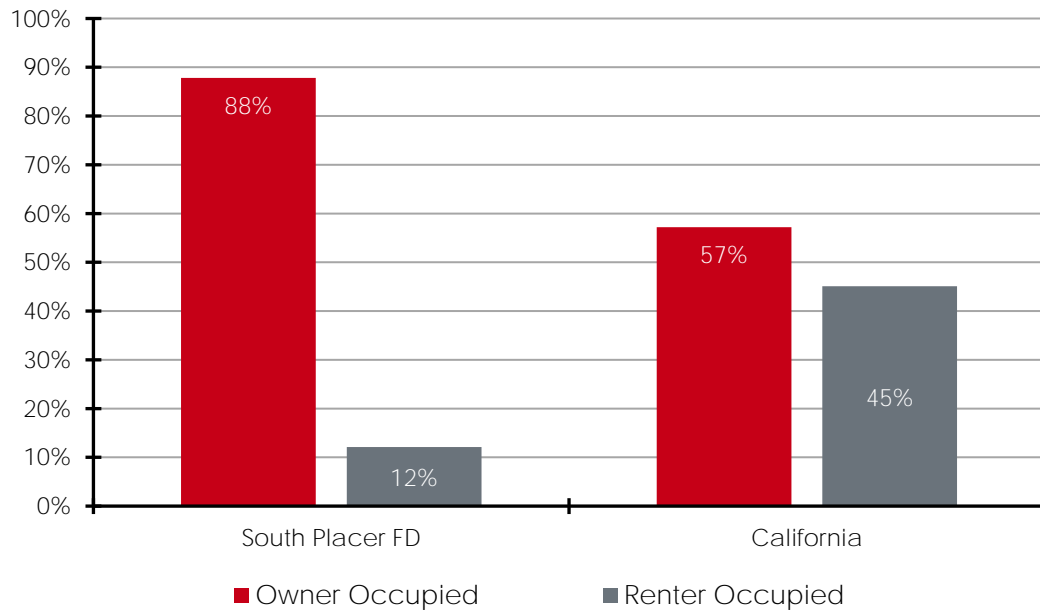


Housing

Although housing is not considered a significant risk compared to income or age, it can provide information for selected housing types, such as older multifamily apartments built before fire sprinkler requirements or vacant homes. The housing types vary in a community and can provide insight into ownership, the age of the house, and the number of units in the building. SPFD's response area has approximately 14,331 (13,840 occupied: 12,473 owner-occupied, 1,796 renter-occupied).

Vacant structures can pose a risk to the fire district and community if the building is not secured to prevent entry. If the building is not maintained, the structural integrity can degrade and present problems during a fire. Vandalism may create additional problems for the fire district and law enforcement. In SPFD, the median year a house or apartment was built is 1995; the percentage of owner-occupied housing is 87.8%, compared to California at 57.2%. Rentals in the South Placer Fire District are 12.1% of the properties compared to California at 45.1%.

Figure 117: Owner & Renter-Occupied Housing



Age of Housing

Understanding the age of housing is essential based on the requirements for smoke alarms in residential occupancies and when building and fire codes were adopted. In addition, older homes eventually need repairs as the building ages, leading to more fires, especially from electrical systems. In SPFD, 20% of the housing was built after the 1980s, higher than the state at 10%. The highest percentage of housing was built in the 1970s, at 23.4%.

Figure 118: SPFD Percentage of Homes Built by Year

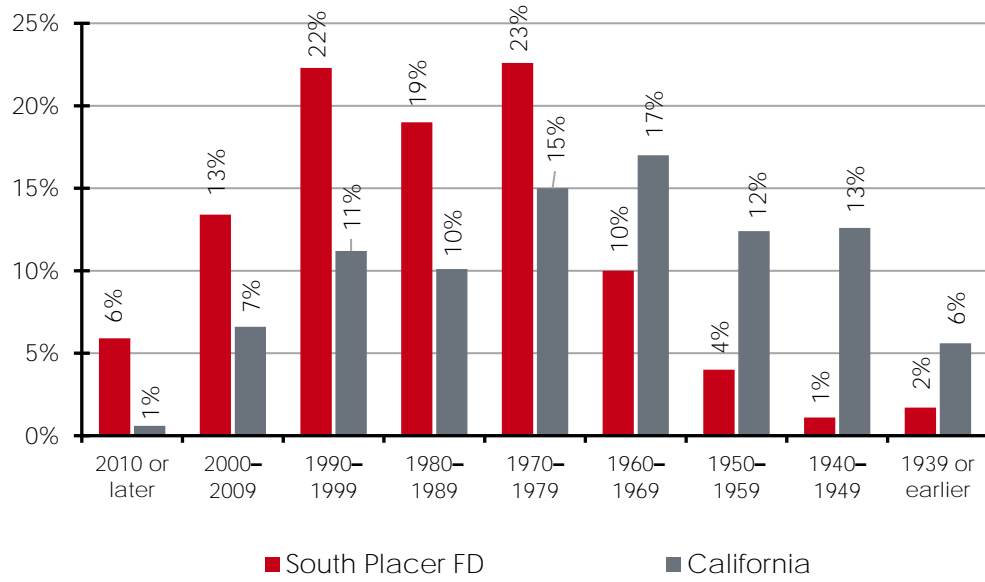
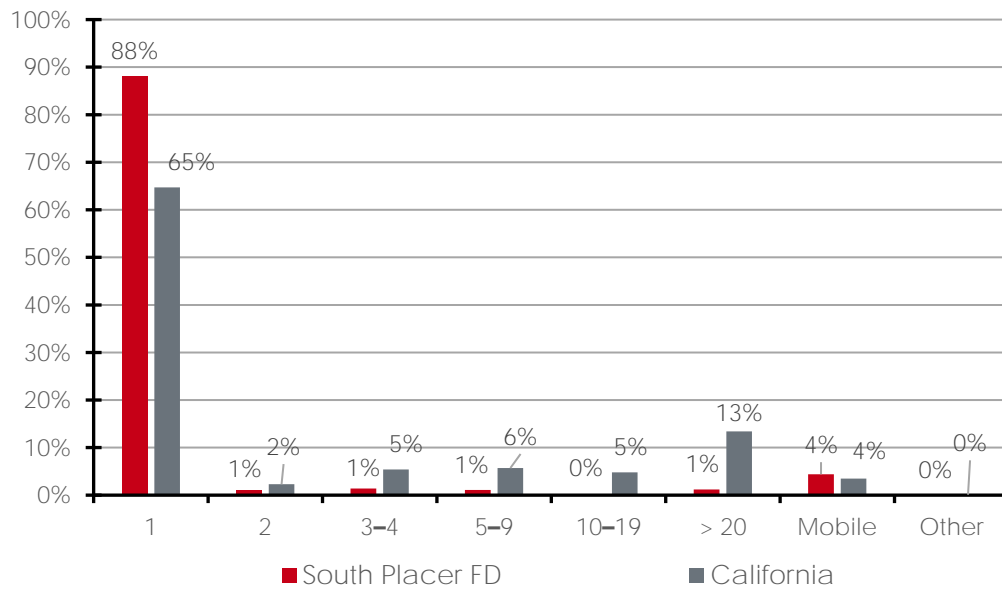


Figure 119: Housing Units per Building



Environmental & Physical Hazards

A physical hazard is a natural or human-caused event that has the potential to impact people, buildings, infrastructure, agriculture, environmental assets, and communities. Every community faces the risk of being struck by a physical hazard of one type or another, including natural disasters such as floods, hurricanes, ice storms, wildfires, earthquakes, or technological disasters such as chemical spills or explosions. When disaster strikes, it can wreak havoc on a community—destroying homes and businesses and leaving people homeless and out of work. Nationwide, property damage from disasters has been increasing steadily, partly because of more significant disaster events and because more and more people live in hazard-prone areas. For example, high wind event damages alone have cost the nation billions of dollars.

We need knowledge of the past to predict what might happen in the future. Historical catalogs are used to understand the frequency of hazardous events. They help us develop synthetic event sets that represent, for example, up to 10,000 years of events. This allows us to understand what might be possible in the future and prepare for events we have not seen in our lifetime. For rarer hazards such as earthquakes, seismological investigations play a critical role in identifying and characterizing individual pre-historic events that make up the active tectonics record.

Reducing risk can only be achieved by decreasing the contribution from one or more of these three components. Examples of risk reduction or managing the risk in these components are:

- Hazard: building a flood levee to alter the course of flood events
- Exposure: land-use planning decisions to ensure that new development is not exposed to hazardous events or to influence the type of development
- Vulnerability: retrofitting older buildings built to lower building standards or before building codes were enforced.

The number of natural disasters in Placer County (17) exceeds the U.S. average (15).¹⁸ Major Disasters (Presidential) Declared: 7. In the history of the SPFD response area, emergencies declared have been the following: Floods: 10, Storms: 6, Fires: 4, Landslides: 4, Mudslides: 3, Winter Storms: 3, Drought: 1, Heavy Rain: 1, Hurricane: 1, Tornado: 1, Other: 1.¹⁹

Weather

Temperature

The weather conditions in an area can impact the fire district and the entire community. High or low temperatures affect firefighters during extended incident operations and require rehabilitation to prevent exhaustion. For example, although the average temperature in SPFD is a high of 75° Fahrenheit (F) and an average low of 50° F, the temperature can decrease during December and January when the average minimum temperature is 39° F.

Figure 120: Average Daily High Temperatures

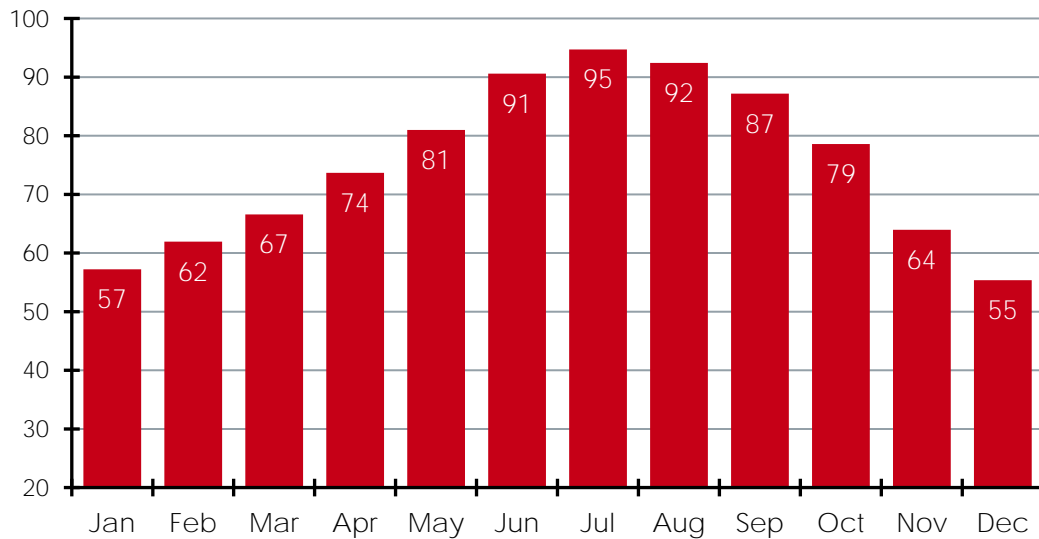
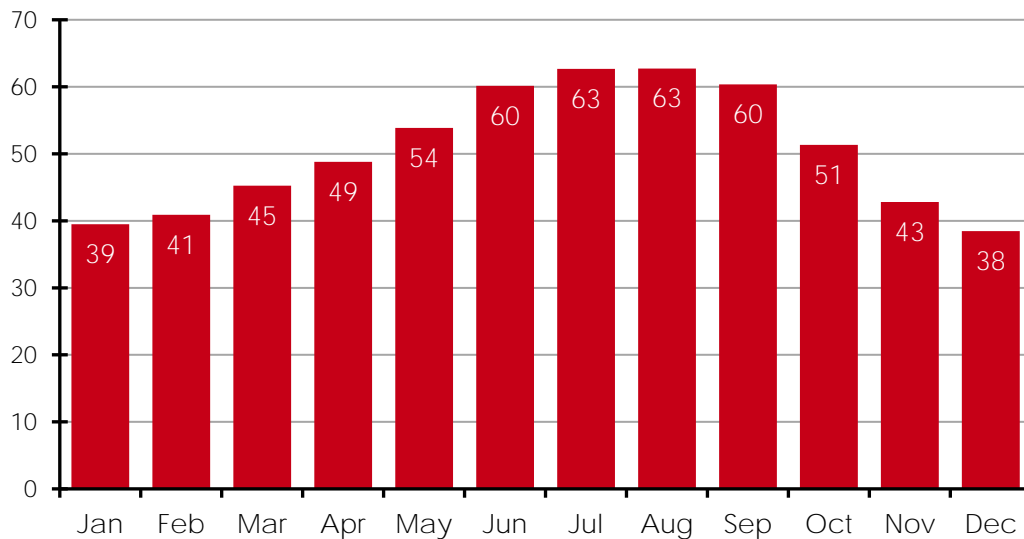


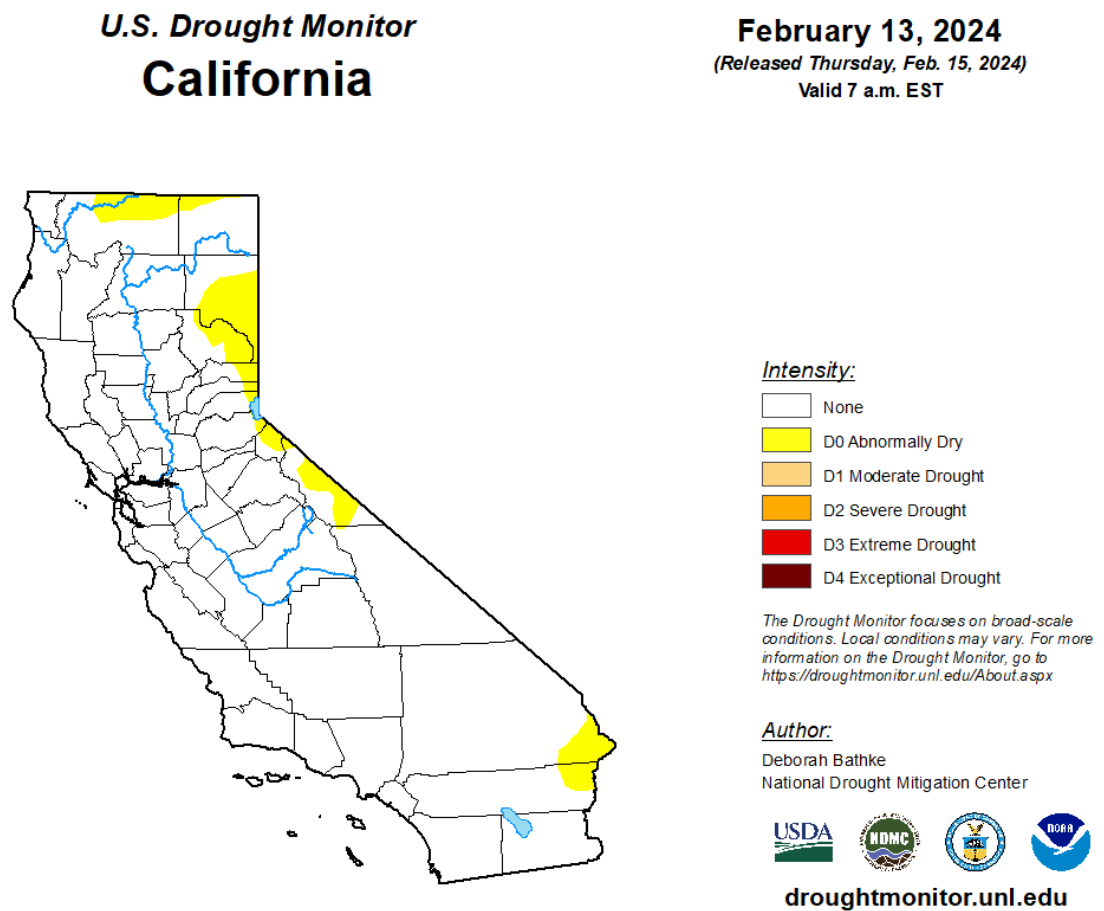
Figure 121: Average Daily Low Temperatures



Drought

A drought may impact the community, such as the lack of rainfall to replenish groundwater or aquifer when wells are used for drinking water. In addition, droughts may last for an extended period and create secondary problems during peak wildfire conditions as the vegetation becomes dry and highly combustible. As of February 2024, the drought condition currently for Placer County is none, as shown in the following figure.

Figure 122: California Drought Conditions (February 2024)



Winds

The direction and speed of winds directly influence how SPFD plans for daily operations, specifically during wildland fire danger. Other factors affecting the day-to-day operations of SPFD regarding the weather could be the snowfall from November through April and the visibility that can be limited by fog. All of these can increase risk to the community and firefighters.

Figure 123: SPFD Average Wind Speeds

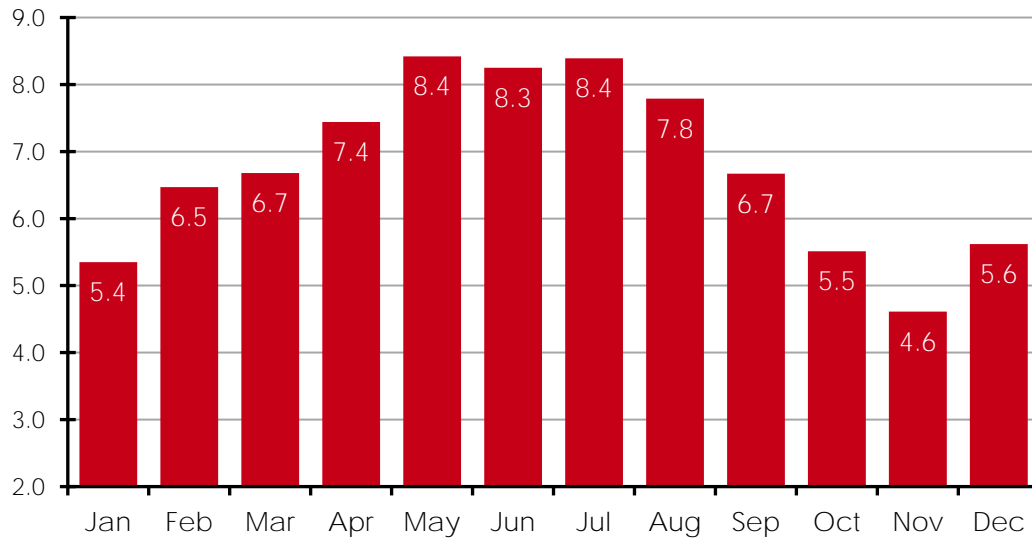
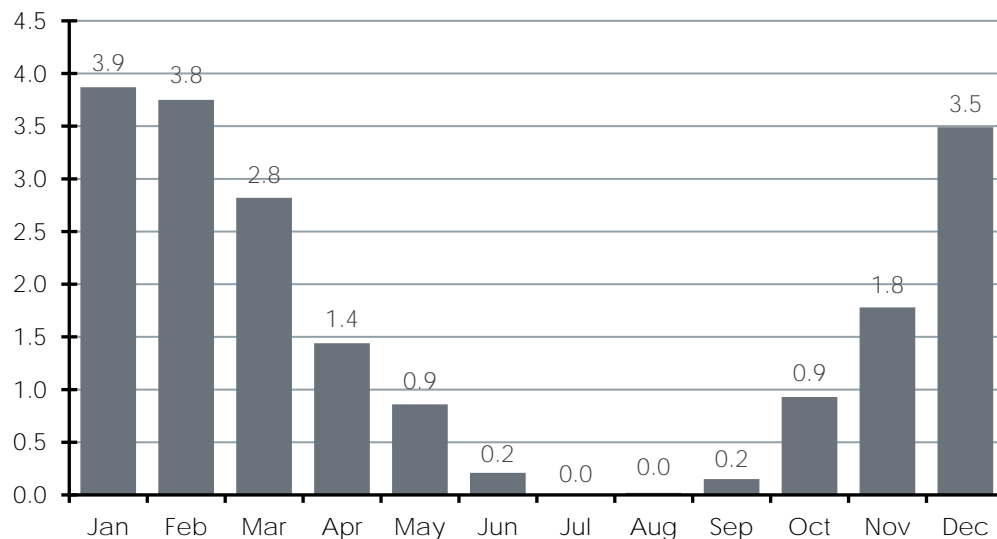


Figure 124: SPFD Average Precipitation



Environmental Hazards

Earthquakes

SPFD is in a seismic area, and the United States Geological Survey has identified several faults. The Foothills fault system runs near the SPFD response area in Placer County.

Data suggests a 25.7% probability of a 5.0 magnitude earthquake within the next 50 years. The South Placer FD response area has a moderate earthquake risk, totaling 16 earthquakes since 1931. The largest earthquake within 5.4 miles of Granite Bay was a 2.9 magnitude in 2002.²⁰ An area of concern is the possibility of soil liquefaction. There are locations where high-severity groundwater and liquefaction may present problems during a major earthquake.

Figure 125: Earthquake Probability in South Placer FD

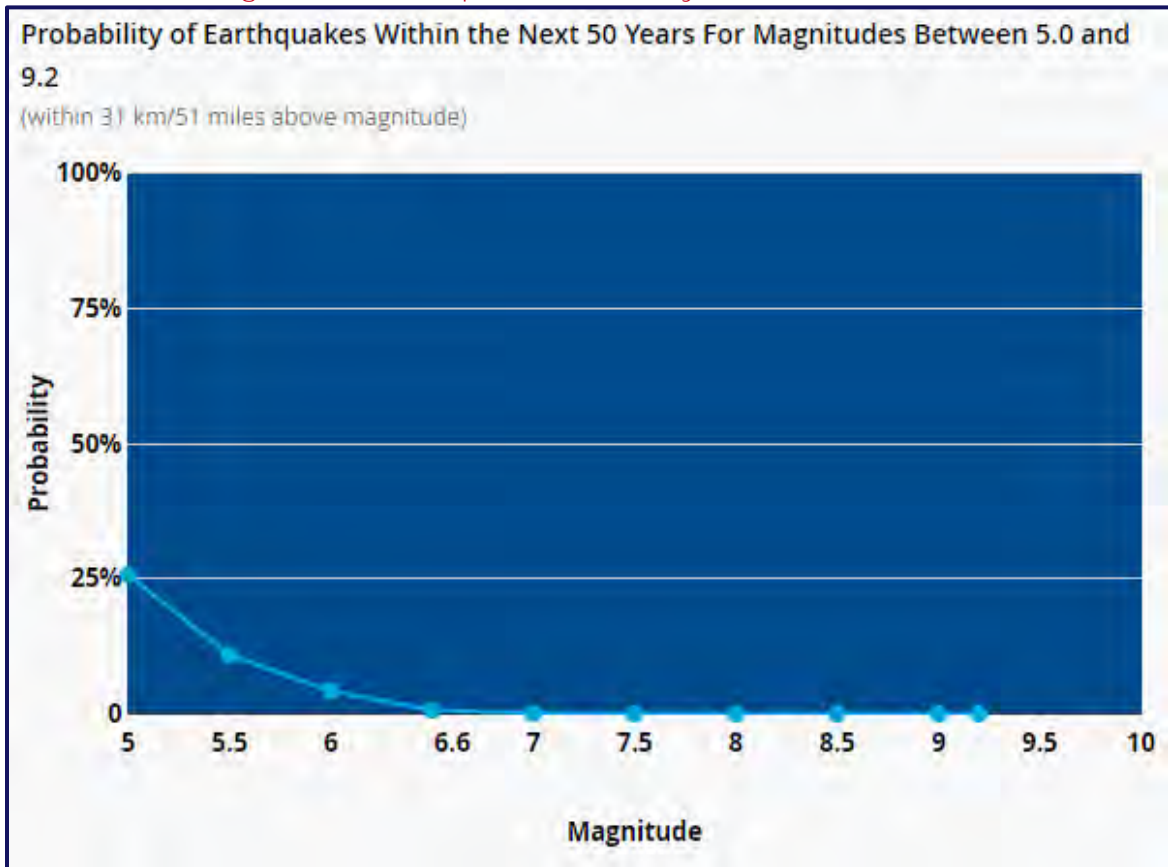
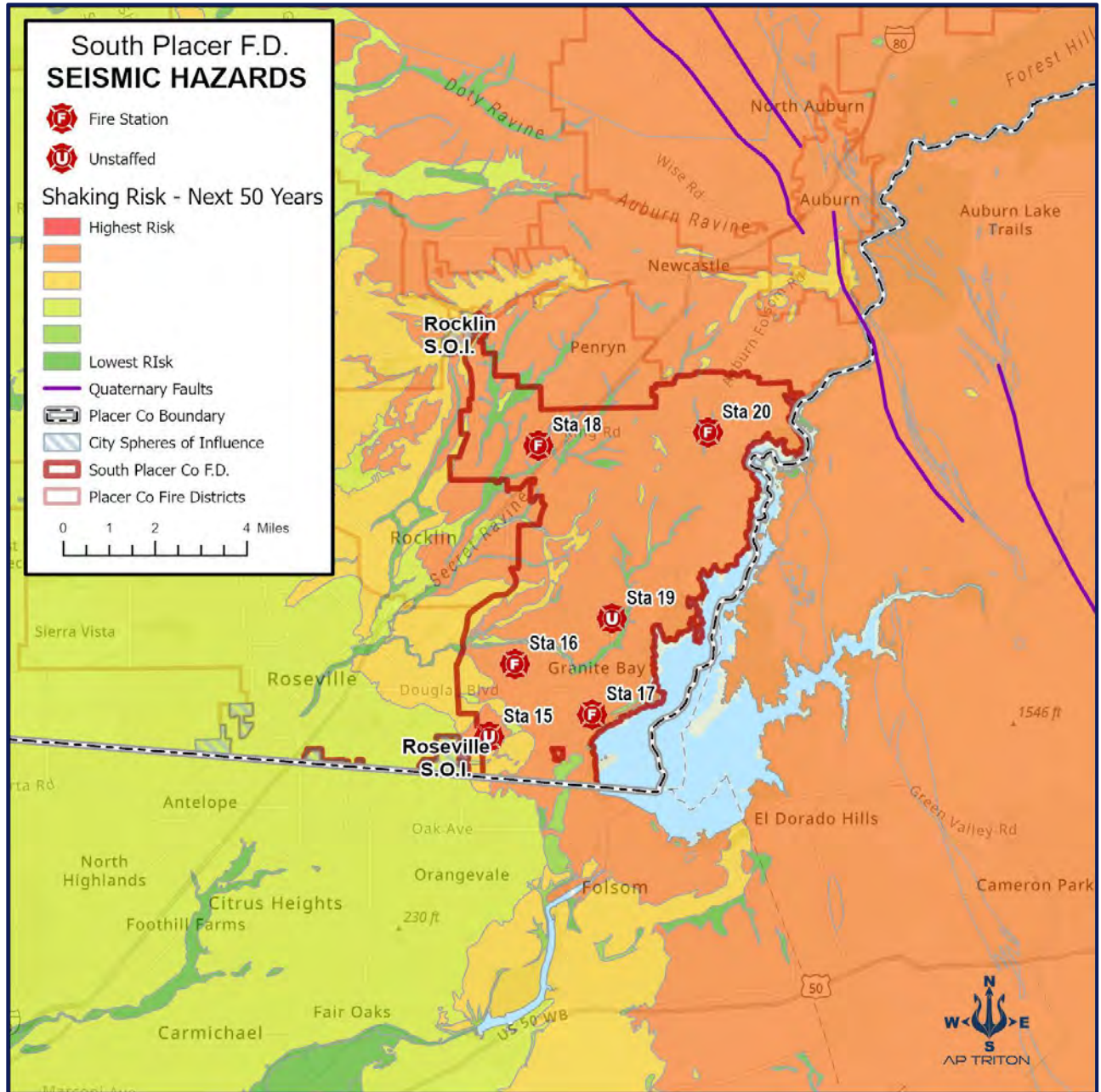


Figure 126: SPFD Seismic/Fault Hazards



Wildland Fires

Much of the SPFD area has been designated as moderate risk, with 45% of the area exposed to indirect wildfire sources, such as embers or home-to-home ignition.

There have been 17 wildfires recorded within Placer County from 1984 to 2021. Two of the most recent fires, the River Fire, started in August 2021 and the Mosquito Fire, started in September 2022.²¹ In the River Fire Ninety-nine properties were located within the burn perimeter. Based on historical records, the fire covered 11 sq. mi. The Mosquito Fire was a large wildfire that burned in California's Placer and El Dorado counties as the state's largest wildfire of 2022. The fire began on September 6, above Oxbow Reservoir in the Middle Fork American River drainage on the western slope of the Sierra Nevada. The Mosquito Fire went on to burn 76,788 acres (31,075 hectares), destroying 78 structures in the small, rural communities of Michigan Bluff, Foresthill, and Volcanoville.

Therefore, the ability to protect the community and those living in the area is a primary goal. Limited access to areas due to narrow and steep roads like those in specific subdivisions, reduced right-of-way from overgrown vegetation, properties without proper addressing, and dead-end roads with limited abilities to turn around fire apparatus or vehicles are all wildland-urban interface (WUI) issues.

Placer County has a major risk of being impacted by wildfires over the next 30 years. In addition to damage to residential properties, wildfires can cut off access to utilities and emergency services and impact evacuation routes. They may impact the overall economic well-being of an area.

National statistics show that the true cost of wildfires costs is born within the affected community, including homeowners, businesses, and government agencies. Many of these costs are due to long-term damage to community and environmental services, such as landscape rehabilitation, lost business and tax revenues, and property and infrastructure repairs. By comparison, our analysis suggests suppression costs comprise around 9% of total wildfire costs.

The remaining costs include short-term expenses, or those occurring within the first six months—and long-term damages accruing during many months and years following a wildfire. Communities at risk of wildfires can reduce the impacts and associated costs through land-use planning and fire prevention measures.

Figure 127: SPFD Wildfire Risk Map

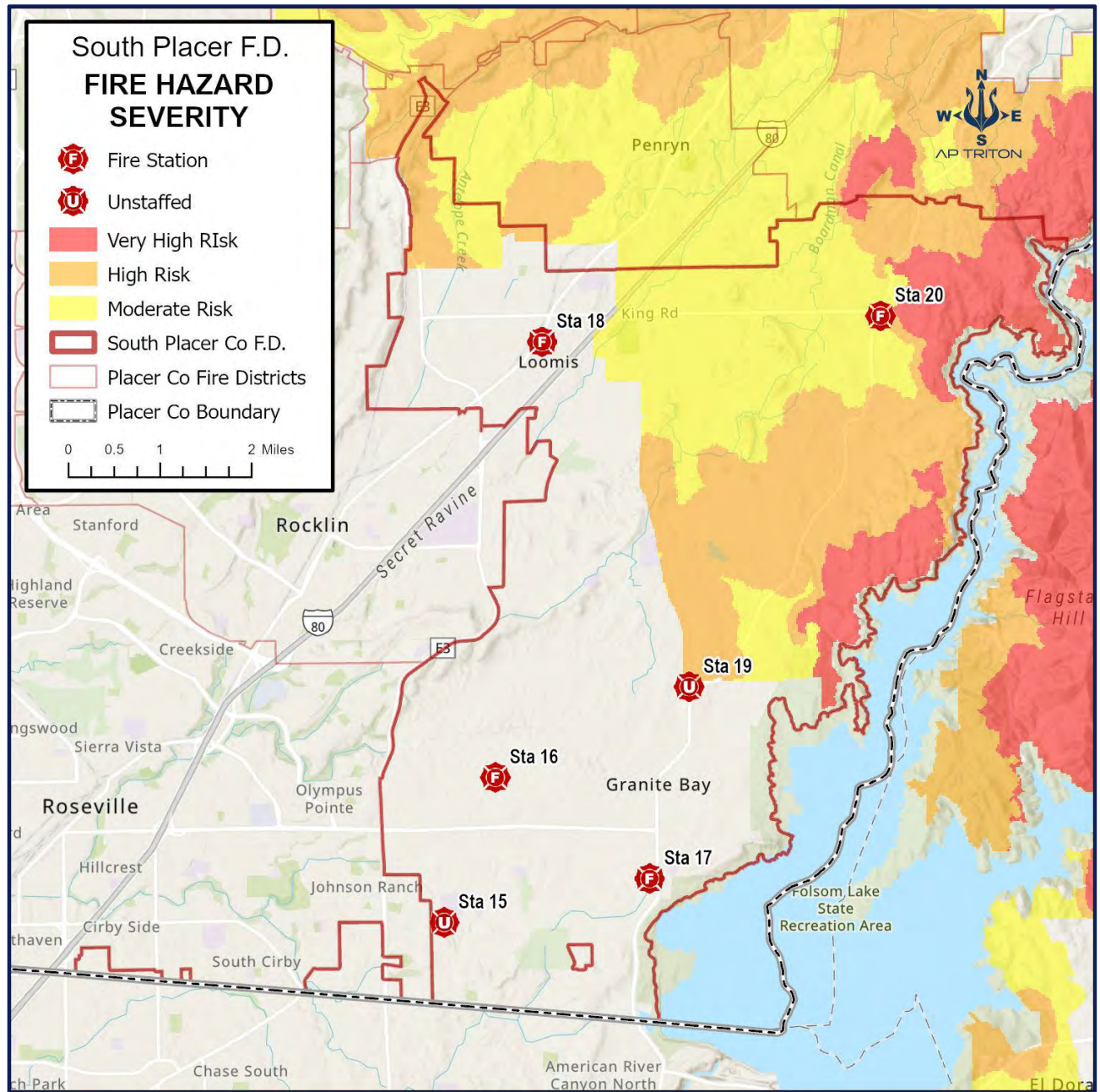
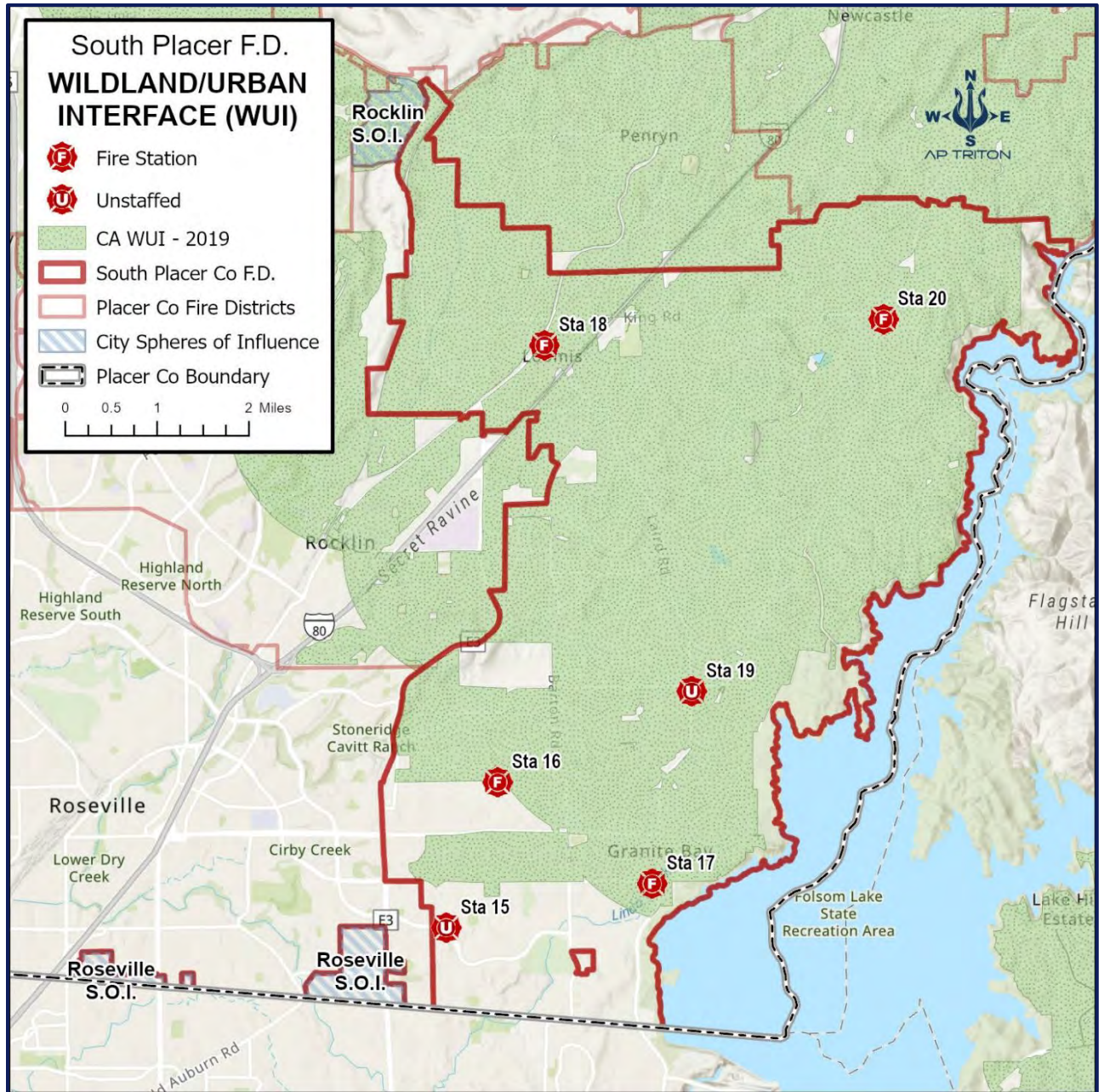


Figure 128: SPFD Wildland Urban Interface Area



Floods

SPFD is at risk of flooding along the rivers and creeks flowing into Folsom Lake and the dams in the area. Flooding typically occurs with the highest rainfall. These seasonable variations can cause localized flooding along the creek channels during high-intensity rainfall events. Like offshore storms, deeper floods from significant events are less likely to occur but cause greater damage than shallower flood events, like heavy rains. As a result, 13,031 properties in Placer County have a more than 26% chance of being severely affected by flooding over the next 30 years. This represents 10% of all properties in the county.²²

In addition to the damage to properties, flooding can cut off access to utilities, emergency services, and transportation and may impact the overall economic well-being of an area. Placer County has a moderate risk of flooding over the next 30 years, so flooding will likely impact the community's daily life.

A changing environment means higher seas, new weather patterns, and stronger storms. In addition, as the atmosphere warms, more evaporation and water are available when it rains. As a result, additional problems occur with flash flooding in the district's urban areas, but they are usually short-lived.

The following figure shows the SPFD area at risk of flooding and potential water dams from the lake, which could be a potential issue.

Figure 129: SPFD Area Dams

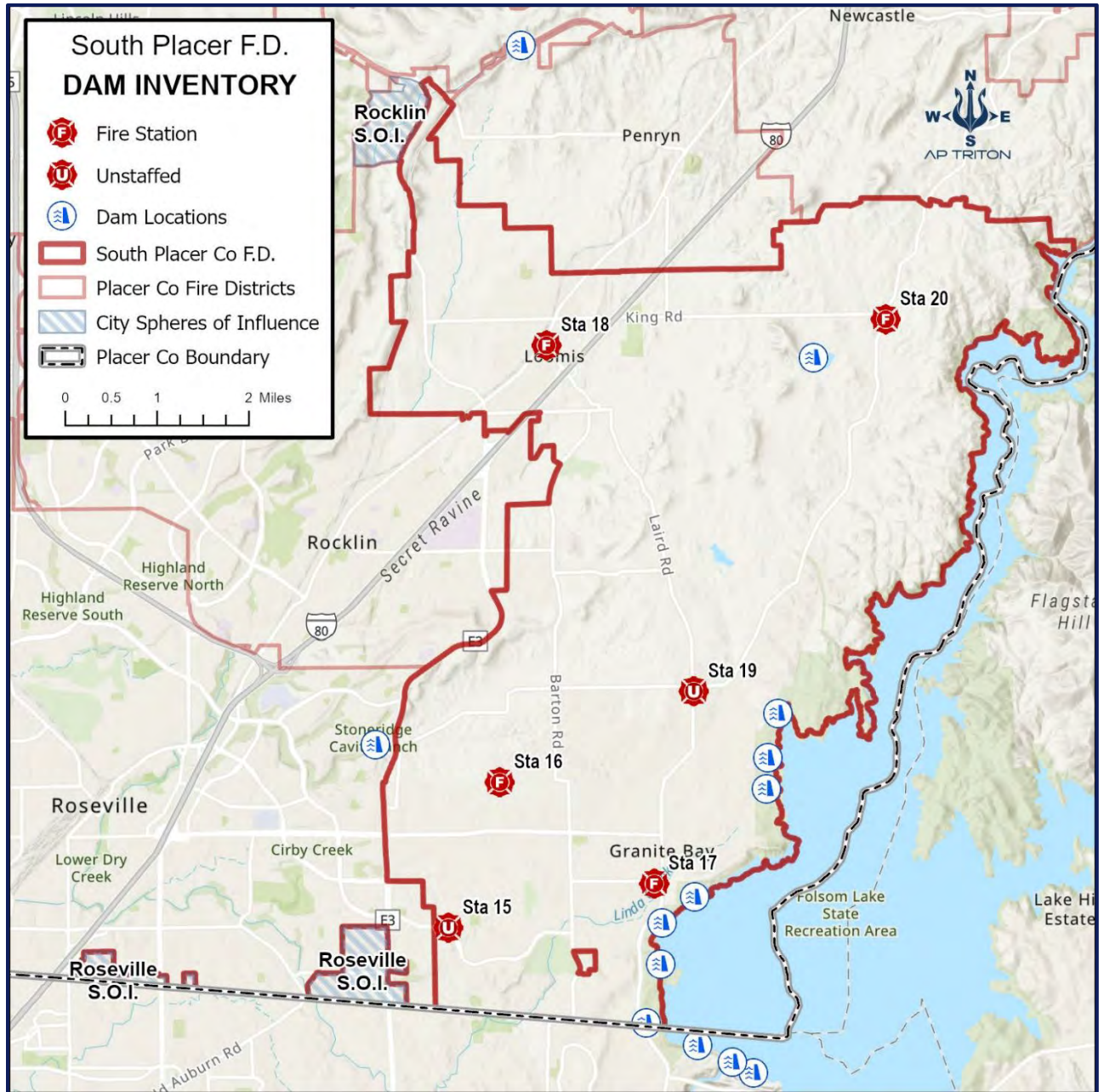
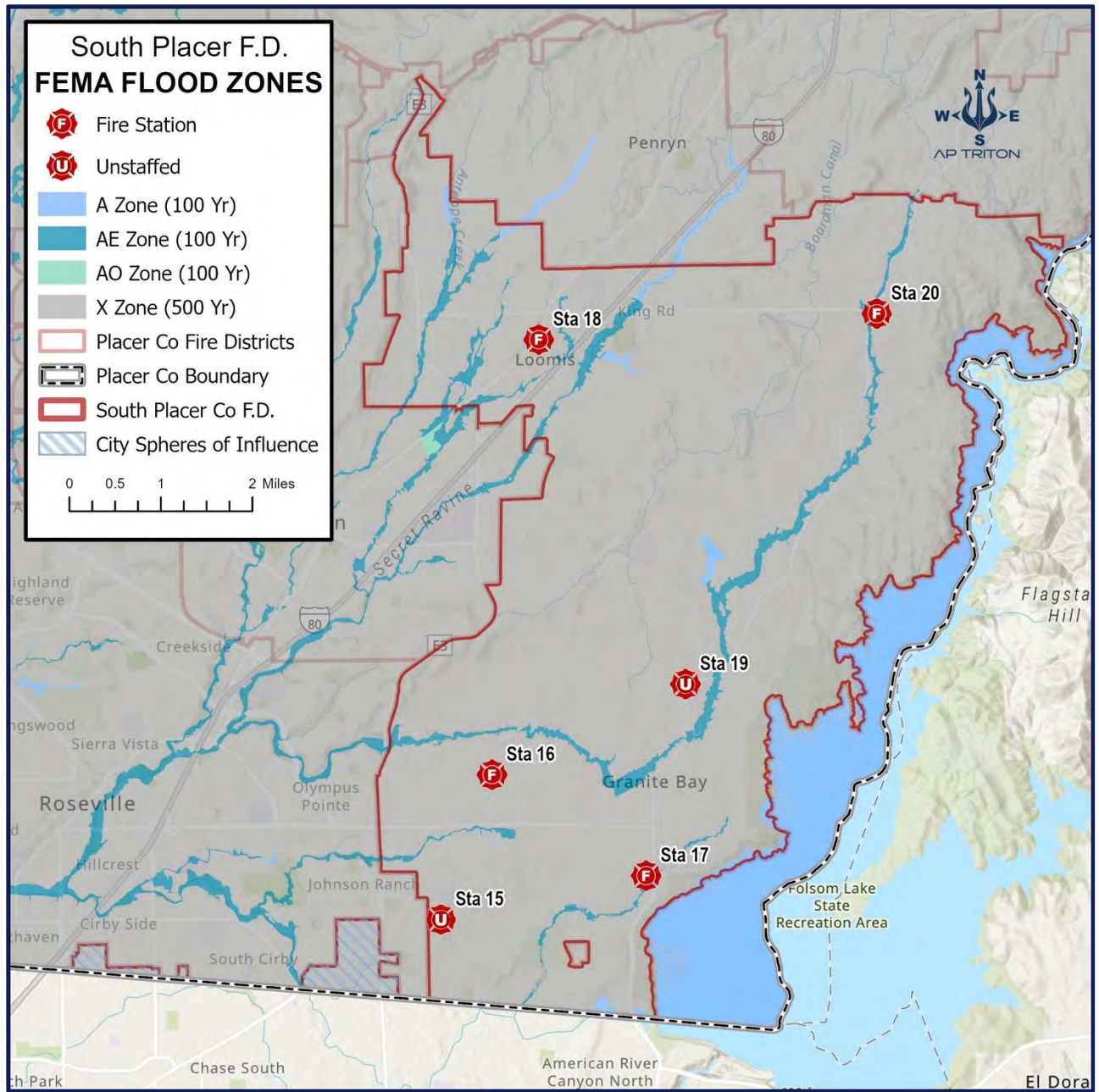


Figure 130: SPFD FEMA Flood Zones



Technological (Human-Caused) Hazards

Events that occur without warning or that are unknown and suddenly appear are considered technological hazards. Examples include industrial accidents or hazardous chemical releases. Each community should create contingency plans for the specific risks in their jurisdiction. This may include permitting, periodic fire and life safety inspections, and pre-incident planning. These activities are designed to reduce risks and provide on-site visits for fire district personnel.

If a building or facility that stores or produces hazardous materials has been identified, it may require unique personal protective clothing and equipment to control or mitigate the event. Locations with hazardous materials on-site during the year exceeding the limits established by the Environmental Protection Agency are required to file Tier II reports. These reports are provided to local jurisdictions, local emergency planning committees, and the state's Emergency Response Commission as required by the Emergency Planning and Community Right-to-Know Act of 1986, also known as SARA Title III. These thresholds require submission:

- Ten thousand pounds for hazardous chemicals.
- Lesser than 500 pounds or the threshold planning quantity for highly hazardous chemicals.

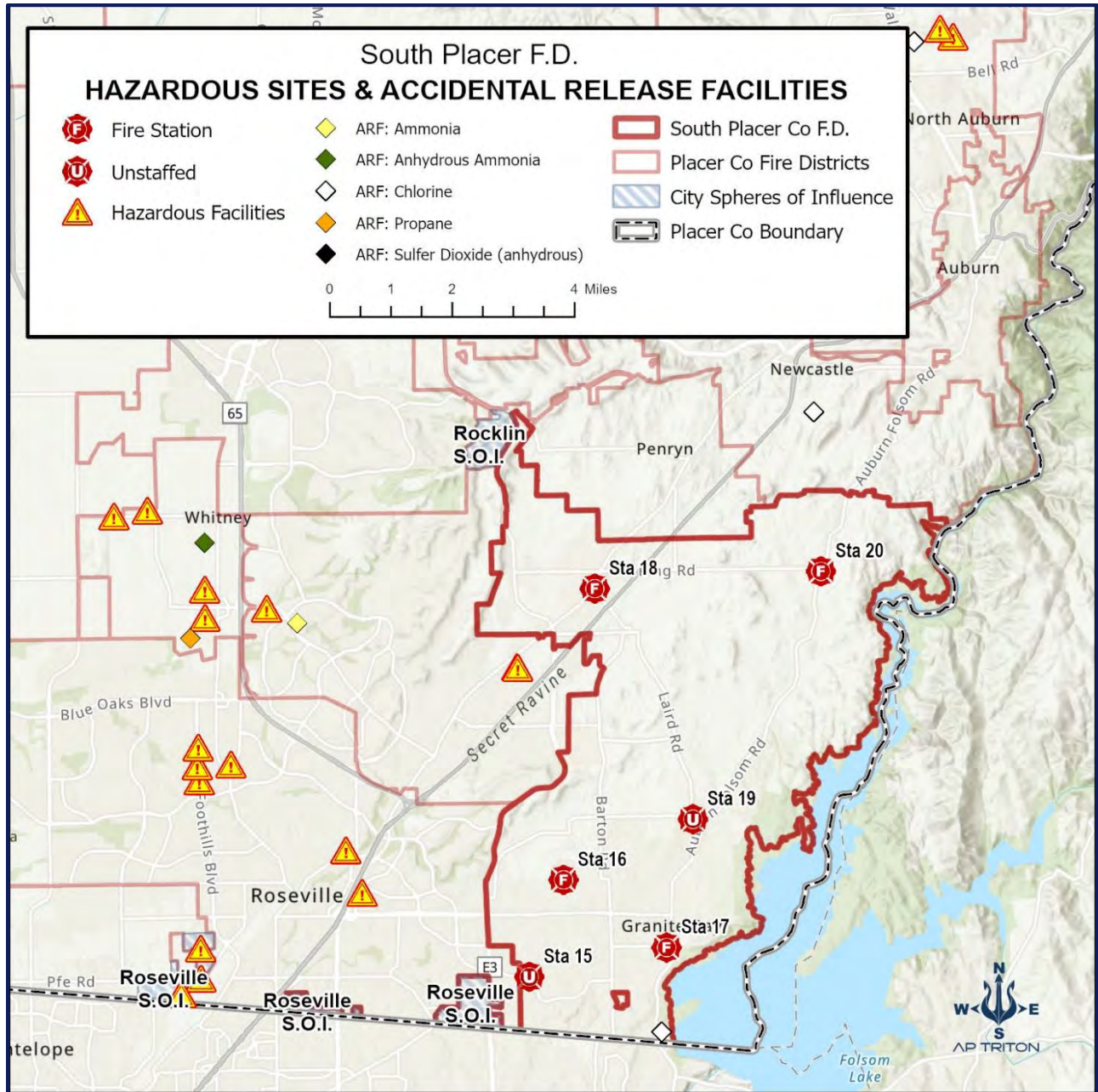
Some areas require additional reporting quantities through a five-tier system that authorizes the treatment and storage of hazardous waste.

Hazardous Materials

Some facilities outside SPFD's jurisdiction store hazardous materials, but no locations produce or store any highly hazardous substances. Interstate 80 is the primary transportation corridor passing through the district. This presents the possibility of a hazardous materials incident involving motor vehicles and trucks.

The following figure shows the SPFD hazardous materials facilities or what would be considered H occupancies.

Figure 131: Hazardous Materials Sites



Land Use & Occupancies

Land use for a community is designed to classify properties within a geographical area generally under governmental control. The concept of land use regulation is to provide attractive social and environmental outcomes to assist in the management of development efficiently. Zoning areas may vary from one portion of the service area with a mixture of low-, moderate-, and high-risk properties.

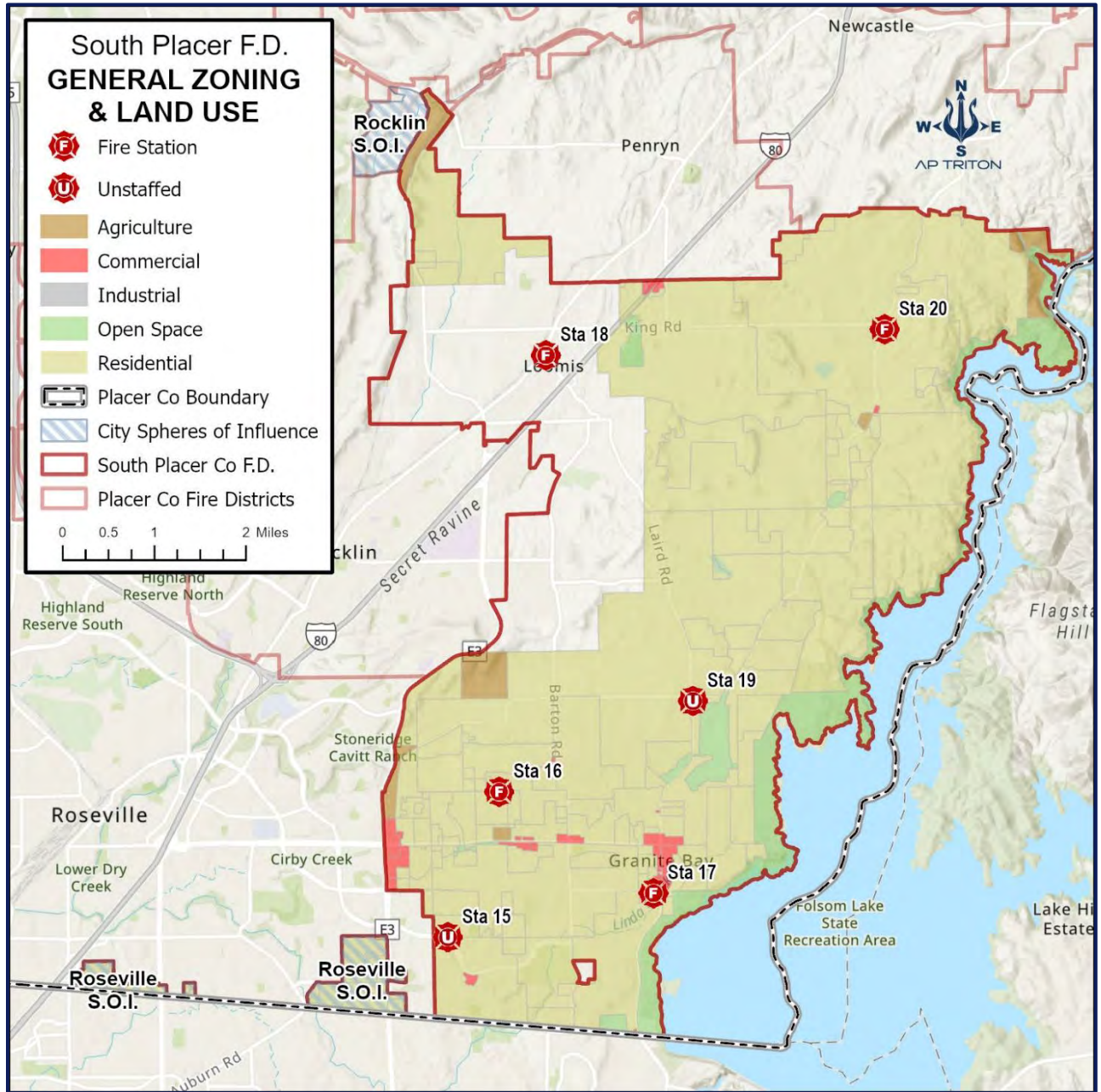
- Low Risk: Areas zoned for agricultural purposes, open spaces, low-density residential, and other low-intensity use.
- Moderate Risk: Areas zoned for medium-density, single-family properties, small commercial and office uses, low-intensity retail sales, and similarly sized business activities.
- High Risk: High-intensity business districts, mixed-use areas, high-density residential, industrial, storage facilities, and large mercantile centers.

The Town of Loomis (2001) has adopted current General Plans for future development.²³ However, the Town Council may use the plans as guides when approving new developments. The plans create guidelines for both residential and commercial growth to:

- Retaining the small-town aspects of its character.
- Encourage appropriate management of density developments.
- The design and development of both commercial and residential parcels reinforce the small-town character.
- Revitalization of the downtown core with a consistent design theme and reuse of historical structures.
- Require improved site planning and architecture, increasing landscaping and building attractiveness.
- Encourage commercial uses to be developed on a village scale by constructing historical facades, minimizing signage, and planting street trees and landscaping.
- The development of a transportation center at a renovated train station and plaza at the Horseshoe Bar and Taylor Road downtown.
- The maintenance of primarily large lots, and rural residential areas, but also providing some smaller parcels for young families and seniors.

SPFD should be aware of future developments and meet with city staff and the Building Officials on proposed or existing building projects to ensure compliance with the fire code.

Figure 132: SPFD Land Use



Physical Assets Protected

Commercial occupancies or properties are considered target hazards in every community because of the special or unique risks to emergency responders and occupants during an incident or event. Therefore, each of these occupancies should have up-to-date pre-incident surveys completed annually. The surveys allow responders to become familiar with the building, property, and special hazards.

These occupancies and facilities should have a pre-incident plan available for SPFD operations personnel during an incident. The pre-incident program provides emergency responders with information about potential hazards and can help them develop strategies and tactics during an incident.

Schools

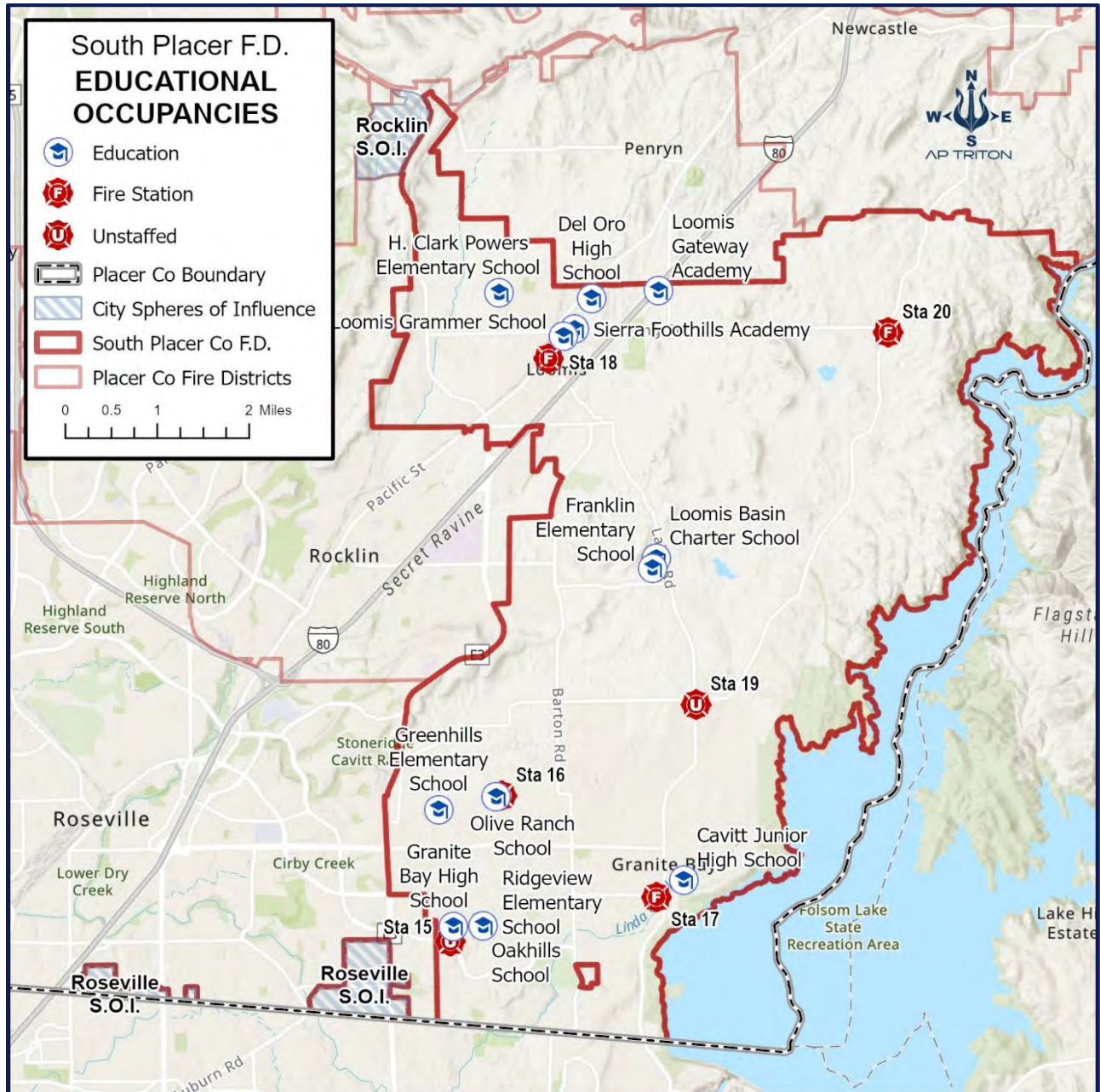
The Eureka Union School District, Loomis Union School District, Placer Union High School, and Roseville Joint Union School District all serve schools within the SPFD response area, and they serve approximately 8,234 students from 10 schools with grades kindergarten through high school. Therefore, these locations should be considered target hazards because of the large number of students and teachers in a single location.

Figure 133: Education

School	Number of Students
High Schools	
Granite Bay High School	2,073
Del Oro High School	1,690
Middle Schools	
William Cavitt Junior High School	399
Elementary Schools	
Ridgeview Elementary School	606
Loomis Grammar Elementary School	498
Greenhills Elementary School	477
H. Clarke Powers Elementary School	505
Franklin Elementary	498
Placer Elementary School	515
Private Schools	
Sierra Foothills Academy	43
GRAND TOTAL	8,234

Childcare facilities for infants, preschool, or afterschool care for children create specific concerns because of their age. Very young children will need additional assistance from childcare workers to evacuate a building during an emergency. An evacuation may require the employees to carry the infants.

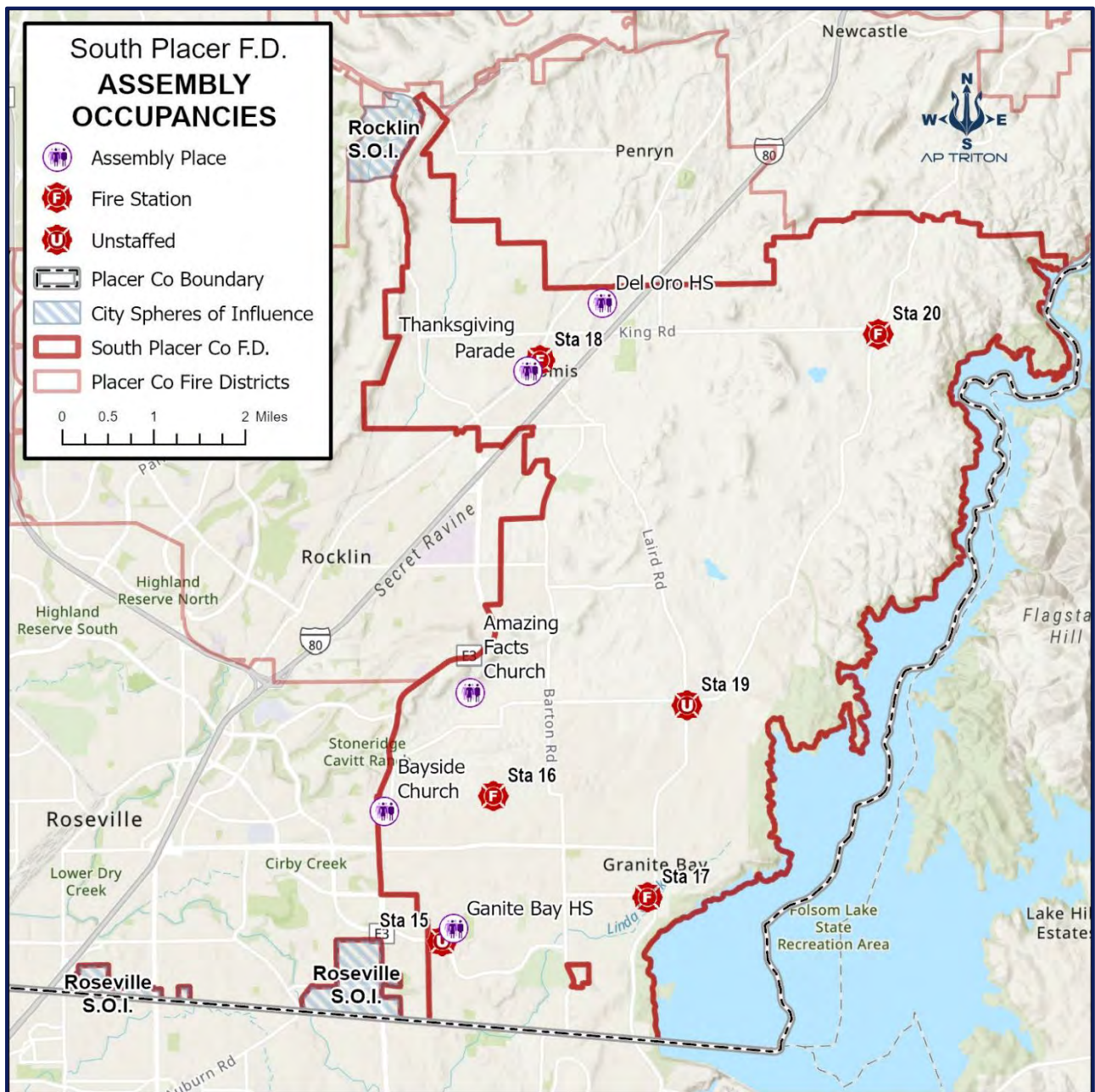
Figure 134: Educational Occupancies



Assembly

Assembly occupancies create unique risks because of the large number of people in a single location. These occupancies include restaurants, theaters, nightclubs, sporting events, or large outside festivals, all locations where people gather. In addition, these occupancies may require many emergency response personnel during an event, such as a fire or active shooter. Therefore, these locations should have completed pre-incident plans.

Figure 135: Assembly Occupancies



Large Fire-Flow Occupancies

Occupancies can be classified according to their risk level. Risk factors that classify occupancies as low, medium, or high include the size of the building(s), construction type, the presence or absence of fire suppression features, such as sprinklers and standpipes, the needed fire flow, the risk to life, the presence of chemicals or hazardous processes and the amount of water available concerning the required fire flow. Examples include Del Oro High School, Loomis Industry Park, the Lausman Lumber & Moulding Company and the Granite Bay Business Park.

Figure 136: Large Buildings

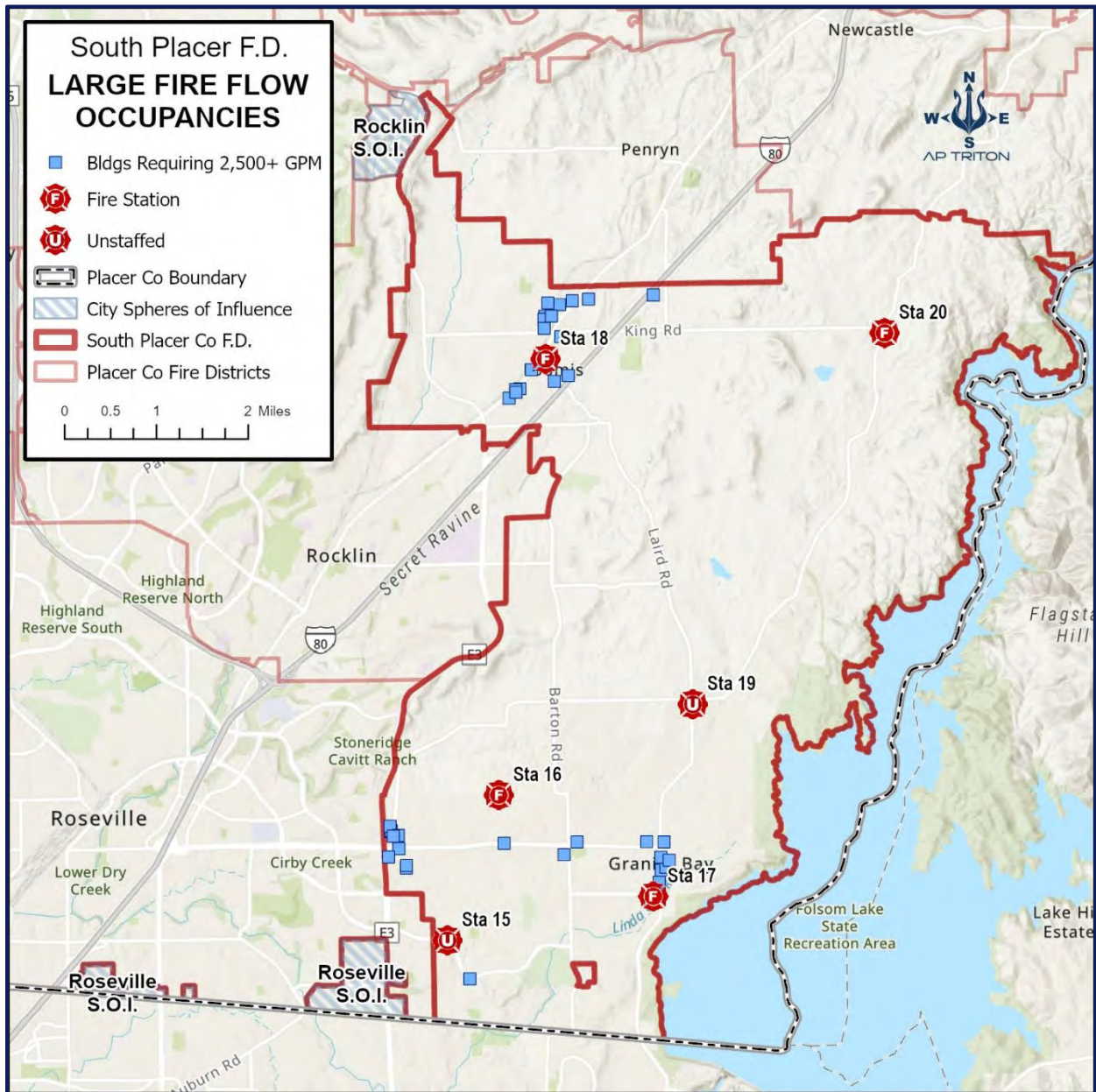
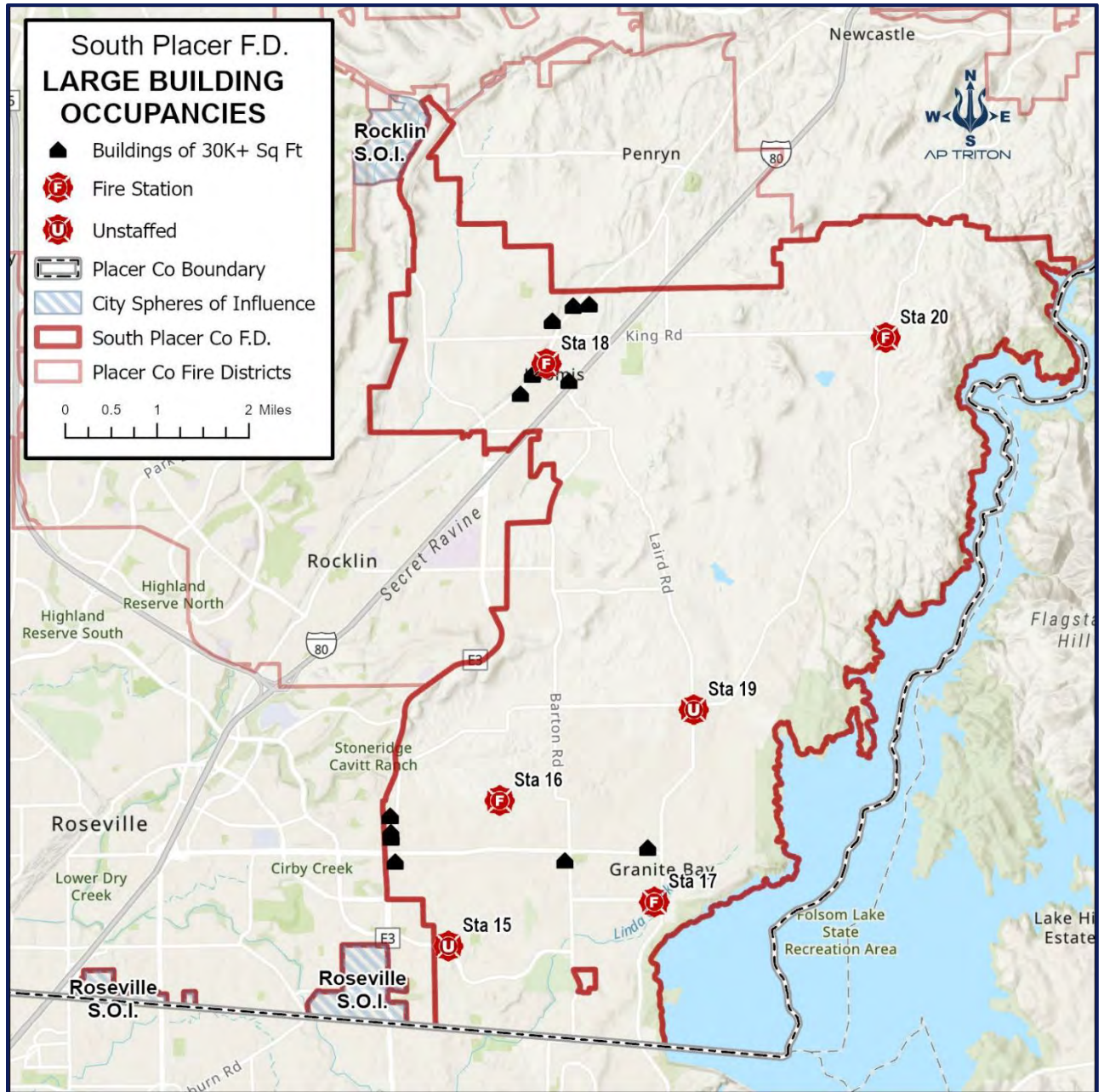


Figure 137: Large Occupancies over 30,000 Sq Ft



Hospital, Medical, & Congregate Care Occupancies

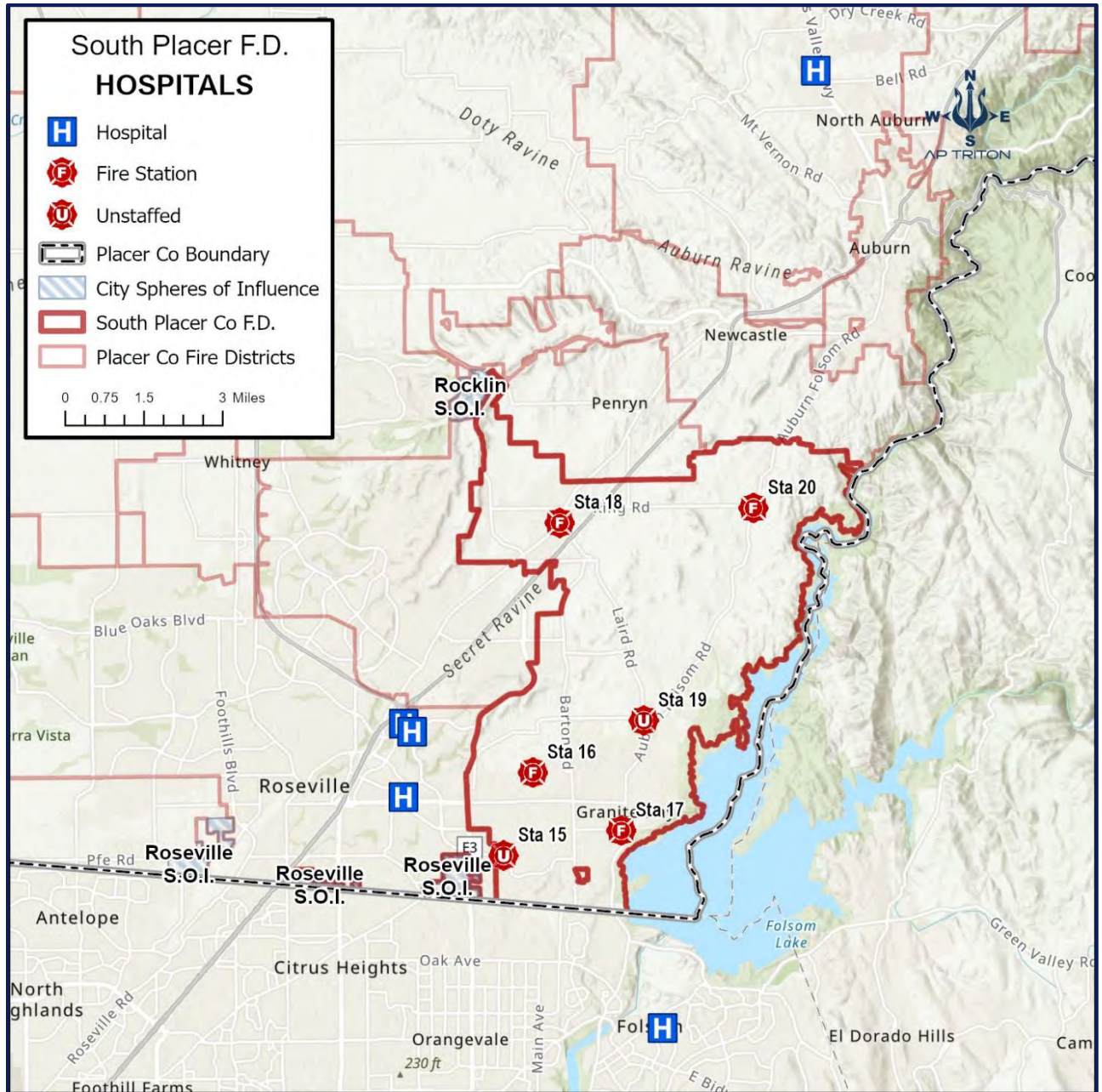
These facilities provide medical care in the community to assist people seeking medical attention. Hospitals are at a higher risk because of the inability of some patients to self-evacuate from the facility. These locations require more fire and life safety requirements than medical clinics to enhance the occupants' protection.

Other protection includes a fire alarm to notify the occupants of an emergency or a fire sprinkler system to control or extinguish a fire.

Congregate care facilities provide daily services to aging populations or those with declining health or cognition issues. In addition, depending on their mobility or mental conditions, they may need assistance evacuating the building. Special locking arrangements for areas where patients with dementia or Alzheimer's are living are allowed to prevent them from leaving the facility. These locations also require additional fire protection systems.

Staff should have developed plans for moving the occupants or patients during an emergency to meet fire requirements, and this should be confirmed during the annual inspection.

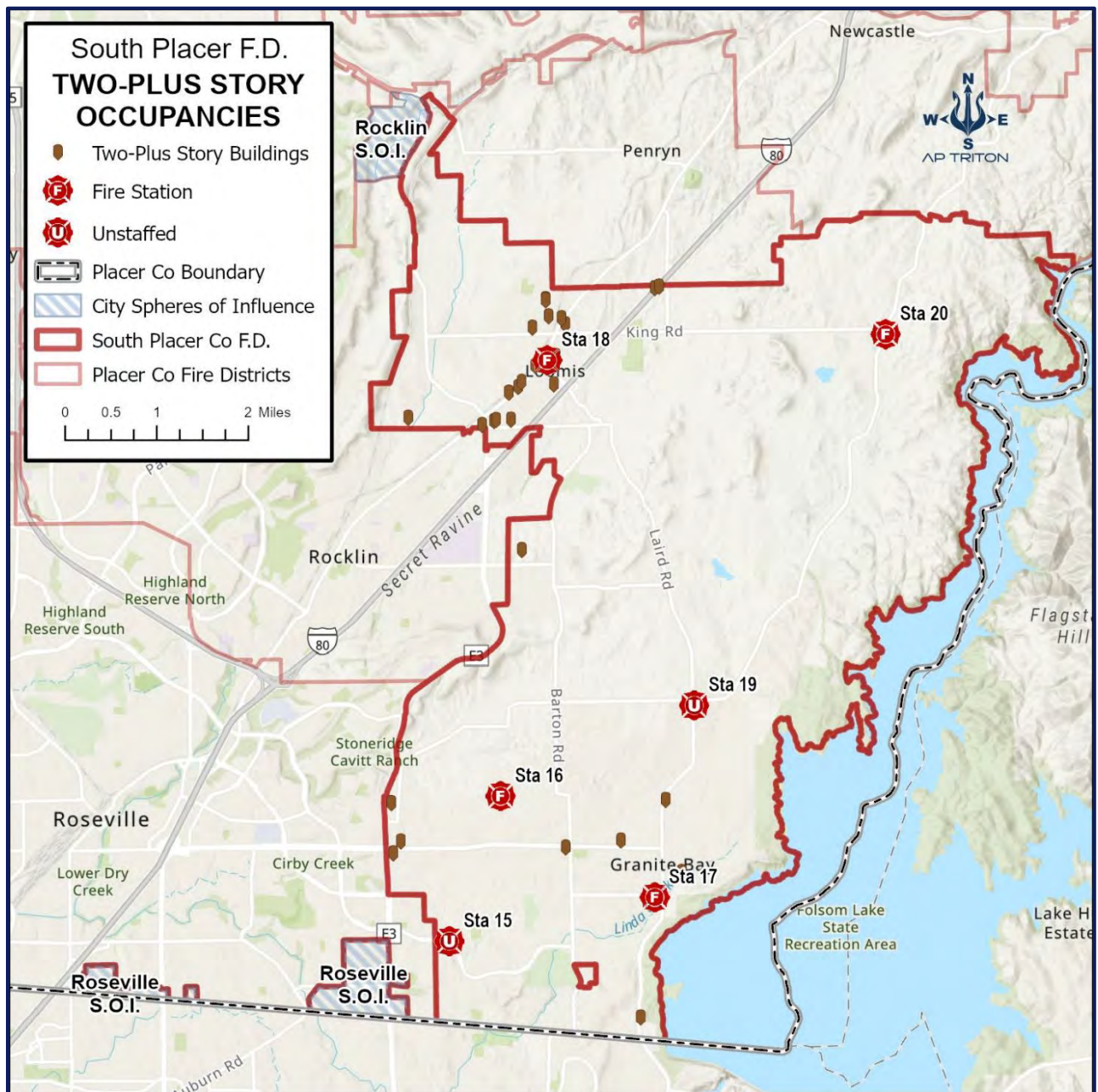
Figure 138: Medical & Congregate Care Occupancies



Buildings Two or More Stories in Height

Structures two or more stories in height may require the use of ladders and an aerial apparatus with an elevated master stream. A ladder truck may be necessary to access these higher buildings' upper floors or roofs, since most ground ladders cannot reach these heights. The Insurance Services Office reviews the coverage area for a ladder truck for all buildings within 2.5 miles. The following figure provides the locations of buildings within SPFD's service area more than two stories in height.

Figure 139: SPFD Buildings Two Stories or More



Residential Multifamily Occupancies

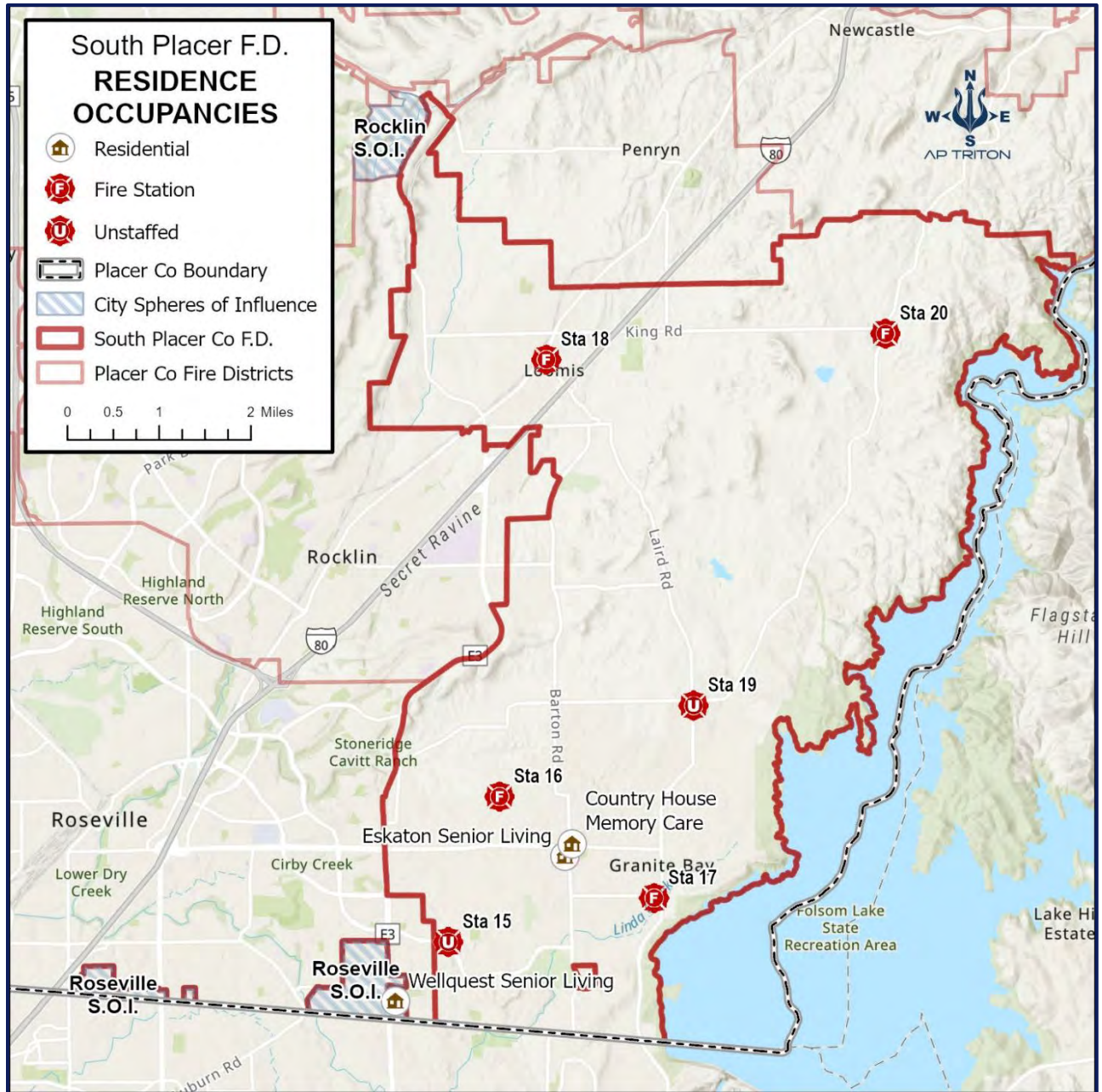
Residential properties create a higher risk for occupants than most commercial buildings. Most fire fatalities occur in these locations and represent numerous risks, such as occupants with accessibility issues or structures built without fire sprinkler protection. These common areas must be inspected annually to ensure fire code compliance.

Although multifamily housing has fewer fires caused by electrical or heating malfunctions, the risk of cooking fires is twice the rate of other building fires. Updated building and fire codes now require these buildings to have a residential fire sprinkler system installed and interconnected smoke alarms in all bedrooms, hallways, and floors. These fire protection systems are designed to provide enough time for the occupants to evacuate the building.

The attics in many residential fire sprinkler installations are unprotected, creating problems when a fire reaches this location. In addition, fires can spread from exterior areas, such as when landscaping materials ignite and travel to the roof or attic. It should be noted that several multi-family residential projects are being proposed for development. This is important as it will increase the density and population in South Placer over the next several years.

As is known, with growth, the call volume will increase. Therefore, it will be essential for SPFD to monitor the development and the potential increase in call volume over the next several years. The best way to monitor this is to compare the current volume per 1,000 population. This will allow the department to ensure the call volume isn't increasing faster than the population. The following figure shows the current location for residential occupancies and senior care facilities.

Figure 140: Multifamily Occupancies



Critical Infrastructure Protected

Critical infrastructure and key resources (CIKR) explain what is crucial for a community to function in a modern economy. Critical infrastructure is defined as a sector “whose assets, systems and networks, whether physical or virtual, are considered so vital to the United States that their incapacitation or destruction would have a debilitating effect on security, national economic security, national public health or safety, or any combination thereof.”

There are sixteen defined Critical Infrastructure Sectors (CIS):

- Chemical Sector
- Financial Services Sector
- Commercial Facilities Sector
- Food & Agriculture Sector
- Communications Sector
- Government Facilities Sector
- Critical Manufacturing Sector
- Information Technology Sector
- Dams Sector
- Nuclear Reactors, Materials & Waste Sector
- Defense Industrial Base Sector
- Transportation Systems Sector
- Emergency Services Sector
- Healthcare and Public Health Sector
- Water & Wastewater Systems Sector
- Energy Sector

Only some of these sectors are represented in the SPFD service area. However, each community must determine critical infrastructure locations and develop pre-incident plans for responding personnel.

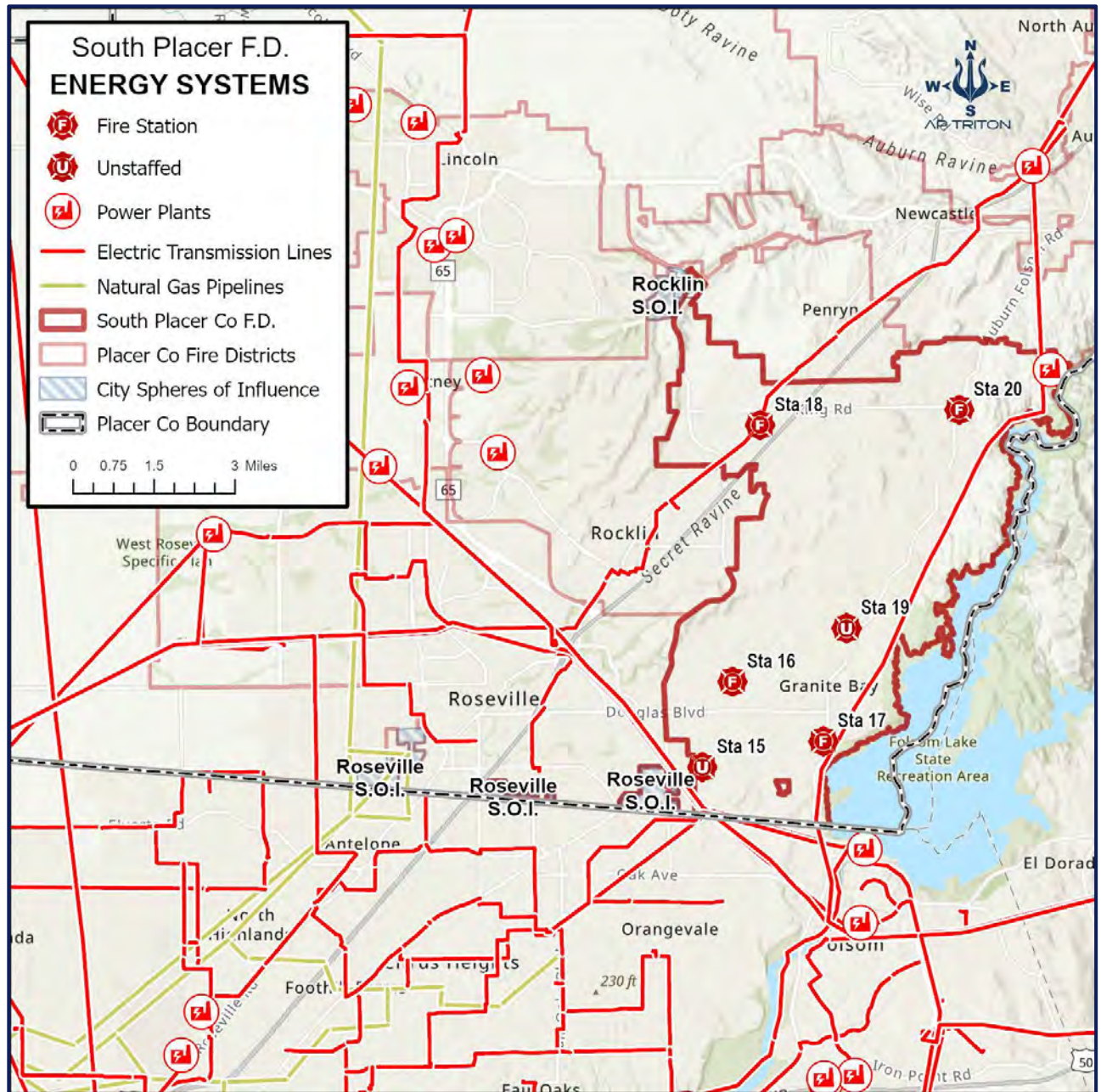
Other buildings to consider as target hazards include occupancies with a potential for a significant loss of life, such as places of public assembly, schools and childcare centers, medical and residential care facilities, and multifamily dwellings. Other considerations include buildings with substantial value to the community—economic loss, replacement cost, or historical significance—that, if damaged or destroyed, would have a significant negative impact. Responses to target hazards may require numerous SPFD resources and mutual aid during an incident.

Energy

The use of electrical power is required for many day-to-day activities. The need for electricity requires lines throughout the district and can be broken down into a distribution network. Within the district's response area, multiple high voltage supply lines transverse SPFD and mainly run along Folsom Lake with a maximum of 115 kV. There is another high-voltage line between Folsom Dam and Roseville and Rocklin, close to the northern part of the SPFD response area.

Western Electricity Coordinating Council runs this line and is a maximum of 230 kV. No significant natural gas transmission lines pass through the district. Pacific Gas & Electric Company operates the high voltage line for electrical services and is the natural gas service for the SPFD response area.

Figure 141: Electrical Transmission Lines



Transportation Network

Most of the transportation network consists of collector streets fed by residential roads throughout SPFD. These roads provide interconnectivity for emergency responders, but many cul-de-sacs could impact response if the roads are impassable during an evacuation. In addition, these roads may be narrow in some areas and should be identified to prevent a slow response.

It is unknown how many of these are trucks transporting hazardous materials. The most severe traffic accidents in the area have been on St Route 65 and Interstate 80.

Figure 142: Traffic Areas

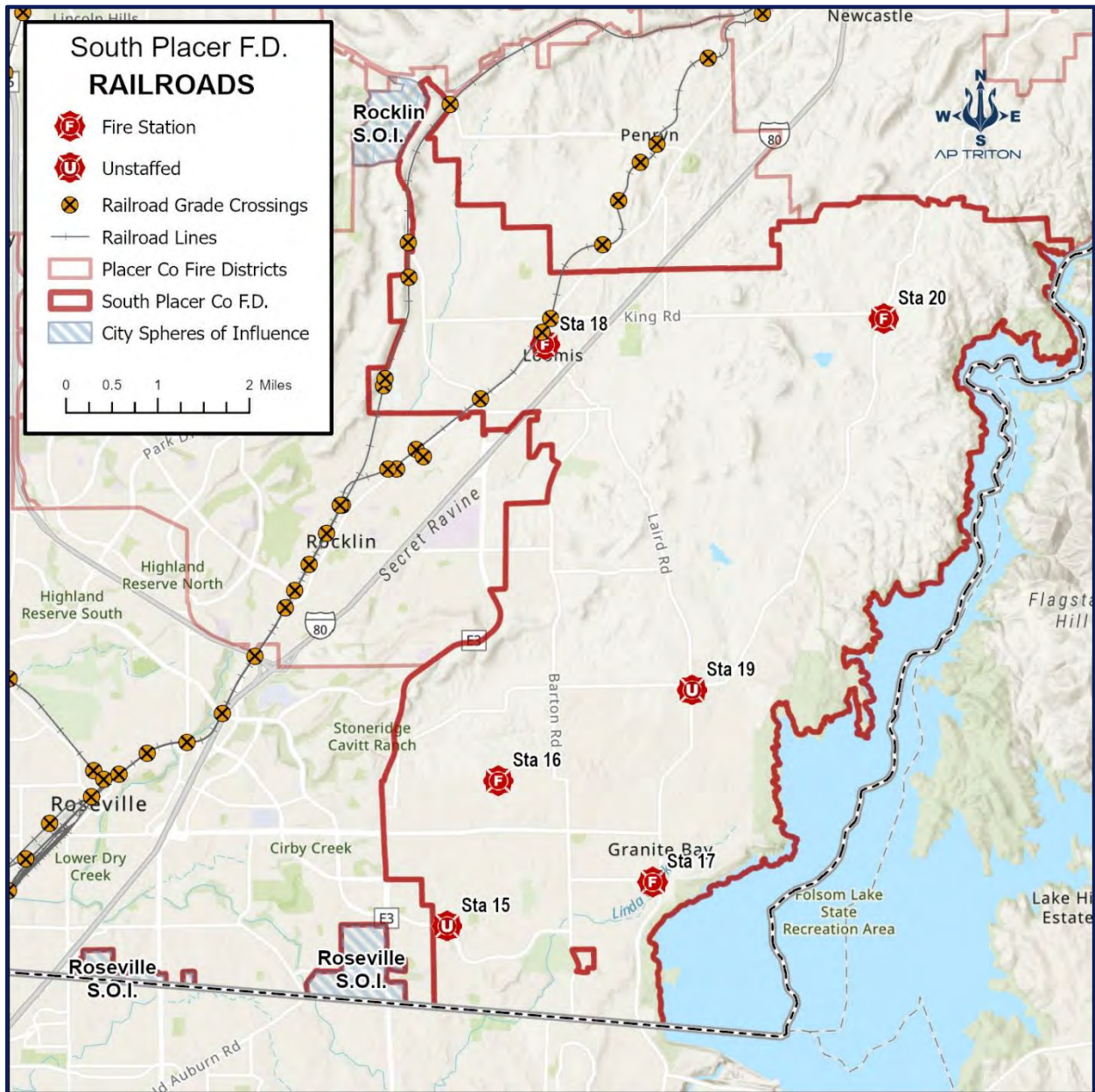
Location	Average Annual Daily Traffic–Vehicles	Average Annual Daily Traffic–Trucks
Junction Route 65 and Interstate 80	142,000	8,776
Atlantic Street and Interstate 80	114,000	6,566
Riverside Drive and Interstate 80	198,000	9,148
Sierra College Blvd. and Interstate 80	87,000	6,943

Rail

The Union Pacific Railroad (UP) operates the mainline that travels through SPFD's response area. There are numerous crossings within the service area. The response area has approximately 15–20 trains passing through daily. There is also an Amtrack line close to the SPFD response area and uses the UP line during certain times. The trains travel from Sacramento to Reno each week, carrying everything from cargo to passengers.

The following figure shows the various rail lines running through the SPFD service area.

Figure 143: SPFD Railroads

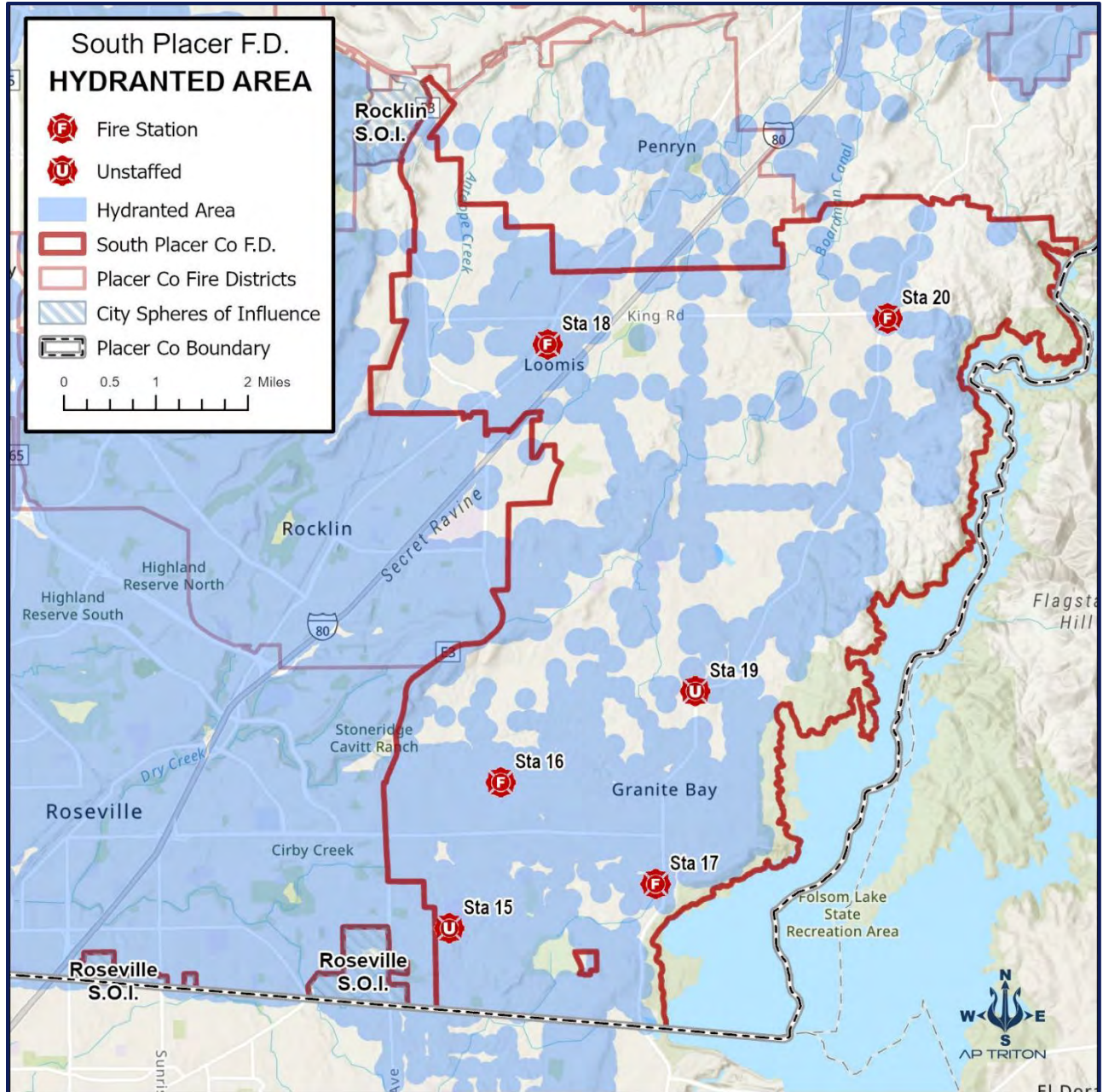


Water Supply

Without an adequate water distribution and storage system, it will be challenging, at best, to control and extinguish fires. To alleviate this problem, a system of well-distributed hydrants and properly sized water mains are necessary to provide sufficient water for fire ground use.

Two water companies provide water for fire protection services for SPFD. The San Juan Water District provides water for the Granite Bay area boundaries, and the Town of Loomis and other areas are supplied with water from the Placer County Water Agency. Each water company repairs hydrants on its water systems.

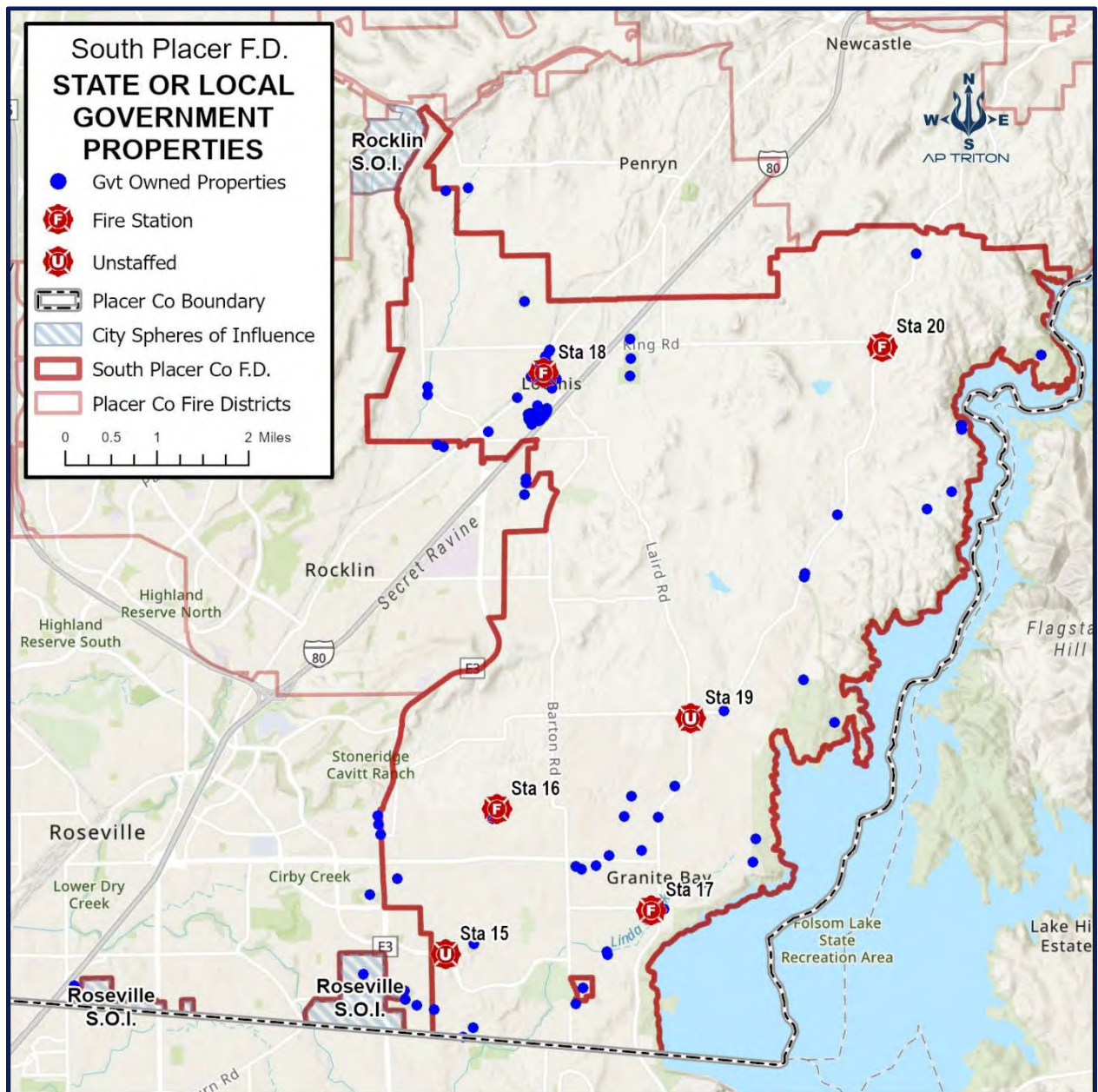
Figure 144: Hydrant Map



Governmental Facilities

Governmental buildings and parcels are typically located close to their community to provide access and properly manage public services. The buildings are considered a part of the critical infrastructure necessary to provide services by local, state, or Federal agencies. These facilities are necessary for essential public services to be delivered effectively and efficiently. These locations may also be seen as a target of opportunity for an act of terrorism. The next figure provides the locations of government-owned parcels in SPFD's service area.

Figure 145: Government-Owned Parcels



Risk Classification

Risk Assessment Methodology

Developing a risk score to determine risks in a community is necessary to provide an organization with a method for creating response protocols for an incident. The Three-Axis Heron model establishes a score by reviewing probability, consequence, and impact factors and assigning a score between 2–10 in each category.²⁴ A description of the incident types for each risk is located in an appendix of this report.

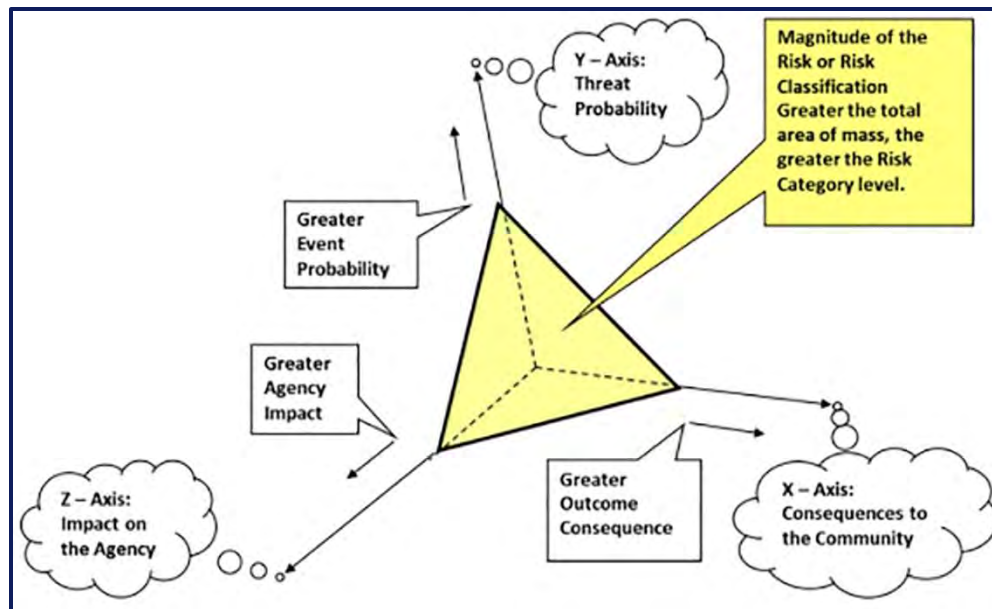
Use of the Three-Axis Heron Formula includes the following equation:

$$\text{Risk} = \sqrt{\frac{(P * C)^2}{2} + \frac{(C * I)^2}{2} + \frac{(I * P)^2}{2}}$$

The risk is graphically illustrated through a three-axis model as follows:

- P = Probability (Y-Axis)
- C = Consequences (X-Axis)
- I = Impact (Z-Axis)

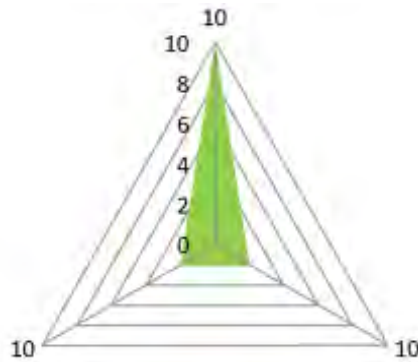
Figure 146: Three-Axis Risk Classification Process



For example, a 31-B call (BLS response low) can be used. The likelihood (probability) of this occurring would be high (it occurs multiple times every day), a factor of 10. The consequence would be minor (affects one person) by a factor of 2. The impact on the district's ability to respond would be minor (one crew) by a factor of 2. Using the calculator, here is what it looks like: Heron's formula value is 20.2. This equates to a "Low Risk" incident.

Figure 147: Risk Score

Probability = 10 Consequence = 2 Impact on District = 2



Different criteria were evaluated to create a numeric value for each axis. The three-axis scoring methodology uses the square root of each risk element to determine the "surface area." The Magnitude of the Risk or Risk Classification is based on the greater the total surface area of mass, the greater the surface area of the Risk Category level. The scores from this method indicate the risk level associated with certain incident response types. The scores are sorted into three risk classifications: Low, Moderate, and High. The following figure demonstrates the score range for each type.

Figure 148: Three-Axis Scoring Ranges



Probability

Probability is the likelihood of an incident occurring in the community over time. This axis reflects the probability of a particular type of incident occurring (contributing to the risk level). Many factors are considered, such as time of day, location, hazard present, the season of the year, building construction and maintenance, demographic factors and more. It can range from a rare event to one that occurs often.

Figure 149: Probability or Likelihood Occurrence

Score	Category	Probability or Likelihood
2	Minor	Unlikely: < 0.02% of total call volume. Expected to occur rarely
4	Low	Possible: 0.02%–0.07% of total call volume. Occurs rarely
6	Moderate	Probable: 0.07%–0.3% of total call volume. Occurs monthly
8	High	Likely: 0.3%–2% of total call volume. Expected to occur multiple times weekly
10	Extreme	Frequent: > 2% of total call volume. Expected to occur one or more times daily

Consequence

The consequence of an incident can vary from minor casualties to severe impacts that may destroy historical or major facilities in the community and create a large loss of employment or life.

Figure 150: Consequence to the Community

Score	Category	Consequence to the Community
2	Minor	1–2 people affected (injuries/deaths). < \$10,000 loss
4	Low	3–4 people affected (injuries/deaths). < \$500,000 loss
6	Moderate	5–50 people affected (injuries/deaths). \$500,000-\$1,000,000 loss
8	High	51–100 people affected (injuries/deaths). \$1,000,000–\$5,000,000
10	Extreme	> 100 people affected (injuries/deaths). > \$5,000,000 loss

Impact

The third factor in determining the risk is the fire district's impact and the critical tasking needed to control or mitigate an incident. This includes the number of emergency responders and apparatus available internally or from external agencies. It measures the district's ability to respond to a given risk or incident, while providing service to the remaining parts of the district.

Figure 151: Impact on Operational Forces

Score	Category	Impact on Operational Forces
2	Minor	≥ 90% Remaining Apparatus/Crews
4	Low	≥ 75% Remaining Apparatus/Crews
6	Moderate	≥ 50% Remaining Apparatus/Crews
8	High	≥ 25% Remaining Apparatus/Crews
10	Extreme	< 25% Remaining Apparatus/Crews

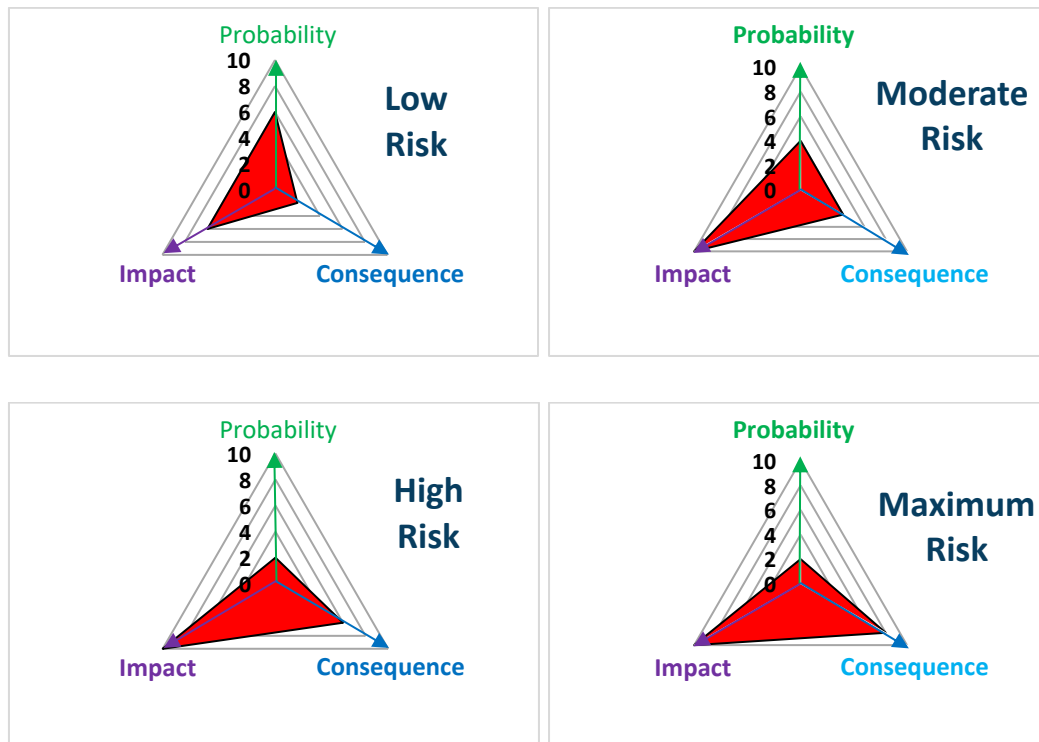
Fire Response

SPFD is the primary provider of prevention or mitigation of fire-related incidents. These range from low-risk incidents such as a vehicle fire, to a maximum risk for a fire involving a school. Fire risks for a vehicle fire are considered low compared to a maximum risk for a school that houses students. This scoring is applied to four different categories of fire incidents in SPFD's district to provide staffing needs to meet critical tasks on the fire ground. The following figures provide the risk score and classifications assigned to each type of fire risk in SPFD.

Figure 152: Fire Response Risk Assessment

Description	Low			Moderate			High			Maximum		
Risk Score	P	C	I	P	C	I	P	C	I	P	C	I
	6	2	6	4	4	10	2	6	10	2	8	10
Score Assigned:	28.14			41.57			44.09			59.40		

Figure 153: Fire Risk Classifications



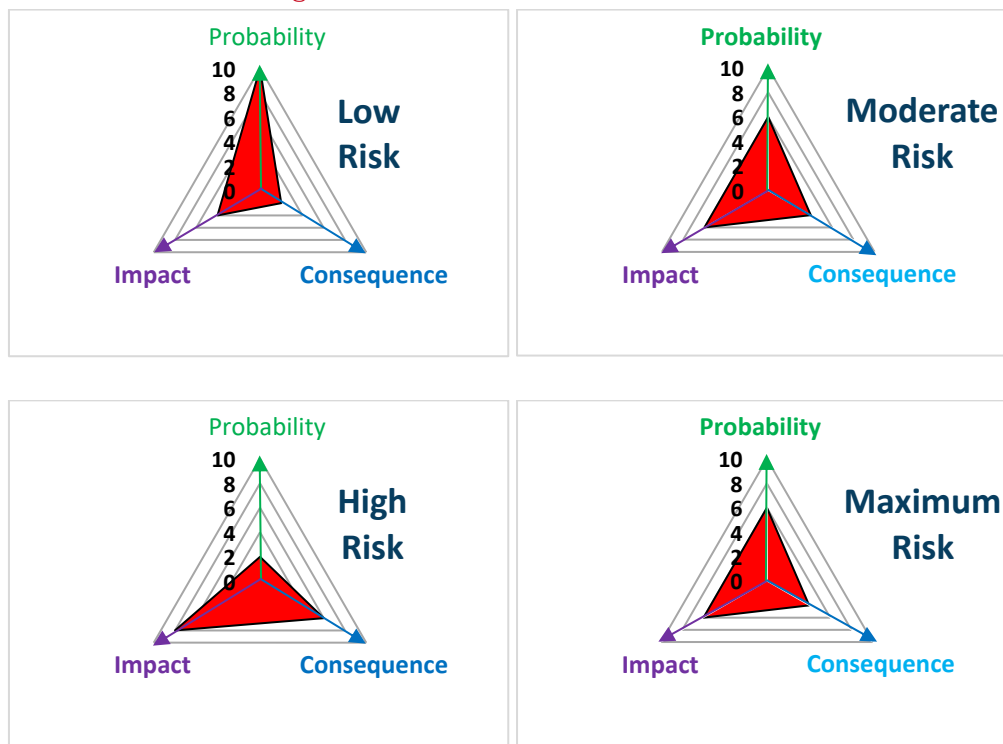
Emergency Medical Services

SPFD provides advanced life support emergency medical care in its service area but does not offer transport services. Low-risk incidents range from a medical assist to a maximum for an active shooter. The following figures provide the risk score and classifications assigned to each type of EMS risk in SPFD.

Figure 154: EMS Response Risk Assessment

Description	Low			Moderate			High			Maximum		
	P	C	I	P	C	I	P	C	I	P	C	I
Risk Score	10	2	4	6	4	6	2	6	8	2	8	10
Score Assigned:	32.12			34.99			36.80			59.40		

Figure 155: EMS Risk Classifications



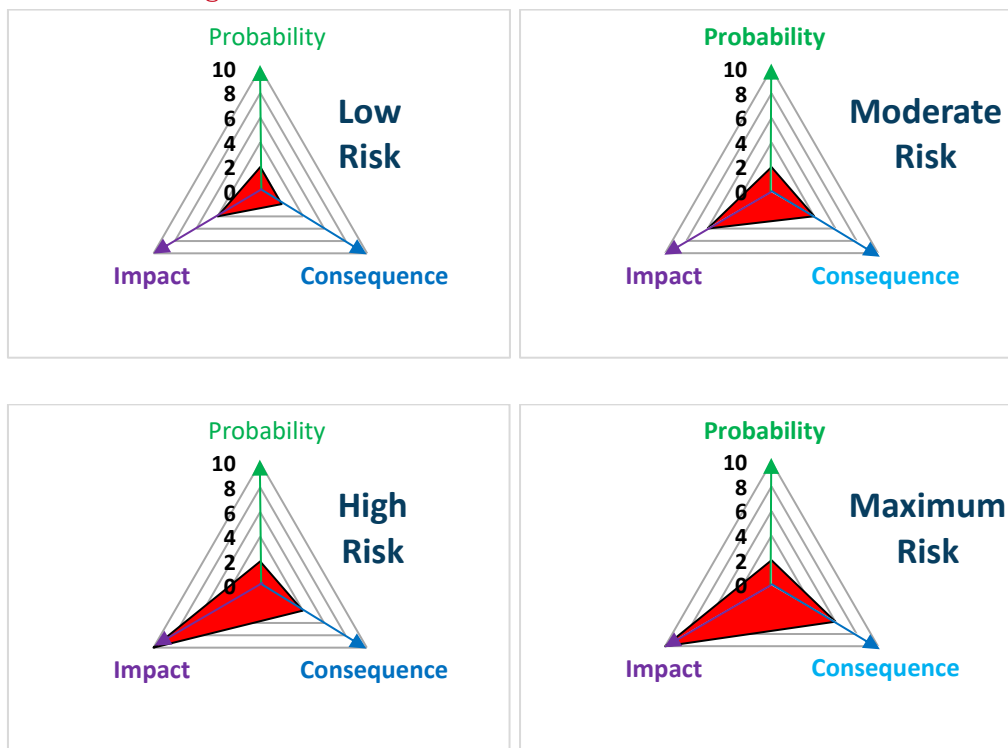
Technical Rescue

Rescue services can vary from a low-risk incident, such as accessing a locked vehicle with a child inside, to a confined space incident (maximum) that potentially requires many personnel to mitigate the incident. The following figures provide the risk score and classifications assigned to each type of technical rescue risk in SPFD.

Figure 156: Technical Rescue Response Risk Assessment

Description	Low			Moderate			High			Maximum		
	P	C	I	P	C	I	P	C	I	P	C	I
Risk Score	2	2	4	2	4	6	2	4	10	2	6	10
Score Assigned:	8.49			19.80			32.10			45.52		

Figure 157: Technical Rescue Risk Classification



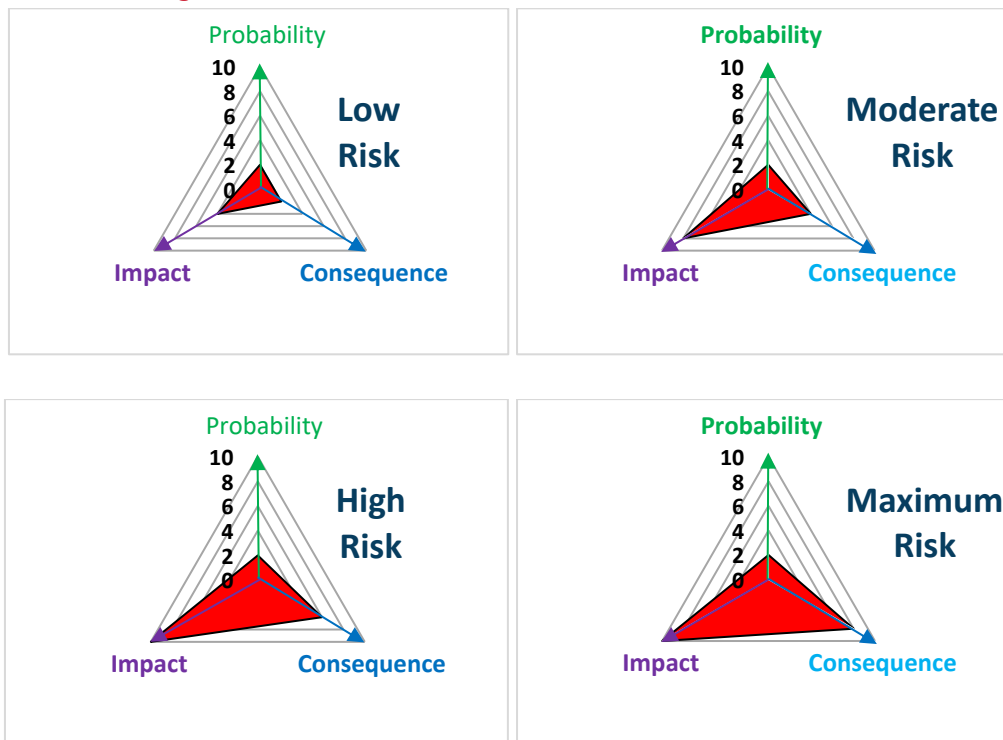
Hazardous Materials

Hazardous materials responses can vary from low-risk odor investigations to the maximum risk for a fuel tanker fire in higher-population areas. Most of these incidents can be managed by SPFD, but higher risks may need assistance from outside resources. The following figures provide the risk score and classifications assigned to each type of hazardous materials risk in SPFD.

Figure 158: Hazardous Materials Response Risk Assessment

Description	Low			Moderate			High			Maximum		
	P	C	I	P	C	I	P	C	I	P	C	I
Risk Score	2	2	4	2	4	6	2	4	10	2	6	10
Score Assigned:	8.49			19.80			32.10			45.52		

Figure 159: Hazardous Materials Risk Classifications



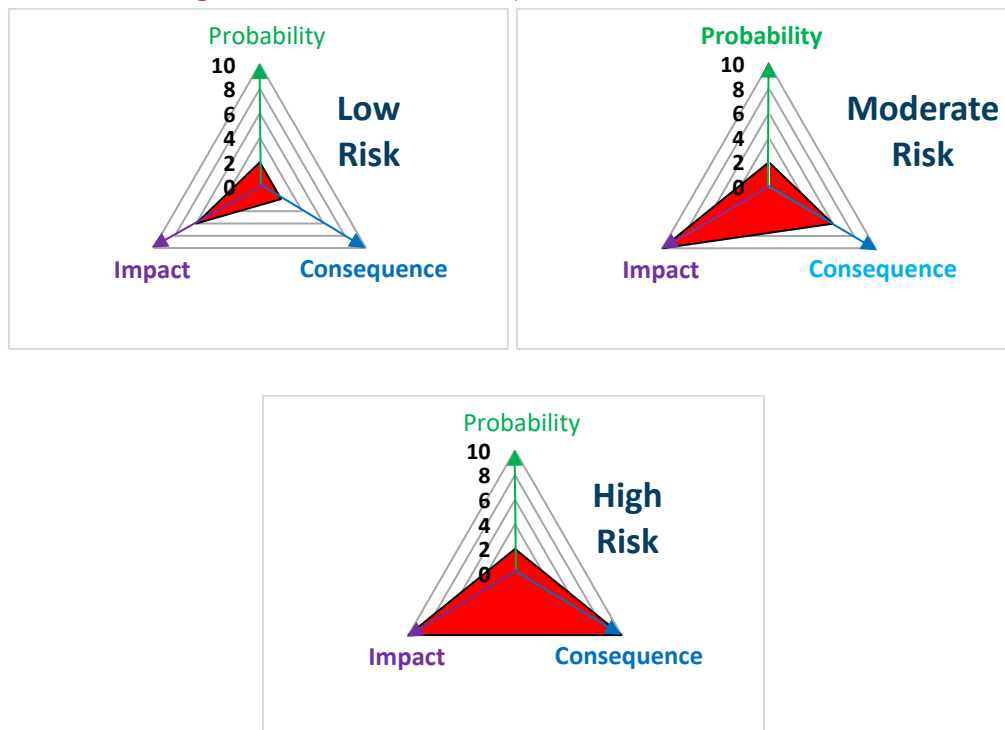
Wildland Fires

The types of wildland fire risks vary from small grass fires to large forest fires requiring many internal and external resources. The following figures provide the risk score and classifications assigned to each type of wildland fire risk in SPFD.

Figure 160: Wildland Fire Response Risk Assessment

Description	Low			Moderate			Maximum		
	P	C	I	P	C	I	P	C	I
Risk Score	2	2	6	2	6	10	2	10	10
Score Assigned:	12.33			45.52			73.48		

Figure 161: Wildland Response Risk Classification



Comparison of Fire Risk in Other Communities

Fire Loss

In 2020, fire districts responded to more than 1.4 million incidents in the United States that caused 3,500 civilian fire fatalities and over 15,200 civilian fire injuries. Property damage was estimated at more than \$21.9 billion. NFPA reported that 64% of the fire deaths occurred in one or two-family dwellings. In addition, the report stated that \$4.2 billion of property fire losses occurred in California from wildland-urban interface incidents.

Figure 162: SPFD Fires per 1,000 Population

Year	SPFD Fires per 1,000 Population	U.S. Fires per 1,000 Population ²⁵
2018	—	4.1
2019	1.4	4.0
2020	1.4	4.3
2021	1.4	N/A*

*Data not available

Insurance Services Office

The Insurance Services Office, Inc. (ISO®) is an independent organization that collects and analyzes data from fire districts in communities throughout the United States to determine rates for fire insurance. According to their report, the ISO's Public Protection Classification program, or PPC, "is a proven and reliable predictor of future fire losses." Therefore, commercial property insurance rates are expected to be lower in areas with a lower (better) ISO PPC Class rating.

The ISO Fire Suppression Rating Schedule (FSRS) measures four primary elements of a community's fire protection system: *Emergency Communications* (max 10 points), *Fire Department* (max 50 points), *Water Supply* (max 40 points), and *Community Risk Reduction* (max 5.5 points), for a possible maximum of 105.5 points. ISO then assigns a grade using a scale of 1 to 10, with Class 1 representing the highest degree of fire protection and Class 10 designating a fire suppression program that does not meet ISO's minimum criteria.

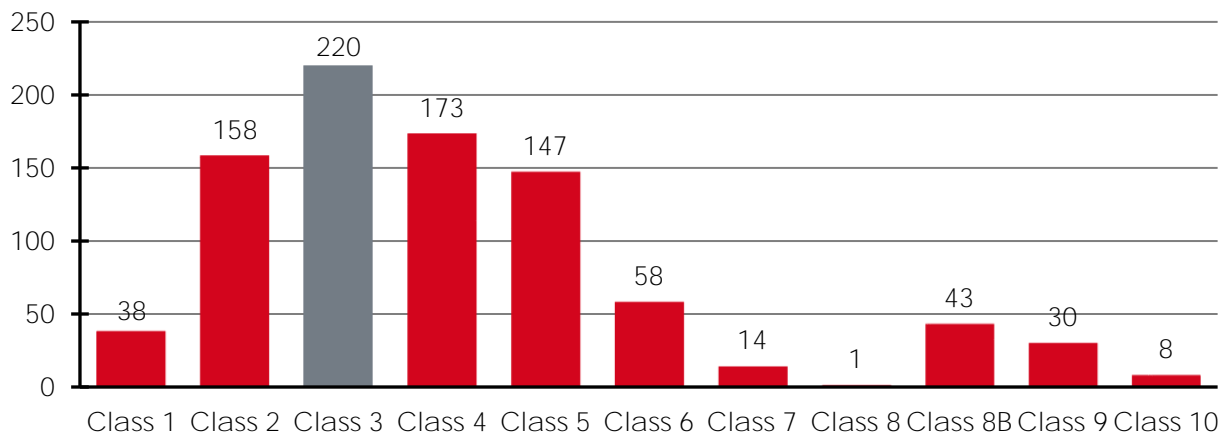
In 2018, the SPFD received a Class 3/3Y rating from ISO, one of 220 in California. However, as noted in the current Public Protection Classification Summary Report, several areas for improvement exist.

Credit for Ladder service only received 1.58 credits out of 4 under the Fire Department and a 3.98 for deployment analysis out of 10. Company personnel received 5.13 out of 15. Under the water supply, the credit for inspection and testing was 3.16 out of 7. Each area should continue to receive attention to increase the credits available to improve the current classification. The following figure shows the credits earned and available for SPFD in the most recent inspection.

Figure 163: ISO Earned & Available Credits

ISO Feature	Earned Credit	Available Credit
Community Risk Reduction	3.78	5
Emergency Communications	8.79	10
Fire Department	33.51	50
Water Supply	30.05	40
Divergence	-1.62	—
Total:	74.51	105.5

Figure 164: California ISO Classification



Section IV: FINDINGS & RECOMMENDATIONS

Findings

Management Components

- The Fire Chief and administrative staff provide numerous opportunities for internal communication and open dialogue.
- The SPFD does not conduct community surveys, or regular customer satisfaction surveys.
- The SPFD does not currently produce a community newsletter.
- The district is in the process of developing a formalized policy and procedure manual, however, Standard Operating Guidelines (SOGs) have not been completed.

Planning for Fire & EMS

- The SPFD does not have a documented succession plan.

Emergency Medical Services

- A Division Chief provides oversight of EMS logistics and is supported by a staff engineer who uses Microsoft Excel for inventory control measures.
- In 2022, SPFD introduced an electronic narcotic inventory control and tracking system.
- SPFD paramedics are trained in the "Handtevy" method in calculating pediatric drug dosages.
- PCSO does not currently utilize MPDS. In this case, dispatchers do not make a response type determination; they do not differentiate between response level, capability, clinically indicated response resource, priorities, or rationale.
- In a fragmented system, AMR provides ALS response and transportation services to the Town of Loomis, and SPFD provides ALS response and transportation services to Granite Bay.
- A significant disparity was discovered with the execution of the Automatic Aid agreement. In 2022, SPFD provided aid in the Town of Loomis 473 times compared to AMR provided aid 36 times.
- SPFD experienced a 9% increase in call volume in 2021 from 2022.

Training & CME

- The combined annual education and training budget is \$35,000.
- Office space and equipment at the training facility are inadequate and limited to one classroom and a portable building.
- With the assistance of a goal steward team, SPFD identifies annual training goals and objectives.
 - SPFD training facilities lack adequate office and classroom space.
 - SPFD training tower is a three-story, standalone masonry construction but lacks the ability for live fire training.
 - SPFD lacks adequate, up-to-date EMS supplies and equipment dedicated to the training center.
 - SPFD achieves a wide variety of training competencies internally. The members of SPFD are appropriately CICCS (California Incident Command Certification System) qualified.
 - SPFD training officer works closely with internal subject matter experts to achieve a minimum of 240 training hours annually for each member.
 - An annual Training Plan will be available to all personnel through the district's Intranet site.
 - The district does not have a well-defined special operations program, including hazardous materials response and technical rescue.
 - The district has not established a mentoring program or a succession plan.

Service Delivery & Performance

- SPFD Operates a staffing pattern of two, three, or four personnel per company per staffed fire station.
- Though SPFD monitors turnout time and response time, neither is tied to an adopted standard or performance objectives.
- Service demand and system analysis for 2020 and 2021 may be driven by the COVID-19 pandemic and associated societal measures taken to prevent its spread. The research indicated a moderate change in the utilization of emergency services. It is supposed that many people were reluctant to call for medical aid, leave their homes, or travel during the pandemic. As a result, incident volumes for these years may not be what agencies might expect in less restrictive times. For this reason, further evaluation is warranted as non-pandemic data becomes available.

- The incident volume indicated a minor dip during 2020, with a rebound in 2021 to levels above the pre-COVID-19 pandemic years. However, the number of responses may change significantly as the community continues to recover.
- SPFD appears to have a slight seasonality with incident volume with the more active months during the summer.
 - Approximately 70% of all incidents happen between the hours of 8:00 AM and 8:00 PM. This appears to be consistent each day.
 - The center of the district is underserved, and it will be difficult for SPFD personnel to arrive within an actionable amount of time during a true emergency.
 - Due to several changes in deployment model during the study period, unit incident volumes are difficult to determine.
 - The incident volume is within manageable ranges for the units in service.
 - Call processing is completed within 1 minute, 33 seconds or faster 90% of the time.
 - Turnout time is completed in 2 minutes, 6 seconds or faster 90% of the time.
 - First due apparatus travel time is 6 minutes, 59 seconds or faster 90% of the time.
 - First due total response time is 9 minutes, 16 seconds or faster 90% of the time.
 - The travel time to the hospital is 20 minutes, 20 seconds or faster 90% of the time.
 - The wait time at hospitals for ambulance crews is 1 hour, 35 minutes or faster 90% of the time.
 - With the data available, the SPFD ambulance responds into the Town of Loomis and surrounding private ambulance service area for almost one-third of the medical incidents in the town.
 - EMS transports dropped in 2020 and have returned to pre-2020 levels in 2022.

Life Safety

- The district's current weed abatement program is only initiated upon receiving a citizen complaint.
- The district previously had a pre-fire incident program; however, it is currently being updated or maintained.
- Since 2021, new construction projects in the district have seen a significant increase, exceeding 500%.
- The district's Community Wildfire Protection Plan (CWPP) was last completed in 2011 by the County, and it did not cover all areas within the SPFD response area.

- The district lacks a community risk reduction plan and does not have defined program outcome goals in place.
- The district's prevention staffing consists of the Fire Marshal and an administrative assistant/inspector, who serves both the EMS Division and the Prevention Division.

Dispatch/Communications

- Placer County Dispatch is operated by the County of Placer and the Placer County Sheriff's Office (PCSO). SPFD has limited input and operational control of dispatch procedures.
- Call volumes for the fire agencies dispatched by Placer Dispatch show South Placer as the largest fire agency. Except for 2020, there has been a steady increase in dispatched event volume.
- Placer County Dispatch uses Priority Dispatch's EMD software. QA audits are completed on 15% of the calls.
- Between 1400 and 1500 hours, the call answer compliance drops below 90%. The monthly average shows compliance well above the 90% mark.
- Placer County Dispatch was down ten positions as of the 2nd quarter of 2023. There is a staffing crisis in dispatch centers throughout California and the United States.
- The dispatch center's operational policies and training manual do not have specific topics related to fire dispatch.
- The HVAC system has economizers that can be closed to shut off outside air and recirculate inside air, but it must be done by building maintenance personnel.
 - Dispatch does not have a centralized backup dispatch center. They can dispatch from two locations, one on the west slope and one in the Tahoe Basin.
 - There are five different CAD systems in the dispatch centers in Placer County, and they need a shared database or connectivity.
 - No agency has implemented Automatic Vehicle Location (AVL) systems on their vehicles. Dispatch recommendations are based on station response order.

Finance

- The South Placer Fire District is funded by property taxes, a \$70 per parcel special tax applied to Division 2 parcels and a special benefit assessment averaging \$384 per parcel applied to Division 1.
- The Division 2 special tax was enacted in 1981 but did not include a provision allowing for the growth of the parcel tax as inflation increased costs to provide services.
- A 2022 effort to provide such a provision was defeated by the voters resulting in the closure of Stations 19 and 15, reduction of 6 FTE positions, and the removal of the truck company from service.
- Annual payments on the CAL PERS unfunded actuarial liability are forecast at \$930,000 annually or approximately 6.25% of the total revenue of the district.

Recommended Short-Term Strategies

Based on the analysis and considering community expectations, recommendations are offered to assist the district with long-range planning and improve the delivery of fire and emergency services to the community. Triton does not expect that SPFD will implement all recommendations in the short term. Some may wait until economic conditions allow their implementation. However, all the recommendations offered chart a course to improved capability and service. The recommendations are described as goals and should be implemented as funding allows. Each will improve SPFD's ability to provide effective service to the community.

The short-term strategies listed in this report are a compilation of the recommendations aimed at improving the current conditions and levels of protection over the next one to two years.

Recommendation A-1: Complete a 3–5-Year Strategic Plan.

Description: SPFD does not have a 3–5-year strategic plan. This guiding document will help identify immediate and longer-term strategies and related costs to address any challenges faced by the department. This document can also help maintain the consistency of improvement during staffing changes.

Outcomes: An adopted, published, and managed strategic plan.

Estimated Cost: Costs will vary depending on the approach adopted. If a consultant is used the cost could be upwards of \$25,000.

Recommendation A-2: Develop and Distribute a Community Newsletter.

Description: The SPFD should develop and distribute a regularly recurring newsletter to the community. A newsletter keeps the community informed of the things going on in the organization like new hires, promotions, district programs, and specialized equipment. A newsletter can provide the times and dates of important upcoming events, as well as timely, and topical public information related to fire safety, extreme weather preparedness, fall prevention, and any number of other relevant topics.

Outcome: Greater public engagement, and a deeper understanding of the SPFD and the role it plays in the community.

Estimated Cost: Costs will vary depending on the frequency and method of newsletter distribution. At a minimum, staff time will be required. Additional costs may be incurred for any outside or third-party services.

Recommendation A-3: Develop a Customer Satisfaction Survey Process.

Description: The SPFD should develop and process and method to periodically survey a sample of customers about their experience and satisfaction with the service provided by the SPFD.

Outcome: Customer satisfaction surveys are an excellent tool and would give the SPFD and its governing body a deeper understanding of the community, and the effectiveness of the organization in meeting their needs. Satisfaction surveys can help build a rapport with the community and provide the organization with insight into what is working, where corrective action may be necessary, and even help discover fresh new ideas to better meet the customer's needs.

Estimated Cost: Costs will vary depending on the frequency and method of survey distribution. At a minimum, staff time will be required. Additional costs may be incurred for any outside or third-party services.

Recommendation A-4: Review Incident Data Annually.

Description: The potentially distorted data during the COVID-19 pandemic years, trends, and predicted demand may be flawed. It is essential to understand the full effect of the pandemic on service delivery, and that will only be possible with continued analysis. Evaluating demand, service types, and other information annually until the pandemic-specific effects are fully accounted for and understood is critical. Until that effect is fully understood, the analytics created using the pandemic-era data have the potential to be misleading.

Outcomes: Creating an understanding of the pandemic era effect on, and creating appropriate adjustments to, service delivery and performance analytics.

Estimated Cost: Costs will vary depending on the approach adopted. At a minimum, staff time will be required. Additional costs may include training, increased staff levels, compensation, equipment, or fees paid to outside vendors.

Recommendation A-5: Consider purchasing software to aid in the logistical support of EMS supplies.

Description: Currently, a Fire Engineer uses Microsoft Excel to track equipment, medication, and various EMS supplies and equipment.

Outcome: Technological advances have come a long way, and utilizing logistical tracking software will provide a streamlined and accurate system for tracking and ordering, and efficiency of operations.

Estimated Cost: Staff time to research the various options. Once a product is chosen, the initiation cost and annual fees must be considered.

Recommendation A-6: Petition the EMS agency to expand the district's ALS ambulance coverage to the Town of Loomis.

Description: SPFD provides ALS response (like Granite Bay) and ambulance transportation to the Town of Loomis; however, AMR has been grandfathered to provide ALS and BLS response and transportation services to the Town of Loomis. This is a fragmented system that could be managed entirely by the district.

Outcome: Since the Town of Loomis and Granite Bay are neighboring jurisdictions and within the district boundaries of SPFD, the expansion would result in a seamless operation with greater interoperability if SPFD provided ALS/BLS response and transport capabilities to each community. If SPFD provided full service to both jurisdictions, boundary drops and sending the closest available unit could be enacted, thereby improving response times and interoperability.

By consolidating ambulance transports under the SPFD authority, the community can expect several improvements in emergency medical services:

1. **Faster Response Times:** With a centralized system, dispatchers can efficiently allocate the closest available ambulance to an emergency, reducing response times crucial for life-threatening situations.
2. **Improved Coordination:** A unified approach ensures seamless coordination between paramedics, firefighters, and EMTs, resulting in more effective and well-coordinated patient care.

3. **Enhanced Training and Standardization:** SPFD can enforce uniform training standards and protocols for all personnel involved in ambulance transport, ensuring that patients receive consistent, high-quality care.
4. **Cost Efficiency:** Streamlining services can save costs, as redundancies and inefficiencies are reduced or eliminated.

Benefits to the Community

The transition of ambulance transport to SPFD control offers several benefits to the residents of South Placer Fire District:

1. **Increased Reliability:** The community can trust a reliable and consistent emergency medical response system, knowing that SPFD is responsible for ambulance services.
2. **Improved Patient Outcomes:** Faster response times and better coordination among emergency responders can improve patient outcomes, particularly in critical situations.
3. **Community Involvement:** The community now has a direct stake in managing and overseeing ambulance services through their elected representatives in the SPFD board, fostering a sense of ownership and accountability.
4. **Accountability and Transparency:** The SPFD can provide regular reports and updates on ambulance services, ensuring transparency and accountability in allocating taxpayer funds.

Estimated Cost: The average cost of a fully ALS-outfitted ambulance can be more than ~\$300,000 (this includes an automatic battery-operated gurney, drug box, cardiac monitor, and many other critical inventory items). If staffing with two Firefighter/Paramedics, the cost would be based on their annual salary and benefits listed at \$109,355. If staffing with a Firefighter/Paramedic and an apprentice, the annual salary and benefits for an apprentice is listed at \$54,926. Two Firefighter/Paramedics would cost ~\$218,710 per shift. Staffing with one Firefighter/Paramedic and one apprentice would cost ~\$163,831 per shift.

Figure 165: Costs to Expand the District's ALS Ambulance Coverage to the Town of Loomis

Expenditures	2 FF/PMs	1 FF/PM 1 Apprentice
FF/PM Salary	142,042	71,021
Apprentice Salary	—	43,680
<hr/>		
Total Salaries	142,042	114,701
Worker's Comp	14,090	11,378
Medicare Tax @1.45%	2,060	1,663
Pension	20,722	15,493
Insurance Costs	38,400	19,200
Deferred Comp	1,200	1,200
Other	196	196
Total Costs Per Shift	218,710	163,831
Number of Shifts	3	3
Costs to Staff a Medic Unit Full Time:	\$656,130	\$491,493

Recommendation A-7: Increase EMS training to mirror the National Registry requirements.

Description: The National Registry of Paramedics (NRP) Paramedic National Continued Competency Program (NCCCP) requires 60 hours of continuing education to recertify.

This training is broken down into three components: (1) a national component, (2) a local/state component, and (3) an individual component. SPFD can increase the number of EMS training hours required to mirror this National Standard with minimal cost by utilizing the built-in features of Vector Solutions, formerly Target Solutions.

Outcomes: The National Registry of Paramedics is a framework that can be implemented. The additional CME hours only strengthen field personnel's educational base. Lastly, the additional hours are a cushion for the required 48 hours and meet minimum standards for paramedics to recertify their national registry.

Estimated Cost: Staff time to schedule and provide additional CME hours. Generated classes can be updated bi-annually with minimal changes necessary once complete.

Recommendation A-8: Hire an additional Inspector in the Prevention Division.

Description: The district needs to hire an additional Inspector for the Prevention Division. The workload justifies the need for additional staffing. Also, the current staffing does not meet the minimum based on NFPA 1730.

Outcomes: This will allow SPFD to focus on the new construction demand while also allowing the district to increase its capability to work on a much-needed risk of the weed abatement program. Should new construction slow down, the staff will have more than enough to do with public education and possibly work on a CWPP.

Estimated Financial Cost: The financial impact will be the salary and benefits of one Inspector.

Figure 166: Costs Related to Hiring a New Inspector

Description	Cost
Fire Inspector I	75,051
Benefits	36,440
Total Personnel Costs:	\$111,491

Recommendation A-9: Revive and update the pre-fire incident program to address current needs and conditions.

Description: Modernize the pre-fire incident program with updated training, equipment, and resources to better prepare for and respond to potential fire incidents, thus mitigating fire-related damage.

Outcomes: Improved readiness, faster response times, and minimized fire-related losses.

Estimated Cost: Initial investments in program revival will be justified by reduced damage and loss in the event of a fire.

Recommendation A-10: Work with the dispatch center on comprehensive fire dispatch operational policies and training modules and ensure they are updated annually.

Description: While fire dispatching is only 5 to 20% of the work, fire dispatching is fundamentally different from law dispatching. Fire dispatching is normally more time-sensitive and requires seldom-used procedures that must be trained regularly.

Outcomes: Dispatchers will have a better understanding of fireground terminology and resources.

Estimated Cost: Staff time to understand both sides of the training—from the dispatch and field perspectives—and develop training modules.

Recommendation A-11: Seek voter approval to increase the rate of the benefit assessment for Division 2 parcels and to provide an automatic cost of living adjustment (COLA) for future years.

Description: Educate the community on the issues of not or the benefits of providing additional funding by approving an increase in the Division 2 benefit assessment.

Outcomes: Provide funding to reopen Station 19 and enhance operational staffing.

Estimated Cost: Staff time to develop the compelling argument for the public education program necessary for a successful outcome of an election and legal staff and administrative costs to hold the election.

Recommendation A-12: Increase staffing levels by two additional firefighters per shift (six total personnel).

Description: SPFD currently staffs two personnel on two engine companies and three on two others. This level of staffing negatively impacts safety, assembly of an effective response force, and crew productivity.

Outcomes: Increasing company staffing to three per engine will improve overall safety, the initial attack capability, and crew effectiveness.

Estimated Cost:

The following figure displays the estimated costs associated with increasing staffing levels.

Figure 167: Cost Estimates to Increase Staffing

Description	First Year Costs
Firefighter/Paramedic Average Pay	71,021
Workers' Compensation	7,045
Medicare	1,030
Pension	10,361
Deferred Compensation	600
Medical Insurance	10,297
Dental Insurance	7,200
Vision Insurance	1,703
Employee Assistance Program	98
Benefits	38,334
Compensation & Benefits	109,355
Pre-Employment Testing/Background	500
Uniforms	500
Structural Turnout Gear	3,000
Wildland Gear	300
Training Costs	250
Certifications	250
Other Employee Costs	4,800
Total First Year Costs per Employee:	\$114,155
Number of Employees:	6
Total Cost to Increase Staffing:	\$684,930

Recommendation A-13: Develop an annual report for the Training Division.

Description: SPFD's Training Chief is responsible for training new firefighters and conducting in-service training for each department member. Each training activity is driven by the needs of SPFD and by the regulatory requirements of external agencies. SPFD should develop an annual training report, which breaks down each area of training conducted by category and showcases the accomplishments of the training division.

Outcome: The ability to provide detailed information on the type of training provided, the total hours instructed by category, and associated costs incurred. This information could help provide an in-depth analysis for budgeting purposes, grant opportunities, and public support for various training programs.

Estimated Cost: Staff time.

Recommendation A-14: Develop a physical performance program for all SPFD personnel engaged in emergency operations.

Description: All emergency response personnel should be medically evaluated and qualified for duty by a designated physician, meeting medical requirements specified in accordance with NFPA 1582: Standard on Comprehensive Occupational Medical Program for Fire Departments (2022). SFPD should review NFPA 1582 with the medical provider to ensure that the firefighters are receiving the recommended screening tests per the schedule in the standard.

In addition, SPFD should establish and provide a health and fitness program that meets the requirements of NFPA 1583: Standard on Health-Related Fitness Programs for Fire Department Members (2022) to enable personnel to develop and maintain a level of fitness that allows them to safely perform their assigned functions.

Outcomes: Today's firefighters are considered tactical athletes and are at an increased risk for job-related illnesses, such as cancer, mental health concerns, and cardiovascular events.

By establishing a formal physical performance program, SPFD can maintain a healthy workforce by providing the most effective health screening available, and potentially reduce costs associated with on-the-job injuries or illness.

Estimated cost: Costs for pre-employment and annual comprehensive medical examinations vary depending on the provider and testing protocols. Costs to develop a health and fitness program would be related to staff time to conduct research of available programs and services, and cost to purchase equipment if needed.

Recommended Mid-Term Strategies

The mid-term strategies are progressive enhancements of the current conditions. Many will likely require three-to-five years to accomplish.

Recommendation B-1: Re-Open and Staff Station 19.

Description: The center of the district appears underserved. This is apparent in the driving time and distance from response modeling. Opening and staffing Station 19 would improve SPFD's performance in these underserved areas.

Outcomes: Improving response times and coverage within the center of the district.

The following figures demonstrate the improved 4-minute response coverage with Station 19 staffed (Figure 168) and the estimated costs associated with re-opening Station 19 (Figure 169).

It must be noted that salaries reflected in Figure 169: Cost Associated with Re-Opening Station 19 reflect average base pay and do not include specialty pay and/or incentive pay. Given that some incentives are tied to variables influenced by years of service and education level, the makeup of the department will vary from year to year. Thus, the actual cost for personnel to reopen Station 19 is subject to fluctuation from year to year. A more accurate snapshot of the actual average cost for operational personnel by position can be found on the CAL OES Annual Salary Survey.²⁶

Figure 168: 4-Minute Travel Time Distances with Station 19 Open

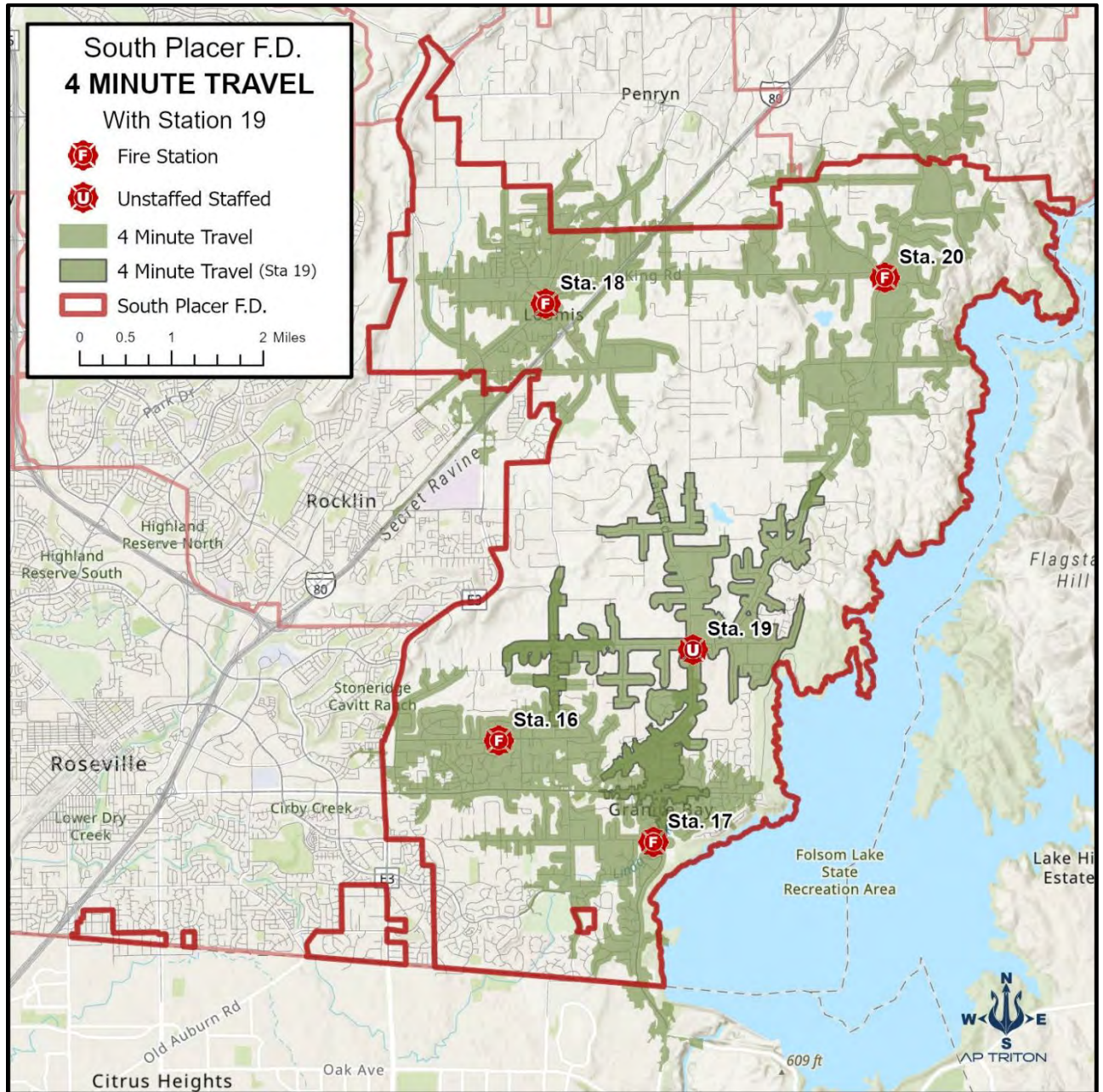


Figure 169: Costs Associated with Re-Opening Station 19

Description	Cost
Compensation	
Captains	95,198
Engineers/Operators	82,231
Firefighter/Paramedics	71,021
Total Compensation:	\$248,450
Benefits	
Workers' Compensation	24,646
Medicare @ 1.45%	3,603
Pension	44,981
Deferred Compensation	1,800
Medical Insurance	30,891
Dental Insurance	21,600
Vision Insurance	5,109
Employee Assistance Program	294
Total Benefits:	\$132,924
Total Salary and Benefits per Shift	381,374
Number of Shifts	3
TOTAL STAFFING COSTS:	\$1,144,121
Station Operating Costs	
Utilities	46,188
Equipment Maintenance	7,587
Repairs	23,500
TOTAL STATION OPERATING COSTS:	\$77,275
Other Personnel Costs	
Uniforms	3,500
Turnout Clothing Maintenance	1,250
TOTAL OTHER PERSONNEL COSTS:	\$4,750
Apparatus Costs	
Fuel	22,500
Apparatus maintenance	20,000
TOTAL APPARATUS COSTS:	\$42,500
TOTAL COST TO RE-OPEN STATION 19:	\$1,268,646

Recommendation B-2: Implement an Automatic Vehicle Location (AVL) system on all vehicles.

Description: AVL, when interfaced with the CAD system, allows the dispatchers and the CAD system to determine the exact location of all resources. CAD can then select the closest, most appropriate unit to send to an event based on parameters established by the agencies. Dispatch recommendations are currently based on station response orders.

Outcomes: The closest, most appropriate resource can be sent to all events, reducing response times.

Estimated Cost: Cost of the AVL hardware, software, and the mechanisms to connect wirelessly with the CAD system.

Recommendation B-3: Adopt Performance Objectives.

Description: Without adopted performance objectives, evaluating the effectiveness of the service provided is difficult. Performance objectives should include the total response time as the goal, as that is the customer's perception of performance. However, smaller time segment performance metrics also help management understand how each action affects the overall performance objectives.

Outcome: Transparency in service provision and reportable performance inputs. Complete understanding of the service provided by SPFD.

Estimated Cost: The systems appear in place for some of the analysis. However, additional costs may be incurred if the current data analytic tools available to the agency are not sufficient for the task.

Recommendation B-4: Develop and Adopt a Succession Management Plan.

Description: The SPFD should develop and adopt a comprehensive workforce development and succession management plan for all administrative, management, and leadership positions.

Outcome: A comprehensive workforce development and succession management plan will help ensure the organization prioritizes employee development and proactively nurtures a pipeline to attract the best possible candidates and retain and prepare those individuals best suited to lead.

Estimated cost: Costs will vary depending on the approach adopted. At a minimum, staff time will be required. If a consultant is used, the cost could be upward of \$45,000.

Recommendation B-5: Add a Registered Nurse/Nurse Educator to oversee a Continuous Quality Improvement Program.

Description: Continuous Quality Improvement programs take time and dedicated staff to review patient care, network with hospitals for patient follow-up information, collect system data and provide an educational program to improve the system. SPFD utilizes a Deputy Chief of EMS as the primary Department's Designated Infection Control Officer. As a back-up to the primary DICO, the Fire Chief and a Battalion Chief (tertiary) will assist as needed. As seen during the COVID-19 pandemic, the Cal/OSHA requirements can change quickly and significantly impact operations. Having someone dedicated to keeping up with these standards is critical.

Outcomes: Employing a registered nurse as part of the fire department team is valuable and provides stability to the EMS Division. They build relationships with the hospital staff, the public health department, the Medical Director, and the LEMSA. Their advanced medical training allows them to provide high-quality continuing education and function as the Designated Infection Control Officer, providing immunizations, such as annual influenza vaccines, TB testing, and other health and wellness care.

Estimated Cost: Contract employees can range in price and be paid on an hourly use model. Costs could range from \$30,000 to \$40,000 annually based on a \$50.00/hour employee and 16–20 hours per week. However, seeking a full-time contract nurse could cost as much as \$244,943.76.

Recommendation B-6: Update the Community Wildfire Protection Plan (CWPP) to include all areas within the SPFD response area.

Description: Currently, the district's CWPP is more than ten years old, and the previous plan did not include all areas of the district. Collaborate with the County to revise the CWPP, ensuring that its comprehensive and covers the entire SPFD response area and addresses current wildfire risks.

Outcomes: This will allow SPFD to focus on this specific risk to its community and will address how the district can prevent and reduce a significant wildland event from occurring in the district. Enhanced fire protection, better-informed decision-making, and minimized wildfire damage.

Estimated Cost: Staff time and moderate initial costs may be incurred for the update, but the long-term benefits will outweigh these costs through improved protection and response. We would encourage SPFD to apply for the FEMA fire prevention grant and other grants for the CWPP.

Recommendation B-7: Develop a Community Risk Reduction Plan and establish clear program outcome goals.

Description: Create a comprehensive plan to identify, assess, and mitigate community risks, while also defining program outcome goals to measure effectiveness.

Outcomes: Improved community outreach and safety, measurable progress, and more efficient resource allocation.

Estimated Cost: The initial investment in developing these plans will lead to better resource allocation and potentially reduced emergency response costs.

Recommendation B-8: Re-open and staff Station 15.

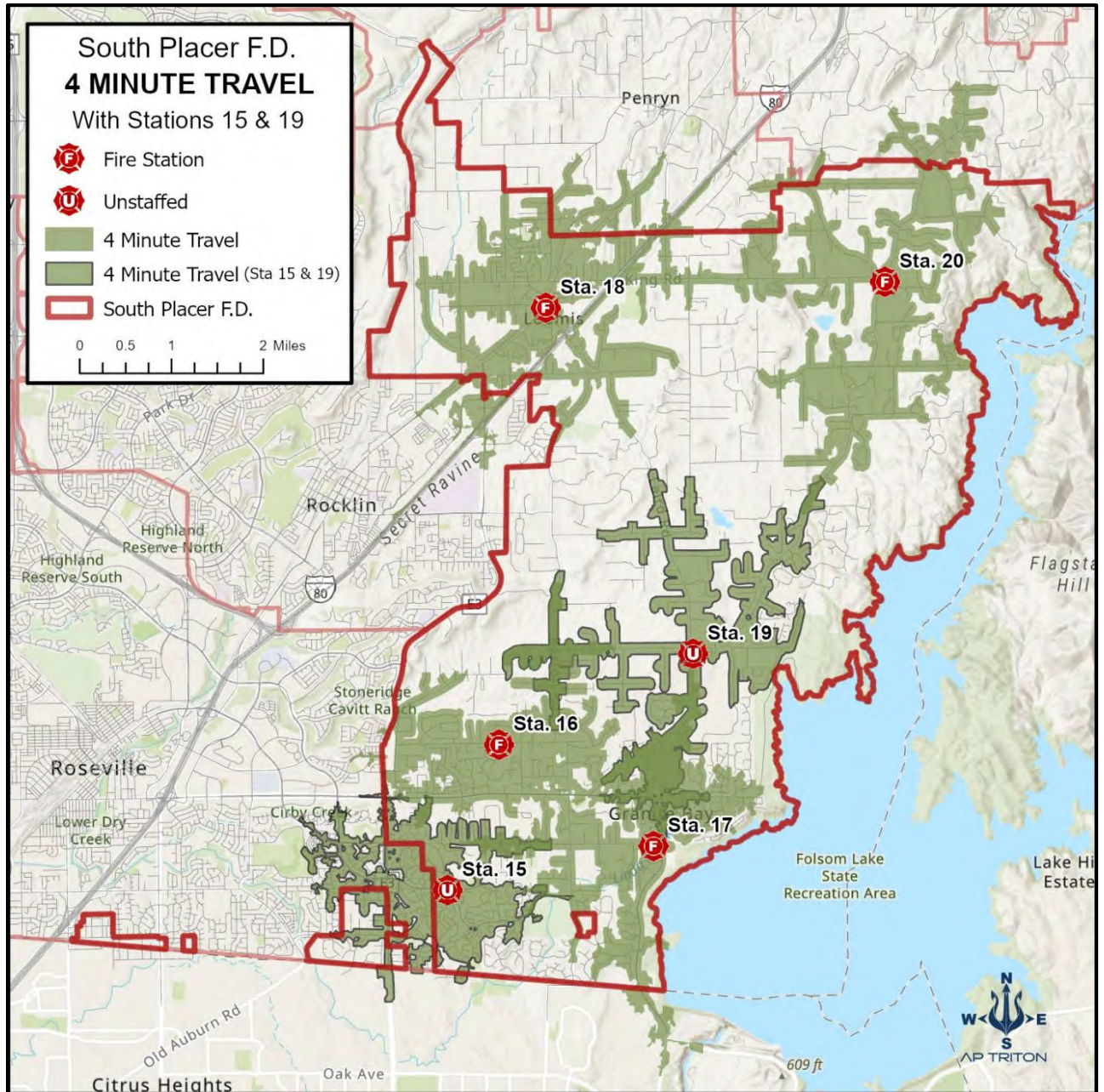
Description: The southwest portion of the district appears underserved. This is apparent in the driving time and distance from response modeling. Opening and staffing Station 15 would improve SPFD's performance in these underserved areas.

Outcomes: Improving response times, coverage, and effective response force within the district.

The following figure demonstrates the improved 4-minute response coverage with Stations 15 and 19 staffed. (Figure 170) and the estimated costs associated with re-opening Station 15 (Figure 171).

It must be noted that salaries reflected in Figure 171: Cost Associated with Re-Opening Station 15 reflect average base pay and do not include specialty pay and/or incentive pay. Given that some incentives are tied to variables influenced by years of service and education level, the makeup of the department will vary from year to year. Thus, the actual cost for personnel to reopen Station 15 is subject to fluctuation from year to year. A more accurate snapshot of the actual average cost for operational personnel by position can be found on the CAL OES Annual Salary Survey.²⁷

Figure 170: 4-Minute Travel Distances with Stations 15 & 19



Estimated Cost:

The following figure displays the estimated costs associated with re-opening Station 15.

Figure 171: Costs Associated with Re-opening Station 15

Description	Cost
Compensation	
Captains	95,198
Engineers/Operators	82,231
Firefighter/Paramedics	71,021
Total compensation	248,450
Benefits	
Workers' compensation	24,646
Medicare @ 1.45%	3,603
Pension	44,981
Deferred compensation	1,800
Medical insurance	30,891
Dental insurance	21,600
Vision insurance	5,109
Employee assistance program	294
Total Benefits:	\$132,924
Total salary and benefits per shift	381,374
Number of shifts	3
Total Staffing Costs:	\$1,144,121
Station Operating Costs	
Utilities	46,188
Equipment maintenance	7,587
Repairs	23,500
Total Station Operating Costs:	\$77,275
Other personnel costs	
Uniforms	3,500
Turnout clothing maintenance	1,250
Total Other Personnel Costs:	\$4,750
Apparatus costs	
Fuel	22,500
Apparatus maintenance	20,000
Total Apparatus Costs:	\$42,500
Total Costs to Re-Open Station 15:	\$1,268,646

Recommendation B-9: Consider developing a mentor/coaching & succession planning program.

Description: By implementing a mentor/coaching & succession planning program, the SFPD could provide formalized peer-to-peer leadership development for personnel at each rank. The benefits of such a program include building positive relationships, promoting organizational values, improving the flow of information, and contributing to position mobility and career advancement.

Outcomes: Measured increase in enthusiasm, camaraderie, and professionalism of district personnel.

Estimated Cost: Staff time.

Recommendation B-10: Establish a formalized special operations program to coincide with SPFD policies and procedures.

Description: SPFD does not currently deliver technical rescue services or hazardous materials response above the first-responder operational level. This deficiency reduces SPFD's ability to mitigate certain calls for service that may occur throughout the district.

Outcome: Establishing a formalized program for technical rescue and hazardous materials response allows the district to be self-sufficient on initial responses that could be mitigated without the need for mutual aid from neighboring jurisdictions, while enhancing the knowledge, skills, and abilities of district personnel.

In addition, NFPA has established guidelines for responding to technical rescue and hazardous materials incidents. These standards help ensure the safety of responders and the public during such emergencies.

Developing a program based on recommended standards, i.e., NFPA 1670: *Standard on Operations and Training for Technical Search and Rescue Incidents*; NFPA 1006: *Standard for Technical Rescue Personnel Professional Qualifications*; NFPA 471: *Recommended Practice for Responding to Hazardous Materials Incidents*, will allow the district to develop its personnel, tack certification of responders, and adhere to policies and procedures currently being developed.

Estimated cost: Costs would include dedicated staff time to initiate the program, the acquisition of needed equipment (based upon each discipline), and the time needed to train personnel in its use.

Recommended Long-Term Strategies

Long-Term recommendations are focused on introducing concepts and building strong foundational elements to support growth and sustainability of the organization.

Recommendation C-1: Consider developing an RFP to remodel and upgrade the training center to include an adequately sized classroom (including networking capabilities, monitors, and additional IT-related hardware for presentations), office space, and training facility.

Description: Training is the cornerstone of success in the fire service. Since SPFD is an all-hazard, firefighters are challenged with responding to an EMS incident one minute to a building fire the next. Then, there is the possibility of responding to a complex hazardous materials incident or specialized rescue incident. Each response requires a different skill set to be taught and trained routinely. In addition, by upgrading the training center/grounds/tower, SPFD could host training for neighboring jurisdictions and partners throughout the region, including utility companies and various private companies.

Outcomes: It is proven that training reduces the risk of injury and/or death to firefighters. Without adequate training facilities, firefighters are forced to use local businesses, which is limited to non-operational hours, to perform realistic training. By providing a robust training facility, SPFD could utilize their subject matter experts (SMEs) to provide training in several disciplines, thus improving and strengthening incident safety in their personnel. Additionally, SPFD could use the training facility as a funding source by hosting training classes routinely.

Estimated Cost: Cost estimates could vary greatly. This long-term project would require staff hours as committees are formed to research and develop the scope of work, along with what is desired in a classroom and training tower. In the realm of training towers, there are several options ranging from prefabricated metal structures to customizable concrete training towers. A prefabricated metal training tower can range from \$1.8 million to \$2.8 million.

Recommendation C-2: Assess the need for additional prevention staffing to enhance community safety.

Description: Evaluate the current prevention staffing levels and consider the potential benefit of adding more personnel dedicated to prevention and public education efforts. Long-term, the addition of two Fire Inspectors/Investigators and a Public Education Specialist. It would align the district with the minimum staffing requirement per NFPA 1730.

Outcomes: Improved fire prevention, increased community safety, and minimized fire-related costs. This would also allow the district to eliminate engine company inspection and reassign the engine companies to do pre-fire incident planning. A public education specialist would also increase the district's community exposure and improve its community programs, which are currently only being done by crews in the field.

Estimated Cost: The initial cost of hiring additional personnel may be offset by reduced fire response and recovery costs, as well as improved prevention and public education efforts. While increasing the district's exposure to the community.

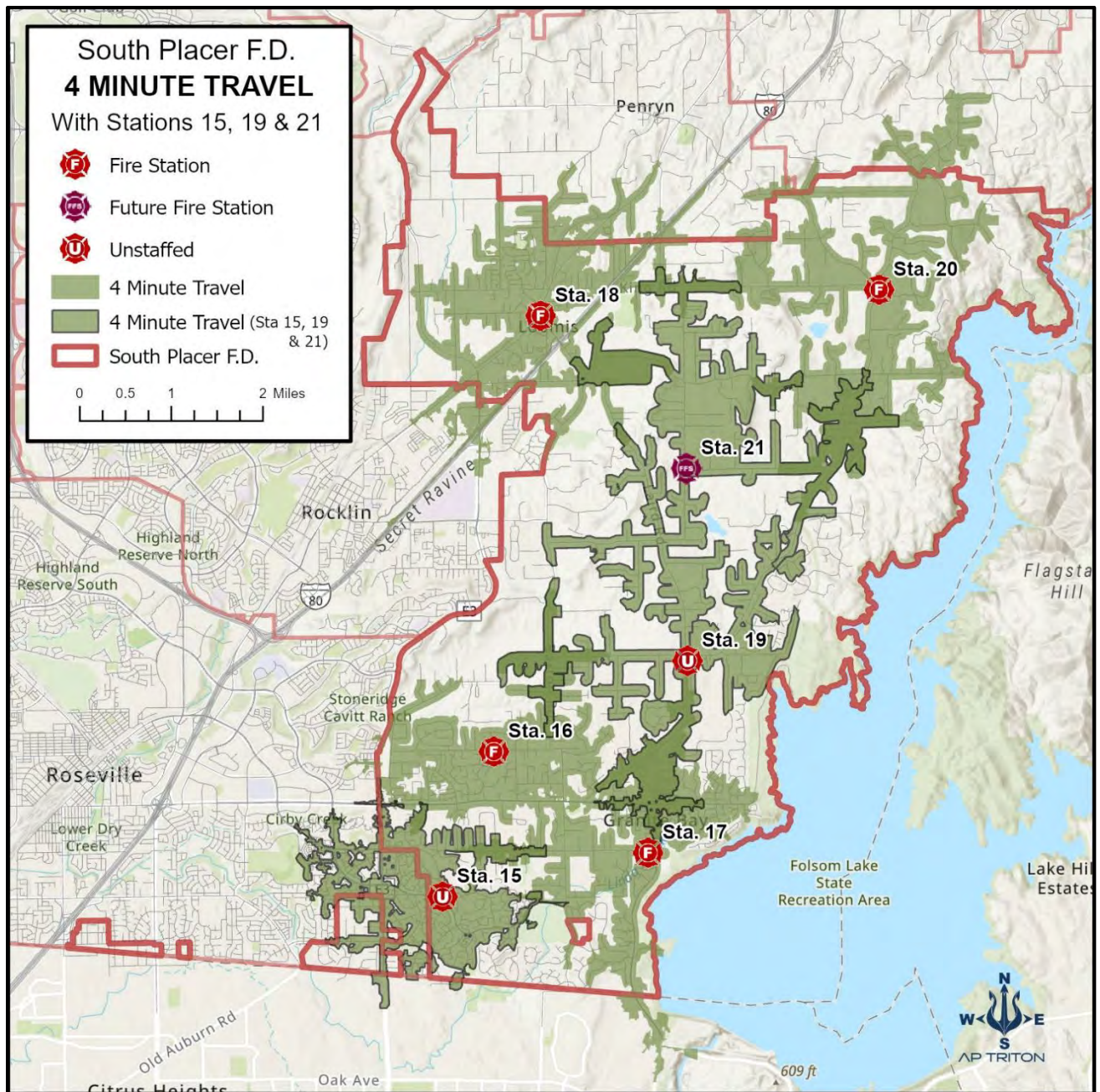
Recommendation C-3: Site, construct, and staff Station 21.

Description: AP Triton has modeled a potential location for a new station that would result in a positive response impact.

Outcomes: An additional station in this vicinity would improve response coverage to the new developments in the northeast part of the district. It will also add needed apparatus and staff resources to help alleviate the concerns with distant mutual aid for effective firefighting force assembly within a reasonable response time.

The following figure demonstrates the improved 4-minute response coverages with Station 15 and 19 staffed and the construction and staffing of Station 21.

Figure 172: 4-Minute Travel Distances with Stations 15, 19, & 21



Estimated Cost: Estimated the cost to be \$12.8 million.

Recommendation C-4: Initiate a study to evaluate existing fire stations and training facilities, addressing current and future safety and health, staffing, and apparatus needs.

Description: A comprehensive Facilities Master Plan should be initiated to evaluate SPFD fire stations and the training facility. Station activities and practices should be examined to ensure that each facility is adequate in size and function. Examples of functions may include:

- Kitchen facilities, appliances, and storage.
- Residential living space and sleeping quarters for on-duty personnel (all genders).
- Bathrooms and showers (all genders).
- Training, classroom, and library areas.
- Firefighter fitness areas.
- The housing and cleaning of apparatus and equipment; including decontamination and disposal of biohazards.
- Administrative and management offices, computer stations, and office facilities.
- Public meeting space.

The study should address stations/facilities requiring minor upgrades, stations/facilities requiring significant improvements, and stations/facilities requiring replacement.

Outcome: Conducting a fire station/facilities study will assist the SPFD in developing a plan to address recognized issues and deficiencies within each of the stations and create a mid-to-long-range funding strategy.

Estimated Cost: Costs related to initiating a study include staff time to develop a request for proposal (RFP) and subsequent review of submitted packages. Additional costs for renovation or replacement will be determined by the findings and recommendations of the study. The estimated cost of the study is \$50,000.

Section V:
APPENDICES

Appendix A: Strategic Partners—Stakeholder Interviews

Introduction to the Stakeholder Interviews

Triton interviewed a wide variety of the South Placer Fire District (SPFD) internal and external stakeholders. The purpose of these interviews was to gain a better understanding of issues, concerns, and options regarding the emergency service delivery system, opportunities for shared services, and expectations from community members.

It is important to note that the information solicited and provided during this process was in the form of "people inputs" (stakeholders individually responding to our questions), some of which are perceptions reported by stakeholders. All information was accepted at face value without an in-depth investigation of its origination or reliability. The project team reviewed the information for consistency and frequency of comment to identify specific patterns and/or trends. Multiple sources confirmed the observations, and the information provided was significant enough to be included within this report. Based on the information reviewed, the team identified a series of observations, recommendations, and felt they were significant enough to be included within this report

Stakeholders were identified within the following groups: Elected Officials, County/Town Management and Department Heads; Business and Community Leaders, Community Members, Community Volunteers and Strategic Partners (AP Triton defines Strategic Partners as stakeholders representing local entities/agencies who share a common interest with the South Placer Fire District): Chief Officers, Labor Leaders, Rank & File, Volunteer Firefighter Representatives, and Administrative Staff—including SPFD Fire Prevention personnel.

Elected Officials, County/Town Management, and Department Heads.

Please describe your expectations of the South Placer Fire District.

- Have a professionally trained fire department, able to respond to anything.
- Open and transparent Board of Directors—needs to communicate with the community.
- Serve the community with well-trained, well-paid personnel.
- Provide a level of service that meets the town's needs and District standards.
- Keeping an open line of communication between the District and the Town.
- Deliver high-quality service throughout the district.
- Recruit and retain people who want to be a part of the community.

- To provide excellent **service to the community when they're needed.**
- To provide a high level of service in a timely fashion.
- Provide quality services to the community.

Are your expectations being met?

- Professionally, we are doing our best. However, not having a ladder truck reduces our capabilities.
- Yes. Transparency is good through the use of various communication methods.
- Yes, however, there are struggles between the administration and the firefighters.
- I think we need to evaluate our response times and the currently closed fire stations.
- No, not completely. Recruitment and retention is an ongoing issue, and staffing equipment with two people is not safe.
- Yes, but we need to keep the lines of communication open.
- In some ways, yes. However, we need to work on our customer service and continuity between management and labor.

Are there Services that you think the Fire District should be providing, that they are not now?

- Other than the ladder truck, none that I can think of.
- Yes. A well-run public education program providing wildland defense, first aid, CPR, and CERT training.
- I believe they provide a holistic service.
- It's an operational issue regarding providing service—need a fully staffed truck company.
- I don't think so, however, I would like to see South Placer provide ambulance service to Loomis.
- We need to evaluate the current response model, especially relating to the ladder truck.

In your opinion, what are the advantages/positives/strengths of the existing emergency services delivery system?

- Strengths are our mutual/automatic aid system—being able to ask and receive.
- When the public calls 9-1-1, they are going to get people who care about providing a service to the best of their ability.
- We have our own ambulances.

- The fact that South Placer is an independent fire district is beneficial.
- Our members are the strength of the district.

What are the disadvantages/negatives/weaknesses of the existing system?

- Redundancies throughout the County, i.e., several communication centers. This demonstrates a lack of efficiency and consistency.
- I think we have an opportunity to improve the service level, and we need to reopen fire stations.
- Staffing levels are not adequate.
- Our ability to provide open and transparent communication.
- Minimal resources, including personnel, and apparatus.
- The current dispatching platform—auto-aid and mutual-aid seems to take a long time.
- Establishing an effective response force at the scene takes way too long.
- The current gaps we have regarding staffing and closure of the two fire stations.
- We need to evaluate the location of our stations.

Does the existing system provide the residents and community with acceptable protection?

- Yes, with the caveat that a semi-rural community takes longer to get resources on scene.
- Not in my mind. We currently don't provide the level and type of service we should be providing to a community like ours.
- From what I see, yes it does.
- I believe so—I haven't heard otherwise.
- I do. We're not that big, but we have the flexibility to provide great service to our community.
- It does not. We currently do not meet national standards for a full response to a residential structure fire in a timely fashion.
- The current dispatching system needs to be evaluated to ensure the proper—and closest—resources are being deployed.

What opportunities do you believe exist that would enhance service to the region?

- One common communications picture.

- Evaluate how consolidation looks like for the agencies within the county.
- Conduct a large-scale merger, using cost-saving measures to enhance services.
- We need to look at consolidating with other local departments.
- Consolidation of the districts within the existing boundaries would be great.
- The elimination of duplicated services, at every level.
- We owe our community members a level of service and demonstrate fiscal responsibility, but there are opportunities to work with other neighboring districts to increase efficiency.
- Consolidating dispatch centers.
- Implementing boundary-drops for closet unit response.

Chief Officers, Labor Leaders, Rank and File, Administration, and Volunteer Firefighter Representatives.

What strengths contribute to the success of the South Placer Fire District? What do you do well?

- EMS service delivery.
- We go above and beyond regarding EMS—positive feedback from community and hospital staff.
- There is a high level of integrity and professionalism.
- We are fiscally responsible.
- We work well together—good team environment,
- We communicate well with the public, providing good information.
- The district does a good job, but we can be more efficient in delivering our services.
- Customer Service—Our paramedic skills rank the best in the surrounding area.
- Our personnel can adapt to a variety of calls with minimal resources.
- The line staff's unity and the desire to give high-quality service.
- Our line personnel are committed to moving our organization forward.
- Our personnel's experience and their ability to pass on their respective knowledge, skills, and abilities to newer personnel, as well as to the public.
- Overall, our customer service is great.
- Providing advanced life support has been the mainstay of our department—top-notch service.

- We work well with our local hospital, which benefits the members of our community.
- We are getting better with our community engagement.
- We have a good working relationship with other entities.
- Many of our personnel are from our community.
- We have a good core of personnel that care about the organization.
- We have high standards.
- Teamwork amongst the crews.
- Administration works well with the community.
- We have a good relationship with the community.
- The Prevention Division is engaged with the community, contractors, and developers.
- How our people do their job—very passionate.
- We are more fiscally responsible today than in the past.
- Even though our funding is not where it needs to be, the Fire Chief continues to look for alternative, sustainable funding mechanisms.
- The district's ability to identify wasteful spending and adjust accordingly.

What are some areas in which you think the District could make improvements?

- Be more engaging with line personnel regarding outside training opportunities, as well as in-district training programs.
- Better communication between administration and line personnel.
- Don't seem to have the support from administration.
- Staff the truck full-time.
- Engaging with our neighboring departments.
- Reopen the two stations and staff accordingly.
- Personnel development—implementing a mentorship program.
- Overall leadership getting out of the weeds and focusing on what's going on within the district—need to collaborate with the line personnel.
- Developing a Community Risk Reduction (CRR) program.
- Lack of leader's intent—we're painting with too broad of a brush.
- Engage with community outreach and public education programs.
- Identify and implement new technology, organizational-wide.

- Develop a formalized multi-company training platform.
- The number of responses to care homes needs to be evaluated.
- We need to provide education to the community regarding our financial resources.
- The biggest improvement we need is to determine the vision of our department.
- Leadership needs to focus on critical issues currently facing the district—recruitment and retention have to be at the top of our list.
- We need to have consistent messaging from the top down, specifically relating to operations and at the Battalion Chief's levels.
- We need to be more involved with the community.
- The district needs to collaborate with our neighboring agencies.
- We need to address our mission, vision and core values statement—and evaluate our brand.

What do you see as the top critical issues facing the Fire District today?

- Recruitment and retention.
- Lack of training opportunities (internal & external).
- Lack of revenue—need to address Prop-172 funding.
- Keeping up with the workload with limited staffing.
- Sustained funding mechanisms.
- We need to look at consolidating with other departments to create efficiencies.
- Lack of social media usage and marketing the district.
- Professionalism seems to be a challenge.
- Long-term financial stability.
- Identifying alternative funding mechanisms.
- Two-person engine companies are not sustainable—or safe.
- Branding—educating the public about who we are.
- Cannot recruit quality personnel—we are a stepping-stone department.
- Collaboration is needed from top to bottom on what our future looks like.
- Communication amongst the Board of Directors.
- The command staff's ability to work with labor and the line personnel.

- Developing a vision for what the district will look like in the future—staffing, station placement, etc.
- The location and status of the district's fire stations.
- Relationships between management and labor.
- We need to market ourselves better for recruitment purposes.

What opportunities, in your view, are available to improve the service and capabilities in the region?

- Collaboration with other agencies, i.e., training opportunities and standardized equipment configurations.
- A single, regional communications center.
- Developing a standardized, regional approach, i.e., operations, prevention, and administration.
- Consolidation needs to be considered.
- Improvements in technology—upgraded, standardized platforms.
- Reduce duplication of operational efforts.
- We need to look at merging, consolidating, or annexation(s) with neighboring agencies, as long as it makes fiscal sense.
- Develop a regional fire-based transport system.
- Regional approach for administrative and prevention services.
- Educate the public on improving the fire service throughout the entire county.
- A potential advantage to the region is that we are one of the few agencies that transport.

What challenges do you see to enacting those opportunities?

- Politics and funding.
- Lack of tax base from other agencies.
- Public perception—loss of identity.
- The current political climate—at all levels.
- Having everyone understand what is needed to succeed.
- Everyone needs to be on the same page and share the same message.
- Buy-in from labor.

Business and Community Leaders, Strategic Partners, and Community Volunteers.

Describe your expectations of the South Placer Fire District.

- I expect them to help our community when needed.
- To provide both medical and fire service—a high priority for the wildland-urban interface areas.
- Compensate personnel a competitive wage so firefighters can live in the community.
- To have a good mutual-aid agreement with our neighbors.
- For all stations to remain open.
- The department needs to support the community and vice versa.
- The department needs to have multiple roles in the community.
- To have a department that has a strong medical component.
- To be very helpful—to go above and beyond.
- To be professional, knowledgeable, and have a good response time.
- To have a resource I can rely on.
- To be the best they can be—highly trained, staffed, and able to respond.
- That the district operates within its budget.
- Provide the best service available with the quickest response time.

Which of these expectations are not being met to your satisfaction?

- Timely, consistent response.
- We need to evaluate our facilities and look at which stations are closed, and why.
- Labor is close to 90% of the budget, which leaves no money left for the maintenance of facilities and upkeep and/or replacement of equipment.
- If we were seriously looking to save money, shutting down stations without reducing staff does not make fiscal sense.

What do you think the South Placer Fire District is doing particularly well?

- Community engagement.
- The administrative staff and Fire Chief are doing a really good job.
- Providing a good service to our community.
- Strong community outreach—attending many events.
- Customer service--always friendly and helpful.

- They are very well equipped and good at their job.
- The department has good response times.
- The firefighters are always professional.
- Great job at reaching out to the community.

Are there services that you think the District should be providing that they are not providing now?

- I'm not aware of any, although we all need to be on the same systems, including the ambulance service.
- Reopening the closed fire stations, and staff accordingly.
- The district needs to promote the various programs they're engaged in.
- It would be nice to have the South Placer Board meet in Loomis.
- Business inspections are not as consistent as they used to be.

Are there services the Fire District is providing that you think should be discontinued or done differently?

- None that I can think of.
- No.
- None that I'm aware of.
- Not that I can think of.
- I don't see the fire district conducting weed abatements anymore.
- I can't think of anything.
- The district needs to evaluate responding to calls for lift-assists at various facilities.
- Quit responding to State Park incidents, without receiving reimbursement.

When you dial 911 to report an emergency, how long should it take for help to arrive?

- Seven minutes.
- As soon as they can get there.
- A good response time would be three minutes.
- It depends on what the standard is.
- Less than five minutes.
- Three minutes or less.
- Within five minutes or less.

Does that expectation change depending on where in the community you are located?

- The further out you are, the longer it takes to get there.
- Response times should be relatively uniform.
- The expectation should be similar no matter where you live.
- Should be close, however, if you live on the border, there should be coordination with the closest fire station, even if it's not South Placer's fire engine.
- It depends on the traffic and how far out you live.
- No, it should be the same.
- Absolutely. The rural areas, private drives, reduced access, weather, and road conditions all play into response times.

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Appendix C: References

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²⁷ California Governor's Office of Emergency Services (CAL OES) - Fire & Rescue Division, 2023 Salary Survey/Administrative Rate for Agreement for Local Government Fire and Emergency Assistance to The State of California and Federal Fire Agencies (California Fire Assistance Agreement). Current Salary Survey provided by the Fire Chief.

**SOUTH PLACER FIRE DISTRICT
INTEROFFICE MEMORANDUM**

TO: BOARD OF DIRECTORS
FROM: CHIEF MARK DUERR
SUBJECT: BOARD MEETING AGENDA STAFF RECOMMENDATIONS
DATE: WEDNESDAY, JUNE 05, 2024
CC: BOARD SECRETARY KATHY MEDEIROS

Agenda Item: Legal Request For Proposal (RFP)

Action Requested: Staff recommends discussion and possible action on recent RFP for legal services for the District.

Background: Due to a personnel change at the District's long-standing legal counsel, Kingsley Bogard, the Board approved an RFP process (24-001) to explore other options in legal representation.

When the RFP closed, there were three successful respondents. Members of district staff and the Board conducted interviews with all three entities. All three respondents were well qualified, and any one of them would provide great service. Each firm had pros and cons based on numerous factors, including the overall services available, the legal team, the depth of the bench, and areas of specialty. We want to thank Eric Stevens of Edwards, Stevens, Tucker LLP, Anne Collins and her team from Lozano Smith, and Lindsay Moore from Kingsley Bogard for participating. It was a difficult decision, but most of the panel recommended staying with Kingsley Bogard. Thus, the staff recommends maintaining our relationship with Kingsley Bogard as our legal counsel.

Impact: Organizational Change/Informational

Attachments: None

Mark Duerr
Fire Chief
South Placer Fire District

**SOUTH PLACER FIRE DISTRICT
INTEROFFICE MEMORANDUM**

TO: BOARD OF DIRECTORS
FROM: FIRE CHIEF MARK DUERR
SUBJECT: BOARD MEETING AGENDA STAFF RECOMMENDATIONS
DATE: WEDNESDAY, JUNE 12TH, 2024
CC: BOARD SECRETARY KATHY MEDEIROS

**Agenda Item: Final Approval for Continued Benefit Assessment within the Loomis
Emergency Response Services Assessment District:**

Action Requested: Public hearing and action on Resolution No. 10-2023/24.

Background: In 2008, property owners in the former Loomis Fire District approved a Benefit Assessment by 68.76% of the weighted ballots. Each year an Engineer's Report is prepared, and the assessment is adjusted by the change in the Cost Price Index (CPI), not to exceed 4%. This year, the CPI adjustment is 2.6245%. In addition, there is a banked CPI of 1.1268% from previous years, bringing the total to 3.75%. This equates to an increase of \$9.78 per single-family equivalent (SFE) benefit unit or \$270.28 per SFE. Resolution No. X10-2023/24 finalizes the Engineer's Report and CPI adjustment. Staff recommends approval.

The Fire Chief met with the Benefit Assessment Oversight Committee on May 6, 2024, and reviewed the allocation of Benefit Assessment funds. The Committee passed a motion recommending to the Board of Directors approval of the allocation of the Benefit Assessment funds.

Impact: The proposed assessment rate for the fiscal year 2024/25 is \$ 270.28 per single-family equivalent unit, generating an estimated \$1,194,097 in revenue for the Fire District. The assessment accounts for approximately 50% of the Fire District's total revenue to support operations within the Loomis Emergency Response Services Assessment District.

Attachments: Resolution No. 10-2023/24; Citizen's Oversight Committee Meeting Minutes, May 6, 2024; Citizens' Oversight Committee Meeting Packet, May 6, 2024, including agenda, previous meeting minutes, proposed budget allocation, and supporting documentation; and Engineer's Report, June 2024.

Mark Duerr
Fire Chief
South Placer Fire District

RESOLUTION NO. 10-2023/2024

A RESOLUTION APPROVING THE ENGINEER'S REPORT, CONFIRMING THE DIAGRAM AND ASSESSMENT, AND ORDERING THE CONTINUATION OF ASSESSMENTS FOR THE FISCAL YEAR 2024-25 FOR THE SOUTH PLACER FIRE PROTECTION DISTRICT FIRE PROTECTION AND EMERGENCY RESPONSE SERVICES ASSESSMENT

WHEREAS, the former Loomis Fire Protection District (the "former District") was established in 1930 as a Volunteer Fire Department; and

WHEREAS, the mission of the former District is to provide fire prevention, emergency response and emergency medical services throughout its boundaries; and

WHEREAS, in June 2017 the former District completed the necessary steps in order to merge with South Placer Fire Protection District to form the new South Placer Fire Protection District as a merger of both former Fire Districts (the "Consolidated District"); and

WHEREAS, the Consolidated District is authorized, pursuant to the authority provided in California Government Code Section 50078 et seq. and Article XIID of the California Constitution, to levy assessments for fire suppression services; and

WHEREAS, an assessment for fire protection and emergency response services had been given the distinctive designation of the "Fire Protection and Emergency Response Services Assessment" ("Assessment") and is primarily described as encompassing the former District boundaries.

WHEREAS, the first Engineer's Report for Fiscal Year 2008-09 described how the assessment would be established, determined the uses of the assessment funds, established the methodology by which the assessments would be applied to properties in the former District, established that the Assessment is subject to an annual adjustment tied to the annual change in the Consumer Price Index for the San Francisco Bay Area, and stated that the assessment would continue year-to-year until terminated by the Board of Directors; and

WHEREAS, although the methodology by which the assessments are applied to properties in the former District does not change from year to year, a new Engineer's Report is prepared each year in order to establish the CPI adjustment for that year; the new maximum authorized assessment rate for that year; the budget for that year; and the amount to be charged to each parcel in the former District that year, subject to that year's assessment rate and any changes in the attributes of the properties in the former District, including but not limited to use changes, parcel subdivisions, and/or parcel consolidations; and

WHEREAS, the Assessment was authorized by an assessment ballot proceeding conducted in 2008 and approved by 68.76% of the weighted ballots returned by property owners, and such assessments were levied in the fiscal year 2008-09 by the former Board of Directors of the former Loomis Fire Protection District by Resolution No. 1-2008 passed on January 3, 2008; and

WHEREAS, the purpose of the Assessment District is for obtaining, furnishing, operating, and maintaining fire suppression, protection, and emergency services equipment and apparatus; payment of salaries, benefits and other compensation to fire fighting and fire prevention personnel; training and administration of volunteer personnel performing fire suppression, protection and emergency services; hazardous material response; disaster preparedness;

community fire prevention education and fire inspection, as described in the annual Engineer's Report; and

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the South Placer Fire Protection District that:

SECTION 1. SCI Consulting Group, the Engineer of Work, prepared an engineer's report (the "Report") in accordance with Article XIID of the California Constitution. The Report has been made, filed with the secretary of the board, and duly considered by the Board and is hereby deemed sufficient and preliminarily approved. The Report shall stand as the Engineer's Report for all subsequent proceedings under and pursuant to the foregoing resolution.

SECTION 2. On May 8, 2024, this Board adopted Resolution No. 8-2023/2024 to continue to levy and collect Assessments for the fiscal year 2024-25, preliminarily approving the Engineer's Report, and providing for notice of hearing on June 12, 2024, at the hour of seven (7:00) p.m. located at 6900 Eureka Rd, Granite Bay.

SECTION 3. At the appointed time and place the hearing was duly and regularly held, and all persons interested and desiring to be heard were given an opportunity to be heard, and all matters and things pertaining to the continuation of Assessments were fully heard and considered by this Board, and this Board thereby acquired jurisdiction to order the continuation of assessments prepared by and made a part of the Engineer's Report to pay the costs and expenses thereof.

SECTION 4. The above recitals are true and correct.

SECTION 5. The public interest, convenience and necessity require that the continuation be made.

SECTION 6. The Engineer's Report for the Assessment together with the proposed assessment roll for fiscal year 2024-25 is hereby confirmed and approved.

SECTION 7. That based on the oral and documentary evidence, including the Engineer's Report offered and received at the public hearing, the Board expressly finds and determines that: (a) each of the several lots and parcels of land subject to the Assessment will be specially benefited by the services to be financed by the assessment proceeds in at least the amount of the assessment apportioned against such lots and parcels of land, respectively; (b) that the Assessment is continued without regard to property valuation; and (c) that there is substantial evidence to support, and the weight of the evidence preponderates in favor of, said finding and determination as to special benefit to property from the fire suppression, protection and emergency services to be financed with assessment proceeds.

SECTION 8. The assessments for the fiscal year 2024-25 shall be continued at the rate of TWO HUNDRED SEVENTY DOLLARS AND TWENTY-EIGHT CENTS (\$270.28) per single-family equivalent benefit unit as specified in the Engineer's Report for the fiscal year 2024-25 with estimated total annual assessment revenues as set forth in the Engineer's Report.

SECTION 9. That the fire suppression, protection and emergency services to be financed with assessment proceeds described in the Engineer's Report are hereby ordered.

SECTION 10. No later than August 10 following such adoption, the Board shall file a certified copy of the diagram and assessment and a certified copy of this resolution with the Auditor of the County of Placer ("County Auditor"). Upon such filing, the County Auditor shall enter on the County assessment roll opposite each lot or parcel of land the amount of assessment thereupon as shown in the assessment. The assessments shall be collected at the same time and in the same manner as County taxes are collected and all the laws providing for collection and enforcement shall apply to the collection and enforcement of the assessments. After collection by the County, the net amount of the assessments, after deduction of any compensation due the County for collection, shall be paid to the Fire Suppression, Protection and Emergency Services Assessment.

SECTION 11. All revenues from Assessments shall be deposited in a separate fund established under the distinctive designation of the Fire Suppression, Protection and Emergency Services Assessment.

SECTION 12. The Assessment is levied without regard to property valuation.

SECTION 13. The Assessment, as it applies to any parcel, may be corrected, canceled or a refund granted as appropriate, by order of the Board of Directors of the Consolidated District. Any such corrections, cancellations or refunds shall be limited to the current fiscal year.

The foregoing Resolution was PASSED and ADOPTED by the Board of Directors of the South Placer Fire Protection District at a regular meeting thereof held on June 12, 2024, located at 6900 Eureka Rd, Granite Bay.

AYES:
NOES:
ABSTAINED:
ABSENT:

Tracy Randall, President, Board of Directors
South Placer Fire Protection District

ATTEST:

Katherine Medeiros, Secretary, Board of Directors,
South Placer Fire Protection District

**SOUTH PLACER FIRE PROTECTION DISTRICT
LOOMIS FIRE PROTECTION AND EMERGENCY RESPONSE SERVICES ASSESSMENT
CITIZENS' OVERSIGHT COMMITTEE MEETING MINUTES**

May 6, 2024

The meeting of the South Placer Fire District's Loomis Fire Protection and Emergency Response Services Assessment Citizens' Oversight Committee was called to order by Chairman Randy Elder on Monday, May 6, 2024, at 3:01 p.m., in the Training Room at South Placer Fire Station No. 17, 6900 Eureka Road in Granite Bay.

Roll Call: Committee members present: Randy Elder, Dan Gibson, Jenny Knisley and Brian Phillippe. Absent: Jenine Windeshausen. Staff in attendance: Fire Chief Mark Duerr, Business Manager Katherine Medeiros and District Secretary Barbara Leak.

Chairman Elder welcomed Jenny Knisley as a new member of the Committee.

Public Comment: None.

Approval of Agenda: On request of Brian Phillippe, a discussion regarding accounting and reporting was added to the agenda under Item 6: Committee Member's Comments. On a motion by Brian Phillippe, seconded by Dan Gibson, the agenda was approved as amended.

Motion approved by the following vote: Ayes: Elder, Gibson, Knisley, Phillippe; Noes: none; Abstain: none; Absent: Windeshausen.

Approval of Minutes: Chairman Elder reviewed the minutes noting that last year there was a question regarding the procedure for filling the vacancy on the Committee. Chief Duerr reported that SCI Consulting Group researched the issue and advised that it is up to the District Board of Directors to make the appointment. Four candidates were interviewed and Jenny Knisley was appointed to the Committee.

On a motion by Brian Phillippe, seconded by Dan Gibson, the minutes of the Citizens' Oversight Committee meeting of June 24, 2023, were approved as written.

Motion approved by the following vote: Ayes: Elder, Gibson, Phillippe; Noes: none; Abstain: Knisley; Absent: Windeshausen.

Review of Projected Expenditure of Assessment Funds: Committee members were provided an information packet containing the April 2024 Engineer's Report, a proposed budget allocation of projected assessment funds for fiscal year 2024/25, and supporting documentation.

Chief Duerr reported that the increase in CPI for this year is 3.75%, resulting in a single-family equivalency assessment of \$270.28, generating revenue of \$1.194 million. The Assessment funds are budgeted almost entirely to salaries and benefits.

In response to questions from committee members, Chief Duerr explained that revenue from new housing and construction is reported as Development Fees. First responder fees are included in Other Revenue, with a portion of the total being allocated to Division 1. Ambulance service in Division 1 is provided by AMR. The revenue item listed as "Zones of Benefit" is parcel taxes assessed on certain commercial properties.

The Committee was provided with a report showing revenue and expenditures allocated to Division 1 based on historical totals for fiscal years 2020/21 through 2022/23, projected totals for fiscal year 2023/24, and budgeted amounts for fiscal year 2024/25. He briefly explained the allocation methodology, noting that the County is requiring the District to begin using the County's accounting system as of July 1, 2024. This may result in some changes to the District's financial reports.

Chief Duerr noted that the 2024/25 budget numbers allocated to District 1 show a net deficit due to increasing costs. However, the overall budget for the District is in good shape. The District is currently in the process of implementing Community Facility Districts to help generate additional revenue.

The following corrections to reports were noted: On the report of "Projected Revenues and Expenditures Fiscal Year 2024/25," percentages listed as "Estimations" in the final column need updating. In the Engineer's Report, page 26, in four places the fiscal year should read "2024/25," instead of "2023/24."

Committee Members' Comments: Brian Phillippe stated that his requested discussion on accounting and reporting had been fulfilled. Randy Elder commented that separate accounting for Divisions 1 and 2 is not necessary, rather a presentation showing allocations between the two Divisions. One reason not to over-separate is to not create conflict between residents of the two Divisions. He recommended possibly having the Committee meet again in late summer or early fall. Chief Duerr commented that he would welcome suggestions on how to best allocate the reports.

Oversight Committee Recommendation to the Fire Board: On a motion by Jenny Knisley, seconded by Dan Gibson, the Committee approved reporting to the Board of Directors of the South Placer Fire District that the Committee has reviewed the projected expenditures allocated to the Assessment District for the 2024/25 fiscal year and recommends acceptance of the expenditure of Assessment funds as proposed.

Motion approved by the following vote: Ayes: Elder, Gibson, Knisley, Phillippe; Noes: none; Abstain: none; Absent: Windeshausen.

Adjournment: There being no further business, the meeting adjourned at 3:40 p.m.

Respectfully submitted,



Barbara Leak, District Secretary

Approved: _____, _____

Agenda
South Placer Fire District
Loomis Fire Protection and Emergency Response Services Assessment
Citizen's Oversight Committee

Monday May 6th, 2024
3:00 pm
Station 17 Training Room, 6900 Eureka Road, Granite Bay

Committee Members
Randy Elder, Chairman

Jenny Knisley
Brian Phillipe

Dan Gibson
Jenine Windeshausen

1. Roll Call
2. Public Comment
Persons may address the Committee on matters not on the agenda. Topics should be of interest to the Committee. Please limit comments to 5 minutes. The Committee cannot take action on non-agenda items.
3. Approval of Agenda
4. Approval of May 24, 2023, Citizens' Oversight Committee Minutes
5. Review of Projected Expenditure of Assessment Funds
Discussion and Action: The Committee will review projected expenditures allocated to the Assessment District for 2024/25 and formulate findings to report to the Fire District Board of Directors.
6. Committee Member's Comments
7. Adjournment

Agenda Posted on May 2, 2024

**SOUTH PLACER FIRE PROTECTION DISTRICT
LOOMIS FIRE PROTECTION AND EMERGENCY RESPONSE SERVICES ASSESSMENT
CITIZENS' OVERSIGHT COMMITTEE MEETING MINUTES**

May 24, 2023

The meeting of the South Placer Fire District's Loomis Fire Protection and Emergency Response Services Assessment Citizens' Oversight Committee was called to order by Chairman Randy Elder on Wednesday, May 24, 2023, at 10:00 a.m., in the Fire Chief's Office at South Placer Fire Station No. 17, 6900 Eureka Road in Granite Bay.

Roll Call: Committee members present: Randy Elder, Dan Gibson, Brian Phillipe, and Jenine Windeshausen. Absent: none. One vacancy exists on the Committee due to the recent passing of Roger Carroll. Staff in attendance: Fire Chief Mark Duerr, Business Manager Katherine Medeiros and District Secretary Barbara Leak.

Public Comment: None.

Approval of Agenda: On a motion by Jenine Windeshausen, seconded by Brian Phillipe, the agenda was approved as prepared.

Motion approved by the following vote: Ayes: Elder, Gibson, Phillipe, Windeshausen; Noes: none; Abstain: none; Absent: none.

Approval of Minutes: On a motion by Jenine Windeshausen, seconded by Brian Phillipe, the minutes of the Citizens' Oversight Committee meeting of June 3, 2022, were approved as written.

Motion approved by the following vote: Ayes: Elder, Gibson, Phillipe, Windeshausen; Noes: none; Abstain: none; Absent: none.

Review of Projected Expenditure of Assessment Funds: Committee members were provided an information packet containing the June 2023 Engineer's Report, a proposed budget allocation of projected assessment funds for fiscal year 2023/24, and supporting documentation.

Chief Duerr reported that the increase in CPI for this year is 4.88%. The maximum by which the Benefit Assessment can be increased annually is 4%. Therefore, the proposed assessment budget includes a 4% increase.

Chief Duerr also noted that, with the closure of a fire station in Division 2, shared costs allocated to each of the open stations increased, thereby increasing expenditures allocated to Division 1. For this reason, the proposed budget for the Loomis Benefit Assessment District (Division 1), is showing a deficit. He expects that trend to reverse in the 2024/25 fiscal year with increased special tax revenue from Costco and some reductions in staffing costs.

There was discussion about segregating funds and breaking out fund balances for each Division.

Recommendation: On a motion by Jenine Windeshausen, seconded by Dan Gibson, the Committee requested that Chief Duerr report to the Fire Board that the Committee recommends separate accounting of costs for Division 1 and Division 2 so that the public has transparency.

Motion approved by the following vote: Ayes: Elder, Gibson, Phillipe, Windeshausen; Noes: none; Abstain: none; Absent: none.

The following comments were made in reference to the meeting information packet and the Engineer's Report:

On page 6 of the Engineer's Report, it is unclear that the term "emergency services" excludes emergency medical services.

Budgeted salaries and benefits for fiscal year 2022/23 were lower than for 2021/22. This was due to lower-staffing costs such as step-pay rates. The staffing at Station 18 is unchanged with three 3-person crews.

The incident-type chart in the meeting information packet clearly shows that, at 64%, the District responds to more rescue and emergency medical service calls than any other type of incident. In Division 1, property tax revenue that once funded fire service now funds medical aid, and the Benefit Assessment funds fire.

Chief Duerr attends meetings of the Horseshoe Bar/Penryn and Granite Bay MACs. At the next meetings, he will report that the Oversight Committee has met and present information about the Committee's purpose and findings.

On page 24 of the Engineer's Report, it states that "members of the Citizens' Oversight Committee will be nominated and approved by the Board of Directors of the Consolidated District." This is in conflict with meeting minutes of the Loomis Fire District Board of Directors, dated February 13, 2008, which state that the Committee "will consist of two persons appointed by the Town of Loomis, two appointed by the Fire Board, and one appointed by Supervisor Holmes." Chief Duerr will contact SCI Consulting Group, who prepared the Engineer's Report, to review the original Assessment document for the correct procedure. This needs to be resolved before appointing someone to fill the current vacancy on the Committee.

It would be helpful to the Committee to have historical financial data reported in the information packet. The packet currently includes the proposed Assessment budgets from the prior two years, but no actual prior year numbers.

Recommendation: On a motion by Jenine Windeshausen, seconded by Brian Phillipe, the Committee recommended that columns reporting actual revenue and expenditure numbers for Division 1 for each of the prior three years be added to the proposed Assessment budget report, and to include allocable fund balances for Division 1.

Motion approved by the following vote: Ayes: Elder, Gibson, Phillipe, Windeshausen; Noes: none; Abstain: none; Absent: none.

Dan Gibson complimented the Fire District on doing an exceptionally good job with fast response time.

Oversight Committee Recommendation to the Fire Board: On a motion by Brian Phillipe, seconded by Dan Gibson, the Committee approved reporting to the Board of Directors of the South Placer Fire District that the Committee has reviewed the projected expenditures allocated to the Assessment District for the 2023/24 fiscal year and recommends acceptance of the expenditure of Assessment funds as proposed.

Motion approved by the following vote: Ayes: Elder, Gibson, Phillipe, Windeshausen; Noes: none; Abstain: none; Absent: none.

Adjournment: There being no further business, the meeting adjourned at 11:05 a.m.

Respectfully submitted,



Barbara Leak, District Secretary

Approved: _____

South Placer Fire District
Loomis Fire and Emergency Response
Services Assessment



Proposed Allocations of the
2024/25 Benefit Assessment

**SPFD Proposed Allocation of the
Loomis Fire Protection
Emergency Response Services Assessment
Projected Revenue Expenditures Fiscal Year 2024/25**



	Projected FY 2024-25	Less EMS Costs	Cost of Fire Protection & Emergency Response Services	Less Cost Not Covered by Benefit Assessment	Cost Funded by Benefit Assessment	Estimations
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Revenue

Property Taxes	\$ 443,068	\$ 94,117	\$ 348,951	\$ 348,951	\$ -	4.50%
Parcel Tax	\$ 535,500		\$ 535,500	\$ 535,500	\$ -	5.00%
Zones of benefit	\$ 49,500		\$ 49,500	\$ 49,500	\$ -	8.26%
Benefit Assessment	\$ 1,194,097		\$ 1,194,097		\$ 1,194,097	4.00%
Other Revenue	\$ 85,000		\$ 85,000	\$ 85,000		0.00%
Operating Revenue	\$ 2,307,165					
ST Reimbursement*	\$ 35,000		\$ 35,000	\$ 35,000	\$ -	
New Development Fees	\$ 51,000		\$ 51,000	\$ 51,000	\$ -	
Total Revenue	\$ 2,393,165	\$ 94,117	\$ 2,299,048	\$ 1,104,951	\$ 1,194,097	
Expenditures						Budgeting Principles
Staff/Salary/Benefit	\$ 1,954,183	\$ 45,000	\$ 1,909,183	\$ 715,086	\$ 1,194,097	97%
Administrative costs	\$ 290,552	\$ 30,242	\$ 260,310	\$ 260,310		
Service & Operations	\$ 300,083	\$ 18,875	\$ 281,208	\$ 281,208		13%
Fixed Assets	\$ 18,000		\$ 18,000	\$ 18,000		1%
ST Expenditures/Cont*	\$ 30,000		\$ 30,000	\$ 30,000		Pass through
Total Expenditures	\$ 2,592,818	\$ 94,117	\$ 2,498,701	\$ 1,304,604	\$ 1,194,097	
Capital Expenditures/Reserve Contributions						
Replacement Fire Apparatus	\$ 12,500		\$ 12,500	\$ 12,500	\$ -	1%
Replacement Major Equipment	\$ 13,750		\$ 13,750	\$ 13,750	\$ -	1%
Est. Mitigation Reserve	\$ 79,500		\$ 79,500	\$ 79,500	\$ -	
Replacement Facilities	\$ 14,500		\$ 14,500	\$ 14,500	\$ -	1%
Total Additions to Reserves	\$ 120,250		\$ 120,250	\$ 120,250	\$ -	
Total Expenditures & Reserves	\$ 2,713,068	\$ 94,117	\$ 2,618,951	\$ 1,424,854	\$ 1,194,097	
Balance	\$ (319,903)	\$ -	\$ (319,903)	\$ (319,903)	\$ -	13%

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SPFD Profit and Loss Statement Ending March 31, 2024

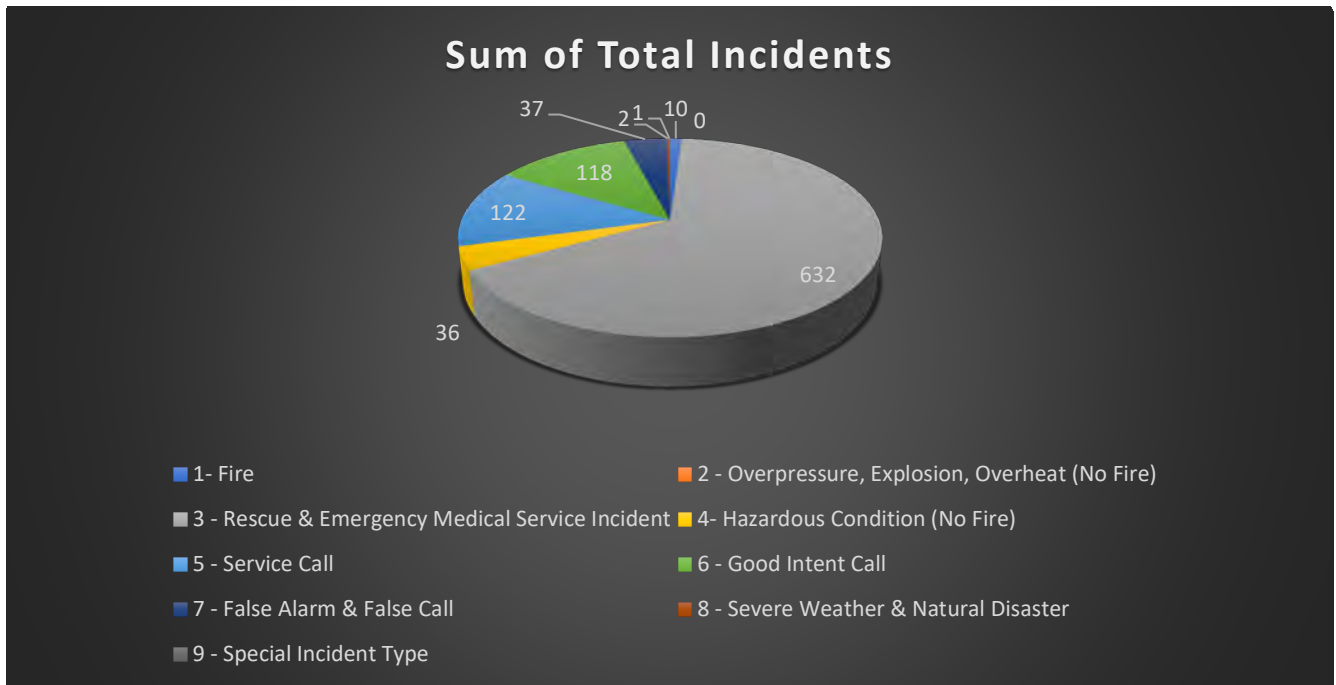
		YTD	BUDGET	----- REMAINING ----- VARIANCE	%
REVENUES					
Secured Property Tax General	0-000-6000-001	\$5,261,265	\$9,567,127	\$4,305,862	45.01%
Unitary & Op Non-Unitary	0-000-6000-002	105,520	191,854	86,334	45.00%
Current Unsecured Property Tax	0-000-6000-003	199,255	207,260	8,005	3.86%
Delinquent Secured Property Taxes	0-000-6000-004	0	836	836	100.00%
Delinquent Unsecured Property Tax	0-000-6000-005	3,534	2,593	(941)	(36.29%)
Current Supplemental Property Tax	0-000-6000-006	118,390	243,400	125,010	51.36%
Delinquent Supplemental Property Tax	0-000-6000-008	917	550	(367)	(66.77%)
SPFD Special Tax	0-000-6001-000	392,319	713,370	321,051	45.00%
Loomis Special Tax	0-000-6001-001	296,969	539,943	242,974	45.00%
Loomis Fire Protection & Response Assessment	0-000-6002-000	631,175	1,147,591	516,416	45.00%
Railroad Unitary Tax	0-000-6106-000	3,276	5,709	2,433	42.61%
Interest-County	0-000-6950-000	47,700	20,000	(27,700)	(138.50%)
Sect. 5151 Interest Refunded	0-000-6957-000	(42)	(385)	(343)	89.02%
HOPTERS Intergovernmental Revenue	0-000-7000-000	26,182	51,221	25,039	48.89%
Ambulance Services	0-000-8192-000	1,504,413	1,960,000	455,587	23.24%
Uniform Reimbursement	0-000-8193-001	30	100	70	70.00%
Other Miscellaneous	0-000-8193-010	40,570	130,000	89,430	68.79%
Fees For Service & Cost Recovery Charges	0-000-8193-011	375,622	310,000	(65,622)	(21.17%)
4850 Reimbursements	0-000-8193-014	28,481	30,000	1,519	5.06%
Cellular Tower Lease	0-000-8193-015	75,429	107,700	32,271	29.96%
MVA Fees	0-000-8193-016	7,625	7,500	(125)	(1.67%)
Local/State/Federal Grants	0-000-8193-018	74,307	771,496	697,189	90.37%
CFAA Revenues	8197	102,231	180,000	77,769	43.20%
TOTAL GENERAL REVENUES		9,295,168	16,187,865	6,892,696	42.58%
Consolidated Mitigation Fee Revenue	0-000-8267-000	364,980	300,000	(64,980)	(21.66%)
Consolidated Mitigation Interest	0-000-8264-007	34,027	6,000	(28,027)	(467.12%)
TOTAL RESTRICTED MITIGATION REVENUES		399,007	306,000	(93,007)	(30.39%)
TOTAL ALL REVENUES		9,694,175	16,493,865	6,799,689	41.23%
OPERATING EXPENSES					
SALARIES/BENEFITS					
Salaries & Wages	1002:1003	4,509,006	6,684,168	2,175,162	32.54%
Sellback/Admin. & FF's	1004	2,935	105,000	102,065	97.21%
Intern FF/Board/Res.App FF/PT	1005	7,000	20,000	13,000	65.00%
Callback/Overtime-Firefighter	1006	1,141,003	1,000,000	(141,003)	(14.10%)
Comp For Absence/Illness	1007	52,163	25,000	(27,163)	(108.65%)
Out of Grade Pay	1008	0	3,000	3,000	100.00%
Other Payroll	1015	1,500	10,000	8,500	85.00%
Volunteer Length of Service Award	1016	1,000	1,000	0	0.00%
PERS Retirement	1300	818,212	1,151,541	333,329	28.95%
PERS Lump Sum Payment	1302	930,786	930,800	14	0.00%
Employer 457 Def. Comp. Match	1305	17,518	30,000	12,482	41.61%
Employment Taxes (FICA/Medicare/SUI)	1301	85,409	108,649	23,240	21.39%
Workmans Comp. Insurance	1315	375,634	770,000	394,366	51.22%
Agency Share Insurance	1550	755,351	1,230,179	474,828	38.60%
COP Debt Service	1552	112,701	400,404	287,703	71.85%
Labor Legal	2010	38,347	60,000	21,653	36.09%
Uniform Allowance/Cell Phone	2017	60,835	117,320	56,485	48.15%

Employees Assistance Program	2019	2,833	5,800	2,967	51.16%
CFAA Expenditures	1997	91,658	180,000	88,342	49.08%
TOTAL SALARIES/BENEFITS/CFAA		9,003,891	12,832,861	3,828,971	29.84%
SERVICE & OPERATIONS					
Audit	2020	15,925	15,925	0	0.00%
Propane	2021	1,432	3,750	2,318	61.81%
Employee Physicals/DL/Wellness	2023	72,416	84,550	12,134	14.35%
Paramedic Cert. EMT/CPR Classes	2024	1,413	6,140	4,727	76.99%
Ambulance Billing Service	2025	134,131	205,000	70,869	34.57%
Garbage	2026	6,367	12,500	6,133	49.06%
Gas & Electric	2027	39,705	50,000	10,295	20.59%
Insurance (FAIRA)	2028	147,061	147,061	0	0.00%
Memberships/Subscriptions	2030	16,599	21,183	4,584	21.64%
News Publications & Ads	2032	1,344	2,000	656	32.80%
Sewer	2035	872	7,000	6,128	87.54%
Telephone	2037	31,756	58,076	26,320	45.32%
Training Supplies	2038	5,706	17,500	11,794	67.40%
Business/Conference	2039	4,905	15,000	10,095	67.30%
Education/Training	2040	14,187	25,000	10,813	43.25%
Water	2041	13,368	16,500	3,132	18.98%
Laundry	2042	1,049	1,850	801	43.32%
Legal/Consulting Fees	2043-000	66,654	70,000	3,346	4.78%
Prevention Consulting Fees	2043-001	99,501	95,000	(4,501)	(4.74%)
Petty Cash Fund	2044	0	250	250	100.00%
Pre-Employment Testing/Background Inv.	2045	6,415	20,000	13,585	67.93%
Medical Waste Disposal	2046	2,446	4,500	2,054	45.64%
County Charges (Tax Collection/LAFCO/Refunds)	2050	207,187	203,439	(3,748)	(1.84%)
Food/Drink-Incident Supplies	2053	1,924	7,500	5,576	74.34%
Safety Awards	2055	2,617	7,250	4,633	63.90%
Software Subscriptions	2056	97,183	139,067	41,884	30.12%
Cleaning/Maintenance Supplies	2120	5,215	17,000	11,785	69.33%
Computer Service & Maint.	2122	5,849	12,000	6,151	51.26%
Fire Prevention Supplies	2123	5,281	10,000	4,719	47.19%
Fuel & Oil	2124	79,502	116,000	36,498	31.46%
Medical Supplies	2127	59,381	125,000	65,619	52.50%
Miscellaneous Supplies	2128	32	1,000	968	96.82%
Office Supplies/Computer	2129	2,939	8,000	5,061	63.26%
Oxygen	2130	5,340	8,250	2,910	35.28%
Postage/Shipping	2131	990	2,000	1,010	50.49%
Storage	2132	2,592	3,000	408	13.60%
Uniform Supplies	2133	2,763	14,000	11,237	80.26%
Misc. Firefighting Equip/Supplies	2135	10,273	20,000	9,727	48.64%
Radio Repair	2221	1,454	16,000	14,546	90.91%
Automotive Repairs/Supplies	2222	77,368	125,000	47,632	38.11%
Facilities Maintenance	2225	33,735	98,100	64,365	65.61%
SCBA Maintenance	2226	4,128	12,990	8,862	68.22%
Equipment Service Maintenance	2227	10,182	39,085	28,903	73.95%
Turnout Clothing Maint.	2228	6,789	9,280	2,491	26.84%
Outside Services/Printing	2523	910	1,320	410	31.10%
Bad Debt Expense	8510 + 4521	0	225,000	225,000	100.00%
TOTAL SERVICE & OPERATIONS		1,306,886	2,099,066	792,179	37.74%

FIXED ASSETS					
Facilities,	4456	0	19,758	19,758	100.00%
Firefighting Equipment	4462	4,844	32,000	27,156	84.86%
EMS Equipment	4464	0	15,000	15,000	100.00%
Office & Communication Equipment	4465	8,690	15,500	6,810	43.94%
Shop Equipment	4470	2,390	5,000	2,610	52.21%
Fitness Equipment	4474	0	8,105	8,105	100.00%
TOTAL FIXED ASSETS		15,924	95,363	79,440	83.30%
CAPITAL EXPENDITURES					
Water Tender	0-000-4510-031	446,021	426,000	(20,021)	(4.70%)
Automatic Heart Defibrillators/EKG Monitors	0-000-4511-003	354,814	354,814	0	0.00%
Mobile/Portable Radios	0-000-4511-011	0	68,000	68,000	100.00%
Med Vaults	0-000-4511-035	20,156	21,000	844	4.02%
St. 17 Generator	0-000-4512-032	75,601	160,000	84,399	52.75%
St. 16 Generator	0-000-4512-033	57,114	65,000	7,886	12.13%
Recliners	0-000-4512-047	0	5,000	5,000	100.00%
Replace/Waterproof Electric box at tower	0-000-4512-048	0	1,000	1,000	100.00%
App. Bay Heaters	0-000-4512-051	0	5,000	5,000	100.00%
Shop Heat/AC Unit	0-000-4512-052	0	11,100	11,100	100.00%
TOTAL CAPITAL EXPENDITURES		953,706	1,116,914	163,209	14.61%
TOTAL GENERAL OPERATING EXPENSES		11,280,407	16,144,204	4,863,799	30.13%
CONSOLIDATED MITIGATION EXPENDITURES					
Type 1 Engine/PNC Equipment Finance	0-000-4523-021	146,158	147,000	842	0.57%
Tablet Command	0-000-4523-054	0	112,000	112,000	100.00%
2023 Ambulance	0-000-4523-059	0	425,000	425,000	100.00%
2023 EMS Chief Vehicle	0-000-4523-060	0	100,000	100,000	100.00%
TOTAL RESTRICTED MITIGATION EXPENDITURES		146,158	784,000	637,842	81.36%
TOTAL ALL EXPENSES		11,426,565	16,928,204	5,501,641	32.50%
EXCESS GENERAL REVENUE LESS EXPENDITURES		(1,985,239)	43,661	2,028,897	4,646.93%
EXCESS MITIGATION REVENUE LESS MITIGATION EXPENDITURES		252,849	(478,000)	(730,848)	152.90%
COMBINED EXCESS		(1,732,390)	(434,339)	1,298,048	(298.86%)
BEGINNING FUND BALANCES		4,983,795	4,983,795	0	0.00%
ENDING FUND BALANCES		3,251,405	4,549,456	1,298,048	28.53%
COMPONENTS OF FUND BALANCE					
Ending FB Consolidated Mit. Reserve	0-000-0565-000	0	(764,006)	(764,006)	100.00%
Ending FB Unassigned	0-000-0554-000	0	(2,128,925)	(2,128,925)	100.00%
Ending FB Res for Imprest Cash	0-000-0555-000	0	(250)	(250)	100.00%
Ending FB Designated for F/A Acq	0-000-0556-000	0	(501,705)	(501,705)	100.00%
Ending FB Facilities	0-000-0557-000	0	(316,487)	(316,487)	100.00%
Ending FB Unassigned Major Equipment	0-000-0558-000	0	(123,627)	(123,627)	100.00%
Ending FB Contingent Reserve	0-000-0559-000	0	(714,457)	(714,457)	100.00%
		0	(4,549,457)	(4,549,456)	100.00%

SPFD Station 18 Incident Type Count – 2024

Incident Type	Total	% of Total
1- Fire	10	1%
2 - Overpressure, Explosion, Overheat (No Fire)	0	0%
3 - Rescue & Emergency Medical Service Incident	632	66%
4- Hazardous Condition (No Fire)	36	4%
5 - Service Call	122	13%
6 - Good Intent Call	118	12%
7 - False Alarm & False Call	37	4%
8 - Severe Weather & Natural Disaster	2	0%
9 - Special Incident Type	1	0%
	958	100%



**Historical Benefit Assessment Allocations
for the Years 2023/2024 and 2023/2022**



	Projected FY 2023-24	Less EMS Costs	Cost of Fire Protection & Emergency Response Services	Less Cost Not Covered by benefit Assessment	Cost Funded by Benefit Assessment	Estimations
Revenue						
Property Taxes	\$ 435,270	\$ 61,450	\$ 373,820	\$ 373,820	\$ -	4.50%
Parcel Tax	\$ 547,000		\$ 547,000	\$ 547,000	\$ -	4.40%
Zones of benefit	\$ 35,411		\$ 35,411	\$ 35,411	\$ -	7.00%
Benefit Assessment	\$ 1,147,242		\$ 1,147,242		\$ 1,147,242	4.00%
Other Revenue	\$ 70,788		\$ 70,788	\$ 70,788		0.00%
Operating Revenue	\$ 2,235,711					
ST Reimbursement*	\$ 60,000		\$ 60,000	\$ 60,000	\$ -	
New Development Fees	\$ 80,000		\$ 80,000	\$ 80,000	\$ -	
Total Revenue	\$ 2,375,711	\$ 61,450	\$ 2,314,261	\$ 1,167,019	\$ 1,147,242	
Expenditures						Budgeting Principles
Staff/Salary/Benefit	\$ 1,823,776	\$ 35,375	\$ 1,788,401	\$ 641,159	\$ 1,147,242	99%
Administrative costs	\$ 378,934	\$ 7,200	\$ 371,734	\$ 371,734		
Service & Operations	\$ 124,702	\$ 18,875	\$ 105,827	\$ 105,827		6%
Fixed Assets	\$ 18,000		\$ 18,000	\$ 18,000		1%
ST Expenditures/Cont*	\$ 60,000		\$ 60,000	\$ 60,000		Pass through
Total Expenditures	\$ 2,405,411	\$ 61,450	\$ 2,343,961	\$ 1,196,719	\$ 1,147,242	
Capital Expenditures/Reserve Contributions						
Replacement Fire Apparatus	\$ 12,500		\$ 12,500	\$ 12,500	\$ -	1%
Replacement Major Equipment	\$ 13,750		\$ 13,750	\$ 13,750	\$ -	1%
Est. Mitigation Reserve	\$ 80,000		\$ 80,000	\$ 80,000	\$ -	
Replacement Facilities	\$ 14,500		\$ 14,500	\$ 14,500	\$ -	1%
Total Additions to Reserves	\$ 120,750		\$ 120,750	\$ 120,750	\$ -	
Total Expenditures & Reserves	\$ 2,526,161	\$ 61,450	\$ 2,464,711	\$ 1,317,469	\$ 1,147,242	
Balance	\$ (150,450)	\$ -	\$ (150,450)	\$ (150,450)	\$ -	107%

2023/24 Annual Expenditures



Projected FY 2022-23	Less EMS Costs	Cost of Fire Protection & Emergency Response Services	Less Cost Not Covered by benefit Assessment	Cost Funded by Benefit Assessment	Estimations
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Revenue

Property Taxes	\$ 402,262	\$ 75,070	\$ 327,192	\$ 327,192	\$ -	4.50%
Parcel Tax	\$ 488,640		\$ 488,640	\$ 488,640	\$ -	5.00%
Zones of benefit	\$ 31,670		\$ 31,670	\$ 31,670	\$ -	8.26%
Benefit Assessment	\$ 1,093,350		\$ 1,093,350		\$ 1,093,350	4.00%
Other Revenue	\$ 70,812		\$ 70,812	\$ 70,812		0.00%
Operating Revenue	\$ 2,086,734					
ST Reimbursement*	\$ 42,500		\$ 42,500	\$ 42,500	\$ -	
New Development Fees	\$ 80,000		\$ 80,000	\$ 80,000	\$ -	
Total Revenue	\$ 2,209,234	\$ 75,070	\$ 2,134,164	\$ 1,040,814	\$ 1,093,350	
Expenditures						Budgeting Principles
Staff/Salary/Benefit	\$ 1,311,752	\$ 45,000	\$ 1,266,752	\$ 173,402	\$ 1,093,350	78%
Administrative costs	\$ 322,730	\$ 7,500	\$ 315,230	\$ 315,230		
Service & Operations	\$ 151,301	\$ 22,570	\$ 128,731	\$ 128,731		7%
Fixed Assets	\$ 18,000		\$ 18,000	\$ 18,000		1%
ST Expenditures/Cont*	\$ 42,500		\$ 42,500	\$ 42,500		Pass through
Total Expenditures	\$ 1,846,283	\$ 75,070	\$ 1,771,213	\$ 677,863	\$ 1,093,350	
Capital Expenditures/Reserve Contributions						
Replacement Fire Apparatus	\$ 179,377		\$ 179,377	\$ 179,377	\$ -	9%
Replacement Major Equipment	\$ 27,074		\$ 27,074	\$ 27,074	\$ -	1%
Est. Mitigation Reserve	\$ 80,000		\$ 80,000	\$ 80,000	\$ -	
Replacement Facilities	\$ 76,500		\$ 76,500	\$ 76,500	\$ -	4%
Total Additions to Reserves	\$ 362,951		\$ 362,951	\$ 362,951	\$ -	
Total Expenditures & Reserves	\$ 2,209,234	\$ 75,070	\$ 2,134,164	\$ 1,040,814	\$ 1,093,350	
Balance	\$ -	\$ -	\$ -	\$ -	\$ -	100%

2022/2023 Annual Expenditure

Fiscal Year 2024-25

ENGINEER'S REPORT

South Placer Fire Protection District

Fire Protection and Emergency Response Services
(Former Loomis Fire Protection District)

June 2024

Final Report

Engineer of Work:



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South Placer Fire Protection District

Board of Directors

Tracy Randall, Board President

Chris Gibson, Board Vice President

Ken Musso, Clerk

Dan Bajtos, Director

Gary Grenfell, Director

Mike Johnson, Director

Terry Ryland, Director

South Placer Fire Chief

Mark Duerr, Fire Chief

Secretary of the Board

Katherine Medeiros

Engineer of Work

SCI Consulting Group

Edric Kwan, P.E.

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Introduction

In June 2017, Loomis Fire Protection District (the “former District”) completed the necessary steps, as directed by the Placer County Local Agency Formation Commission (PCLAFCO), in order to merge with South Placer Fire Protection District (the “Consolidated District”). The former District was formed in 1930 as a volunteer department. In 1984, the former District hired the first paid firefighter. The former District is located in the rural foothills of Placer County along Interstate 80, and its service area encompasses approximately 18 square miles. The former District includes most of the Town of Loomis as well as some unincorporated areas. The former District also provides service along Interstate 80 and the main line for Amtrak and the Union Pacific Railroad, a major tourist transportation corridor.

The Consolidated District maintains and operates six fire stations, and currently has 57 full-time employees and 1 volunteer. In addition to providing fire suppression, fire prevention, emergency response, emergency services, technical rescue, and advanced life support services the Consolidated District also provides basic hazardous materials response, emergency vehicle maintenance, and other services relating to the protection of lives and property. The Consolidated District is governed by a seven-member Board of Directors that are elected by divisions: three Directors from the boundaries of the former District and four Directors elected from the original Boundaries of the South Placer Fire District. The Directors serve staggered four-year terms.

The former District’s operations and services are funded from several sources: a fraction of ad valorem property taxes, special taxes, and the Loomis Fire Protection and Emergency Response Services Assessment (the “Assessment District”).

This Engineer’s Report (the "Report") was prepared to:

- Describe the fire suppression, safety, and emergency response services and equipment that would be funded by the assessments (the "Services");
- Establish a budget for the Services that would be funded by the proposed 2024-25 assessments;
- Determine the benefits received from the Services by property within the Assessment District; and
- Determine and assign a method of assessment apportionment to lots and parcels within the Assessment District.

This Report and the proposed assessments have been made pursuant to the California Government Code Section 50078 et seq. (the "Code") and Article XIIIID of the California Constitution (the “Article”).

The Assessment District is narrowly drawn to include only properties that will benefit from the additional fire protection services that are provided by the assessment funds. The Assessment Diagram included in this report shows the boundaries of the Assessment District.

Legal Analysis

Proposition 218

This assessment is formed consistent with Proposition 218, The Right to Vote on Taxes Act, which was approved by the voters of California on November 6, 1996 and is now Article XIII C and XIII D of the California Constitution. Proposition 218 provides for benefit assessments to be levied to fund the cost of providing services, improvements, as well as maintenance and operation expenses to a public improvement which benefits the assessed property.

Proposition 218 describes a number of important requirements, including a property-owner balloting, for the formation and continuation of assessments, and these requirements are satisfied by the process used to establish this assessment.

Silicon Valley Taxpayers Association, Inc. v Santa Clara County Open Space Authority

In July of 2008, the California Supreme Court issued its ruling on the Silicon Valley Taxpayers Association, Inc. v. Santa Clara County Open Space Authority (“SVTA vs. SCCOSA”). This ruling is the most significant legal document in further legally clarifying Proposition 218. Several of the most important elements of the ruling included further emphasis that:

- Benefit assessments are for special, not general benefit
- The services and/or improvements funded by assessments must be clearly defined
- Special benefits are directly received by and provide a direct advantage to property in the Assessment District

This Engineer’s Report is consistent with the SVTA vs. SCCOSA decision and with the requirements of Article XIII C and XIII D of the California Constitution because the Services to be funded are clearly defined; the Services are available to all benefiting property in the Assessment District, the benefiting property in the Assessment District will directly and tangibly benefit from improved protection from fire damage, increased safety of property and other special benefits and such special benefits provide a direct advantage to property in the Assessment District that is not enjoyed by the public at large or other property. There have been a number of clarifications made to the analysis, findings, and supporting text in this Report to ensure that this consistency is well communicated.

Dahms v. Downtown Pomona Property

On June 8, 2009, the 4th Court of Appeal amended its original opinion upholding a benefit assessment for property in the downtown area of the City of Pomona. On July 22, 2009, the California Supreme Court denied review. On this date, Dahms became good law and binding precedent for assessments. In Dahms, the court upheld an assessment that was 100% special benefit (i.e. 0% general benefit) on the rationale that the services and improvements funded by the assessments were directly provided to property in the assessment district. The Court also upheld discounts and exemptions from the assessment for certain properties.

Bonander v. Town of Tiburon

On December 31, 2009, the 1st District Court of Appeal overturned a benefit assessment approved by property owners to pay for placing overhead utility lines underground in an area of the Town of Tiburon. The Court invalidated the assessments on the grounds that the assessments had been apportioned to assessed property based in part on relative costs within sub-areas of the assessment district instead of proportional special benefits.

Beutz v. County of Riverside

On May 26, 2010, the 4th District Court of Appeal issued a decision on the Steven Beutz v. County of Riverside (“Beutz”) appeal. This decision overturned an assessment for park maintenance in Wildomar, California, primarily because the general benefits associated with improvements and services were not explicitly calculated, quantified, and separated from the special benefits.

Golden Hill Neighborhood Association v. City of San Diego

On September 22, 2011, the San Diego Court of Appeal issued a decision on the Golden Hill Neighborhood Association v. City of San Diego appeal. This decision overturned an assessment for street and landscaping maintenance in the Greater Golden Hill neighborhood of San Diego, California. The court described two primary reasons for its decision. First, like in Beutz, the court found the general benefits associated with services were not explicitly calculated, quantified, and separated from the special benefits. Second, the court found that the City had failed to record the basis for the assessment on its own parcels.

Compliance with Current Law

This Engineer’s Report is consistent with the requirements of Article XIIC and XIID of the California Constitution and with the SVTA decision because the Services to be funded are clearly defined; the Services are available to and will be directly provided to all benefiting property in the Assessment District; and the Services provide a direct advantage to property in the Assessment District that would not be received in absence of the Assessments.

This Engineer's Report is consistent with Dahms because, similar to the Downtown Pomona assessment validated in Dahms, the Services will be directly provided to properties in the Assessment District. Moreover, while Dahms could be used as the basis for a finding of 0% general benefits, this Engineer's Report establishes a more conservative measure of general benefits.

The Engineer's Report is consistent with Bonander because the Assessments have been apportioned based on the overall cost of the Services and proportional special benefit to each property. Finally, the Assessments are consistent with Beutz and Greater Golden Hill because the general benefits have been explicitly calculated and quantified and excluded from the Assessments.

Assessment Process

In Fiscal Year 2008-09, the former Loomis Fire Protection District Board of Directors (the "former Board") by Resolution No. 11-2007 passed on November 7, 2007, called for an assessment ballot proceeding and public hearing on the proposed establishment of a Fire Protection and Emergency Response Services Assessment District. The new assessment was proposed because former District costs significantly exceeded revenues, and the former District could no longer afford to provide the levels of fire protection service desired by the Loomis community.

On November 19, 2007, a notice of assessment and assessment ballot was mailed to property owners within the proposed Assessment District boundaries. Such notice included a description of the Services to be funded by the proposed assessments, a proposed assessment amount for each parcel owned, and an explanation of the method of voting on the assessments. Each notice also included a postage prepaid ballot on which the property owner could mark his or her approval or disapproval of the proposed assessments as well as affix his or her signature.

After the ballots were mailed to property owners in the Assessment District, the required minimum 45 day time period was provided for the return of the assessment ballots. Following this 45 day time period, a public hearing was held on January 3, 2008 for the purpose of allowing public testimony regarding the proposed assessments. At the public hearing the public had the opportunity to speak on the issue.

With the passage of Proposition 218 on November 6, 1996, The Right to Vote on Taxes Act, now Article XIIC and XIID of the California Constitution, the proposed assessments could be levied for Fiscal Year 2008-09, and to continue to levy them in future years, only if the ballots submitted in favor of the assessments were greater than the ballots submitted in opposition to the assessments. (Each ballot is weighted by the amount of proposed assessment for the property that it represents).

After the conclusion of the public input portion of the Public Hearing, all valid received ballots were tabulated by Judge Garbolino and it was determined that the assessment ballots submitted in opposition to the proposed assessments did not exceed the assessment ballots submitted in favor of the assessments (weighted by the proportional financial obligation of the property for which ballots are submitted). Of the ballots received, 68.76% were in support of the proposed assessments.

As a result, the Board gained the authority to approve the levy of the assessments for Fiscal Year 2008-09 and to continue to levy them in future years. The Board took action, by Resolution No. 1-2008 passed on January 3, 2008, to approve the first year levy of the assessments for Fiscal Year 2008-09.

The authority granted by the ballot proceeding was for a maximum assessment rate of \$173.80 per single family home, increased each subsequent year by the San Francisco Bay Area Consumer Price Index (CPI) not to exceed 4% per year. In the event that the annual change in the CPI exceeds 4%, any percentage change in excess of 4% can be cumulatively reserved and can be added to the annual change in the CPI for years in which the CPI change is less than 4%.

In each subsequent year for which the assessments will be levied, the Board must preliminarily approve at a public meeting a budget for the upcoming fiscal year's costs and services, an updated annual Engineer's Report, and an updated assessment roll listing all parcels and their proposed assessments for the upcoming fiscal year. At this meeting, the Board will also call for the publication in a local newspaper of a legal notice of the intent to continue the assessments for the next fiscal year and set the date for the noticed public hearing. At the annual public hearing, members of the public can provide input to the Board prior to the Board's decision on continuing the services and assessments for the next fiscal year.

If the assessments are so confirmed and approved, the levies would be submitted to the Placer County Auditor/Controller for inclusion on the property tax roll for Fiscal Year 2024-25. The levy and collection of the assessments would continue year-to-year until terminated by the Authority Board of Directors.

The fiscal year 2024-25 assessment budget includes outlays for supplies, firefighter salaries, and other fire suppression and protection programs. If the Board approves this Engineer's Report for fiscal year 2024-25 and the continuation of the assessments by Resolution, a notice of assessment levies must be published in a local paper at least 10 days prior to the date of the public hearing. Following the minimum 10-day time period after publishing the notice, a public hearing will be held for the purpose of allowing public testimony about the proposed continuation of the assessments for the Fiscal Year 2023-24.

The public hearing is currently scheduled for June 12, 2024. At this hearing, the Board would consider approval of a resolution confirming the assessments for the Fiscal Year 2024-25. If so confirmed and approved, the assessments would be submitted to the Placer County Auditor/Controller for inclusion on the property tax rolls for Fiscal Year 2024-25.

Description of Services

The Consolidated District provides a range of fire suppression protection, prevention, and educational services to its residents. The Services proposed to be undertaken by the Consolidated District and the cost thereof paid from the continuation of the annual assessment provide special benefit to Assessor Parcels within the Assessment District as defined in the Method of Assessment herein.

Following is a description of the Services that are provided for the benefit of property in the Assessment District. As previously discussed, due to inadequate funding peaking in 2007, the baseline level of service was diminishing and would have diminished further had this assessment not been instituted. With the passage of this assessment, the services were enhanced significantly, and current level of service is equal to, and above the level of service prior to the funding inadequacies in 2007. The formula below describes the relationship between the final level of improvements, the baseline level of service had the assessment not been instituted, and the enhanced level of improvements funded by the assessment.

$$\text{Final Level of Service} = \text{Baseline Level of Service} + \text{Enhanced Level of Service}$$

In addition to the definitions provided by the Code, the Services to be funded by the Assessment District are generally described as follows: obtaining, furnishing, operating, and maintaining fire suppression, protection and emergency fire-related services equipment and apparatus; payment of salaries, benefits and other compensation to fire fighting and fire prevention personnel; training and administration of volunteer personnel performing fire suppression, protection and emergency services; hazardous material response; disaster preparedness; community fire prevention education and fire inspection.

The Assessment District would also contribute to cover the general costs of administering the Consolidated District, its facilities and operations, as well as the salaries and benefits of firefighting personnel who provide fire suppression, protection, and emergency fire-related services to parcels, improvements or property in the Assessment District.

Cost and Budget

The following budget lists the proposed expenditures funded by the Assessment District in Fiscal Year 2024-25.

Table 1 - Cost and Budget

LOOMIS FIRE PROTECTION DISTRICT Improved Fire Protection and Emergency Response Assessment Estimate of Cost Fiscal Year 2024-25			<i>Total Budget</i>
Beginning Fund Balance July 1, 2024			\$0
Services Costs			
Staffing, Salaries and Benefits			\$2,244,735
Salaries, Wages, Payroll Taxes	\$1,213,299.00		
Fringe Benefits	\$1,031,436.00		
Service and Operations/Maintenance			\$300,083
Apparatus & Equipment	\$67,332.00		
Facilities Maintenance & Supplies	\$55,788.00		
Personal Safety Equipment	\$37,395.00		
Emergency Medical Supplies	\$18,875.00		
Operations	\$74,851.00		
Training	\$21,667.00		
Prevention & Public Education	\$24,175.00		
Capital Equipment/Fixed Assets/Reserve			\$40,750
Apparatus	\$14,500.00		
Major Equipment	\$12,500.00		
Facility	\$13,750.00		
Mitigation Fee Expenditures/Reserve			\$97,500
Facilities and Apparatus	\$97,500.00		
Totals for Servicing			\$2,683,068
Incidental Costs			
Allowance for Contingencies and Uncollectables	\$19,430		
Totals for Incidental Costs			\$19,430
Total Benefit of Services and Related Expenses			\$2,702,498
SFE Units		4418.00	
Benefit received per Single Family Equivalent Unit			\$611.70
Less:			
Beginning Fund Balance			\$0
Emergency Medical Supplies paid from other sources			(\$18,875)
District Contribution for General Benefits			(\$68,975)
District Contribution toward Special Benefits			(\$1,100,093)
Transfers to (from) reserves			(\$320,458)
Total Revenue from Other Sources¹			(\$1,508,401)
Net Cost of Fire Suppression and Protection Services			\$1,194,097
Total Fire Suppression and Protection Services Budget			\$1,194,097
(Net Amount to be Assessed)			
Budget Allocation to Property			
	Total SFE Units	Assessment per SFE	Total Assessment
	4,418.00	\$270.28	\$1,194,097

Method of Apportionment

Method of Apportionment

This section includes an explanation of the special benefits to be derived from the Services, the criteria for the expenditure of assessment funds and the methodology used to apportion the total assessments to properties within the Assessment District.

The Assessment District area consists of all Assessor Parcels within the former Loomis Fire Protection District, including all parcels within the Town of Loomis and the former Loomis Fire Protection District of Placer County. The method used for apportioning the assessment is based upon the proportional special benefits from the Services to be derived by the properties in the assessment area over and above general benefits conferred on real property or to the public at large. Special benefit is calculated for each parcel in the Assessment District using the following process:

1. Identification of all benefit factors derived from the Improvements
2. Calculation of the proportion of these benefits that are general
3. Determination of the relative special benefit within different areas within the Assessment District
4. Determination of the relative special benefit per property type
5. Calculation of the specific assessment for each individual parcel based upon special vs. general benefit; location, property type, property characteristics, improvements on property and other supporting attributes

Discussion of Benefit

California Government Code Section 50078 et seq. allows agencies which provide fire suppression services, both the Town of Loomis and former Loomis Fire Protection District of Placer County, to levy assessments for fire suppression services. Section 50078 states the following:

“Any local agency which provides fire suppression services directly or by contract with the state or a local agency may, by ordinance or by resolution adopted after notice and hearing, determine and levy an assessment for fire suppression services pursuant to this article.”

In addition, California Government Code Section 50078.1 defines the term “fire suppression” as follows:

“(c) “Fire suppression” includes firefighting and fire prevention, including, but not limited to, vegetation removal or management undertaken, in whole or in part, for the reduction of a fire hazard.”

Therefore, the Services to be provided by the Assessment District fall within the scope of services that may be funded by assessments under the Code.

The assessments can only be levied based on the special benefit to property. This benefit is received by property over and above any general benefits. Moreover, such benefit is not based on any one property owner's specific use of the Services or a property owner's specific demographic status. With reference to the requirements for assessments, Section 50078.5 of the California Government Code states:

"(b) The benefit assessment shall be levied on a parcel, class of improvement to property, or use of property basis, or a combination thereof, within the boundaries of the local agency, zone, or area of benefit."

"The assessment may be levied against any parcel, improvement, or use of property to which such services may be made available whether or not the service is actually used."

Proposition 218, as codified in Article XIID of the California Constitution, has confirmed that assessments must be based on the special benefit to property:

"No assessment shall be imposed on any parcel which exceeds the reasonable cost of the proportional special benefit conferred on that parcel."

Since assessments are levied on the basis of special benefit, they are not a tax and are not governed by Article XIII A of the California Constitution.

The following section describes how and why the Services specially benefit properties. This benefit is particular and distinct from its effect on property in general or the public at large.

Benefit Factors

In order to allocate the assessments, the Engineer identified the types of special benefit arising from the Services that will be provided to property in the Assessment District. These benefit factors must confer a direct advantage to the assessed properties; otherwise they would be general benefit.

The following benefit categories have been established that represent the types of special benefit conferred to residential, commercial, industrial, institutional and other lots and parcels resulting from the improved fire protection and emergency response services that will be provided in the Assessment District. These categories of special benefit are derived from the statutes passed by the California Legislature and other studies, which describe the types of special benefit received by property from the Services by the Assessment District. These types of special benefit are summarized as follows:

Increased safety and protection of real property assets for all property owners within the Assessment District.

The Assessments will fund improved fire protection and emergency response services, and thereby can reduce significantly the risk of property damage associated with fires. Clearly, fire mitigation helps to protect and specifically benefits both improved properties and vacant properties in the Assessment District.

*"Fire is the largest single cause of property loss in the United States. In the last decade, fires have caused direct losses of more than \$120 billion and countless billions more in related cost."*¹

*"Over 140,000 wildfires occurred on average each year, burning a total of almost 14.5 million acres. And since 1990, over 900 homes have been destroyed each year by wildfires."*²

*"A reasonably disaster-resistant America will not be achieved until there is greater acknowledgment of the importance of the fire service and a willingness at all levels of government to adequately fund the needs and responsibilities of the fire service."*³

*"The strategies and techniques to address fire risks in structures are known. When implemented, these means have proven effective in the reduction of losses."*⁴

*"Statistical data on insurance losses bears out the relationship between excellent fire protection...and low fire losses."*⁵

Protection of views, scenery and other resource values, for property in the Assessment District.

The Assessment District will provide funding for improved fire protection and emergency response services to protect public and private resources in the Assessment District. This benefits even those properties that are not directly damaged by fire by maintaining and improving the aesthetics and attractiveness of public and private resources in the community, as well as ensuring that such resources remain safe and well maintained.

*"Smoke affects people...for example, in producing haze that degrades the visual quality of a sunny day...The other visual quality effect is that of the fire on the landscape. To many people, burned landscapes are not attractive and detract from the aesthetic values of an area."*⁶

*"A visually preferred landscape can be the natural outcome of fuels treatments."*⁷

Enhanced utility and desirability of the properties in the Assessment District.

The Assessments will fund improved fire protection and emergency response services in the Assessment District. Such Services will enhance the utility and desirability of the properties in the assessment district.

"The quality of life of rural areas is affected by the quality of services produced and provided by local government...In addition, the quantity and quality of services produced and provided

have a direct effect on the competitiveness of an area, its ability to appeal to, and retain private enterprises in economically viable activities.” 8

“A community committed to saving lives and property needs trained firefighters, proper equipment, and adequate supplies of water. Insurance companies consider it good public policy –and good business– to promote and encourage the efforts of individual communities to improve their fire-protection services.” 9

Benefit Finding

In summary, real property located within the boundaries of the Assessment District distinctly and directly benefits from increased safety and protection of real property, increased protection of scenery and views, and enhanced utility of properties in the Assessment District. These are special benefits to property in much the same way that sewer and water facilities, sidewalks, and paved streets enhance the utility and desirability of property and make them more functional to use, safer, and easier to access.

General Versus Special Benefit

Article XIII C of the California Constitution requires any local agency proposing to increase or impose a benefit assessment to “separate the general benefits from the special benefits conferred on a parcel.” The rationale for separating special and general benefits is to ensure that property owners subject to the benefit assessment are not paying for general benefits. The assessment can fund special benefits but cannot fund general benefits. Accordingly, a separate estimate of the special and general benefit is given in this section.

In other words:

$$\text{Total Benefit} = \text{Total General Benefit} + \text{Total Special Benefit}$$

There is no widely-accepted or statutory formula for general benefit. General benefits are benefits from improvements or services that are not special in nature, are not “particular and distinct” and are not “over and above” benefits received by other properties. SVTA vs. SCCOSA provides some clarification by indicating that general benefits provide “an indirect, derivative advantage” and are not necessarily proximate to the improvements.

In this report, the general benefit is conservatively estimated and described, and then budgeted so that it is funded by sources other than the assessment.

The starting point for evaluating general and special benefits is the 2007 baseline level of service, had the assessment not been approved by the community. The assessment will fund Services “over and above” this general, baseline level and the general benefits estimated in this section are over and above the baseline.

A formula to estimate the general benefit is listed below:

General Benefit	=	Benefit to Real Property Outside the Assessment District	+	Benefit to Real Property Inside the Assessment District that is Indirect and Derivative	+	Benefit to the Public at Large
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Special benefit, on the other hand, is defined in the state constitution as “a particular and distinct benefit over and above general benefits conferred on real property located in the former District or to the public at large.” The SVTA v. SCCOSA decision indicates that a special benefit is conferred to a property if it “receives a direct advantage from the improvement (e.g., proximity to a park).” In this assessment, as noted, the improved Services are available when needed to all properties in the Assessment District, so the overwhelming proportion of the benefits conferred to property is special, and are only minimally received by property outside the Assessment District or the public at large.

Proposition 218 twice uses the phrase “over and above” general benefits in describing special benefit. (Art. XIII D, sections 2(i) & 4(f).) Arguably, all of the Services being funded by the assessment would be a special benefit because the Services would particularly and distinctly benefit the properties in the Assessment District over and above the baseline benefits.

Nevertheless, arguably some of the Services would benefit the public at large and properties outside the Assessment District. In this report, the general benefit is conservatively estimated and described, and then budgeted so that it is funded by sources other than the assessment.

In the 2009 Dahms case, the court upheld an assessment that was 100% special benefit on the rationale that the services funded by the assessments were directly provided to property in the assessment district. Similar to the assessments in Pomona that were validated by Dahms, the Assessments described in this Engineer’s Report fund fire suppression services directly provided to property in the assessment area. Moreover, every property within the Assessment District will receive the Services, when and if a fire occurs. Therefore, Dahms establishes a basis for minimal or zero general benefits from the Assessments. However, in this report, the general benefit is more conservatively estimated and described, and then budgeted so that it is funded by sources other than the Assessment.

Calculating General Benefit

This section provides a measure of the general benefits from the assessments.

Benefit to Property Outside the Assessment District

Properties within the Assessment District receive almost all of the special benefits from the Services because the Services will be provided solely in the Assessment District boundaries. (It should be noted that these Services may, at times, be used outside the Assessment District boundaries. However, this use is part of a mutual aid agreement and should be exactly offset by use of Services from other agencies within the Assessment District boundaries.) Properties proximate to, but outside of, the proposed boundaries of the Assessment District receive some benefit from the proposed Services due to some degree of indirectly reduced fire risk to their property. These parcels that are proximate to the boundaries of the Assessment District are estimated to receive less than 50% of the benefits relative to parcels within the Assessment District because they do not directly receive the improved fire protection resulting from the Services funded by the Assessments.

At the time the Assessment District was formed, there were approximately 214 of these “proximate” properties.

Criteria:

- 214 parcels outside the assessment district but proximate to the assessment District Boundaries
- 4,632 parcels in the Assessment District
- 50% relative benefit compared to property within the assessment district

Calculation:

General Benefit to property outside the Assessment district = $214/4,846 * .5 = 2.21\%$

Although it can reasonably be argued that properties protected inside, but near the Assessment District boundaries are offset by similar fire protection provided outside, but near the Assessment District’s boundaries, we use the more conservative approach of finding that 2.21% of the Services may be of general benefit to property outside the Assessment District.

Benefit to Property *Inside* the District that is *Indirect and Derivative*

The “indirect and derivative” benefit to property within the Assessment District is particularly difficult to calculate. A solid argument can be presented that all benefit within the Assessment District is special, because the Services are clearly “over and above” and “particular and distinct” when compared with the 2007 baseline level of Services, had the assessment district not passed.

In determining the proposed Assessment District area, the District has been careful to limit it to an area of parcels that will directly receive the benefit of the improved Services. All parcels will directly benefit from the use of the improved Services throughout the Assessment District in order to maintain the same improved level of fire suppression and protection throughout the area. Fire protection and suppression will be provided as needed throughout the area. The shared special benefit - reduced severity and number of fires - would be received on an equivalent basis by all parcels in the Assessment District. Furthermore, all parcels in the Assessment District would directly benefit from the ability to request service from the Consolidated District and to have a Consolidated District firefighter promptly respond directly to the parcel and address the owner's or resident's service need.

The SVTA vs. SCCOSA decision indicates that the fact that a benefit is conferred throughout the Assessment District area does not make the benefit general rather than special, so long as the Assessment District is narrowly drawn and limited to the parcels directly receiving shared special benefits from the service. This concept is particularly applicable in situations involving a landowner-approved assessment-funded extension of a local government service to benefit lands previously not receiving that particular service. The Consolidated District therefore concludes that, other than the small general benefit to properties outside the Assessment District (discussed above) and to the public at large (discussed below), all of the benefits of the Services to the parcels within the Assessment District are special benefits and it is not possible or appropriate to separate any general benefits from the benefits conferred on parcels in the Assessment District.

Benefit To The Public At Large

With the type and scope of Services to be provided to the Assessment District, it is very difficult to calculate and quantify the scope of the general benefit conferred on the public at large. Because the Services directly serve and benefit all of the property in the Assessment District, any general benefit conferred on the public at large would be small. Nevertheless, there would be some indirect general benefit to the public at large.

The public at large uses the public highways, streets and sidewalks, and when traveling in and through the Assessment District and they may benefit from the services without contributing to the assessment. Although the protection of this critical infrastructure is certainly a benefit to all the property within the former District, it is arguably "indirect and derivative" and possibly benefits people rather than property. A fair and appropriate measure of the general benefit to the public at large therefore is the amount of highway, street, and sidewalk area within the Assessment District relative to the overall land area. An analysis of maps of the Assessment District shows that approximately 3.7% of the land area in the Assessment District is covered by highways, streets, and sidewalks. This 3.7% therefore is a fair and appropriate measure of the general benefit to the public at large within the Assessment District.

Summary of General Benefits

Using a sum of the measures of general benefit for the public at large and land outside the Assessment Area, we find that approximately 6% of the benefits conferred by the proposed Fire Protection and Emergency Response Assessment may be general in nature and should be funded by sources other than the assessment.

GENERAL BENEFIT =

2.2 % (OUTSIDE THE FORMER DISTRICT)

+ 0.0 % (INSIDE THE FORMER DISTRICT - INDIRECT AND DERIVATIVE)

+ 3.7 % (PUBLIC AT LARGE)

=5.9% (TOTAL GENERAL BENEFIT)

The Assessment District's total budget for Fiscal Year 2024-25 is \$2,702,498. Of this total budget amount, the Consolidated District will contribute approximately \$1,169,068 over 55.82% of the total budget from sources other than this assessment. This contribution constitutes significantly more than the 5.9% general benefits estimated by the Assessment Engineer.

Benefit Finding

As noted, the assessment funds will be used to improve fire protection and emergency response services throughout the Assessment District. This Engineer's Report finds that the Services are a significant, tangible benefit that should reasonably and rationally confer more special benefit to properties in the Assessment District than the base assessment rate of \$270.28 per benefit unit.

Zones of Benefit

The Assessment District has been narrowly drawn. The assessments will fund improved fire protection and emergency response services relatively uniformly throughout the Assessment District. Therefore properties of similar type will receive essentially equivalent levels of special benefits and no Zones of Benefit are justified.

The SVTA vs. SCCOSA decision indicates:

In a well-drawn district — limited to only parcels receiving special benefits from the improvement — every parcel within that district receives a shared special benefit. Under section 2, subdivision (i), these benefits can be construed as being general benefits since they are not “particular and distinct” and are not “over and above” the benefits received by other properties “located in the district.”

We do not believe that the voters intended to invalidate an assessment district that is narrowly drawn to include only properties directly benefitting from an improvement. Indeed, the ballot materials reflect otherwise. Thus, if an assessment district is narrowly drawn, the fact that a benefit is conferred throughout the district does not make it general rather than special. In that circumstance, the characterization of a benefit may depend on whether the parcel receives a direct advantage from the improvement (e.g., proximity to park) or receives an indirect, derivative advantage resulting from the overall public benefits of the improvement (e.g., general enhancement of the district's property values).

In the assessment, the advantage that each parcel receives from the proposed fire suppression Services is direct, and the boundaries for the Assessment District are narrowly drawn so each parcel receives a similar level of benefit from the improved fire suppression Services. Therefore, the even spread of assessment throughout the Assessment District is indeed consistent with the OSA decision.

Assessment Apportionment

In the process of determining the appropriate method of assessment, the Assessment Engineer considered various alternatives. For example, an assessment only for all residential improved property was considered but was determined to be inappropriate because vacant, commercial, industrial and other properties also receive special benefits from the assessments.

Moreover, a fixed or flat assessment for all properties of similar type was deemed to be inappropriate because larger commercial/industrial properties and residential properties with multiple dwelling units receive a higher degree of benefit than other similarly used properties that are significantly smaller. For two properties used for commercial purposes, there clearly is a higher benefit provided to the larger property in comparison to a smaller commercial property because the larger property generally supports a larger building and has higher numbers of employees, customers and guests that would benefit from improved fire protection and emergency response services. This benefit ultimately flows to the property. Larger parcels, therefore, receive an increased benefit from the assessments.

The Assessment Engineer determined that the appropriate method of assessment should be based on the type of property, the relative risk of fire by type of property, the relative size of the property, and the relative damage value of fires by property type. This method is further described below.

Method of Assessment

The next step in apportioning assessments is to determine the relative special benefit for each property. This process involves determining the relative benefit received by each property in relation to a "benchmark" property, a single family detached dwelling on one parcel (one "Single Family Equivalent Benefit Unit" or "SFE"). This SFE methodology is commonly used to distribute assessments in proportion to estimated special benefits and is generally recognized as providing the basis for a fair and appropriate distribution of assessments. In this Engineer's Report, all properties are assigned an SFE value, which is each property's relative benefit in relation to a single family home on one parcel.

The relative benefit to properties from fire related services is:

Equation 1 – Relative Benefit to Properties

$$\text{Benefit} \approx \sum (\text{Fire Risk Factors}) * \sum (\text{Structure Value Factors})$$

That is, the benefit conferred to property is the "sum" of the risk factors multiplied by the "sum" of the structure value factors.

Fire Risk Factors

Typical fire assessments are evaluated based upon the fire risk of a certain property type. These evaluations consider factors such as use of structure (e.g. used for cooking), type of structure (centralized heating), etc.

In 2003, the National Fire Protection Association ("NFPA"), one of the pre-eminent authorities on fire protection in the United States, published the 2003 US Fire Problem Overview Report. This report comprehensively tabulates the number of fires for each property type within the United States in the year 1999, and serves as a reasonable and rational basis to determine fire risk.

The number of fires for each property is then divided by the total number of that property type to determine un-normalized fire risk factor. Finally, the risk factors are normalized based upon a factor of 1.00 for a single family property. Table 2 below tabulates the Fire Risk Factors for each property type.

Table 2 – Fire Risk Factors

Property Type	Normalized Fire Risk Factors
Single Family	1.0000
Multi-Family	1.8081
Commercial/Industrial	3.4403
Office	2.4102
Institutional	6.9004
Storage	20.4131
Agriculture - Orchards & Vineyards	0.4130
Agriculture - Rice & Flood Irrigation	0.4130
Agriculture - Pasture & Row Crops	0.3754
Agriculture - Dairy, Livestock, Animals	0.3379
Range Land & Open Space	0.0650
Vacant	0.2416

Analysis based upon: 2003 US Fire Problem Overview Report, NFPA

Structure Value Factors

The relative value of different property types was evaluated within the Assessment District area to determine the Structure Value Factor according to the following formula:

Equation 2 - Structure Value Factors

$$\sum (\text{Structure Value Factors}) \approx \frac{((\text{Structure Weighting Factor} * \text{Average Improved Value}) + (\text{Land Weighting Factor} * \text{Average Total Value}))}{* (\text{Unit Density Factor})}$$

Where:

“Structure Weighting Factor” = 10 to “weight” relative importance of structure over land.

“Average Improved Value” is average of value of all improvements (e.g. structures), per property type, as provided by County Assessor records.

Land Weighting Factor = 1

“Average Total Value” is average of value of all land + improvements (e.g. structures), per property type, as provided by County Assessor records. County assessor land values were not used directly because experience has shown total values to be more comprehensive.

Unit Density Factor corresponds to values with units (i.e. “per residential unit” or “per acre”) based upon effective density of structures on parcels. It is used to correlate relative sizes of lots for different property uses.

Table 3 below is a tabulation of the Structure values for each property type as defined by Equation 2, above.

Table 3 – Structure Value Factors

Property Type	Normalized Structure Value Factor	Unit
Single Family	1.0000	each
Multi-Family	0.0734	res unit
Commercial/Industrial	1.7238	acre
Office	2.0106	acre
Institutional	0.3753	each
Vacant	0.5416	each
Storage	0.1328	acre
Agriculture - Orchards & Vineyards	0.0069	acre
Agriculture - Rice & Flood Irrigation	0.0063	acre
Agriculture - Pasture & Row Crops	0.0063	acre
Agriculture - Dairy, Livestock, Animals	0.0076	acre
Range Land & Open Space	0.0084	acre

An Example of Benefit Calculation

Below is an example of the benefit calculation per Formula 1 for Commercial/Industrial parcels to illustrate the methodology. (A summary of the results of all calculations is given in Table 4):

Commercial/Industrial Example

The benefit is the fire risk times the structure value.

Benefit	=	Fire Risk	*	Structure Value
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The fire risk of commercial/industrial parcels is determined by taking the percentage of all fires in commercial/industrial parcels, and dividing it by the percentage of parcels that are commercial/industrial. The fire percentages are taken from the NFPA 2003 US Fire Problem Overview Report. The resulting figure is normalized relative to the risk of a single family home by taking the percentage of fires in single family homes over the percentage of parcels that are single family homes, and dividing that figure into the commercial/industrial fire risk figure.

Fire Risk = ((% of all fires) / (% of parcels)) / (normalization factor versus Single Family Homes)

% of all fires = 9.147% for commercial/industrial, and 67.617% for single family homes

% of parcels = 3.366% for commercial/industrial, and 53.408% for single family homes

Fire Risk = ((9.147% of all fires) / (3.366% of all parcels)) / ((67.617% of all fires) / (53.408% of all parcels))

Fire Risk = 3.4403

The structure value is determined by analyzing the County Assessor’s data and adding the weighted average structure value to the weighted average total value and normalizing the result in relation to a single family home. The weighted average structure value is determined by taking the total improved value for all commercial/industrial parcels in the benefit area, and dividing that number by the total acres for all commercial/industrial parcels in that area to determine the average improved value per acre, and weighting the result by multiplying it by 10. Similarly, the average total value is determined by taking the total value for all commercial/industrial parcels in the benefit area, and dividing that number by the total acres for all commercial/industrial parcels in that area, and weighting the result by multiplying it by 1. The weighted average structure value is added to the weighted average total value, and the resulting figure is normalized relative to the risk of a single family home by dividing it by the total improved value of all single family homes in the benefit area and then dividing the result by the average unit density of single family homes (in order to convert this information to acreage).

$$\text{Structure Value} = ((\text{Avg. Structure Value} * 10) + (\text{Avg. Land Value} * 1)) / (\text{normalization factor versus Single Family Homes}) * (\text{Avg. Unit Density (to convert to acreage)})$$

$$\text{Average Structure Value for commercial/industrial} = \$1,015,467/\text{acre}$$

$$\text{Average Land Value for commercial/industrial} = \$423,572/\text{acre}$$

$$\text{Normalization Factor for Single Family Homes} = \$2,270,581$$

$$\text{Average Unit Density} = 0.37 \text{ acres}$$

$$\text{Structure Value} = (((\$1,015,467 * 10) + (\$423,572 * 1)) / (\$2,270,581)) * (0.37)$$

$$\text{Structure Value} = 1.7238/\text{acre}$$

Since the Benefit is the Fire Risk times the Structure Value, the Commercial/Industrial benefit is 5.930:

$$\text{Benefit} = (3.4403) * (1.7238) = 5.930/\text{acre}$$

Summary of Benefits for Each Property Type

Per Equation 1, the relative special benefit for each property type (the “SFE” or “Single Family Equivalent” Benefit Units) is determined as the product of the normalized Fire Risk Factors and the normalized Structure Value Factors. Table 4 below, summarizes the benefit for each property type.

Table 4 – Benefit Summary per Property Type

Property Type	Fire Risk Factors	Structure Value Factors	SFE Factors	Unit
Single Family	1.0000	1.0000	1.0000	each
Multi-Family	1.8081	0.0734	0.1327	res unit
Commercial/Industrial	3.4403	1.7238	5.9302	acre
Office	2.4102	2.0106	4.8458	acre
Institutional	6.9004	0.3753	2.5900	each
Storage	20.4131	0.1328	2.7115	acre
Vacant			0.2500	each
Agriculture - Orchards & Vineyards	0.4130	0.0069	0.0029	acre
Agriculture - Rice & Flood Irrigation	0.4130	0.0063	0.0026	acre
Agriculture - Pasture & Row Crops	0.3754	0.0063	0.0024	acre
Agriculture - Dairy, Livestock, Animals	0.3379	0.0076	0.0026	acre
Range Land & Open Space	0.0650	0.0084	0.0005	acre

*SFE factor has been converted from “Per Acre” to “Per Each Parcel” by multiplying by effective average area.

Residential Properties

All improved residential properties with a single residential dwelling unit are assigned one Single Family Equivalent or 1.0 SFE. Residential properties on parcels that are larger than one acre receive additional benefit and are assigned additional SFEs on an “Agricultural/Rangeland” basis. Detached or attached houses, zero-lot line houses and town homes are included in this category.

Properties with more than one residential unit are designated as multi-family residential properties. These properties benefit from the Services in proportion to the number of dwelling units that occupy each property. The relative benefit for multi-family properties was determined per Equation 1 to be 0.1327 SFEs per residential unit. This rate applies to condominiums as well.

Commercial/Industrial & Office Properties

Commercial and industrial properties are assigned benefit units per acre, since there is a relationship between parcel size, structure size and relative benefits. The relative benefit for commercial and industrial properties was determined per Equation 1 to be 5.9302 SFEs per acre. The relative benefit for office properties was determined per Equation 1 to be 4.8458 SFEs per acre.

Vacant and Undeveloped Properties

The relative benefit for vacant properties was determined per Equation 1 to be 0.2500 SFEs per parcel.

Rangeland & Open Space and Duck Club Properties

The relative benefit for range land & open space properties was determined per Equation 1 to be 0.0005 SFEs per acre.

Agricultural Properties

The relative benefit for agricultural properties requires additional analysis, as required by Government Code 50078 and the unique agricultural properties within the boundaries. This analysis considered how agricultural operations may mitigate risk, onsite or proximate water availability, response time, capability of the fire suppression service, and any other factors which reflect the benefit to the land resulting from the fire suppression service provided. Agricultural properties have been categorized as Agriculture - Orchards & Vineyards, Agriculture - Rice & Flood Irrigation, Agriculture - Pasture & Row Crops, Agriculture - Dairy, Livestock, Animals according to use and other attributes, and have been analyzed for fire risk and structure value per Equation 1. The relative benefit for agricultural properties was determined per Equation 1 to be 0.0029 SFEs per parcel for Agriculture - Orchards & Vineyards, 0.0026 SFEs per parcel for Agriculture - Rice & Flood Irrigation, 0.0024 SFEs per parcel for Agriculture - Pasture & Row Crops, and 0.0026 SFEs per parcel for Agriculture - Dairy, Livestock, Animals.

Other Properties

Institutional properties such as publicly owned properties (and are used as such), for example, churches, are assessed at 2.5900 SFEs per parcel. The relative benefit for storage properties was determined per Equation 1 to be 2.7115 SFEs per acre.

Article XIID, Section 4 of the California Constitution states that publicly owned properties shall not be exempt from assessment unless there is clear and convincing evidence that those properties receive no special benefit.

All public properties that are specially benefited are assessed. Publicly owned property that is used for purposes similar to private residential, commercial, industrial or institutional uses is benefited and assessed at the same rate as such privately owned property.

Criteria and Policies

This sub-section describes the criteria that shall govern the expenditure of assessment funds and ensures equal levels of benefit for properties of similar type. The criteria established in this Report, as finally confirmed, cannot be substantially modified; however, the Board may adopt additional criteria to further clarify certain criteria or policies established in this Report or to establish additional criteria or policies that do not conflict with this Report.

Duration of Assessment

The Assessment was originally levied for the first time in Fiscal Year 2008-09 and it was to be continued to be levied every year thereafter, so long as the risk of fire on property in the Assessment District remains in existence and the Consolidated District requires funding from the Assessment for its fire suppression Services. As noted previously, because the Assessment and the continuation of the Assessment were approved by property owners in an assessment ballot proceeding, the Assessment can be levied annually after the South Placer Fire Protection District Board of Directors approves an annually updated Engineer's Report, budget for the Assessment, Services to be provided, and other specifics of the Assessment. In addition, the Consolidated District Board of Directors must hold an annual public hearing to continue the Assessment.

Appeals of Assessments Levied to Property

Any property owner who feels that the assessment levied on the subject property is in error as a result of incorrect information being used to apply the foregoing method of assessment or for any other reason may file a written appeal with the Fire Chief of the South Placer Fire Protection District or his or her designee. Any such appeal is limited to correction of an assessment during the then current fiscal year. Upon the filing of any such appeal, the Chief or his or her designee will promptly review the appeal and any information provided by the property owner. If the Chief or his or her designee finds that the assessment should be modified, the appropriate changes shall be made to the assessment roll. If any such changes are approved after the assessment roll has been filed with the County for collection, the Chief or his or her designee is authorized to refund to the property owner the amount of any approved reduction. Any dispute over the decision of the Chief or his or her designee shall be referred to the South Placer Fire Protection District Board of Directors and the decision of the Board shall be final.

Additional Background on Relative Benefit

When property owners are deciding how to cast their ballot for a proposed assessment, each property owner weighs the perceived value of the Services proposed to them and their property with the proposed cost of the assessment to their property. If property owners of a certain type of property are either opposed or in support of the assessment in much greater percentages than owners of other property types, this is an indication that, as a group, these property owners perceive that the proposed assessment has relatively higher or lower “utility” or value to their property relative to owners of other property types. One can also infer from these hypothetical ballot results, that the apportionment of benefit (and assessments) was too high or too low for that property type. In other words, property owners, by their balloting, ultimately indicate if they perceive the special benefits to their property to exceed the cost of the assessment, and, as a group, whether the determined level of benefit and proposed assessment (the benefit apportionment made by the Assessment Engineer) is consistent with the level of benefits perceived by the owners of their type of property relative to the owners of other types of property.

Assessment Funds Must Be Expended Within the Assessment District Area

The net available assessment funds, after incidental, administrative, financing and other costs, shall be expended exclusively for Services within the boundaries of the Assessment District, namely, the former District area.

Citizens’ Oversight Committee

A Citizens’ Oversight Committee (the “Citizens’ Oversight Committee”) will be established for the Assessment District. The Citizens’ Oversight Committee shall review potential projects that may be funded by the assessments and shall make recommendations about the expenditure of assessment funds. Members of the Citizens’ Oversight Committee will be nominated and approved by the Board of Directors of the Consolidated District. All members of the Citizens’ Oversight Committee shall own property within the Assessment District and shall not have conflicts of interest with the Assessment District or the Services funded by the Assessments.

Assessment

WHEREAS, the former Board of Directors of the former Loomis Fire Protection District formed the Fire Protection and Emergency Response Services Assessment District and is proceeding with the proposed continuation of assessments under California Government Code sections 50078 et seq. (the “Code”) and Article XIIIID of the California Constitution (the “Article”);

WHEREAS, the undersigned Engineer of Work has prepared and filed a report presenting an estimate of costs, a diagram for the Assessment District and an assessment of the estimated costs of the Services upon all assessable parcels within the Assessment District;

NOW, THEREFORE, the undersigned, by virtue of the power vested in me under said Code and Article and the order of the Board of said Consolidated District, hereby make the following assessment to cover the portion of the estimated cost of said Services, and the costs and expenses incidental thereto to be paid by the Assessment District.

The amount to be paid for said Services and the expense incidental thereto, to be paid by the Assessment District for the Fiscal Year 2024-25 is generally as follows:

Table 5 – Summary Cost Estimate

FISCAL YEAR 2024-25 BUDGET	
Total for Servicing	\$2,683,068
Total Incidental Costs	\$19,430
Less Total Revenue from Other Sources	(\$1,508,401)
Total Fire Suppression & Protection Services Budget	\$1,194,097

An Assessment Diagram is hereto attached and made a part hereof showing the exterior boundaries of said Assessment district. The distinctive number of each parcel or lot of land in said Assessment district is its Assessor Parcel Number appearing on the Assessment Roll.

I do hereby assess and apportion said net amount of the cost and expenses of said Services, including the costs and expenses incident thereto, upon the parcels and lots of land within said Assessment District, in accordance with the special benefits to be received by each parcel or lot, from the Services, and more particularly set forth in the Cost Estimate and Method of Assessment hereto attached and by reference made a part hereof.

The assessment is subject to an annual adjustment tied to the Consumer Price Index-U for the San Francisco Bay Area as of December of each succeeding year (the "CPI"), with a maximum annual adjustment not to exceed 4%. Any change in the CPI in excess of 4% shall be cumulatively reserved as the "Unused CPI" and shall be used to increase the maximum authorized assessment rate in years in which the CPI is less than 4%. The maximum authorized assessment rate is equal to the maximum assessment rate in the first fiscal year the assessment was levied adjusted annually by the minimum of 1) 4% or 2) the change in the CPI plus any Unused CPI as described above.

The change in the CPI from December 2022 to December 2023 was 2.62% and the Unused CPI carried forward from the previous fiscal year is 1.13%. Therefore, the maximum authorized assessment rate for Fiscal Year 2024-25 is increased to 3.75% which equates to \$270.28 per single family equivalent benefit unit. The estimate of cost and budget in this Engineer's Report proposes assessments for Fiscal Year 2024-25 at the rate of \$270.28, which is equal to the maximum authorized assessment rate.

Since property owners in the Assessment District, in an assessment ballot proceeding, approved the initial fiscal year benefit assessment for special benefits to their property including the CPI adjustment schedule, the assessment may continue to be levied annually and may be adjusted by up to the maximum annual CPI adjustment without any additional assessment ballot proceeding. In the event that in future years the assessments are levied at a rate less than the maximum authorized assessment rate, the assessment rate in a subsequent year may be increased up to the maximum authorized assessment rate without any additional assessment ballot proceeding.

Each parcel or lot of land is described in the Assessment Roll by reference to its parcel number as shown on the Assessor's Maps of the County of Placer for the Fiscal Year 2024-25. For a more particular description of said property, reference is hereby made to the deeds and maps on file and of record in the office of the County Recorder of Placer County.

I hereby place opposite the Assessor Parcel Number for each parcel or lot within the Assessment Roll, the amount of the assessment for the Fiscal Year 2024-25 for each parcel or lot of land within the said Assessment District.

Dated: June 12, 2024

Engineer of Work



By

A handwritten signature in blue ink, appearing to read "Edric W. H. Kwan", written over a horizontal line.

Edric W. H. Kwan, P.E.
License No. C062829

Assessment Diagram

The Assessment District includes all properties within the boundaries of the Fire Protection and Emergency Response Services District. The boundaries of the Assessment District are displayed on the following Assessment Diagram. The lines and dimensions of each lot or parcel within the Assessment District are those lines and dimensions as shown on the maps of the Assessor of Placer County, and are incorporated herein by reference, and made a part of this Diagram and this Report.

Appendices

Appendix A – Assessment Roll, Fiscal Year 2024-25

The Assessment Roll is made part of this report and is available for public inspection during normal office hours. Each lot or parcel listed on the Assessment Roll is shown and illustrated on the latest County Assessor records and these records are, by reference, made part of this report. These records shall govern for all details concerning the description of the lots of parcels.

End Notes

¹ Insurance Services Offices Inc.

<http://www.rockwall.com/FireDepartment/Insurance%20Services%20Office%20Rating%20Information.pdf>

² Institute for Business & Home Safety, "Protect Your Home Against Wildfire Damage,"

<http://www.ibhs.org/publications/view.asp?id=125>

³ U.S. Fire Administration, Department of Homeland Security, "America Burning, Recommissioned: Principal Findings and Recommendations," p.1, <http://www.usfa.fema.gov/downloads/pdf/abr-rep.PDF>

⁴ U.S. Fire Administration, Department of Homeland Security, "America Burning, Recommissioned: Principal Findings and Recommendations," p.2, <http://www.usfa.fema.gov/downloads/pdf/abr-rep.PDF>

⁵ Insurance Services Offices Inc., p. 1,

<http://www.rockwall.com/FireDepartment/Insurance%20Services%20Office%20Rating%20Information.pdf>

⁶ Weldon, Leslie A. C., "Dealing with Public Concerns in Restoring Fire to the Forest," General Technical Report INT-GTR-341 The Use of Fire in Forest Restoration, U.S. Forest Service, June 1996, p. 3

⁷ U.S. Forest Service, Department of Agriculture, "Social Science to Improve Fuels Management: A Synthesis of Research on Aesthetics and Fuels Management," p. 1, http://ncrs.fs.fed.us/pubs/gtr/gtr_nc261.pdf

⁸ Michigan State University Extension, Ag Experiment Station Special Reports – SR399301 – 07/28/98, "Community Resources and Restraints," p. 9, <http://web1.msue.msu.edu/imp/modsr/sr399301.html>

⁹ Insurance Services Offices Inc., p. 1,

<http://www.rockwall.com/FireDepartment/Insurance%20Services%20Office%20Rating%20Information.pdf>

**SOUTH PLACER FIRE PROTECTION DISTRICT
INTEROFFICE MEMORANDUM**

TO: BOARD OF DIRECTORS
FROM: CHIEF MARK DUERR
SUBJECT: BOARD MEETING AGENDA STAFF RECOMMENDATIONS
DATE: WEDNESDAY, JUNE 05, 2024
CC: BOARD SECRETARY KATHY MEDEIROS

Agenda Item: FY 2024/25 Preliminary Budget Adoption:

Action Requested: Staff recommends adoption of the preliminary FY 2024/25 Budget.

Background: The Fire Chief has prepared the FY 2024/25 preliminary budget. The budget continues the work of the District to remain financially solvent, sustainable, independent, and accountable to the community through spending allocations that prioritize the District-adopted goals:

	Goal	24/25
% Wages and Benefits	80.25	83.95%
% Service and Operations	12	14.00%
% Fixed Assets	1	0.83%
% Apparatus	3	0.28%
% Facilities	3	0.66%
% Major Equipment	0.75	0.28%
	100	99.96%

Fiscal year 24/25 spending highlights include:

- Assumes a 4% increase in revenue for the majority of the general revenues.
- Identifies monies for reserves for long-term improvement plans (facilities, apparatus, and major equipment).
- Ambulance revenues continue to be a stable source of revenue.
- Turnout replacement - Under the new law, all PPE (Personal Protective Equipment) must be replaced within ten years, with several sets coming due for replacement in the next few years.
- Mitigation monies are allocated for new portable radios (pending AFG grant success), E18 Pierce payment, an additional SCBA compressor, and the rollover of the ISRAM ambulance.

Finally, the budget includes all costs of the labor contracts with District employees.

Impact: Enables the District to enter the new fiscal year 2024/25 with a preliminary budget that will be adjusted for final approval in September 2024. Estimated expenditures in this budget include a spending plan of \$17,172,673 and estimated revenues of \$16,454,673, with an additional \$718,000 from mitigation reserves totaling \$17,172,673.

Attachments: Preliminary FY 2024/25 Budget

Mark Duerr
Fire Chief
South Placer Fire District



Estimated Revenues 2024-25				
	General Revenue		\$15,965,673	
	Mitigation Revenue		\$309,000	
	CFAA Revenue		\$180,000	
	Mitigation Reserves		\$718,000	
		Total	\$17,172,673	
Estimated Expenditures 2024-25				
	Operational Expenditures (salaries, operations, fixed assets)		\$15,763,673	
	Capital Expenditures- Capital Facilities General Budget		\$202,000	
	Mitigation Expenditures		\$1,027,000	
	CFAA Expenditures		\$180,000	
		Total	\$17,172,673	

Account Number		2023/2024 Amount	2023/2024 *thru 4/30/24	2024/25 Budget	Percent Change
General Revenues					
6000-000-001	Secured Property Tax General	\$9,567,127	\$9,087,852	\$9,949,812	4.00%
0-000-6000-002	Unitary & Op Non-Unitary	\$191,854	\$182,262	\$199,528	4.00%
0-000-6000-003	Current Unsecured Property Tax	\$207,260	\$199,255	\$210,000	1.32%
0-000-6000-004	Delinquent Secured Property Taxes	\$836	\$0	\$850	1.67%
0-000-6000-005	Delinquent Unsecured Property Tax	\$2,593	\$3,534	\$2,600	0.27%
0-000-6000-006	Current Supplemental Property Tax	\$243,400	\$225,309	\$250,000	2.71%
0-000-6000-008	Delinquent Supplemental Property Tax	\$550	\$917	\$550	0.00%
0-000-6001-000	SPFD Special Tax	\$713,370	\$677,667	\$713,100	-0.04%
0-000-6002-000	Loomis Fire Protection & Response Assessment	\$1,147,591	\$1,090,212	\$1,194,097	4.05%
	Loomis Parcel Tax	\$539,943	\$512,946	\$594,378	10.08%
0-000-6106-000	Railroad Unitary Tax	\$5,709	\$5,659	\$5,800	1.59%
0-000-6950-000	Interest-County	\$20,000	\$61,295	\$20,000	0.00%
0-000-6957-000	Sect. 5151 Interest Refunded	-\$385	-\$402	-\$400	3.90%
0-000-7000-000	HOPTERS Intergovernmental Revenue	\$51,221	\$44,509	\$52,758	3.00%
0-000-8192-000	Ambulance Services	\$1,960,000	\$1,647,794	\$2,150,000	9.69%
0-000-8193-001	Uniform Reimbursement	\$100	\$29	\$100	0.00%
0-000-8193-009	Other Staffing Reimbursements	\$0	\$0	\$0	#DIV/0!
0-000-8193-010	Other Miscellaneous	\$130,000	\$43,570	\$175,000	34.62%
0-000-8193-011	Fees For Service & Cost Recovery Charges	\$310,000	\$446,349	\$310,000	0.00%
0-000-8193-014	4850 Reimbursements	\$30,000	\$28,481	\$30,000	0.00%
0-000-8193-015	Cellular Tower Lease	\$107,700	\$83,484	\$100,000	-7.15%
0-000-8193-016	MVA Fees	\$7,500	\$9,187	\$7,500	0.00%
0-000-8193-018	Local/State/Federal Grants	\$771,496	\$74,307	\$0	-100.00%
0-000-8300-000	Grant Revenue	\$0	\$0		
0-000-8372-000	Automotive Fund Mat & Services	\$0	\$0	\$0	
	Total General Revenue	\$16,007,865	\$14,424,216	\$15,965,673	-0.26%
0-000-8267-000	Consolidated Mitigation Fee Revenue	\$300,000	\$421,216	\$300,000	0.00%
0-000-8264-007	Consolidated Mitigation Interest	\$6,000	\$38,545	\$9,000	50.00%
	Total Mitigation Revenue	\$306,000	\$459,761	\$309,000	0.98%
0-000-8300-000	CFAA Revenues (Strike Teams)				
	Total CFAA Revenue	\$180,000	\$109,791	\$180,000	
	Total Budget With Mitigation Fees & CFAA Revenues	\$16,493,865	\$14,993,768	\$16,454,673	-0.24%

OPERATIONAL EXPENDITURES							
Account				2023/2024	2023/2024	2024/25 Budget	Percent
Number				Amount	*thru 4/30/24		Change
Personnel Salaries and Benefits							
1002		Salaries & Wages		\$6,684,168	\$4,982,277	\$7,037,130	5.28%
1004		Sellback/Admin. & FF's		\$105,000	\$7,579	\$175,000	66.67%
1005		Intern FF/Board/App FF/PT		\$20,000	\$7,600	\$20,000	0.00%
1006		Callback/Overtime-Firefighter		\$1,000,000	\$1,249,609	\$1,100,000	10.00%
1007		Comp For Absence/Illness		\$25,000	\$52,163	\$27,500	10.00%
1008		Out of Grade Pay		\$3,000	\$0	\$3,000	0.00%
1015		Other Payroll		\$10,000	\$1,500	\$10,000	0.00%
1016		Volunteer Length of Service Award		\$1,000	\$1,000	\$1,000	0.00%
1300		PERS Retirement		\$1,151,541	\$902,498	\$1,152,411	0.08%
1302		PERS Lump Sum Payment		\$930,800	\$930,786	\$1,270,975	36.55%
1305		Employer 457 Def. Comp. Match		\$30,000	\$19,341	\$30,000	0.00%
1301		Employment Taxes (FICA/Medicare/SUI)		\$108,649	\$93,498	\$113,812	4.75%
1315		Workmans Comp. Insurance		\$770,000	\$751,268	\$770,000	0.00%
1550		Agency Share Insurance		\$1,230,179	\$919,060	\$1,206,267	-1.94%
1551		OPEB Contribution		\$0	\$0	\$0	#DIV/0!
1552		COP Debt Service		\$400,404	\$400,403	\$397,000	-0.85%
2010		Labor Legal		\$60,000	\$38,509	\$35,000	-41.67%
2017		Uniform Allowance/Cell Phone		\$117,320	\$64,335	\$45,000	-61.64%
2019		Employees Assistance Program		\$5,800	\$2,833	\$9,000	55.17%
		Total Salaries/Benefits		\$12,652,861	\$10,424,259	\$13,403,095	5.93%
8197		CFAA Expenditures (Strike Teams) Estimates					
8197-001		Personnel Overtime		\$145,000	\$96,709	\$150,000	3.33%
8197-002		Administration Costs		\$17,500		\$15,000	
8197-003		Apparatus		\$12,500		\$10,000	
8197-004		FICA & FASIS Reimbursement		\$5,000		\$5,000	
		Total CFAA Expenditures		\$180,000	\$96,709	\$180,000	0.00%
		Total Salaries and Benefits including CFAA Est.		\$12,832,861	\$10,520,968	\$13,583,095	
		1 Fire Chief			3 Shift Battalion Chief	1 Volunteer Firefighter	
		1 /Personnel/Operations - Deputy Chief			15 Captains (6 PM)	0 Intern Firefighters	
		1 Division Chief - Fire Marshal			12 Engineers (6 PM)		
		1 Division Chief - EMS/Safety			12 Firefighters		
		1 Business Manager			3 Apprentice Firefight	1 Volunteer Positions	
		1 Prevention Specialist/Admin. Assistant					
		1 Journeyperson Mechanic					
		1 District Secretary-Full Time					
		1 Apprentice Mechanic					

Service & Operations			2023/24 Budget	2023/24 YTD	2024/25 Budget	
2020		Audit	\$15,925	\$15,925	\$15,925	0.00%
2021		Propane	\$3,750	\$1,432	\$3,750	0.00%
2023		Employee Physicals/DL/Wellness	\$84,550	\$72,531	\$47,286	-44.07%
2024		Paramedic Cert. EMT/CPR Classes	\$6,140	\$1,663	\$6,298	2.57%
2025		Ambulance Billing Service	\$205,000	\$162,599	\$205,000	0.00%
2026		Garbage	\$12,500	\$7,359	\$12,500	0.00%
2027		Gas & Electric	\$50,000	\$46,223	\$55,000	10.00%
2028		Insurance (FAIRA)	\$147,061	\$158,312	\$165,000	12.20%
2030		Memberships/Subscriptions	\$21,183	\$16,706	\$22,933	8.26%
2032		News Publications & Ads	\$2,000	\$1,973	\$2,000	0.00%
2035		Sewer	\$7,000	\$6,462	\$7,000	0.00%
2037		Telephone	\$58,076	\$35,389	\$34,490	-40.61%
2038		Training Supplies	\$17,500	\$5,706	\$25,000	42.86%
2039		Business/Conference	\$15,000	\$14,905	\$20,000	33.33%
2040		Education/Training	\$25,000	\$19,565	\$80,000	220.00%
2041		Water	\$16,500	\$13,810	\$17,500	6.06%
2042		Laundry	\$1,850	\$1,420	\$2,000	8.11%
2043-000		Legal/Consulting Fees	\$70,000	\$82,237	\$94,658	35.23%
2043-001		Prevention Consulting Fees	\$95,000	\$113,859	\$125,000	31.58%
2044		Petty Cash Fund	\$250	\$0	\$250	0.00%
2045		Pre-Employment Testing/Background Inv.	\$20,000	\$6,493	\$20,000	0.00%
2046		Medical Waste Disposal	\$4,500	\$2,765	\$4,000	-11.11%
2050		County Charges (Tax Collection/LAFCO/Refunds)	\$203,439	\$207,187	\$215,000	5.68%
2051		Elections	\$0	\$0	\$30,000	#DIV/0!
2053		Food/Drink-Incident Supplies	\$7,500	\$2,245	\$7,500	0.00%
2055		Safety Awards	\$7,250	\$2,617	\$7,250	0.00%
2056		Software Subscriptions	\$139,067	\$104,318	\$149,794	7.71%
2120		Cleaning/Maintenance Supplies	\$17,000	\$6,067	\$17,000	0.00%
2122		Computer Service & Maint.	\$12,000	\$7,474	\$12,000	0.00%
2123		Fire Prevention Supplies	\$10,000	\$5,281	\$14,050	40.50%
2124		Fuel & Oil	\$116,000	\$93,650	\$123,000	6.03%
2127		Medical Supplies	\$125,000	\$70,516	\$125,000	0.00%
2128		Miscellaneous Supplies	\$1,000	\$32	\$1,000	0.00%
2129		Office Supplies	\$8,000	\$3,570	\$8,500	6.25%
2130		Oxygen	\$8,250	\$5,849	\$8,250	0.00%
2131		Postage/Shipping	\$2,000	\$1,224	\$2,000	0.00%
2132		Storage	\$3,000	\$2,592	\$3,000	0.00%
2133		Uniform Supplies	\$14,000	\$2,763	\$14,000	0.00%
2135		Misc. Firefighting Equip/Supplies	\$20,000	\$10,343	\$15,000	-25.00%
2221		Radio Repair	\$16,000	\$1,454	\$16,000	0.00%
2222		Automotive Repairs/Supplies	\$125,000	\$84,134	\$135,000	8.00%
2225		Facilities Maintenance	\$98,100	\$54,372	\$98,100	0.00%

Service & Operations Continued						
2226		SCBA Maintenance	\$12,990	\$5,945	\$6,340	-51.19%
2227		Equipment Service Maintenance	\$39,085	\$19,963	\$33,585	-14.07%
2228		Turnout Clothing Maint.	\$9,280	\$6,789	\$19,762	
2523		Outside Services	\$1,320	\$895	\$1,320	0.00%
8510 + 4521		Bad Debt Expense	\$225,000	\$0	\$200,000	-11.11%
		Total Service & Operations	\$2,099,066	\$1,486,614	\$2,228,041	6.14%

Fixed Assets		2023/24 Budget	2023/24 YTD	2024/25 Budget	
4456	Facilities	\$19,758	\$0	\$19,758	\$0
4462	Firefighting Equipment	\$32,000	\$4,844	\$79,900	
	Turnouts			\$46,900	
	Yellows			\$10,000	
	Structure Gloves			\$2,500	
	Structure helmets			\$7,500	
	Wildland gloves			\$1,500	
	Hose			\$7,500	
	Wildland equipment			\$4,000	
4464	EMS Equipment	\$15,000	\$0	\$0	\$0
4465	Office, Telephone & Computer Equipment	\$15,500	\$8,723	\$14,000	
	Station IT			\$8,000	
	Vehicle IT			\$2,500	
	Replacement switches			\$3,500	
4469	VHF Radio, & Communications	\$0		\$0	
	Mobile radio			\$0	
	Portable			\$0	
4470	Shop Equipment	\$5,000	\$2,390	\$5,500	
	Bandsaw			\$3,000	
	Airlines			\$2,500	
4472	Training/Operations Equipment	\$0		\$1,452	
4475	Rescue Equipment	\$0		\$1,928	
	Equipment			\$1,928	
4476	Apparatus Up-Grades	\$0		\$0	
447X	Fitness Equipment	\$8,105	\$0	\$10,000	
Total Fixed Assets		\$95,363	\$15,957	\$132,538	

CONSOLIDATED MITIGATION EXPENDITURES					
4523-052	Portable Radios			\$330,000	
	Portable Radio			\$330,000	
4523-XX	Apparatus			\$147,000	
	2021 Pierce			\$147,000	
4523-XX	Compressor			\$125,000	
4523-059	Ambulanbce			\$425,000	
		Consolidated Mitigation Expenditures	\$784,000	\$146,953	\$1,027,000

**SOUTH PLACER FIRE PROTECTION DISTRICT
INTEROFFICE MEMORANDUM**

TO: BOARD OF DIRECTORS
FROM: CHIEF MARK DUERR
SUBJECT: BOARD MEETING AGENDA STAFF RECOMMENDATIONS
DATE: WEDNESDAY, JUNE 12TH, 2024
CC: BOARD SECRETARY KATHY MEDEIROS

Agenda Item: Authorization Providing for the Levy and Collection of Special Tax Measure A for Fiscal Year 2024/25:

Action Requested: Staff recommends approval of the resolutions to authorize the levy and collection of the District's Special Tax Measure A by Placer County.

Background: The South Placer Fire District passed the special tax with 69.2% of the ballots in 1980. The special tax is \$70.00 per residence, \$0.05 per square foot of commercial property, and \$2.00 per acre for vacant land. No Consumer Price Index or Cost of Living Adjustment to the original tax passed in 1980 exists.

Impact: Estimated **\$713,100** in special tax revenue.

Attachments: Resolution No. 11-2023/24 and Resolution No. 12-2023/24

Mark Duerr
Fire Chief
South Placer Fire District

RESOLUTION NO. 11-2023/2024

**A RESOLUTION OF THE SOUTH PLACER FIRE PROTECTION DISTRICT PROVIDING FOR THE LEVY
AND COLLECTION OF
SPECIAL TAX MEASURE A FOR THE FISCAL YEAR 2024-25**

RESOLVED by the Board of Directors (the "Board") of the South Placer Fire Protection District (the "District"), County of Placer, State of California, that:

WHEREAS, the District formed a Special Tax in accordance with Article 16 "commencing with section 53970" of Chapter 4 of Part 1 of Division 2 of Title 5 of the Government Code to provide the district the necessary additional revenues for adequate fire protection and prevention; and

WHEREAS, the District formed a Special Tax by way of Ordinance No. FP6 of the Board of the South Placer Fire Protection District adopted on June 3, 1980; and

WHEREAS, Parcels within the District will be charged accordingly to the specifications in the South Placer Fire Protection District Special Tax Measure A of Ordinance No. FP6; and

WHEREAS, the Board, acting pursuant to the said Ordinance, desires to levy the special tax as follows:

- | | |
|-----------------------|---|
| a. Residential Parcel | \$70 flat fee and \$2 per acre |
| b. Commercial Unit | \$0.05 per square foot and \$2 per acre |
| c. Irrigated Farm | \$70 for all buildings and \$2 per acre |
| d. Mobile Home Park | \$20 per mobile home and \$2 per acre |
| e. Land | \$2 per acre |

NOW, THEREFORE, IT IS HEREBY ORDERED as follows:

1. The foregoing recitals are true and correct.
2. That special taxes for the fiscal year 2024-25 for Measure A shall continue to be levied at those rates specified in this Resolution for the fiscal year 2024-25 with an estimated total annual amount of \$713,000.
3. The Measure A Special Tax as it applies to any parcel, may be corrected, canceled or a refund granted as appropriate, by order of the Board of Trustees of the District. Any such corrections, cancellations or refunds shall be limited to the current fiscal year.

PASSED AND ADOPTED by the Board of Directors of the South Placer Fire Protection District at a regular meeting thereof this 12th day of June 2024, by the following vote on roll call:

AYES:

NOES:

ABSTAINED:

ABSENT:

Tracy Randall, President, Board of Directors
South Placer Fire Protection District

ATTEST:

Katherine Medeiros, Secretary, Board of Directors,
South Placer Fire Protection District

RESOLUTION NO. 12– 2023/2024

REQUESTING COLLECTION OF CHARGES ON TAX ROLL
FOR TAX YEAR 2024-2025

TAX CODE NUMBER 70000

DIRECT CHARGE NAME Special Tax: Approved by Electorate Vote

Whereas, the South Placer Fire District requests the County of Placer collect on the County tax rolls certain charges which have been imposed pursuant to section 53970 of Chapter 4 of Part 1 of Division 2 of Title 5 of the Government Code by the District, attached hereto, and

Whereas, the County has required as a condition of the collection of said charges that the District/City warrant the legality of said charges and defend and indemnify the County from any challenge to the legality thereof,

Now, Therefore, Be It Hereby Resolved by the Board/Council of District/City that:

1. The Auditor-Controller of Placer County is requested to attach for collection on the County tax rolls those taxes, assessments, fees and/or charges, attached hereto.
2. The District/City warrants and represents that the taxes, assessments, fees and/or charges imposed by the District/City and being requested to be collected by Placer County comply with all requirements of state law, including but not limited to Articles XIII C and XIII D of the California Constitution (Proposition 218).
3. The District/City releases and discharges the County, and its officers, agents and employees from any and all claims, demands, liabilities, costs and expenses, damages, causes of action, and judgments, in any manner arising out of the collection by County on the property tax roll of any taxes, assessments, fees and/or charges on behalf of District/City.
4. In consideration for the County's collection of the charge through the County's property tax roll, the District/City agrees to and shall defend, indemnify and hold harmless the County, its officers, agents and employees (the "Indemnified Parties") from any and all claims, demands, liabilities, costs and expenses, damages, causes of action, and judgments, in any manner arising out of the collection by County of any of District's/City's said taxes, assessments, fees and/or charges requested to be collected by County for District/City, or in any manner arising out of District's/City's establishment and imposition of said taxes, assessments, fees and/or charges. District/City agrees that in the event a

judgment is entered in a court of law against any of the Indemnified Parties as a result of the collection of one of District's/City's taxes, assessments, fees and/or charges, the County may offset the amount of the judgment from any other monies collected by County on behalf of District/City, including property taxes.

5. The District/City agrees that its officers, agents and employees will cooperate with the County by responding to all inquiries referred to District/City by County from any person concerning the District's/City's taxes, assessments, fees and/or charges and that District/City will not refer such persons to County officers and employees for response.
6. The District/City agrees to pay the County for the reasonable and ordinary charges to recoup its costs of placement and collection on the tax rolls at the agreed-upon rate of 1% of the taxes, assessments, fees and/or charges, as provided by Government Code sections 29304 and 51800.

PASSED AND ADOPTED by the South Placer Fire District Board of Directors this 12th day of June, 2024, by the following vote on roll call:

AYES:
NOES:
ABSTAINED:
ABSENT:

Tracy Randall, President, Board of Directors
South Placer Fire Protection District

ATTEST:

Katherine Medeiros, Secretary, Board of Directors,
South Placer Fire Protection District

**SOUTH PLACER FIRE PROTECTION DISTRICT
INTEROFFICE MEMORANDUM**

TO: BOARD OF DIRECTORS
FROM: CHIEF MARK DUERR
SUBJECT: BOARD MEETING AGENDA STAFF RECOMMENDATIONS
DATE: WEDNESDAY, JUNE 12TH, 2024
CC: BOARD SECRETARY KATHERINE MEDEIROS

Agenda Item: Adoption of Cost of Living Adjustment for Parcel Fees – Loomis:

Action Requested: Public hearing and action on Resolution No. 13-2023/24.

Background: In 1997, former Loomis Fire District voters approved a parcel fee of 85.27% of the ballots. Each year the fee is adjusted by the change in the Cost Price Index (CPI) for the San Francisco Region. This year's CPI adjustment is 4.19% for an increase of \$4.88 per single-family equivalent unit. Resolution No. 13-2023/24 adopts the CPI adjustment. Staff recommends approval.

Impact: The proposed assessment rate for the fiscal year 2024-25 is \$134.46 per single-family unit, generating approximately \$568,476, which is over 20% of the Loomis Fire Stations' ongoing cost to operate.

Attachments: Resolution No. 13-2023/24.

Mark Duerr
Fire Chief
South Placer Fire District

RESOLUTION NO. 13-2023/2024

**A RESOLUTION OF THE SOUTH PLACER FIRE PROTECTION DISTRICT
ADOPTING A COST OF LIVING ADJUSTMENT FOR PARCEL FEES APPROVED BY VOTERS
OF THE FORMER LOOMIS FIRE PROTECTION DISTRICT**

WHEREAS, voters of the former Loomis Fire Protection District (the “former District”) in June 1997 did vote to approve a parcel fee on all property to support the operation of the fire department; and

WHEREAS, in June 2017 the former District completed the necessary steps in order to merge with South Placer Fire Protection District to form the new South Placer Fire Protection District as a merger of both former Fire Districts (the “Consolidated District”); and

WHEREAS, the parcel fee approved by the voters also authorized an annual adjustment to such parcel fee based on changes to the Cost Price Index (CPI) for the San Francisco Region, urban areas, for the period of April 30 to April 30 of each year; and

WHEREAS, the Bureau of Labor Statistics in San Francisco has reported that the change in the CPI from April 2022 to April 2023 is an amount of 3.77%; and

WHEREAS, notice has been given of the time and place for a hearing on this date on action to be taken regarding the CPI adjustment, and no protests were received on such action;

NOW, THEREFORE, BE IT RESOLVED by the Consolidated District Board of Directors that the parcel fee approved by voters is hereby adjusted by the amount of 3.77% is shown as follows:

<u>Class of Property</u>	<u>Current Tax</u>	<u>Proposed Tax</u>
Single Family Unit	\$129.58	\$134.46
Building	\$129.58	\$134.46
Unit	\$63.36	\$65.74
Mobile Home Park	\$129.58	\$134.46
Each mobile home	\$6.16	\$6.39
All other uses	\$129.58	\$134.46

Passed and adopted on this 12th day of June 2024, by the following vote:

AYES:

NOES:

ABTAIN:

ABSENT:

Tracy Randall, President, Board of Directors
South Placer Fire Protection District

ATTEST:

Katherine Medeiros, Secretary, Board of Directors,
South Placer Fire Protection District

**SOUTH PLACER FIRE PROTECTION DISTRICT
INTEROFFICE MEMORANDUM**

TO: BOARD OF DIRECTORS
FROM: CHIEF MARK DUERR
SUBJECT: BOARD MEETING AGENDA STAFF RECOMMENDATIONS
DATE: WEDNESDAY, JUNE 12TH, 2024
CC: BOARD SECRETARY KATHERINE MEDEIROS

Agenda Item: Adoption of Cost of Living Adjustment for Special Zones of Benefit:

Action Requested: Public hearing and action on Resolution No. 14-2023/24.

Background: The former Loomis Fire Protection District has established special benefit zones for certain commercial properties. These benefit zones have been approved by the owners of the properties. Each year the assessments levied on the benefit zones are adjusted by the Cost Price Index (CPI) change for all Urban Consumers -the U.S. City Average. Resolution No. 14-2023/24 approves the assessments in the amount listed below. Staff recommends approval.

Impact: The proposed assessment rates for the fiscal year 2024-25 are as follows:

Single Family Dwelling Unit (DUE) Basis for Assessing Special Benefit	\$134.46
Zone-A- Raley's Center	\$9,631.72
Zone-C- Nazarene Office Center	827.22
Zone-D- Taylor Circle Center	769.58
Zone-E- Penryn Plaza	7,923.16
Zone-F- Twin Star Offices	349.68
Zone G – Costco	25,901.93

Attachments: Resolution No. 14-2023/24.

Mark Duerr
Fire Chief
South Placer Fire District

RESOLUTION NO. 14-2023/2024

**A RESOLUTION OF THE SOUTH PLACER FIRE PROTECTION DISTRICT
ADOPTING A COST OF LIVING ADJUSTMENT
FOR ZONES OF BENEFIT FEES
APPROVED BY OWNERS OF THESE ZONES IN THIS DISTRICT**

Recitals and Findings:

WHEREAS, the South Placer Fire Protection District (the “Consolidated District”) is following authorization set forth in Article 3 of the Government Code commencing with Section 50078 et seq. to levy an assessment for fire suppression purposes; and

WHEREAS, the express purpose for which this assessment is to be levied is to establish a stable source of supplementary funding to operate and maintain fire suppression services within newly developed areas or for the purpose of paying salaries and benefits of the firefighting personnel, or both, whether or not fire suppression services are actually used; and

WHEREAS, a Fire Protection Special Benefit Assessment District (the “Assessment District”) was established by the former Loomis Fire Protection District (the “former District”) to provide services to identified special purpose benefit zones with the assessment district and such zones have been organized for Raley’s Center (zone A), Turtle Island (zone B), Nazarene Office Center (zone C), Taylor Circle Center (zone D), Penryn Plaza (zone E), Twin Stars Office (zone F), and Costco (zone G); and

WHEREAS, this Consolidated District finds that it is not possible to continue present levels of fire suppression and fire prevention services to the non-residential property described in the above mentioned zones without serious reduction in firefighting capability and consequent increase to property insurance cost for all properties within this former District; and

WHEREAS, any funds collected from the Assessment District authorized by this Resolution shall be expended only for fire suppression services within the former District. Pursuant to Section 50078 of the Government Code, the assessment may be made for the purpose of operating and maintaining firefighting suppression equipment or apparatus, or for the purpose of paying salaries and benefits of firefighting personnel, or both, whether or not such services are actually used by or upon a parcel, improvement or property. Any unexpended funds raised by the Assessment District, which remain at the end of the fiscal year, shall be carried over for the same purpose in the next following fiscal year; and

WHEREAS, for the purpose of this Assessment District the following terms are defined as shown:

- a) “Consolidated District” shall mean the South Placer Fire Protection District Board of Directors.
- b) “Assessment” shall mean the assessment authorized and imposed by this resolution.
- c) “Parcel” or “Parcels of Real Property” means a separate parcel of real property having a separate Assessor’s parcel number as shown on the secured tax rolls of the County of Placer, or an assessment made by the State Board of Equalization.
- d) “Residential Parcel” shall mean a parcel of real property that is zoned for residential use according to the County Assessor.
- e) “Commercial Parcel” shall mean a parcel of real property that is classified for the business providing sales and/or services including any retail and/or wholesale operation according to the County Assessor.
- f) “Industrial Parcel” shall mean a parcel of real property classified for the manufacturing of goods, and the processing of raw materials according to the County Assessor.

- g) "Agricultural Parcel" shall mean a parcel of real property that is classified for the agricultural activity as determined to be agriculture by the County Assessor.
- h) "Institutional Parcel" shall mean a parcel of real property that is classified for charitable, education or religious use according to the County Assessor.
- i) "Miscellaneous Parcel" shall mean a parcel of real property which has not been classified in one of the above categories by the County Assessor; and

IT IS NOW THEREFORE ORDERED BY THE BOARD OF SOUTH PLACER FIRE PROTECTION DISTRICT DIRECTORS THAT:

1. An assessment to raise revenue to fund fire suppression services is hereby levied upon the real property within the former District shown below for specific benefit zones. Such assessment shall be at the following maximum levy for the 2024-2025 fiscal year:

Single Family Dwelling Unit (DUE) Basis for Assessing Special Benefit	\$134.46
Zone-A - Raley's Center	\$9,631.72*
Zone-C - Nazarene Office Center	827.22
Zone-D - Taylor Circle Center	769.58
Zone-E - Penryn Plaza	7,923.16
Zone-F - Twin Star Offices	349.68
Zone-G - Costco	25,901.93

*Raley's Center Parcels are allocated as follows: Raley's: \$2,407.93; Starbucks (formerly Burger King): \$2,407.93; Taco Bell: \$2,407.93; vacant (formerly Starbucks), Subway, Dry Cleaners, KD Nails & Spa (formerly Goodwill Donation Xpress), and Round Table: \$2,407.93.

Note: All of the above zones of benefit are deemed to be in Category 3: Commercial/Industrial. Each zone is measured on the equivalent number of dwelling units (2,200 square feet per DUE) times the fuel load factor as determined by the National Fire Protection Association rating system.

Zone A is rated 2.5; Zone C and Zone D are rated 2.0; Zone E is rated 1.0; Zone F is rated at 2.86

2. MAXIMUM ASSESSMENT

All such assessments shall be payable upon insurance of a certificate of occupancy by the jurisdiction responsible for the issuance and approval of building permits. All assessments are limited to the amount stated (multiplied by an appropriate number of units), adjusted yearly for increases in the Consumer Price Index (CPI) of the U.S. Department of Labor, Bureau of Labor Statistics as stated below.

3. ADJUSTMENT FOR INCREASE IN CONSUMER PRICE INDEX

As of June of each year, the amount of assessment specified above shall be adjusted for the ensuing year based on the CPI for All Urban Consumers – U.S. City Average (1982-84 = 100) published by the United States Department of Labor, Bureau of labor Statistics. The increase, if any, measured from the base index, for the period of time from April 30 to April 30 of the next following year shall be reflected in the annual assessment.

4. CREDIT FOR CURRENT OR ANTICIPATED FINANCIAL CONDITIONS

Prior to the forwarding to the Placer County Assessor the Fire Suppression Assessment Roll for the next fiscal year, the District Board may find that the current or anticipated financial conditions of the Fire District warrants a credit on the amount of the next fiscal year assessment. If a credit is to be applied to the next fiscal year assessment, the credit shall be applied after the current rate is adjusted according to the preceding increase for consumer price index.

5. COLLECTION

The County of Placer shall collect the assessment adopted herein, beginning with the 1996-97 fiscal year in the same manner and subject to the same penalty as other charges and taxes fixed and collected by or on behalf of the Consolidated District. The Consolidated District may elect to collect the herein-described Fire Suppression Assessment by a direct assessment, or may elect to include the assessment on the secured roll for the County, for county collection on behalf of the Consolidated District.

6. CORRECTIONS, CANCELLATIONS AND REFUNDS

On the order of the Fire District Board of Directors, the assessment may be corrected on any particular parcel of real property. In the event, the Consolidated District has elected to include the assessment on the secured rolls for the County of Placer, for county collections on behalf of the District

7. PROTESTS

On June 12, 2024, the Consolidated District Board of Directors conducted a public hearing upon the establishment of the Assessment levied by this Resolution. There were no written statements or verbal presentations to protest said assessment from owners of any of the parcels of property being assessed.

8. ELECTION

No election is required to approve the levying of the assessment for fire suppression services pursuant to this resolution.

THE FOREGOING RESOLUTION WAS PASSED AND ADOPTED BY THE BOARD OF DIRECTORS OF THE SOUTH PLACER FIRE DISTRICT ON THIS 12th DAY OF JUNE 2024 AT A MEETING OF SAID BOARD, DULY CALLED, NOTICED AND HELD ON SAID DAY, BY THE FOLLOWING VOTE:

AYES:

NOES:

ABTAIN:

ABSENT:

Tracy Randall, President, Board of Directors
South Placer Fire Protection District

ATTEST:

Katherine Medeiros, Secretary, Board of Directors,
South Placer Fire Protection District

**SOUTH PLACER FIRE PROTECTION DISTRICT
INTEROFFICE MEMORANDUM**

TO: BOARD OF DIRECTORS
FROM: CHIEF MARK DUERR
SUBJECT: BOARD MEETING AGENDA STAFF RECOMMENDATIONS
DATE: WEDNESDAY, JUNE 12TH, 2024
CC: BOARD SECRETARY KATHERINE MEDEIROS

Agenda Item: **Request for Placer County Collection of Special Assessments:**

Action Requested: Staff recommends adoption of Resolution No. 15-2023/24 requesting collection services by the County.

Background: Special assessments levied by the South Placer Fire District within the Boundaries of the former Loomis Fire Protection District are included on Placer County property tax bills and are collected by the County on behalf of the South Placer Fire District. As a collection condition, the County requires that the District warrant the legality of the charges and defend and indemnify the County from any challenge to the legality of the charges. Resolution No. 15-2023/24 requests collection services by the County, with the aforementioned requirements. Staff recommends approval.

Impact: Placer County charges a fee for collection services in the amount 1% of the assessments levied.

Attachments: Resolution No. 15-2023/24.

Mark Duerr
Fire Chief
South Placer Fire District

RESOLUTION NO. 15-2023/2024

**A RESOLUTION OF THE SOUTH PLACER FIRE PROTECTION
REQUESTING COLLECTION OF CHARGES ON TAX ROLL
FOR TAX YEAR 2024-25**

WHEREAS, the South Placer Fire Protection District (hereinafter "District") request the County of Placer to collect on the County tax rolls certain charges that have been imposed pursuant to Section 50078 et seq. of the Government Code; and

WHEREAS, the County has required as a condition of collection of said charges that the District warrant the legality of said charges and defend and indemnify the County from any challenge to the legality thereof.

NOW, THEREFORE, be it Resolved by the Board of Directors of District that:

1. The Auditor-Controller of Placer County is requested to attach for collection on County tax rolls those taxes per parcel of property as set forth in the attachment hereto said attachment being a copy of the resolution imposing a fire suppression assessment and a copy of property on which said assessment has been imposed commencing with fiscal 2024-2025.
2. The District warrants and represents that the assessment imposed by the District and requested to be collected fully comply with all requirements of state law, including but not limited to Articles XIIC and XIID of the California Constitution (Proposition 218).
3. The District releases and discharges County and its officers, agents and employees from any and all claims, demands, liabilities, cost and expenses, damages, caused of action and judgments in any manner arising out of the collection by the County of any assessment in behalf of the District.
4. The District agrees to and shall defend, indemnify and hold harmless County, its officers, agents and employees (the "Indemnified Parties") from any and all claim, demands, liabilities, cost and expenses, damages, cause of action and judgments in any manner arising out of the collection by County of any of District's said taxes requested to be collected by County for District, or in any arising out of District's establishment and imposition of said special taxes. District agrees that in the event a judgment is entered in a court of law against any of the Indemnified Parties as a result of the collection of one of District's taxes that County may offset the amount of judgment from any other monies collected by County on behalf of District including property taxes.
5. The District agrees that its officers, agents and employees will cooperate with the County in answering questions referred to District by County from any person concerning

the District taxes, assessment, fees and/or charges and that District will not refer such persons to County officer and employees for response.

6. The District agrees to pay such reasonable and ordinary charges as the County may prescribe to recoup its cost in placing on the tax roll and collecting the assessment as provided by Government Code Section 29304 and 51800.

PASSED AND ADOPTED BY THE BOARD OF DIRECTORS OF THE SOUTH PLACER FIRE PROTECTION DISTRICT this 12th day of June 2024 by the following vote:

AYES:

NOES:

ABTAIN:

ABSENT:

Tracy Randall, President, Board of Directors
South Placer Fire Protection District

ATTEST:

Katherine Medeiros, Secretary, Board of Directors,
South Placer Fire Protection District

**SOUTH PLACER FIRE PROTECTION DISTRICT
INTEROFFICE MEMORANDUM**

TO: BOARD OF DIRECTORS
FROM: CHIEF MARK DUERR
SUBJECT: BOARD MEETING AGENDA STAFF RECOMMENDATIONS
DATE: WEDNESDAY, JUNE 12TH, 2024
CC: BOARD SECRETARY KATHY MEDEIROS

Agenda Item: Adoption of 2023 Annual Report:

Action Requested: Staff recommends review and adoption of the 2023 Annual Report.

Background: One of the 2022/23 Board Goals is to increase positive interactions and brand recognition within the community. To better educate the community about the South Placer Fire District, Staff has drafted an annual report for 2023 about the District's performance, efforts, and achievements. When adopted by the Board, the report will be posted on the website and shared with our local partners and community.

Impact: Community information.

Attachments: 2023 Annual Report

Mark Duerr
Fire Chief
South Placer Fire District



**South Placer
Fire District**

Annual Report

District Board

Dan Bajtos

Chris Gibson

Gary Grenfell

Mike Johnson

Ken Musso

Tracy Randall

Terri Ryland

Fire Chief:

Mark Duerr

916-791-7059

Contact@southplacerfire.org

www.southplacerfire.org

2023

About Us

The South Placer Fire District is an all-hazards response agency providing emergency and non-emergency Fire Suppression, Fire Prevention, Public Education, and Advanced Life Support medical services, including transportation to the communities of Granite Bay, Loomis, and parts of unincorporated Placer County, including small portions of Newcastle and Penryn.



The men and women of the South Placer Fire District provide these services 24 hours a day, 365 days a year, from four stations throughout the District, protecting more than \$10 billion of assessed property value. It is a privilege and pleasure to serve our community and those that visit. We hope you have a safe and enjoyable time in the Fire District and never require our services, but if you do - we stand ready to serve.

Message from the Chief

As we reflect on the year 2023, it's evident that our community has continued to experience significant growth and change. Throughout this period of transformation, the men and women of the South Placer Fire District have demonstrated unwavering commitment and dedication to their duties, making us incredibly proud and grateful.

Despite the ongoing challenges posed by the closure of two stations and the reduction of six full-time positions, our team has managed to achieve a remarkable feat by reducing our overall response time by 1.5%. This

accomplishment is a testament to the hard work and perseverance of our personnel, and I commend them for their outstanding efforts.

While we have faced obstacles, the district has remained steadfast in its commitment to strong fiscal stewardship. Through contract negotiations, we have secured a three-year agreement that not only includes generous double-digit wage increases for all employees, but also enables us to bolster our district fund balances. This achievement demonstrates our ability to navigate challenges while ensuring the well-being of our personnel and the sustainability of our operations.

As we look ahead, we remain resolute in our mission to serve and protect our community, embracing the changes and opportunities that lie ahead. I extend my deepest appreciation to each member of our team for their exceptional work and unwavering dedication to our district's mission. Together, we will continue to uphold the highest standards of service and excellence in the face of evolving circumstances and ultimately achieve our mission to provide exceptional customer service to our community.



Our Vision

Our shared mission and vision are to:

**Provide Exceptional Customer
Service to Our Community.**

The mission and the vision are the same because it is the reason we are here and the standard we aspire to every day.



Our Values

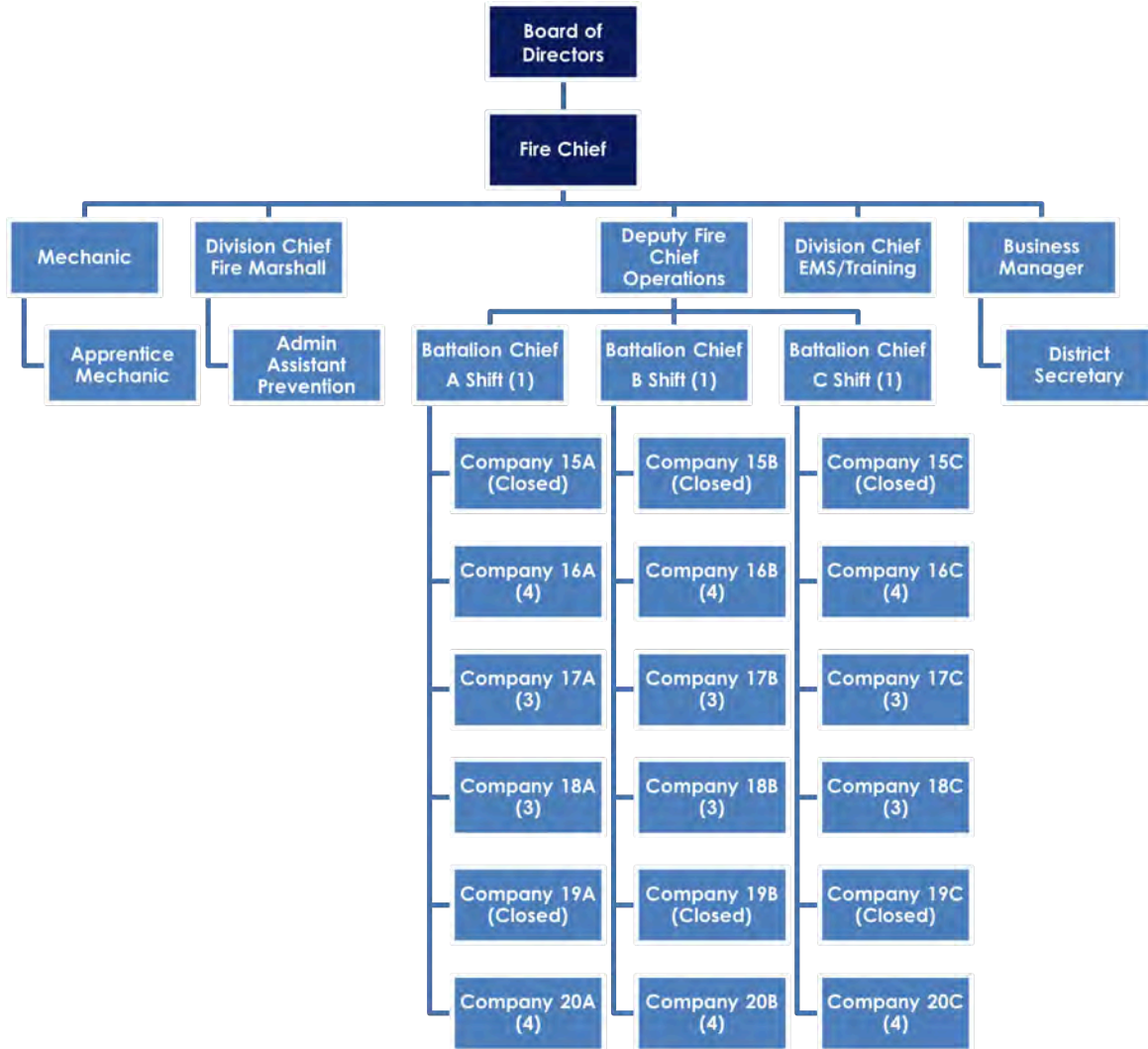
1 Respect

2 Accountability

3 Integrity

4 Excellence in Action

5 Ride for the Brand



District Organization



A seven-member board leads the South Placer Fire District. Board members are elected to alternating four-year terms.

The Fire Chief reports to the Board and oversees the District's day-to-day operations through three divisions - Operations, Fire Prevention, and EMS/Safety.

Operations is the largest division managed by three shift Battalion Chiefs who lead four engine companies and two ambulances.

Divisions & Achievements

Operations



Operations are the heart of SPFD. From fighting a fire to helping a family member during a medical emergency, the majority of the District's personnel, budget, and efforts are channeled through operations. Operations consist of:

- Fire Suppression - Structural, Wildland, Vehicle, Trash/Debris, etc
- Emergency and non-emergency medical response and transport
- Fire Prevention
- Public Assistance
- Public Education

Operations are led by Deputy Chief Matt Feeley and three shift Battalion Chiefs - Kelly Moretti, Brian Midtlyng, and Matt Van Voltinburg, who oversee 15 firefighters and paramedics daily for a total of 45 line personnel.

Divisions & Achievements

Operations



Matt Feeley

Deputy Chief Operations

Chief Feeley has been with the District for 28 years, starting as a live-in at Station 6 in 1995. Since then, he has held all ranks up to his current position.

As the Deputy Chief of Operations, Chief Feeley and his team have successfully:

- Increased use of the electronic system to track, manage, and control inventory;
- Administered numerous promotional exams;
- Reviewed District expenses;
- Worked with BCs to increase training.



Kelly Moretti

A Shift Battalion Chief

Chief Moretti began his fire service career in 1994 when he joined the District. He has served the community as a volunteer up through his current rank of shift Battalion Chief. He has actively participated in numerous committees, including EMS, PPE, and Training.

Chief Moretti and his shift were very busy, with many members completing certificate training and Bachelor's degrees, passing tests, and being promoted, as well as participating in ordering a new water tender and placing a new apparatus in service.

Divisions & Achievements

Operations



Brian Midtlyng

B Shift Battalion Chief

Chief Midtlyng started his career at SPFD in 1998 as a volunteer at Station 2. Chief Midtlyng has over 24 years of experience with the District and is passionate about teaching in several fire disciplines.

Chief Midtlyng's shift has been working hard, with many members participating in the training cadre, essentially planning all fire-related training for the District as well as taking on the task of overhauling our pre-plan program, which provides insight on building location and function to all crews responding to a fire.



Matt Van Voltinburg

C Shift Battalion Chief

Chief Van Voltinburg, a once-resident of Granite Bay, has been part of the district since 1997, initially volunteering and progressing through various ranks. Chief "Van" possesses multiple certifications and licenses and now serves as a Battalion Chief.

On Chief Van's shift several members of the C-Shift team finished their certifications and degrees, and one member has been promoted from FF Apprentice to a full-time firefighter paramedic.

Divisions & Achievements

Fire Prevention

Fire Prevention is staffed with two hard-working members of the District, Fire Marshall Jeff Ingolia and Admin Assistant/Inspector 1 Katrina Hoop. Chief Ingolia has been with the District for four years and has over 25 years of Prevention experience. Ms. Hoop has been with the District for over 28 years and has a broad area of expertise, including fire prevention, EMS, billing, and office administration.



Jeff Ingolia

Fire Marshall



Katrina Hoop

Admin Assistant/
Fire Inspector 1

Fire Prevention had another busy year conducting initial plan review, inspections, and final approval of the following projects:

Residential

- New residential starts = 111
- Average new residential sq ft = 5293
- Fees collected = \$351k

Remodel

- Square feet added = 208,000
- Fees collected = \$70k

Commercial

- Square feet = 471,790 (687% increase)
- Fees collected = \$479,848

Total Permits = 372

Divisions & Achievements

EMS & Safety



James Magnuson
Division Chief

Chief Magnuson is the Division Chief of EMS and Safety which was very active in 2023. Chief Magnuson's passion is EMS, which is reflected in his teaching and participation in the field. Chief Magnuson is the President of the Cal Chiefs EMS section and routinely participates at the state, regional, and local levels to improve the delivery of EMS in our community.

When not working to change policy, Chief “Mags” can be found teaching SPFD members and the public about all facets of EMS.

Fleet



Jeremy Manchester
Journey Mechanic

Mr. Manchester has been the District Mechanic since 2013. He is ACSE and Fire Vehicle certified and is working on upgrading to Emergency Vehicle Technician III.

Similar to the other Divisions, the shop has been busy, including:

- Annual maintenance of all apparatus;
- Training an apprentice mechanic;
- Helping to design and inspect the District's new water tender.

Divisions & Achievements

Administration



Katherine Medeiros

Business Manager

Katherine Medeiros is the business manager and has been with the District since 2013. Mrs. Medeiros brings a wealth of knowledge and experience in finance and human resources, with 28 years of experience in both the public and private sectors. She holds a degree in Accounting Information Systems from California State University, Sacramento, and is responsible for financial operations and benefits management, including PERS reporting, health benefits, and payroll management.



Barbara Leak

District Secretary

Barbara Leak is the District Secretary responsible for maintaining the District's administrative operations, including accounts payable, payroll, and customer service. Ms. Leak began her career with the Loomis Fire Protection District in 2000 and became part of South Placer through the consolidation in 2017. Prior to that, she was the office manager of the Loomis Fruit Growers Association from 1988-2001 and is an avid historian of all things, especially Loomis.

Major Activities and Accomplishments - 2023



Grant

Firefighter physicals = \$74,000

Submitted two grants for personnel and radios



Fire Apparatus

Ordered a new ambulance



Administration

Four community open houses

Development of the Master Plan

Implemented billing for lift assists at care facilities



Fire Prevention

Provided wildfire preparedness presentations

Fire Prevention week materials delivered to schools



EMS

Hands-only CPR/Stop the Bleed for all freshman at Granite Bay High and Del Oro

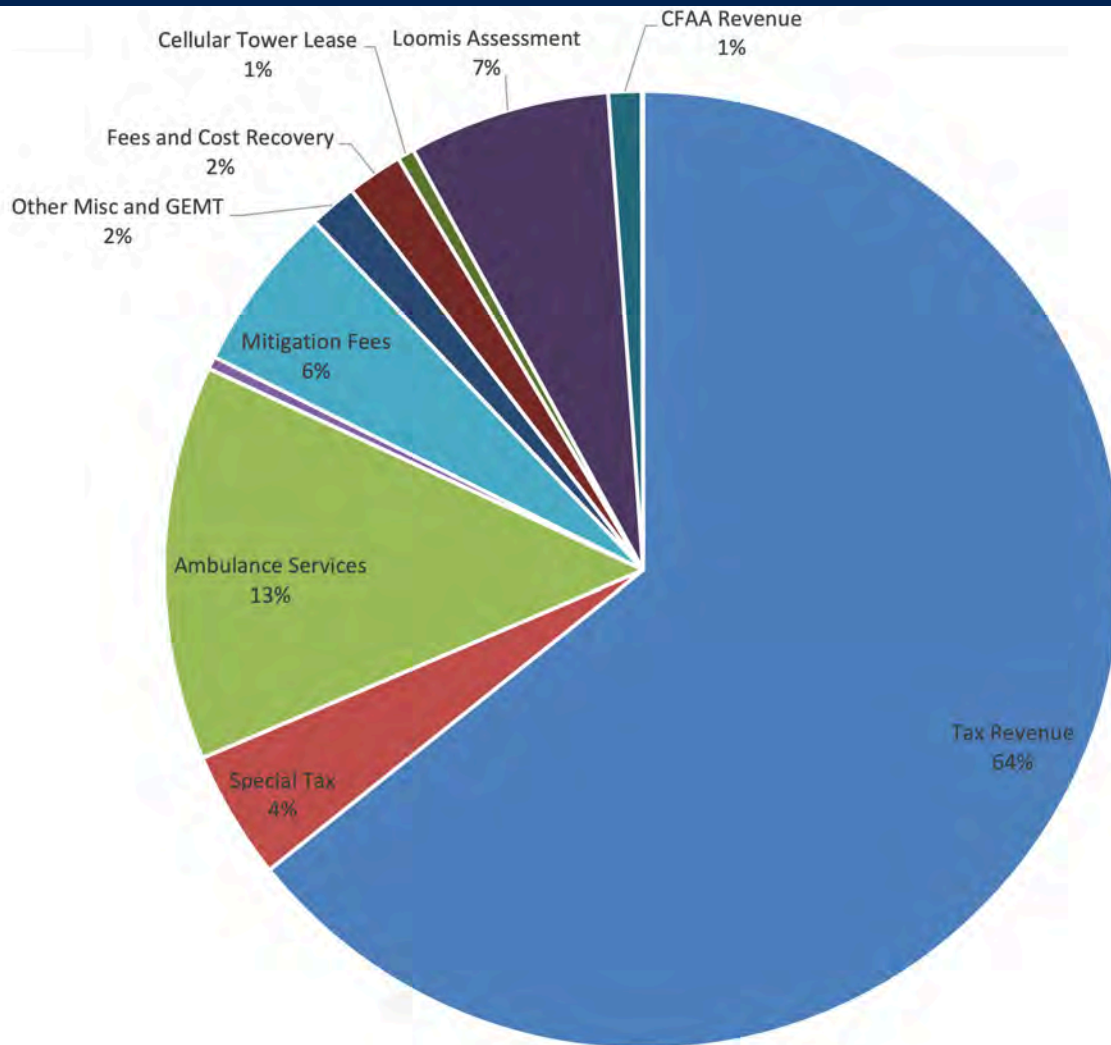


Operations

Live Burn training

New protective equipment to protect firefighters

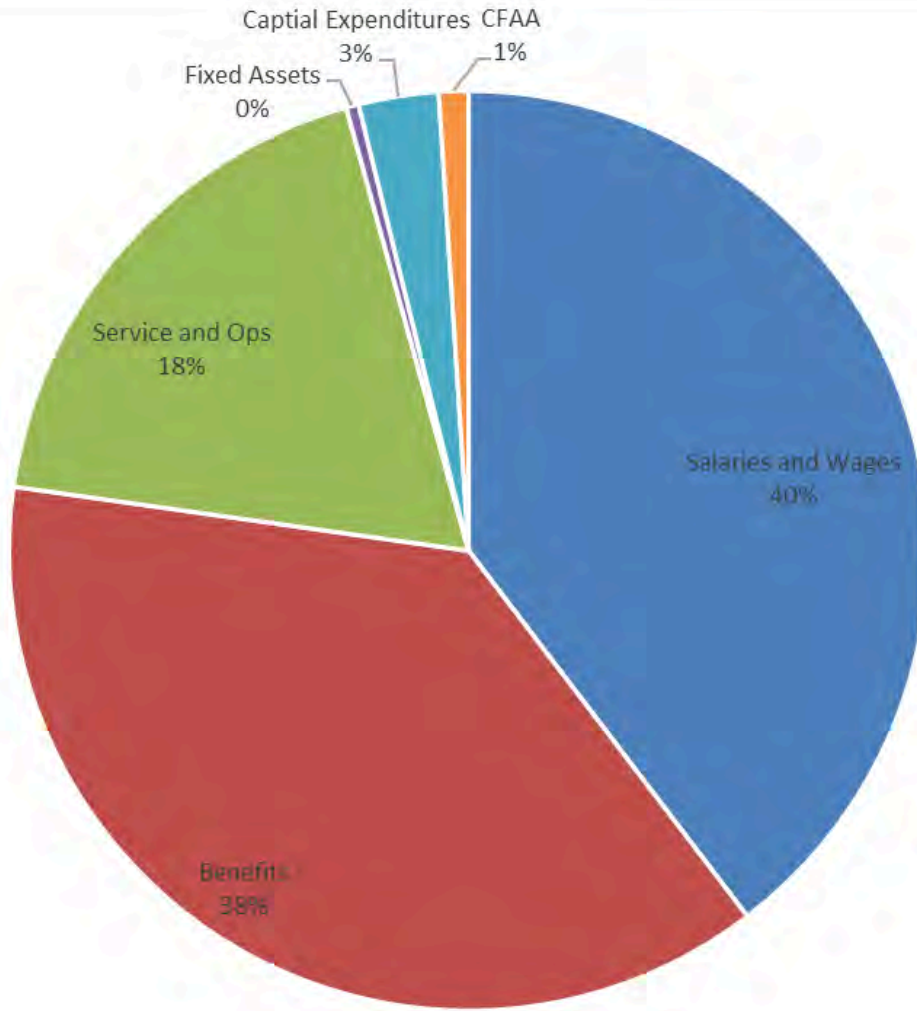
District Budget



Revenue - FY 2023

A brief overview of the primary revenue sources in the District reveals that most of the revenue is derived from property tax (\$9.5 million), two special taxes (former Loomis Fire at \$550,000 and South Placer at \$700,000), and a benefits assessment in the former Loomis Fire District (\$1.1 million). Following this, ambulance services contribute the next significant revenue at \$2.1 million. It's important to note that mitigation funds are legally designated to cover the expenses related to new development, which includes new and expanded facilities, apparatus, vehicles, and equipment.

District Budget



Expenses - FY 2023

As a service organization, District expenses are tied primarily to labor costs, including wages and benefits. These expenses compose nearly 80% of the District budget. The rest of the expenses are categorized into service and operations (the day-to-day expenses that keep the District running, i.e. utilities, fuel, equipment, etc.), fixed assets, capital expenses, mitigation expenses (see revenue for limitations), and CFAA (wildland fire deployments).

South Placer Fire Profit and Loss Statement

The District's profit and loss statement can be found on the District website at southplacerfire.org under [Budgets and Plans](#).

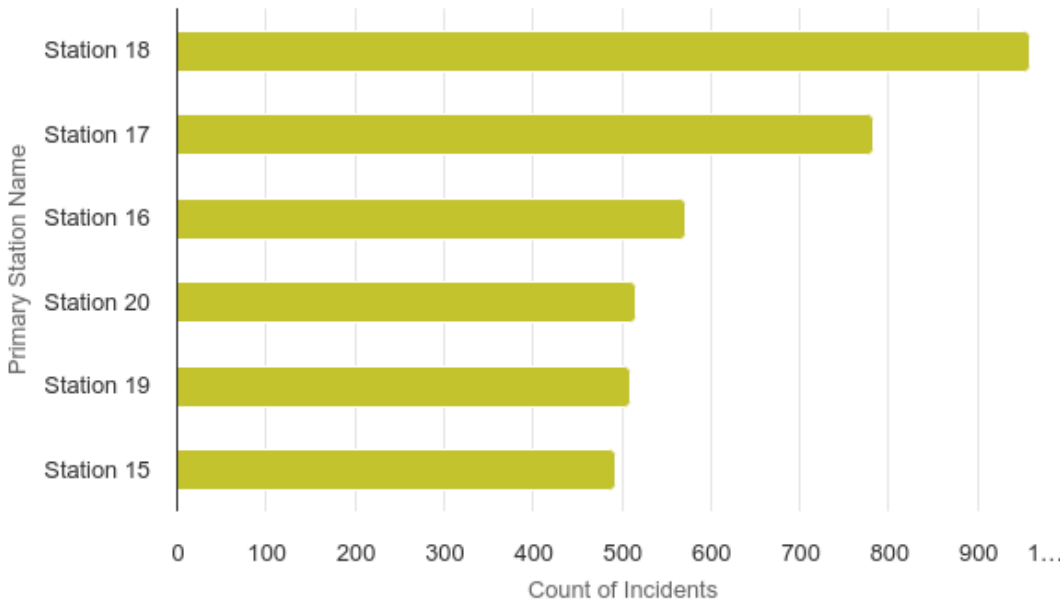
A Year in Review

With 2022 the busiest year on record for the South Placer Fire District, 2023 saw a 2.5% overall reduction in call volume. The next few pages will discuss 2023 and the District's responses' frequency, types, and locations.



Incidents by Primary Station Name

Jan 01, 2023 to Dec 31, 2023

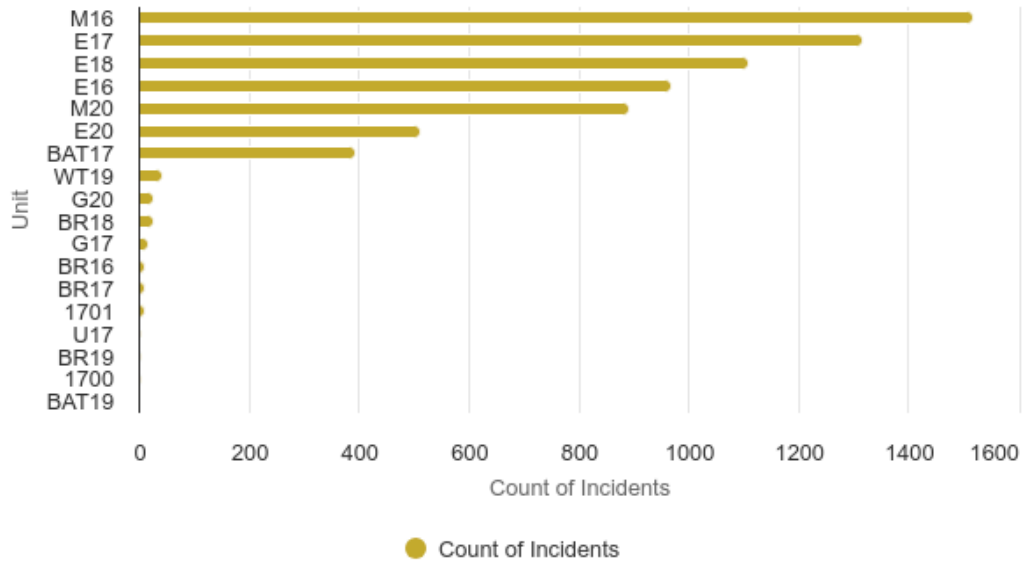


Incidents by Primary Station show where calls originated by station location, regardless of apparatus response or availability.

Incidents by Units (Top 15) show incident frequency by specific unit. These are the incidents the units responded to regardless of call location and include automatic and mutual aid.

Incidents by Apparatus Resource ID (Top 40)

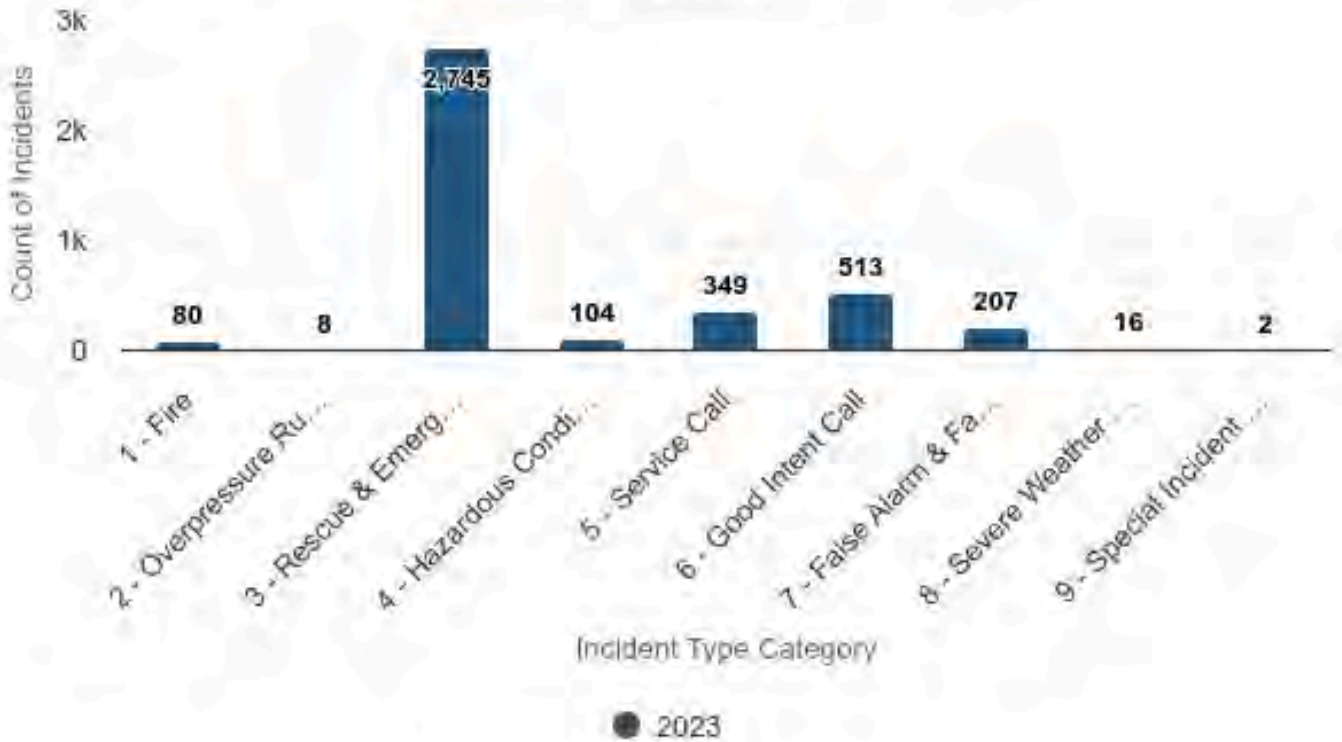
Jan 01, 2023 to Dec 31, 2023



Call Volume by Incident type

Incidents by Category and Year

Jan 01, 2023 to Dec 31, 2023

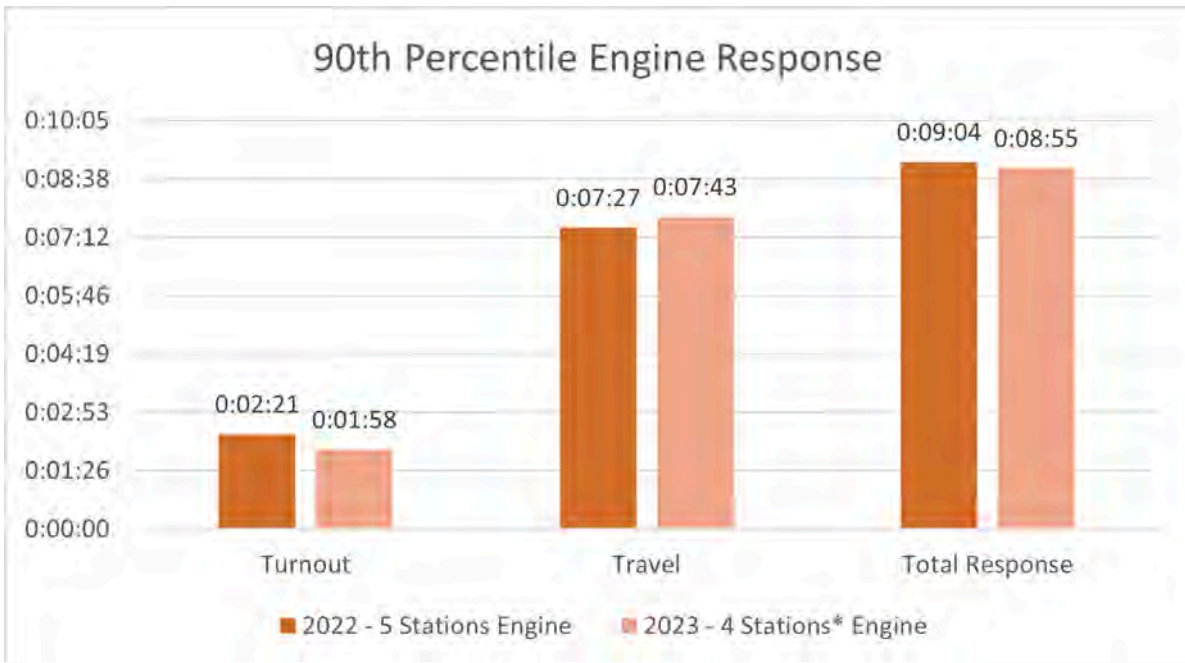
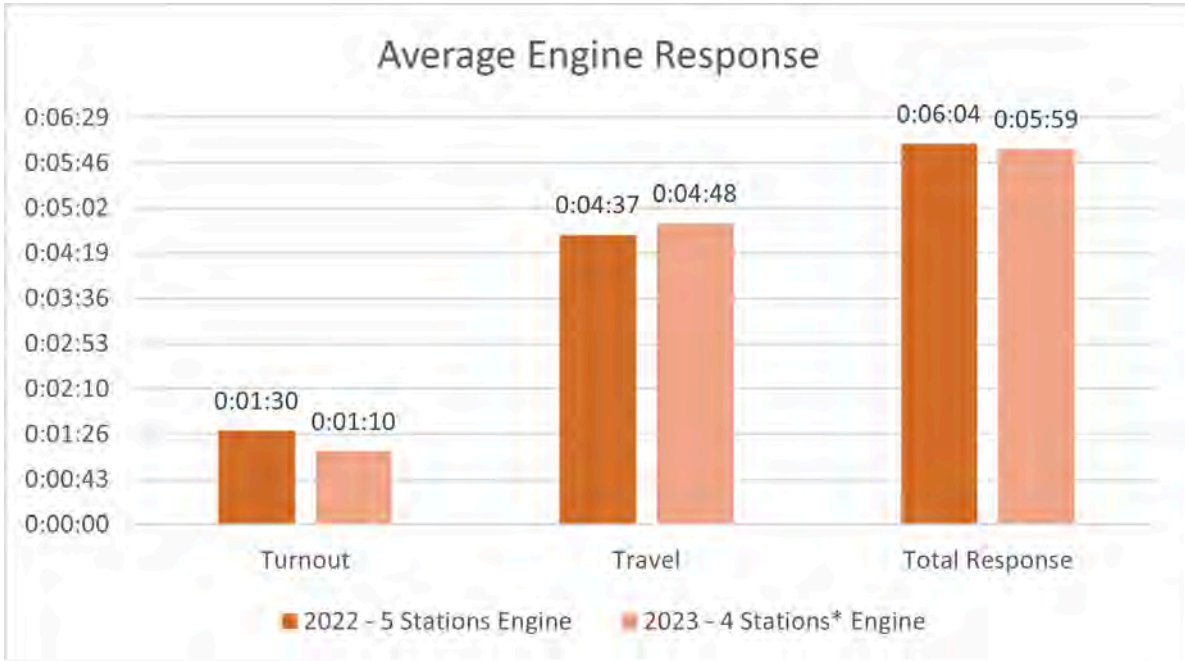


Incidents by Day and Hour

Jan 01, 2023 to Dec 31, 2023

Sunday	24	24	9	13	11	10	13	19	29	35	43	25	37	33	40	30	29	29	29	29	37	26	16	18
Monday	11	9	3	5	13	10	13	28	34	37	33	43	48	47	34	40	22	35	25	33	29	20	17	5
Tuesday	9	13	14	10	9	12	17	27	33	33	34	30	35	28	27	27	35	39	32	31	27	28	18	17
Wednesday	13	10	10	11	9	5	18	20	22	29	44	42	34	30	32	31	30	37	30	32	18	19	16	11
Thursday	6	9	8	11	18	11	11	31	36	29	24	30	26	30	33	30	23	30	22	32	25	21	16	12
Friday	6	9	10	9	6	16	15	16	32	23	31	47	42	31	38	29	38	31	27	31	26	29	16	16
Saturday	15	8	8	9	15	10	13	23	28	37	33	28	30	35	37	38	32	37	37	31	21	24	20	17
	0000	0100	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300

Incidents by Day and Hour charts all calls by date and time. Light blue = less calls and dark red = more calls. In 2023, the busiest time and day of the week was Monday morning between 11:00 am and 2:00 pm.



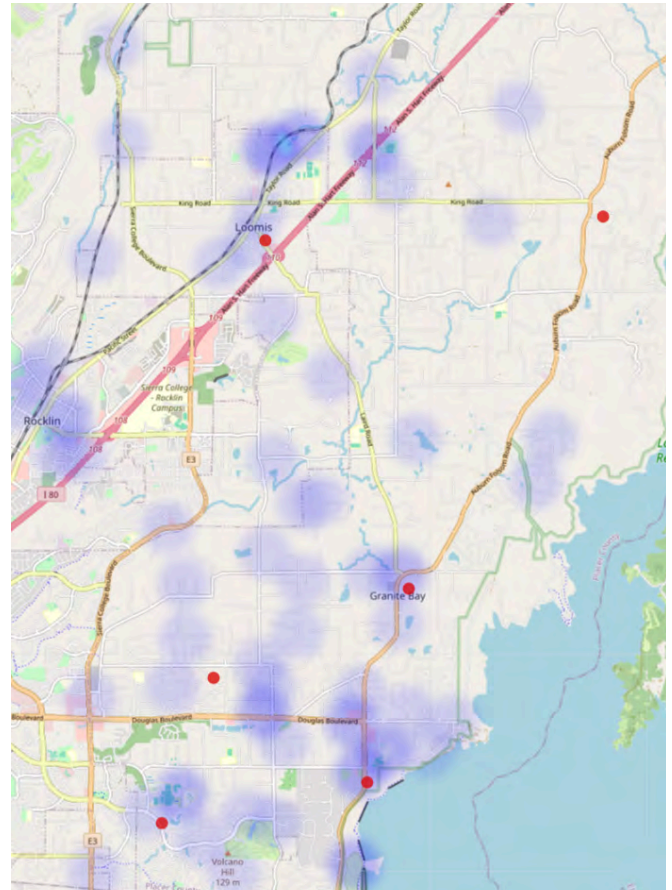
The graphs above represent response times for 2023. The average and 90th percentile times, the overall time it takes from when you call 911 to when a unit arrives at your house, have improved by 1.3 and 1.6%, respectively. While that may not seem like a significant change, the improvement is seen despite the reduction from five stations in 2022 to four in 2023.

Fire Incidents

The South Placer Fire District responded to 80 fires in 2023. The map to the right shows the location of fires by frequency, with the heaviest concentration of fire south and east of the intersection of Auburn Folsom and Douglas Road. The District also responded with Mutual Aid to help our neighbors in Rocklin, Roseville, Penryn, Newcastle, Cal Fire, and beyond.

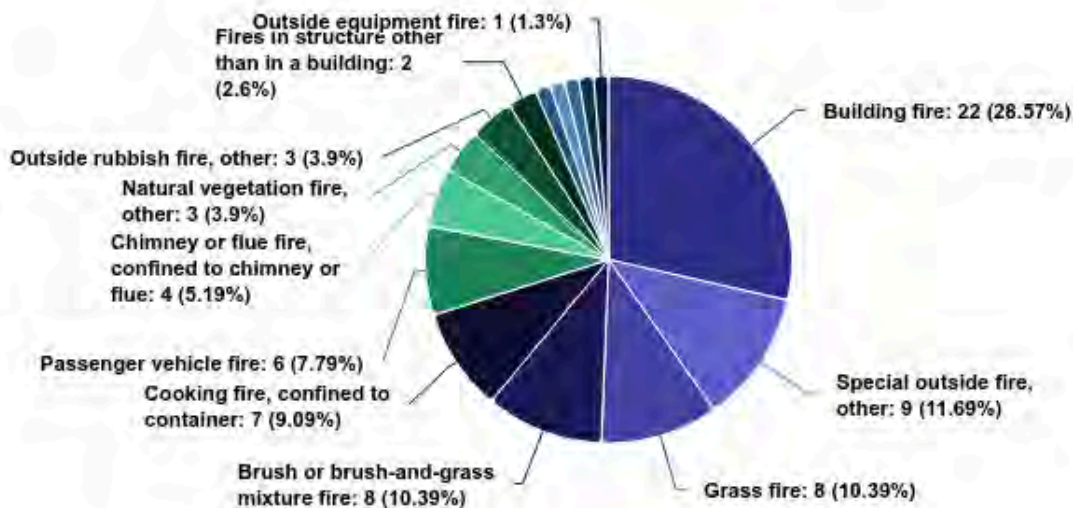
The red dots are the locations of SPFD fire stations.

The graph below shows the type, number, and percentage of fires based on the type of fire.

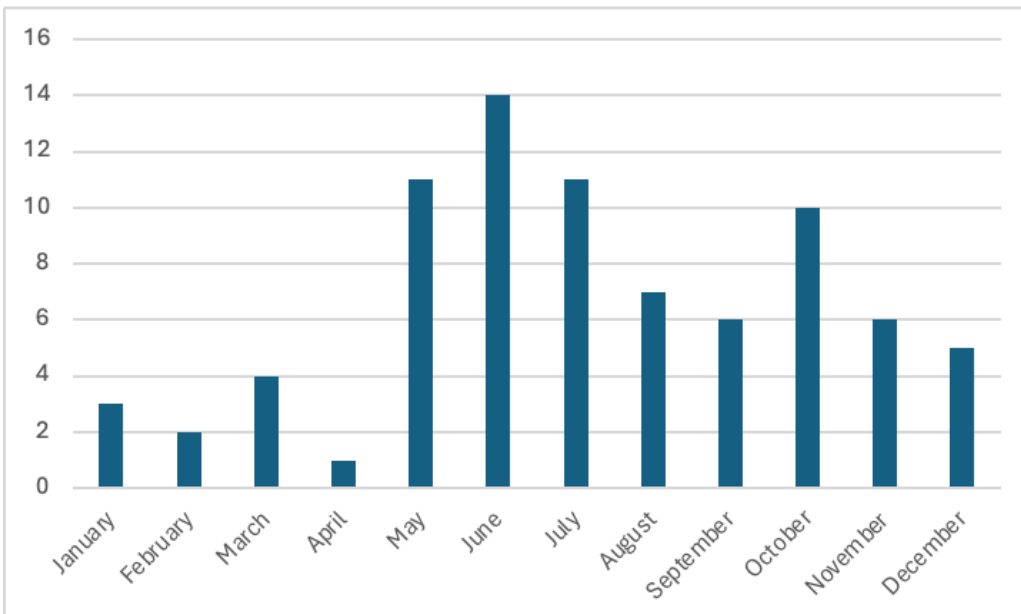


Incident Types (Top 15)

Jan 01, 2023 to Dec 31, 2023



Fires by Month

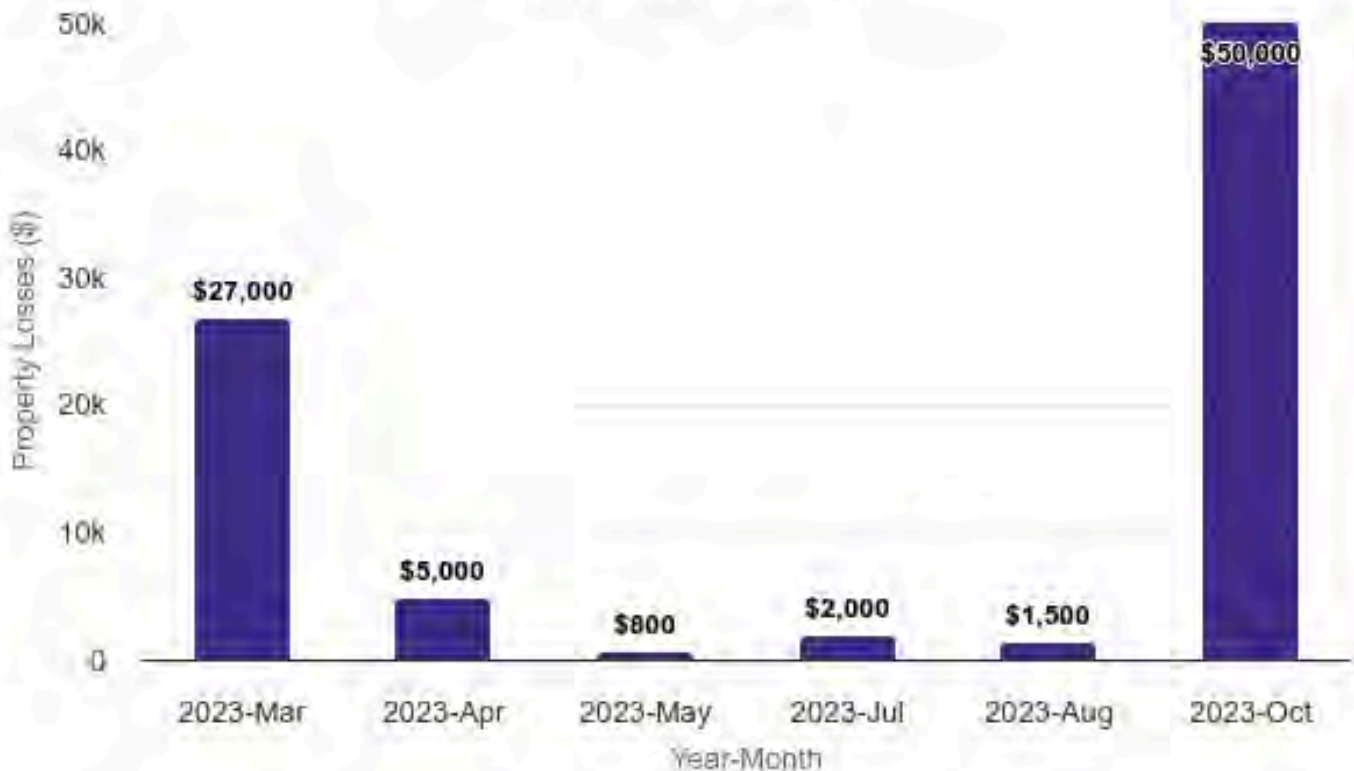


The graph to the left shows the frequency of fires by month. It's not a coincidence that the busiest time of the year is the summer, with a higher incidence of grass, vegetation, and wildland fires occurring during the spring and summer months.

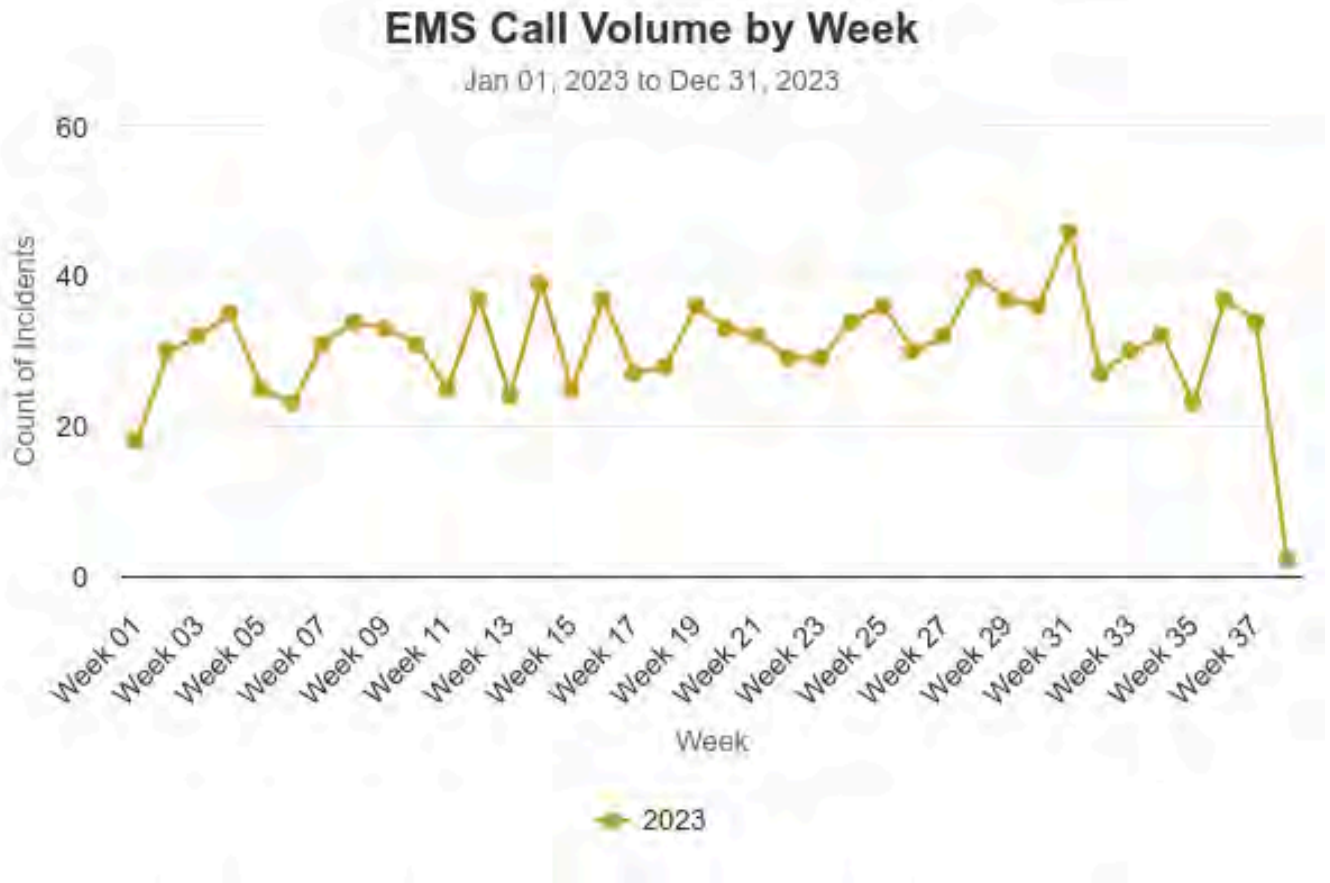
The graph below is the property loss, by month, for the fires in the District. This is based on the on-scene officers experience and interpretation of the loss.

Property Losses by Month

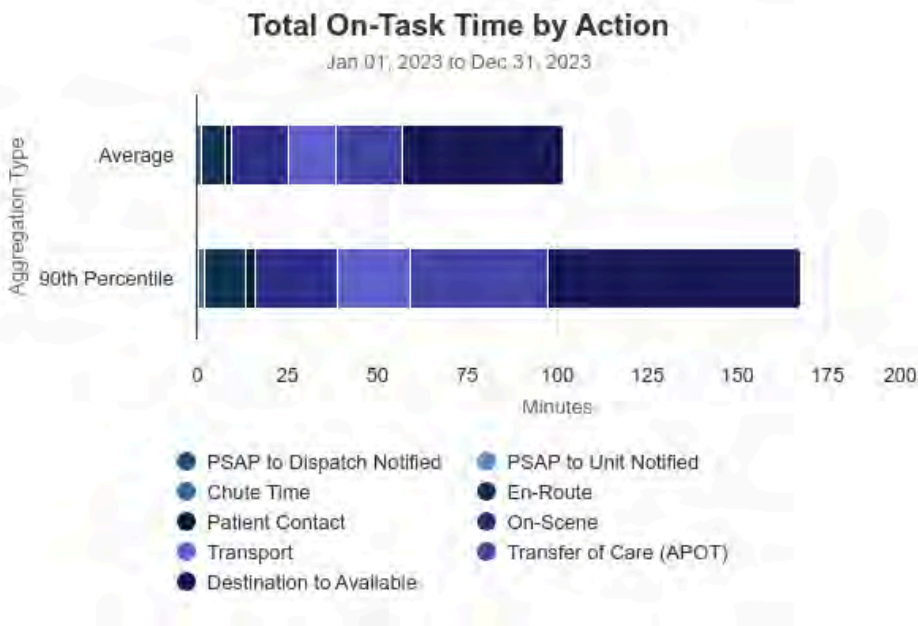
Jan 01, 2023 to Dec 31, 2023



Emergency Medical Services (EMS) Call Volume by Week



The top graph is the number of EMS incidents by week.



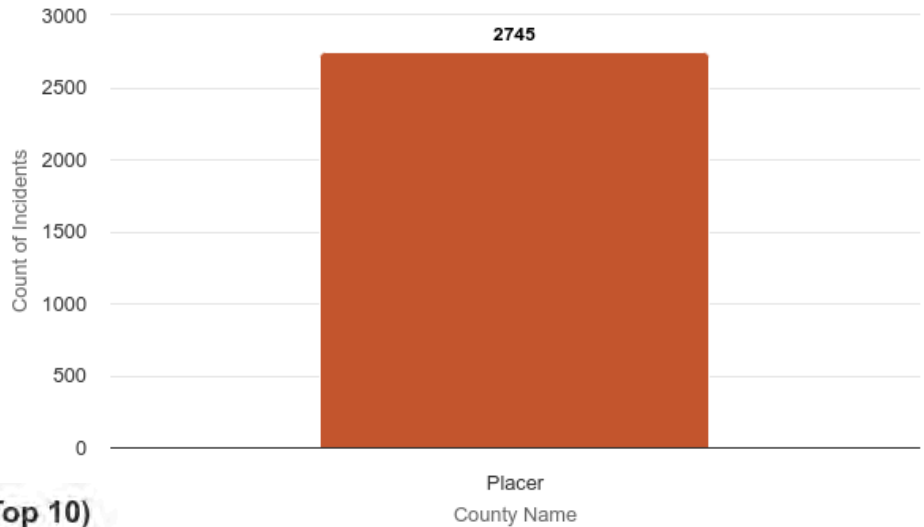
The chart to the left demonstrates the total time on task for EMS incidents. This includes the average and 90th percentile minutes for all EMS calls, with the average committed call time of over 100 minutes.

EMS Call Volume - continued

The graph to the right is the total number of EMS calls for the District - 2,745.

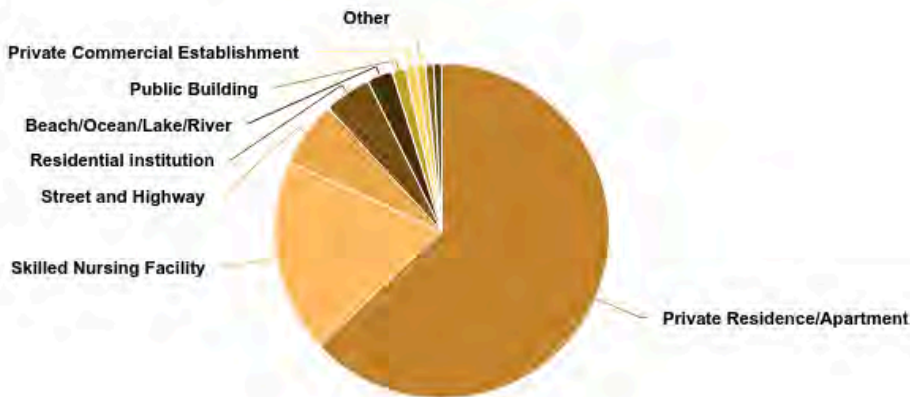
Incidents by County Name (Top 15)

Jan 01, 2023 to Dec 31, 2023



Incidents by Location Type (Top 10)

Jan 01, 2023 to Dec 31, 2023

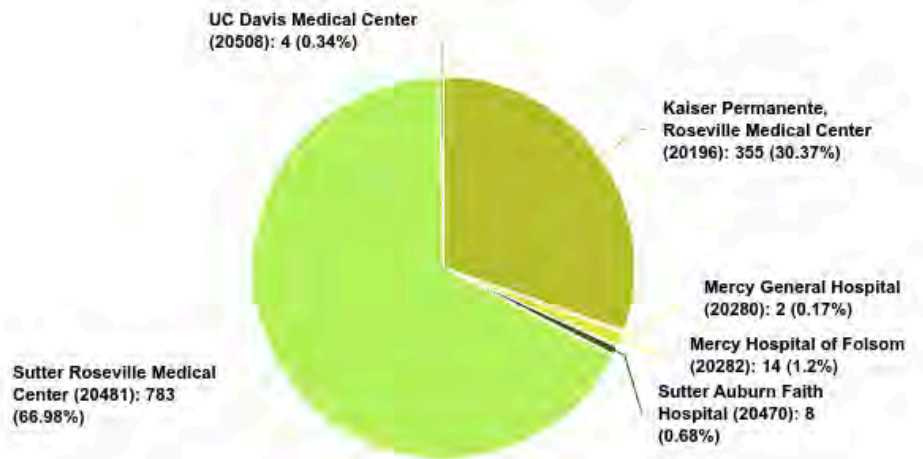


To the left, we see the frequency of locations where EMS calls originate.

The graph to the right shows locations to where patients in the District were most frequently transported.

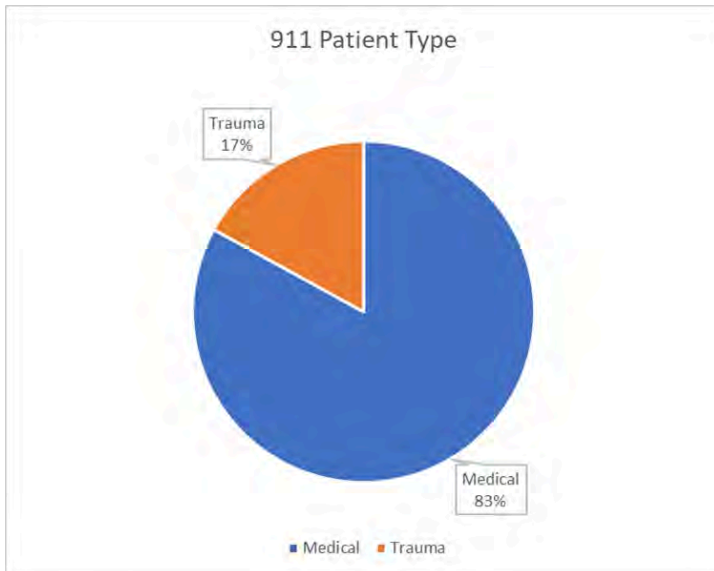
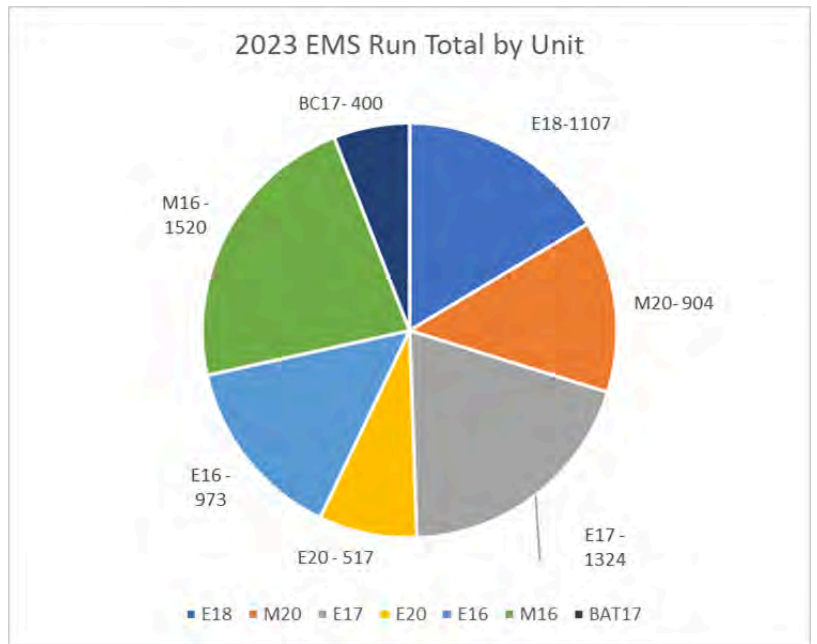
Transports by Destination

Jan 01, 2023 to Dec 31, 2023



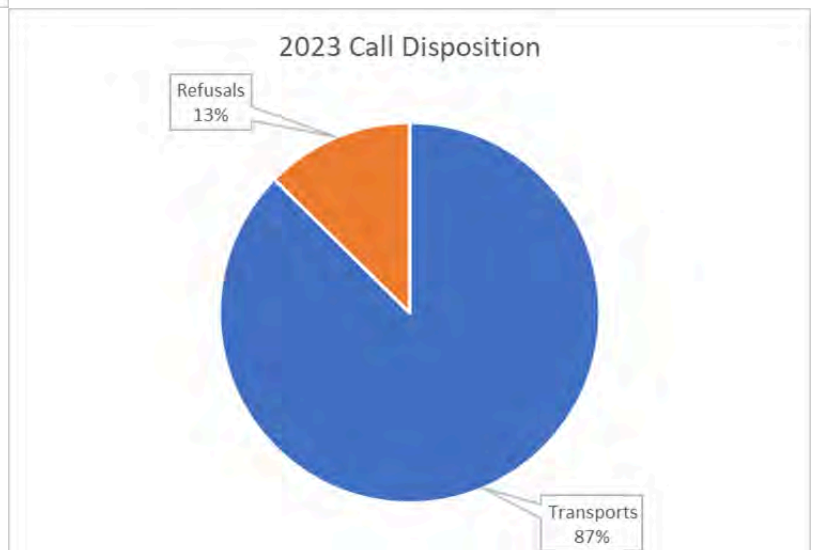
EMS Responses

The graph shows responses per unit, which may exceed incidents as multiple units can respond to one emergency, resulting in a count of one incident but multiple responses.



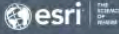
To the left is the breakdown of medical calls versus trauma calls. A trauma could include a vehicle accident, fall, or another type of injury.

The graph to the right represents the percentage of calls transported to the hospital versus those that refused transport. Refusal happens for several reasons, including feeling better or finding alternate transportation, such as a friend or family member.



AT RISK POPULATION PROFILE

SOUTH PLACER FPD



34,381 Population **12,130** Households **2.82** Avg Size Household **49.6** Median Age **\$140,009** Median Household Income **\$797,840** Median Home Value **275** Wealth Index **81** Housing Affordability **49** Diversity Index

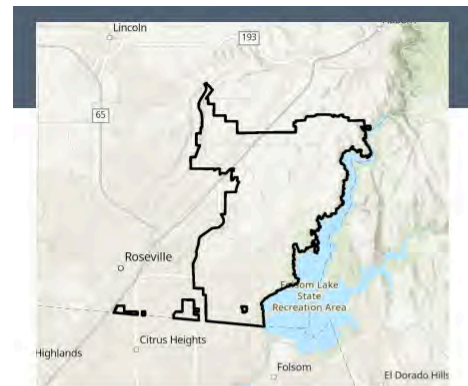


Language Spoken (ACS)	Age 5-17	18-64	Age 65+	Total
English Only	5,930	19,326	5,692	30,948
Spanish	242	845	602	1,689
Spanish & English Well	242	845	549	1,636
Spanish & English Not Well	0	0	53	53
Spanish & No English	0	0	0	0
Indo-European	148	1,065	330	1,543
Indo-European & English Well	148	1,029	201	1,378
Indo-European & English Not Well	0	36	76	112
Indo-European & No English	0	0	53	53
Asian-Pacific Island	75	517	90	682
Asian-Pacific Isl & English Well	75	516	77	668
Asian-Pacific Isl & English Not Well	0	1	12	13
Asian-Pacific Isl & No English	0	0	1	1
Other Language	1	170	44	215
Other Language & English Well	1	170	44	215
Other Language & English Not Well	0	0	0	0
Other Language & No English	0	0	0	0

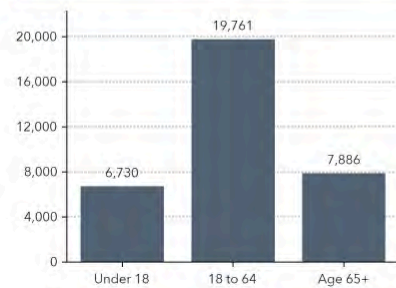
© 2023 Esri

During the development of this report, we noticed the regularity with which the South Placer Fire District services our at-risk populations. Some of the at-risk groups shown in the above graph are patients over 65, households with disabilities, and households without a vehicle. Another at-risk group is those under age five (5).

The bar graph to the right shows the population in the District by age bands.

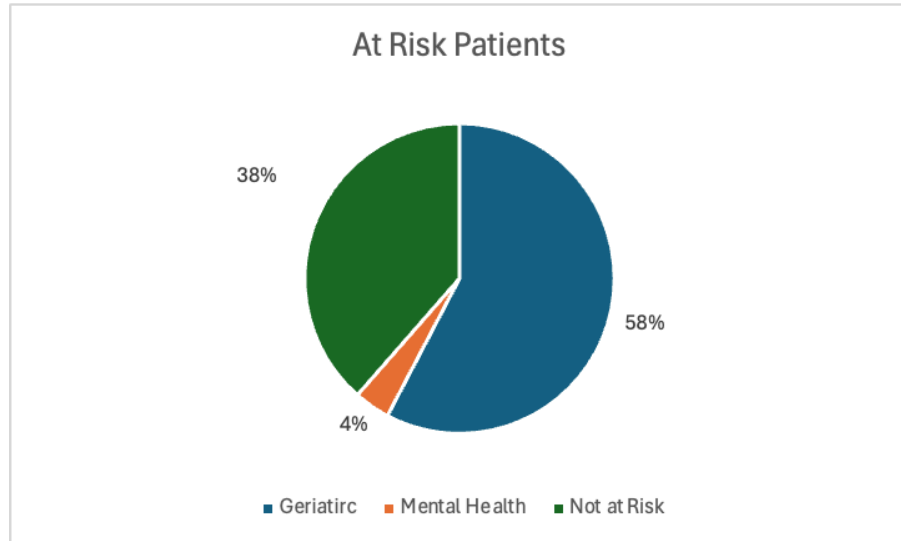


POPULATION BY AGE



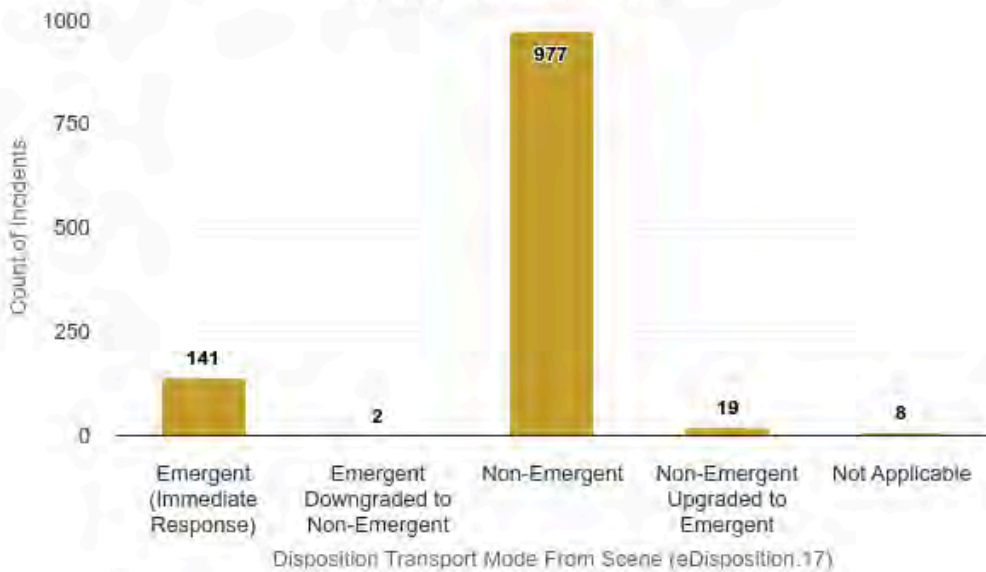
At Risk Populations

The pie graph to the right indicates the EMS response to at-risk patients, including geriatrics (38% of all responses) and mental health (4%). In 2023, 42% of all EMS responses are to at-risk populations.



Incidents by Mode of Transport

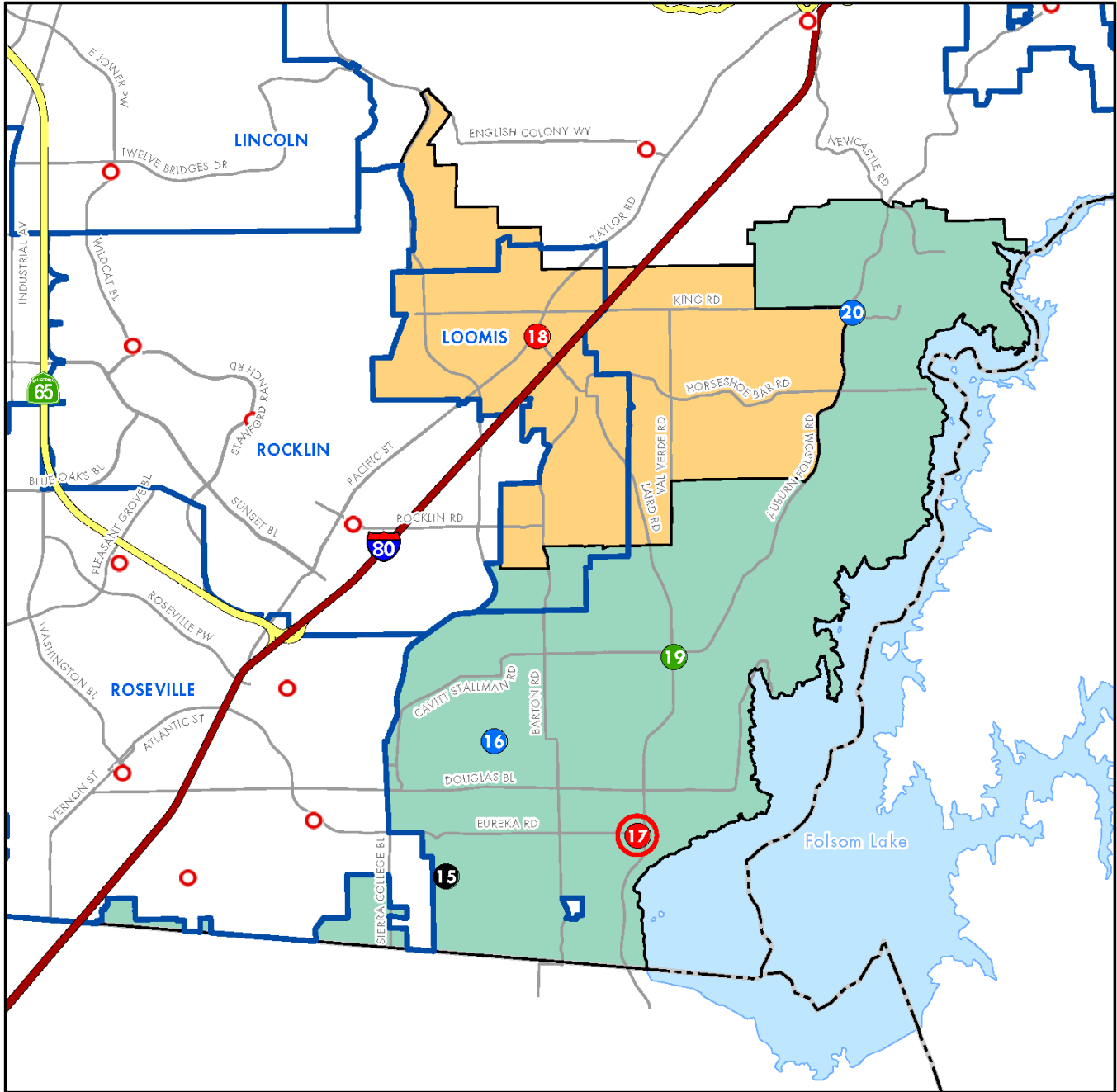
Jan 01, 2023 to Dec 31, 2023



The graph to the right shows how at-risk patients were transported to the hospital - whether emergent (with lights and sirens), non-emergent (no lights/sirens), upgraded, downgraded, or not applicable.

Stations/Apparatus

South Placer Fire Protection District Divisions and Stations



- City Limits
- County Boundaries
- South Placer Fire Division 1
- South Placer Fire Division 2
- 3-Person Engine Company - Battalion Chief
- 3-Person Engine Company
- 4-Person 2 on the engine and 2 on ambulance
- Closed
- Volunteer, No Staffing
- Fire Stations Outside SPFPD

Stations/Apparatus

Station 16 - 5300 Olive Ranch Road



Stations/Apparatus

Station 17 - 6900 Eureka Road



Stations/Apparatus

Station 18 - Horsehoe Bar Road



Stations/Apparatus

Station 20 - 3505 Auburn Folsom



Stations/Apparatus: Closed

Station 15 - 4650 East Roseville Parkway



Station 19 - 7070 Auburn Folsom Road



In the Community

District members hosted Santa for a fun-filled, holiday-themed pancake breakfast, escorted him around the District, attended neighborhood events such as National Night Out, became certified in child seat installation, and even stopped in for some hot cocoa.



In the Community

Open House Events

The District hosted four open houses that were sponsored by Stryker.

Opening Day

SPFD participated in the annual Opening Day for Little League.

Eggplant festival

An early morning pancake breakfast was served to kick off the Loomis Eggplant Festival.

School Education and Outreach

A number of crews participated in teaching high school students hands-only CPR and Stop the Bleed programs.

Santa

SPFD was once again able to help Santa visit the neighborhoods of South Placer and collect toys and food for those in need.

Off Duty and Around Town



Our members were also active off duty, participating in many events to support our community. Members graduated from Leadership Loomis, collected toys and food for local charities, participated in district political causes, and celebrated our SPFD Family's expansion.

District Recognition

New Hires and Promotions

Promotions



Mike Long
Captain



Tyler Duncan
Engineer



Greg Warren
Firefighter/Paramedic

New Hire

Zachary Endter
Firefighter Apprentice

Calvin Cajias
Firefighter/Paramedic

Mark Jansen
Firefighter Apprentice

Ruvim Borhsch
Apprentice Mechanic

District Recognition

Years of Service with South Placer

5 Years

- Tyler Thomas
- Anthony Rydell
- Kevin Cooney
- Shawn Cline
- Kenneth Kaiser

10 Years

- Jeremy Manchester
- Katherine Medeiros

20 Years

- Barbara Leak
- Patrick Patterson
- Joshua Green
- Donovan Gray
- Andres Portillo

25 Years

- Brian Midtlyng

30 Years

- Brian Bailey

Summary

In 2023, despite a busy year, significant accomplishments were made in the District to improve service to our community. We managed to improve our response times in spite of two closed stations, the District maintained strong fiscal conservation which resulted in an increase in fund balances to weather future uncertainties, and provided exceptional service to our community. It was a year marked by hard work and dedication by all the South Placer Fire District members, and we are proud of our progress in serving you, our community.

What Next?

In 2024, the District is dedicated to enhancing our service to the community. We are close to completing a Master plan and have initiated a strategic plan to set the course for the future and ensure we deliver the best possible service to the community. We welcome your input and support, which you can do by attending our monthly meetings (held on the second Wednesday of the month) or by contacting us through our website.



We want to work with you

We are always looking for ways to work with the community, so if you have an event that you would like us to attend, participate in, or provide information for, please contact us.

Work with us

We are always looking for great people to serve our community, so if you are interested in working for the District, please check the District website for current employment opportunities.



Phone Number

916-791-7059



Email Address

contact@southplacerfire.org



Website

www.southplacerfire.org



**South Placer
Fire District**

**SOUTH PLACER FIRE DISTRICT
INTEROFFICE MEMORANDUM**

TO: BOARD OF DIRECTORS
FROM: CHIEF MARK DUERR
SUBJECT: BOARD MEETING AGENDA STAFF RECOMMENDATIONS
DATE: WEDNESDAY, JUNE 12TH, 2024
CC: BOARD SECRETARY KATHY MEDEIROS

Agenda Item: South Placer Fire District Policy Updates:

Action Requested: Staff recommends a review and first reading of the proposed policy updates.

Background: With the recent changes to operations and the Board's goal of updating and consolidating the District Policy Manual, staff presents the following policies for review and discussion:

Impact: Policy update.

Number	Policy	Adopted Date
709	Photography and Electronic Imaging	New
710	District Social Media Use	New
1046	Member Speech, Expression, and Social Networking	New

Attachments: Proposed policies:

Mark Duerr
Fire Chief
South Placer Fire Protection District

Photography And Electronic Imaging

709.1 PURPOSE AND SCOPE

The purpose of this policy is to authorize district members to utilize photography and electronic imaging to document incidents while also protecting the privacy of citizens and ensuring district compliance with the mandates of the Health Insurance Portability and Accountability Act (HIPAA).

This policy establishes legal ownership of all photographs and electronic images collected by district members, establishes the parameters for the types of incidents, subjects and activities that may be photographed or electronically imaged, and establishes restrictions on the use of such photographs and electronic images.

709.2 POLICY

It is the policy of the South Placer Fire District to authorize members to utilize photography and electronic imaging to document incidents and district activities that are subject to compliance with specific regulations, conditions, restrictions and guidelines.

The use of photography or electronic imaging of medical patients, injured victims or other people who are medically evaluated or treated by district members must also comply with the requirements of HIPAA.

The South Placer Fire District shall respect the privacy rights established in the state and federal constitutions.

709.3 OWNERSHIP AND COMMERCIAL USE OF PHOTOGRAPHS AND ELECTRONIC IMAGES

All photographs and electronic images taken by district members while on-duty or acting in an official capacity are the sole property of the District and may not be sold, transferred for commercial use, [posted to any website, social media site, or other information-sharing site not managed by the District](#), bartered or otherwise distributed for profit by any member of the District without the express prior approval of the Fire Chief (17 USC § 201). This includes all photographs and images taken on a personal device if taken while on duty or acting in an official capacity for the District.

709.4 AUTHORIZED USE OF PHOTOGRAPHY AND ELECTRONIC IMAGING

709.4.1 NON-INCIDENT EVENTS

Photography and electronic imaging may be utilized by district members for non-incident events, including:

- (a) Documentation of district training events, exercises, lectures, classes or activities, and

all fire academy-related activities.

- (b) Documentation of internal district events and activities, such as promotional ceremonies, member recognition or award presentations, meetings, seminars, workshops and other activities involving district members.
- (c) Documentation of public events, such as safety seminars, fire station open house events, Fire Investigations education events and activities, school safety presentations and club or service organization events.
- (d) Documentation of all district vehicles, apparatus, tools and equipment, facilities and other district-owned property.
- (e) Creating and maintaining a photo/image bank depicting all district members.
- (f) Documentation of all buildings, structures, facilities, infrastructure components, landmarks and recreational areas within the district's jurisdiction for later use in disaster mitigation, recovery and cost-recovery efforts.
- (g) To document any condition, activity or event related to the district's code enforcement responsibilities.
- (h) To document inspections, code compliance activities or any other activity of Fire Investigations.
- (i) Unless prohibited elsewhere in this policy, to document any district activity for future use in training.
- (j) For any other purpose authorized by the Fire Chief, Battalion Chief or any Division Chief.

709.4.2 INCIDENT-RELATED EVENTS

Photography and electronic imaging may be utilized by district members at incident scenes, including:

- (a) Documentation of the conditions on arrival and during suppression activities at any fire incident.
- (b) Documentation of fire, smoke, water, structural collapse or any other damage or conditions resulting from any fire or fire-related event.
- (c) Documentation of people at the scene of a fire or a fire-related incident for the purpose of future investigation.
- (d) Documentation of anything of evidentiary value found at a fire or incident scene where any type of investigation may be initiated.
- (e) Documentation of the location, position, trauma, injuries or any other factor of investigative interest related to deceased victims at a fire or fire-related incident or other incidents.
- (f) Documentation of the condition of vehicles, apparatus, bicycles or other items involved in collisions, accidents, entrapments or other rescue or medical events.
- (g) Documentation of the extrication of trapped individuals in any rescue situation.

- (h) Documentation of the cause, location, extent, severity and nature of traumatic injuries of patients at the scene. These images may be transferred to the receiving physician, nurse or other authorized representative who assumes medical care for the patient.
- (i) Documentation of all aspects of any incident involving hazardous materials.
- (j) Documentation of severe weather events, including any damage, injuries or fatalities caused by such events.
- (k) Documentation of any other event, situation or activity as deemed appropriate and necessary by the Incident Commander of any event.

709.5 PROHIBITED USE OF PHOTOGRAPHY OR ELECTRONIC IMAGING

District members are prohibited from using photography or electronic imaging except as permitted in this policy.

Prohibited use of photography or electronic imaging shall include, but is not limited to:

- (a) Photographs and/or electronic images may not be taken, transmitted or used in violation of any HIPAA regulation.
- (b) Photographs and/or electronic images may not be taken, transmitted or used for personal purposes.
- (c) Unless requested by the receiving hospital or controlling medical authority or deemed necessary for the future treatment of the patient, no photographs or electronic images should be taken inside a private residence during a non-traumatic medical aid incident.
- (d) Unless requested by the receiving hospital or controlling medical authority or deemed necessary for the future treatment of the patient, no photographs or electronic images should be taken of a minor (under 18 years of age) patient resulting from a medical aid response.
- (e) Unless requested by the receiving hospital or controlling medical authority or deemed necessary for the future treatment of the patient, no photographs or electronic images depicting patient genitalia or the exposed breasts of female patients should be taken by district members.
- (f) Unless requested by the receiving hospital or controlling medical authority or deemed necessary for the future treatment of the patient, no photograph or electronic image should be taken of a patient being treated by district members if the person expresses or indicates that he/she does not wish to be photographed. In the event that the need arises to take a photograph or electronic image of a medical patient against the patient's wishes, the medical need for taking the image will be explained to the patient with a witness present. Details regarding the need for the photograph or electronic image, the explanation provided to the patient and the identity of the witness present shall be included in a patient care report and/or incident report for the response.

District Social Media Use

710.1 PURPOSE AND SCOPE

The South Placer Fire District may use social media as a method of effectively informing the public regarding District services, activities, incidents, events, safety information, and other relevant content.

Personnel authorized to manage the District's social media presence shall ensure the use or access of social media is done in a manner that protects the constitutional rights of all.

This policy provides guidelines to ensure that any use of social media on behalf of the District is consistent with the District's mission, vision and values.

This policy does not address personal use of social media by District personnel and applies solely to the use of official District social media accounts.

710.1.1 DEFINITIONS

Social Media – Any array of internet-based tools and platforms that allow for the sharing of information, such as the District website or social networking services.

Limited Public Forum - A limited forum is a type of designated public forum. In a "limited forum," the government may discriminate against classes of speakers or types of speech. However, the government is still prohibited from engaging in viewpoint discrimination.

710.1.2 RESPONSIBILITIES

It is the responsibility of those authorized as District social media page administrators to follow this policy and associated procedures.

710.2 POLICY

The South Placer Fire District shall follow established procedures and Guidelines.

710.2.1 AUTHORIZED USERS

Only personnel authorized by the Fire Chief or the authorized designee may administer social media on behalf of the District. Authorized personnel shall only use District-issued equipment during the normal course of duty to post and monitor District-related social media, unless specifically authorized to do otherwise by the Fire Chief. Authorized page administrators shall have social media training and possess appropriate content and technical experience (see 710.2.8: Training for more information).

Requests to post information over District social media by personnel who are not authorized to post should be made to the individual assigned to manage the District's social media presence.

710.2.2 CONTENT GUIDELINES

The District's goal is to ensure that communications posted on social media platforms are consistent with policy, law, and within the best interests of the District.

All content posted by designated page administrators to District social media platforms will be subject to approval by the Fire Chief or authorized designee. In addition, the following guidelines shall be observed:

1. The content posted on District social media pages shall only pertain to District sponsored or District-endorsed programs, services, activities, or events.
2. When promoting programs, services, or events that are not hosted by the District, such as events hosted by agency partners, it is preferred that any content posted in relation to events originate on the hosting party's social media pages, and that the content then be re-shared on the District's social media page whenever possible.
3. The District's website (www.southplacerefire.org) will remain the District's primary and predominate internet presence.
4. Whenever possible and applicable, content posted to the District's social media pages will also be made available on the District's website.
5. Whenever possible and applicable, content posted to the District's social media pages shall contain hyperlinks directing visitors back to the District's official website for in-depth information, forms, documents or online services related to conducting business with the District.
6. Any District-owned content, including but not limited to photographs or other electronic images or media, is strictly prohibited from publication on any social media platform or website other than those sites managed by the District without express approval from the Fire Chief. This include images or recordings taken by district members while on duty or acting in an official capacity for the District.

710.2.3 APPROPRIATE CONTENT

Only content that is appropriate for public release and conforms to District policy regarding the release of information may be posted.

Examples of appropriate content include:

1. Announcements.
2. Tips and information relating to fire safety or emergency preparedness.
3. Real-time safety information that is related to in-progress incidents, geographical warnings, or disaster information.
4. Information about District programs, services, and activities.
5. Press releases.
6. Personnel recruitment.
7. District-sponsored event information.

710.2.4 PROHIBITED CONTENT

Content that is prohibited includes, but is not limited to:

1. Abusive, discriminatory, inflammatory or sexually explicit.
2. Violation of individual rights, including confidentiality and/or privacy rights and those provided under state, federal or local laws.
3. Any information that could compromise an ongoing investigation.
4. Any information that could compromise or damage the mission, function, reputation or professionalism of South Placer Fire District or its personnel.
5. Any information that could compromise the safety and security of District operations, District personnel, or patients under District care.
6. Any content posted for personal use sales or marketing.
7. Political campaigns or endorsement of a candidate.
8. Any content that has not been properly authorized by the Fire Chief or their authorized designee.

Personnel who become aware of content on the District's social media pages that they believe is unauthorized or inappropriate should promptly report such content to a supervisor. The supervisor will then report the unauthorized or inappropriate content to a designated page administrator who will ensure its removal from public view and investigate the unauthorized or inappropriate posting.

710.2.5 PUBLIC POSTING PROHIBITED

District social media pages shall be designed and maintained to prevent posting of content by the public. The District may provide a method for members of the public to contact the District directly through social media platforms, i.e. direct messaging.

710.2.6 CONTENT MONITORING AND REMOVAL

For the purposes of determining whether or not to remove content or comments made by the public on District social media pages, the District's social media accounts shall be considered a limited public forum in relation to First Amendment-protected speech.

District's position on whether or not to remove certain types of comments or content will be reviewed when applicable or necessary with District Counsel.

Content subject to removal will be limited to speech not protected by the First Amendment:

- (a) Obscenity
- (b) Defamation
- (c) Actual Threats
- (d) Spam
- (e) Illegal Activities
- (f) Malware Links
- (g) Promotion of Illegal Discrimination

(h) Copyright of Another

These guidelines must be displayed to users or made available by hyperlink. The decision to remove content can only be made by the Fire Chief or their authorized designee. Any content removed based on these guidelines must be retained. Any content removed for the above stated reasons will be documented via screenshot complete with the date of removal, time of removal, and identity of the poster, and stored in a clearly identified secure folder on the District's shared server.

The decision to remove content as referenced in these guidelines will be applied uniformly.

710.2.7 RECORDS RETENTION

The District's social media pages are subject to the California Public Records Act. Any content maintained in a social media format that is related to District business, including a list of subscribers and posted communication is a public record. The District is responsible for responding completely and accurately to any records requests relating to social media.

California Law and District records retention schedules apply to social media formats and social media content. The District shall preserve records required to be maintained pursuant to a relevant records retention schedule for the required retention period on a District server in a format that preserves the integrity of the original record and is easily accessible.

710.2.8 TRAINING

Designated page administrators and personnel authorized to post to the District's social media pages shall receive training that, at minimum, addresses legal issues concerning the appropriate use of social media platforms, as well as privacy, civil rights, dissemination and retention of information posted on District pages.

Member Speech, Expression and Social Networking

1046.1 PURPOSE AND SCOPE

This policy is intended to address issues associated with member use of social networking sites and to provide guidelines for the regulation and balancing of member speech and expression with the needs of the District.

Nothing in this policy is intended to prohibit or infringe upon any communication, speech or expression that is protected or privileged under law. This includes speech and expression protected under state or federal constitutions as well as labor or other applicable laws. For example, this policy does not limit an employee from speaking as a private citizen, including acting as an authorized member of a recognized bargaining unit, about matters of public concern, such as misconduct or corruption.

Members are encouraged to consult with their supervisor regarding any questions arising from the application or potential application of this policy.

1046.1.1 APPLICABILITY

This policy applies to all forms of communication including, but not limited to, film, video, print media, public or private speech, use of all Internet services, including the World Wide Web, email, file transfer, remote computer access, news services, social networking, social media, instant messaging, blogs, forums, video and other file-sharing sites.

1046.2 POLICY

Public employees occupy a trusted position in the community, and thus, their statements have the potential to contravene the policies and performance of this district. Due to the nature of the work and influence associated with the fire profession, it is necessary that members of this district be subject to certain reasonable limitations on their speech and expression. To achieve its mission and efficiently provide service to the public, the South Placer Fire District will carefully balance the individual member's rights against the district's needs and interests when exercising a reasonable degree of control over its members' speech and expression.

1046.3 SAFETY

Members should consider carefully the implications of their speech or any other form of expression when using the Internet. Speech and expression that may negatively affect the safety of the South Placer Fire District members, such as posting personal information in a public forum, can result in compromising a member's home address or family ties. Members should therefore not disseminate or post any information on any forum or medium that could reasonably be anticipated

to compromise the safety of any member, a member's family or associates. Examples of the type of information that could reasonably be expected to compromise safety include:

- Disclosing the address of a fellow firefighter.
- Otherwise disclosing where another firefighter can be located off-duty.

1046.4 PROHIBITED SPEECH, EXPRESSION AND CONDUCT

To meet the district's safety, performance and public-trust needs, the following is prohibited unless the speech is otherwise protected (for example, an employee speaking as a private citizen, including acting as an authorized member of a recognized bargaining unit, on a matter of public concern):

- (a) Speech or expression made pursuant to an official duty that tends to compromise or damage the mission, function, reputation or professionalism of the South Placer Fire District or its members.
- (b) Speech or expression that, while not made pursuant to an official duty, is significantly linked to, or related to, the South Placer Fire District and tends to compromise or damage the mission, function, reputation or professionalism of the South Placer Fire District or its members. Examples may include:
 1. Statements that indicate disregard for the law of the state or U.S. Constitution.
 2. Expression that demonstrates support for criminal activity.
 3. Participating in sexually explicit photographs or videos for compensation or distribution.
- (c) Speech or expression that could reasonably be foreseen as having a negative impact on the credibility of the member as a witness. For example, posting statements or expressions to a website that glorify or endorse dishonesty, unlawful discrimination or illegal behavior.
- (d) Speech or expression of any form that could reasonably be foreseen as having a negative impact on the safety of the members of the District.
- (e) Speech or expression that is contrary to the canons of the Firefighters' Code of Ethics as adopted by the South Placer Fire District.
- (f) Use or disclosure, through whatever means, of any information, photograph, video or other recording obtained or accessible as a result of employment with the District for financial or personal gain, or any disclosure of such materials without the express authorization of the Fire Chief or the authorized designee.
- (g) Posting, transmitting or disseminating any photographs, video or audio recordings, likenesses or images of district logos, emblems, uniforms, badges, patches, marked vehicles, equipment or other material that specifically identifies the South Placer Fire District on any personal or social networking or other website or web page, without the express authorization of the Fire Chief.
- (h) Accessing websites for non-authorized purposes, or use of any personal communication device, game device or media device, whether personally or district

owned, for personal purposes while on-duty, except in the following circumstances:

1. When brief personal communication may be warranted by the circumstances (e.g., inform family of extended hours).
2. During authorized breaks; however, such usage should be limited as much as practicable to areas out of sight and sound of the public and shall not be disruptive to the work environment.

Members must take reasonable and prompt action to remove any content, including content posted by others, that is in violation of this policy from any web page or website maintained by the member (e.g., social or personal website).

1046.4.1 UNAUTHORIZED ENDORSEMENTS AND ADVERTISEMENTS

While members are not restricted from engaging in the following activities as private citizens or as authorized members of a recognized bargaining unit, members may not represent the South Placer Fire District or identify themselves in any way that could be reasonably perceived as representing the South Placer Fire District in order to do any of the following, unless specifically authorized by the Fire Chief (Government Code § 3206; Government Code § 3252):

- (a) Endorse, support, oppose or contradict any political campaign or initiative.
- (b) Endorse, support, oppose or contradict any social issue, cause or religion.
- (c) Endorse, support or oppose any product, service, company or other commercial entity.
- (d) Appear in any commercial, social or nonprofit publication or any motion picture, film, video, public broadcast or on any website.

Additionally, when it can reasonably be construed that a member, acting in his/her individual capacity or through an outside group or organization (e.g., bargaining group), is affiliated with this district, the member shall give a specific disclaiming statement that any such speech or expression is not representative of the South Placer Fire District.

Members retain their right to vote as they choose, to support candidates of their choice and to express their opinions as private citizens, including as authorized members of a recognized bargaining unit, on political subjects and candidates at all times while off-duty. However, members may not use their official authority or influence to interfere with or affect the result of an election or a nomination for office. Members are also prohibited from directly or indirectly using their official authority to coerce, command or advise another member to pay, lend or contribute anything of value to a party, committee, organization, agency or person for political purposes (5 USC § 1502).

1046.4.2 POLITICAL ACTIVITY

The following rights are retained by firefighters by statute and are extended to all other members by the South Placer Fire District (Government Code § 3252).

- (a) No member shall be prohibited from engaging in political activity, unless otherwise prohibited by law, in violation of district policy or any time a member is on-duty or in uniform.
- (b) Members shall not be coerced or required to engage in political activity.

- (c) A member can seek election to, or serve as a member of, the governing board of a school district or any local agency where he/she is not employed, including, but not limited to, any city, county, special district or political subdivision.

1046.5 PRIVACY EXPECTATION

Members forfeit any expectation of privacy with regard to emails, texts, or anything published, shared, transmitted, or maintained through file-sharing software or any Internet site that is accessed, transmitted, received, or reviewed on any district technology system (see the Information Technology Use Policy for additional guidance).

The District shall not require a member to disclose a personal username or password for accessing personal social media, or open a personal social website; however, the District may request access when it is reasonably believed to be relevant to the investigation of allegations of work-related misconduct (Labor Code § 980).

1046.6 CONSIDERATIONS

In determining whether to grant authorization of any speech or conduct that is prohibited under this policy, the factors that the Fire Chief or the authorized designee should consider include:

- (a) Whether the speech or conduct would negatively affect the efficiency of delivering public services.
- (b) Whether the speech or conduct would be contrary to the good order of the District or the efficiency or morale of its members.
- (c) Whether the speech or conduct would reflect unfavorably upon the District.
- (d) Whether the speech or conduct would negatively affect the member's appearance of impartiality in the performance of his/her duties.
- (e) Whether similar speech or conduct has been previously authorized.
- (f) Whether the speech or conduct may be protected and outweighs any interest of the District.

1046.7 TRAINING

Subject to available resources, the District should provide training regarding the limitations on speech, expression and the use of social networking to firefighters and supervisors.

**SOUTH PLACER FIRE DISTRICT
INTEROFFICE MEMORANDUM**

TO: BOARD OF DIRECTORS
FROM: CHIEF MARK DUERR
SUBJECT: BOARD MEETING AGENDA STAFF RECOMMENDATIONS
DATE: WEDNESDAY, JUNE 12TH, 2024
CC: BOARD SECRETARY KATHY MEDEIROS

Agenda Item: ISO Public Protection Classification

Action Requested: Staff recommends a discussion on the new Insurance Services Organization (ISO) Public Protection Classification for 2024.

Background: The Insurance Services Organization's (ISO) Fire Suppression Rating Schedule (FSRS) for South Placer Fire District, last completed in 2018, has been updated. The schedule evaluates three primary categories of fire suppression: the emergency communications center, the fire district, and the water supply. It also includes a Community Risk Reduction section that recognizes community efforts to reduce losses through fire prevention, public fire safety education, and fire investigation. The FSRS Public Protection Classification (PPC) evaluates features related to reducing property losses from structural fires. The evaluation does not consider multiple alarms, simultaneous incidents, and life safety.

The ISO rating scale is from 1–10, with 1 being the best and 10 representing a community without an effective fire service. A split classification, such as the District's current rating of 3/3Y, comprises two numbers. The first number refers to properties within 1,000 feet of a water supply and within five road miles of a fire station. The second number, either an "X" or "Y," applies to properties more than 1,000 feet from a water supply but within five road miles of a fire station. The "y" indicates a PPC for communities that provide superior fire protection services and fire alarm facilities but lack the water supply required for a PPC of Class 8 or better.

The South Placer Fire District recently cooperated with ISO to assess its PPC rating. After the evaluation, effective September 1, 2024, the District's rating will improve from 3/3y to 2/2y.

The District will release a public service announcement closer to the September 1st, 2024, date.

Impact: The revised Fire District Fire Suppression Rating will directly affect our interactions with insurance companies, potentially affecting insurance premiums and coverage for the community.

Attachments: ISO cover letter and Public Protection Classification (PPC) Summary Report dated May 2024

Mark Duerr
South Placer Fire District



1000 Bishops Gate Blv. Ste 300
Mt. Laurel, NJ 08054-5404

t1.800.444.4554 Opt.2
f1.800.777.3929

May 20, 2024

Mr. Tracy Randell, President
South Placer FPSA
6900 Eureka Rd.
Granite Bay, California, 95746

RE: South Placer Fpsa, Placer County, California (N)
Public Protection Classification: 02/2Y
Effective Date: September 01, 2024

Dear Mr. Tracy Randell,

We wish to thank you and Chief Mark Duerr for your cooperation during our recent Public Protection Classification (PPC) survey. ISO has completed its analysis of the structural fire suppression delivery system provided in your community. The resulting classification is indicated above.

If you would like to know more about your community's PPC classification, or if you would like to learn about the potential effect of proposed changes to your fire suppression delivery system, please call us at the phone number listed below.

ISO's Public Protection Classification Program (PPC) plays an important role in the underwriting process at insurance companies. In fact, most U.S. insurers – including the largest ones – use PPC information as part of their decision-making when deciding what business to write, coverage's to offer or prices to charge for personal or commercial property insurance.

Each insurance company independently determines the premiums it charges its policyholders. The way an insurer uses ISO's information on public fire protection may depend on several things – the company's fire-loss experience, ratemaking methodology, underwriting guidelines, and its marketing strategy.

Through ongoing research and loss experience analysis, we identified additional differentiation in fire loss experience within our PPC program, which resulted in the revised classifications. We based the differing fire loss experience on the fire suppression capabilities of each community. The new classifications will improve the predictive value for insurers while benefiting both commercial and residential property owners. We've published the new classifications as "X" and "Y" — formerly the "9" and "8B" portion of the split classification, respectively. For example:

- A community currently graded as a split 6/9 classification will now be a split 6/6X classification; with the "6X" denoting what was formerly classified as "9."
- Similarly, a community currently graded as a split 6/8B classification will now be a split 6/6Y classification, the "6Y" denoting what was formerly classified as "8B."

- Communities graded with single “9” or “8B” classifications will remain intact.
- Properties over 5 road miles from a recognized fire station would receive a class 10.

PPC is important to communities and fire departments as well. Communities whose PPC improves may get lower insurance prices. PPC also provides fire departments with a valuable benchmark, and is used by many departments as a valuable tool when planning, budgeting and justifying fire protection improvements.

ISO appreciates the high level of cooperation extended by local officials during the entire PPC survey process. The community protection baseline information gathered by ISO is an essential foundation upon which determination of the relative level of fire protection is made using the Fire Suppression Rating Schedule.

The classification is a direct result of the information gathered, and is dependent on the resource levels devoted to fire protection in existence at the time of survey. Material changes in those resources that occur after the survey is completed may affect the classification. Although ISO maintains a pro-active process to keep baseline information as current as possible, in the event of changes please call us at 1-800-444-4554, option 2 to expedite the update activity.

ISO is the leading supplier of data and analytics for the property/casualty insurance industry. Most insurers use PPC classifications for underwriting and calculating premiums for residential, commercial and industrial properties. The PPC program is not intended to analyze all aspects of a comprehensive structural fire suppression delivery system program. It is not for purposes of determining compliance with any state or local law, nor is it for making loss prevention or life safety recommendations.

If you have any questions about your classification, please let us know.

Sincerely,

Alex Shubert

Alex Shubert

Manager -National Processing Center

cc: Ms. Kimberly Thomson, Communications Manager, Placer County Sheriff
Chief Mark Duerr, Chief, South Placer Fire Department
Mr. Andrew Perason, Manager, San Juan Water District
Mr. Brian Rickards, General Manager, Placer County Water Agency
Mr. Toni Langsfeld, Manager, Greenhills Water Company
Mr. Brian Hensley, Water Supervisor, Citrus heights Water District

**Public Protection Classification
(PPC®)
Summary Report**

South Placer FPSA

California (N)

Prepared by

**Insurance Services Office, Inc.
1000 Bishops Gate Blvd., Ste. 300
P.O. Box 5404
Mt. Laurel, New Jersey 08054-5404
1-800-444-4554**

**Report Created MAY 2024
Effective SEPTEMBER 1, 2024**

Background Information

Introduction

ISO collects and evaluates information from communities in the United States on their structure fire suppression capabilities. The data is analyzed using our Fire Suppression Rating Schedule (FSRS) and then a Public Protection Classification (PPC®) grade is assigned to the community. The surveys are conducted whenever it appears that there is a possibility of a PPC change. As such, the PPC program provides important, up-to-date information about fire protection services throughout the country.

The FSRS recognizes fire protection features only as they relate to suppression of first alarm structure fires. In many communities, fire suppression may be only a small part of the fire department's overall responsibility. ISO recognizes the dynamic and comprehensive duties of a community's fire service, and understands the complex decisions a community must make in planning and delivering emergency services. However, in developing a community's PPC grade, only features related to reducing property losses from structural fires are evaluated. Multiple alarms, simultaneous incidents and life safety are not considered in this evaluation. The PPC program evaluates the fire protection for small to average size buildings. Specific properties with a Needed Fire Flow in excess of 3,500 gpm are evaluated separately and assigned an individual PPC grade.

A community's investment in fire mitigation is a proven and reliable predictor of future fire losses. Statistical data on insurance losses bears out the relationship between excellent fire protection – as measured by the PPC program – and low fire losses. So, insurance companies use PPC information for marketing, underwriting, and to help establish fair premiums for homeowners and commercial fire insurance. In general, the price of fire insurance in a community with a good PPC grade is substantially lower than in a community with a poor PPC grade, assuming all other factors are equal.

ISO is an independent company that serves insurance companies, communities, fire departments, insurance regulators, and others by providing information about risk. ISO's expert staff collects information about municipal fire suppression efforts in communities throughout the United States. In each of those communities, ISO analyzes the relevant data and assigns a PPC grade – a number from 1 to 10. Class 1 represents an exemplary fire suppression program, and Class 10 indicates that the area's fire suppression program does not meet ISO's minimum criteria.

ISO's PPC program evaluates communities according to a uniform set of criteria, incorporating nationally recognized standards developed by the National Fire Protection Association and the American Water Works Association. A community's PPC grade depends on:

- **Needed Fire Flows**, which are representative building locations used to determine the theoretical amount of water necessary for fire suppression purposes.
- **Emergency Communications**, including emergency reporting, telecommunicators, and dispatching systems.
- **Fire Department**, including equipment, staffing, training, geographic distribution of fire companies, operational considerations, and community risk reduction.
- **Water Supply**, including inspection and flow testing of hydrants, alternative water supply operations, and a careful evaluation of the amount of available water compared with the amount needed to suppress fires up to 3,500 gpm.

Data Collection and Analysis

ISO has evaluated and classified over 39,000 fire protection areas across the United States using its FSRS. A combination of meetings between trained ISO field representatives and the dispatch center coordinator, community fire official, and water superintendent is used in conjunction with a comprehensive questionnaire to collect the data necessary to determine the PPC grade. In order for a community to obtain a grade better than a Class 9, three elements of fire suppression features are reviewed. These three elements are Emergency Communications, Fire Department, and Water Supply.

A review of the **Emergency Communications** accounts for 10% of the total classification. This section is weighted at **10 points**, as follows:

- Emergency Reporting 3 points
- Telecommunicators 4 points
- Dispatch Circuits 3 points

A review of the **Fire Department** accounts for 50% of the total classification. ISO focuses on a fire department's first alarm response and initial attack to minimize potential loss. The fire department section is weighted at **50 points**, as follows:

- Engine Companies 6 points
- Reserve Pumpers 0.5 points
- Pump Capacity 3 points
- Ladder/Service Companies 4 points
- Reserve Ladder/Service Trucks 0.5 points
- Deployment Analysis 10 points
- Company Personnel 15 points
- Training 9 points
- Operational considerations 2 points
- Community Risk Reduction 5.5 points (in addition to the 50 points above)

A review of the **Water Supply** system accounts for 40% of the total classification. ISO reviews the water supply a community uses to determine the adequacy for fire suppression purposes. The water supply system is weighted at **40 points**, as follows:

- Credit for Supply System 30 points
- Hydrant Size, Type & Installation 3 points
- Inspection & Flow Testing of Hydrants 7 points

There is one additional factor considered in calculating the final score – **Divergence**.

Even the best fire department will be less than fully effective if it has an inadequate water supply. Similarly, even a superior water supply will be less than fully effective if the fire department lacks the equipment or personnel to use the water. The FSRs score is subject to modification by a divergence factor, which recognizes disparity between the effectiveness of the fire department and the water supply.

The Divergence factor mathematically reduces the score based upon the relative difference between the fire department and water supply scores. The factor is introduced in the final equation.

PPC Grade

The PPC grade assigned to the community will depend on the community's score on a 100-point scale:

PPC	Points
1	90.00 or more
2	80.00 to 89.99
3	70.00 to 79.99
4	60.00 to 69.99
5	50.00 to 59.99
6	40.00 to 49.99
7	30.00 to 39.99
8	20.00 to 29.99
9	10.00 to 19.99
10	0.00 to 9.99

The classification numbers are interpreted as follows:

- Class 1 through (and including) Class 8 represents a fire suppression system that includes an FSRs creditable dispatch center, fire department, and water supply.
- Class 8B is a special classification that recognizes a superior level of fire protection in otherwise Class 9 areas. It is designed to represent a fire protection delivery system that is superior except for a lack of a water supply system capable of the minimum FSRs fire flow criteria of 250 gpm for 2 hours.
- Class 9 is a fire suppression system that includes a creditable dispatch center, fire department but no FSRs creditable water supply.
- Class 10 does not meet minimum FSRs criteria for recognition, including areas that are beyond five road miles of a recognized fire station.

New PPC program changes effective July 1, 2014

We have revised the PPC program to capture the effects of enhanced fire protection capabilities that reduce fire loss and fire severity in Split Class 9 and Split Class 8B areas (as outlined below). This new structure benefits the fire service, community, and property owner.

New classifications

Through ongoing research and loss experience analysis, we identified additional differentiation in fire loss experience within our PPC program, which resulted in the revised classifications. We based the differing fire loss experience on the fire suppression capabilities of each community. The new PPC classes will improve the predictive value for insurers while benefiting both commercial and residential property owners. Here are the new classifications and what they mean.

Split classifications

When we develop a split classification for a community — for example 5/9 — the first number is the class that applies to properties within 5 road miles of the responding fire station and 1,000 feet of a creditable water supply, such as a fire hydrant, suction point, or dry hydrant. The second number is the class that applies to properties within 5 road miles of a fire station but beyond 1,000 feet of a creditable water supply. We have revised the classification to reflect more precisely the risk of loss in a community, replacing Class 9 and 8B in the second part of a split classification with revised designations.

What's changed with the new classifications?

We've published the new classifications as "X" and "Y" — formerly the "9" and "8B" portion of the split classification, respectively. For example:

- A community currently displayed as a split 6/9 classification will now be a split 6/6X classification; with the "6X" denoting what was formerly classified as "9".
- Similarly, a community currently graded as a split 6/8B classification will now be a split 6/6Y classification, the "6Y" denoting what was formerly classified as "8B".
- Communities graded with single "9" or "8B" classifications will remain intact.

Prior Classification	New Classification
1/9	1/1X
2/9	2/2X
3/9	3/3X
4/9	4/4X
5/9	5/5X
6/9	6/6X
7/9	7/7X
8/9	8/8X
9	9

Prior Classification	New Classification
1/8B	1/1Y
2/8B	2/2Y
3/8B	3/3Y
4/8B	4/4Y
5/8B	5/5Y
6/8B	6/6Y
7/8B	7/7Y
8/8B	8/8Y
8B	8B

What's changed?

As you can see, we're still maintaining split classes, but it's how we represent them to insurers that's changed. The new designations reflect a reduction in fire severity and loss and have the potential to reduce property insurance premiums.

Benefits of the revised split class designations

- To the fire service, the revised designations identify enhanced fire suppression capabilities used throughout the fire protection area
- To the community, the new classes reward a community's fire suppression efforts by showing a more reflective designation
- To the individual property owner, the revisions offer the potential for decreased property insurance premiums

New water class

Our data also shows that risks located more than 5 but less than 7 road miles from a responding fire station with a creditable water source within 1,000 feet had better loss experience than those farther than 5 road miles from a responding fire station with no creditable water source. We've introduced a new classification —10W— to recognize the reduced loss potential of such properties.

What's changed with Class 10W?

Class 10W is property-specific. Not all properties in the 5-to-7-mile area around the responding fire station will qualify. The difference between Class 10 and 10W is that the 10W-graded risk or property is within 1,000 feet of a creditable water supply. Creditable water supplies include fire protection systems using hauled water in any of the split classification areas.

What's the benefit of Class 10W?

10W gives credit to risks within 5 to 7 road miles of the responding fire station and within 1,000 feet of a creditable water supply. That's reflective of the potential for reduced property insurance premiums.

What does the fire chief have to do?

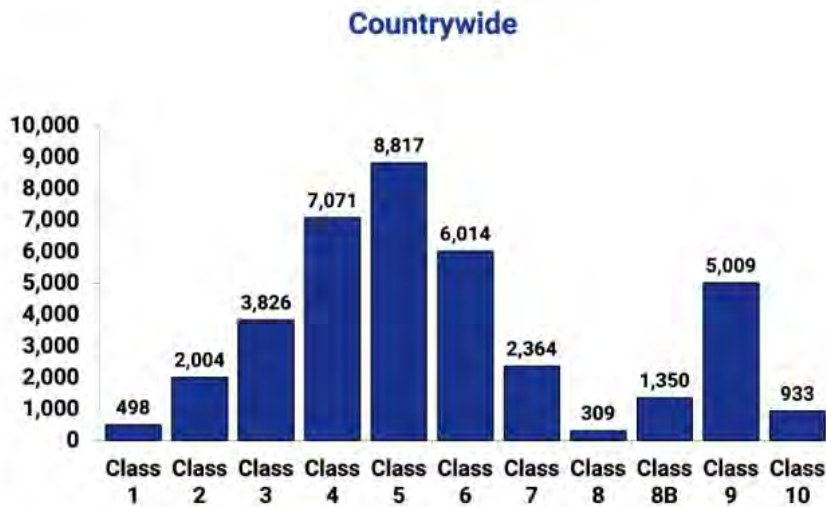
Fire chiefs don't have to do anything at all. The revised classifications went in place automatically effective July 1, 2014 (July 1, 2015 for Texas).

What if I have additional questions?

Feel free to contact ISO at 800.444.4554 or email us at PPC-Cust-Serv@iso.com.

Distribution of PPC Grades

The 2023 published countrywide distribution of communities by the PPC grade is as follows:



Assistance

The PPC program offers help to communities, fire departments, and other public officials as they plan for, budget, and justify improvements. ISO is also available to assist in the understanding of the details of this evaluation.

The PPC program representatives can be reached by telephone at (800) 444-4554. The technical specialists at this telephone number have access to the details of this evaluation and can effectively speak with you about your questions regarding the PPC program. What's more, we can be reached via the internet at www.isomitigation.com/talk/.

We also have a website dedicated to our Community Hazard Mitigation Classification programs at www.isomitigation.com. Here, fire chiefs, building code officials, community leaders and other interested citizens can access a wealth of data describing the criteria used in evaluating how cities and towns are protecting residents from fire and other natural hazards. This website will allow you to learn more about the PPC program. The website provides important background information, insights about the PPC grading processes and technical documents. ISO is also pleased to offer Fire Chiefs Online — a special, secured website with information and features that can help improve your PPC grade, including a list of the Needed Fire Flows for all the commercial occupancies ISO has on file for your community. Visitors to the site can download information, see statistical results and also contact ISO for assistance.

In addition, on-line access to the FSRs and its commentaries is available to registered customers for a fee. However, fire chiefs and community chief administrative officials are given access privileges to this information without charge.

To become a registered fire chief or community chief administrative official, register at www.isomitigation.com.

PPC Review

ISO concluded its review of the fire suppression features being provided for South Placer FPSA. The resulting community classification is **Class 02/2Y**.

If the classification is a single class, the classification applies to properties with a Needed Fire Flow of 3,500 gpm or less in the community. If the classification is a split class (e.g., 6/XX):

- The first class (e.g., “6” in a 6/XX) applies to properties within 5 road miles of a recognized fire station and within 1,000 feet of a fire hydrant or alternate water supply.
- The second class (XX or XY) applies to properties beyond 1,000 feet of a fire hydrant but within 5 road miles of a recognized fire station.
- Alternative Water Supply: The first class (e.g., “6” in a 6/10) applies to properties within 5 road miles of a recognized fire station with no hydrant distance requirement.
- Class 10 applies to properties over 5 road miles of a recognized fire station.
- Class 10W applies to properties within 5 to 7 road miles of a recognized fire station with a recognized water supply within 1,000 feet.
- Specific properties with a Needed Fire Flow in excess of 3,500 gpm are evaluated separately and assigned an individual classification.

FIRS Feature	Earned Credit	Credit Available
Emergency Communications		
414. Credit for Emergency Reporting	3.00	3
422. Credit for Telecommunicators	3.74	4
432. Credit for Dispatch Circuits	2.78	3
440. Credit for Emergency Communications	9.52	10
Fire Department		
513. Credit for Engine Companies	4.76	6
523. Credit for Reserve Pumpers	0.50	0.50
532. Credit for Pump Capacity	3.00	3
549. Credit for Ladder Service	2.24	4
553. Credit for Reserve Ladder and Service Trucks	0.00	0.50
561. Credit for Deployment Analysis	4.43	10
571. Credit for Company Personnel	11.74	15
581. Credit for Training	8.57	9
730. Credit for Operational Considerations	2.00	2
590. Credit for Fire Department	37.24	50
Water Supply		
616. Credit for Supply System	23.95	30
621. Credit for Hydrants	2.94	3
631. Credit for Inspection and Flow Testing	3.16	7
640. Credit for Water Supply	30.05	40
Divergence	-0.13	--
1050. Community Risk Reduction	4.71	5.50
Total Credit	81.39	105.50

Emergency Communications

Ten percent of a community's overall score is based on how well the communications center receives and dispatches fire alarms. Our field representative evaluated:

- Communications facilities provided for the general public to report structure fires
- Enhanced 9-1-1 Telephone Service including wireless
- Computer-aided dispatch (CAD) facilities
- Alarm receipt and processing at the communication center
- Training and certification of telecommunicators
- Facilities used to dispatch fire department companies to reported structure fires

	Earned Credit	Credit Available
414. Credit Emergency Reporting	3.00	3
422. Credit for Telecommunicators	3.74	4
432. Credit for Dispatch Circuits	2.78	3
Item 440. Credit for Emergency Communications:	9.52	10

Item 414 - Credit for Emergency Reporting (3 points)

The first item reviewed is Item 414 "Credit for Emergency Reporting (CER)". This item reviews the emergency communication center facilities provided for the public to report fires including 911 systems (Basic or Enhanced), Wireless Phase I and Phase II, Voice over Internet Protocol, Computer Aided Dispatch and Geographic Information Systems for automatic vehicle location. ISO uses National Fire Protection Association (NFPA) 1221, *Standard for the Installation, Maintenance and Use of Emergency Services Communications Systems* as the reference for this section.

Item 410. Emergency Reporting (CER)	Earned Credit	Credit Available
<p>A./B. Basic 9-1-1, Enhanced 9-1-1 or No 9-1-1</p> <p>For maximum credit, there should be an Enhanced 9-1-1 system, Basic 9-1-1 and No 9-1-1 will receive partial credit.</p>	20.00	20
<p>1. E9-1-1 Wireless</p> <p>Wireless Phase I using Static ALI (automatic location identification) Functionality (10 points); Wireless Phase II using Dynamic ALI Functionality (15 points); Both available will be 25 points</p>	25.00	25
<p>2. E9-1-1 Voice over Internet Protocol (VoIP)</p> <p>Static VoIP using Static ALI Functionality (10 points); Nomadic VoIP using Dynamic ALI Functionality (15 points); Both available will be 25 points</p>	25.00	25
<p>3. Computer Aided Dispatch</p> <p>Basic CAD (5 points); CAD with Management Information System (5 points); CAD with Interoperability (5 points)</p>	15.00	15
<p>4. Geographic Information System (GIS/AVL)</p> <p>The PSAP uses a fully integrated CAD/GIS management system with automatic vehicle location (AVL) integrated with a CAD system providing dispatch assignments.</p> <p>The individual fire departments being dispatched <u>do not</u> need GIS/AVL capability to obtain this credit.</p>	15.00	15
<p>Review of Emergency Reporting total:</p>	100.00	100

Item 422- Credit for Telecommunicators (4 points)

The second item reviewed is Item 422 "Credit for Telecommunicators (TC)". This item reviews the number of Telecommunicators on duty at the center to handle fire calls and other emergencies. All emergency calls including those calls that do not require fire department action are reviewed to determine the proper staffing to answer emergency calls and dispatch the appropriate emergency response. The 2013 Edition of NFPA 1221, *Standard for the Installation, Maintenance and Use of Emergency Services Communications Systems*, recommends that ninety-five percent of emergency calls shall be answered within 15 seconds and ninety-nine percent of emergency calls shall be answered within 40 seconds. In addition, NFPA recommends that eighty percent of emergency alarm processing shall be completed within 60 seconds and ninety-five percent of alarm processing shall be completed within 106 seconds of answering the call.

To receive full credit for operators on duty, ISO must review documentation to show that the communication center meets NFPA 1221 call answering and dispatch time performance measurement standards. This documentation may be in the form of performance statistics or other performance measurements compiled by the 9-1-1 software or other software programs that are currently in use such as Computer Aided Dispatch (CAD) or Management Information System (MIS).

Item 420. Telecommunicators (CTC)	Earned Credit	Credit Available
<p>A1. Alarm Receipt (AR)</p> <p>Receipt of alarms shall meet the requirements in accordance with the criteria of NFPA 1221</p>	20.00	20
<p>A2. Alarm Processing (AP)</p> <p>Processing of alarms shall meet the requirements in accordance with the criteria of NFPA 1221</p>	15.97	20
<p>B. Emergency Dispatch Protocols (EDP)</p> <p>Telecommunicators have emergency dispatch protocols (EDP) containing questions and a decision-support process to facilitate correct call categorization and prioritization.</p>	20.00	20
<p>C. Telecommunicator Training and Certification (TTC)</p> <p>Telecommunicators meet the qualification requirements referenced in NFPA 1061, <i>Standard for Professional Qualifications for Public Safety Telecommunicator</i>, and/or the Association of Public-Safety Communications Officials - International (APCO) <i>Project 33</i>. Telecommunicators are certified in the knowledge, skills, and abilities corresponding to their job functions.</p>	19.50	20
<p>D. Telecommunicator Continuing Education and Quality Assurance (TQA)</p> <p>Telecommunicators participate in continuing education and/or in-service training and quality-assurance programs as appropriate for their positions</p>	18.00	20
<p>Review of Telecommunicators total:</p>	93.47	100

Item 432 - Credit for Dispatch Circuits (3 points)

The third item reviewed is Item 432 “Credit for Dispatch Circuits (CDC)”. This item reviews the dispatch circuit facilities used to transmit alarms to fire department members. A “Dispatch Circuit” is defined in NFPA 1221 as “A circuit over which an alarm is transmitted from the communications center to an emergency response facility (ERF) or emergency response units (ERUs) to notify ERUs to respond to an emergency”. All fire departments (except single fire station departments with full-time firefighter personnel receiving alarms directly at the fire station) need adequate means of notifying all firefighter personnel of the location of reported structure fires. The dispatch circuit facilities should be in accordance with the general criteria of NFPA 1221. “Alarms” are defined in this Standard as “A signal or message from a person or device indicating the existence of an emergency or other situation that requires action by an emergency response agency”.

There are two different levels of dispatch circuit facilities provided for in the Standard – a primary dispatch circuit and a secondary dispatch circuit. In jurisdictions that receive 730 alarms or more per year (average of two alarms per 24-hour period), two separate and dedicated dispatch circuits, a primary and a secondary, are needed. In jurisdictions receiving fewer than 730 alarms per year, a second dedicated dispatch circuit is not needed. Dispatch circuit facilities installed but not used or tested (in accordance with the NFPA Standard) receive no credit.

The score for Credit for Dispatch Circuits (CDC) is influenced by monitoring for integrity of the primary dispatch circuit. There are up to 0.90 points available for this Item. Monitoring for integrity involves installing automatic systems that will detect faults and failures and send visual and audible indications to appropriate communications center (or dispatch center) personnel. ISO uses NFPA 1221 to guide the evaluation of this item. ISO's evaluation also includes a review of the communication system's emergency power supplies.

Item 432 “Credit for Dispatch Circuits (CDC)” = 2.78 points

Fire Department

Fifty percent of a community's overall score is based upon the fire department's structure fire suppression system. ISO's field representative evaluated:

- Engine and ladder/service vehicles including reserve apparatus
- Equipment carried
- Response to reported structure fires
- Deployment analysis of companies
- Available and/or responding firefighters
- Training

	Earned Credit	Credit Available
513. Credit for Engine Companies	4.76	6
523. Credit for Reserve Pumpers	0.50	0.5
532. Credit for Pumper Capacity	3.00	3
549. Credit for Ladder Service	2.24	4
553. Credit for Reserve Ladder and Service Trucks	0.00	0.5
561. Credit for Deployment Analysis	4.43	10
571. Credit for Company Personnel	11.74	15
581. Credit for Training	8.57	9
730. Credit for Operational Considerations	2.00	2
Item 590. Credit for Fire Department:	37.24	50

Basic Fire Flow

The Basic Fire Flow for the community is determined by the review of the Needed Fire Flows for selected buildings in the community. The fifth largest Needed Fire Flow is determined to be the Basic Fire Flow. The Basic Fire Flow has been determined to be 3500 gpm.

Item 513 - Credit for Engine Companies (6 points)

The first item reviewed is Item 513 "Credit for Engine Companies (CEC)". This item reviews the number of engine companies, their pump capacity, hose testing, pump testing and the equipment carried on the in-service pumpers. To be recognized, pumper apparatus must meet the general criteria of NFPA 1901, *Standard for Automotive Fire Apparatus* which include a minimum 250 gpm pump, an emergency warning system, a 300 gallon water tank, and hose. At least 1 apparatus must have a permanently mounted pump rated at 750 gpm or more at 150 psi.

The review of the number of needed pumpers considers the response distance to built-upon areas; the Basic Fire Flow; and the method of operation. Multiple alarms, simultaneous incidents, and life safety are not considered.

The greatest value of A, B, or C below is needed in the fire district to suppress fires in structures with a Needed Fire Flow of 3,500 gpm or less: **4 engine companies**

- a) **4 engine companies** to provide fire suppression services to areas to meet NFPA 1710 criteria or within 1½ miles.
- b) **3 engine companies** to support a Basic Fire Flow of 3500 gpm.
- c) **3 engine companies** based upon the fire department's method of operation to provide a minimum two engine response to all first alarm structure fires.

The FSRS recognizes that there are **4 engine companies** in service.

The FSRS also reviews Automatic Aid. Automatic Aid is considered in the review as assistance dispatched automatically by contractual agreement between two communities or fire districts. That differs from mutual aid or assistance arranged case by case. ISO will recognize an Automatic Aid plan under the following conditions:

- It must be prearranged for first alarm response according to a definite plan. It is preferable to have a written agreement, but ISO may recognize demonstrated performance.
- The aid must be dispatched to all reported structure fires on the initial alarm.
- The aid must be provided 24 hours a day, 365 days a year.

FSRS Item 512.D "Automatic Aid Engine Companies" responding on first alarm and meeting the needs of the city for basic fire flow and/or distribution of companies are factored based upon the value of the Automatic Aid plan (up to 1.00 can be used as the factor). The Automatic Aid factor is determined by a review of the Automatic Aid provider's communication facilities, how they receive alarms from the graded area, inter-department training between fire departments, and the fire ground communications capability between departments.

For each engine company, the credited Pump Capacity (PC), the Hose Carried (HC), the Equipment Carried (EC) all contribute to the calculation for the percent of credit the FSRS provides to that engine company.

Item 513 "Credit for Engine Companies (CEC)" = 4.76 points

Item 523 - Credit for Reserve Pumpers (0.50 points)

The item is Item 523 “Credit for Reserve Pumpers (CRP)”. This item reviews the number and adequacy of the pumpers and their equipment. The number of needed reserve pumpers is 1 for each 8 needed engine companies determined in Item 513, or any fraction thereof.

Item 523 “Credit for Reserve Pumpers (CRP)” = 0.50 points

Item 532 – Credit for Pumper Capacity (3 points)

The next item reviewed is Item 532 “Credit for Pumper Capacity (CPC)”. The total pump capacity available should be sufficient for the Basic Fire Flow of 3500 gpm. The maximum needed pump capacity credited is the Basic Fire Flow of the community.

Item 532 “Credit for Pumper Capacity (CPC)” = 3.00 points

Item 549 – Credit for Ladder Service (4 points)

The next item reviewed is Item 549 “Credit for Ladder Service (CLS)”. This item reviews the number of response areas within the city with 5 buildings that are 3 or more stories or 35 feet or more in height, or with 5 buildings that have a Needed Fire Flow greater than 3,500 gpm, or any combination of these criteria. The height of all buildings in the city, including those protected by automatic sprinklers, is considered when determining the number of needed ladder companies. Response areas not needing a ladder company should have a service company. Ladders, tools and equipment normally carried on ladder trucks are needed not only for ladder operations but also for forcible entry, ventilation, salvage, overhaul, lighting and utility control.

The number of ladder or service companies, the height of the aerial ladder, aerial ladder testing and the equipment carried on the in-service ladder trucks and service trucks is compared with the number of needed ladder trucks and service trucks and an FSRS equipment list. Ladder trucks must meet the general criteria of NFPA 1901, *Standard for Automotive Fire Apparatus* to be recognized.

The number of needed ladder-service trucks is dependent upon the number of buildings 3 stories or 35 feet or more in height, buildings with a Needed Fire Flow greater than 3,500 gpm, and the method of operation.

The FSRS recognizes that there are **0 ladder companies** in service. These companies are needed to provide fire suppression services to areas to meet NFPA 1710 criteria or within 2½ miles and the number of buildings with a Needed Fire Flow over 3,500 gpm or 3 stories or more in height, or the method of operation.

The FSRS recognizes that there are **4 service companies** in service.

Item 549 “Credit for Ladder Service (CLS)” = 2.24 points

Item 553 – Credit for Reserve Ladder and Service Trucks (0.50 points)

The next item reviewed is Item 553 “Credit for Reserve Ladder and Service Trucks (CRLS)”. This item considers the adequacy of ladder and service apparatus when one (or more in larger communities) of these apparatus are out of service. The number of needed reserve ladder and service trucks is 1 for each 8 needed ladder and service companies that were determined to be needed in Item 540, or any fraction thereof.

Item 553 “Credit for Reserve Ladder and Service Trucks (CRLS)” = 0.00 points

Item 561 – Deployment Analysis (10 points)

Next, Item 561 “Deployment Analysis (DA)” is reviewed. This Item examines the number and adequacy of existing engine and ladder-service companies to cover built-upon areas of the city.

To determine the Credit for Distribution, first the Existing Engine Company (EC) points and the Existing Engine Companies (EE) determined in Item 513 are considered along with Ladder Company Equipment (LCE) points, Service Company Equipment (SCE) points, Engine-Ladder Company Equipment (ELCE) points, and Engine-Service Company Equipment (ESCE) points determined in Item 549.

Secondly, as an alternative to determining the number of needed engine and ladder/service companies through the road-mile analysis, a fire protection area may use the results of a systematic performance evaluation. This type of evaluation analyzes computer-aided dispatch (CAD) history to demonstrate that, with its current deployment of companies, the fire department meets the time constraints for initial arriving engine and initial full alarm assignment in accordance with the general criteria of in NFPA 1710, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*.

A determination is made of the percentage of built upon area within 1½ miles of a first-due engine company and within 2½ miles of a first-due ladder-service company.

Item 561 “Credit Deployment Analysis (DA)” = 4.43 points

Item 571 – Credit for Company Personnel (15 points)

Item 571 “Credit for Company Personnel (CCP)” reviews the average number of existing firefighters and company officers available to respond to reported first alarm structure fires in the city.

The on-duty strength is determined by the yearly average of total firefighters and company officers on-duty considering vacations, sick leave, holidays, “Kelley” days and other absences. When a fire department operates under a minimum staffing policy, this may be used in lieu of determining the yearly average of on-duty company personnel.

Firefighters on apparatus not credited under Items 513 and 549 that regularly respond to reported first alarms to aid engine, ladder, and service companies are included in this item as increasing the total company strength.

Firefighters staffing ambulances or other units serving the general public are credited if they participate in fire-fighting operations, the number depending upon the extent to which they are available and are used for response to first alarms of fire.

On-Call members are credited on the basis of the average number staffing apparatus on first alarms. Off-shift career firefighters and company officers responding on first alarms are considered on the same basis as on-call personnel. For personnel not normally at the fire station, the number of responding firefighters and company officers is divided by 3 to reflect the time needed to assemble at the fire scene and the reduced ability to act as a team due to the various arrival times at the fire location when compared to the personnel on-duty at the fire station during the receipt of an alarm.

The number of Public Safety Officers who are positioned in emergency vehicles within the jurisdiction boundaries may be credited based on availability to respond to first alarm structure fires. In recognition of this increased response capability the number of responding Public Safety Officers is divided by 2.

The average number of firefighters and company officers responding with those companies credited as Automatic Aid under Items 513 and 549 are considered for either on-duty or on-call company personnel as is appropriate. The actual number is calculated as the average number of company personnel responding multiplied by the value of AA Plan determined in Item 512.D.

The maximum creditable response of on-duty and on-call firefighters is 12, including company officers, for each existing engine and ladder company and 6 for each existing service company.

Chief Officers are not creditable except when more than one chief officer responds to alarms; then extra chief officers may be credited as firefighters if they perform company duties.

The FSRs recognizes **19.00 on-duty personnel** and an average of **4.00 on-call personnel** responding on first alarm structure fires.

Item 571 “Credit for Company Personnel (CCP)” = 11.74 points

Item 581 – Credit for Training (9 points)

Training	Earned Credit	Credit Available
<p>A. Facilities, and Use</p> <p>For maximum credit, each firefighter should receive 18 hours per year in structure fire related subjects as outlined in NFPA 1001.</p>	35.00	35
<p>B. Company Training</p> <p>For maximum credit, each firefighter should receive 16 hours per month in structure fire related subjects as outlined in NFPA 1001.</p>	25.00	25
<p>C. Classes for Officers</p> <p>For maximum credit, each officer should be certified in accordance with the general criteria of NFPA 1021. Additionally, each officer should receive 12 hours of continuing education on or off site.</p>	10.17	12
<p>D. New Driver and Operator Training</p> <p>For maximum credit, each new driver and operator should receive 60 hours of driver/operator training per year in accordance with NFPA 1002 and NFPA 1451.</p>	5.00	5
<p>E. Existing Driver and Operator Training</p> <p>For maximum credit, each existing driver and operator should receive 12 hours of driver/operator training per year in accordance with NFPA 1002 and NFPA 1451.</p>	5.00	5
<p>F. Training on Hazardous Materials</p> <p>For maximum credit, each firefighter should receive 6 hours of training for incidents involving hazardous materials in accordance with NFPA 472.</p>	1.00	1
<p>G. Recruit Training</p> <p>For maximum credit, each firefighter should receive 240 hours of structure fire related training in accordance with NFPA 1001 within the first year of employment or tenure.</p>	5.00	5
<p>H. Pre-Fire Planning Inspections</p> <p>For maximum credit, pre-fire planning inspections of each commercial, industrial, institutional, and other similar type building (all buildings except 1-4 family dwellings) should be made annually by company members. Records of inspections should include up-to date notes and sketches.</p>	9.00	12

Item 580 “Credit for Training (CT)” = 8.57 points

Item 730 – Operational Considerations (2 points)

Item 730 “Credit for Operational Considerations (COC)” evaluates fire department standard operating procedures and incident management systems for emergency operations involving structure fires.

Operational Considerations	Earned Credit	Credit Available
Standard Operating Procedures The department should have established SOPs for fire department general emergency operations	50	50
Incident Management Systems The department should use an established incident management system (IMS)	50	50
Operational Considerations total:	100	100

Item 730 “Credit for Operational Considerations (COC)” = 2.00 points

Water Supply

Forty percent of a community's overall score is based on the adequacy of the water supply system. The ISO field representative evaluated:

- the capability of the water distribution system to meet the Needed Fire Flows at selected locations up to 3,500 gpm.
- size, type and installation of fire hydrants.
- inspection and flow testing of fire hydrants.

	Earned Credit	Credit Available
616. Credit for Supply System	23.95	30
621. Credit for Hydrants	2.94	3
631. Credit for Inspection and Flow Testing	3.16	7
Item 640. Credit for Water Supply:	30.05	40

Item 616 – Credit for Supply System (30 points)

The first item reviewed is Item 616 “Credit for Supply System (CSS)”. This item reviews the rate of flow that can be credited at each of the Needed Fire Flow test locations considering the supply works capacity, the main capacity and the hydrant distribution. The lowest flow rate of these items is credited for each representative location. A water system capable of delivering 250 gpm or more for a period of two hours plus consumption at the maximum daily rate at the fire location is considered minimum in the ISO review.

Where there are 2 or more systems or services distributing water at the same location, credit is given on the basis of the joint protection provided by all systems and services available.

The supply works capacity is calculated for each representative Needed Fire Flow test location, considering a variety of water supply sources. These include public water supplies, emergency supplies (usually accessed from neighboring water systems), suction supplies (usually evidenced by dry hydrant installations near a river, lake or other body of water), and supplies developed by a fire department using large diameter hose or vehicles to shuttle water from a source of supply to a fire site. The result is expressed in gallons per minute (gpm).

The normal ability of the distribution system to deliver Needed Fire Flows at the selected building locations is reviewed. The results of a flow test at a representative test location will indicate the ability of the water mains (or fire department in the case of fire department supplies) to carry water to that location.

The hydrant distribution is reviewed within 1,000 feet of representative test locations measured as hose can be laid by apparatus.

For maximum credit, the Needed Fire Flows should be available at each location in the district. Needed Fire Flows of 2,500 gpm or less should be available for 2 hours; and Needed Fire Flows of 3,000 and 3,500 gpm should be obtainable for 3 hours.

Item 616 “Credit for Supply System (CSS)” = 23.95 points

Item 621 – Credit for Hydrants (3 points)

The second item reviewed is Item 621 “Credit for Hydrants (CH)”. This item reviews the number of fire hydrants of each type compared with the total number of hydrants.

There are a total of 1372 hydrants in the graded area.

620. Hydrants, - Size, Type and Installation	Number of Hydrants
A. With a 6 -inch or larger branch and a pumper outlet with or without 2½ - inch outlets	1333
B. With a 6 -inch or larger branch and no pumper outlet but two or more 2½ -inch outlets, or with a small foot valve, or with a small barrel	0
C./D. With only a 2½ -inch outlet or with less than a 6 -inch branch	11
E./F. Flush Type, Cistern, or Suction Point	28

Item 621 “Credit for Hydrants (CH)” = 2.94 points

Item 630 – Credit for Inspection and Flow Testing (7 points)

The third item reviewed is Item 630 “Credit for Inspection and Flow Testing (CIT)”. This item reviews the fire hydrant inspection frequency, and the completeness of the inspections. Inspection of hydrants should be in accordance with AWWA M-17, *Installation, Field Testing and Maintenance of Fire Hydrants*.

Frequency of Inspection (FI): Average interval between the 3 most recent inspections.

Frequency	Points
1 year	30
2 years	20
3 years	10
4 years	5
5 years or more	No Credit

Note: The points for inspection frequency are reduced by 10 points if the inspections are incomplete or do not include a flushing program. An additional reduction of 10 points are made if hydrants are not subjected to full system pressure during inspections. If the inspection of cisterns or suction points does not include actual drafting with a pumper, or back-flushing for dry hydrants, 20 points are deducted.

Total points for Inspections = 0.65 points

Frequency of Fire Flow Testing (FF): Average interval between the 3 most recent inspections.

Frequency	Points
5 years	40
6 years	30
7 years	20
8 years	10
9 years	5
10 years or more	No Credit

Total points for Fire Flow Testing = 2.51 points

Item 631 “Credit for Inspection and Fire Flow Testing (CIT)” = 3.16 points

Divergence = -0.13

The Divergence factor mathematically reduces the score based upon the relative difference between the fire department and water supply scores. The factor is introduced in the final equation.

Community Risk Reduction

	Earned Credit	Credit Available
1025. Credit for Fire Prevention and Code Enforcement (CPCE)	1.97	2.2
1033. Credit for Public Fire Safety Education (CFSE)	1.71	2.2
1044. Credit for Fire Investigation Programs (CIP)	1.03	1.1
Item 1050. Credit for Community Risk Reduction	4.71	5.50

Item 1025 – Credit for Fire Prevention Code Adoption and Enforcement (2.2 points)	Earned Credit	Credit Available
Fire Prevention Code Regulations (PCR) Evaluation of fire prevention code regulations in effect.	10.00	10
Fire Prevention Staffing (PS) Evaluation of staffing for fire prevention activities.	8.00	8
Fire Prevention Certification and Training (PCT) Evaluation of the certification and training of fire prevention code enforcement personnel.	3.40	6
Fire Prevention Programs (PCP) Evaluation of fire prevention programs.	14.33	16
Review of Fire Prevention Code and Enforcement (CPCE) subtotal:	35.73	40

Item 1033 – Credit for Public Fire Safety Education (2.2 points)	Earned Credit	Credit Available
Public Fire Safety Educators Qualifications and Training (FSQT) Evaluation of public fire safety education personnel training and qualification as specified by the authority having jurisdiction.	4.53	10
Public Fire Safety Education Programs (FSP) Evaluation of programs for public fire safety education.	26.60	30
Review of Public Safety Education Programs (CFSE) subtotal:	31.13	40

Item 1044 – Credit for Fire Investigation Programs (1.1 points)	Earned Credit	Credit Available
Fire Investigation Organization and Staffing (IOS) Evaluation of organization and staffing for fire investigations.	8.00	8
Fire Investigator Certification and Training (IQT) Evaluation of fire investigator certification and training.	4.80	6
Use of National Fire Incident Reporting System (IRS) Evaluation of the use of the National Fire Incident Reporting System (NFIRS) for the 3 years before the evaluation.	6.00	6
Review of Fire Investigation Programs (CIP) subtotal:	18.80	20

Summary of PPC Review
for
South Placer FPSA

FSRS Item	Earned Credit	Credit Available
Emergency Communications		
414. Credit for Emergency Reporting	3.00	3
422. Credit for Telecommunicators	3.74	4
432. Credit for Dispatch Circuits	2.78	3
440. Credit for Emergency Communications	9.52	10
Fire Department		
513. Credit for Engine Companies	4.76	6
523. Credit for Reserve Pumpers	0.50	0.5
532. Credit for Pumper Capacity	3.00	3
549. Credit for Ladder Service	2.24	4
553. Credit for Reserve Ladder and Service Trucks	0.00	0.5
561. Credit for Deployment Analysis	4.43	10
571. Credit for Company Personnel	11.74	15
581. Credit for Training	8.57	9
730. Credit for Operational Considerations	2.00	2
590. Credit for Fire Department	37.24	50
Water Supply		
616. Credit for Supply System	23.95	30
621. Credit for Hydrants	2.94	3
631. Credit for Inspection and Flow Testing	3.16	7
640. Credit for Water Supply	30.05	40
Divergence	-0.13	--
1050. Community Risk Reduction	4.71	5.50
Total Credit	81.39	105.5

Final Community Classification = 02/2Y

**SOUTH PLACER FIRE PROTECTION DISTRICT
INTEROFFICE MEMORANDUM**

TO: BOARD OF DIRECTORS
FROM: CHIEF MARK DUERR
SUBJECT: BOARD MEETING AGENDA STAFF RECOMMENDATIONS
DATE: WEDNESDAY, JUNE 12TH, 2024
CC: BOARD SECRETARY KATHY MEDEIROS

Agenda Item: FRMS Board of Directors Election to Fill Four (4) Positions

Action Requested: Staff recommends discussion and possible action to vote for up to four (4) positions on the FRMS board.

Background: On June 30th, 2024, four (4) FRMS Board of Director positions will expire. Newly elected board members will serve a term from July 1, 2024, to June 30, 2027. Candidates running for the four (4) open positions are:

- Brian Boggeln, Alpine Fire Protection District (Incumbent)
- Jason Nee, Central Fire District of Santa Cruz County
- Richard Pearce, Tiburon Fire Protection District (Incumbent)
- Bill Tyler, Novato Fire Protection District (Incumbent)
- Justin Yelinek, Amador Fire Protection District

Impact: Representation on the FRMS Board

Attachments: Copy of FRMS Ballot

Mark Duerr
Fire Chief
South Placer Fire Protection District

FRMS Board of Directors Ballot 2024

BALLOT

BALLOT - Select up to FOUR candidates to serve on the FRMS Board of Directors. Each newly elected Board member will serve a term of July 1, 2024 to June 30, 2027. *

- Brian Boggeln, Alpine Fire Protection District (incumbent)
- Jason Nee, Central Fire District of Santa Cruz County
- Richard Pearce, Tiburon Fire Protection District (incumbent)
- Bill Tyler, Novato Fire Protection District (incumbent)
- Justin Yelinek, Amador Fire Protection District

CANDIDATE SUMMARY OF EXPERIENCE

Candidate: Brian Boggeln

District Name: Alpine Fire Protection District

Summary of Experience: Brian Boggeln is a Fire Chief at the Alpine Fire Protection District. Chief Boggeln served on the FDAC-EBA Board beginning in 2022 and continued in that role through the first year of FRMS operations. Chief Boggeln wishes to continue his service as a Board member to support the vision, mission, and values of FRMS.

Candidate: Jason Nee

District Name: Central Fire District of Santa Cruz County

Summary of Experience: Jason Nee is a Fire Chief for the Central Fire District of Santa Cruz County. Chief Nee is interested in participating in efforts to identify solutions that support the health and wellness of participating FRMS members and addressing workers' compensation issues facing fire organizations throughout the State.

Candidate: Richard Pearce

District Name: Tiburon Fire District

Summary of Experience: Richard Pearce is a Fire Chief at the Tiburon Fire Protection District. Chief Pearce has served on the FASIS Board since 2006 and continued as a Director on the FRMS Board during its first year of operations. Chief Pearce wishes to continue his service as a Board member to support the vision, mission, and values of FRMS.

Candidate: Bill Tyler, Fire Chief

District Name: Novato Fire Protection District

Summary of Experience: Bill Tyler is a Fire Chief at the Novato Fire Protection District. Chief Tyler has served on the FASIS Board since 2018 and continued as a Director for the first year of FRMS operations. Chief Tyler wishes to continue his service as a Board member to support the vision, mission, and values of FRMS.

Candidate: Justin Yelinek

District Name: Amador Fire Protection District

Summary of Experience: Justin Yelinek is a Battalion Chief at the Amador Fire Protection District. Chief Justin would bring professionalism, transparency and knowledge/experience in both EMS and Fire Suppression. His history of hard work in the fire service and track record of accomplishments makes him a qualified candidate. Chief Justin previously served on the EBA Board.

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33%

SOUTH PLACER FIRE DISTRICT
PARS Post-Employment Benefits Trust

Account Report for the Period
4/1/2024 to 4/30/2024

Mark Duerr
Fire Chief
South Placer Fire District
6900 Eureka Rd.
Granite Bay, CA 95746

Account Summary

Source	Balance as of 4/1/2024	Contributions	Earnings	Expenses	Distributions	Transfers	Balance as of 4/30/2024
OPEB	\$1,597,079.88	\$0.00	-\$49,015.53	\$774.63	\$0.00	\$0.00	\$1,547,289.72
Totals	\$1,597,079.88	\$0.00	-\$49,015.53	\$774.63	\$0.00	\$0.00	\$1,547,289.72

Investment Selection

Source	
OPEB	Moderate - Strategic Blend

Investment Objective

Source	
OPEB	The dual goals of the Moderate Strategy are growth of principal and income. It is expected that dividend and interest income will comprise a significant portion of total return, although growth through capital appreciation is equally important. The portfolio will be allocated between equity and fixed income investments.

Investment Return

Source	1-Month	3-Months	1-Year	Annualized Return			Plan's Inception Date
				3-Years	5-Years	10-Years	
OPEB	-3.07%	0.89%	9.55%	0.72%	5.30%	5.40%	5/31/2012

Information as provided by US Bank, Trustee for PARS; Not FDIC Insured; No Bank Guarantee; May Lose Value

Past performance does not guarantee future results. Performance returns may not reflect the deduction of applicable fees, which could reduce returns. Information is deemed reliable but may be subject to change.

Investment Return: Annualized rate of return is the return on an investment over a period other than one year multiplied or divided to give a comparable one-year return.

Account balances are inclusive of Trust Administration, Trustee and Investment Management fees

**SOUTH PLACER FIRE DISTRICT
INTEROFFICE MEMORANDUM**

TO: BOARD OF DIRECTORS
FROM: CHIEF MARK DUERR
SUBJECT: BOARD MEETING AGENDA STAFF RECOMMENDATIONS
DATE: WEDNESDAY, JUNE 12TH, 2024
CC: BOARD SECRETARY KATHERINE MEDEIROS

Agenda Item: Chiefs Report

Action Requested: Staff recommends a monthly District update.

Background:

- New hire academy has started
- Municipal Service Review – June draft
- Strategic Plan – June 17-19
- Tablet Command in service
- Multiple fires this month with crews performing admirably.
- Station and uniform inspections
- Chief Magnuson attended CFED and EMSAC
- Move to Placer County Workday system for accounting
- Contact form and video link for past meetings coming to the website
- Kids Camp with Roseville Fire
- Leadership Training

Attachments: None

Impact: Monthly update

Mark Duerr
Fire Chief
South Placer Fire District

SOUTH PLACER LABOR REPORT 6/12/24

- Echelon Front leadership training